Holm Center Syllabus MMOPM–BOT-MOTS-001

Pre-commissioning Training

BASIC OFFICER TRAINING (BOT)

March 2013

Holm Center for Officer Accessions and Citizen Development

This Basic Officer Training (BOT) syllabus outlines the training required to achieve the proficiency specified in the course training standard, AFI 36-2014 and the Air University Continuum of Education. 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/CMDT. 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, OTS/CMDT, and AFROTC/CC) and prior approval of Holm Center/CC. Forward suggestions to the 24 TRS/CC who will coordinate all proposed changes with OTS/CMDT and Holm Center/CR.

This is to certify that the curricula described in this Officer Training School (OTS) Curriculum Plan fulfills the education and training requirements needed to achieve the proficiency specified in AFI 36-2014, AF Commissioning Education, the Air University Continuum of Education, CJCSI 1800.01D, Officer Professional Military Education Program (Appendix B to Enclosure E, Precommissioning and Primary Joint Professional Military Education) and other pertinent higher headquarters guidance.

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OFFICIAL
This Syllabus is effective with BOT class 13-04

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CONTENTS

Chapter *Page*

1—COURSE DESCRIPTION 1

2—COURSE ADMINISTRATION 5
Section A-- Syllabus Management 5
Section B-- Responsibilities 6
Section C-- Administration 7
Section D-- Graded Measurement Prerequisites 13

3—ACADEMICS 19
Section A-- Academic Overview 19
Section B-- Academic Lessons Index 20
Section C-- Academic Lesson Descriptions 25

4—TRAINING 53
Section A-- Training Overview 53
Section B-- Training Events Index 54
Section C-- Training Event Descriptions 58

5—COURSE TRAINING STANDARDS 73
Section A-- Graded Measurements 73
Section B-- Additional Evaluations 74
Section C-- Awards 82

6—MISSION / LEADERSHIP TRAINING 85
Section A-- Management 85
Section B-- Basic Expeditionary Combat Skills / Field Training Exercises 86
Section C-- Mission Training / Evaluations 87

ACRONYMS 89

APPENDIX 91
Training Day Schedule 91

Summary of Changes

General

- This entire syllabus has been substantially altered and must be thoroughly reviewed.

CHAPTER 1

COURSE DESCRIPTION

1. Course Title—Basic Officer Training (BOT)

2. Course Number—MMOPM-BOT-MOTS-001. PDS Code MOTS001

3. Location—Maxwell AFB, AL

4. Duration—47 Training Days

5. Course Entry Prerequisites—IAW AFI 36-2013, Officer Training School (OTS) and Enlisted Commissioning Programs (ECPS)

6. Status Upon Graduation—Graduates of the course are commissioned as Second Lieutenants in the United States Air Force. Trainees complete the AF Form 133 and are awarded a commissioning certificate. The graduate is ready to enter follow-on AF training programs or proceed to direct duty assignments. Specifically, graduates will have satisfactorily met all requirements specified in AFI 36-2014, *Commissioning Education Program*, CJCSI 1800.01D, Officer Professional Military Education Program (OPMEP) and the Precommissioning requirements of the Air University Continuum of Officer and Enlisted Professional Military Education Strategic Guidance.

7. Course Objective—Commission motivated officers of character who are culturally aware, expeditionary minded, embody the American warrior ethos and prepared to lead…officers who view themselves as Airmen first and serve as equal partners within the Total Force.

8. Course Implementation—This course provides initial training to officer candidates and develops competent AF leaders. The course is organized in four phases that align all academic curriculum and training events. The four phases are:

8.1 Orientation
8.2 Development
8.3 Application
8.4 Transition

9. Phases—BOT trainees progress through the following four phases of leadership development.

9.1 Phase 1 (Orientation): In this phase, trainees focus on teamwork/teambuilding, discipline, and standardization. This phase provides trainees the shared common experience in military training to include drill, marching, inspections that teach attention to detail and the need to form and operate as a team. Additionally in this phase, trainees begin to learn fundamentals of leadership, military management, and basic concepts of

cultural awareness. The orientation phase culminates in the Commander's Challenge in which trainees earn Phase 2 Status.

9.2 Phase 2 (Development): In this phase, trainees further develop their understanding of the fundamentals of leadership, military management, and the profession of arms. They gain an appreciation of the history and heritage of the Air Force and begin to understand and contribute to the Airman culture. During this phase, conflict may 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 concept, the trainees increase their competence as followers. In addition, they learn basic combat skills and the importance of cross-cultural competence as it relates to the military mission. Lastly, trainees lead their peers via their assigned student wing positions. The leaders must now manage their teams to accomplish assigned missions. This phase culminates a week prior to the arrival of the next lower class.

9.3 Phase 3 (Application): This phase focuses on the practical application of lessons learned in the previous phases. Trainees continue to experience the pressures of leadership and command through their participation in training as well as leading their peers via their student wing positions. In addition, the trainee wing now has the added responsibility of in-processing and mentoring the lower class on how to become an Officer Trainee. The trainees' leadership development during this phase is a transition from practicing leadership amongst peers to being placed in true supervisor/subordinate roles as they utilize counseling and corrective supervision techniques to prepare the lower class to assume command of the trainee wing. 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 leaders and followers.

9.4 Phase 4 (Transition): During this final phase, the trainees' leadership development will be tested 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. This phase focuses on applying individual strengths and characteristics to the leadership techniques previously learned. Through staff and peer feedback, trainees complete the course with an understanding of their individual leadership strengths, as well as areas of their leadership that require improvement. This final phase of the program also prepares the trainees to make the transition from a training environment to the operational Air Force. In doing so, they must transition their responsibilities within the trainee wing to their lower class counterparts and provide mentoring and lessons learned. This phase concentrates on mentoring and the practical transition into the traditions and everyday life of AF officers.

10. Training Hours

Figure 1.1 Training Hours

AREAS	STUDY HOURS	CLASS HOURS
Air Force Combatives Program	0.00	10.00
Air Force Culture	0.00	55.25
Administration	0.00	76.00
Academic Assessments	6.00	10.50
Communication Studies	18.00	17.00
Drill & Ceremonies	0.00	29.00
Field Leadership	0.00	106.50
Field Training	11.00	50.00
Formal Counseling	0.00	42.00
Leadership Studies	41.00	57.00
Warfare Studies/International Security Studies	54.00	42.00
Orientation	0.00	2.00
Profession of Arms	30.00	23.00
Preparation	0.00	3.00
Physical Training	0.00	43.00*
Scheduled Military Training	0.00	72.00*
HOURS	160.00	523.25

* Includes hours not specifically codified within chapter 4.

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CHAPTER 2

COURSE ADMINISTRATION

Section A—Syllabus Management

1. Syllabus Interpretation—This syllabus is directive in nature. The 24 TRS/CC 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 and inform the chain of command. If the logical course of action appears to conflict with other directives, the OTS/CMDT in coordination with Holm Center/CR, will make the final decision on the course of action to follow and will direct the 24 TRS/CC 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 resulting in omission of a graduation requirement. Permanent or blanket waivers are not authorized, but rather should be suggested as syllabus changes. 24 TRS/CC will submit waiver requests electronically or in writing, on AETC Form 6, *Waiver Request*, through the OTS/CMDT, and Holm Center/CR for review, to Holm Center/CC for approval.

3. Syllabus Deviation—A syllabus deviation is any unplanned variation from syllabus requirements such as prerequisite flow or omission of a non-graduation requirement training event. Normal scheduling variations do not constitute a reportable deviation as long as the syllabus prerequisite flow is maintained. Normal training day flow should be maintained unless unforeseen circumstances drive a change. If unforeseen circumstances result in an omission of syllabus training, the 24 TRS/CC will determine if the omitted training can be accomplished later in the syllabus flow without adversely affecting the quality of training. Syllabus deviations with 24 TRS/CC-directed corrective actions will be documented and forwarded to Holm Center/CR for review following each phase of training.

4. Syllabus Review—This syllabus will be reviewed annually by representatives from OTS and Holm Center/CR and all changes forwarded to the Holm Center Syllabus Steering Committee for final approval IAW Holm Center I 36-2301. For this syllabus, annual reviews and/or revisions will occur during the summer to align with the Holm Center/CR curriculum review and publishing process, which is conducted before the start of the university academic year. All chapters with the exception of Chapter 3 will be maintained by 24 TRS/CC.

Section B—Responsibilities

1. Holm Center/CR will:

1.1 Train all incoming OTS Flt/CCs on basic Air Force classroom instruction requirements IAW AETCI 36-2201 and HOLMCENTERI 36-2201.
1.2 Establish, develop, and maintain curriculum requirements established for initial officer training, in coordination with OTS/CMDT.
1.3 Administer and score consolidated written tests (CWT) IAW HOLMCENTERI 36-2002.
1.4 Administer OTS internal and external survey programs in accordance with established policies and directives IAW AUI 36-2312.
1.5 Manage Chapter 3 of this syllabus.
1.6 Provide lecturers for designated lecture classes.

2. OTS/CMDT will:

2.1 Ensure all Holm Center training requirements are accomplished.
2.2 Provide direction on training philosophy and program emphasis.
2.3 Coordinate with ANGRC concerning any major programmatic changes affecting training philosophy.

3. 24 TRS/CC will:

3.1 Execute BOT program and syllabus in support of Air Force requirements.
3.2 Inform functional communities, as appropriate, regarding exceptional trainee issues.
3.3 Award the Commissioning Certificate upon completion of the program and oath of office.
3.4 Prepare an AF Form 133 for each Active Duty and Reserve trainee.
3.5 Prepare an NGB Form 337 for each ANG student.
3.6 Provide incoming Flt/CCs mission qualification training and certify them to conduct training directed by this syllabus.
3.7 Maintain certification of all 24 TRS instructors through regular evaluations as specified in OTSPAM 36-2001.
3.8 Provide direction on training philosophy and program emphasis.

4. 22 TRSS/CC will:

4.1 Record program completion in MILPDS/OTA.
4.2 Provide military personnel and facilities support to trainees.
4.3 Provide initial emergency medical care and treatment to injured and sick trainees.
4.4 Administer physical fitness training and Air Force Combatives Program training.
4.5 Augment 24 TRS instructors, as available, for AEF skills and field training.
4.6 Monitor and prepare Field Training sites.

4.7 Provide instruction in drill, ceremonies, customs and courtesies.
4.8 Provide dormitory maintenance instruction and aid 24 TRS instructors' maintenance of dormitory standards through regular inspections.

5. OTS/CCV will:

5.1 Initially certify all 24 TRS instructors through initial evaluations.
5.2 Manage and execute the Evaluator Upgrade program.
5.3 Conduct no-notice evaluations on instructors and provide feedback to 24 TRS/CC, via a Standardization/Evaluation Review Board or other means.

6. OTS/CCT will:

6.1 Provide all incoming 24 TRS Flt/CCs initial qualification training.
6.2 Assist and/or conduct in-service training of 24 TRS instructors.

Section C—Administration

1. Training Requirements and Restrictions:

1.1 Intent: This course combines military training with academic education in order to give the graduate sufficient skills to perform non-AFSC-specific actions required of an Air Force second lieutenant.
1.2 Trainee and Flight Commander Responsibilities: Trainees are required to monitor their training; however, flight commanders are responsible for training accomplishment.
1.3 Events Per Day: Trainees should not normally be scheduled for more than one graded measurement per day. The exception is an incomplete event due to maintenance problems or weather impacts that may not qualify as an accomplished event. The 24 TRS/CC is approval authority for more than one graded event per day.
1.4 Instructor and Trainee Guides: Holm Center/CR develops and distributes instructor and trainee materials (e.g., textbooks, lesson plans, audiovisual support material) to support the academic curriculum in this syllabus. These support documents expand on the information in this syllabus and contain the detail necessary to ensure consistent training for all trainees.
1.5 Key Events: These events require special attention by staff to prevent trainees from being absent from them. Details or other appointments with staff members do not excuse trainees from these key events. Key events may be foundational and necessary for further training, critical evaluations, or non-repeatable training.

2. Break-in-Training Events: The 24 TRS/DO may authorize these events for extended delays in training. A break-in-training will occur if the trainee is recycled to a later class due to factors other than normal programmed syllabus flow. These events will be identified as "ADD" events (e.g., Advocacy Brief-ADD, etc.), and the number and type of additional events will be determined on an individual basis. "ADD" events will only be authorized following a break in training as described above.

3. Safety: Staff will emphasize 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.

4. Graded Measurements: Graded Measurements represent standard evaluation points for all trainees. Failing a single Graded Measurement may not necessarily be grounds for disenrollment, but overall progress is tracked and failing certain/multiple Graded Measurements may results in Elimination Checks or Commander's Review as outlined later in this Syllabus.

Table 2.1 Graded Measurement Criteria

Graded Measurement	Minimum Score	Additional Criteria
CWT#1	80	
CWT#2	80	
Mid Course TPR*	50	Must meet standards in all major areas
Regional Information Brief	17	Must pass all critical areas (mandatory reqs)
Advocacy Briefing	17	Must pass all critical areas (mandatory reqs)
Leadership Reaction Course	See LCE	Must pass all critical areas (mandatory reqs)
AEF Exercise*	See LCE	Must pass all critical areas (mandatory reqs)
Fitness Assessment (PFA only)	75	Must meet minimum requirements for each component
Final TPR	50	Must meet standards in all major areas

4.1 Grade Point Average (GPA): Each trainee's Grade Point Average will be calculated by adding the following six Graded Measurements (all using numeric score out of 100 possible points) in the specified percentages below. The maximum possible GPA will be 100.

4.1.1 CWT #1: CWT1 Numeric Score * 0.35

4.1.2 CWT #2: CWT2 Numeric Score * 0.35

4.1.3 Background Paper: Background Paper Numeric Score * .05

4.1.4 Info Brief: Info Brief Numeric Score * .05

4.1.5 Position Paper: Position Paper Numeric Score * .05

4.1.6 Advocacy Brief: Advocacy Brief Numeric Score * .15

5. Graduation Requirements: Graduation Requirements are areas that must be met by all trainees in order to receive an AF Commission. Trainees must meet AF physical training (PT) standards IAW AFI 36-2905. All Graduation Requirements are outlined in Table 2.2 below. The Graduation Requirements in Table 2.2 with an asterisk by their name represent graduation requirements on which students may be given a single remake given that they were not already in Elimination Check status prior to failing the first attempt. Graduation Requirements (except the

PFA IAW AFI 36-2905) may be waived by the Training Squadron Commander based on a review of all relevant training records. The mechanism for this review will be the Commanders Review process as outlined in 24 TRSI 36-1.

Table 2.2 Graduation Requirements

Graded Measurement	Minimum Score	Additional Criteria
GPA	80	
CWT Avg or Comprehensive Test	80	Failure to maintain an 80% average across the two CWTs will result in a comprehensive exam. The comprehensive exam score will be utilized to recalculate student GPA for course completion, but will not be used in order of merit calculations.
Mid Course TPR*	50	Must meet standards in all major areas
AEF Exercise*	See LCE	Must pass all critical areas (mandatory reqs)
Fitness Assessment (PFA only)	75	Must meet minimum requirements for each component
Final TPR	50	Must meet standards in all major areas

6. Physical Training: Physical training helps trainees cope with the rigors of the training environment and improves their physical condition. Weather permitting, organized PT will normally be accomplished by each class (upper and lower) each morning, per the schedule.

7. Training Progression:

7.1 Normal Progression: Trainees able to meet the performance standards for each unit or block of training, as written in this syllabus on the appropriate day of training, qualify as performing under "normal progression." Attainment of course objectives will be measured through written examinations, graded writing and briefing assignments, and graded field leadership missions. A trainee must meet all training objectives in each unit or block in order to progress to the next unit or block of training, or to graduate.

7.2 Student Non-Progression (SNP): Failure of a graded measurement.

7.3 Additional Training: Because trainees enter training with varied experience and ability, some trainees will require more training to meet required performance standards. Additional training (AT) events may be provided to bring a trainee's performance up to standards following SNP. AT events will be clearly defined in time and scope on a memo or trainee grade sheet by the Flt/CC, prior to the AT event. AT events will be accomplished by any method available to correct a trainee deficiency to include a combination of academics, briefings, computer-based training (CBT), or field events IAW the Holm Center Training Manual.

8. SNP Courses of Action:

8.1 Special Monitoring Status (SMS): Close monitoring of SNP trainees. SNP trainees will be placed on SMS by the SS/CC. Additionally, trainees may be placed on SMS at the discretion of the SS/CC. While on SMS, the SS/CC will deliberately set milestones for the

trainee to achieve, which help the trainee meet course training standards. AT may be assigned to a trainee while on SMS. SMS administration will be IAW applicable OTS Operating Instructions (OI).

8.2 Elimination Check (EC): The 24 TRS/CC's final evaluation tool (i.e., graded measurement remake), administered by a SS/CC, SS/DO, CCV, or a 24TRS/ADO, to determine the trainee's ability to meet objectives satisfactorily and continue with the normal syllabus flow.

8.2.1. An EC is conducted for the following reasons:

8.2.1.1. Any time a trainee fails a MCOTPR or AEF. Feedback on the failure will be provided before the trainee is allowed to attempt a remake. Due to the relatively short timeframe before a remake of AEF, documentation requirements for ECs are waived for this events. However, the trainee will be briefed on their tenuous status as an EC.

8.2.1.2. Any graded measurement for a trainee with two previous graded measurement failures.

8.2.1.3. At any other time at the discretion of the 24 TRS/CC, normally for poor performance in other areas. Trainees who require an extended period of close supervision (SMS-Special Monitoring Status, see para 8.1) should be considered for an EC, on the recommendation of the SS/CC.

8.2.1.4. Any graded measurement for a trainee who was recycled and has reached his/her predetermined number of allowed failures.

8.2.1.5. In the case of mid-course or end-of-course trainee performance reports (TPRs), the Flt/CC will administer the remake but the final grade will be signed by the SS/CC.

8.2.2. An EC failure triggers a commander's review (CR). Trainees who pass the EC will continue in training.

8.3 Commander's Review (CR): After the failure of an EC, a trainee's case will be reviewed by senior leadership within OTS, specifically the owning SS/CC and the 24 TRS/DO who will recommend a course of action to the 24 TRS/CC, and the OTS/CMDT, and HC/CC if required, by governing directives. At this time, the appropriate commander will determine whether a trainee should be reinstated back into training, recycled to a new class or disenrolled from Basic Officer Training. When a trainee is entered into the CR process, all relevant factors including attitude, professional qualities, experience level, prior performance in the course and any unusual circumstances documented in their training folder will be reviewed. Additionally, based upon overall course progress and at the 24 TRS/CC's discretion, any single graded measurement failure can trigger a CR. Any time a trainee is

believed to not meet administrative eligibility standards, a CR is triggered (see Administrative Disenrollment). CR procedures will be IAW applicable OTS OIs.

9. Commander's Options: During the CR, commanders have four options available: trainee reinstatement, trainee recycle, administrative disenrollment or summary disenrollment.

9.1 Trainee Reinstatement: The 24 TRS/CC, OTS/CMDT or HC/CC can return a trainee into the normal syllabus flow.

9.2 Trainee Recycle: Trainees not performing up to course training standards, but who displays potential to meet them if given a reasonable amount of additional time in training, may be "recycled" into another class. Trainees may also be recycled for administrative reasons, e.g., injuries that prevent continuation in training but do not meet the threshold for a medical disenrollment.

9.2.1. The 24 TRS/CC determines if a trainee is to be recycled, and into which class and point in training the trainee will be recycled.

9.2.2. The 24 TRS/CC will determine how many additional failures a recycled trainee will be allowed based on the TD the trainee goes back into training. Normally, no additional failures are allowed, making all further graded measurements ECs. However, a trainee recycled to week 1 of training may warrant additional allowable failures.

9.3 Summary Disenrollment. Summary disenrollment is used in non-administrative cases. The OTS/CMDT on G-Series orders is the approval authority for summary disenrollments, per AUI 36-2315, para 2, unless the disenrollment is for misconduct. For cases involving misconduct, elimination authority has been delegated to the OTS/CMDT per the Air University Policy Memo titled "Policy on Air University Student Disenrollment Procedures" dated 16 April 2012. If the OTS/CMDT function is being filled by a rotational Air National Guard Colonel not on G-Series orders, the Holm Center/CC will serve as disenrollment authority for all summary disenrollments IAW Holm Center/CC memo, Guidance on Operational Direction (OPDIR) and Command Authority at OTS, dated 7 Jun 10. There are three categories of summary disenrollments:

9.3.1. Military Training Deficiency (MTD). A MTD is a failure to achieve a passing grade/score on graded measurements, see Table 2.1. This does not include practice exercises. Normally, three failures are grounds for recommending a MTD disenrollment or recycle; however, a single failure may warrant an MTD recycle/disenrollment depending on the severity of the failure.

9.3.2. Lack of Adaptability (LOA). Inability to adapt to or display the necessary physical, psychological, or personality traits of an Air Force officer, or an OT lacks the personal capacity and inclination, whether natural or acquired, to adapt to military relationships, customs, and responsibilities that have become traditional and necessary in military service. Also includes, but is not limited to, any misconduct which would constitute a basis for discharge under AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*, or AFI 36-3208, para 3.6.1.7, Prejudicial Conduct, any

conduct inconsistent with the OTS honor code; or demonstration of undesirable character traits. OTS will give strong consideration to initiating administrative discharge action under AFI 36-3208 for any trainee eliminated under this paragraph.

9.3.3. Medical Disqualification under Circumstances Within the Trainee's Control. This occurs when a trainee becomes medically disqualified for commissioning, or for a category of commissioning, due to circumstances within the trainee's control. This action may require an informal or formal Line of Duty determination. Examples include:

9.3.3.1. Alcohol-related injuries.
9.3.3.2. Injuries caused by hazing, fighting, or pranks.

9.4 Administrative Disenrollment. Trainees who fail to meet minimum administrative eligibility standards will be administratively disenrolled. The OTS/CMDT on G-Series orders (or HC/CC when OTS/CMDT function is being filled by an Air National Guard Colonel not on G-Series orders) delegates the preparation and review of a trainee's DD Form 785 and the authority to administratively disenroll a trainee to the 24 TRS/CC, per AFI 36-2013, HC/CC Memo on OPDIR of OTS, and AFI 36-2012. The following are circumstances in which trainees may be administratively disenrolled:

9.4.1. Initial Ineligibility. A determination the trainee did not meet established eligibility requirements for BOT, IAW AETCI 36-2002, Chapter 3. The following will result in administrative elimination from BOT:

9.4.1.1. Trainee does not meet minimum accessions entry fitness standards or body fat requirements IAW AFI 36-2905, Chapter 6 (may be waived by 24 TRS/CC).

9.4.1.2. Trainees who failed to disclose/document any mandatory information during the OTS application process.

9.4.1.3. Trainees who fail initial urinalysis testing.

9.4.2. Self-Initiated Elimination. Self-Initiated Elimination (SIE) is disenrollment resulting from a trainee's written request for elimination. If a trainee wishes to withdraw the SIE request, he or she must gain approval from the 24 TRS/CC or designated representative. A trainee is allowed to withdraw their paperwork only once.

9.4.3. Extended Absence/Medical Disqualification. Disenrollment resulting from a trainee's inability to perform required duties because of a personal or medical reason over which the trainee has no control. If the trainee has an extended absence from training for personal reasons (usually more than 3 days). (IAW AFI 36-2013, para 3.9.2.5.) A trainee declared medically disqualified for commissioning by HQ AETC/SG will be disenrolled.

9.4.4 Unit Recall: The determination to remove an ANG OT from the program under this provision will be made by the OT's home unit commander and executed by Training Squadron staff.

9.5. Other Cases. A commander will consult with the chain-of-command and Holm Center/JA before disenrolling a trainee for reasons other than those listed in paragraphs 8.3 and 8.4.

9.6. Commander's Review Process: For specific disenrollment procedures, refer to applicable AF, OTS and 24 TRS Instructions.

Section D—Graded Measurement and Lesson Prerequisites

1. CWT #1

1.1 Academics

PA-Suicide Awareness
LS-Religious Respect
PA-Military Customs and Courtesies
PA-Law of Armed Conflict
PA-Roles of the President, the Executive Branch, Congress, & Civilian Control of the Military
PA-Core Values: The Price of Admission
PA-Profession of Arms
LS-Sexual Assault Prevention and Response
CS-Listening: The Neglected Skill
LS-Air Force Leadership
WS/ISS-The Department of the Air Force
LS-Managing in a Diverse World
PA-Airmen's Creed / Code of Conduct
LS-Self-Assessment
LS-Motivation
WS- War and the US Military
LS-Team Building
LS-Management Functions and Principles
LS-Followership
LS-Air Force Equal Opportunity Program
LS-Problem Solving
LS-Power and Influence
LS-Full Range Leadership
LS-Situational Leadership
PA-Air Force Fraud & Complaint, Waste, and Abuse Programs
LS-Air Force Smart Operations for the 21st Century (AFSO21)
WS/ISS-Making Strategy
WS/ISS-The Department of Defense
PA-Uniformed Code of Military Justice

WS/ISS-USAF Major Commands
LS-Stress Management and Resiliency
WS/ISS-Principles of War and Tenets of Air Power
WS/ISS-Air Force Core Functions
WS/ISS-Airpower Through WWI
WS/ISS-Department of the Army
WS/ISS-Department of the Navy
WS/ISS-US Policy
PA-The US Constitution
WS/ISS-The US Coast Guard
WS/ISS-The Marine Corps

2. CWT #2

2.1 Academics

PA-Military Law
LS-Developing Airmen
LS-Change Management
WS/ISS-Airpower: End of WWI through WWII
LS-Leadership Authority and Responsibility
LS-Conflict Management
WS/ISS-Airpower: Thru the Cold War, Part 1
LS-Corrective Supervision and Counseling
LS-Sexual Harassment Awareness
WS/ISS-Airpower: Thru the Cold War, Part 2
PA-Civilian Personnel
PA-Substance Abuse Control Program
PA-Information Assurance, Computer Security, and Information Operations
PA-The Enlisted Force
WS/ISS-Airpower in the Post Cold War
LS-Standards and Accountability
WS/ISS-The Need for Cross-Cultural Competence
WS/ISS-Relating and Communicating Cross-Culturally
WS/ISS-Cultural VEST
PA-Professional and Unprofessional Relationships (UPRs)
WS/ISS-Air and Space Power Today: The Global War on Terrorism
WS - Citizen Airmen: The Total Force
WS/ISS-Setting the World Stage
WS/ISS-Terrorism
LS-Operational Risk Management
LS-Counseling and Practicum
WS/ISS-Joint Operations
LS-Performance Feedback
LS-Enlisted Evaluation System
LS-Officer Evaluation System
PA-Defense Support of Civil Authorities
WS/ISS-Nuclear Operations
PA-Oath of Office and Commissioning

WS/ISS-Cyberspace
LS-Effective Supervision
PA-Pay, Allowances, and Leave
LS-Joint Ethics

3. Field Leadership

3.1 BELPS

LS-Motivation
LS-Management Functions and Principles
LS-Problem Solving
LS-Full Range Leadership
LS-Situational Leadership
FL-LCE Introduction
FT-Land Navigation (CBT) / Field Exercise
FT-Small Unit Tactics IA and IB/C
FT-Tactical Communication Field Exercise

3.2 LRC

LS-Standards & Accountability
LS-Leadership & Management Case Studies
FL-LCE Introduction
FL-BELPS

3.3 AEF

FT-Confidence Course (Blue Thunder)
FT-Introduction to Air Force Combatives
FT-Base Defense Fundamentals / Field Exercise I
FT-Small Unit Tactics IB/C
FL-BELPS
FL-LRC
FL-LCE Introduction

4. Administration

4.1 TMO/SATO

AD-Smooth Move
AD-Assignment Briefing

4.2 Common Access Card Creation

NET 1200 on Training Day 1

5. Leadership Studies

5.1 *12 Angry Men*

LS-Team Building
LS-Management Functions and Principles
LS-Problem Solving
LS-Power and Influence
LS-Stress Management and Resiliency
LS-Conflict Management

5.2 *The Caine Mutiny*- A Study in Dynamic Subordinancy
LS-Air Force Leadership
LS-Followership

5.3 Enlisted Evaluation System
CS-Bullet Statements with Impact
LS-Performance Feedback

5.4 Evaluation concepts
LS-Enlisted Evaluation System

5.5 Situational Leadership
LS-Full Range Leadership

5.6 Leadership and Management Case Studies
All LS curriculum prerequisites for CWT #2

5.7 Officer Evaluation System
CS-Bullet Statements with Impact
LS-Performance Feedback

5.8 Personal and group Goals
PA-Core Values and the Air Force Member

5.9 Problem Solving
LS-Air Force Smart Operations for the 21st Century (AFSO21)

5.10 Standards and Accountability
PA-Core Values and the Air Force Member

5.11 The Supervisor's In-Basket
CWT #2

6. Communication Studies

6.1 Position Paper and Background Paper
CS-T&Q: Introduction to Military Correspondence
CS-T&Q: Seven Steps to Effective Communication
CS-T&Q: Writing Mechanics

6.2 Unified Combatant Command Trainee Briefings and Group Exercise
CS-Basics of Briefing
CS-Briefing Requirements
CS-T&Q: Introduction to Military Correspondence
CS-T&Q: Military Briefings
WS/ISS-The Need for Cross-Cultural Competence
WS/ISS-Relating and Communicating Cross-Culturally
WS/ISS-USAFRICOM Area of Responsibility
WS/ISS-USCENTCOM Area of Responsibility
WS/ISS-USEUCOM Area of Responsibility
WS/ISS-USNORTHCOM Area of Responsibility
WS/ISS-USPACOM Area of Responsibility
WS/ISS-USSOUTHCOM Area of Responsibility

6.3 Advocacy Brief
CS-Advocacy Briefing Prep & Standards
CS-Basics of Briefings
CS-T&Q: Introduction to Military Correspondence

CS-T&Q: Military Briefings

6.4 Briefing Requirements
CS-Basics of Briefing
6.5 Bullet Statement Practicum
CS-Bullet Statements with Impact

7. Warfare Studies/International Security Studies
7.1 Army/Navy/Marine Corps Panel Discussion
WS/ISS-Department of the Army
WS/ISS-Department of the Navy
WS/ISS-Marine Corps
7.2 WS/ISS-Cultural VEST
WS/ISS-The Need for Cross-Cultural Competence
WS/ISS-Relating and Communicating Cross-Culturally
7.3 WS/ISS-Relating and Communicating Cross-Culturally
WS/ISS-The Need for Cross-Cultural Competence
7.4 **Unified Combatant Command Auditorium Lectures**
WS/ISS-The Need for Cross-Cultural Competence
WS/ISS-Relating and Communicating Cross-Culturally
7.5 Joint Operations
WS/ISS-Department of the Air Force
WS/ISS-Department of the Army
WS/ISS-Department of the Navy
WS/ISS-Marine Corps
WS/ISS-The US Coast Guard
7.6 Terrorism
WS/ISS-War and the US Military
WS/ISS-Setting the World Stage
7.7 All Airpower History lessons must stay in chronological order
WS/ISS-Air Force Core Functions
WS/ISS-e.g., WWII must come after WWI, Cold War after WWII, etc.

8. Profession of Arms
8.1 Air Force Dress and Appearance II
PA-Air Force Dress and Appearance I
8.2 Military Law Case Studies
PA-Military Law
8.3 Professional and Unprofessional Relationship Case Studies
PA-Professional and Unprofessional Relationships (UPRs)
8.4 Career Progression in the Air National Guard
LS-Officer Evaluation System

9. Drill and Ceremonies
9.1 Open Ranks Inspections
DR-Drill Block III

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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 24 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 four-phased leadership development approach. Trainees must satisfactorily complete all academic modules prior to the end of the course.

3. Critiques—Trainee critiques will be completed weekly for flight room academic blocks and forwarded to their SS/CC for review. Weekly critiques for auditorium lectures will be forwarded to Holm Center /CR for action. The end-of-course critique is forwarded to Holm Center/CR for action. Holm Center/CR reviews the critiques and forwards a package including historical data, current statistics and all trainee comments to Holm Center/CC and OTS/CMDT. OTS/CMDT will distribute the end-of-course critiques throughout OTS as appropriate. The OTS end-of-course critiques are subject to the Air University Institutional Effectiveness (AUI 36-2312) policy requiring individual schools to identify critique items or trends requiring some type of action. Copies of end-of-course critiques are maintained by OTS/CCV and 24 TRS/DO for tracking of trends.

ABBREVIATIONS

Syllabus Areas
AS—Assessments
CS—Communication Skills
ISS—International Security Studies
LS—Leadership Studies
OR—Orientation
PA—Profession of Arms
PR—Preparation
WS—Warfare Studies

Teaching Methods (TM)
B—Briefing
Case—Case Study
C—Coaching
CBT—Computer Based Training
GD—Guided Discussion
GE—Group Exercise
GL—Guest Lecture
IL—Informal Lecture
IN—Interview
L—Lecture
PE—Practical Exercise
R—Reading
SM—Student Managed
SP—Student Performance
TV—Television
V—Video

Section B—Academic Lesson Index

Communication Studies (CS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
T&Q: INTRODUCTION TO MILITARY CORRESPONDENCE	SM	CBT	0.50	0.00
GRAMMAR REFRESHER (1st Weekend)	SM	CBT	4.00	0.00
UNDERSTANDING PUBLICATIONS	SM	CBT	0.50	0.00
LISTENING: THE NEGLECTED SKILL	AUDITORIUM	IL	0.50	1.00
T&Q: MILITARY BRIEFINGS	SM	CBT	0.50	0.00
T&Q: ELECTRONIC COMMUNICATION	SM	CBT	1.00	0.00
BULLET STATEMENTS WITH IMPACT (Key Event)	AUDITORIUM	IL	1.00	1.00
BULLET STATEMENT PRACTICUM	FLIGHT ROOM	PE	0.00	2.00
BASICS OF BRIEFING (Key Event)	AUDITORIUM	IL	1.00	1.00
BASICS BRIEFING REQUIREMENTS	FLIGHT ROOM	IL	0.00	1.00
T&Q: WRITING MECHANICS	SM	CBT	1.00	0.00
T&Q: SEVEN STEPS TO EFFECTIVE COMMUNICATION	SM	CBT	1.00	0.00
ADVOCACY BRIEFING PREPARATION & STANDARDS (Key Event)	FLIGHT ROOM	IL	0.00	1.00
US COMBATANT COMMAND AREA OF RESPONSIBILITY--TRAINEE PRESENTATIONS FEEDBACK (Key Event)	FLIGHT ROOM	IL	0.00	3.00
ADVOCACY BRIEFING MEASUREMENT (Key Event)	FLIGHT ROOM	SP	7.00	3.00
ADVOCACY BRIEFING FEEDBACK (Key Event)	FLIGHT ROOM	IL	0.00	3.00
WING BRIEF-OFF	AUDITORIUM	SP	0.00	1.00
	TOTAL HOURS		18.00	17.00

Warfare Studies/International Security Studies (WS/ISS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
DEPARTMENT OF THE AIR FORCE	FLIGHT ROOM	IL	1.00	1.00
WAR & THE US MILITARY	AUDITORIUM	IL	1.00	1.00
MAKING STRATEGY	SM	R	1.00	0.00
THE DEPARTMENT OF DEFENSE	SM	R	1.00	0.00
USAF MAJOR COMMANDS	SM	R	1.00	0.00
PRINCIPLES OF WAR AND TENETS OF AIR POWER	FLIGHT ROOM	IL	1.00	1.00
AIR FORCE CORE FUNCTIONS	AUDITORIUM	IL	1.00	1.00
AIRPOWER THROUGH WWI	AUDITORIUM	IL	1.00	1.00
US POLICY	SM	R	1.00	0.00
DEPARTMENT OF THE NAVY	SM	R	1.00	0.00
THE MARINE CORPS	SM	R	1.00	0.00
THE US COAST GUARD	SM	R	1.00	0.00
DEPARTMENT OF THE ARMY	SM	R	1.00	0.00
AIRPOWER: END OF WWI THROUGH WWII	AUDITORIUM	IL	1.00	2.00

AIRPOWER THROUGH COLD WAR, PART 1	AUDITORIUM	IL	1.00	1.00
AIRPOWER THROUGH COLD WAR, PART 2	AUDITORIUM	IL	1.00	1.00
THE NEED FOR CROSS-CULTURAL COMPETENCE	AUDITORIUM	IL	1.00	1.00
RELATING AND COMMUNICATING CROSS-CULTURALLY	FLIGHT ROOM	IL/GD	1.00	2.00
CULTURAL VISUAL EXPEDITIONARY SKILLS TRAINING (VEST)	FLIGHT ROOM	IL/GD	1.00	2.00
AIRPOWER IN POST COLD WAR	AUDITORIUM	IL	1.00	1.00
USAFRICOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USPACOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USCENTCOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USNORTHCOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USSOUTHCOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USEUCOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
AIR AND SPACE POWER TODAY: THE GLOBAL WAR ON TERRORISM	AUDITORIUM	IL	1.00	1.00
CITIZEN AIRMEN: THE TOTAL FORCE	AUDITORIUM	IL	1.00	1.00
SETTING THE WORLD STAGE	AUDITORIUM	IL	1.00	1.00
TERRORISM	AUDITORIUM	IL	1.00	1.00
JOINT OPERATIONS	AUDITORIUM	IL	1.00	1.00
NUCLEAR OPERATIONS	SM	R	1.00	0.00
UNIFIED COMBATANT COMMAND TRAINEE BRIEINGS AND GROUP EXERCISE	FLIGHT ROOM	IL/SP/GE	4.00	6.00
CYBERSPACE	FLIGHT ROOM	IL/GD	1.00	2.00
ARMY/NAVY/MARINE CORPS PANEL DISCUSSION	AUDITORIUM	IN	0.00	1.00
AIR AND SPACE SYSTEMS CAPABILITIES	FLIGHT ROOM	IL/GD	1.00	1.00
FORCE PACKAGING	FLIGHT ROOM	IL/GD	1.00	1.00
TUSKEGEE AIRMEN MOVIE	FLIGHT ROOM	V	0.00	2.00
TUSKEGEE AIRMEN HISTORIC SITE VISIT	FIELD TRIP	PE	8.00	0.00
AIR FORCE DOCTRINE VIDEO SERIES	SM	CBT	3.00	0.00
AIR FORCE EMPLOYMENT EXERCISE (AFEX)	FLIGHT ROOM	PE	4.00	3.00
	TOTAL HOURS		54.00	42.00

Leadership Studies (LS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
RELIGIOUS RESPECT	AUDITORIUM	GL	1.00	1.00
GROUP DYNAMICS	SM	R	1.00	0.00
THE HONOR CODE	FLIGHT ROOM	IL/CASE	0.50	1.00
INTRODUCTION TO LEADERSHIP THEORY	SM	R	1.00	0.00
SEXUAL ASSAULT PREVENTION AND RESPONSE	FLIGHT ROOM	IL/GD	2.00	2.00
AIR FORCE LEADERSHIP	AUDITORIUM	IL	1.00	1.00
MANAGING IN A DIVERSE WORLD	FLIGHT ROOM	GD	1.00	2.00
SELF-ASSESSMENT	AUDITORIUM	IL	1.00	1.00

MOTIVATION	AUDITORIUM	IL	0.00	1.00
TEAM BUILDING	FLIGHT ROOM	IL/PE	0.00	2.00
MANAGEMENT FUNCTIONS AND PRINCIPLES	FLIGHT ROOM	GD	0.00	2.00
FOLLOWERSHIP	AUDITORIUM	IL	1.00	1.00
AIR FORCE EQUAL OPPORTUNITY PROGRAM	FLIGHT ROOM	GD/CASE	1.50	1.00
PROBLEM SOLVING	FLIGHT ROOM	IL/PE	1.00	2.00
POWER AND INFLUENCE	FLIGHT ROOM	GD	0.00	1.00
PERSONAL AND GROUP GOALS	FLIGHT ROOM	PE	0.50	1.00
PEER EVALUATION I	FLIGHT ROOM	PE/R	3.00	0.00
STRESS MANAGEMENT AND RESILIENCY	FLIGHT ROOM	IL/GD	0.00	1.00
FULL RANGE LEADERSHIP	FLIGHT ROOM	IL	1.00	1.00
SITUATIONAL LEADERSHIP	AUDITORIUM	IL	0.50	1.00
AIR FORCE SMART OPERATIONS FOR THE 21ST CENTURY	SM	R	1.00	0.00
INTRODUCTION TO CRITICAL THINKING	SM	R	1.00	0.00
CHANGE MANAGEMENT	FLIGHT ROOM	GD/PE	0.00	1.00
LEADERSHIP AUTHORITY AND RESPONSIBILITY	FLIGHT ROOM	IL/CASE	2.00	2.00
CONFLICT MANAGEMENT	FLIGHT ROOM	GD/PE	0.00	2.00
DEVELOPING AIRMEN	FLIGHT ROOM	IL	0.00	1.00
CORRECTIVE SUPERVISION AND COUNSELING	FLIGHT ROOM	IL/PE/CASE	1.00	1.00
SEXUAL HARASSMENT AWARENESS	FLIGHT ROOM	IL/CASE	1.00	1.00
STANDARDS AND ACCOUNTABILITY	FLIGHT ROOM	GD/CASE	1.00	3.00
ENVIRONMENTAL AWARENESS	SM	R	1.00	0.00
CAREER PROGRESSION IN THE AIR NATIONAL GUARD	SM	R	1.00	0.00
HOLM CENTER TRAINING MANUAL	AUDITORIUM	IL/GD	1.00	1.00
VISIONING	AUDITORIUM	IL	1.00	1.00
OPERATIONAL RISK MANAGEMENT	SM	R	1.00	0.00
LEADERSHIP AND MANAGEMENT CASE STUDIES	FLIGHT ROOM	CASE	1.50	2.00
COUNSELING AND PRACTICUM	FLIGHT ROOM	GD/PE	1.00	4.00
PERFORMANCE FEEDBACK	AUDITORIUM	IL	1.00	1.00
ENLISTED EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
OFFICER EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
THE CAINE MUTINY—A STUDY IN DYNAMIC SUBORDINANCY	FLIGHT ROOM	GD	1.00	3.00
EFFECTIVE SUPERVISION	AUDITORIUM	IL	1.00	1.00
JOINT ETHICS	AUDITORIUM	GL	1.00	1.00
PEER EVALUATION II	FLIGHT ROOM	PE	3.00	1.00
12 ANGRY MEN	FLIGHT ROOM	GD/CASE	0.00	3.00
EVALUATION CONCEPTS	FLIGHT ROOM	GD	0.50	1.00
THE SUPERVISOR'S IN-BASKET	FLIGHT ROOM	GD/PE	0.00	3.00
	TOTAL HOURS		41.00	57.00

Profession of Arms (PA)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
AIR FORCE DRESS & APPEARANCE STANDARDS I	AUDITORIUM	IL	1.00	1.00
SUICIDE AWARENESS	AUDITORIUM	GL	1.00	1.00
MILITARY CUSTOMS & COURTESIES	AUDITORIUM	IL	1.00	2.00
AIR FORCE CORE VALUES: THE PRICE OF ADMISSION	FLIGHT ROOM	IL	1.00	1.00
PROFESSION OF ARMS	FLIGHT ROOM	IL	1.00	1.00
AIRMEN'S CREED/CODE OF CONDUCT	FLIGHT ROOM	IL	1.00	2.00
AIR FORCE DRESS & APPEARANCE STANDARDS II	AUDITORIUM	IL	1.00	1.00
AIR FORCE FRAUD AND COMPLAINT, WASTE AND ABUSE PROGRAM	SM	R	1.00	0.00
MILITARY LAW	AUDITORIUM	GL	1.00	1.00
MILITARY LAW CASE STUDIES	FLIGHT ROOM	GD/CASE	1.00	1.00
UNIFORMED CODE OF MILITARY JUSTICE	SM	R	1.00	0.00
US CONSTITUTION	SM	R	1.00	0.00
LAW OF ARMED CONFLICT	SM	R	1.00	0.00
ROLES OF THE PRESIDENT, THE EXECUTIVE BRANCH, CONGRESS, & CIVILIAN CONTROL OF THE MILITARY	SM	R	1.00	0.00
THE ENLISTED FORCE	AUDITORIUM	GL	2.00	1.00
SUBSTANCE ABUSE CONTROL PROGRAM	SM	R	1.00	0.00
CIVILIAN PERSONNEL	SM	R	1.00	0.00
INFORMATION ASSURANCE, COMPUTER SECURITY, AND INFORMATION OPERATIONS	SM	R	1.00	0.00
ETIQUETTE AND DECORUM	SM	R	1.00	0.00
PROFESSIONAL/UNPROFESSIONAL RELATIONSHIPS	AUDITORIUM	GL	1.00	1.00
PROFESSIONAL/UNPROFESSIONAL RELATIONSHIPS CASE STUDIES	FLIGHT ROOM	GD/CASE	1.00	1.00
OFFICER RESPONSIBILITY: OATH OF OFFICE AND COMMISSIONING	SM	R	1.00	0.00
PAY, ALLOWANCES, & LEAVE	AUDITORIUM	IL	2.00	1.00
AIR EXPEDITIONARY FORCE	AUDITORIUM	IL	1.00	1.00
DEFENSE SUPPORT OF CIVIL AUTHORITIES	AUDITORIUM	IL	1.00	1.00
NCO PERSPECTIVES	FLIGHT ROOM	GL	1.00	1.00
VIRTUAL STAFF RIDE	FLIGHT ROOM	GD	1.00	2.00
YOUR FIRST OFFICER ASSIGNMENT	FLIGHT ROOM	GD	1.00	1.00
FINANCIAL BRIEFING	AUDITORIUM	GL	0.00	1.00
OFFICER RESPONSIBILITY: OATH OF OFFICE AND COMMISSIONING	AUDITORIUM	IL	0.00	1.00
	TOTAL HOURS		30.00	23.00

Assessments (AS)

TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
CULTURAL STUDIES PRE-TEST	AUDITORIUM	SP	0.00	1.00
CONSOLIDATED WRITTEN TEST (CWT) #1	AUDITORIUM	SP	2.00	2.50

CWT #1 REVIEW	FLIGHT ROOM	GD	0.00	1.00
CWT #2	AUDITORIUM	SP	2.00	2.50
CWT #2 REVIEW	FLIGHT ROOM	GD	0.00	1.00
COMPREHENSIVE REVIEW TEST (CRT)*	FLIGHT ROOM	SP	2.00	2.50
* CRT Scheduling coincides with other instruction hours				
	TOTAL HOURS		6.00	10.50

Orientation (OR)

TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
ACADEMIC ORIENTATION	AUDITORIUM	IL	0.00	1.00
EDUCATION BRIEFING	AUDITORIUM	IL	0.00	1.00
	TOTAL HOURS		0.00	2.00

Preparation (PR)

TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
APT FOR CWT #1	FLIGHT ROOM	TUTORING	0.00	1.00
APT FOR CWT #2	FLIGHT ROOM	TUTORING	0.00	1.00
APT FOR CRT	FLIGHT ROOM	TUTORING	0.00	1.00
	TOTAL HOURS		0.00	3.00

Totals

CR AREAS	STUDY HOURS	CLASS HOURS
CS	18.00	17.00
WS/ISS	54.00	42.00
LS	41.00	57.00
PA	30.00	23.00
AS	6.00	10.50
OR	0.00	2.00
PR	0.00	3.00
TOTAL	149.00	154.50

CHAPTER 3

ACADEMICS

Section C—Academic Lesson Descriptions

All lessons are listed in alphabetical order. This is a comprehensive listing of all Holm Center academic lessons, and as such, not all lessons will appear in all programs.

Lesson Title: 12 Angry Men
Lesson Objective: Respond positively to a discussion on the dynamics of group process.
Description: This case study lesson is a capstone and incorporates knowledge and principles from the Stress Management and Resiliency, Management Functions and Principles, Team Building, Problem Solving, Conflict Management, and Power and Influence lessons. It utilizes seven clips provided from the movie *12 Angry Men* (1957 version) to progressively lead the class through a discussion on the dynamics of group process.

Lesson Title: Advocacy Briefing Feedback
Lesson Objective: Comprehend the elements of an effective advocacy briefing.
Description: The instructor presents trainees with their grade sheets from the Advocacy Briefing Measurement. The class starts by giving general feedback on trend items noticed during the briefings. Then, the instructor counsels individual trainees on their performance.

Lesson Title: Advocacy Briefing Measurement
Lesson Objective: Apply the concepts of a military briefing.
Description: The goal of the Advocacy Briefing is to present a problem/issue and lay out several solutions followed by a proposed course of action. Trainees present a 5-9 minute briefing on a military issue using the Course of Action (Problem/Solution) or Pro-Con +1 pattern. Students also prepare a graded measure position paper IAW standards established in AFH 33-337, Tongue and Quill, pages 215-219. Paper must be between one-half and one page in length. Instructor will provide formal/graded feedback on paper via Holm Center Fm 9, Talking/Position Paper Evaluation Sheet.

Lesson Title: Advocacy Briefing Preparation and Standards
Lesson Objective: Comprehend that the effective use of the advocacy briefing technique results in influencing the listeners.
Description: This lesson explains the standards and requirements for advocacy briefs. The pro, con, plus 1 and the problem-solution presentation patterns are reviewed.

Lesson Title: Air Force Core Functions
Lesson Objective: Know the different levels of Air and Space Doctrine and each Air Force Core Function and selected sub elements.
Description: This lesson uses AFDD1 as the framework to discuss the functions of Nuclear Deterrence Operations, Air Superiority, Space Superiority, Cyberspace Superiority, Command

and Control, Global Integrated ISR, Global Precision Attack, Rapid Global Mobility, Personnel Recovery, Agile Combat Support, Special Operations, Building Partnerships

Lesson Title: Air Force Core Values: The Price of Admission
Lesson Objective: Comprehend the importance of Core Values to Air Force members.
Description: This is a flight room informal lecture. It is the first of two lessons on the Air Force Core Values. It leads the trainee on the journey to gain insight into these specific values by first defining them and then exploring the reasons why we have Core Values in the Air Force. Students learn that Core Values are indeed the price of admission. The lesson includes a discussion on the impact of Core Values on the Air Force member's personal and professional life. It culminates by having the trainees discuss seven case studies and explore the various aspects of Core Values in each case.

Lesson Title: Air Force Doctrine Video Series
Lesson Objective: Be familiar with the foundations of Air, Space, and Cyberspace; Tenets of Air, Space, and Cyberspace Power; and integrated Air, Space, and Cyberspace.
Description: This course consists of three separate CBTs which examine air, space, and cyberspace power from an Airman's unique perspective and provide a basis upon which Airmen can further develop their understanding of this important topic.

Lesson Title: Air Force Dress and Appearance Standards I
Lesson Objective: Know, Demonstrate, and apply proper Air Force dress and personal/appearance standards.
Description: This lesson is designed to give trainees the basic knowledge required to maintain proper dress and personal appearance standards in accordance with AFI 36-2903. The lesson will begin with the standards of appearance for both males and females. The lesson will then move into personal grooming standards for males (e.g. hair, beards, etc), then personal grooming standards for females (e.g. hair, earrings, etc). The lesson then moves into how to wear the Airmen Battle Uniform (ABU) and authorized items on the ABUs. Last, the lesson discusses accessories that may and may not be worn with the ABUs. In addition, this lesson gives the trainees the knowledge of how to wear the ABU and occasions when wear of the ABU is inappropriate. The trainees will be evaluated on the content of this lesson in their day-to-day activities by FCs and MTIs.

Lesson Title: Air Force Dress and Appearance Standards II
Lesson Objective: Know, demonstrate, and apply proper Air Force dress and personal/appearance standards.
Description: This lesson is designed to give the trainees the basic knowledge required to wear the service and service dress uniform. The lesson starts off with general instructions concerning the service and service dress uniform. The lesson then talks about the service uniform to include what the uniform consist of (e.g., shirt, slacks or skirt, footwear, and hat). The lesson then goes into the proper accouterments both mandatory and optional. The lesson will then move into the service dress uniform and talk about items authorized on the service coat. Lastly the lesson will cover the wear of outer-garments with both uniforms. This lesson is designed to give the trainees the basic knowledge required to maintain proper dress and personal appearance

standards in accordance with AFI 36-2903. The trainees will be evaluated on the content of this lesson in their day-to-day activities by FCs and MTIs.

Lesson Title: Air Force Employment Exercise (AFEX)
Activity Statement: Apply air and space power capabilities in a war game scenario.
Description: This lesson allows students to combine the concepts they have learned to date and apply them to a realistic war game scenario. Students should be able to plan missions and packages using the AFEX Software.

Lesson Title: Air Force Equal Opportunity Program
Lesson Objective: Know selected concepts of the Air Force Equal Opportunity Program.
Description: Students participate in a guided discussion on what effects prejudice and discrimination can have in the Air Force, and what they can do to prevent them. The cases used in this class involve complaints by minority group members. The students should develop an awareness of typical problems, which they may encounter as supervisors in the equal opportunity and treatment arena. The students will present their answers to each case study from the viewpoint of investigating minority group complaints. The class discusses each case's answers, concluding with the best possible solution for the case.

Lesson Title: Air Force Fraud & Complaint, Waste, and Abuse Programs
Lesson Objective: Know the Air Force Complaint Programs.
Description: This reading gives the trainees general information on Air Force 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 complainants. The Air Force IDEA Program is introduced as a way one can effect change.

Lesson Title: Air Force Heritage Videos
Lesson Objective: Respond positively to the evolution of air and space power as seen in the lives of various legends of airpower.
Description: This lesson uses excerpts from the Legends of Airpower series to expose the students to the proud heritage of Airmen and the United States Air Force.

Lesson Title: Air Force Leadership
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.

Lesson Title: Air Force Smart Operations for the 21st Century (AFSO21)
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.

Lesson Title: Air and Space Power Today: The Global War on Terrorism
Lesson Objective: Know the background causes for the Global War on Terror (GWOT) and the importance of lessons learned from Operations ENDURING FREEDOM (OEF), IRAQI FREEDOM (OIF) and NEW DAWN.
Description: 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 trainees learn how the information presented in the lecture fits into CFD model.

Lesson Title: Air and Space System Capabilities
Lesson Objective: Respond to discussion on the descriptions of air and space systems.
Description: This lesson serves as an introductory lesson for Air Force Employment Exercise (AFEX). The lesson discusses not only individual systems' capabilities, but also their limitations. This lesson is designed to familiarize the students with the capabilities of the air and space systems used in the AFEX exercise. As chief facilitator of the entire discussion, the instructor must keep an eye on the clock and be sure students discuss all of the systems in enough detail so that students can approach the AFEX exercise with confidence.

Lesson Title: Airman's Creed/Code of Conduct
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.

Lesson Title: Airpower: End of WWI through WWII
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. Part one of the lesson emphasizes the efforts and beliefs of General Billy Mitchell—the most influential Airman during the interwar years and the leader who contributed significantly to the quest for Air Force 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 lesson focuses 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. Attention is then given to the strategic bombing campaigns against Germany and on the use of airpower in the Pacific Theater. The lesson describes how the airplane was primarily used as a tactical weapon—interdiction, air superiority, and 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.

Lesson Title: Airpower in the Post Cold War
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 US 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 part of the lesson 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 Bosnia and Kosovo that resulted in military action. Particular emphasis will be given to Kosovo since the Allied response there centered almost solely on airpower. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

Lesson Title: Airpower through the Cold War, Part 1
Lesson Objective: Know the impact that airpower and other key events had 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 also 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 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.

Lesson Title: Airpower through the Cold War, Part 2
Lesson Objective: Know the impact that airpower and other key events had on the USAF and US policy during the Cold War.

Description: This lecture is designed to give the trainee knowledge of the major events of the Vietnam War 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.

Lesson Title: Airpower through WWI
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: 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. It 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 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 the capabilities, functions, and doctrine (CFD) model.

Lesson Title: AMS Briefing Requirements
Lesson Objective: Using the instructions provided during classroom instruction, apply public speaking skills during two 5-7 minute informative briefings on a country of interest to the United States.
Description: This lesson allows the FC to explain the requirements and standards for student cultural awareness briefings. In addition, the instructor will review specific rules and feedback procedures for cultural awareness briefs. The instructors will emphasize individual areas of importance as outlined on the Briefing Grade Sheet and provide instruction on expectations of the student flight on briefing days as well as how briefing topics are to be assigned.

Lesson Title: AMS Feedback Process
Lesson Objective: Using the information provided during this classroom discussion, apply the competencies of officership in formal and informal leadership situations throughout the AMS program.
Description: This lesson introduces the officer candidates to the competencies of officership that will serve as the standard for leadership application while at AMS and on future Performance Feedback Worksheets (PFW) and Officer Performance Reports (OPR). The instructor will provide a basic introduction to the value of feedback to an Air Force Officer before defining the seven competencies of officership on the midterm and final AMS feedback forms, the PFW, and the OPR. The instructor will then briefly discuss the types of feedback AMS students may receive while in the program. Officer candidates will leave with a clear

understanding of the competencies of officership that will be their standard for leadership throughout their career.

Lesson Title: AMS Peer Performance Feedback I & II
Lesson Objective: Using the instructions provided in the student reading, provide objective, constructive feedback to the members of your flight and receive constructive peer feedback from the members of your flight without becoming defensive.
Description: This read-only lesson introduces students to the standards for providing peer feedback and provides instructions for completion of the two peer feedback exercises students are expected to complete while at AMS.

Lesson Title: AMS Writing Requirements
Lesson Objective: Using the instructions provided during classroom instruction and Tongue & Quill student assignments, apply written communication skills in two graded background paper assignments, at least one Official Memorandum, and student Officer Candidate Performance Feedback Worksheets (OCPFWs).
Description: This lesson provides students with the expectations for numerous writing assignments they will be expected to complete while at AMS, including background papers, official memorandums, and OCPFWs. Students are provided with reference points to use as guidance for formatting and content, as well as specific instructions for the expectations and deadlines of various assignments.

Lesson Title: Army/Navy/Marine Corps Panel Discussion
Lesson Objective: Respond to the importance of the US Army, Navy, and Marine Corps roles in the national security process.
Description: This lesson is a teaching interview conducted with representatives from all three services. Students are also encouraged to submit questions to be used during the lesson.

Lesson Title: Basics of Briefing
Lesson Objective: Apply T&Q guidance to develop and deliver a professional military briefing.
Description: This lesson is designed to give trainees a game plan for preparing a military briefing. The lecture covers preparing the briefing, effective planning, organizing, and implementing. Special emphasis is placed on the basics of delivery, emphasizing appearance, voice, eye contact, gestures, and movement.

Lesson Title: Basics of Briefing Requirements
Lesson Objective: Comprehend the requirements for the US Combatant Command Area of Responsibility briefs.
Description: This lesson allows the FC to explain the requirements and standards for student cultural awareness briefings. In addition, the instructor will review specific rules and feedback procedures for cultural awareness briefs. The instructors will emphasize individual areas of importance as outlined on the Briefing Grade Sheet. Trainees are then instructed in the preparation and use of a talking paper. Instructors assign topics for the cultural awareness briefs. Finally, the instructor will hold a question and answer session.

Lesson Title: Bullet Statement Practicum
Lesson Objective: Apply guidelines from "Bullet Statements with Impact" to draft effective bullet statements.
Description: During this class the instructor will lead the students through a practicum of writing and evaluating proper and improper bullet statements.

Lesson Title: Bullet Statements with Impact
Lesson Objective: Comprehend the importance of writing effective bullet statements in IAW the T&Q.
Description: This lesson gives the trainees an introduction to military style writing, specifically writing accomplishment - impact bullet statements. This class is interrelated with LS-3K, Bullet Statement Practicum lesson. The instructor will describe how to write a good bullet, basic formatting rules, and the two elements to a good bullet.

Lesson Title: *The Caine Mutiny*—A Study in Dynamic Subordinancy
Lesson Objective: Respond positively to the need for dynamic subordinancy among all followers.
Description: This lesson is designed to be used with the movie *The Caine Mutiny*. The video shows a variety of complex ethical problems affecting both leaders and followers. The video does provide good discussion for superior/subordinate relationships and the idea of dissent in the military. This lesson consists of three one-hour sessions. The first segment begins with a discussion of dynamic subordinancy. Next, the instructor discusses the three ways of looking at the followership role. The instructor explains why subordinates must be concerned with the job itself, their relationship with the boss, and taking responsibility for their own actions or lack of action. During the third section, the instructor discusses the ten rules of followership, and conducts a short guided discussion to further illustrate how these rules are used effectively or ineffectively.

Lesson Title: Career Progression in the Air National Guard
Lesson Objective: Know the basic elements of officer career progression in the Air National Guard
Description: This lesson addresses specific officer career progression within the Air National Guard. The lesson begins with an introduction into the Air Force classification system for officers including how officers are assigned within Air Force Specialty Codes and on Unit Manning Documents. The lesson covers position vacancy and mandatory promotions within the Air National Guard and the items included in the Officer Selection Folder. Officer Candidates must understand their individual roles and responsibilities in the maintenance of their career, including higher education, technical training, professional military education, and the officer evaluation system. Finally, the lesson explains the differences between Reserve and Regular commissions and line and professional commissions.

Lesson Title: Change Management
Lesson Objective: Comprehend the principles and concepts of change management.
Description: This lesson considers the complex and challenging area of change management, an area frequently faced by leaders in military organizations. It incorporates the important factors

that must be considered to successfully implement an organizational change, in a change management model.

Lesson Title: Citizen Airmen: The Total Force
Lesson Objective: Know how the Air Force Reserve and Air National Guard contribute to our Total Force Policy.
Description: This lesson is designed to define Total Force and give Active Duty, AF Reserve and Air National Guardsmen an overview of the history of the AF Reserves and the Air National Guard. Emphasis is placed on the dual state and federal roles of the Citizen Airman and the unique challenges and obligations that come with dual chains-of-command along with a discussion on the Militia clause and its importance. The AF 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 contributions to the overall mission.

Lesson Title: Civilian Personnel
Lesson Objective: Know the Air Force civilian personnel system.
Description: This reading gives the trainee a brief overview of the Air Force 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.

Lesson Title: Conflict Management
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.

Lesson Title: Corrective Supervision and Counseling
Lesson Objective: Comprehend the principles of corrective supervision.
Description: This assignment covers interaction skills and gives the student the opportunity to diagnose work problems in given scenarios. The lecture part of this class 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 statements.

Lesson Title: Counseling and Practicum
Lesson Objective: Comprehend the role of the Air Force officer as a counselor.
Description: This lesson first introduces three methods of counseling (directive, nondirective, and eclectic) and the trainees learn about counseling traits. Students are then given the opportunity to apply counseling techniques in role play situations.

Lesson Title: Cultural Visual Expeditionary Skills Training (VEST)
Lesson Objective: Comprehend how cross-cultural competence (3C) skills can help in the negotiation process.
Description: This lesson is designed to instruct students on the third tier skill of the Air Force 3C Development Model which is Negotiation. This lesson also introduces students to the Air Force Culture and Language Center's visual expeditionary skills training which challenges Airmen to apply their understanding of the 3C skills of relate, communicate and negotiate in a culturally complex virtual scenario.

Lesson Title: Cyberspace
Lesson Objective: Know basic facts and significant vulnerabilities associated with cyberspace operations and the Air Force role in the cyberspace domain.
Description: This lesson focuses on the doctrinal meaning of cyberspace, its vulnerabilities and threats. It details the ten things all wingman should know about cyberspace and review a case of a real world scenario of cyber compromise.

Lesson Title: Defense Support of Civil Authorities
Lesson Objective: Know the elements of Defense Support of Civil Authorities.
Description: This lesson provides an overview of Defense Support of Civil Authorities. The lesson begins with an overview of the Defense Support of Civil Authorities Program to include its vision, value, and focus. The lesson then familiarizes students with how the Department of Defense responds to domestic emergencies and addresses interactions and command relationships between DoD, state and local authorities.

Lesson Title: The Department of Defense
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.

Lesson Title: Department of the Air Force
Lesson Objective: Know the Air Force organizational structure, its mission, and basic facts about leadership positions.
Description: The first part of the lesson covers who we are (vision, mission, priorities, etc). The second part covers the USAF organizational structure. The third part is a computer-aided discussion on the typical wing structure.

Lesson Title: Department of the Army
Lesson Objective: Know the basic mission and organization of the Department of the Army.
Description: This lesson provides a brief overview of how the Army is organized and how it contributes to our national defense. The lesson covers the major Army elements, organization, and the capabilities of the Army's combat maneuver divisions.

Lesson Title: Department of the Navy
Lesson Objective: Know the basic mission and organization of the Department of the Navy.

Description: This lesson provides a brief overview of how the Navy is organized and how it contributes to our national defense. The lesson covers the organization and size of the Navy. It also highlights some of the unique capabilities of naval forces, including sealift, aircraft carriers, and submarines.

Lesson Title: Developing Airmen
Lesson Objective: Comprehend the concept of Air Force mentoring.
Description: This lesson is designed to give students an understanding of the concept of Air Force Mentoring. The class begins with the definition of Air Force Mentoring and key elements of the Air Force Mentoring Program IAW AFI 36-3401. The lesson will then explain the attributes of a good mentor and the attributes of the protégé. The lesson will finish with the benefits of mentorship for both the mentor and protégé.

Lesson Title: Effective Supervision
Lesson Objective: Comprehend the concept of effective supervision.
Description: This lesson focuses on proven rules of supervision and helps students realize the responsibilities inherent in officership. It addresses guidelines for effective supervision and delegation techniques.

Lesson Title: Enlisted Evaluation System
Lesson Objective: Know elements of the Enlisted Evaluation System.
Description: This lesson focuses on the components of the EES as it applies to the Active Duty, Air Force Reserve, and ANG. The trainees will learn the requirements for EPRs and how EPRs tie into the career progression of the enlisted force. This lesson will also cover the various promotion methods for enlisted members.

Lesson Title: The Enlisted Force
Lesson Objective: Know key elements of the Enlisted Force system.
Description: This lesson consists of approximately 2 hours of outside reading. The reading covers significant accomplishments made by enlisted personnel since the Army Aeronautical Division was formally created in 1907 up to our current most powerful Air and Space Force in the world. The reading also covers the enlisted force structure and level of responsibility for each enlisted rank. The reading is supplemented with an additional hour of lecture from a guess speaker from the base. This speaker should be a SNCO who is well verse on enlisted history and accomplishments. The speaker will also discuss the enlisted force structure highlighting the responsibilities for each enlisted ranks

Lesson Title: Environmental Awareness
Lesson Objective: Know the environmental issues facing all Air Force personnel.
Description: This reading assignment 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.

Lesson Title: Etiquette and Decorum
Lesson Objective: Respond to the proper procedures for military social events.

Description: The lesson 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 Air Force officer.

Lesson Title: Evaluation Concepts
Lesson Objective: Value the impact of evaluation concepts on subordinate development.
Description: This lesson introduces the students to the fundamentals of evaluation and reporting. The discussion revolves around setting effective standards, pitfalls of evaluation, and formal and informal reporting.

Lesson Title: Financial Briefing
Lesson Objective: Know some key factors about financial planning.
Description: This is a guest lecture presentation on Basic Personal Financial Management Planning. Trainees are told how they can start planning for the future. A variety of topics like goal setting, credit, and short and long term investments are discussed.

Lesson Title: Followership
Lesson Objective: Comprehend the traits and characteristics of the effective follower.
Description: This 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; students should also be good followers.

Lesson Title: Force Packaging
Lesson Objective: Respond to a discussion to the intricacies of assembling an effective force package to achieve the objective of air and space operations.
Description: This lesson focuses on the proper employment of air and space systems to achieve desired effects. This lesson also covers how we can best accomplish the functions of air and space power when different air and space systems team together, thereby achieving synergy. Students learn how we assemble force packages to synergistically maximize the benefit gained by each system's capabilities and minimize the liabilities of each system's limitations. This lesson prepares the students for the AFEX exercise. This lesson also lays the foundation for the upcoming Air Force Employment Exercise (AFEX). After reviewing the capabilities of our current airpower systems and the operational art of force packaging, students should be able to plan missions and packages using the AFEX Software. This lesson will illustrate how proper teamwork, communication, planning and practice will result in mission success with minimal loss.

Lesson Title: Full Range Leadership
Lesson Objective: Comprehend principles of Full Range Leadership.
Description: This lesson is designed to give students an introduction to the concept of Full Range Leadership (FRL). The vehicle used to explore FRL is the Full Range Leadership Model.

This lesson will cover the components of the model, and the application of those components in developing a leadership style. The main focus of the lesson is exploration of the laissez-faire, transactional, and transformational elements of FRLM.

Lesson Title: Grammar Refresher
Lesson Objective: Comprehend the impact correct grammar and punctuation usage has on effective writing and speaking.
Description: This modeling and simulation gaming program evaluates student grammar skills and then directs the student to the appropriate remedial training if needed.

Lesson Title: Group Dynamics
Lesson Objective: Respond to the importance of dynamics within a group setting.
Description: In this reading assignment, the students are introduced to the concept of group dynamics and the guided discussion. The reading focuses on group interactions and characteristics, and the responsibilities of each individual. This will prepare the students for continued interaction and guided discussions throughout their training.

Lesson Title: Holm Center Training Manual
Lesson Objective: Respond positively to the five principles of the Holm Center Training Philosophy.
Description: This lesson reinforces trainees' understanding of the Holm Center Training Philosophy as it relates to expectations, skills, feedback, and the importance of consequences, particularly as related to officership. Members of the upper class are now applying what they have learned as lower class members.

Lesson Title: The Honor Code
Lesson Objective: Value the OTS Honor Code.
Description: The instructor will present a short overview of the OTS Honor Code by reviewing the main points from OTSOI 36-5, The Honor Code (about 20 minutes). During the last portion of the lesson, students review cases and discuss whether or not an Honor Code or regulation violation has occurred (about 30 minutes). Each case presents a different slant on the Honor Code. The essential teaching point is that Honor Code violations are different from regulation violations; recognizing "which-is-which" is extremely important. The instructor should tie the Air Force Core Values of "Integrity First," "Service Before Self" and "Excellence in All We Do" into the lesson where appropriate.

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

Lesson Title: Informative Briefing Measurement
Lesson Objective: Apply the concepts of a military briefing

Description: The goal of the informative briefings measurement is to provide information on regional areas around the word of interest to the national security of the United States. Students will present a 5-9 minute informative briefing on their assigned topic using the lessons learned in their previous military briefing classes. Comprehensive feedback will be given following their briefing.

Lesson Title: Introduction to Critical Thinking
Lesson Objective: Respond to the importance of critical thinking and its importance for Air Force leaders.
Description: In this reading assignment we introduce the trainee to the definition of critical thinking. It is more than the retention of information or possession or use of a set of skills. It is actually utilizing a set of skills and the habit based on intellectual commitment of using those skills to guide our behavior. We then provide a historical background for critical thinking. After this we examine the universal intellectual standards, which should be applied to thinking whenever one is trying to improve the quality of reasoning about a problem, issue, or situation. These universal standards are: clarity, accuracy, and relevance. Next, we examine some of the more common traps or fallacies we may fall into if our reasoning is not sound. Finally, we examine the guidelines the trainees should use in developing their reasoning skills.

Lesson Title: Introduction to Leadership Theory
Lesson Objective: Value the importance of leadership in the operation and success of any organization.
Description: This reading assignment takes a basic look at leadership. The definition of leadership is explored along with the relationship between leadership and management. The lesson concludes with by explaining the interaction framework of the leader, follower, and situations.

Lesson Title: Joint Ethics
Lesson Objective: Comprehend the principles of DoD Directive 5500.7-R, *Joint Ethics Regulation*, in the Air Force environment.
Description: This is a mandatory one-hour lesson for initial ethics training. 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 students readings trainees may want to discuss.

Lesson Title: Joint Operations
Lesson Objective: Know the concept of joint operations.
Description: The lesson defines joint operations per Joint Pub 1 and discusses how doctrine strengthens our war-fighting 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.

Lesson Title: Law of Armed Conflict
Lesson Objective: Know how the Law of Armed Conflict (LOAC) affects the parties in war.

Description: This reading 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.

Lesson Title: Leadership and Management Case Studies
Lesson Objective: Value the proper use of leadership and management theories and principles.
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.

Lesson Title: Leadership Authority and Responsibility
Lesson Objective: Comprehend the concepts of leadership authority and responsibility.
Description: This lesson begins with a lecture on the basic concepts and definitions that 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 lesson has 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).

Lesson Title: Listening: The Neglected Skill
Lesson Objective: Comprehend that effective listening positively affects mission accomplishment.
Description: This lesson introduces trainees to effective listening skills by explaining the difference between hearing and listening, the 10 most common listening problems, and the relationship between listening and interpersonal communication.

Lesson Title: Making Strategy
Lesson Objective: Know the basic process of formulating a national strategy.
Description: This reading provides a basic model on how countries create and implement national policies and strategies. National interests and objectives determine how countries will use their instruments of power. It briefly covers some of the factors a country must consider when determining its policies and strategies.

Lesson Title: Management Functions and Principles
Lesson Objective: Comprehend management functions 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.

Lesson Title: Managing in a Diverse World
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.

Lesson Title: The Marine Corps
Lesson Objective: Know the organization and mission of the US Marine Corps.
Description: This lesson provides a brief overview of how the Marine Corps is organized and how it contributes to our national defense. The lesson covers the Marine Corps' concept "Marine Air Ground Task Force" (MAGTF) and how their war-fighting concept is centered on this concept.

Lesson Title: Military Customs & Courtesies
Lesson Objective: Know the fundamental customs and courtesies practiced in the Air Force.
Description: The lesson includes the definitions of Customs and Courtesies, Air Force enlisted and all services officer rank insignias (pay grades), when to render courtesies, general courtesies and reporting procedures for the Air Force and OTS. The lesson is set up this way so that the trainees first understand what customs and courtesies are, how to recognize when to render courtesies, some general courtesies to abide by, and the proper procedures for Air Force and OTS reporting. You will need to rely on your experience, knowledge and expertise as you teach this lesson. This class gives the trainees an introduction to customs and courtesies. The trainees are evaluated on the content of this lesson in their day-to-day activities by FCs and MTIs.

Lesson Title: Military Law
Lesson Objective: Know the basic elements of the military justice system.
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).

Lesson Title: Military Law Case Studies
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.

Lesson Title: Motivation
Lesson Objective: Comprehend the concepts of the major motivation theories.
Description: This lesson helps students understand the concept of motivating subordinates by looking at two 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.

Lesson Title: NCO Perspectives
Lesson Objective: Value Appropriate 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.

Lesson Title: The Need for Cross-Cultural Competence
Lesson Objective: Know how cross-cultural competence (3C) leads to operational success when working with individuals and groups from other cultures.
Description: This lecture lays the foundation for the entire cross cultural competence program by illustrating the underlying need for all Airmen to have competence when operating across cultures.

Lesson Title: Nuclear Operations
Lesson Objective: Know the fundamentals of nuclear operations and the nuclear surety program.
Description: This reading focuses on the doctrine governing nuclear operations with emphasis on security and personal responsibility. It also defines usability paradox.

Lesson Title: Officer Responsibility: Oath of Office and Commissioning (READING)
Lesson Objectives: Comprehend the meaning of a military officer's Oath of Office and Commission.
Description: This reading is designed to educate and motivate officers about the oath of office and their commissions.

Lesson Title: Officer Evaluation System
Lesson Objective: Know the Air Force Officer Evaluation System.
Description: This lesson focuses on the components of the OES as it applies to the Active Duty, Air Force Reserve, and ANG. The trainees will learn the requirements for OPRs and how OPRs tie into the career progression of the officer corps. This lesson will also cover the various promotion methods for officers.

Lesson Title: Officer Responsibility: Oath of Office and Commissioning (LECTURE)
Lesson Objective: Comprehend the meaning of a military officer's Oath of Office and Commission.
Description: This class is a guided discussion on the Oath of Office. The instructor will lead the students through the federal Oath of Office and allow the students to discuss the meaning of each phrase. The lesson will conclude with a brief exercise that reinforces what it means to be an officer.
Lesson Title: Operational Risk Management
Lesson Objective: Know the significant elements of Operational Risk Management (ORM).

Description: This reading assignment 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.

Lesson Title: Pay, Allowances, and Leave
Lesson Objective: Know the significant elements of Air Force pay, allowances, and leave.
Description: This auditorium lesson is an introduction to Air Force 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.

Lesson Title: Peer Evaluation I
Lesson Objective: Value the importance of evaluation as it relates to self-improvement.
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.

Lesson Title: Peer Evaluation II
Lesson Objective: Value the importance of evaluation as it relates to self-improvement.
Description: This is the second lesson involving peer evaluations. Like the first one, it has a dual purpose. First, it gives the student a chance to apply the rating process by rating peers. Second, it shows the importance of evaluations as a means of self-improvement. Most importantly, it indicates changes in student performance since the first peer evaluation was conducted.

Lesson Title: Performance Feedback
Lesson Objective: Know key elements of Air Force Performance Feedback.
Description: This lesson focuses on the feedback process as well as the requirements for feedback sessions and for completing the PFW on all Air Force members.

Lesson Title: Personal and Group Goals
Lesson Objective: Respond to the importance of reviewing and revising goals.
Description: In this lesson the instructor returns the personal and group goals to the flight. Each trainee reviews the goals and their progress toward those goals. The flight also reviews its accomplishments and determines if they match the flight's goals. The instructor encourages the flight and flight members to refocus or change their goals, if appropriate.

Lesson Title: Power and Influence
Lesson Objective: Comprehend the ways leaders and followers use power and influence to accomplish tasks.
Description: This lesson is designed to introduce the students 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. We begin by examining the use

of power, not only by the leader, but also by the follower. We then review the taxonomy of social power. We look at each one of these sources of power individually.

Lesson Title: Principles of War and Tenets of Air Power
Lesson Objective: Know how the Principles of War and Tenets of Air Power contribute to warfare.
Description: The lesson defines each principle of war and provides a brief description of its critical attributes from a war-fighting perspective. The second part of the class is a video demonstrating the airman's perspective on the principles of war.

Lesson Title: Problem Solving
Lesson Objective: Comprehend the Eight-Step Problem-Solving Process.
Description: Problem Solving is a two-hour lesson designed primarily to help students understand the Eight-Step Problem-Solving Process and how it impacts organizational performance. The lesson begins with the objective of the Eight-Step Problem-Solving Process. It is important to point out the merits of having a systematic process for improvement and problem solving in the Air Force. The lesson walks through the steps of problem solving and provides scenarios designed for students to evaluate where a team is in the problem-solving process.

Lesson Title: Profession of Arms
Lesson Objective: Comprehend the professional attributes and qualities of the Air Force 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.

Lesson Title: Professional and Unprofessional Relationships (UPRs)
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).

Lesson Title: Professional and Unprofessional Relationship Case Studies
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 exists 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.

Lesson Title: Relating and Communicating Cross-Culturally
Lesson Objective: Comprehend how knowledge of cultural domains can enhance one's ability to relate and communicate cross-culturally.
Description: This lesson is designed to impart basic awareness of how the 3C skills of relate and communicate can enhance one's cross-cultural competence. This lesson also introduces and incorporates cultural assimilators as a means of fostering critical thinking and reflection on possible sources of cross-cultural conflict.

Lesson Title: Religious Respect
Lesson Objective: Know the importance of religious respect and comprehend the relationship between free expression of religion and Air Force Core Values.
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.

Lesson Title: Roles of the President, the Executive Branch, Congress, and Civilian Control of the Military
Lesson Objective: Know the roles of the President, the Executive Branch, Congress, and Civilian Control of the Military.
Description: This reading examines the specific role of the President as the head of the executive branch of our government and how the executive branch along with Congress exercises civilian control over the military.

Lesson Title: Self-Assessment
Lesson Objective: Comprehend principles of self-assessment.
Description: This lesson gives students an understanding of the concept of self-assessment and its importance for an Air Force leader. This is facilitated through the use of the DiSC Self-Assessment tool, which is designed to identify a person's behavioral tendencies and needs by highlighting four distinct dimensions: Dominance, Influence, Steadiness, and Conscientiousness. Students will complete a DiSC Self-Assessment worksheet prior to arriving to class, so they'll have knowledge of their behavioral dimensions.

Lesson Title: Setting the World Stage
Lesson Objective: Know the threats that the United States must confront in the international arena.
Description: This lesson 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.

Lesson Title: Sexual Assault Prevention and Response
Lesson Objective: Comprehend how to prevent and respond to sexual assault.
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.

Lesson Title: Sexual Harassment Awareness
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.

Lesson Title: Situational Leadership
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.

Lesson Title: Standards and Accountability
Lesson Objective: Comprehend the relationship of standards and accountability.
Description: This lesson is taught via guided discussion, using three case studies as the foundation of the discussion on standards and accountability. The three cases covered are the Blackhawk shoot-down in Northern Iraq in 1994, the B-52 crash at Fairchild AFB in 1994, and the recurring problems with Air Force nuclear stewardship from 2006 to the present day. The overall goal of this lesson is to reach the students on an affective level to understand the importance of leadership maintaining standards and holding others accountable when they fail to maintain standards.

Lesson Title: Stress Management and Resiliency
Lesson Objective: Comprehend principles of stress management and resiliency.
Description: This lesson presents an introduction to stress management that applies to students' campus life as well as in the military. The lesson will start 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 time is devoted to discussing the differences and benefits of effective vs. efficient time management.

Lesson Title: Substance Abuse Control Program
Lesson Objective: Know the Air Force substance abuse control program.
Description: This lesson 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 lesson also addresses the Air Force's Alcohol and Drug Abuse Prevention and Treatment (ADAPT) program.

Lesson Title: Suicide Awareness
Lesson Objective: Identify key factors in the Air Force Suicide Awareness and Prevention Program.
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.

Lesson Title: The Supervisor's "In Basket"
Lesson Objective: Respond to the significance of effective supervisory skills as a commissioned officer in the United States Air Force.
Description: The trainees are divided into small groups. The intent of the lesson is to provide the trainees with an understanding of the role of an Air Force Officer as a supervisor. Specific experiences in individual decision making and problem solving are included. Trainees must discover the interrelationships of various activities. Trainees learn that leadership and administrative problems do not have a single answer.

Lesson Title: T&Q: Electronic Communication
Lesson Objective: Know basic procedures and responsibilities for professional use of email, voice mail, and telephone systems IAW AFI 33-119, Official Messaging
Description: This lesson introduces official and authorized use of electronic modes of communication. The topics include e-mail and voice mail protocols, prohibited areas of government communication systems, answering machine use, and telephone use.

Lesson Title: T&Q: Writing Mechanics
Lesson Objective: Comprehend the impact correct grammar and punctuation usage has on effective writing and speaking.
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.

Lesson Title: T&Q: Military Briefings
Lesson Objective: Apply T&Q guidance to develop and deliver a professional 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.

Lesson Title: T&Q: Introduction to Military Correspondence
Lesson Objective: Comprehend the functions and formats for Air Force written correspondence.

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.

Lesson Title: T&Q: Seven Steps to Effective Communication
Lesson Objective: Comprehend effective writing in the Air Force using The Tongue & Quill, AFH 33-37, 1 Aug 04.
Description: Trainees will review seven steps to Effective Communication in the *Tongue and Quill (AFH 33-337).* The seven steps include the following: 1) Analyzing Purpose and Audience, 2) Researching Your Topic, 3) Supporting Your Ideas, 4) Organizing and Outlining Your Thoughts, 5) Writing Your Draft, 6) Editing Your Draft, and 7) Fighting for Feedback and Getting Approval. Trainees are provided a personal copy of the *Tongue and Quill* and are encouraged to be familiar with the contents and apply its guidance.

Lesson Title: Team Building
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. It ends in exercises for applying team building concepts.

Lesson Title: Terrorism
Lesson Objective: Know the impact of terrorism on US national policy.
Description: The lecture motivates the trainees by reminding them of President Bush's challenge to other nations concerning their position on terrorism, and reminds the trainees 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.

Lesson Title: Tuskegee Airmen
Lesson Objective: Value the importance of the extraordinary accomplishments the Tuskegee Airmen achieved while they were facing prejudice and discrimination.
Description: This event is designed to introduce the students to the significant historical role played by the famed Tuskegee Airmen.

Lesson Title: Understanding Publications
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.

Lesson Title: The Uniform Code of Military Justice
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.

Lesson Title: The US Coast Guard
Lesson Objective: Know the core missions of the United States Coast guard (USCG) ….
Description: In this reading assignment students will learn the five roles of the coast guard, their unique chain of command, and their four national defense missions.…

Lesson Title: Unified Combatant Command Trainee Briefings And Group Exercise
Lesson Objective: Comprehend the elements of an effective informative briefing.
Description: The instructor presents trainees with their grade sheets from the US Combatant Command Area of Responsibility presentations. The class starts by giving general feedback on trend items noticed during the briefings. Then, the instructor counsels individual trainees on their performance.

Lesson Title: The US Constitution
Lesson Objective: Comprehend the developmental documents, key ideas, and distinct features of the US Constitution.
Description: We swear to support and defend the Constitution when we give our oath during commissioning and as we increase in rank. It is our responsibility to know and understand our Constitution so we can defend it. The beginning of this reading addresses the purpose and some of the philosophy behind the Constitution, while the second part breaks down some of the different elements of the Constitution for further understanding.

Lesson Title: US Policy
Lesson Objective: Know the basic concepts of the US foreign policy process.
Description: This reading focuses on the different participants in the US foreign policy process. Special emphasis is given to the executive branch of government. The President, Department of State, and the National Security Council are all considered vital actors. The lesson also covers the legislative checks against presidential authority. The lesson concludes by briefly covering public opinion and the important impact it will have on our entire political system.

Lesson Title: USAF Major Commands
Lesson Objective: Know the mission and organization of Air Combat Command (ACC), Air Mobility Command (AMC), Air Force Space Command (AFSPC), Air Education and Training Command (AETC), Air Force Materiel Command (AFMC), Air Force Special Operations

Command (AFSOC), Air Force Reserve Command (AFRC), Pacific Air Force (PACAF), United States Air Forces in Europe (USAFE), and Air Force Global Strike Command (AFGSC).
Description: This lesson provides an in-depth look at how Air Education and Training Command, Air Forces Special Operations Command, Air Force Materiel Command, Pacific Air Forces, and United States Air Forces in Europe are organized, and how they execute their missions. The lesson covers numbered air forces, reasons for its structure, and major responsibilities. This lesson provides an in-depth look at how Air Combat Command is organized and how it executes its mission. The lesson covers numbered air forces, reasons for its structure, and major responsibilities. Major responsibilities include support to theater commanders, nuclear deterrence, and develop theater air warfare tactics and doctrine.

Lesson Title: US Combatant Command Area of Responsibility--Trainee Presentations and Guided Discussion
Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the different combatant command areas of responsibility (AOR).
Description: Students will prepare and deliver briefings on specific countries within the area of responsibility that provide information on the culture and US interests within that specific country. The guided discussion portion of the lesson will flow from the topics covered by students during their briefings and will be framed around questions the students develop while they are listening to the student briefings.

Lesson Title: USAFRICOM Area of Responsibility
Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Africa Command (USAFRICOM) area of responsibility (AOR).
Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USCENTCOM Area of Responsibility
Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Central Command (USCENTCOM) area of responsibility (AOR).
Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USEUCOM Area of Responsibility
Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US European Command (USEUCOM) area of responsibility (AOR).

Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USNORTHCOM Area of Responsibility
Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Northern Command (USNORTHCOM) area of responsibility (AOR).
Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USPACOM Area of Responsibility
Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Pacific Command (USPACOM) area of responsibility (AOR).
Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USSOUTHCOM Area of Responsibility
Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Southern Command (USSOUTHCOM) area of responsibility (AOR).
Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: Virtual Staff Ride
Lesson Objective: Comprehend the nature of leadership in an "improvised" war.
Description: The purpose of this lesson is to employ the methodology of a virtual staff ride to present students with an understanding of leadership, decision-making, and the challenges of command. Students will address the application of air power in a complex modern battlefield environment and the enduring moral values that underpin the professional ethos of American men and women in uniform. Using video clips that include interviews with participants in the Battle of Roberts Ridge, computer simulated fly-throughs and other visual aids, the exercise will give students the opportunity to discuss why events unfolded as they did and how they might have happened differently. The lesson will progress through an understanding of the strategic situation in early 2002, the progress of Operation Enduring Freedom and the planning and

preparation for Operation Anaconda. Then the lesson will look at the Battle for Roberts Ridge and the ensuing fight for control of the observation post on the top of Takur Ghar (tay-kur gahr) mountain. Through guided discussion the students will discuss the many varieties of air power and its synchronization with ground maneuver; how ethical considerations are embedded in tactical decisions; and the nature of leadership in an "improvised war".

Lesson Title: Visioning
Lesson Objective: Understand the role of vision in mission accomplishment.
Description: This auditorium lesson is closely tied to the phasing philosophy and is a key event of transitioning the student wing from Phase 1 (directive) to Phase 2 (coaching.) This class is designed to be affective and provide the first positive motivation for the officer candidates in the first few weeks of training. The instructor will begin the lesson by introducing the Joel Barker video "Power of Vision". Following the video, the instructor will review the main points of the video and lead the students through a visioning exercise.

Lesson Title: War and the US Military
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, *Air Force Basic Doctrine*. 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.

Lesson Title: Wing Brief-Off
Lesson Objective: Apply the concepts of a military briefing.
Description: A select group of trainees participate in the Wing Brief-Off to determine the best briefer in the Student Wing.

Lesson Title: Your First Officer Assignment
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.

<u>Assessments (AS)</u>

Lesson Title: Cultural Studies Pre-test
Lesson Objective: None
Description: This test is designed to evaluate students' knowledge of and openness to different cultures.

Lesson Title: Consolidated Written Test I
Lesson Objective: None
Description: CWT #1 covers all testable academic material presented.

Lesson Title: Consolidated Written Test I Review
Lesson Objective: None
Description: In class review of CWT #1.

Lesson Title: Consolidated Written Test II
Lesson Objective: None
Description: CWT #2 covers all testable academic material presented after CWT #1.

Lesson Title: Consolidated Written Test II Review
Lesson Objective: None
Description: In class review of CWT #2.

Lesson Title: Comprehensive Review Test
Lesson Objective: None
Description: Comprehensive test for trainees who fail to achieve 80% average on CWTs.

Orientation (OR)

Lesson Title: Academic Orientation
Lesson Objective: Comprehend the academic program at OTS.
Description: Introduce trainees to USAF educational practices to include levels of learning, study habits, and test taking tips.

Lesson Title: Education Briefing
Lesson Objective: Comprehend USAF educational programs.
Description: Describes the educational programs available to USAF officers.

Preparation (PR)

Lesson Title: Academic Preparation
Lesson Objective: None
Description: Trainee time to prepare for CWT #1 and seek assistance from CAMs and FC.

Lesson Title: Academic Preparation
Lesson Objective: None
Description: Trainee time to prepare for CWT #2 and seek assistance from CAMs and FC.

Lesson Title: Comprehensive Test Academic Preparation
Lesson Objective: None
Description: Trainee time to prepare for comprehensive area test and seek assistance from CAMs and FC.

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 24 TRS/CC with input from Holm Center/CR.

2. **Sequence—**Training sequencing will progress in accordance with the flow of the course's four-phased leadership development philosophy. All training will be completed prior to the end of the course.

ABBREVIATIONS

Syllabus Areas
AFCP—Air Force Combatives Program
AD—Administration
CT—Air Force Culture
DR—Drill and Ceremonies
FC—Formal Counseling
FL—Field Leadership
FT—Field Training
PT—Physical Readiness Training
SMT—Scheduled Military Training

Teaching Methods (TM)
B—Briefing
Case—Case Study
C—Coaching
CBT—Computer Based Training
DP—Demonstration Performance
GD—Guided Discussion
GL—Guest Lecture
IL—Informal Lecture
IN—Interview
L—Lecture
PE—Practical Exercise
R—Reading
SP—Student Performance
TV—Television

Section B—Training Event Index

DRILL AND CEREMONIES (DR)					
AREA	EVENT	LOCATION	TM	STUDY HOURS	CLASS HOURS
DR	DORM INSTRUCTION (KEY EVENT)	DORM	IL	0.00	2.00
DR	DRILL BLOCK I (KEY EVENT)	DRILL PAD	PE	0.00	2.00
DR	MTI DORM INSPECTION (KEY EVENT)	DORM	PE	0.00	2.00
DR	DRILL BLOCK II (KEY EVENT)	DRILL PAD	PE	0.00	2.00
DR	DRILL BLOCK III (KEY EVENT)	DRILL PAD	PE	0.00	2.00
DR	OPEN RANKS INSPECTIONS	DRILL PAD	SP	0.00	4.00
DR	PARADE PRACTICE #1	DRILL PAD	PE	0.00	2.00
DR	PARADE SUPPORT	DRILL PAD	PE	0.00	1.00
DR	MTI EXPECTATIONS	AUDITORIUM	IL	0.00	1.00
DR	SABER TRAINING	DRILL PAD	PE	0.00	2.00
DR	DRILL COMPETITION	DRILL PAD	PE	0.00	2.00
DR	PARADE PRACTICE #2	DRILL PAD	PE	0.00	2.00
DR	PARADE PRACTICE #3	DRILL PAD	PE	0.00	2.00
DR	PARADE PRACTICE #4	DRILL PAD	PE	0.00	2.00
DR	PARADE (KEY EVENT)	DRILL PAD	PE	0.00	1.00
		TOTAL HOURS		0.00	29.00

FIELD LEADERSHIP (FL)					
AREA	EVENT	LOCATION	TM	STUDY HOURS	CLASS HOURS
FL	PROJECT X	FIELD	PE	0.00	3.00
FL	LCE INTRODUCTION	FLIGHT ROOM	IL	0.00	0.50
FL	BELPS + FEEDBACK (KEY EVENT)	FIELD	PE	0.00	24.00
FL	M-9 QUALIFICATION (KEY EVENT)	FIELD	PE	0.00	24.00
FL	ROPES COURSE (KEY EVENT)	FIELD	PE	0.00	7.00
FL	LRC + FEEDBACK (KEY EVENT)	FIELD	PE	0.00	14.00
FL	MINI MILITARY ATHLETIC COMPETITION (MINI-MAC)	FIELD	PE	0.00	1.00
FL	AEF EXERCISE (KEY EVENT) – INCLUDES THE ITEMS BELOW	VW	PE	0.00	0.00
	SAFETY BRIEF	VW	PE	0.00	0.50

	AEF - SELF DEFENSE - RIFLE FIGHTING	VW	PE	0.00	0.50
	AEF - BASE DEFENSE EXERCISES	VW	PE	0.00	12.00
	AEF - ASSAULT COURSE	VW	PE	0.00	2.00
	AEF - EXPEDITIONARY LEADERSHIP PROBLEMS	VW	PE	0.00	18.00
		TOTAL HOURS		0.00	106.50

ADMINISTRATION (AD)					
AREA	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
AD	ARRIVAL DAY	VARIOUS	N/A	0.00	5.00
AD	MEDICAL IN-PROCESSING, PERSONNEL INPROCESSING I, COMMON ACCESS CARD ISSUE, HEIGHT/WEIGHT CHECK	VARIOUS (CONDUCTED SIMULTANEOUSLY)	N/A	0.00	6.00
AD	CLOTHING SALES UNIFORM PURCHASE	AAFES	N/A	0.00	6.00
AD	OTS SAFETY ORIENTATION (KEY EVENT)	AUDITORIUM	N/A	0.00	1.00
AD	PERSONNEL INPROCESSING II (KEY EVENT)	FLIGHT ROOM	N/A	0.00	3.00
AD	ASSIGNMENT PREFERENCE BRF (KEY EVENT)	AUDITORIUM	N/A	0.00	1.00
AD	OPERATIONS CONTROL CENTER TRAINING (LOWER CLASS)	OCC	N/A	0.00	1.00
AD	IMMUNIZATIONS (KEY EVENT)	AUDITORIUM	N/A	0.00	2.00
AD	SQUADRON BOARDS (LOWER CLASS)	FLIGHT ROOM	N/A	0.00	1.00
AD	SQUADRON BOARDS SUPPORT (UPPER CLASS)	FLIGHT ROOM	N/A	0.00	1.00
AD	WING BOARDS	FLIGHT ROOM	N/A	0.00	1.00
AD	WING BOARDS SUPPORT	FLIGHT ROOM	N/A	0.00	1.00
AD	FLIGHT CHANGE OF COMMAND	FLIGHT ROOM	N/A	0.00	9.00
AD	24TRS/CC MIDCOURSE FEEDBACK	AUDITORIUM	N/A	0.00	1.00
AD	DD FORM 214 BRIEFING	AUDITORIUM	N/A	0.00	1.00
AD	LOWER CLASS IN PROCESSING PLAN	VARIOUS	N/A	0.00	4.00
AD	LOWER CLASS IN PROCESSING	VARIOUS	N/A	0.00	12.00
AD	WINGS DATA INPUT	VARIOUS	N/A	0.00	6.00
AD	SMOOTH MOVE	AUDITORIUM	N/A	0.00	1.00
AD	ASSIGNMENT BRIEFING (KEY EVENT)	AUDITORIUM	N/A	0.00	1.00
AD	TMO/SATO (KEY EVENT)	AUDITORIUM	N/A	0.00	2.00
AD	FLIGHT PHOTOS (KEY EVENT)	AUDITORIUM	N/A	0.00	3.00
AD	EURO-NATO JOINT JET PILOT BOARD	OTS CONF RM	N/A	0.00	3.00

AD	OPERATIONS CONTROL CENTER TRNG SUPPORT (UPPER CLASS)	OCC	N/A	0.00	1.00
AD	OTS/CMDT END OF COURSE FEEDBACK	AUDITORIUM	N/A	0.00	1.00
AD	END OF COURSE SURVEY (KEY EVENT)	FLIGHT ROOM	N/A	0.00	0.50
AD	SEXUAL ASSAULT SURVEY (KEY EVENT)	FLIGHT ROOM	N/A	0.00	0.50
AD	PRE-DEPARTURE SAFETY BRIEFING	AUDITORIUM	N/A	0.00	1.00
		TOTAL HOURS		0.00	76.00

AIR FORCE CULTURE (CT)

AREA	EVENT	LOCATION	TM	STUDY HOURS	CLASS HOURS
CT	BLUE LINE (KEY EVENT)	VARIOUS	N/A	0.00	1.00
CT	OTS/CMDT's WELCOME (KEY EVENT)	AUDITORIUM	N/A	0.00	0.50
CT	SARC BRIEFING	AUDITORIUM	GL	0.00	0.25
CT	22TRS/CC WELCOME (KEY EVENT)	AUDITORIUM	N/A	0.00	0.50
CT	24TRS/CC WELCOME (KEY EVENT)	AUDITORIUM	N/A	0.00	1.00
CT	SS/CC WELCOME (KEY EVENT)	VARIOUS	N/A	0.00	1.00
CT	FLT/CC WELCOME (KEY EVENT)	FLIGHT ROOM	IL	0.00	1.00
CT	COMMANDER'S CHALLENGE	FIELD	N/A	0.00	2.00
CT	PHASE ONE EVALUATION	VARIOUS	N/A	0.00	3.00
CT	DINING-IN/OUT SUPPORT	O'CLUB	SP	0.00	5.00
CT	24TRS/CC TRAINING PHILOSOPHY	AUDITORIUM	N/A	0.00	1.00
CT	BLUE LINE SUPPORT	VARIOUS	N/A	0.00	1.00
CT	ENLISTED HERITAGE HALL	GUNTER ANNEX	N/A	0.00	3.00
CT	CAREER DAY	VARIOUS	N/A	0.00	2.00
CT	COMMUNITY SERVICE	VARIOUS	N/A	0.00	4.00
CT	COMMANDER'S CHALLENGE SUPPORT	FIELD	N/A	0.00	2.00
CT	DINING-IN/OUT DRY RUN I (UPPER/LOWER CLASS)	OTSAC	SP	0.00	2.00
CT	DINING-IN/OUT OVERVIEW (UPPER CLASS)	AUDITORIUM	SP	0.00	1.00
CT	GENERAL OFFICER PERSPECTIVE	AUDITORIUM	N/A	0.00	1.00
CT	GRAD WEEK OVERVIEW	AUDITORIUM	N/A	0.00	1.00
CT	STUDENT SQUADRON AWARDS CEREMONY DRY RUN	AUDITORIUM	SP	0.00	0.50
CT	STUDENT SQUADRON AWARDS CEREMONY	AUDITORIUM	SP	0.00	1.25

CT	WING AWARDS CEREMONY DRY RUN	AUDITORIUM	SP	0.00	1.00
CT	COMMISSIONING PRACTICE (KEY EVENT)	VARIOUS	SP	0.00	2.25
CT	DINING-IN/OUT DRY RUN II (UPPER/LOWER CLASS)	O'CLUB	SP	0.00	2.00
CT	OTS OPEN HOUSE	VARIOUS	SP	0.00	2.00
CT	WING AWARDS CEREMONY	AUDITORIUM	SP	0.00	1.00
CT	SPOUSES ORIENTATION	VARIOUS	SP	0.00	2.00
CT	DINING-IN/OUT (KEY EVENT)	O'CLUB	SP	0.00	5.00
CT	COMMISSIONING CEREMONY (KEY EVENT)	VARIOUS	SP	0.00	2.50
CT	DV RECEPTION	OTS CONF RM	SP	0.00	1.00
CT	STATE OATHS	VARIOUS	SP	0.00	1.50
		TOTAL HOURS		0.00	55.25

FORMAL COUNSELING (FC)

NUMBER	EVENT	LOCATION	TM	STUDY HOURS	CLASS HOURS
FC	FLT/CC INITIAL INTERVIEW	FLIGHT ROOM	N/A	0.00	4.00
FC	STUDENT/STAFF PREP/FEEDBACK TIME	VARIOUS	NA	0.00	30.00
FC	MID-COURSE TPR FEEDBACK	FLIGHT ROOM	N/A	0.00	4.00
FC	MID-COURSE TPR REMAKE FEEDBACK	FLIGHT ROOM	N/A	0.00	1.00
FC	FINAL TPR FEEDBACK	FLIGHT ROOM	N/A	0.00	3.00
		TOTAL HOURS		0.00	42.00

FIELD TRAINING (FT)

NUMBER	EVENT	LOCATION	TM	STUDY HOURS	CLASS HOURS
FT	PT FUNDAMENTALS	AUDITORIUM	IL	0.00	1.00
FT	PT PAD INSTRUCTION	DRILL PAD	PE	0.00	1.00
FT	AEF COMBAT SKILLS	SM	CBT	1.00	0.00
FT	LAND NAVIGATION	SM	CBT	1.00	0.00
FT	WOUND MANAGEMENT	AUDITORIUM	IL	0.00	1.00
FT	BASE DEFENSE FUNDAMENTALS I (KEY EVENT)	AUDITORIUM	IL	0.00	2.00
FT	SMALL UNIT TACTICS 1A (KEY EVENT)	FIELD	PE	0.00	1.00
FT	SMALL UNIT TACTICS 1B/C (KEY EVENT)	FIELD	PE	0.00	1.00

FT	TACTICAL COMMUNICATION FIELD EX	FIELD	PE	0.00	1.00
FT	LAND NAVIGATION FIELD EXERCISE	FIELD	PE	0.00	1.00
FT	INTRODUCTION TO AIR FORCE COMBATIVES	AUDITORIUM	L	0.00	1.00
FT	AIR FORCE COMBATIVES PROGRAM	FIELD	TP	0.00	10.00
FT	IED & UXO ID AND REPORTING	SM	CBT	2.00	0.00
FT	SERE 100.1	SM	CBT	7.00	0.00
FT	PHYSICAL TRAINING	FIELD	PT	0.00	30.00
		TOTAL HOURS		11.00	50.00

Section C—Training Event Descriptions

Drill and Ceremonies (DR)

DR- Lesson Title: Dorm Instruction
Lesson Objective: Properly follow detailed instructions on folding and placement of dorm room items.
Description: This lesson is designed to teach the detailed instructions on folding clothes and the established standards for dorm room upkeep. Instructors will measure their ability to follow instructions throughout training, with special emphasis placed on room/item arrangement.

DR- Lesson Title: MTI Dorm Inspection
Lesson Objective: Inspect trainees on following detailed instructions on folding and placement of dorm room items.
Description: This lesson is designed to have the trainee demonstrate their ability to follow detailed instructions and maintain established standards. Instructors will measure their ability to follow instructions throughout training, with special emphasis placed on room/item arrangement.

DR- Lesson Title: Drill Pad Block I
Lesson Objective: Properly perform position of attention, parade rest, present/order arms, right face, left face, about face, 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 an 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- Lesson Title: Drill Pad Block II
Lesson Objective: Properly perform column movements, flanking movements, half step, mark time, and rest positions. 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 an 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- Lesson Title: Drill Pad Block III
Lesson Objective: Properly perform change step, to the rear, formation of the flight to include count off, align the flight in line formation and open ranks. 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 an 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- Lesson Title: Parade Practice #1
Lesson Objective: Practice for graduation parade.
Description: This lesson allows upper and lower class trainees to practice parade. Military Training Instructors will lead the practice.

DR- Lesson Title: Parade Practice#2
Lesson Objective: Practice for graduation parade.
Description: This lesson allows upper class trainees to practice parade. Military Training Instructors will lead the practice.

DR- Lesson Title: Parade Practice #3
Lesson Objective: Practice for graduation parade.
Description: This lesson allows upper class trainees to practice parade. Military Training Instructors will lead the practice.

DR- Lesson Title: Parade Practice #4
Lesson Objective: Practice for graduation parade.
Description: This lesson allows upper class trainees to practice parade. Military Training Instructors will lead the practice.

DR- Lesson Title: MTI Expectations
Lesson Objective: Prepare the upper class for the arrival of the lower.
Description: This lesson is provided to give the upper class the instruction to properly maintain the health and welfare of the lower class. This instruction includes trainee professionalism, responsibilities and traffic (pedestrian) safety.

DR- Lesson Title: Open Ranks Inspections
Lesson Objective: Inspect the class via weekly Open Ranks formations
Description: The entire Class will be inspected (by Flight) on performance of the drill movements as well as dress and appearance. Deficiencies will be annotated by the staff inspector. These inspections require that Drill Block III instruction has already taken place as that is where trainees learn how to conduct Open Ranks.

DR- Lesson Title: Saber Training
Lesson Objective: Prepare the trainee wing staff in using sabers for parade.
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 an 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- Lesson Title: Drill Competition
Lesson Objective: Compete in drill competition.
Description: A flight competition to inspect all aspects of drill to include individual drill, transitory drill and open ranks inspection.

DR- Lesson Title: Parade
Lesson Objective: Graduate from OTS.
Description: This is the upper class culminating graduation that the lower class will march in. It is also used to help prepare the lower class for their graduation parade.

Field Leadership (FL)

FL- Lesson Title: Project X
Lesson Objective: Apply concepts of followership, problem solving methods, communication, team building, and motivation techniques in a small group under time pressure. Trainees will also assess their role in the group and how they react to both the group and pressure.
Description: Project X consists of a number of tasks to be completed by a group under the pressure of time constraint. While completion of the task within the constraint is important, the focus of the feedback session is on how well the group performed.

FL- Lesson Title: LCE Introduction
Lesson Objective: Introduce trainees to the leadership evaluation schema that will be used to evaluate their performance during leadership challenges throughout the course.
Description: Trainees will be given an outline of expectations associated with each area of the LCE form. The intent is to prevent student evaluation via unknown standards.

FL- Lesson Title: Basic Expeditionary Leadership Problem (BELPS) and Feedback
Lesson Objective: Initial trainee evaluation and feedback within problem solving context.
Description: The BELPS evaluation is a problem solving, scenario-based exercise designed to evaluate the trainee's leadership in the context of skills learned during OTS in classroom and field training exercises. This evaluation is the first opportunity for the trainee to receive feedback regarding strengths/weaknesses in the area of leadership and is designed to provide the trainee with a 'benchmark' regarding areas of improvement.

FL- Lesson Title: Confidence Course
Lesson Objectives: Build flight teamwork and cohesion, inspire self confidence and enable opportunity to overcome limitations, instill warrior ethos.
Description: Each trainee physically qualified will navigate a series of obstacles that will help build confidence. Flights will motivate all members of the team to complete the obstacles.

FL- Lesson Title: Weapons Qualification (M-9)
Lesson Objective: The purpose to the course is to familiarize trainees with the M-9 pistol to include: basic weapon and range safety, weapon characteristics and handling, various firing positions, and USAF qualifying requirements.
Description: Security Forces personnel at the firing range conduct the lesson. Each trainee is given the opportunity to qualify with the weapon.

FL- Lesson Title: Ropes Course
Objectives: Build flight teamwork and cohesion, inspire self confidence and enable opportunity to overcome limitations, instill warrior ethos.
Description: Each trainee physically qualified will navigate a series of obstacles that will help build confidence. Flights will motivate all members of the team to complete the obstacles.

FL- Lesson Title: Leadership Reaction Course and Feedback
Lesson Objective: Apply appropriate leadership principles and techniques to resolve problems in a field training environment.
Description: The trainees work through numerous outdoor problems for up to six hours on three consecutive days. The problems address escape and insurgency and each trainee gets an

opportunity to lead. The instructor relates trainee performance to previous LS classes and operational AF examples. Critiques emphasize leadership, problem solving, and functions of management.

FL- Lesson Title: Air Expeditionary Force Exercise
Lesson Objective: Apply leadership management principles, problem solving, sound judgment, good communication skills and teamwork in tasks related to development in time-critical situations.
Description: The focus of AEF is leadership training – using a philosophy of "Train-Apply-Evaluate-Feedback". The trainees are trained on mobility support and Airman's Manual issues. Through different exercises, trainees get exposure to deployment items, such as: tactical movement, reaction to contact, and survival and life saving basics, etc. The exercises stress the evaluation of leadership, not proficiency. Additionally, numerous AEF combat skills will be reinforced through practical application during Base Defense Exercises and the execution of an Assault Course on the Vigilant Warrior compound.

Administration (AD)

AD- Title: Arrival Day
Description: Lower class trainees arrive at OTS on Training Day 0 and begin administrative in-processing.

AD- Lesson Title: Medical In-processing
Description: Trainees have the following blood tests drawn-G6PD, Sickle cell, Blood type, Hep B titer, MMR titer and varicella. A DNA sample is also collected. Trainees then proceed to the IDMT office where they are cleared to PT, medical and immunization histories are obtained, and medical record created.

AD- Title: Personnel In-Processing I
Description: This time period is to inform, educate, and gather any missing/further documentation necessary for building new trainees military records.

AD- Title: Clothing Sales Uniform Purchase
Description: Trainees make uniform purchases and alterations at the AAFES Clothing Sales store.

AD- Title: Active Duty Finance In-processing
Description: This time period is to inform, educate, and gather pertinent documentation necessary for new trainees to be accessed in finance system.

AD- Title: OTS Safety Orientation
Description: Familiarize trainees with OTS safety standards and procedures.

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

AD- Title: Sexual Assault Response Coordinator (SARC) Briefing
Description: The Base SARC will provide fundamental information on their function and sexual assault prevention and response basics within 48 hours of a new lower class arrival.

AD- Title: Operations Control Center Training (Lower Class)
Description: The OCC is the hub of operations at OTS and requires trained personnel to run and manage it. This training will familiarize trainees with the equipment and procedures necessary to execute duties in the OCC.

AD- Title: Operations Control Center Training Support (Upper Class)
Description: The OCC is the hub of operations at OTS and requires trained personnel to run and manage it. The upper class will familiarize trainees with the equipment and procedures necessary to transition and execute duties in the OCC.

AD- Title: Immunizations
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- Title: Assignment Preference Brief
Description: This time period is used for trainees to submit their stateside/overseas assignment preferences.

AD- Title: Common Access Card Creation
Description: This time period is used to prepare new trainees proper military identification for their use while they are assigned to OTS. Since non-prior Enlisted personnel enter Active Duty on arrival day (and the associated MilPDS/DEERS delay times), this event will not be scheduled any earlier than 1200 on Training Day 3.

AD- Title: Squadron Boards (Lower Class)
Description: Interview boards held by Student Squadron Commanders to determine Student Squadron Leadership.

AD- Title: Squadron Boards Support (Upper Class)
Description: Interview boards held by Student Squadron Commanders to determine Student Squadron Leadership. Key upper class members will support.

AD- Title: Wing Boards (Lower Class)
Description: Interview board held by 24 TRS/DO, SS/CCs and the senior MTI (if available) to determine nine key OTW leadership positions.

AD- Title: Wing Boards Support (Upper Class)
Description: Interview board held by 24 TRS/DO, SS/CCs and the senior MTI (if available) to determine nine key OTW leadership positions. Key upper class members will support

AD- Title: Flight Change of Command
Description: Each Flight will have a regular change in student flight leader. This time is allocated for transition and for the owning Flight Commander to set expectations for the inbound Flight Leader and debrief the outgoing Flight Leader on performance.

AD- Title: 24 TRS/CC Mid-Course Feedback
Description: The 24 TRS/CC provides performance feedback to, and accepts feedback from, the trainees on their experiences at the mid-point of training. The 24 TRS/CC uses this feedback to shape the optimal officer training course.

AD- Title: Active Duty DD Form 214
Description: This time period is used to verify all pertinent information previously gathered is reflected on the DD Form 214 (Certificate of Discharge)

AD- Title: Lower Class In-Processing Planning
Description: Trainees use this time to work through the problem solving process and develop a plan to in-process the next class.

AD- Title: Lower Class In-Processing
Description: This block of time is the upper class schedule designation for TD-1.

AD- Title: WINGS Data Input
Description: Trainees will rotate through the BOT Computer Lab and enter final information input the WINGS database in preparation for graduation.

AD- Title: Smooth Move
Description: This class gives an overview of services offered by family support to help with the PCS process.

AD- Title: Assignment Briefing
Description: This time period is used to inform trainees on how to read their orders/amendments.

AD- Title: Traffic Management Office (TMO)
Description: TMO staff explains the military move process and how to ship household goods. Trainees begin planning their move to their first officer duty assignment.

AD- Title: Flight Photos
Description: Flights have individual and group pictures taken by a professional photographer. Trainees may purchase pictures directly from the photographer.

AD- Title: EURO-NATO JOINT JET PILOT TRAINING Boards
Description: The OTS Commandant will convene a board of officers to select the pilot(s) who will train at Sheppard AFB, TX. The panel of board members nominally consists of three officers who are aeronautically rated. The board is chaired by the OTS Commandant when available.

AD- Title: OTS/CMDT End-of-Course Feedback
Description: The OTS/CMDT accepts feedback from the trainees on their experiences throughout training. The OTS/CMDT uses this feedback to shape the optimal OTS experience.

AD- Title: Wing Boards Support
Description: Upper class assisting staff runs interview board held by 24 TRS/DO, SS/CCs and the senior MTI to determine nine key OTW leadership positions.

AD- Title: End-of-Course Survey
Description: Trainees provide feedback on their training experience via an automated web-based survey. Completion of survey is mandatory.

AD- Title: Sexual Assault Survey
Description: Trainees provide feedback on the enforcement of DoD, Air Force and OTS sexual assault polices via an automated web-based survey. Completion of survey is mandatory.

AD- Title: Pre-Departure Safety Briefing
Description: Trainees are briefed on travel safety.

Air Force Culture (CT)

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

CT- Title: OTS Commandant's Welcome
Description: OTS CMDT provides an overview of expectations.

CT- Title: 22nd Training Squadron Commander Welcome
Description: 22 TRS/CC provides an overview of the facilities and support staff functions.

CT- Title: 24th Training Squadron Commander Welcome
Description: 24 TRS/CC provides an overview of expectations and introduces student squadron commanders.

CT- Title: Student Squadron Commander Welcome
Description: Student Squadron Commanders give trainees an overview of their expectations for the program.

CT- Title: Flight Commander Welcome
Description: Flight Commanders give trainees an overview of their expectations for the program.

CT- Title: Commander's Challenge
Description: Crucible event with a focus on physical fitness and AF heritage.

CT- Title: Phase One Evaluation
Description: Upper classmen are evaluated on how well they've trained their assigned lower class. At the same time, the lower classmen are evaluated individually on how well they've adapted to the military training environment. Focus areas include Drill, OI knowledge and procedures, and dormitory maintenance.

CT- Title: Dining-In/Out Support
Description: Lower class logistic support to upper class Dining-In/Out.

CT- Title: DV Reception Support
Description: Lower class sets up and sustains event which provides Distinguished Visitors attending commissioning ceremonies and/or the graduation parade an opportunity to meet and socialize with Holm Center leadership.

CT- Title: 24 TRS/CC Training Philosophy
Description: The 24 TRS/CC briefs the incoming upper class on his/her training philosophy and expectations prior to the arrival of the new lower class.

CT- Title: Blue Line Support
Description: The upper class provides logistical support for the lower class Blue Line ceremony.

CT- Title: Enlisted Heritage Hall
Description: The Enlisted Heritage Hall is located at Gunter Annex and exposes trainees to the accomplishments of the Air Force enlisted corps.

CT- Title: Career Day
Description: Each trainee has an opportunity to speak to an officer with experience in the trainee's projected AFSC.

CT- Title: Community Service
Description: Trainees volunteer time to various projects in the local community as coordinated through the OT wing and 24 TRS/ADO.

CT- Lesson Title: Commander's Challenge Support
Description: Upper class support to lower class crucible event with a focus on physical fitness and AF heritage.

CT- Title: Dining-In/Out Dry Run I
Description: Rehearsal for dining-in/out. Required for dining out key personnel.

CT- Title: Dining-In/Out Overview
Description: Familiarize trainees with customs and traditions associated with the dining-in/out military tradition.

CT- Title: Senior Officer Perspective
Description: Senior officer's from the base will provide a senior officer perspective to the trainees.

CT- Title: Graduation Week Overview
Description: Familiarize trainees with events, timelines, and expectations as the trainees enter the final week of training.

CT- Title: Student Squadron Awards Ceremony Dry Run
Description: Rehearsal for SS/Sq awards ceremony.

CT- Title: Wing Awards Ceremony Dry Run
Description: Rehearsal for wing awards ceremony. Required for awards ceremony key personnel.

CT- Title: Commissioning Practice
Description: Each flight conducts a practice for their commissioning ceremony at the location where they will be commissioned.

CT- Title: Dining-In/Out Dry Run II
Description: Rehearsal for dining-in/out. Required for dining out key personnel.

CT- Title: OTS Open House
Description: OTS/CMDT provides an overview of OTS experience to families and guests of trainees. OTS Complex is open for guests to tour and have lunch at the dining facility with trainees.

CT- Title: Wing Awards Ceremony
Description: OTS staff recognizes the accomplishments of their trainees and 24 TRSCC performs the change of command ceremony from upper class to lower class officer training wing commander.

CT- Title: Squadron Awards Ceremony
Description: Each student squadron commander recognizes the accomplishments of their trainees and performs the change of command ceremony from upper class to lower class squadron commanders.

CT- Title: Spouses Orientation
Description: Provide an overview of military life and a typical Air Force base to spouses of trainees.

CT- Title: Dining-In/Out
Description: Trainees experience camaraderie, military traditions, lessons on leadership from guest speakers and celebrate their near-completion of training.

CT- Title: Commissioning Ceremony
Description: Trainees take the oath of office and pin on Second Lieutenant rank.

CT- Title: DV Reception
Description: Provide Distinguished Visitors attending commissioning ceremonies and/or the graduation parade an opportunity to meet and socialize with Holm Center leadership.

CT- Title: State Oaths (only occurs when ANG students are in a class)
Description: Officer Trainees meet as a flight in various locations around the base to take their State Oath of Office. Officer Trainees may be sworn into their respective states, territories, commonwealths, or district by any person meeting DOD requirements.

Formal Counseling (FC)

FC- Title: Flight Commander Initial Interview
Description: Flight Commanders meet one-on-one with new trainees and provide initial counseling.

FC- Title: Student/Staff Preparation/Feedback Time
Description: Provides the FC opportunities to counsel trainees individually, teach extra-curricular material in the flight room, provide individual debriefings on graded measurements or prepare for upcoming classes.

FC- Title: Mid-Course TPR Feedback
Description: Flight Commanders provide personalized, individual performance feedback to trainees at the mid-point of training.

FC- Title: Mid-Course TPR Remake Feedback
Description: Flight Commanders provide personalized, individual performance feedback to trainees who failed their initial Mid-Course TPR and subsequently were on remake.

FC- Title: Final TPR Feedback
Description: Flight Commanders provide personalized, individual performance feedback to trainees at the end of training.

Field Training (FT)

FT- Lesson Title: PT Fundamentals
Lesson Objective: Explain the physical conditioning fundamentals to give the trainees basic knowledge of fitness and nutrition for lifestyle changes.
Description: This period of auditorium instruction is used to teach on basic physical conditioning concepts which emphasize total fitness to include proper aerobic/anaerobic conditioning, strength and flexibility training, nutrition, and healthy eating habits.

FT- Lesson Title: PT Pad Instruction
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 instructor will describe opening and closing procedures, warm-up exercises, rotations, stretches, muscular strength, endurance exercises, PFB/PFA. The instructors will also explain the interval, tempo, long run, and light runs.

FT- Lesson Title: AEF Combat Skills (CBT)
Lesson Objective: Orientation to AEF Combat Skills
Description: This interactive course is designed to familiarize the trainee to ground combat skills. Topics include basic individual movement techniques as well as movement as a small unit. Specific topics will be assigned to the trainee throughout OTS in order to cover areas identified needing additional orientation, instruction, and practice.

FT- Lesson Title: Land Navigation (CBT)
Lesson Objective: Orientation to Land Navigation Skills
Description: This interactive course is designed to familiarize the trainee to land navigational skills. Topics include basic map reading, compass, and ground movement. This CBT is a supplement to the Land Navigation Field exercise course. Specific topics will be assigned to the trainee throughout OTS in order to cover areas identified needing additional orientation, instruction, and practice.

FT- Lesson Title: Wound Management
Lesson Objective: Orientation to wound management.
Description: This course covers basic wound and injury management topics, and treatment in a contaminated environment.

FT- Lesson Title: Base Defense Fundamentals I
Lesson Objective: Familiarization of base defense fundamentals
Description: This course is the first of a two-part auditorium lecture series that introduces the concept and application of base defense. This first course covers topics such as concept of operations, work priorities, intelligence gathering, clearing and securing a cantonment area and perimeter, establishing an entry control point, and sign/countersign procedures. A practical exercise will reinforce these skills with the trainee clearing and securing a bare base area, establishing an entry control point, sign/countersign procedures (patrols) and preparing hasty and deliberate fighting positions.

FT- Lesson Title: Small Unit Tactics 1A
Lesson Objective: Apply the concepts of cover, concealment and stealth, and individual movement techniques.
Description: This field training exercise will allow the trainee to become proficient with the concepts of cover, concealment and stealth, and then introduce individual movement techniques.

FT- Lesson Title: Small Unit Tactics 1B/1C
Lesson Objective: Apply the necessary tactics to react to fire, and move in fire team formations.
Description: This field training exercise will allow the trainee to become proficient in the procedures for reacting to direct fire and indirect fire. The exercise will cover fire team file and fire team wedge formations. Once the material has been covered, the trainees will run through drills where their movement in formation is interrupted by direct and indirect fire.

FT- Lesson Title: Tactical Communication Field Ex
Lesson Objective: Familiarization of tactical communication techniques and procedures
Description: This field training exercise will reinforce skills taught in the classroom with the trainee sending a radio message, MEDEVAC request, SALUTE and UXO hazard report in a tactical environment.

FT- Lesson Title: Land Navigation Field Exercise
Lesson Objective: Familiarization of land navigation techniques and procedures
Description: This field training exercise will familiarize the trainee to land navigational skills. The lesson will familiarize the trainee with the lensatic compass, its parts, functions, and utilization. Specifically, this lesson will cover each part of the lensatic compass, the techniques used for sighting, setting and following azimuths, and techniques used to bypass obstacles by the trainee determining their pace count, determining grid coordinates of a point, measuring distance on a map, and navigating from one point to another using a compass.

FT- Lesson Title: Introduction to Air Force Combatives
Lesson Objective: Instill confidence in the trainees' ability to defend themselves, attack and subdue an enemy, develop mental toughness, instill Warrior Ethos, and provide them with a basic set of hand-to-hand combat skills
Description: This auditorium lecture provides an explanation on the importance of why today's Air Force officers need this training. An overview will be provided of the program. Additionally, special interest items will be addressed specific to the training.

FT- Lesson Title: Air Force Combatives Program
Lesson Objective: Instill confidence in the trainees' ability to defend themselves, attack and subdue an enemy, develop mental toughness, instill Warrior Ethos, and provide them with a basic set of hand-to-hand combat skills.
Description: This program consists of 5, 2-hour sessions where trainees will learn Combatives safety, witness combat demonstrations performed by instructors, and apply skills through practice with partners and via individual bouts.

FT- Lesson Title: IED & UXO Identification and Reporting
Lesson Objective: Familiarization of IED/UXO identification and reporting
Description: This computer-based training course is designed to teach IED/UXO familiarization. Trainees will be familiarized as to how to react to the IED/UXO hazard, how to recognize the types and subgroups of ordnance, determine what actions to take, and how to report a UXO hazard. A practical exercise will be incorporated into Base Defense Field Exercise I.

FT- Lesson Title: Self Defense - Rifle Fighting
Lesson Objective: Familiarization to basic bayonet fighting positions and movements
Description: This course is designed to teach rifle bayonet training to develop the trainee's confidence, coordination, endurance, discipline and the warrior ethos. Bayonet fighting develops physical fitness, controlled aggression, and confidence. Specifically, this course will familiarize the trainee to basic positions and conduct basic movements through performance of attack and defensive drills. This field training exercise will culminate participation in individual pugil bouts.

FT- Lesson Title: Base Defense Field Exercises
Lesson Objective: Familiarization of base defense fundamentals
Description: This course is a practical exercise which will reinforce skills learned in the Base Defense Fundamentals I course with the trainee clearing and securing a bare base area,

establishing an entry control point, sign/countersign procedures (patrols) and preparing hasty and deliberate fighting positions.

FT- Lesson Title: Physical Training
Lesson Objective: Increase the aerobic and anaerobic capacity of trainees
Description: Trainees will be led in physical training sessions designed to increase physical capacity early in the program and will progress to trainee-led sessions as the trainee wing takes on increased responsibility.

FT- Lesson Title: SERE 100.1
Lesson Objective: Familiarize trainees with SERE fundamentals
Description: This self-paced Computer Based Training will familiarize trainees with the basics of Survival, Evasion, Resistance and Escape.

FT- Lesson Title: Assault Course (VW)
Lesson Objective: Negotiate an Assault course
Description: This course is the culminating event for the AEF deployment exercise and is designed to compliment combat skills training. Specifically, this exercise provides instruction in how to move rapidly toward the enemy, which provides opportunities to reinforce trainee skill in rifle-bayonet fighting, tactical movement, personal courage, confidence, and warrior ethos - while following prescribed safety precautions in accordance with published procedures.

Scheduled Military Training (SMT)

Weekend SMT
Lesson Objective: Time dedicated to accomplish training, education and in/out processing activities required for graduation.
Description: During this time, trainees may accomplish details, study, conduct Community Service events, participate in cultural and heritage visits, or obtain any additional training needed (drill, dormitory maintenance, uniform preparation, knowledge, etc).

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CHAPTER 5

COURSE TRAINING STANDARDS

Section A—Graded Measurements

1. **Purpose**—Provide trainees with a clear understanding of how they will be graded for all graded events. Failure in any graded measurement may trigger the CR process. All remakes and any measurement for a trainee with 2 failures will be considered an EC unless designated otherwise by the Training Squadron Commander.

1.1 **Fitness Assessment**: Trainees will be given a baseline (PFB), one diagnostic (PFD) and a Fitness Assessment (FA) during the BOT program. Only the FA will count as a graded measurement. The FA will occur on no earlier than 43 calendar days into the program. Trainees must achieve a score of 75 or above in accordance with AF standards. If a trainee cannot complete the FA due to events beyond his/her control (e.g., injury) but has previously passed a fitness test (including all components) on their most recent PFB or PFD, 24 TRS/CC may waive the FA. Additionally, trainees must demonstrate that they can pass all components of the PFB or PFD before attempting any AF Obstacle Course to include the Confidence Course, ROPES, LRC, and the Assault Course IAW AFI 36-2202.

1.2 **Consolidated Written Tests**: Trainees must achieve an 80% on all academic tests in order to pass. Additionally, if a trainee does not maintain an 80% average on the CWTs, they will be placed on SMS for additional monitoring. Trainees who fail to achieve at least an 80% average after both CWTs will be required to take the end of course comprehensive exam. The average calculated to determine if a trainee will take a comprehensive test is the average of correct questions from both tests. It is not the average of two test scores. The comprehensive exam is an EC, and the passing score on the comprehensive exam is at least an 80%. Trainees who fail the comprehensive test will enter the CR process.

1.3 Unified Combatant Command Information Briefing: Trainees are required to give an Information Brief. The trainees will be evaluated on how well they present the information and will be graded using the Briefing Grade Sheet in Figure 5.3.

1.4 Advocacy Briefing: Trainees are required to give an Advocacy Brief. The trainees will be evaluated on how well they present the information and how effectively they advocate a position using the Briefing Grade Sheet in Figure 5.3.

1.5 **Leadership Reaction Course**: Trainees will execute the Leadership Reaction Course. The trainees will be evaluated on how they lead their team and their ability to accomplish the mission they are given using the Leadership Competency Evaluation (LCE) in Figure 5.1.

1.6 **AEF**: The focus of AEF is leadership training and evaluation The trainees are trained on a variety of expeditionary skills, and must apply them in support of small unit leadership missions in a simulated "deployed" environment. The evaluations focus on leadership and AEF skills proficiency. Each trainee must pass an individual evaluation using the LCE (Figure 5.1) in this capstone leadership evaluation. If a trainee fails this measurement and it was not an elimination check (EC), they will be given a remake (also using the form at Figure 5.1). The remake will be an EC.

1.7 **Mid-Course TPR**: This measurement summarizes the trainee's overall performance and gives feedback for approximately the first 17 training days. Scores are based on feedback given throughout the course and the rater's personal assessment. Trainees must meet standards in all areas and attain a score of 50 or greater on the form at Figure 5.4. If a trainee fails this measurement and it was not an elimination check (EC), they will be given a remake TPR (also using the form at Figure 5.4). The remake will be an EC.

1.8 **Final TPR**: This measurement summarizes the trainee's overall performance and gives feedback for the entire course. Scores are based on feedback given throughout the course and the rater's personal assessment. Trainees must meet standards in all areas and attain a score of 50 or greater. If a trainee fails this measurement, they will be removed from training and enter the commander's review process.

Section B—Additional Evaluations

1. **Purpose**—In addition to being graded on the above events, trainees will be evaluated on the following in order to provide performance feedback and familiarity with the evaluation process:

1.1 **BELPS**: Initial trainee evaluation and feedback within a problem solving context. Trainees will attempt to accomplish missions using scenario based exercises in conjunction with knowledge questions. Trainees will be individually evaluated using the LCE in Figure 5.1.

Figure 5.1 (LCE-Front Form 2)

HOLM CENTER LEADERSHIP COMPETENCY EVALUATION

STUDENT NAME	SQ/FLT	EVALUATOR NAME	LEADERSHIP EXERCISE	DATE

A. LEADERSHIP COMPETENCIES

MANDATORY REQUIREMENTS

I. CLEARLY RECOGNIZED THE MISSION/OBJECTIVE	YES ☐	NO ☐
II. MAINTAINED COMMAND OF TEAM MEMBERS	YES ☐	NO ☐

	U		S		O
1. Developed trust and commitment through words and actions	1	2	3	4	5
2. Delegated authority when appropriate (DID NOT ABDICATE COMMAND, see II. above)	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, and confidence under pressure	1	2	3	4	5
6. Articulated ideas and intent in a clear, concise, and convincing 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 make sacrifices and take calculated risks to achieve objective	1	2	3	4	5
9. Maintained focus and intensity	1	2	3	4	5
10. Developed team by fostering cohesiveness, confidence, 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					

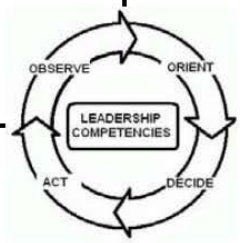
INSTRUCTOR COMMENTS:

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.

HOLMCENTER FORM 2, 20110601

Figure 5.2 (LCE Back Form 2)

C. MISSION COMPLETION	YES ☐	NO ☐	OVERALL GRADE U ☐ M ☐ S ☐ H ☐ O ☐	
Score	3	0		
Completion Time			Outstanding	> 64
LEADERSHIP COMPETENCY SCORE			High-Satisfactory	54 - 64
A. Leadership Competencies			Satisfactory	38 - 53
B. Decision Analysis			Marginal	26 - 37
C. Mission Completion			Unsatisfactory	< 26
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:

HOLMCENTER FORM 2, 20110601

Figure 5.3 (Holm Center Form 6 Briefing Grade Sheet-Front)

BRIEFING GRADE SHEET

COMPLETED BY STUDENT

NAME OF STUDENT		DATE	☐ Advocacy Briefing ☐ Informative Briefing
CLASS	SQUADRON	FLIGHT	☐ Practice Briefing ☐ Remake Assignment
SOURCES 1		2	

COMPLETED BY EVALUATING OFFICER

CONTENT		U		S		O	U	S	O		
	INTRODUCTION	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 main points	0	1	2		
		U	LS	S	HS	O	U	LS	S	HS	O
	BODY	Little or no information; poor support 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
		U	LS	S	HS	O	U	LS	S	HS	O
	ADVOCACY (If Required)	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
		U		S		O	U	S	O		
	CONCLUSION	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		U	LS	S	HS	O	U	LS	S	HS	O
	VERBAL EXPRESSION	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
		U	LS	S	HS	O	U	LS	S	HS	O
	MOVEMENT/ GESTURES/ ANIMATION	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; aided 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
		U	LS	S	HS	O	U	LS	S	HS	O
	EYE CONTACT	Missing; looked over heads, looked down or ignored listeners, darted, stared; focused on visual -aids or notes		Inclusion of most listeners; few references to notes, evenly distributed		Direct and impartial throughtout; inclusion of all listeners;no distracting reference to notes (exception—quotes); aided delivery and enhanced credibility	0	1	2	3	4
ORGANIZATION		U	LS	S	HS	O	U	LS	S	HS	O
	CLARITY	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 aided listeners understanding and retention; used good transitions throughout which aided flow and helped listener	0	1	2	3	4
		U	LS	S	HS	O	U	LS	S	HS	O
	SLIDES	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

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Figure 5.3 (Holm Center Fm 6 Briefing Grade Sheet-Back)

MANDATORY REQUIREMENTS	U	S
MET OBJECTIVE:*(Presented information in a factual manner, did not advocate a position (Info Brief), advocated position [Advocacy Brief]*		
TIME _____ : _____ *(5-9 minutes for Info/Advocacy Brief) (5-7 minutes for AMS)*		
PREPARED BRIEFING (IAW AFH 33-337)		
PROFESSIONAL CONDUCT *(Prepared, appropriate comments/language, maintained composure)*		
OVERALL GRADE		

OVERALL GRADE				
Informative Briefing				
U	LS	S	HS	O*
0-7	*8-14*	*15-26*	*26-30*	*31-36*
Advocacy Briefing (If required)				
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 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 / do not wish to make a written statement.		STUDENT INITIALS	DATE

HOLMCENTER FORM 6, 20100222 (REVERSE)

Figure 5.4 (Holm Center Fm 4 TPR Front)

TRAINEE PROGRESS REPORT (TPR)

☐ MID-COURSE ☐ FINAL

NAME OF STUDENT (Last, First, M.I.)	CLASS	SQUADRON	FLIGHT

STUDENT POSITION	FLIGHT COMMANDER

PERFORMANCE RATING CODES

U = UNSATISFACTORY (0 pts) M = MARGINAL (1 pt) S = SATISFACTORY (2 pts) E = EXCELLENT (3 pts) O = OUTSTANDING (4 pts)

	U	M	S	E	O	STDS NOT MET	MEETS STDS
A. JOB KNOWLEDGE							
1. Ability to follow instructions	☐	☐	☐	☐	☐		
2. Performance of duties/position	☐	☐	☐	☐	☐		
3. OTS/OI knowledge	☐	☐	☐	☐	☐	☐	☐
4. Customs and Courtesies/Drill	☐	☐	☐	☐	☐	SCORE	
B. LEADERSHIP SKILLS							
1. Field leadership	☐	☐	☐	☐	☐		
2. Assertiveness	☐	☐	☐	☐	☐		
3. Self-confidence/decisive/stable/poised	☐	☐	☐	☐	☐	☐	☐
4. Followership/team player	☐	☐	☐	☐	☐	SCORE	
C. PROFESSIONAL QUALITIES							
1. Attitude	☐	☐	☐	☐	☐		
2. Responsibility/Integrity	☐	☐	☐	☐	☐		
3. Dress/Appearance/Image/Bearing	☐	☐	☐	☐	☐	☐	☐
4. Motivates others/Tact/Sensitivity	☐	☐	☐	☐	☐	SCORE	
D. ORGANIZATIONAL SKILLS							
1. Attention to detail	☐	☐	☐	☐	☐		
2. Planning/organizational ability/time management	☐	☐	☐	☐	☐		
3. Delegating/directing	☐	☐	☐	☐	☐	☐	☐
4. Coordination/control	☐	☐	☐	☐	☐	SCORE	
E. JUDGMENT AND DECISIONS							
1. Demonstrates sound judgment	☐	☐	☐	☐	☐		
2. Reaction to counseling/learns from mistakes	☐	☐	☐	☐	☐		
3. Adaptability to change/military training	☐	☐	☐	☐	☐	☐	☐
4. Problem solving/Decision making	☐	☐	☐	☐	☐	SCORE	
F. COMMUNICATION SKILLS							
1. Clear/concise	☐	☐	☐	☐	☐		
2. Organized/logical/complete	☐	☐	☐	☐	☐		
3. Confident/articulate	☐	☐	☐	☐	☐	☐	☐
4. Oral/written grammar	☐	☐	☐	☐	☐	SCORE	

NOTES:

0 - 3 Points OR more than one subarea Unsatisfactory, then category result rates as "DOES NOT MEET STANDARDS"
4 - 7 Points OR one subarea Unsatisfactory, then category result is at Flight Commander's discretion
8 Points and above, the category result rates as "MEETS STANDARDS"

TPR RESULT: **TOTAL TPR SCORE:**

GRADED PERFORMANCE

ACADEMICS:

LEADERSHIP:

HOLMCENTER FORM 4, 20110906

Figure 5.4 (Holm Center Fm 4 TPR Back)

FLIGHT COMMANDER'S REMARKS

SIGNATURE OF FLT/CC	DATE REVIEWED
Click to sign	

STUDENT SQUADRON COMMANDER'S REMARKS

SIGNATURE OF STUDENT SQ/CC	DATE REVIEWED
Click to sign	

TRAINEE REMARKS (OPTIONAL)

SIGNATURE OF TRAINEE	DATE REVIEWED
Click to sign	

SCORING

OUTSTANDING	> = 90 pts -and- no performance area less than "S"
EXCELLENT	> = 75 pts -and- no performance area less than "S"
SATISFACTORY	> = 50 pts -and- "MEETS STANDARDS" in all performance categories
UNSATISFACTORY	< 50 pts -or- "DOES NOT MEETS STANDARDS" in one or more performance categories

Note: Students who recieve an "UNSATISFACTORY" initial TPR will be counseled and reevaluated within 10-15 training days. The remake will be completed in its entirety. A result of "UNSATISFACTORY" on the remake is cause for possible disenrollment.

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HOLMCENTER FORM 4, 20110906 (REVERSE)

Figure 5.5 Holm Center Fm 9 Writing Grade Sheet

TALKING/POSITION PAPER EVALUATION SHEET

TO BE COMPLETED BY STUDENT

NAME OF STUDENT			DATE
CLASS	SQUADRON	FLIGHT	☐ INITIAL ASSIGNMENT ☐ REMAKE ASSIGNMENT
TYPE OF BRIEFING INFORMATIVE PERSUASIVE			TOPIC

TO BE COMPLETED BY EVALUATING OFFICER	YES	NO
1. FORMAT		
Was the format correct according to AFH 33-337?		
Title (*three lines, capitalized, centered, double spaced*)		
Dash, double-dash, triple-dash, etc. *(Talking paper only)* Paragraphs numbered *(Position paper only)*		
Bullet statements (*telegraphic wording, no punctuation at end of lines*) *(Talking paper only)*		
Spacing *(double spaced between bullets/single spaced within bullets) (Talking paper only)* Spacing *(double spaced) (Position paper only)*		
Identification line *(author's grade and last name, office symbol, phone number, typist's initials, date of preparation)*		
2. MECHANICS		
Were the mechanics acceptable?		
Grammar		
Spelling		
Punctuation		
3. CONTENT		
Was the information adequate?		
Highlighted main points and key support material		
Provided relevant and appropriate information		
Usable for future reference/decision making/staff work		
Did the paper communicate effectively?		
Purpose *(informative/persuasive)* and position readily understood		
Worded clearly and concisely		
Appropriate jargon/terminology		
Did the paper correspond with the briefing?		

RECOMMENDATION: ☐ ACCEPTABLE ☐ REACCOMPLISH	DUE DATE

EVALUATING OFFICER SIGNATURE	*I have read and understand the comments regarding my performance. I ☐ do ☐ do not wish to make a written statement.*
	INITIALS OF STUDENT / DATE

HOLMCENTER FORM 9, 20090120 PREVIOUS EDITION ARE OBSOLETE.

Section C—Awards

1. Purpose—To explain the trainee awards and the criteria used by the staff to determine award winners. A trainee recycled for cause will not be eligible for any squadron or wing end-of-training awards unless the award pertains to a measurement they did not repeat (e.g. if they were recycled prior to receiving any briefing feedback, they would be eligible for the Major General Jeanne M. Holm Briefing Award for the best briefer). A trainee that is recycled for reasons beyond their control (i.e., medical problem, family death, etc.) is still eligible.

2. Top Graduate Award—The trainee who demonstrates the highest overall performance receives this award.

3. Honor Graduate Award—The trainee who demonstrates the second highest overall performance receives this award.

4. USAA Leadership Excellence Award—This is awarded to the trainee who best exemplifies the AF Core Values on a daily basis while demonstrating excellence through exceptional performance on graded events. Each flight will nominate a member for this award to their respective SS/CC using the AF IMT 1206, following the guidelines on the OT Brain for categories and length. Each SS/CC will select the best person from within their Student Squadron and forward their nominee to a board consisting of all SS/CCs. The board will evaluate all nominees and select the overall winner.

5. Lt Col Dick Scobee Award—The trainee who consistently displays the highest officer qualities/characteristics of leadership, integrity, professionalism, loyalty and determination receives this award. Each flight will nominate one person for this award and will give a completed AF IMT 1206 using the above categories to their respective SS/CC. Each SS/CC will select the best person from within their Student Squadron and forward their nominee to a board consisting of all SS/CCs. The board will evaluate all nominees and select the overall winner.

6. General Daniel "Chappie" James, Jr. Trophy of Merit—The trainee who best demonstrates good human relations and equal opportunity, as defined in the Department of Defense (DoD) Human Goals Proclamation, receives this award. Each flight nominates one candidate from their flight to their respective OTW SQ/CC, who in turn forwards one nominee to OTW/CC. OTW/CC forwards packages on the top two nominees to 24 TRS/DO for final selection.

7. Thomas Jefferson Scholastic Award—This award goes to the trainee with the highest average score on all OTS academic measurements (CWT and SPT scores only).

8. OTS Fitness Award—The award is given to the male and female trainee who has demonstrated exceptional physical fitness by having the highest average PFB/D/A score in the class. The trainees must have participated in at least 3 fitness measurements. If multiple trainees received the same average score, then ties will be broken using the PFA run time. The lowest run time will win the award in this case.

9. Major General Jeanne M. Holm Briefing Award—The trainee who demonstrates the most outstanding briefing skills receives this award. The Air Force Women's Officer Association sponsors the award and is given to the winner of the Wing Brief-Off.

10. Distinguished Graduate (DG) Program

10.1 General--The OTS/CMDT will designate OTS graduates for DG status IAW AFI 36-2013.

10.2 Standards--Distinguished Graduates are selected by overall performance throughout all aspects of training and graded measurements, using a formula approved by the 24 TRS/CC. Up to 10% of BOT annual enrollment may be designated DG. Candidates must excel academically and physically. In addition, a DG candidate must exemplify the "whole person" concept. This concept is the overall assessment of a trainee's performance and character, which is observed by their Flt/CC, peers, and the OTS staff, which embodies, but is not limited to, the following attributes: officership values (integrity, pride, loyalty, self-discipline, initiative, selflessness, patriotism, and courage); leadership; professionalism; determination; enthusiasm; teamwork; winning attitude; and warrior spirit.

10.3 Rules--The 24 TRS/CC may remove names from the final DG list for cause, normally involving misconduct.

11. Honor Flight (HF) and Honor Squadron (HS)

11.1 Responsibility—The 24 TRS/CC has overall responsibility for the HF and HS program.

11.2 Procedures—HF/HS competition runs approximately from the second week into the program through the eleventh week. HF competition is based on the "whole flight" concept and is an overall assessment of a flight's performance. Honor Squadron competition is based on the "whole squadron" concept and is an overall assessment of the squadron's performance. HF/HS order of merit is based on a formula approved by the 24 TRS/CC which includes the below:

11.2.1 Academics: CWTs, SPTs and Military Briefings

11.2.2 Fitness: PFD and/or FA

11.2.3 Field Leadership/Military Deployment: Drill competition, LRC, AEF, M-9 skills, War Game, and Dorm Inspections.

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CHAPTER 6

MISSION / LEADERSHIP TRAINING

Section A—Management

1. **Performance Evaluation**: BOT instructors will use the performance grading scales and grade sheets 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**: 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. Confidence Course (Blue Thunder)

1.1 Training Objectives
- 1.1.1 Build flight teamwork and cohesion
- 1.1.2 Inspire self confidence and enable opportunity to overcome limitations
- 1.1.3 Instill warrior ethos

1.2 Specific Tasks
- 1.2.1 Attempt to complete all obstacles on the course

2. High Ropes/Tower Course

2.1 Training Objectives
- 2.1.1 Build flight teamwork and cohesion
- 2.1.2 Inspire self confidence and enable opportunity to overcome limitations.
- 2.1.3 Instill warrior ethos

2.2 Specific Tasks
- 2.2.1 Attempt to complete all obstacles on the course

3. Assault Course (Vigilant Warrior)

3.1 Training Objectives
- 3.1.1 Apply and demonstrate expertise on various physical and AEF skills in a simulated ground combat environment
- 3.1.2 Instill warrior ethos

3.2 Specific Tasks

Complete course

4. M-9 Qualification

4.1 Training Objectives
- 4.1.1 Gain familiarity with the M-9 pistol, weapon characteristics and handling, basic weapon and range safety and firing positions
- 4.1.2 Qualify on the weapon

4.2 Specific Tasks
- 4.2.1 Complete course

4.3 Special Instructions

Security Forces personnel at CATM conduct this lesson

5. Air Force Combatives

5.1 Training Objectives
- 5.1.1 Instill confidence in the trainees' ability to defend themselves, attack and subdue an enemy

5.1.2 Develop mental toughness and provide a basic set of hand-to-hand combat skills
5.1.2 Instill warrior ethos
5.2 Specific Tasks
5.2.1 Complete all lessons
5.3 Special Instructions
22 TRSS manages AF Combatives training sessions

Section C—Mission Training/Evaluations

1. BELPS

1.1 Mission Objectives
1.1.1 Establish baseline leadership competencies for trainee
1.1.2 Build teamwork and flight cohesion
1.1.3 Apply leadership theory in a simulated combat environment
1.2 Specific Tasks
1.2.1 Apply safety procedures
1.2.2 Interpret and use information given in "problem"
1.2.3 Accomplish mission
1.2.4 Apply leadership competencies
1.2.4.1 Practice problem solving
1.2.4.2 Practice management functions
1.2.4.3 Practice other leadership competencies listed on the LCE
1.2.5 Correctly apply / utilize Phase I AEF skills
1.2.5 Practice 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 exercise the trainee is evaluated on his/her baseline leadership competencies through the LCE. The trainee will participate in a mission debriefing where an instructor and fellow trainees provide feedback and constructive criticism. Additionally, the trainee will receive an individual feedback from their evaluator. This evaluation establishes the trainee's baseline and is the foundation for an individualized Leadership Development Profile.

2. LRC

2.1 Mission Objectives
2.1.1 Demonstrate leadership competencies IAW LCE
2.1.2 Build teamwork and flight cohesion
2.2.3 Apply leadership theory in a dynamic environment
2.2 Specific Tasks
2.2.1 Apply safety procedures

2.2.2 Interpret and use information given in “problem”
2.2.3 Accomplish mission
2.2.4 Demonstrate leadership competencies
2.2.4.1 Demonstrate problem solving
2.2.4.2 Demonstrate management functions
2.2.4.3 Demonstrate other leadership competencies listed on the LCE
2.2.5 Demonstrate debriefing process and standards
2.2.5.1 Participate in mission debriefing
2.2.5.2 Identify valid lessons learned

2.3 Special Instructions

The trainee must demonstrate proficiency in leadership competencies IAW the LCE. The evaluation in conjunction with group and individual mission debriefs will enhance the trainee’s leadership and followership development.

3. AEF

3.1 Mission Objectives
3.1.1 Demonstrate leadership competencies IAW the LCE
3.1.2 Build teamwork and flight cohesion
3.1.3 Apply leadership theory in a simulated combat environment

3.2 Specific Tasks
3.2.1 Apply safety procedures
3.2.2 Interpret and use information given in “problem”
3.2.3 Accomplish mission
3.2.4 Apply problem solving process
3.2.5 React to moving / thinking “enemy”
3.2.6 Maintain accountability of personnel and equipment
3.2.7 Demonstrate leadership competencies
3.2.7.1 Demonstrate problem solving
3.2.7.2 Demonstrate management functions
3.2.7.3 Demonstrate other leadership competencies listed on the LCE
3.2.8 Correctly apply / utilize Phase I AEF skills
3.2.9 Demonstrate debriefing process and standards
3.2.9.1 Participate in mission debriefing
3.2.9.2 Identify valid lessons learned

3.3 Special Instructions

The trainee must demonstrate proficiency in leadership competencies IAW the LCE. The trainee will lead a small unit to accomplish a mission in a simulated combat environment. Trainees will encounter Opposing Forces to provide a sense of realism. The evaluation in conjunction with group and individual mission debriefs will enhance the trainee’s leadership skills.

ACRONYMS

AAFES - Army/Air Force Exchange Service
AD - Administration
ADO - Assistant Director of Operations
AEF - Air Expeditionary Force
AETC - Air Education and Training Command
AF - Air Force
AFCP – Air Force Combatives Program
AFI - Air Force Instruction
AFIT - Air Force Institute of Technology
AFMAN - Air Force Manual
ALFC - Assistant Lower Flight Commander
APT - Academic Preparation Time
AS - Assessments
AT - Additional Training
AU - Air University
BELPS - Basic Expeditionary Leadership Problems
BOT - Basic Officer Training
CAM - Curriculum Area Managers
CBT - Computer Based Training
CC - Commander
CMDT – Commandant
CCV - Standardization/Evaluations Office
CQ - Charge-of-Quarters
CR - Commander's Review
CS - Communication Skills
CSAF - Chief of Staff of the Air Force
CWT - Consolidated Written Test
DG - Distinguished Graduate
DO - Director of Operations
DoD - Department of Defense
DR - Drill and Ceremonies
EAD - Enter Active Duty
EC - Elimination Check
ELP - Expeditionary Leadership Problem
EPR - Enlisted Performance Report
FA - Fitness Assessment
FL - Field Leadership
Flt - Flight
FT - Field Training
IAW - In Accordance With
ISS - International Security Studies
LCE - Leadership Competency Evaluation
LFC - Lower Flight Commander
LRC - Leadership Reaction Course

LS - Leadership Studies
MTI - Military Training Instructor
NCO - Non-Commissioned Officer
NE - Non-Effective
OI - Operating Instruction
OPR - Office of Primary Responsibility/ Officer Performance Report
OR - Orientation
OT - Officer Trainee
OTS - Officer Training School
OTW - Officer Trainee Wing
PA - Profession of Arms
PFB - Physical Fitness Baseline
PFD - Physical Fitness Diagnostic
PR - Preparation
PT - Physical Training
ROE - Rules of Engagement
SMS - Special Monitoring Status
SNP - Student Non-Progression
SQ - Squadron
SS - Student Squadron
ST - Social Training
T&Q - Tongue and Quill (Air Force Handbook 33-337)
TD - Training Day
TPR - Trainee Performance Report
TRS - Training Squadron
UCMJ - Uniform Code of Military Justice
UFC - Upper Flight Commander
VW - Vigilant Warrior
WS - Warfare Studies

April 15, 2012 - April 21, 2012

April 2012

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May 2012

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	Week - 0		**BOT ??-??** **CD note: Arrival date** **OT UOD: Civilian;** **TD - 0**	**BOT ??-??** **CD note: Cordinate b** **OT UOD: Civilian;** **TD - 1**	**BOT ??-??** **OT UOD: ABU's;** **TD - 2**	**BOT ??-??** **OT UOD: ABU's;** **TD - 3**	
5:00				**Blue Line ;**	**Box Break**	**PFB Diagnostics** OTS Track	**SS/CC Welcome Run** OTS Track
6:00				**Box Break** **Medical Inprocessin** Boyd/IDMT	**Dorm Instruction** Dorms	**Box B**	**Breakfast;** Dining Facility
7:00					**Drill Block I** OTS Complex	**UOD (** **OTS C**	**UOD Chan**
8:00				**Personnel In** Boyd		**22 TR**	**Drill Pract**
9:00					**SARC (GL)**	**24 TRS/CC We** **SS/CC We**	**OTSMAN Knowledge / Procedures** Flight Room
10:00				**Finance Inprocessing (GL)** Boyd	**Academic**	**FC Welcor**	
11:00			**Lunch Box**		**Lunch;** Dining Facility	**Lunch;** Din	**Lunch;** Dining Facility
12 pm			**Arrival Day** Boyd	**Lunch**	**OTS Safety Orientation**	**FLT/CC Initial Interview** Flight room	**Flight Administration;** F
1:00				**PA-Di**	**PA-Suicide Awareness (**		**Dorm Instruction** Dorms
2:00				**ID Card Proces** **AAFES Clothir Sales Unifor Purcha**	**Trans** **LS-Religious Respect (G**		
3:00					**PA-Military Customs and Courtesies** Boyd		
4:00							**Dorm Insp**
5:00			**Dinner Box;** TBD	**Dinner**	**Dinner ;** Dining Facility	**Dinner ;** Dining Facility	**Dinner ;** Dir
6:00			**Personnel In Processing**	**AD-A**			

April 22, 2012 - April 28, 2012

April 2012

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May 2012

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	22 Sunday	23 Monday	24 Tuesday	25 Wednesday	26 Thursday	27 Friday	28 Saturday
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5:00		**Box Break**	**PT Pad Fundamentals &** Boyd	**PT (Run)** PT Pad	**PT (Strength)** PT Pad	**PT (Run)** PT Pad	**SS/CC Run** PT Pad
6:00		**UOD Chan**					
	Breakfast; Dining Facility	**MTI Dorm Inspection** Dorms	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility
7:00	**UOD Change/Dorm Ma**		**UOD Chan**	**UOD Chan**	**UOD Chan**	**UOD Chan**	**UOD Chan**
8:00		**Drill Block II** OTS Complex	**Drill Block III** OTS Compl	**PA-Airmen Creed /** Flight Room	**LS-Manage Functions** Flight Room	**Confidence Course** Blue Thunder	**Drill Pract**
9:00							**Flight Administration;** F
10:00	**Read PA-Law of Armed**	**LS-Honor Code;** Flight r	**CS-Listening: The Negl**	**LS-Self-Assessment;** Bo	**LS-Followership;** Boyd		**CBT CS-Understanding**
11:00	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dini	**Lunch;** Dining Facility	**Lunch;** Dining Facility
					OTS Financ		
12 pm	**Read CS-T&Q Intro to I**	**PA- Core Values: The Pi**	**LS-Air Force Leadership**	**LS-Motivation;** Boyd	**LS-AF EO**	**PA-Dress & Appearanc**	**OCC Training;** Boyd
1:00	**Read LS-AFSO 21;**	**PA-Profession of Arms;**	**WS/ISS-Department of**	**WS- War and the US M**	**LS-Problem Solving** Flight Room	**LS-Full Range Leadersh**	**CBT CS-T&Q Military B**
2:00	**Read LS Group Dynami**	**LS-Sexual Assault Prevention and** Flight Room	**LS-Managing in a Diverse World** Flight Room	**LS-Team Building** Flight Room		**LS-Situational Leadersh**	**Read PA-AF Fraud & Co**
3:00	**Read LS Introduction to**				**LS-Power and Influence**	**Assignment Preference**	**Read PA-Role of Pres/E**
4:00	**CBT CS-Gr**	**OT OPS /**	**OT OPS /**	**OT OPS /**	**OT OPS /**	**OT OPS /**	**Read LS-Ir**
5:00	**Dinner ;** Dir	**Dinner ;** Dir	**Dinner ;** Dir	**Dinner ;** Dir	**Dinner ;** Dir	**Dinner ;** Dir	**Dinner ;** Dir
6:00		**Complete CS-Listening**	**Complete DiSC preview**				

April 29, 2012 - May 05, 2012

April 2012

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May 2012

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	Week - 2	BOT ??-?? CD note: Cordinate b OT UOD: ABUs; TD - 9	BOT ??-?? CD note: LANES date OT UOD: ABUs; TD - 10	BOT ??-?? CD note: BELPS date OT UOD: ABUs; TD - 11	BOT ??-?? OT UOD: ABUs; TD - 12	BOT ??-?? OT UOD: ABUs; TD - 13	
5:00		PT (Strength) PT Pad	Breakfast MRE; Dorms	Breakfast MRE; Dorms	Breakfast MRE; Dorms	Breakfast MRE; Dorms	SS/CC Run PT Pad
6:00	Breakfast; Dining Facility	Breakfast; Dining Facility	Issue Trans Open	Trans M-9 Qualifi Flts ?-??, ?-??, ?-??, ?-??, ?-??, ?-??, ?-?? Field BELPS Flts ?-??, ?-??, ?-??, ?-?? Blue Thunde Trans	Trans M-9 Qualifi Flts ?-??, ?-??, ?-??, ?-??, ?-??, ?-??, ?-?? Field BELPS Flts ?-??, ?-??, ?-??, ?-?? Blue Thunde Trans	Trans M-9 Qualifi Flts ?-??, ?-??, ?-??, ?-??, ?-??, ?-??, ?-?? Field BELPS Flts ?-??, ?-??, ?-??, ?-?? Blue Thunde Trans	Breakfast; Dining Facility
7:00	UOD Change/Dorm Ma	UOD Chan	Land Navigation ; Blue				UOD Chan Drill Pract
8:00		Project-X	SMALL UNIT TACTICS A SMALL UNIT TACTICS (				
9:00							Flight Administration; F
10:00	Read WS-Making Strat		TACTICAL COMMUNIC				Read WS-Department (
11:00	Lunch; Dining Facility	Lunch; Dining Facility	Lunch MR	Lunch M-9 Qualifi Flts ?-??, ?-??, ?-??, Field BELPS Flts Blue Th UOD C	Lunch M-9 Qualifi Flts ?-??, ?-??, ?-??, Field BELPS Flts Blue Th UOD C	Lunch M-9 Qualifi Flts ?-??, ?-??, ?-??, Field BELPS Flts Blue Th UOD C	Lunch; Dining Facility
12 pm	Read FT-Land Navigati	Squadron Boards; Fligh	Transit to				Read WS-Department (
1:00	Read FT-IED/UXO ID &	LS-Stress Management and Resiliency Flight Room	UOD Chang	Trans	Trans	Trans	Read WS-US Policy;
2:00	Read WS-Department (		WS-Principles of War a				Read PA-US Constitutic
3:00	Read PA-UCMJ;	Wing Boards; Flight Roc	LS-Personal and Group	Trans Culture Pretes	Trans WS-Air Force (	Trans WS-Airpower	Read WS-The US Coast
4:00	Read WS-	OT OPS /	OT OPS /	OT OPS /	OT OPS /	OT OPS /	Read WS-
5:00	Dinner ; Dir	Dinner ; Dir	Dinner ; Dir	Dinner ; Dir	Dinner ; Dir	Dinner ; Dir	Dinner ; Dir
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May 06, 2012 - May 12, 2012

May 2012

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June 2012

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	6 Sunday	7 Monday	8 Tuesday	9 Wednesday	10 Thursday	11 Friday	12 Saturday
	Week - 3	**BOT ??-??** **CD note: Cordinate b** **Commanders Challen** **OT UOD: Blues;** **TD - 14**	**BOT ??-??** **OT UOD: Blues;** **Staff Note TRB @ 13:** **TD - 15**	**BOT ??-??** **CD note: Cordinate b** **OT UOD: Blues;** **TD - 16**	**BOT ??-??** **CD note: Cordinate b** **OT UOD: Blues;** **TD - 17**	**BOT ??-??** **OT UOD: Blues;** **TD - 18**	
5:00		**PT (Run)** PT Pad	**PT (Run)** PT Pad	**PT (Run)** PT Pad	**PT (Run)** PT Pad	**PT (Run)** PT Pad	**PT (Run)** PT Pad
6:00	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility
7:00		**UOD Chan** **Student/S**	**UOD Chan**	**UOD Chan** **Open-Ran**	**UOD Chan** **LS-Leaders Authority** Flight Room	**UOD Chan** **CS-Basics**	**Breakfast** **Drill Pract**
8:00		**Parade Practice #1** Welch Field	**CWT #1** Hoover	**PA-Military Law (GL);** B		**CS-Briefing Requireme**	**Flight Administration;** F
9:00				**PA-Military Law Case S**		**LS-Sexual Harassment**	**Read LS-Environmental**
10:00	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Graduatio** **OTS Financ** **Lunch;** Dini	**Lunch;** Dining Facility	**Lunch;** Dining Facility
11:00		**Trans** **Stude** **Trans**	**CWT #1 Review;** Flight	**LS-Developing Airmen;**	**LS-Conflict Manageme** Flight Roor	**WS-Airpower: Thru the**	**CBT CS-T&Q Writing M**
12 pm	**CBT CS-Electronic Com**	**BELPS Student Fdbk Time** Flight Room	**CS-Bullet Statements w**	**LS-Change Managemer**		**DD Form 214 Briefing (**	**Read PA-Civilian Perso**
1:00	**LS-Peer Evals I** Flight Room		**CS-Bullet Statement Practicum** Flight Room	**WS-Airpower: End of WWI through WWII** Boyd	**WS-Airpower: Thru the**	**Assignment Briefing ;** B	**CBT CS-T&Q 7 Steps to**
2:00		**APT CWT#1;** Flight Roo			**LS-Corrective Supervisi**		**Read PA-Substance Ab**
3:00		**Dinin** **OT OI**	**OT OPS /**	**Dining Out** O'Club **OT OI**	**OT OPS /**	**OT OPS /**	**Read PA-T**
4:00	**Dinner;** Dining Facility	**Dinner**	**Dinner;** Din	**Dinner** **Trans** **Dining**	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din
5:00				7:30pm - 8:00pm Trans fro			
6:00							

May 13, 2012 - May 19, 2012

May 2012

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June 2012

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	13 Sunday	14 Monday	15 Tuesday	16 Wednesday	17 Thursday	18 Friday	19 Saturday
	Week - 4	**BOT ??-??** **OT UOD: Blues;** **TD - 19**	**BOT ??-??** **OT UOD: ABUs;** **TD - 20**	**BOT ??-??** **CD note: AFCP date c** **OT UOD: ABUs;** **TD - 21**	**BOT ??-??** **OT UOD: ABUs;** **TD - 22**	**BOT ??-??** **OT UOD: ABUs;** **TD - 23**	
5:00		**PT (Run)** PT Pad	**PT (Run)** PT Pad	**AFCP I** DOJO	**AFCP II** DOJO	**AFCP III** DOJO	**SS/CC Run** PT Pad
6:00	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility				**Breakfast;** Dining Facility
7:00	**UOD Change/Dorm Ma**	**UOD Chan**	**UOD**	**Breakfast**	**Breakfast**	**Breakfast**	**UOD Chan**
8:00		**PA-The En**	**Midco TPR Feedba** Flight Room **Immur** IDMT Area *	**UOD Chang**	**UOD Chang**	**UOD Chang**	**Drill Pract**
9:00		**WS-Airpower in the Po**		**WS-USCENTCOM Area**	**PA-Professional and Ur**	**Open-Ranks Inspection**	**Flight Administration;** F
10:00		**Intro to AFCP;** Boyd		**LS-Eval Concepts;** Flight	**PA-Professional and Ur**	**WS-Setting the World S**	
11:00	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility
12 pm		**LS-Standards and Accountability** Flight Room	**WS-The Need for Cross**	**WS-Examining Cultural Domains** Flight Room	**WS-USSOUTHCOM Are**	**WS-Terrorism;** Boyd	**Trans To ?**
1:00			**WS-Handling Culture Shock Effectively** Flight Room		**WS-USEUCOM Area of**	**WS-Joint Operations;** B	**Community Service Project** Determined by OT Wing
2:00					**WS-Air and Space Pow**	**LS-Performance Feedba**	
3:00	**Read PA-Information A**	**WS-USAFRICOM Area c**	**WS-USPACCOM Area o**	**WS-USNORTHCOM Are**	**WS-Citizen Airmen: The**	**Smooth Move (GL);** Boy	
4:00	**Read PA-E**	**OT OPS /**	**OT OPS /**	**OT OPS /**	**OT OPS /**	**OT OPS /**	**Trans To E**
5:00	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din
6:00							

May 20, 2012 - May 26, 2012

May 2012

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June 2012

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	Week - 5	**BOT ??-??** **OT UOD: Blues;** **TD - 24**	**BOT ??-??** **OT UOD: ABUs;** **TD - 25**	**BOT ??-??** **OT UOD: ABUs;** **TD - 26**	**BOT ??-??** **CD note: Ropes date** **OT UOD: ABUs;** **TD - 27**	**BOT ??-??** **OT UOD: ABUs;** **TD - 28**	
5:00		**AFCP IV** DOJO	**AFCP V** Dojo	**PT Individual** TBD	**Breakf** **Ropes Course** BT Field	**Breakf** **Ropes Course** BT Field	**SS/CC Welcome Run** TBD
6:00	**Breakfast;** Dining Facility			**Breakfast;** Dining Facility	**PT Indi** TBD **Breakf**	**PT Indi** TBD **Breakf**	**Breakfast;** Dining Facility
7:00	**UOD Change/Dorm Ma**	**Breakfast** **UOD Chang**	**Breakfast** **UOD Chang**	**UOD Chan**	**UOD (**	**UOD (**	**UOD Chan**
8:00				**LS-The Caine Mutiny** Flight Room	**Open**	**Open**	**Drill Pract**
9:00		**LS-Counseling and Practicum** Flight Room	**LS-Visioning;** Boyd		**TMO/S (GL)** Boyd	**TMO/SATO (GL)** Boyd	**Flight Administration;** F
10:00			**Mentoring Philosophy**				**Read WS-Nuke Ops**
11:00	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** **OTS Fi**	**Lunch** **Lunch**	**Lunch;** Dining Facility
12 pm		**LS-Counseling and Practicum** Flight Room	**LS-12 Angry Men** Flight Room	**LS-Holm Center Trainin**	**Ropes**	**Ropes Course;** E	**Lower Class in-processing Prep**
1:00				**24 TRS/CC Training Phi**	**LS-Enlisted Evaluation S**	**LS-Joint Ethics;** Boyd	
2:00		**Career Day** TBA		**MTI Expectations;** Boyd	**LS-Officer Evaluation S**	**PA-Defense Support of**	
3:00			**Montgomery GI Bill Bri**	**24 TRS/Midcourse Feec**	**LS-Effective Supervisio**	**PA-Pay, Allowances, an**	
4:00	**Read LS-C**	**OT OPS /**	**OT OPS /**	**MCTP** **OT OI**	**OT OPS /**	**OT OPS /**	
5:00	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner**	**Dinner;** Din	**Dinner;** Din	**Dinner;** Dining Facility
6:00							

May 27, 2012 - June 02, 2012

May 2012

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
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27	28	29	30	31		

June 2012

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

	27 Sunday	28 Monday	29 Tuesday	30 Wednesday	31 Thursday	1 Friday	2 Saturday
	Week - 6	BOT ??-?? OT UOD: Blues; TD - 29	BOT ??-?? CD note: Arrival date OT UOD: Blues; TD - 30	BOT ??-?? CD note: Cordinate b OT UOD: ABUs; TD - 31	BOT ??-?? OT UOD: ABUs; TD - 32	BOT ??-?? CD note: Saturday Ev CD note: Saturday Ev CD note: TD-3 Suppo OT UOD: ABUs; TD - 33	
5:00		PT Individual TBD	PT Individual TBD	Blue Line Parade Fielc PT Individu TBD	PT Individual TBD	PT Individual PT Pad	SS/CC Run PT Pad
6:00	Breakfast; Dining Facility	Breakfast; Dining Facility	Breakfast; Dining Facility	Lower Class in-proc Breakf	Breakfast; Dining Facility	Breakfast; Dining Facility	Breakfast; Dining Facility
7:00	UOD Change/Dorm Ma	UOD Char	UOD Char	UOD (	UOD Char Open-Ran	UOD (	UOD Char
8:00		WS-Region Studies INFO Briefs Flight Room	WS-Region Studies INFO Briefs Flight Room			CS-Reg Studies INFO Brief Flight F ENJJPT Board OTS CMDT Confer	Drill Practice OTS Compl
9:00					LS-Leadership & Mgt Case Studies Flight Room		
10:00							Flight Administration; F
11:00	Lunch; Dining Facility	Lunch; Dining Facility	Lunch; Dining Facility	Lunch; Lunch	Lunch; Dini Lunch MR	Lunch; Dining Facility	Lunch; Dining Facility
12 pm		PA-Virtural Staff Ride Flight Room	Lower Class Arrival Day Wings Data Input		CS-Advoc	PA-Air & Space Expedit	
1:00	Read PA-Oath of Office				WS-Air & Space Systen	Senior Officer Perspective (GL) Boyd	
2:00	LS-Career Progression i	WS-Cyberspace Flight Room			WS-Force Packaging; Fl		
3:00	Paper # 1 Due Monday;				Army/Navy/Marine Co	APT CWT#2; Flight Roo	
4:00	Info Brief	OT OPS /	OT OPS /	OT OPS / APT	OT OPS /	OT OPS /	
5:00	Dinner; Din	Dinner; Din	Dinner; Din	Dinner	Dinner; Din	Dinner; Din	Dinner; Dining Facility
6:00							

June 03, 2012 - June 09, 2012

June 2012

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
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24	25	26	27	28	29	30

July 2012

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

	3 Sunday	4 Monday	5 Tuesday	6 Wednesday	7 Thursday	8 Friday	9 Saturday
	Week - 7	**BOT ??-??** **OT UOD: Blues;** **TD - 34**	**BOT ??-??** **CD note: LRC date on** **OT UOD: ABUs;** **TD - 35**	**BOT ??-??** **OT UOD: ABUs;** **TD - 36**	**BOT ??-??** **OT UOD: ABUs;** **TD - 37**	**BOT ??-??** **CD note: POE;** **CD note: Saturday Ev** **OT UOD: ABUs;** **TD - 38**	
5:00		**PFD** OTS Track	**Breakfast**	**Breakfast**	**PT Individ**	**PT (Run)** PT Pad	**SS/CC Run** PT Pad
6:00	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**LRC** Field	**LRC** Field	**Breakfast;** I	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility
7:00	**UOD Change/Dorm Ma**	**UOD Char**			**UOD Char**	**UOD**	**UOD Change/Dorm Ma**
8:00		**CS-Advoca Brief** Flight Room			**Open-Ran**	**CS-Adv Brief Feedba** Flight Room	**LRC Remed** Flight F
9:00					**CWT #2** Hoover		**Trans To C**
10:00						**APT C**	**Enlisted He** Gunter Ann
11:00	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch**	**Lunch**	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Trans To E** **Lunch;** Dini
12 pm		**First Officer Assignmen**	**AFEX War Game** TBD	**AFEX War Game** TBD	**CWT Review;** Flight Roo	**SNCO Perspective (GL);**	**OCC Training Support;**
1:00		**Flight Photo's** Boyd	**LS-Sup In-Basl** Flight Room	**LS-Sup In-Basl** Flight Room	**Base Defense Fundamentals** Boyd	**Drill Competition** Drill Pad	**Flight Administration;** F
2:00							**Read AEF Combat Skills**
3:00	**Paper # 2 Due Monday**		**LS-Pe**	**LS-Pe**	**Dining Out Overview;** B	**PA-Financial Briefing (L**	
4:00	**Advo Brie**	**OT OPS /**	**OT OPS /**	**OT OPS /**	**OT OPS /**	**OT OPS /**	
5:00	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner;** Din	**Dinner;** Dining Facility
6:00							

June 10, 2012 - June 16, 2012

June 2012

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
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24	25	26	27	28	29	30

July 2012

Su	Mo	Tu	We	Th	Fr	Sa
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

	10 Sunday	11 Monday	12 Tuesday	13 Wednesday	14 Thursday	15 Friday	16 Saturday
	Week - 8	**BOT ??-??** **CD note: Cordinate b** **OT UOD: ABUs;** **TD - 39**	**BOT ??-??** **CD note: AEF date on** **OT UOD: ABUs;** **TD - 40**	**BOT ??-??** **OT UOD: ABUs;** **TD - 41**	**BOT ??-??** **OT UOD: ABUs;** **TD - 42**	**BOT ??-??** **CD note: Saturday ev** **OT UOD: ABUs;** **TD - 43**	
5:00		**PFA** OTS Track	**Mini-MAC** OTS Track	**Wake Up/Prep/Breakfas**	**Wake Up/Prep/Breakfas**	**Wake Up/Prep/Breakfas**	**SS/CC Run** PT Pad
6:00	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**AEF Exercise ELPS (VW)** Field	**AEF Exercise ELPS (VW)** Field	**Open-Ranks Inspection**	**Breakfast;** Dining Facility
7:00	**UOD Change/Dorm Ma**	**UOD (**	**UOD Chan**			**AEF Exercise ELPS (VW)** Field	**UOD Chan**
8:00		**Compr Retest** Hoover **Saber/ Person** Welch	**Grad Wee**				**Trans To T**
9:00			**Safety Bri** **AEF Excerci**				**Tuskegee A** Tuskegee A
10:00		**Wing Brief Off;** Boyd				**Assault Course** Field	**Trans To E**
11:00	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility				**Lunch;** Dini
12 pm	**Peer Evals II** Flight Room	**Squadron Boards Supp**	**Trans T** **Trans**	**Lunch MRE;** Field	**Lunch MRE;** Field	**Lunch MRE;** Field	**Flight Administration;** F
1:00		**Parade Practice #2** Welch Field	**Base Defense Field Exercise I** Field **Trans**	**Base Defense Field Exercise II** Field	**Base Defense Field Exercise III** Field	**AEF Clean-Up** Field	**End of Co** **Sexual As**
2:00							**CBT AF Doctrine Video Series**
3:00	**CBT SERE 100**	**Tuskegee** **Wing Boa**				**Trans To Bldg. 1489;**	
4:00		**OT OPS /**				**OT OPS /**	
5:00	**Dinner;** Dining Facility	**Dinner;** Din	**Dinner (Hot Meal);** Field	**Dinner (Hot Meal);** Field	**Dinner (Hot Meal);** Field	**Dinner;** Din	**Dinner;** Dining Facility
6:00							

June 17, 2012 - June 23, 2012

June 2012

Su	Mo	Tu	We	Th	Fr	Sa
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24	25	26	27	28	29	30

July 2012

Su	Mo	Tu	We	Th	Fr	Sa
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

	17 Sunday	18 Monday	19 Tuesday	20 Wednesday	21 Thursday	22 Friday	23 Saturday
	Week - 9	**BOT ??-??** **CD note: Cordinate b** **Commanders Challen** **OT UOD: Blues;** **TD - 44**	**BOT ??-??** **CD note: Cordinate b** **OT UOD: ABUs;** **TD - 45**	**BOT ??-??** **CD note: Cordinate b** **CD note: Grad date o** **OT UOD: Blues;** **TD - 46**	**BOT ??-??** **CD note: Cordinate b** **OT UOD: Blues;** **TD - 47**		
5:00		**PT Individual** PT Pad	**PT Individual** PT Pad	**PT Individual** PT Pad	**Breakfast Box;** Dorms		
6:00	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Breakfast;** Dining Facility	**Trans to;**		
7:00	**UOD Change/Dorm Ma**	**UOD Chan**	**UOD Chan**	**UOD Chan**	**Commissio Ceremony** Hoover/Boy		
8:00		**Student/S**	**Parade Practice** Welch Fielc	**OTS Forma**			
9:00		**Parade Practice #3** Welch Field		**OTS Open House / Comp**	**Trans to 1**		
10:00			**OTS/CC EOC Feedback**	**Wing Awards / Change**	**DV Recept**		
11:00	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Dining Facility	**Lunch;** Various	**Graduatio**	**CONGRATS CLASS ??-??**	
12 pm		**Student Sq Awards Cer**	**Wing Awa**	**Spouse Orient** COT Confer Room	**Pre-D**		
1:00		**Officer Responsibility;**	**Trans to;**	**Person Out-pr** Boyd	**Trans**		
2:00		**Final TPR Feedback** Flight Rm/Cube City	**Commissio Practice** Boyd/Hoove				
3:00			**Trans to 1**	**Retre**			
4:00		**Dinin** **OT OI**	**OT OPS /**	**UOD Chang**	**Dining Out** O'Club		
5:00	**Dinner;** Dining Facility	**Dinner**	**Dinner;** Din	**Trans**			
6:00				**Dining Out;** O'C			
				9:30pm - 10:00pm Trans fr			