Pre-commissioning Training

BASIC OFFICER TRAINING (BOT)

August 2007

Air Force Officer Accession and Training Schools

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/CC. Any training not specifically authorized in this syllabus or other USAF or AFOATS directives is prohibited without the recommendation of the AFOATS Syllabus Steering Committee (AFOATS/CV [Committee Chair], AFOATS/CR, AFOATS/JR, OTS/CC, and AFROTC/CC) and prior approval of AFOATS/CC. Forward suggestions to the 24 TRS/CC who will coordinate all proposed changes with OTS/CC and AFOATS/CR.

OFFICIAL

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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 -- 60 Training Days

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

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 and:

6.1 Possess the essential military knowledge, skills and values that a new Air Force officer needs to perform effectively during the initial years of commissioned service.
6.2 Demonstrate high standards of character, conduct, physical fitness, self-discipline, commitment, integrity, and honor.
6.3 Be familiar with AF missions and basic capabilities.
6.4 Possess a sense of leadership and personal responsibility for the officer's mission, people, and profession of arms.
6.5 Have a basic understanding of AF operations fundamentals.
6.6 Comprehend the overall AF organization and chain of command.
6.7 Have a working knowledge of basic AF skills to include uniform wear, dress and personal appearance standards, drill and ceremony and USAF and other Service rank structures.
6.8 Have a basic knowledge of and be able to use basic AF Expeditionary Combat skills.
6.9 Be familiar with and able to demonstrate AF communications standards.
6.10 Be able to write and brief IAW AF standards.
6.11 Understand and be able to employ the elements of personal and team leadership at the tactical level.
6.12 Have a basic understanding of other cultures and areas of the world of strategic interest to the United States.

7. Course Objective -- Produce a world-class officer of character possessing the American warrior ethos, prepared to lead Airmen, and embodying the Air Force Core Values.

8. Course Implementation--This course is deliberately organized to provide initial training to newly commissioned officers and develop competent AF leaders. The course is organized into a four-phase approach that aligns all academic curriculum and training events. The four-phases of this course are:

8.1 Indoctrination
8.2 Development
8.3 Application/Evaluation
8.4 Transition

9. Phases --The following explains the progression of BOT trainees through the 4-phases of leadership development.

9.1 Phase 1 (Indoctrination): 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, room and uniform inspections that teach attention to detail and the need to form and operate as a team. The indoctrination phase culminates with the Prop and Wings challenge where trainees earn 3rd Class Status.

9.2 Phase 2 (Development): In this phase, trainees learn 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 Airmen culture. In addition, they learn basic combat skills and the importance of cultural awareness as it relates to the military mission. This phase culminates with the trainees' promotion to upper class status and the arrival of the next BOT lower class.

9.3 Phase 3 (Application/Evaluation): This phase focuses on the practical application of lessons learned in the previous phases. Trainees experience the pressures of leadership and command through their participation in training the new lower class, as well as leading their peers via officer trainee wing positions. Trainees must pass individual leadership evaluations at both the Leadership Reaction Course and AEF training exercise. Communications skills are evaluated through an advocacy briefing assessment.

9.4 Phase 4 (Transition): The final phase of the program prepares the trainees to make the transition from a training environment to the operational Air Force. This phase concentrates on mentoring and the practical transition into the traditions and everyday life of AF junior officers.

10. Graded Mission Elements –

Figure 1.1 Graded Briefings

Graded Mission Elements	**Briefings**			
	Info 1-4	**News**	**Advocacy**	
Graded mission elements for briefings are shown on Figure 5.3, Briefing Gradesheet.	15	15	17	

Figure 1.2 Graded Leadership Missions

Graded Mission Elements	Leadership Missions				
	BELPS	**LRC**	**AEF**	**Flickerball**	**Optimal Mast**
Overall Proficiency Level	N/A	24	24	N/A	N/A
Critical Areas					
1. Recognized the right problem/mission	x	x	x	x	x
2. Maintained command of team members	x	x	x	x	x

Figure 1.3 Graded OTPR

Graded Mission Elements	OTPR	
	Mid-course	**End of Course**
Reference OTPR gradesheet in chapter 5	50	50
Job Knowledge	8	8
Leadership Skills	8	8
Professional Qualities	8	8
Duty Performance	8	8
Judgment and Decisions	8	8
Communication Skills	8	8

11. Training Hours

Figure 1.4 Training Hours

CR AREAS	STUDY HOURS	CLASS HOURS
Administration	**0.00**	**71.50**
Assessments	**8.00**	**13.00**
Communication Studies	**23.50**	**18.00**
Drill & Ceremonies	**0.00**	**44.00**
Field Leadership	**0.00**	**99.50**
Field Training	**2.00**	**58.00**
Leadership Studies	**44.00**	**60.00**
Military Studies	**64.00**	**47.50**
Orientation	**0.00**	**2.50**
Profession of Arms	**36.50**	**37.00**
Preparation	**0.00**	**6.00**
Physical Training	**0.00**	**48.00**
Social Training	**0.00**	**24.75**
Unarmed Combat	**0.00**	**15.00**
HOURS	**178.00**	**544.75**

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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 using the appropriate chain of command. If the logical course of action appears to conflict with other directives, the OTS/CC in coordination with AFOATS/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 caused by special or unusual circumstances that would result in omission of a graduation requirement. Permanent or blanket waivers are not authorized, but rather should be suggested as syllabus changes. Submit waiver requests electronically or in writing, on AETC Form 6, Waiver Request, through the 24 TRS/CC, OTS/CC, and AFOATS/CR for review, and AFOATS/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 within less than a 3 training day window do not constitute a deviation as long as the syllabus prerequisite flow is maintained. 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 action will be documented and forwarded to OTS/CC and AFOATS/CR for review.

Section B — Training Responsibilities

1. 24th Training Squadron will:

1.1 Execute BOT program in support of Air Force requirements.
1.2 Inform functional communities, as appropriate, regarding exceptional trainee issues.
1.3 Award the Commissioning Certificate upon completion of the program and oath of office.
1.4 Prepare an AF Form 133 for each trainee.

2. OTS/CC will:

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

3. 22d Training Support Squadron will:

3.1 Record program completion in MILPDS/OTA.
3.2 Provide military personnel support to trainees.
3.3 Provide emergency medical care and treatment to injured and sick trainees.
3.4 Administer physical readiness training and unarmed combat training requirements.
3.5 Augment 24 TRS instructors, as available, for AEF skills and field training.

4. AFOATS/CR will:

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

5. OTS/CCV will:

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

6. Training Requirements and Restrictions:

6.1 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.
6.2 Trainee and Flight Commander Responsibilities: Trainees are required to monitor their training; however, flight commanders are responsible for training accomplishment.
6.3 Events Per Day: Trainees should not normally accomplish 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.

6.4 Instructor and Trainee Guides: AFOATS/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.

7. 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.

8. Safety: Develop safety awareness by emphasizing adherence to established operating procedures, discipline, professionalism, and judgment. OTS faculty and staff must use every training opportunity to stress the use of sound operational risk management principles while trainees are performing in both leader and follower roles.

9. Graduation Requirements: Graduation requires that all training standards and objectives directed in this syllabus be attained, and all graded measurements be satisfactorily completed. Trainees must meet AF physical training (PT) standards IAW AFI 10-248. USAF Physical Fitness Assessment (PFA) completion with a minimum score of 75 is a graduation criterion. Trainees must attain an overall 80% average on academic tests or an 80% on the comprehensive exam. Failure to meet standards is grounds for disenrollment and will be processed IAW applicable OTS Operation Instructions (OI). The Leadership Development Plan (LDP) is the common thread of trainee professional development woven throughout the course. Satisfactory completion of all LDP assignments is a graduation requirement. Trainees must also pass the LRC, AEF, Advocacy Brief, and Mid/End OTPR evaluations.

10. 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.

11. Training Progression:

11.1 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.

11.2 Student Non-Progression (SNP): Failure of a graded event. SNP may be followed by additional training (AT) as designated by the flight commander, and will trigger an Elimination Check (EC).

11.3 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 an 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 AFOATS training manual. Results of the AT will be documented in the trainee folder. Upon completion of AT, the trainee will receive an elimination check (EC).

11.4 Elimination Check: An elimination check (EC) is the 24 TRS/CC's final evaluation tool, administered by a SS/CC, CCV, 24 TRS/DO or ADO, to determine the trainee's ability to meet objectives satisfactorily and continue with the normal syllabus flow. Two graded measurement failures to include remakes will trigger an EC. An EC is conducted any time a trainee fails a graded measurement other than a CWT, or at any other time at the discretion of the 24 TRS/CC. For example, the 24 TRS/CC may designate any graded measurement to be an EC at any time during the course if warranted by trainee lack of performance during "follow" or other non-graded events (this should normally be well-documented by such things as placement on SMS), based on failure to adapt, or grossly negligent or unsafe conduct. Trainees who require an extended period of close supervision (SMS-Special Monitoring Status) should be considered for an elimination check, on the recommendation of the SS/CC. In the case of mid-course or end-of-course performance reports (OTPRs), the Flt/CC will administer the remake but the final grade will be signed by the SS/CC. An EC can result in the trainee passing and continuing with the normal syllabus flow, or a failure which triggers a commander's review (CR). Normally, only one elimination check is authorized. Additional ECs may be requested when the SS/CC believes the trainee's training was adversely affected by factors beyond the trainee's control (family emergencies, equipment failures, breaks-in-training, etc.). Formal requests for additional ECs will be sent to the 24 TRS/CC for approval/disapproval.

11.5 Special Monitoring Status (SMS): Trainees are placed on SMS when substandard performance in academic, military training proficiency, adaptability, or physical training requires close monitoring of the trainee's progress. SMS administration will be IAW applicable OTS Operating Instructions (OI).

11.6 Commander's Review (CR): Trainees who fail an EC will trigger a commander's review. Additionally, lack of professionalism or adaptability can also trigger a commander's review. CR procedures will be IAW applicable OTS OIs. The CR process is illustrated in Figure 2.2-Commander's Review Process.

11.7 Trainee Recycle: Trainees not performing up to course training standards, but who display potential to meet them if given a reasonable amount of additional time in training, may be "recycled" into another BOT class. When a trainee fails an EC, as part of the CR process the Flt/CC must recommend either "Disenrollment" or a "Recycle". 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. Recycled trainees are immediately pulled from training and serve on casual status until able to rejoin training on the appropriate training day, as determined by the 24 TRS/CC during the CR process. Recycle administrative procedures are IAW applicable OTS OIs.

12. Causes for Elimination:

Figure 2.1 Graded Measurement Criteria

Graded Measurement	Minimum Score	Additional Criteria
CWT#1	80	
CWT#2	80	
CWT#3	80	
Comprehensive Test	80	Must be taken by trainees with CWT Average<80
Mid Course OTPR	50	Must meet standards in all major areas
Advocacy Briefing	17	Must pass all mandatory requirements
Leadership Reaction Course	24	Must pass all mandatory requirements
AEF Exercise	24	Must pass all mandatory requirements
Physical Fitness Assessment	75	
End of Course OTPR	50	Must meet standards in all major areas

12.1 Performance: Trainees who fail to meet the course training standards by failing a graded measurement, other than an academic test, will be given an EC. An EC can result in the trainee continuing with the normal syllabus flow or being considered for recycle or elimination in a Commander's review. Any combination of three graded measurement failures including remake failures will result in a CR. Based upon overall course progress and at the 24 TRS/CC/s discretion, any single graded measurement failure can trigger a CR.

12.2 Professionalism: Trainees who demonstrate a lack of professionalism or adaptability may be entered into the CR process on the recommendation of the SS/CC.

13. Elimination Process: When a trainee is entered into the CR process, the 24 TRS/CC will review all relevant factors including attitude, professional qualities, experience level, and any unusual circumstances documented in the trainee's training folder (including prior performance in the course). The SS/CC (as the initiating authority) will make a recommendation regarding the trainee's disenrollment or recycle to the 24 TRS/CC (reviewing authority) who will review the trainee's performance and either decide to recycle the trainee, or recommend to the OTS/CC (approval authority) that the trainee be disenrolled.

14. Field Leadership Mission Graded Measurement Conduct

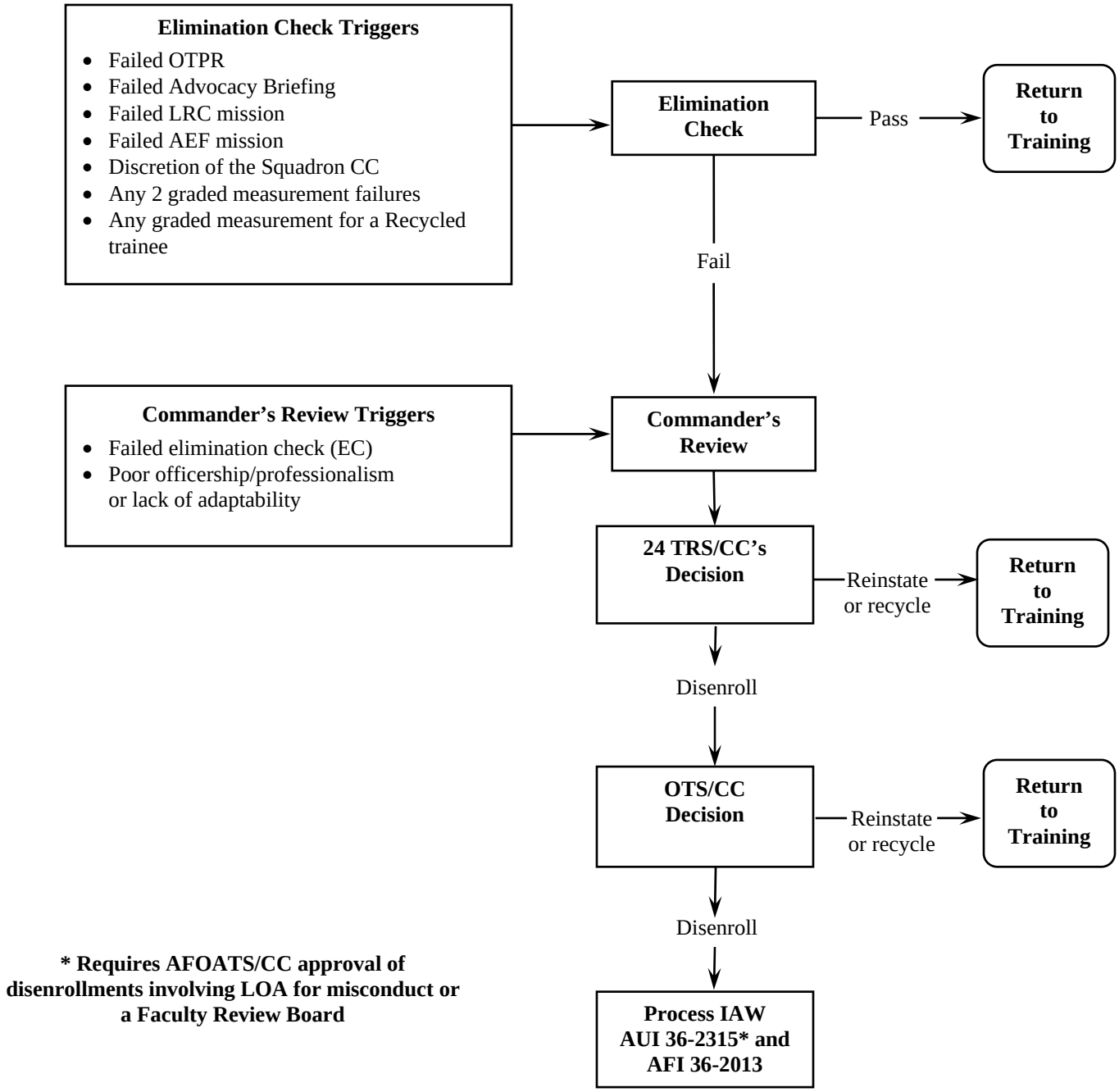
14.1 Objective Accomplishment: The objectives listed for each field leadership mission graded measurement are a recommended sequence for major task accomplishment. Some of the objectives are not in chronological sequence. The Flt/CC may modify this sequence to complete the graded measurement.

14.2 Noneffective/Student Nonprogression Mission (NE/SNP): The Flt/CC will consider a field leadership mission graded measurement "noneffective/student nonprogression" if the trainee fails to meet the objectives as specified in the syllabus, fails to achieve the minimum passing score or performs in an unsafe manner.

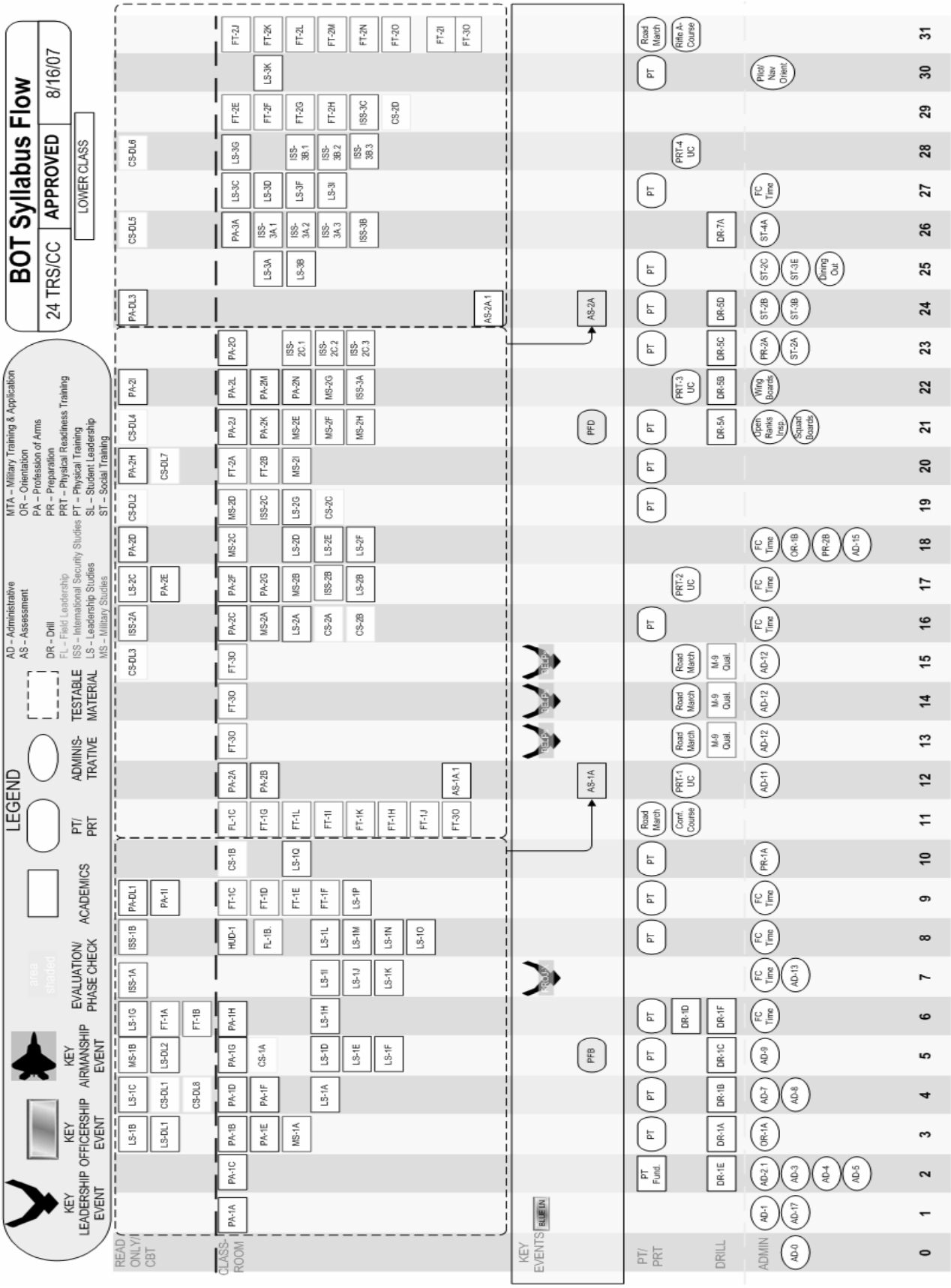
14.3 Noneffective/other missions (NE/O): The field leadership mission graded measurement will be marked "Noneffective/Other" if the trainee is unable to complete all objectives tasks for reasons beyond the trainee's control (e.g. equipment failure, severe weather, etc).

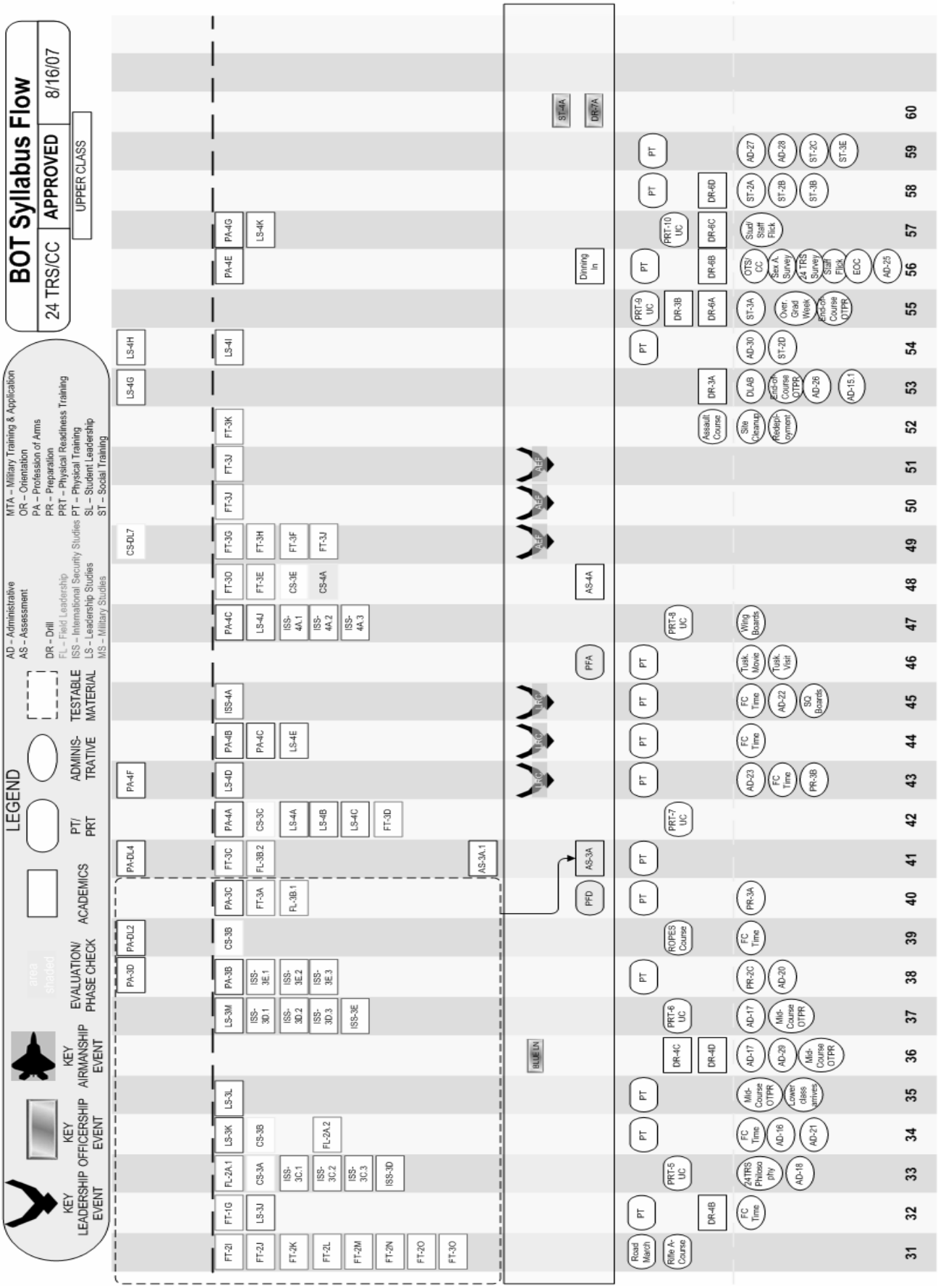
15. Commander's Review Process: The following flowchart is a general outline of the CR process. For specific procedures and for administrative disenrollments, refer to applicable AF and OTS OIs.

Figure 2.2 Commander's Review Process



Section C—Master Training Schedule




BOT Syllabus Flow
24 TRS/CC
APPROVED
8/16/07
UPPER CLASS
LEGEND
KEY LEADERSHIP EVENT
KEY OFFICERSHIP EVENT
KEY AIRMANSHIP EVENT
EVALUATION/ PHASE CHECK
ACADEMICS
PT/ PRT
ADMINIS-TRATIVE
TESTABLE MATERIAL
AD – Administrative
AS – Assessment
DR – Drill
FL – Field Leadership
ISS – International Security Studies
LS – Leadership Studies
MS – Military Studies
MTA – Military Training & Application
OR – Orientation
PA – Profession of Arms
PR – Preparation
PRT – Physical Readiness Training
PT – Physical Training
SL – Student Leadership
ST – Social Training
BLUE IN
Road March
Rifle A-Course
Assault Course
Site Cleanup
Redeploy-ment
Dining In
Wing Boards
Tusk Move
Tusk Visit
Stud Staff Flick
Over Grad Week
24 TRS Survey
Sex A Survey
Lower class arrives
Mid-Course OTPR
End-of-Course OTPR
24TRS Philosophy
FC Time
SQ Boards
EDC

Section D – Graded Measurement Prerequisites

1. CWT #1

1.1 Academics

Profession of Arms
Department of the Air Force
Group Conflict Management
Conflict Management Exercise
Teambuilding
Interpersonal Communications
Managing Diversity
AF Core Values
AF Core Values Case Studies
AF Leadership
Military Customs and Courtesies
Dress & Grooming Standards I
Followership
Motivation
Problem Solving
Problem Solving Exercise/ Optimal Mast
Management Functions and Principles
Situational Leadership
Suicide Awareness
Complaint System
UCMJ
War and the American Military
U.S. Constitution
Making Strategy
U.S. Policy
Self-management
Intro to Critical Thinking
Group Dynamics
Understanding Publications
Grammar Assessment
Honor Code
DiSC Self Assessment
Code of Conduct/Airmen's Creed
Intro to Leadership
Personal and Group Goals
Listening
12 O'clock High

1.2 Missions

1.2.1 Project X

Academics

Interpersonal Communications
Teambuilding

Conflict Management / Exercise
Group Conflict Management
Managing Diversity

1.2.2 BELPS

Academics

Problem Solving / Exercise
Optimal Mast
Management Functions and Principles
Motivation
Situational Leadership
12 O'Clock High

Field Leadership / Training

SABC
M-16 Orientation
Tactical Communication / Exercise
Land Navigation I / Exercise
Tactical Road March
Small Unit Tactics Ia and Ib
Wear of Pro Gear
SABC Practice

Mission

Project X

2. CWT #2

2.1 Academics

Leadership Authority and Responsibility
Basics of Briefing
Briefing Requirements
Power & Influence
Air Force Military Equal Opportunity
Equal Opportunity and Treatment Case Studies
Setting the World Stage
Principles of War
Military Law
Military Law Case Studies
Military Briefings
Airpower Through World War I
Airpower: End of World War I Through World War II Part I and II
Airpower Through Cold War Part I
Airpower Through Cold War Part II
Airpower in the Post Cold War
Airpower Today: The Global War on Terror
Roles of the President, Congress
and the Executive Branch
Anti-Terrorism/Force Protection

Dress & Grooming Standards II
Air & Space Functions
Sexual Harassment Awareness
Sexual Assault Prevention I
Religious Respect
Heritage Briefings
Middle East
Grammar/Writing Mechanics
AF Doctrine
Military Correspondence
Electronic Communications
Pay, Allowance & Leave
Total Force
Department of the Army
Department of the Navy
Marine Corps
Joint Operations
South Asia
Civilian Personnel
Introduction to Cultural Studies
DoD
MAJCOMs

3. CWT #3

3.1 Academics

Effective Supervision
Performance Feedback
South Asia
East Asia
Bullet Statements
Evaluation Concepts
7 Steps to Effective Communication
Russia
Bullet Statements Practicum
Corrective Supervision & Counseling
Counseling Practicum
Enlisted Force
Enlisted Evaluation System
Bullet Statements with Impact
Officer Evaluation System
AFOATS Training Manual
Latin America
Developing Airmen
Africa
12 Angry Men
Advocacy Briefing
Professional / Unprofessional Relationships / Case Studies

Professional / Unprofessional Relationships lesson
Substance Abuse
LOAC

4. LRC

4.1 Academics

Leadership Accountability
Leadership & Management Case Studies

4.2 Mission

Project X
BELPS

5. AEF

5.1 Field Leadership / Training

Convoy Orientation / Exercise
Base Defense I / Exercise
Base Defense II
Self Defense
Self Defense – Rifle
Self Defense - Personal
Rifle Assault Course
Individual Bouts
Small Unit Tactics Ic
Perimeter Sweeps
LOAC / LOAC CBT
Hostage Survival
FSTR Planning / Feedback
SERE Fundamentals / Exercise
Blue Thunder Assault Course
Personnel Searches

5.2 Mission

Project X
BELPS
LRC
Small Unit Tactics Phase Check

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 AFOATS/CR with input from 24 TRS/CC and Flight Commanders via the Curriculum Coordination Working Group process described in AFOATSI 36-2301.

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 AFOATS/CR for action. The end-of-course critique (EOC) is forwarded to AFOATS/CR for action. AFOATS/CR reviews the critiques and forwards a package including historical data, current statistics and all trainee comments to AFOATS/CC and OTS/CC. OTS/CC will distribute the EOC throughout OTS as appropriate. The OTS EOC 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
MS--Military Studies
OR--Orientation
PA--Profession of Arms
PR--Preparation

Teaching Methods (TM)
B--Briefing
Case--Case Study
C--Coaching
CBT--Computer Based Training
FTV--Flight Room Television
GD--Guided Discussion
GE--Group Exercise
GL--Guest Lecture
IL--Informal Lecture

IN--Interview
L--Lecture
PE--Practical Exercise
R-- Reading
SM -- Self Monitored
SP -- Student Performance
TV--Television
VT--Video Tape

Section B --Academic Lessons

COMMUNICATION SKILLS (CS)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
CS-1A	INTERPERSONAL COMMUNICATION	FLIGHT ROOM	CASE	0.50	1.00
CS-DL1	UNDERSTANDING PUBLICATIONS	SM	CBT	0.50	0.00
CS-1B	LISTENING	AUDITORIUM	IL	0.50	1.00
CS-DL3	T&Q: MILITARY BRIEFINGS	SM	CBT	0.50	0.00
CS-2A	BASICS OF BRIEFING (Key Event)	AUDITORIUM	IL	1.00	1.00
CS-2B	HERITAGE BRIEFING REQUIREMENTS	FLIGHT ROOM	IL	0.00	1.00
CS-DL2	T&Q: OVERVIEW OF MIL CORRESPOND	SM	CBT	0.50	0.00
CS-DL4	T&Q: GRAMMAR/WRITING MECHANICS	SM	CBT	1.00	0.00
CS-2C	HERITAGE BRIEFINGS (Key Event)	FLIGHT ROOM	PE	3.00	4.00
CS-DL5	T&Q: BULLET STATEMENTS	SM	CBT	1.00	0.00
CS-2D	BULLET STATE W/ IMPACT (Key Event)	AUDITORIUM	IL	1.00	1.00
CS-3A	ADVOCACY BRIEFING PREP (Key Event)	AUDITORIUM	IL	0.00	1.00
CS-3B	ADVOCACY BRIEFING STANDARDS	FLIGHT ROOM	IL	0.00	1.00
CS-3C	ADVO BRF MEASUREMENT (Key Event)	FLIGHT ROOM	PE	7.00	4.00
CS-3D	ADVO BRF FEEDBACK (Key Event)	FLIGHT ROOM	IL	0.00	1.00
CS-3E	ADVOCACY BRIEFING REMAKE	FLIGHT ROOM	PE	1.00	1.00
CS-4A	WING BRIEF-OFF	AUDITORIUM	SP	0.00	1.00
CS-DL6	T&Q: 7 STEPS TO EFFECTIVE COMM	SM	CBT	1.00	0.00
CS-DL7	T&Q: ELECTRONIC COMMUNICATION	SM	CBT	1.00	0.00
CS-DL8	GRAMMAR REFRESHER (1st Weekend)	SM	CBT	4.00	0.00
		TOTAL HOURS		**23.50**	**18.00**

MILITARY STUDIES (MS)/ INTERNATIONAL SECURITY STUDIES (ISS)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
MS-1A	WAR & THE AMERICAN MILITARY	AUDITORIUM	IL	1.00	1.00
MS-1B	US CONSTITUTION	SM	R	1.00	0.00
MS-2A	AIRPOWER THRU WWI	AUDITORIUM	IL	1.00	1.00
MS-2B	AIRPOWER: END OF WWI THRU WWII PART I	AUDITORIUM	IL	1.00	1.00
MS-2C	AIRPOWER: END OF WWI THRU WWII PART II	AUDITORIUM	IL	1.00	1.00
MS-2D	AIRPOWER THRU COLD WAR PART I	AUDITORIUM	IL	1.00	1.00
MS-2E	AIRPOWER THRU COLD WAR PART II	AUDITORIUM	IL	1.00	1.00
MS-2F	AIRPOWER IN POST COLD WAR	AUDITORIUM	IL	1.00	1.00
MS-2G	AIRPOWER TODAY: GWOT	AUDITORIUM	IL	1.00	1.00
MS-2H	ROLES PRES, CONGRESS, EXEC BRC	AUDITORIUM	IL	1.00	1.00
MS-2I	ANTI-TERRORISM/FORCE PROTECT	AUDITORIUM	IL	1.00	2.00
MS-4A	TUSKEGEE AIRMEN	FIELD TRIP	TV/HT	0.00	7.50
ISS-1A	MAKING STRATEGY	SM	R	1.00	0.00

ISS-1B	US POLICY	SM	R	1.00	0.00
ISS-2A	INTRO TO CULTRUAL STUDIES	SM	R	1.00	0.00
ISS-2B	SETTING THE WORLD STAGE	AUDITORIUM	IL	1.00	1.00
ISS-2C	MIDDLE EAST	AUDITORIUM	IL	1.00	1.00
ISS-2C.1	MIDDLE EAST STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-2C.2	MIDDLE EAST STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-2C.3	MIDDLE EAST STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3A	SOUTH ASIA	AUDITORIUM	IL	1.00	1.00
ISS-3A.1	SOUTH ASIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3A.2	SOUTH ASIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3A.3	SOUTH ASIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3B	EAST ASIA	AUDITORIUM	IL	1.00	1.00
ISS-3B.1	EAST ASIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3B.2	EAST ASIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3B.3	EAST ASIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3C	RUSSIA	AUDITORIUM	IL	1.00	1.00
ISS-3C.1	RUSSIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3C.2	RUSSIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3C.3	RUSSIA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3D	LATIN AMERICA	AUDITORIUM	IL	1.00	1.00
ISS-3D.1	LATIN AM STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3D.2	LATIN AM STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3D.3	LATIN AM STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3E	AFRICA	AUDITORIUM	IL	1.00	1.00
ISS-3E.1	AFRICA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3E.2	AFRICA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-3E.3	AFRICA STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-4A	EUROPE	AUDITORIUM	IL	1.00	1.00
ISS-4A.1	EUROPE STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-4A.2	EUROPE STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
ISS-4A.3	EUROPE STUDENT PRESENTATIONS	FLIGHT ROOM	TV/PE/GD	2.00	1.00
		TOTAL HOURS		**64.00**	**47.50**

LEADERSHIP STUDIES (LS)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
LS-1A	HONOR CODE	FLIGHT ROOM	IL	0.50	1.00
LS-1B	SELF MANAGEMENT	SM	R	1.00	0.00
LS-DL1	INTRO TO CRITICAL THINKING	SM	CBT	1.00	0.00
LS-1C	GROUP DYNAMICS	SM	R	1.00	0.00
LS-1D	MANAGING DIVERSITY	FLIGHT ROOM	IL	1.00	1.00

LS-1E	SELF ASSESSMENT (DiSC)	AUDITORIUM	IL	1.00	1.00
LS-1F	TEAM BUILDING	FLIGHT ROOM	IL	1.00	1.00
LS-1G	INTRODUCTION TO LEADERSHIP	SM	R	1.00	0.00
LS-DS2	GROUP CONFLICT MANAGEMENT	SM	CBT	1.00	0.00
LS-1H	GROUP CONFLICT MGT EXERCISE	FLIGHT ROOM	PE	0.00	1.00
LS-1I	AIR FORCE LEADERSHIP	AUDITORIUM	IL	1.00	1.00
LS-1J	FOLLOWERSHIP	AUDITORIUM	IL	1.00	1.00
LS-1K	MOTIVATION	AUDITORIUM	IL	1.00	1.00
LS-1L	PROBLEM SOLVING	FLIGHT ROOM	IL	1.00	1.00
LS-1M	PROBLEM SOLVING EXERCISE	FLIGHT ROOM	PE	0.00	1.00
LS-1N	MGT FUNCTIONS AND PRINCIPLES	FLIGHT ROOM	IL	2.00	1.00
LS-1O	SITUATIONAL LEADERSHIP	AUDITORIUM	IL	0.00	1.00
LS-1P	PERSONAL & GROUP GOALS	FLIGHT ROOM	IL	0.50	1.00
LS-1Q	12 O'CLOCK HIGH: LDSHP CASE STUDY	FLIGHT ROOM	GD/CASE/TV	1.00	4.00
LS-2A	LDSHP AUTHORITY & RESPONSIBILITY	FLIGHT ROOM	IL/CASE	2.00	2.00
LS-2B	POWER AND INFLUENCE	AUDITORIUM	IL	0.50	1.00
LS-2C	AF MEO	SM	R	0.50	0.00
LS-2D	RELIGIOUS RESPECT	AUDITORIUM	IL	0.50	1.00
LS-2E	EOT CASES	FLIGHT ROOM	IL/CASE	1.00	2.00
LS-2F	SEXUAL HARASSMENT AWARENESS	FLIGHT ROOM	IL/CASE/TV	1.00	1.00
LS-2G	SEXUAL ASSAULT PREVENTION I	FLIGHT ROOM	IL/CASE/TV	2.00	2.00
LS-3A	EFFECTIVE SUPERVISION	AUDITORIUM	IL	1.00	1.00
LS-3B	PERFORMANCE FEEDBACK	AUDITORIUM	IL	1.00	1.00
LS-3C	EVAULATION CONCEPTS	FLIGHT ROOM	IL/PE	1.00	2.00
LS-3D	ENLISTED EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
LS-3F	CORRECTIVE SUPER. & COUNSELING	FLIGHT ROOM	IL	2.00	1.00
LS-3G	COUNSELING AND PRACTICUM	FLIGHT ROOM	IL/PE	1.00	4.00
LS-3I	OFFICER EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
LS-3J	AFOATS TRAINING MANUAL	AUDITORIUM	IL	1.00	1.00
LS-3K	BULLET STATEMENT PRACTICUM	FLIGHT ROOM	PE	0.00	2.00
LS-3L	DEVELOP AIRMEN/COACH, MENTOR	FLIGHT ROOM	IL/CASE	1.00	1.00
LS-3M	12 ANGRY MEN: GP DYNAMICS CS	FLIGHT ROOM	GD/CASE/TV	1.00	2.00
LS-4A	LEADERSHIP & MANAGEMENT CS	FLIGHT ROOM	CASE	1.50	2.00
LS-4B	JOINT ETHICS REGULATION	AUDITORIUM	IL	0.00	1.00
LS-4C	LEADERSHIP ACCOUNTABILITY	AUDITORIUM	IL	1.00	1.00
LS-4D	ACCOUNTABILITY CASE STUDY	FLIGHT ROOM	CASE	1.00	1.00
LS-4E	SEXUAL ASSAULT PREVENTION II	FLIGHT ROOM	IL/CASE/TV	2.00	2.00
LS-4G	ENVIRONMENTAL AWARENESS	SM	R	1.00	0.00
LS-4H	OPERATIONAL RISK MGT	SM	R	1.00	0.00
LS-4I	SUPERVISOR'S IN BASKET	FLIGHT ROOM	IL	0.00	4.00
LS-4J	DYNAMIC SUBORDINANCY:CAINE MUT	FLIGHT ROOM	GD/CASE/TV	1.00	3.00
LS-4K	4 LENSES SELF ASSESSMENT	AUDITORIUM	IL	1.00	3.00
		TOTAL HOURS		**44.00**	**60.00**

PROFESSION OF ARMS (PA)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
PA-1A	DRESS & GROOMING STANDARDS I	AUDITORIUM	IL	1.00	1.00
PA-1B	MILITARY CUSTOMS & COURTESIES	AUDITORIUM	IL/TV	1.00	2.00
PA-1C	OTS/CC WELCOME & CORE VALUES &THE AF MEMBER	AUDITORIUM	GL	1.00	1.00
PA-1D	PROFESSION OF ARMS	FLIGHT ROOM	GL/TV	1.00	1.00
PA-1E	SUICIDE AWARENESS	AUDITORIUM	GL	0.00	1.00
PA-1F	DEPARTMENT OF THE AIR FORCE	FLIGHT ROOM	IL	1.00	1.00
PA-1G	AF CORE VALUE CASE STUDES	FLIGHT ROOM	CASE	1.00	1.00
PA-1H	CODE OF CONDUCT/AIRMEN'S CREED	FLIGHT ROOM	IL/TV	1.00	2.00
PA-DL1	AIR FORCE COMPLAINT SYSTEM	SM	CBT	0.50	0.00
PA-1I	UCMJ	SM	R	0.50	0.00
PA-2A	MILITARY LAW	AUDITORIUM	GL	1.00	2.00
PA-2B	MILITARY LAW CASE STUDIES	FLIGHT ROOM	CD/CASE	1.00	2.00
PA-2C	PRINICIPLES OF WAR	FLIGHT ROOM	IL	1.00	1.00
PA-DL5	AF DOCTRINE	SM	CBT	2.00	0.00
PA-2D	DEPARTMENT OF DEFENSE	SM	R	0.50	0.00
PA-2E	AIR AND SPACE POWER FUNCTIONS	AUDITORIUM	IL	1.00	2.00
PA-2F	DRESS & GROOMING STANDARDS II	AUDITORIUM	IL/TV	1.00	1.00
PA-2G	MAJCOMS	SM	R	0.50	0.00
PA-2H	CIVILIAN PERSONNEL	SM	R	1.00	0.00
PA-2I	TOTAL FORCE	AUDITORIUM	IL	1.00	1.00
PA-2J	DEPARTMENT OF THE ARMY	AUDITORIUM	GL	1.00	1.00
PA-2K	DEPARTMENT OF THE NAVY	AUDITORIUM	GL	1.00	1.00
PA-2L	US MARINE CORPS	AUDITORIUM	GL	1.00	1.00
PA-2M	JOINT OPERATIONS	AUDITORIUM	IL	1.00	2.00
PA-2N	PAY, ALLOWANCES & LEAVE	AUDITORIUM	IL/GL	1.50	2.00
PA-3A	THE ENLISTED FORCE	AUDITORIUM	GL	2.00	1.00
PA-DL3	SUBSTANCE ABUSE CONTROL PGM	SM	CBT	1.00	0.00
PA-3B	PROFESSIONAL/UPR RELATIONSHIPS	AUDITORIUM	GL	3.00	2.00
PA-3C	PROF/UPR RELATIONSHIPS CS	FLIGHT ROOM	GD/CASE	1.00	2.00
PA-3D	LAW OF ARMED CONFLICT	SM	R	0.50	0.00
PA-DL2	SECURITY EDUCATION	SM	CBT	0.50	0.00
PA-4A	SNCO/FIRST SGT PERSPECTIVE	FLIGHT ROOM	R/PANEL	1.00	1.00
PA-DL4	OFFICER FORCE DEVELOPMENT	SM	CBT	0.50	0.00
PA-4B	FIRST OFFICER ASSIGNMENT	FLIGHT ROOM	GD	1.00	1.00
PA-4C	AIR & SPACE EXPEDITIONARY FORCE	AUDITORIUM	GL	1.00	1.00
PA-4D	INFORMATION ASSURANCE	AUDITORIUM	IL	1.00	1.00
PA-4E	FINANCIAL BRIEFING	AUDITORIUM	GL	0.00	1.00
PA-4F	ETIQUETTE AND DECORUM	SM	R	0.50	0.00
PA-4G	OATH OF OFFICE	AUDITORIUM	IL	0.00	1.00
		TOTAL HOURS		**36.50**	**37.00**

ACADEMIC ASSESSMENTS (AS)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
AS-1A	CWT #1	AUDITORIUM	SP	2.00	2.50
AS-1A.1	CWT #1 REVIEW	FLIGHT ROOM	GD	0.00	1.00
AS-2A	CWT #2	AUDITORIUM	SP	2.00	2.50
AS-2A.1	CWT #2 REVIEW	FLIGHT ROOM	GD	0.00	1.00
AS-3A	CWT #3	AUDITORIUM	SP	2.00	2.50
AS-3A.1	CWT #3 REVIEW	FLIGHT ROOM	GD	0.00	1.00
AS-4A	COMPREHENSIVE AREA TEST (CAT)*	FLIGHT ROOM	SP	2.00	2.50
	* CAT Scheduling coincides with other instruction hours				
		TOTAL HOURS		**8.00**	**13.00**

ORIENTATION (OR)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
OR-1A	ACADEMIC ORIENTATION	AUDITORIUM	IL	0.00	1.00
OR-1B	EDUCATION BRIEFING	AUDITORIUM	IL	0.00	1.00
OR-1C	LIBRARY BRIEF	AUDITORIUM	IL	0.00	0.50
		TOTAL HOURS		**0.00**	**2.50**

PREPARATION (PR)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
PR-1A	APT FOR CWT #1	FLIGHT ROOM	TUTORING	0.00	1.00
PR-2A	APT FOR CWT #2	FLIGHT ROOM	TUTORING	0.00	1.00
PR-2B	APT FOR HERITAGE BRIEFINGS	FLIGHT ROOM	TUTORING	0.00	1.00
PR-2C	APT FOR ADVOCACY BRIEFINGS	FLIGHT ROOM	TUTORING	0.00	1.00
PR-3A	APT FOR CWT #3	FLIGHT ROOM	TUTORING	0.00	1.00
PR-3B	COMPREHENSIVE REMEDIAL	FLIGHT ROOM	TUTORING	0.00	1.00
		TOTAL HOURS		**0.00**	**6.00**

CR AREAS	STUDY HOURS	CLASS HOURS
CS	**23.50**	**18.00**
MS/ISS	**64.00**	**47.50**
LS	**44.00**	**60.00**
PA	**36.50**	**37.00**
AS	**8.00**	**13.00**
OR	**0.00**	**2.50**
PR	**0.00**	**6.00**
HOURS	**176.00**	**184.00**

Section C--Academic Lesson Descriptions

Communication Studies (CS)

CS-1A Lesson Title: Interpersonal Communication Case Study TIME: 1.00
Lesson Objective: Comprehend how Interpersonal Communication influences mission accomplishment.
Description: This lesson ties together all previous instruction about the communication process and effective listening. The lesson begins with a brief introduction of what is meant by the term interpersonal communication which sets the stage for viewing a video clip from "Star Trek, The Next Generation." After the clip on interpersonal communications, the instructor leads trainees through a guided discussion about the characters, the communication process and mission accomplishment.

CS–DL1 Lesson Title: Understanding Publications TIME: 0.50
Lesson Objective: Know the purpose of the Air Force Publication System.
Description: Trainees will be introduced to the Air Force Publication System in accordance with *AFI 33-360V, Publications Management Program*. After becoming familiar with the purpose, origin, and criteria for publications, the trainees will learn about the various categories of publications and how changes are made to the publications.

CS-1B Lesson Title: Listening TIME: 1.00
Lesson Objective: Apply effective listening skills to interpersonal communication.
Description: This lesson introduces students to effective listening skills via the use of role playing and scenario based learning.

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

CS-2A Lesson Title: Basics of Briefing / Requirements TIME: 1.00
Lesson Objective: Comprehend how to develop, organize, and professionally deliver a 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. In addition, the instructor will review specific rules and grading procedures for News Briefs and the Info Brief. The instructor will emphasize individual areas of importance as outlined on the Informative Briefing Grade Sheet. Trainees are then instructed in the preparation and use of a talking paper. Instructors assign topics for the News and Info Briefs. Finally, the instructor will hold a question and answer session.

CS-2B Lesson Title: Heritage Briefing Requirements TIME: 1.00
Lesson Objective: Know the Heritage briefing requirements.

Description: This lesson allows the FC to explain the requirements and standards for student heritage briefings.

CS–DL2 Lesson Title: T&Q: Overview of Military Correspondence TIME: 0.50
Lesson Objective: Comprehend the use and formats for Air Force writing.
Description: Trainees will review types of formats for writing Air Force correspondence. *The Tongue and Quill (AFH 33-337)* provides excellent guidance in this area, including examples. Trainees are provided a personal copy of the Tongue and Quill and are encouraged to be familiar with the contents and apply its guidance.

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

CS-2C Lesson Title: Heritage Briefing TIME: 4.00
Lesson Objective: Comprehend that the effective use of the briefing technique results in informing the listeners.
Description: The goal of the Heritage Briefing is to inform the audience of significant events in AF history. Trainees present a 5-9 minute briefing on a heritage topic.

CS–DL5 Lesson Title: Bullet Statements (Single Idea & I-A) TIME: 1.00
Lesson Objective: Comprehend the importance of bullet statements in Air Force Writing.
Description: Trainees will review guidance in the *Tongue and Quill (AFH 33-337)* for writing bullet statements, especially for accomplishment-impact bullets. Trainees are provided a personal copy of the Tongue and Quill and are encouraged to be familiar with its contents and apply its guidance

CS-2D Lesson Title: Bullet Statements with Impact TIME: 1.00
Lesson Objective: Comprehend the importance of Military Style Writing.
Description: This lesson gives the trainees an introduction to military style writing, specifically writing accomplishment - impact bullet statements. This class is interrelated with the Enlisted Performance Report (EPR). The instructor will describe how to write a good bullet, basic formatting rules, and the two elements to a good bullet. As a final test of comprehension the trainees are shown three bullets and asked to determine if they are well written.

CS-3A Lesson Title: Advocacy Briefing and Prep TIME: 1.00
Lesson Objective: Comprehend that the effective use of the advocacy briefing technique results in influencing the listeners and that effective preparation for an advocacy briefing results in a more convincing argument.
Description: This lesson explains the standards and requirements for advocacy briefs.

CS-3B Lesson Title: Advocacy Briefing Standards TIME: 1.00
Lesson Objective: Know the Advocacy briefing standards and requirements.

Description: This lesson allows the FC to explain the requirements and standards for student Advocacy briefings.

CS-3C Lesson Title: Advocacy Briefing Measurement TIME: 4.00
Lesson Objective: Comprehend that the effective use of the advocacy briefing technique results in influencing the listeners.
Description: The goal of the Advocacy Briefing is to alter or reconfirm the belief of the audience. Trainees present a 5-9 minute briefing on a military issue using either the Pro Con Plus One or the Problem Solution pattern.

CS-3D Lesson Title: Advocacy Briefing Feedback TIME: 1.00
Lesson Objective: Provide feedback to trainees on their Advocacy Briefings.
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.

CS-3E Lesson Title: Advocacy Brief Remake TIME: 1.00
Lesson Objective: Apply the concepts of a military briefing.
Description: Trainee will present their advocacy briefing again.

CS-4A Lesson Title: Wing Brief-Off TIME: 1.00
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 OT Wing.

CS–DL6 Lesson Title: T&Q: 7 Steps to Effective Communication TIME: 1.00
Lesson Objective: Comprehend the elements of effective communication.
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.

CS–DL7 Lesson Title: T&Q: Electronic Communication TIME: 0.50
Lesson Objective: Know basic procedures and responsibilities for professional use of email, voice mail, and telephone systems.
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.

CS-DL8 Lesson Title: Grammar Refresher TIME: 4.00
Lesson Objective: Comprehend the impact correct grammar and punctuation usages have 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.

Military Studies/International Security Studies (MS/ISS)

MS -1A Lesson Title: War and the American Military TIME: 1.00
Lesson Objective: Know the basis and characteristics of war.
Description: The lesson defines war and the objectives of war. The three levels at which war is planned and executed and how we organize for war is discussed. The use of AFDD-1 (Air Force Doctrine Document), Chapter 1 is the basis for this discussion.

MS-1B Lesson Title: The U.S. Constitution TIME: 0.00
Lesson Objective: Know the key historical events, milestones, ideas, and elements that have contributed to the evolution 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 lesson addresses the purpose and some of the philosophy behind the Constitution. The second part of the lesson breaks down some of the different elements of the Constitution for further comprehension.

MS-2A Lesson Title: Airpower thru WWI TIME: 1.00
Lesson Objective: Comprehend the importance of air and space power, the components that help describe it and the significance of it through the end of WWI.
Description: The first portion is designed to give the trainees a very basic understanding of the terms being used throughout the history course, beginning with the definition of air and space power and doctrine in basic terms. The trainees will also be introduced to the CFD Model that will be used throughout the course. The model will help the trainee focus and track the development of air and space power throughout the last century by examining the capabilities, functions, and doctrinal emphasis of the U.S. Air Force. The second portion of this lesson is designed to provide the trainees information and an appreciation for the early development of flight and provide a fast moving review of Airpower in WWI. This portion begins with the Wright Brothers' first successful heavier-than-air flight at Kitty Hawk, North Carolina. The lesson will then demonstrate the early uses of the airplane as a military weapon starting with the hostilities leading up to WWI and give the trainees an appreciation for the beliefs and ideas of the early airpower theorists. We also introduce the trainee to the concept of strategic bombing and provide the trainee examples of where the combatants used strategic bombing during WWI and the success of this approach to aerial warfare. The lesson then briefly examines the ideas espoused by early airpower advocates such as Douhet. Finally, the trainees learn how the information presented in the lecture fits into the CFD model.

MS-2B/C Lesson Title: Airpower thru WWI TIME: 2.00
Lesson Objective: Comprehend the significance of airpower from the end of WWI through the end of WWII.
Description: This lesson, which is subdivided into four parts, focuses on the development and personalities that contributed to the history of the United States Air Force between the end of World War I and the end of World War II. In part one of the lesson emphases is placed on the efforts and beliefs of General Billy Mitchell, the Airman most influential during the interwar years and the Airman who contributed significantly to the quest for the Air Force's independence. Part two of the lesson moves on to familiarize the trainees with the significance and contributions of the Air Corps Tactical School in the development of Air Force doctrine to be employed during World War II. The lesson also briefly describes the significance of the Army Reorganization Act of 1920, the Air Corps Act of 1926,

and the establishment of the General Headquarters Air Force in 1935. In the use of airpower during the Second World War, the emphasis is on how we employed forces and the doctrine used throughout WWII. We begin this section with a discussion of how the U.S. planned to use airpower at the start of WWII. During this part of the lesson, emphasis will be on the bombing concept and the target list described in AWPD-1. Shifting to the use of airpower in the European Theater, the trainees learn that the allied nations designed a specific strategy for conducting WWII, which called for offensive action against Germany first and a defensive posture in the Pacific until Germany was defeated. The discussion then turns to the use of airpower in the North African campaign where the most valuable lesson was the employment of airpower in tactical situations. The second hour focuses on the strategic bombing campaigns against Germany, then move onto the use of airpower in the Pacific Theater. This section begins by describing the allied strategy to defeat Japan. The lesson describes how the airplane was primarily used 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.

MS-2D Lesson Title: Airpower through the Cold War Part I TIME: 2.00
lesson Objective: Comprehend the impact that airpower and other key events played on the USAF and U.S. policy during the Cold War.
Description: The lecture begins with a review of the circumstances leading up to the Berlin Airlift. Overall, the trainees must gain an understanding for the magnitude of the Berlin Airlift and the diplomatic significance of this event. The lesson looks at the accomplishments of General Curtis LeMay and his impact on the Air Force through his leadership as Commander, Strategic Air Command. Next, the lesson will turn toward an overview of events in the Korean Conflict and the impact of airpower. The lesson continues with the development of SAC and a review of ballistic missile development. The trainees will gain an understanding for the magnitude of the Korean Conflict and its contributions to the development of airpower, as well as the ongoing Cold War and its resulting build up of nuclear weapons. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2E Lesson Title: Airpower through the Cold War Part II TIME: 1.00
Lesson Objective: Comprehend the impact that airpower and other key events played on the USAF and U.S. policy during the Cold War.
Description: Cold War Part II lecture is designed to give the trainee knowledge of the major events of the Vietnam Conflict such as the Gulf of Tonkin incident, Tet, graduated response strategy, Vietnamization and the fall of South Vietnam. The instruction on Vietnam is designed to show the trainees how airpower was used over South and North Vietnam, especially highlighting Rolling Thunder, Linebacker I, and Linebacker II. The trainees should walk away from this lesson with three things--knowledge of the major events that occurred, knowledge of how airpower was employed effectively, and sometimes not so effectively, and knowledge of the lessons learned. The lecture concludes by covering the military operations that took place during the 80's: Grenada, Libya, and Panama. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2F Lesson Title: Airpower in the Post Cold War TIME: 1.00
Lesson Objective: Comprehend the key events of the Post Cold War Era and the impact of air and space power on the missions of that era.

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

MS-2G Lesson Title: Air and Space Power Today: The Global War on Terrorism TIME: 1.00
Lesson Objective: Comprehend the background causes for the Global War on Terror (GWOT) as well as the importance of lessons learned from Operations ENDURING FREEDOM, IRAQI FREEDOM and the GWOT.
Description: The objective is for each trainee to know the major uses of air and space power, and emerging lessons learned from Operations ENDURING FREEDOM, IRAQI FREEDOM, and the overall Global War on Terror. This lesson reminds the trainees of their responsibility as Air Force officers to know the major issues in these conflicts because of the likelihood they will serve in the broad and continuing war on terrorism and in defending the U.S. homeland. The final part of the lesson looks at some specific USAF lesson learned from the GWOT and the USAF response to those lessons, CONOPS. The closure ends the lesson by stating that these operations will be studied and analyzed for years to come and that changes to Air Force doctrine will be implemented in time, as the outcomes of these operations are more fully understood. Finally, the trainees learn how the information presented in the lecture fits into CFD model.

MS-2H Lesson Title: Roles of the President, the Executive Branch, Congress, and Civilian Control of the Military TIME: 1.00
Lesson Objective: Comprehend the roles of the President, the Executive Branch Congress, and Civilian Control of the Military.
Description: This lesson is designed as a 1-hour informal lecture on the role of the President, the Executive Branch and Congress, and Civilian Control of the Military.

MS-2I Lesson Title: Anti-Terrorism/Force Protection TIME: 2.00
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 trainee of the historical trend of military members as terrorist targets. The instructor first provides a quick historical review of terrorism that should lead into a discussion of the definition of terrorism. After this, the lesson explains the terrorist threat by looking at the main characteristics generally shared by terrorists, the objectives a terrorist group might try to achieve, and the tactics typically employed to achieve those objectives. Next, the instructor addresses the effect terrorism has had on U.S. national and military policy, to include a brief look at how we employ force protection measures to help fill the gaps that counter/anti-

terrorism can't cover. Finally, the lesson briefly looks to the target planning cycle of terrorism and possible future trends of terrorism.

ISS-1A Lesson Title: Making Strategy TIME: 1.00
Lesson Objective: Know the basic elements of national power.
Description: This lesson 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. The lesson briefly covers some of the factors a country must consider when determining its policies and strategies.

ISS-1B Lesson Title: US Policy TIME: 0.00
Lesson Objective: Know the role and responsibilities of the critical participants in the United States' foreign policy process.
Description: This lesson 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, 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.

ISS-2A Lesson Title: Introduction to Cultural Studies TIME: 0.00
Lesson Objective: Comprehend the fundamental need for increased regional, language, and cultural studies training in United States Air Force accessions training.
Description: This reading explains the possible ramifications of USAF officers not understanding the importance of cultural differences. The indention is to have the trainee respond to the importance of regional, language, and cultural studies training in United States Air Force accessions training. This reading is a key prerequisite to the "Setting the World Stage" lecture.

ISS-2B Lesson Title: Setting the World Stage TIME: 1.00
Lesson Objective: Comprehend the threats that the United States must confront in the international arena.
Description: This lesson serves as an introductory lesson for regional studies and emphasizes the importance of being aware of the threats in the world and how the Air Force needs to be ready to deal with them. The overview outlines the two overarching themes of the lesson: transnational issues and religious and ethnic factors. The first part of the lesson focuses on transnational issues, with particular emphasis placed on the emerging trend of globalization and the challenges it presents. The final part of the lesson deals with religious and ethnic conflicts. The section on religious factors focuses on the connection between religion and conflict, specifically the Shia-Sunni conflict. The section on ethnic factors focuses on ethnic cleansing and the host of criminal offenses covered by the broad term "ethnic cleansing." The summary presents some key points for the trainees to consider as they further explore their role as military professionals.

ISS-2C Lesson Title: Middle East TIME: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Middle Eastern culture, politics, and economics and U.S. interests in the region.
Description: The lesson is used as an introduction to the region. This lesson starts with a video overview of the region. The video will play a significant role in establishing a baseline knowledge of the region. The discussion then leads to culture and religion where trainees will begin to understand the

peoples of the Middle East. The discussion then leads into the economic and social issues of the Middle East. Then discussions then lead into the politics and government while explaining some of the reasons the Middle East is important to the world, using current events to bring out the lesson points.

ISS-2C.1 Lesson Title: Middle East Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Middle Eastern culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-2C.2 Lesson Title: Middle East Trainee Presentations/Guided Discussion TM/Time: SP /1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Middle Eastern culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-2C.3 Lesson Title: Middle East Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Middle Eastern culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3A Lesson Title: South Asia TIME: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of South Asian culture, politics, and economics and U.S. interests in the region.
Description: The lesson is used as an introduction to the region. This lesson starts with a video overview of the region. The video will play a significant role in establishing baseline knowledge of the region. The discussion then leads to culture and religion where trainees attempt to understand the peoples of South Asia. Next, the lesson gets into the various economic and social issues of South Asia. This should instill into the trainees the difficulties of an extremely dense population. Then the lesson will discuss politics and government while explaining some of the reasons South Asia is important to the world.

ISS-3A.1 Lesson Title: South Asia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of South Asian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3A.2 Lesson Title: South Asia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of South Asian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3A.3 Lesson Title: South Asia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of South Asian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3B Lesson Title: East Asia TIME: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of East Asian culture, politics, and economics and U.S. interests in the region.
Description: The lesson is used as an introduction to the region. This lesson starts with a video overview of the region. The video will play a significant role in establishing baseline knowledge of the region. The discussion then leads to culture and religion where the trainees attempt to understand the peoples of East Asia. Then the lecture moves into the social, human rights and environmental issues affecting East Asia today.

ISS-3B.1 Lesson Title: East Asia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of East Asian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3B.2 Lesson Title: East Asia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of East Asian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3B.3 Lesson Title: East Asia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of East Asian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3C Lesson Title: Russia and the Former Soviet Republics TIME: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Russian and Former Soviet Republic culture, politics, and economics and U.S. interests in the region.
Description: The lesson is used as an introduction to the region. This lesson starts with a video overview of the region. The video will play a significant role in establishing baseline knowledge of the region. The discussion then leads to culture and religion where the trainees attempt to understand the peoples of Russia and the Former Soviet Republics. Next, the lecture gets into the various economic and social issues of Russia and the Former Soviet Republics. This should instill into the trainees the difficulties of an extremely dense population. The lecture then covers politics and government while explaining some of the reasons Russia is important to the U.S., using current events to bring out the lesson points.

ISS-3B.1 Lesson Title: Russia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Russian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3B.2 Lesson Title: Russia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Russian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3B.3 Lesson Title: Russia Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Russian culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3D Lesson Title: Latin America TIME: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Latin American culture, politics, and economics and U.S. interests in the region.
Description: The lesson is used as an introduction to the region. This lesson starts with a video overview of the region. The video will play a significant role in establishing baseline knowledge of the region. The discussion then leads to culture and religion where the trainees attempt to understand more about the peoples of Latin America. Next, the lecture covers the various economic and social issues of Latin America. Then the lesson will discuss politics and government while explaining some of the reasons Latin America is important to America.

ISS-3D.1 Lesson Title: Latin America Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Latin American culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3D.2 Lesson Title: Latin America Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Latin American culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3D.3 Lesson Title: Latin America Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of Latin American culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3E Lesson Title: Africa TIME: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of African culture, politics, and economics and U.S. interests in the region.
Description: The lesson is used as an introduction to the region. This lesson starts with a video overview of the region. The video will play a significant role in establishing baseline knowledge of the region. The discussion then leads to culture and religion where the trainees attempt to understand the peoples of Africa. Then the lecture gets into the economic and social issues of Africa. This should instill into the trainees how desperate the African situation is. Then the lecture will discuss the politics and government while explaining some of the reasons Africa is important to the world.

ISS-3E.1 Lesson Title: Africa Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of African culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3E.2 Lesson Title: Africa Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of African culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-3E.3 Lesson Title: Africa Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of African culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-4A Lesson Title: Europe TIME: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of European culture, politics, and economics and U.S. interests in the region.
Description: The lesson is used as an introduction to the region. This lesson starts with a video overview of the region. The video will play a significant role in establishing baseline knowledge of the region. The discussion then leads to culture and religion where we attempt to understand the peoples of Europe. Next are the economic and social issues of Europe. This should instill into the trainees how evolutionary the events surrounding the European Union truly are. Then the lecture will discuss politics and government while explaining some of the reasons Europe is important to the world.

ISS-4A.1 Lesson Title: Europe Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of European culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-4A.2 Lesson Title: Europe Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of European culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

ISS-4A.3 Lesson Title: Europe Trainee Presentations/Guided Discussion Time: 1.00
Lesson Objective: Comprehend the importance of Air Force officers understanding various aspects of European culture, politics, and economics and U.S. interests in the region.
Description: Trainee briefings and guided discussion.

Leadership Studies (LS)

LS-1A Lesson Title: The Honor Code TIME: 1.00
Lesson Objective: Comprehend the principles of the OTS Honor Code.
Description: The lesson begins with a 30 minute film titled "Identity." The film discusses the philosophy of the Honor Code at West Point and highlights points essential to understanding the Honor Code at OTS. The instructor then presents a short overview of the Honor Code at OTS by reviewing the main points in OTOI 36-3, *The Honor Code* (about 20 minutes). In the last portion of the class, the trainees review cases and discuss whether or not an Honor Code or regulation violation has occurred (about 30 minutes). Each case presents a different view of the Honor Code and emphasize that Honor Code violations are different from regulations.

LS-1B Lesson Title: Self - Management TIME: 1.00
Lesson Objective: Comprehend selected concepts of time management and goal setting.
Description: This lesson focuses on efficient time management and setting goals. The class looks at the evolution of time management from the list to the calendar to priorities to the time management matrix. The time management matrix developed by Stephen
Covey is discussed in detail and used to illustrate how one must concentrate on the important but not urgent items in their life. The last part of the lecture looks at goal setting through the SMART acronym of specific, measurable, action oriented, realistic, and timely.

LS-DL1 Lesson Title: Introduction to Critical Thinking TIME: 1.00
Lesson Objective: Comprehend how to think critically and its importance in the training and education environment.
Description: In this lesson 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.

LS-1C Lesson Title: Group Dynamics TIME: 1.00
Lesson Objective: Comprehend the concepts of group dynamics.
Description: This flight room lesson offers the trainees a chance to get to know each other on a more personal basis by doing an "Icebreaker." There are several examples in the lesson, but Flight Commanders can use any personal ones they may have.

LS-1D Lesson Title: Managing Diversity TIME: 1.00
Lesson Objective: Comprehend the importance of managing diversity.
Description: This lesson presents an introduction to diversity in the military. The class begins with a 20 minute film, "Diversity Diner: Food for Thought". After the film there is a brief discussion of the different elements of our diverse workforce. Once these elements are discussed, the Flt/CC will discuss the positive and negative aspects of a diverse workforce and how the trainees, as officers, can use the diversity in the workforce to improve mission accomplishment.

LS-1E Lesson Title: Self- Assessment (DiSC) TIME: 1.00
Lesson Objective: Comprehend the DiSC human behavior Model.
Description: This lesson is designed to help trainees better understand their workplace behaviors and the behaviors of people around them. The lesson explores the DiSC behavior model and its four dimensions of behavior, which are dominance behaviors, influence behaviors, steadiness behaviors, and conscientiousness behaviors. The lesson concludes by examining the following aspects of each behavior; goals, fears, overuses, effectiveness, and how to relate to each behavior.

LS-1F Lesson Title: Team Building TIME: 1.00
Lesson Objective: Comprehend the concept of effective team building.
Description: This lesson lays the foundation for understanding how teams are formed and work together. This lesson continues the series on group dynamics by introducing the four stages of group growth as presented by Peter Scholtes in *The Team Handbook*. It starts by defining the various stages, then showing what feelings, behaviors, and expectations are encountered by members at each stage.

LS-1G Lesson Title: Introduction to Leadership TIME: 1.00
Lesson Objective: Comprehend the importance of leadership in the operation and success of any organization.
Description: This lesson 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.

LS-DL2 Lesson Title: Group Conflict Management TIME: 1.00
Lesson Objective: Comprehend conflict management concepts and principles.
Description: This CBT begins with a short exercise in conflict resolution where trainees should find that approaching a conflict situation in a logical, constructive manner will solve the situation amicably. Trainees then examine how they managed the conflict situation and how they felt about their approach.

LS-1H Lesson Title: Group Conflict Management Exercise TIME: 1.00
Lesson Objective: Comprehend how group dynamics affect mission accomplishment. **Description:** This flight room class has two parts. First, the trainees play the Competitive versus Cooperative game. The intent of the game is to let the trainees experience group dynamics and group decision-making within their group and group conflict management outside their group. In the game, the trainees may reveal their interpretation of information, ability to problem solve, and typically, their limits in cooperating. The game is followed by a discussion of major aspects of group conflict management, group decision-making, group interaction, negotiating and integrity.

LS-1I Lesson Title: Air Force Leadership TIME: 1.00
Lesson Objective: Comprehend the leadership principles and traits.
Description: A read only lesson focusing on the Air Force definition of leadership traits and principles.

LS-1J Lesson Title: Followership TIME: 1.00
Lesson Objective: Comprehend the traits and characteristics of an effective follower.
Description: This auditorium lesson examines the nature of effective followership. It begins by examining the Model of Follower Behavior and how to identify situations where followers are less than

effective. It then clarifies what effective follower behavior means and ties in the core values. This lesson is designed to reinforce that to be good leaders; trainees should also be good followers.

LS-1K Lesson Title: Motivation TIME: 1.00
Lesson Objective: Comprehend the concept of motivation.
Description: This auditorium lesson helps trainees understand the concept of motivating subordinates by looking at three motivation theories and gives them some guidelines to use when motivating subordinates. The reading goes into more detail on creating a proper environment for motivation.

LS-1L Lesson Title: Problem Solving TIME: 1.00
Lesson Objective: Comprehend the six step problem solving process.
Description: This flight room lesson introduces the six step problem solving process.
The instructor leads trainees through an in class exercise while examining each of the six steps. The reading portion of this lesson discusses approaches to problem solving involving creativity and brainstorming activities that strengthen the process.

LS-1M Lesson Title: Problem Solving Exercise TIME: 1.00
Lesson Objective: Apply the appropriated problem solving steps and principles to a process.
Description: This flight room lesson allows the trainees to use the problem solving process to solve a new problem. At the completion of the exercise, trainees describe how they approached each step of the problem solving process.

LS-1N Lesson Title: Management Functions and Principles TIME: 1.00
Lesson Objective: Comprehend management functions and principles.
Description: This flight room lesson sequentially teaches the five functions of management. These concepts are reaffirmed during later lessons and in the trainees' field campaigns and exercises like the Leadership Reaction Course and Vigilant Warrior.

LS-1OLesson Title: Situational Leadership Model TIME: 1.00
Lesson Objective: Comprehend the variables of situational leadership.
Description: This auditorium lesson focuses on several leadership concepts. The majority of time is spent on Situational Leadership Theory, making trainees able to adjust their style of leadership based on the task at hand and the developmental level of the follower.

LS-1P Lesson Title: Personal and Group Goals TIME: 1.00
Lesson Objective: Comprehend principles of goal setting.
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.

LS-1Q Lesson Title: Leadership Case Study 12 O' Clock High TIME: 4.00
Lesson Objective: Apply the Blanchard Situational Leadership Model to a case study. **Description:** This flight room lesson asks trainees to relate the leadership skills they've learned to the leadership styles displayed in the movie "12 O' Clock High." This class reinforces the principles of leadership presented in the Leadership Studies curriculum.

LS-2A Lesson Title: Leadership Authority & Responsibility TIME: 2.00
Lesson Objective: Comprehend the concepts of military authority.
Description: This flight room lesson begins with a lecture on the basic concepts and definitions, which will assist an officer in the correct execution of authority. It describes where an officer's authority comes from and how to distinguish legal from moral authority. The lesson also covers case studies from the reading regarding the proper application of military authority. The second half of the lesson involves case studies, which deal with the basic concepts of leadership responsibilities to the mission, higher headquarters, collateral units, unit welfare, individuals, yourself, and the civilian community (including media relations). Trainees discuss how to handle the situations and the appropriateness of their decisions based on the application of military responsibility.

LS-2B Lesson Title: Power and Influence TIME: 1.00
Lesson Objective: Comprehend the way a leader uses power and influence to accomplish a task.
Description: This lesson is designed to introduce the trainees to the concept of power and how it affects the leadership process. While we usually think of power belonging to the leader, it is actually a function of the leader, the followers, and the situation. We begin by examining the use of power not only by the leader but also by the follower. We then review a taxonomy of social power. The researchers French and Raven identified five sources of power. We look at each one of these sources of power individually. They are: expert power, referent power, legitimate power, reward power, and coercive power.

LS-2C Lesson Title: Air Force Military Equal Opportunity TIME: 0.50
Lesson Objective: Know the role of the Air Force Military Equal Opportunity Program. **Description:** This reading describes the mission of Military Equal Opportunity. The reading identifies the components of Military Equal Opportunity, the three key services, and key functions of Military Equal Opportunity.

LS-2D Lesson Title: Religious Respect TIME: 1.00
Lesson Objective: Know the importance of religious respect.
Description: This informal lecture is designed to familiarize the class with the Air Force's policies and guidelines concerning free exercise of religion and the exercise of non-belief of religion.

LS-2E Lesson Title: Equal Opportunity and Treatment Case Studies TIME: 2.00
Lesson Objective: Comprehend how discriminating practices impact the Air Force mission.
Description: This class begins with a film on prejudice. The film helps the trainees honestly face the distressing elements of prejudice by offering perspectives on its causes and suggesting possible remedies. After the film, the trainees participate in a short guided discussion on the effects of discrimination and prejudice in the Air Force, and what they can do as officers to prevent them. The second portion of the class covers case studies. The cases used involve complaints by minority group members. This lesson develops an awareness of some of the typical problems supervisors may encounter in the equal opportunity and treatment arena.

LS-2F Lesson Title: Sexual Harassment TIME: 1.00
Lesson Objective: Comprehend the concepts and consequences of sexual harassment. **Description:** This lesson takes an in-depth look at the DoD definition of sexual harassment and the Air Force policies that relate to sexual harassment. The lesson divides sexual harassment into several key areas:

commander/supervisory responsibility, forms of sexual harassment, effects of sexual harassment on the mission, relief from sexual harassment, and penalties associated with sexual harassment.

LS- 2G Lesson Title: Sexual Assault Prevention I TIME: 2.00
Lesson Objective: Comprehend the problem of sexual assault from a leadership perspective.
Description: This lesson is designed to familiarize the class with the concept of sexual assault. The lesson explains the elements of sexual assault which are "sexual contact" and "without consent." The lesson also explores behaviors that lead to being a victim or behaviors of a sexual assault perpetrator. The lesson also examines assertive behaviors that can minimize the risk of sexual assault, and the actions a victim can take to report a sexual assault. The lesson concludes with the responsibilities of the supervisor in sexual assault crimes.

LS-3A Lesson Title: Effective Supervision TIME: 1.00
Lesson Objective: Comprehend the concept of effective supervision.
Description: This auditorium lesson focuses on leadership accountability and helps trainees realize the responsibilities inherent in officership. It also addresses guidelines for effective supervision, delegation techniques, and time management tips including organizing and goal setting.

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

LS-3C Lesson Title: Evaluation Concepts TIME: 2.00
Lesson Objective: Comprehend the importance of understanding proper methods and concepts of performance evaluation.
Description: This lesson introduces the students to the fundamentals of performance evaluation.

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

LS-3F Lesson Title: Corrective Supervision TIME: 1.00 and Counseling
Lesson Objective: Comprehend the concept of corrective supervision.
Description: This flight room lesson begins with a film on "Discipline without Punishment." Following the film, the trainees discuss a series of case studies designed to give them an opportunity to apply corrective supervision techniques. These cases bring out the characteristics of effective discipline, focusing on performance—not personality, agreeing on a solution, and following up on results.

LS-3G Lesson Title: Counseling and Practicum TIME: 4.00
Lesson Objective: Apply appropriate counseling techniques to hypothetical situations.
Description: This lesson first introduces three methods of counseling (directive, nondirective, and eclectic) and the trainees learn about counseling traits. This flight room lesson gives the trainees the opportunity to apply counseling techniques in role play situations.

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

LS-3J Lesson Title: AFOATS Training Manual TIME: 1.00
Lesson Objective: Comprehend the AFOATS Training Manual as it relates to expectations, skills, feedback, the importance of consequences, and growth.
Description: This lesson reinforces trainees' understanding of the AFOATS 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.

LS-3K Lesson Title: Bullet Statement Practicum TIME: 2.00
Lesson Objective: Apply guidelines from "Bullet Statements with Impact" to draft appropriate bullet statements for awards and decorations.
Description: During this class the instructor will lead the students through a practicum of writing and evaluating proper and improper bullet statements.

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

LS-3M Lesson Title: 12 Angry Men TIME: 2.00
Lesson Objective: Comprehend the proper role of group dynamics in the organization.
Description: This lesson expounds on the role of group dynamics in stressful situations by analyzing the movie "12 Angry Men."

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

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

LS-4C Lesson Title: Leadership Accountability TIME: 1.00
Lesson Objective: Comprehend the concept of accountability as it pertains to the Air Force officer.

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

LS-4D Lesson Title: Accountability Case Studies TIME: 1.00
Lesson Objective: Apply the concept of accountability to a case study.
Description: This lesson is taught in the flight room and covers a well known case, "The Black Hawk Shootdown," and also presents Gen Fogleman's video transcript addressing accountability. The focus of the lesson is on an officer's responsibility to the Air Force's Core Values and on the fact that they are accountable for their actions or lack of. Also, their actions must encompass the legal and moral authority that they are entrusted with.

LS- 4E Lesson Title: Sexual Assault Prevention II TIME: 2.00
Lesson Objective: Comprehend the problem of sexual assault from a leadership perspective.
Description: This lesson is designed to familiarize the class with the concept of sexual assault. The lesson explains the elements of sexual assault which are "sexual contact" and "without consent." The lesson also explores behaviors that lead to being a victim or behaviors of a sexual assault perpetrator. The lesson also examines assertive behaviors that can minimize the risk of sexual assault, and the actions a victim can take to report a sexual assault. The lesson concludes with the responsibilities of the supervisor in sexual assault crimes.

LS-4G Lesson Title: Environmental Awareness TIME: 1.00
Lesson Objective: Know the environmental issues facing all Air Force personnel.
Description: This read only lesson highlights several environmental issues Air Force officers must deal with throughout their careers. The lesson explains the Air Force policy on environmental issues as well as possible punishments for violation of those policies.

LS-4H Lesson Title: Operational Risk Management TIME: 1.00
Lesson Objective: Know the significant elements of Operational Risk Management (ORM).
Description: This reading introduces the trainees to Operational Risk Management and provides trainees with a basic understanding of the six-step process. The lesson uses articles to discuss the importance of ORM and give examples of on- and off-duty use of ORM.

LS-4I Lesson Title: Supervisor's "In Basket" TIME: 4.00
Lesson Objective: Apply management functions and principles, problem solving, supervisory, and delegation skills in completing the daily duties of a New Air Force Officer.
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

LS-4J Lesson Title: "The Caine Mutiny"--A Study in Dynamic Subordinancy TIME: 4.00
Lesson Objective: Comprehend the concept of Dynamic Subordinancy and the proper role of dissent in a military organization.

Description: We've designed this lesson to be used with the movie "The Caine Mutiny." The video shows a variety of complex ethical problems affecting both leaders and followers. Although a Hollywood version, complete with love story subplot, the video does provide good discussion for superior/subordinate relationships and the idea of dissent in the military.

LS-4K Lesson Title: 4 Lenses TIME: 3.00
Lesson Objective: Comprehend how the individuals perceptions/views impacts their interaction with others.
Description: This lesson is designed to help trainees better understand their workplace behaviors and the behaviors of people around them. The lesson explores the "4 Lenses" behavior model and its four dimensions.

Profession of Arms (PA)

PA-1A Lesson Title: Dress and Grooming I Time: 1.00
Lesson Objective: Apply proper Air Force dress and personal/appearance standards.
Description: 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 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 Battle Dress Uniform (BDU) and authorized items on the BDUs. Last, the lesson discusses accessories that may and may not be worn with the BDUs. In addition, this lesson gives the trainees the knowledge of how to wear the BDU and occasions when wear of the BDU is inappropriate. The trainees will be evaluated on the content of this lesson in their day-to-day activities by FCs and MTIs.

PA-1B Lesson Title: Military Customs & Courtesies Time: 2.00
Lesson Objective: Apply proper Air Force dress and personal/appearance standards.
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.

PA-1C Lesson Title: OTS CC Welcome/Air Force Core Values TIME: 1.00
Lesson Objective: Know the Air Force Core Values.
Description: This lesson, taught by the OTS Commander, 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 via basic definitions and the impact of Core Values on the Air Force member's personal and professional life.

PA-1D Lesson Title: Profession of Arms TIME: 1.00
Lesson Objective: Comprehend the military as a profession and the professional attributes and qualities of the 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.

PA-1E Lesson Title: Suicide Awareness TIME: 1.00
Lesson Objective: Comprehend the supervisor's role in preventing suicides within the Air Force.
Description: This class informs the trainees about the warning signs of suicide among subordinates. The class helps the trainees recognize the warning signs and take appropriate action to prevent suicides.

PA-1F Lesson Title: Department of the Air Force TIME: 1.00
Lesson Objective: Know how the Air Force is organized and how it prepares for war. **Description:** The trainees will learn the functions of the Secretary of the Air Force and the Air Force Chief of Staff

as well as the functions and organization of the Major Commands, Numbered Air Forces, Wing, Group, and Squadron. The lesson also familiarizes the trainees with Air Force components.

PA-1G Lesson Title: Air Force Core Values Case Studies TIME: 1.00
Lesson Objective: Apply the Air Force Core Values to a case study.
Description: This lesson is the capstone to the Core Values which has occurred throughout the entire program. It culminates by having the trainees discuss seven case studies and explore the various aspects of Core Values in each case.

PA-1H Lesson Title: Airman's Creed/Code of Conduct TIME: 2.00
Lesson Objective: Comprehend the Principles of the Airman's Creed and the Code of Conduct.
Description: The overall intent of this class is to make a connection in the trainee's heart and minds about the spirit of warrior ethos exhibited throughout history and the expectations for the future. Trainees will learn the value of the Airman's Creed and applicability to their own Profession of Arms. The lesson will also reaffirm the Core Values and will require trainees to think about ownership of the concepts of honor and integrity of an Air Force Officer and the responsibility that comes with it. This will ensure all trainees know the formal standards of behavior expected of them as officers.

PA-DL1 Lesson Title: Air Force Complaint System TIME: 0.50
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.

PA-1I Lesson Title: UCMJ TIME: 0.50
Lesson Objective: Know selected articles of the UCMJ and rights of the accused.
Description: This read only lesson is an introduction to the military justice system. The lesson focuses on 4 articles of the UCMJ (articles 2, 7, 15, and 31). These articles identify who is subject to the UCMJ, the authority afforded commanders, and the rights of an accused person. The reading is an introduction to the military law class.

PA-2A Lesson Title: Military Law TIME: 2.00
Lesson Objectives: Know the basic elements of the military justice system and the elements of the DoD policy on homosexual conduct.
Description: This class is an overview of the UCMJ as well as the military justice system.
The lesson, taught by an instructor at the Judge Advocate General (JAG) school, defines the need for a separate military justice system. The trainees also learn the difference between the Uniform Code of Military Justice (UCMJ) and the Manual for Courts Martial (MCM). This class also explains DoD policy on homosexual conduct.

PA-2B Lesson Title: Military Law Case Studies TIME: 2.00
Lesson Objective: Comprehend an officer's responsibility in military justice situations. **Description:** This lesson uses case studies to tie together information from the military law readings and lectures. During this period the trainees will apply the concepts learned to "real life" situations.

PA-2C Lesson Title: Principles of War TIME: 1.00
Lesson Objective: Know how the principles of war contribute to war plans.
Description: The lesson defines each principle of war and provides a brief description of its critical attributes from a warfighting perspective. The second part of the class is a video demonstrating the airman's perspective on the principles of war.

PA-DL5 Lesson Title: AF Doctrine TIME: 2.00
Lesson Objective: Comprehend that doctrine provides basic guidance for day-to-day military operations.
Description: This CBT allows the students to explore USAF doctrine from a historical perspective.

PA-2D Lesson Title: Department of Defense TIME: 0.50
Lesson Objective: Know the critical organizations and personnel in the Department of Defense.
Description: This reading identifies the role of the President and Secretary of Defense and describes the function of the Joint Chiefs of Staff. The lesson then defines Unified and Specified commands and gives their main purpose.

PA-2E Lesson Title: Air and Space Functions TIME: 2.00
Lesson Objective: Know the Air Force Air and Space Functions.
Description: This lesson uses AFDD-1 as the framework to discuss the functions of counterair, counterspace, counterland (interdiction and close air support), countersea, strategic attack, counterinformation, and command/control (C2). This lesson includes the framework to discuss the functions of airlift, aerial refueling, special operations employment, spacelift, intelligence, surveillance, reconnaissance, combat search and rescue, navigation/positioning, and weather services.

PA-2F Lesson Title: Dress & Grooming II Time: 1.00
Lesson Objective: 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. Then 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.

PA-2G Lesson Title: MAJCOMS TIME: 0.50
Lesson Objective: Know the mission of Air Combat Command, Air Mobility Command, Air Force Space Command, Air Education and Training Command, Air Forces Special Operations Command, Air Force Materiel Command, Pacific Air Forces, and United States Air Forces in Europe.
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.

PA-2H Lesson Title: Civilian Personnel TIME: 1.00
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.

PA-2I Lesson Title: Total Force TIME: 1.00
Lesson Objective: Know how the Air Force Reserve and Air National Guard contribute to our Total Force Policy.
Description: This lesson defines Total Force and gives a brief history of the policy. The reserves are broken down into categories and then the chain of command for the ANG and AFR are discussed. Finally, the trainees see the impact of the ANG and AFR by looking at specific percentages of crews and aircraft they provide to the active component.

PA-2J Lesson Title: Department of the Army TIME: 1.00
Lesson Objective: Know the basic organization and mission 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.

PA-2K Lesson Title: Department of the Navy TIME: 1.00
Lesson Objective: Know the basic organization and mission 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.

PA-2L Lesson Title: The Marine Corps TIME: 1.00
Lesson Objective: Know the basic organization and mission of the 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 warfighting concept is centered on this concept.

PA-2M Lesson Title: Joint Operations TIME: 2.00
Lesson Objective: Know the concept of joint operations.
Description: The lesson defines joint operations per Joint Pub 1 and discusses how doctrine strengthens our warfighting capabilities. An outline of the joint chain of command is given from the President to the individual services. Examples are given to show how joint warfare strengthens our overall effectiveness.

PA-2N Lesson Title: Pay, Allowances, and Leave TIME: 2.00
Lesson Objective: Know 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.

PA-3A Lesson Title: The Enlisted Force TIME: 1.00
Lesson Objective: Know the significant accomplishments, contributions and purpose of the enlisted force.
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

PA-DL3 Lesson Title: Substance Abuse Control Program TIME: 1.00
Lesson Objective: Know the Air Force substance abuse control program.
Description: This lecture covers some of the signs of substance abuse a supervisor can look for, as well as the methods used by the Air Force to identify substance abusers. The lecture also addresses the Air Force's Alcohol and Drug Abuse Prevention and Treatment (ADAPT) program.

PA-3B Lesson Title: Professional and Unprofessional Relationships (UPRs)
TIME: 2.00
Lesson Objective: Comprehend that the negative impact of unprofessional relationships (UPRs) require officers to inherently accept the responsibility for promoting and maintaining professional relationships.
Description: This lesson explains the Air Force policy on Professional and UPRs, the responsibility of officers to avoid UPRs, and the punishments associated with UPRs. The lecture will describe the four types of UPRs; civilian/military, officer/officer, enlisted/enlisted, and officer/enlisted (fraternization). The class will also define fraternization and the five elements of fraternization as described in the Manual for Courts Martial (MCM).

PA-3C Lesson Title: Professional and Unprofessional Relationship Case Studies TIME: 2.00
Lesson Objective: Comprehend the consequences of Professional and Unprofessional relationships.
Description: This class reinforces the information taught in the Professional/UPR class. The trainees are given cases describing possible UPRs. The trainees must determine if an UPR exist and what action should be taken to correct the situation. The instructor facilitates the discussion and interjects relevant information to help the trainees arrive at sound corrective decisions.

PA-3D Lesson Title: Law of Armed Conflict TIME: 0.50
Lesson Objective: Know the effects of law on war and their responsibilities under the LOAC.
Description: The lesson provides a historical background for the modern law of armed conflict. It covers the modern laws coming from The Hague Conventions and the Geneva Conventions. The lesson also covers what a military officer's professional responsibility is when a violation of the law of armed

conflict occurs. Finally, the lesson covers what types of actions states may take in attempting to enforce the law of armed conflict.

PA-DL2 Lesson Title: Security Education TIME: 0.50
Lesson Objective: Know the importance of Air Force Security.
Description: This reading provides the trainees with a basic understanding of the Air Force's various security programs. The reading also discusses the trainee's role in security of Air Force interests.

PA-4A Lesson Title: Senior/First Sergeant's NCO Perspectives TIME: 1.00
Lesson Objective: Comprehend appropriate professional relations between officer and enlisted personnel.
Description: This lesson ties in, reinforces, and gives an overall perspective to the trainees of the professional relationship between officers and enlisted personnel. It brings together various concepts from readings and classes into actual expectations of day-to-day life as an officer. The guest lecturers will be Senior NCOs including Chief Master Sergeants where possible, who will talk on areas of their choosing, but suggested topics will cover officer qualities, professional relations, and expectations of the enlisted force regarding officers.

PA-DL4 Lesson Title: Officer Force Development TIME: 0.50
Lesson Objective: Know how an officer manages professional development.
Description: This lesson is designed to prepare your trainees for what's in store for them as officers. They need to be aware that their progression in the military is not solely dependent upon how well they excel in one particular area. As time moves on in their career, they will be expected to be well versed in many areas. This reading will introduce them to some of the various aspects they'll encounter during their Air Force lives, such as promotions, promotion boards, the assignment system, and professional military education to name a few.

PA-4B Lesson Title: Your First Officer Assignment TIME: 1.00
Lesson Objective: Know what to expect at your initial assignment.
Description: This lesson is designed to prepare the trainees for their first assignment. The class discusses travel arrangements and billeting, as well as what to expect when reporting to a new duty station and meeting your supervisor for the first time. The lesson closes with a discussion of base services and facilities available to military members and their families.

PA-4C Lesson Title: Air & Space Expeditionary Force TIME: 1.00
Lesson Objective: Know the advantages of AEF/EAF for Unified Combatant Commander's and Airmen.
Description: This lesson is on the Expeditionary Air Force/Air Expeditionary Force.
The objective of this lesson is for each trainee to what the characteristics, advantages, and structure of an EAF/AEF.

PA-4D Lesson Title: Information Assurance and Computer Security TIME: 1.00
Lesson Objective: Know the fundamental characteristics of Information Assurance and Computer Security.
Description: The objective of the lesson is for the trainees to know the fundamentals of information awareness and computer security and respond to the importance of protecting information systems. It

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

PA-4E Lesson Title: Financial Briefing TIME: 1.00
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.

PA-4F Lesson Title: Etiquette and Decorum TIME: 0.50
Lesson Objective: Know proper procedures for military social events.
Description: The reading is intended to educate officers about correct behavior, dress, and decorum. It is also designed to familiarize the trainee with the more common matters of protocol and etiquette at social events while on active duty. The trainees will learn how to conduct themselves both on a formal and informal basis when attending social events. The trainee will understand that their behavior and ability to interact socially is important to them as an Air Force officer.

PA-4G Lesson Title: Oath of Office and Commissioning TIME: 1.00
Lesson Objective: Comprehend the significance of the Oath of Office and Commissioning.
Description: This lesson is designed to educate and motivate officers about the oath of office and their commissions. The lesson takes a line by line look at the oath of office and the responsibilities that go along with being a commissioned officer.

Assessments (AS)

AS-1A Lesson Title: Consolidated Written Test I TIME: 2.50
Lesson Objective: None
Description: CWT #1 covers all academic material presented.

AS-1A.1 Lesson Title: Consolidated Written Test I Review TM/TIME: 1.00
Lesson Objective: None
Description: In class review of CWT #1.

AS-2A Lesson Title: Consolidated Written Test II TIME: 2.50
Lesson Objective: None
Description: CWT #2 covers all academic material presented after CWT #1.

AS-2A.1 Lesson Title: Consolidated Written Test II Review TIME: 1.00
Lesson Objective: None
Description: In class review of CWT #2.

AS-3A Lesson Title: Consolidated Written Test III TIME: 2.50
Lesson Objective: None
Description: CWT #3 covers all academic material presented after CWT #2.

AS-3A.1 Lesson Title: Consolidated Written Test III Review TIME: 1.00
Lesson Objective: None
Description: In class review of CWT #3.

AS-4A Lesson Title: Comprehensive Written Test I TIME: 2.50
Lesson Objective: None
Description: Comprehensive test for trainees who fail to achieve 80% on CWT.

Orientation (OR)

OR-1A Lesson Title: Academic Orientation TIME: 1.00
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.

OR-1B Lesson Title: Education Briefing TIME: 1.00
Lesson Objective: Comprehend USAF educational programs.
Description: Describes the educational programs available to USAF officers.

OR-1C Lesson Title: Library Brief TIME: .50
Lesson Objective: Know AU library resources.
Description: Introduces trainees to the AU library and the resources available to support the OTS Briefing Program.

Preparation (PR)

PR-1A Lesson Title: Academic Preparation Time TIME: 1.00
Lesson Objective: None
Description: Trainee time to prepare for CWT #1 and seek assistance from CAMs and FC.

PR-2A Lesson Title: Academic Preparation Time TIME: 1.00
Lesson Objective: None
Description: Trainee time to prepare for CWT #2 and seek assistance from CAMs and FC.

PR-2B Lesson Title: Academic Preparation Time TIME: 1.00
Lesson Objective: None
Description: Trainee time to prepare for Heritage Briefings and seek assistance from CAMs and FC.

PR-2C Lesson Title: Academic Preparation Time TIME: 1.00
Lesson Objective: None
Description: Trainee time to prepare for Advocacy Briefing and seek assistance from CAMs and FC.

PR-3A Lesson Title: Academic Preparation Time TIME: 1.00
Lesson Objective: None
Description: Trainee time to prepare for CWT #3 and seek assistance from CAMs and FC.

PR-3B Lesson Title: Academic Preparation Time TIME: 1.00
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 AFOATS/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
AD--Administration
DR--Drill and Ceremonies
FL--Field Leadership
FT--Field Training
PT--Physical Readiness Training
ST--Social Training
UC--Unarmed Combat

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

Section B --Training Events

DRILL AND CEREMONIES (DR)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	CLASS HOURS
DR-1A	DRILL BLOCK I	DRILL PAD	PE	0.00	2.00
DR-1B	DRILL BLOCK II	DRILL PAD	PE	0.00	2.00
DR-1C	DRILL BLOCK III	DRILL PAD	PE	0.00	2.00
DR-1D	DRILL BLOCK IV	DRILL PAD	PE	0.00	2.00
DR-1E	DORM INSTRUCTION	DORM	IL	0.00	3.00
DR-1F	MTI DORM INSPECTION	DORM	PE	0.00	5.00
DR-3A	DRILL COMPETITION PRACTICE	DRILL PAD	PE	0.00	2.00
DR-3B	DRILL COMPETITION	DRILL PAD	PE	0.00	2.00
DR-4A	CEREMONIAL DRILL	DRILL PAD	PE	0.00	2.00
DR-4B	LFC/ALFC BRIEFING	AUDITORIUM	IL	0.00	1.00
DR-4C	SABER TRAINING	DRILL PAD	PE	0.00	2.00
DR-4D	PERSONNEL TRAINING	DRILL PAD	PE	0.00	2.00
DR-5A	PARADE PRACTICE	DRILL PAD	PE	0.00	2.00
DR-5B	PARADE PRACTICE	DRILL PAD	PE	0.00	2.00
DR-5C	PARADE PRACTICE	DRILL PAD	PE	0.00	2.00
DR-5D	PARADE PRACTICE	DRILL PAD	PE	0.00	2.00
DR-6A	PARADE PRACTICE	DRILL PAD	PE	0.00	2.00
DR-6B	PARADE PRACTICE	DRILL PAD	PE	0.00	2.00
DR-6C	PARADE PRACTICE	DRILL PAD	PE	0.00	2.00
DR-6D	GRADUATION PRACTICE	DRILL PAD	PE	0.00	2.00
DR-7A	PARADE	DRILL PAD	PE	0.00	1.00
		TOTAL HOURS		**0.00**	**44.00**

FIELD LEADERSHIP (FL)					
NUMBER	EVENT	LOCATION	TM	STUDY HOURS	CLASS HOURS
FL-1A	PROJECT X	FIELD	PE	0.00	4.50
FL-1B	OPTIMAL MAST	FLIGHT ROOM	PE	0.00	2.00
FL-1C	CONFIDENCE COURSE	FIELD	PE	0.00	3.00
FL-1D.1	BELPS	FIELD	PE	0.00	16.00
FL-1D.2	M-9 QUALIFICATION	FIELD	PE	0.00	6.00
FL-2A.1	FLICKERBALL OPERATION PLANNING I	FLIGHT ROOM	PE	0.00	1.00
FL-2A.2	FLICKERBALL OPERATION I	FIELD	PE	0.00	2.25
FL-3A	ROPES COURSE	FIELD	PE	0.00	4.50
FL-3B.1	FLICKERBALL OPS PLANNING II	FLIGHT ROOM	PE	0.00	1.00
FL-3B.2	FLICKERBALL OPS II	FIELD	PE	0.00	2.25
FL-3C	LRC	FIELD	PE	0.00	16.00
FL-3D	AEF EXERCISE	FIELD	PE	0.00	41.00
		TOTAL HOURS		**0.00**	**99.50**

ADMINISTRATION (AD)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
AD-0	ARRIVAL DAY BARBER SHOP	VARIOUS	N/A	0.00	8.00
AD-1	BLUE LINE/ MEDICAL	VARIOUS	N/A	0.00	7.00
AD-2.1	24TRS/CC WLECOME/CHAP WELCOME	AUDITORIUM	N/A	0.00	1.00
AD-3	FINANCE INPROCESSING	AUDITORIUM	N/A	0.00	2.00
AD-4	SS/CC WELCOME	VARIOUS	N/A	0.00	1.00
AD-5	OTS SAFETY ORIENTATION	AUDITORIUM	N/A	0.00	1.00
AD-7	FLT/CC WELCOME	FLIGHT ROOM	IL	0.00	2.00
AD-8	FLT/CC INITIAL INTERVIEW	FLIGHT ROOM	N/A	0.00	2.00
AD-9	PERSONNEL INPROCESSING II	FLIGHT ROOM	N/A	0.00	2.00
AD-11	ASSIGNMENT PREFERENCE BRF	AUDITORIUM	N/A	0.00	1.00
AD-12	LOWER CLASS ID CARD/ WAIST MEASUREMENT	VARIOUS	N/A	0.00	1.00
AD-13	IMMUNIZATIONS	AUDITORIUM	N/A	0.00	2.00
AD-15	PROP & WINGS CHALLENGE	FIELD	N/A	0.00	2.50
AD-16	LOWER CLASS IN PROCESSING PLAN	VARIOUS	N/A	0.00	1.00
AD-17	LOWER CLASS IN PROCESSING	VARIOUS	N/A	0.00	16.00
AD-18	CERTIFICATE OF DISCHARGE	AUDITORIUM	N/A	0.00	1.50
AD-20	ASSIGNMENT BRIEFING	AUDITORIUM	N/A	0.00	1.00
AD-21	SMOOTH MOVE	AUDITORIUM	N/A	0.00	2.00
AD-22	FLIGHT PHOTOS	AUDITORIUM	N/A	0.00	2.00
AD-23	TMO/SATO	AUDITORIUM	N/A	0.00	2.00
AD-15.1	PROP & WINGS CHALLENGE II	FIELD	N/A	0.00	2.50
AD-24	DD FORM 214 BRIEFING	AUDITORIUM	N/A	0.00	1.00
AD-25	CAREER DAY	VARIOUS	N/A	0.00	1.00
AD-26	SIGN DITY PAPERWORK	AUDITORIUM	N/A	0.00	1.00
AD-27	RECORDS DISTRIBUTION	VARIOUS	N/A	0.00	2.00
AD-27.1	SUPPLY SIGN-IN	VARIOUS	N/A	0.00	0.00
AD-28	PRE-DEPARTURE SAFETY BRIEFING	AUDITORIUM	N/A	0.00	1.00
AD-29	2LT ID CARDS	BLDG 1487	N/A	0.00	1.00
AD-30	COMMUNITY SERVICE	VARIOUS	N/A	0.00	4.00
		TOTAL HOURS		**0.00**	**71.50**

SOCIAL TRAINING(ST)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
ST-1A	DINING OUT ORIENTATION DRY RUN	O'CLUB	SP	0.00	2.00
ST-1B	DINING OUT DRY RUN	O'CLUB	SP	0.00	2.00
ST-2A	AWARDS CEREMONY DRY RUN	AUDITORIUM	SP	0.00	1.00
ST-2B	SQUADRON AWARDS CEREMONY	AUDITORIUM	SP	0.00	1.25
ST-2C	WING AWARDS CEREMONY	AUDITORIUM	SP	0.00	1.00
ST-2D	O'CLUB ORIENTATION (AFTER HOURS)	O'CLUB	SP	0.00	3.00
ST-3A	DINING-OUT PREP (UPPER CLASS)	O'CLUB	SP	0.00	1.50
ST-3B	COMMISSIOINING PRACTICE	VARIOUS	SP	0.00	2.50
ST-3C	SPOUSES ORIENTATION	VARIOUS	SP	0.00	2.00

ST-3E	OTS OPEN HOUSE	VARIOUS	SP	0.00	6.00
ST-4A	COMMISSIONING CEREMONY	VARIOUS	SP	0.00	2.50
		TOTAL HOURS		**0.00**	**24.75**

FIELD TRAINING (FT)					
NUMBER	**EVENT**	**LOCATION**	**TM**	**STUDY HOURS**	**CLASS HOURS**
FT-1A	AEF COMBAT SKILLS	CBT	IL	1.00	0.00
FT-1B	LAND NAVIGATION	CBT	IL	1.00	0.00
FT-1C	TACTICAL COMMUNICATION	AUDITORIUM	IL	0.00	1.00
FT-1D	SABC FUNDAMENTALS	AUDITORIUM	IL	0.00	2.00
FT-1E	M-16 FAMILIARIZATION	FLIGHT ROOM	PE	0.00	1.00
FT-1F	LAND NAVIGATION I	FLIGHT ROOM	PE	0.00	2.00
FT-1G	SMALL UNIT TACTICS Ia	FIELD	PE	0.00	1.00
FT-1H	TACTICAL COMMUNICATION FIELD EX	FIELD	PE	0.00	1.00
FT-1I	WEAR OF PROTECTIVE EQUIPMENT	FIELD	PE	0.00	0.50
FT-1J	LAND NAVIGATION FIELD EXERCISE	FIELD	PE	0.00	1.00
FT-1K	SABC PRACTICE	FIELD	PE	0.00	1.00
FT-1L	SMALL UNIT TACTICS Ib	FIELD	PE	0.00	1.00
FT-2A	ANTI-TERRORISM/FORCE PROTECTION	AUDITORIUM	IL	0.00	1.00
FT-2B	IED & UXO ID AND REPORTING	CBT	IL	0.00	2.00
FT-2B.1	CBRNE	AUDITORIUM	IL	0.00	1.00
FT-2E	SELF-DEFENSE	AUDITORIUM	IL	0.00	1.00
FT-2F	BASE DEFENSE FUNDAMENTALS I	AUDITORIUM	IL	0.00	2.00
FT-2G	CONVOY ORIENTATION	FLIGHT ROOM	IL	0.00	1.00
FT-2H	ASSAULT COURSE (BLUE THUNDER)	FIELD	PE	0.00	4.00
FT-2I	CONVOY FIELD EXERCISE	FIELD	PE	0.00	1.00
FT-2J	SMALL UNIT TACTICS Ic	FIELD	PE	0.00	2.00
FT-2K	BASE DEFENSE FIELD EXERCISE I	FIELD	PE	0.00	1.00
FT-2L	SELF DEFENSE - RIFLE FIGHTING	FIELD	PE	0.00	1.00
FT-2M	SELF DEFENSE - PERSONAL	FIELD	PE	0.00	1.00
FT-2N	ASSAULT COURSE - RIFLE	FIELD	PE	0.00	1.50
FT-2O	INDIVIDUAL BOUTS	FIELD	PE	0.00	2.00
FT-3A	HOSTAGE SURVIVAL	VIDEO	IL	0.00	2.00
FT-3B	LAW OF ARMED CONFLICT	CBT	IL	0.00	1.00
FT-3C	BASE DEFENSE FUNDAMENTALS II	AUDITORIUM	IL	0.00	2.00
FT-3D	SERE FUNDAMENTALS	AUDITORIUM	IL	0.00	1.00
FT-3E	MOBILITY LINE PROCESSING	FIELD	PE	0.00	2.00
FT-3F	SERE FIELD EXERCISE	FIELD	PE	0.00	2.00
FT-3G	PERSONNEL SEARCHES	FIELD	PE	0.00	1.00
FT-3H	BASE DEFENSE FIELD EXERCISE II	VARIOUS	PE	0.00	4.00
FT-3I	FIELD TRAINING EXERCISE	VW	PE	0.00	AS NEEDED
FT-3J	EXPEDITIONARY LDRSHP PROBLMES	VW	PE	0.00	AS NEEDED
FT-3K	ASSAULT COURSE	VW	PE	0.00	4.00
FT-3N	TROOP LEADING PROCEDURES	VARIOUS	PE	0.00	1.00

FT-3O	TACTICAL ROAD MARCH	FIELD	PE	0.00	5.00
		TOTAL HOURS		**2.00**	**58.00**

CR AREAS	STUDY HOURS	CLASS HOURS
DR	**0.00**	**44.00**
FL	**0.00**	**99.50**
AD	**0.00**	**71.50**
ST	**0.00**	**24.75**
FT	**2.00**	**58.00**
PT	**0.00**	**48.00**
UC	**0.00**	**15.00**
HOURS	**2.00**	**360.75**

Section C--Training Event Descriptions

Drill and Ceremonies (DR)

DR-1A Lesson Title: Drill pad Block I Time: 2.00
Lesson Objective: Properly perform position of attention, parade rest, present/order arms, 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 if 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-1B Lesson Title: Drill Pad Block II Time: 2.00
Lesson Objective: Properly perform column movements, flanking movements, formation of the flight to include count off 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 if 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-1C Lesson Title: Drill Pad Block III Time: 2.00
Lesson Objective: Properly perform half step, change step, mark time, and to the rear. Guidon procedures, the four formations and DCID taught throughout each block.
Description: This lesson develops an awareness of drill and ceremonies. The lesson logically follows a sequential order and shows progression from one step to the next. The explanation and demonstration phases are combined because if the simplicity of the task. The lesson is started by gaining the attention of the trainees and the 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-1D Lesson Title: Drill Pad Block IV Time: 2.00
Lesson Objective: Properly perform 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 if 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-1E Lesson Title: Dorm Instruction Time: 3.00
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 cloths 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-1F Lesson Title: MTI Dorm Inspection Time: 5.00
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-3A Lesson Title: Drill Competition Practice Time: 2.00
Lesson Objective: Practice drill for drill competition.
Description: This lesson allows trainees to practice drill competition with a Military Training Instructor. The lesson also includes all instructions for drill competition.

DR-3B Lesson Title: Drill Competition Time: 2.00
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-4A Lesson Title: Ceremonial Drill Time: 2.00
Lesson Objective: Properly perform drill movements used in 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. It includes all portions of parade to include the commander of troops, wing and group adjutants, group and squadron commanders, guidon bearer and individual flights.

DR-4B Lesson Title: LFC/ALFC Briefing Time: 1.00
Lesson Objective: Prepare the upper class for the arrival of the lower.

Description: This lesson is provided to give the upper class (LFC/ALFC) the instruction to properly maintain the health and welfare of the lower class. This instruction includes OT professionalism, responsibilities and traffic (pedestrian) safety.

DR-4C Lesson Title: Saber Training Time: 2.00
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 if 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-4D Lesson Title: Key Personnel Training Time: 2.00
Lesson Objective: Prepare the trainee wing staff in key positions 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 if 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-5A Lesson Title: Parade Practice Time: 2.00
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-5B Lesson Title: Parade Practice Time: 2.00
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-5C Lesson Title: Parade Practice Time: 2.00
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-5D Lesson Title: Parade Practice Time: 2.00
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-6A Lesson Title: Parade Practice Time: 2.00
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-6B Lesson Title: Parade Practice Time: 2.00
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-6C Lesson Title: Parade Practice Time: 2.00
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-6D Lesson Title: Graduation Practice Time: 2.00
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-7A Lesson Title: Parade Time: 1.00
Lesson Objective: Used to help the lower class prepare for their graduation parade.
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-1A Lesson Title: Project X TIME: 4.50
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-1B Lesson Title: Exercise Optimal Mast TIME: 2.00
Lesson Objective: Apply appropriate leadership and management principles and techniques to resolve a problem in a classroom environment.
Description: This classroom exercise is a bridging session between the theoretical part of the leadership curriculum and the practical elements of LRC and VW. It enables the trainees to consolidate the leadership and management skills, which have been covered during Leadership Studies classes. This class also serves as an opportunity for the instructor to introduce the Leadership Competency Evaluation, which is the critique system used for the LRC and VW.

FL-1C Lesson Title: Confidence Course TIME: 4:00
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-1D.1 Lesson Title: Basic Expeditionary Leadership Problem (BELPS) TIME: 16.00
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-1D.2 Lesson Title: Weapons Qualification (M-9) TIME: 6.00
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-2A.1 Lesson Title: Operation Planning I TIME: 1.00
Lesson Objective: Apply group dynamics in a group setting.
Description: This lesson serves as a planning session for flickerball operations. While discussing game rules, the class builds on the ideas of teamwork, group dynamics, and communication. The trainees are given a task in which they must function together as a group in order to effectively accomplish their task. During each operation, each flight will have one operation leader that the instructor will evaluate.

The evaluation will emphasize leadership, problem solving, and functions of management and may begin during this session. There will be an operation planning session before each day of flickerball.

FL-2A.2 Lesson Title: Operation Execution I TIME: 2.25
Lesson Objective: Apply leadership, followership, group dynamics, and team building principles in a sports event.
Description: Trainees are given an opportunity to display leadership, followership, and teamwork traits. The main focus of the campaign is on how well the above traits are used to succeed on the playing field.

FL-3A Lesson Title: Ropes Course TIME: 4.00
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-3B.1 Lesson Title: Operation Planning II TIME: 1.00
Lesson Objective: Apply group dynamics in a group setting.
Description: This lesson serves as a planning session for flickerball operations. While discussing game rules, the class builds on the ideas of teamwork, group dynamics, and communication. The trainees are given a task in which they must function together as a group in order to effectively accomplish their task. During each operation, each flight will have one operation leader that the instructor will evaluate. The evaluation will emphasize leadership, problem solving, and functions of management and may begin during this session. There will be an operation planning session before each day of flickerball.

FL-3B.2 Lesson Title: Operation Execution II TIME: 2.25
Lesson Objective: Apply leadership, followership, group dynamics, and team building principles in a sports event.
Description: Trainees are given an opportunity to display leadership, followership, and teamwork traits. The main focus of the campaign is on how well the above traits are used to succeed on the playing field.

FL-3C Lesson Title: Leadership Reaction Course TIME: 16.00
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 4.5 hours on 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-3B Lesson Title: Air Expeditionary Force Exercise TIME: 41.00
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 line issues, mobility support and Airman's Manual issues. Through different exercises, trainees get exposure to deployment items, such as: tent building,

pallet building, survival and life saving basics, etc. The exercises stress the evaluation of leadership, not proficiency.

Administration (AD)

AD-0 Title: Arrival Day/Barber Shop Time: 8.00
Description: Lower class trainees arrive at OTS on Training Day 0 and begin administrative in-processing and haircuts.

AD-1 Title: Blue Line Day Time: 8.00
Description: Training day 2 begins with the Blue Line ceremony where trainees make their commitment to the Air Force and OTS. The day continues through various screenings and in-processing events.

AD-2.1 Title: 24 Training Squadron Commander/Chaplain Welcome Time: 1.00
Description: 24 TRS/CC provides an overview of expectations and introduces student squadron commanders. Chaplain familiarizes trainees with religious accommodations available at Maxwell AFB and the local area.

AD-3 Title: Active Duty Finance In-processing Time: 2.00
Description: This time period is to inform, educate, and gather pertinent documentation necessary for new trainees to be accessed in finance system.

AD- 4 Title: Student Squadron Commander Welcome Time: 1.00
Description: Student Squadron Commanders give trainees an overview of their expectations for the program.

AD- 5 Title: OTS Safety Orientation Time: 1.00
Description: Familiarize trainees with OTS safety standards and procedures.

AD- 7 Title: Flight Commander Welcome Time: 1.00
Description: Flight Commanders give trainees an overview of their expectations for the program.

AD- 8 Title: Flight Commander Initial Interview Time: 1.00
Description: Flight Commanders meet one-on-one with new trainees and provide initial counseling.

AD-9 Title: Active Duty Personnel Processing II Time: 2.00
Description: This time period is to inform, educate, and gather any missing/further documentation necessary for building new trainees military records.

AD-11 Title: Assignment Preference Brief Time: 1.00
Description: This time period is used for trainees to submit their stateside/overseas assignment preferences.

AD-12 Title: Lower Class ID Cards Time: 1.00 / Flight
Description: This time period is used to issue new trainees proper military identification before they depart to their gaining base.

AD-13 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- 15 Title: Bridge to Blues I & II Time: 1.00
Description: Crucible event with a focus on physical fitness and AF heritage. Marks transition to third class status. Trainees earn their prop & wings insignia.

AD- 16 Title: Lower Class In-Processing Planning Time: 1.00
Description: Trainees use this time to work through the problem solving process and develop a plan to in-process the next class.

AD- 17 Title: Lower Class In-processing Time: 16.00
Description: This block of time is the upper class schedule designation for AD-0 & AD-1.

AD-18 Title: Active Duty Certificate of Discharge Time: 1.50
Description: This time period is to inform, educate, and gather all training documentation necessary for separating BOT trainees to reflect enlisted to officer status.

AD-19 Title: Immunizations-Cluster I Time 2.00
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 trainees medical record.

AD-20 Title: Assignment Briefing Time: 1.00
Description: This time period is used to inform trainees on how to read their orders/amendments.

AD- 21 Title: Smooth Move Time: 2.00
Description: This class gives an overview of services offered by family support to help with the PCS process.

AD- 22 Title: Flight Photos Time: 2.50
Description: Flights have individual and group pictures taken by a professional photographer. Trainees may purchase pictures directly from the photographer.

AD-23 Title: Traffic Management Office (TMO) Time: 2.00
Description: TMO staff explain the military move process and how to ship household goods. Trainees begin planning their move to their first officer duty assignment.

AD-24 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- 25 Title: Career Day Time: 1.00
Description: Each trainee has an opportunity to speak to an officer with experience in the trainee's projected AFSC.

AD- 26 Title: Sign Do It Yourself (DITY) Paperwork Time: 1.00
Description: Trainees moving their own household goods sign the paperwork provided by TMO.

AD-27 Title: Records Distribution Time: 2.00
Description: This time period is used to package all pertinent documentation necessary for graduating trainees to proceed to their gaining base.

AD-27.1 Title: Supply Turn-In Time: 1.00
Description: This time period is used to retrieve issued items/equipment

AD- 28 Title: Pre-Departure Safety Briefing Time: 1.00
Description: Trainees are briefed on travel safety.

AD-29 Title: Second Lieutenant ID Cards Time: 1.00 / Flight
Description: This time period is to ensure new trainees have proper military identification before they depart to their gaining base.

AD- 30 Title: Community Service Time: 4.00
Description: Trainees volunteer time to various projects in the local community as coordinated through the OT wing and 24 TRS/ADO.

Social Training (ST)

ST-1A Dining Out Orientation Dry Run TIME: 2.00
Description: Rehearsal for dining out. Required for dining out key personnel.

ST-1B Dining Out Dry Run TIME: 2.00
Description: Rehearsal for dining out. Required for dining out key personnel.

ST-2A Awards Ceremony Dry Run TIME: 1.00
Description: Rehearsal for wing awards ceremony. Required for awards ceremony key personnel.

ST-2B Squadron Awards Ceremony TIME: 1.25
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.

ST-2C Wing Awards Ceremony TIME: 1.00
Description: OTS staff recognize the accomplishments of their trainees and performs the change of command ceremony from upper class to lower class officer training wing commander.

ST-2D Officer Club Orientation TIME: 3.00
Description: Familiarize trainees with customs and traditions associated with the Officer's Open Mess.

ST-3A Dining Out Preparation (Upper Class) TIME: 1.00
Description: Familiarize trainees with customs and traditions associated with the dining out military tradition.

ST-3B Commissioning Practice TIME: 2.5
Description: Each flight conducts a practice for their commissioning ceremony at the location where they will be commissioned.

ST-3C Spouses Orientation TIME: 2.00
Description: Provide an overview of military life and a typical Air Force base to spouses of trainees.

ST-3E OTS Open House TIME: 6.00
Description: OTS/CC 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.

ST-4A Commissioning Ceremony TIME: 2.50
Description: Trainees take the oath of office and pin on Second Lieutenant rank.

Field Training (FT)

FT-1A 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-1B Lesson Title: Land Navigation (CBT) TIME: As Needed
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 I flight room course and 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-1C Lesson Title: Tactical Communication TIME: 1.00
Lesson Objective: Familiarization of tactical communication techniques and procedures
Description: Trainees will be familiarized with standardized visual signals commonly used as an alternate means of communications when deemed appropriate or necessary. Additionally, this course will introduce the trainee to the phonetic alphabet and numerals, commonly used prowords, call sign/telephone # pronunciation, and procedures for sending a radio message. A practical exercise will reinforce these skills with the trainee sending a radio message, MEDVAC request, and a SALUTE and UXO hazard report in the Tactical Communications Field Exercise course.

FT-1D Lesson Title: SABC Fundamentals TIME: 2.00
Lesson Objective: General knowledge of Self-Aid and Buddy Care
Description: This course covers basic first aid and expands to more advanced life saving skills. Specifically, this course orientates the trainee to necessary SABC supplies, wound and injury management topics, and treatment in a contaminated environment. A practical exercise will be conducted where the trainee will be familiarized with SABC topics such as evaluating a casualty, airway management, recognizing and controlling bleeding, treating a sucking chest wound, applying field/pressured dressing, splinting fractures, shock management, and patient transport in the SABC Practice field exercise course.

FT-1E Lesson Title: M-16 Orientation TIME: 1.00
Lesson Objective: Familiarization of M-16 Maintenance and Orientation techniques and procedures
Description: Trainees will learn the safe use and maintenance of an M-16 rifle. This course familiarizes the trainee regarding the proper procedures for clearing, disassembling, cleaning, and assembling of an M-16 rifle. This course incorporates practical exercises to reinforce the knowledge gained in the classroom.

FT-1F Lesson Title: Land Navigation I TIME: 2.00
Lesson Objective: Familiarization of land navigation procedures and use
Description: This course is a series of three lessons designed to familiarize the trainee to land navigational skills. The first lesson covers basic map reading topics such as map definition and

purpose, map features, and determining elevation. This lesson will be followed by lessons on the compass and ground movement. Each lesson builds upon knowledge from the previous lesson. The second lesson is to 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. The third lesson will familiarize trainees with land navigation topics such as determining an azimuth, protractor use, determining distances, intersection, resection, and movement. The final step is to evaluate how effective these instructions have been, and how well the trainee was able to grasp the material presented throughout this course. This will be accomplished through a number of practical exercises in the Land Navigation Field Exercise.

FT-1G Lesson Title: Small Unit Tactics Ia TIME: 1.00
Lesson Objective: Know 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-1H Lesson Title: Tactical Communication Field Exercise TIME: 1.00
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, MEDVAC request, SALUTE and UXO hazard report in a tactical environment.

FT-1I Lesson Title: Wear of Protective Equipment TIME: 1.00
Lesson Objective: Gain proficiency in the wear of protective equipment
Description: This field training course teaches proficiency with wear of flack vests, load bearing equipment, and Kevlar. Additionally, this course orientates the trainee to the procedures for protective mask inspection and maintenance.

FT-1J Lesson Title: Land Navigation Field Exercise TIME: 1.00
Lesson Objective: Familiarization of land navigation techniques and procedures
Description: This field training exercise will reinforce skills taught in the classroom 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-1K Lesson Title: SABC Practice TIME: 1.00
Lesson Objective: Familiarization of SABC topics and procedures
Description: A practical exercise will be conducted where the trainee will be familiarized with SABC topics such as evaluating a casualty, airway management, recognizing and controlling bleeding, treating a sucking chest wound, applying field/pressured dressing, splinting fractures, shock management, and patient transport.

FT-1L Lesson Title: Small Unit Tactics Ib TIME: 1.00
Lesson Objective: Know how 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-2A Lesson Title: Anti-Terrorism/Force Protection TIME: 1.00
Lesson Objective: Familiarization to potential terrorist threat awareness, reaction, and avoidance.
Description: This course will familiarize the trainee to different types of CONUS and OCONUS terrorist threats. Additionally, this course will cover different types of threats, ways to protect yourself, and basic methods to counter and report these threats.

FT-2B Lesson Title: IED & UXO Identification and Reporting TIME: 2.00
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 IEDUXO 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-2B.1 Lesson Title: CBRNE TIME: 1.00
Lesson Objective: Familiarization of how to defend against CBRNE attacks
Description: This lesson discusses the basic fundamental concepts of Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Defense.

FT-2E Lesson Title: Self-Defense TIME: 1.00
Lesson Objective: Introduction to self defense techniques
Description: This course is an introduction to hand-to-hand fighting techniques. Hand-to-hand training develops a spirit of aggressiveness in the trainee and instills the will to fight. This introduction will be reinforced through demonstration and application in the Self Defense – Personal field training exercise course.

FT-2F Lesson Title: Base Defense Fundamentals I TIME: 2.00
Lesson Objective: Familiarization of base defense fundamentals
Description: This course is the first of a two-part auditorium lecture series that 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-2G Lesson Title: Convoy Orientation TIME: 1.00
Lesson Objective: Familiarization of convoy tactics against threats
Description: The course will focus on mounted tactics. Specifically, this course will cover areas to protect and defend a convoy against threats. The trainee will be orientated to threats associated with improvised explosive devices (IEDs) and vehicle-borne improvised explosive devices (VBIEDs). Finally, this course will address several actions (Battle Drills) personnel should to take to mitigate the threats from enemy tactics. These 'battle drills' will be reinforced in the Convoy Field Exercise course.

FT-2H Lesson Title: Assault Course (Blue Thunder) TIME: 4.00
Lesson Objective: Negotiate an assault course

Description: This course is the first to expose the trainee to the physical demands of 'Warrior Ethos' and is designed to compliment combat skills training. Specifically, this exercise provides instruction and motivation in how to move rapidly toward the enemy, which provides opportunities to reinforce trainee skill in tactical movement, personal courage, confidence, and warrior ethos - while following prescribed safety precautions in accordance with published procedures.

FT-2I Lesson Title: Convoy Field Exercise TIME: 1.00
Lesson Objective: Familiarization of convoy tactics against threats
Description: This course will provide a practical exercise with several actions (Battle Drills) personnel should to take to mitigate the threats from enemy tactics. These 'battle drills' will reinforce the material presented in the Convoy Orientation course.

FT-2J Lesson Title: Small Unit Tactics Ic TIME: 2.00
Lesson Objective: Know how to conduct a patrol in a tactical environment
Description: This course familiarizes the trainee to patrol concepts and principles of patrol duties. Specifically, this course builds upon skills acquired in Small Unit Tactics I & II and teaches the trainee the procedures for how to organize, control, move, and react upon enemy contact when conducting a patrol. This skill will be reinforced throughout the capstone AEF field training exercise.

FT-2K Lesson Title: Base Defense Field Exercise I TIME: 1.00
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-2L Lesson Title: Self Defense – Rifle Fighting TIME: 1.00
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 with the trainee negotiating the bayonet assault course and participation in individual pugil bouts.

FT-2M Lesson Title: Self Defense – Personal TIME: 1.00
Lesson Objective: Orientation and familiarization to personal self defense topics
Description: This field training lecture/practical exercise exposes the trainee to stand up in the presence of an enemy, basic hand-to-hand fighting strategy, the dominant body positions, and how to transition.

FT-2N Lesson Title: Assault Course – Rifle TIME: 1.5
Lesson Objective: Negotiate a rifle assault course
Description: This course is the first culminating event for the Self Defense – Rifle Fighting course and is designed to compliment combat skills training. Specifically, this exercise provides instruction in how to attack while moving 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.

FT-2O Lesson Title: Individual Bouts TIME: 2.00
Lesson Objective: Participate in a pugil bout
Description: This course is the final culminating event for the Self Defense – Rifle Fighting course. Specifically, this exercise provides instruction in pugil training, which provides opportunities to reinforce trainee skill in rifle-bayonet fighting, personal courage, confidence, and warrior ethos - while following prescribed safety precautions in accordance with published procedures.

FT-3A Lesson Title: Hostage Survival TIME: 2.00
Lesson Objective: Familiarization to basic concepts of hostage survival/rescue
Description: This video lecture course will provide familiarization training on how to avoid becoming a hostage, how to survive should they become a hostage and how to conduct themselves and prepare themselves for rescue or escape.

FT-3B Lesson Title: Law of Armed Conflict TIME: 1.00
Lesson Objective: Know the effects of law on war and their responsibilities under the LOAC
Description: The lesson provides a historical background for the modern law of armed conflict. It covers the modern laws coming from The Hague Conventions and the Geneva Conventions. The lesson also covers what a military officer's professional responsibility is when a violation of the law of armed conflict occurs. Finally, the lesson covers what types of actions states may take in attempting to enforce the law of armed conflict.

FT-3C Lesson Title: Base Defense Fundamentals II TIME: 2.00
Lesson Objective: Familiarization of base defense fundamentals
Description: This course is the second of a two-part auditorium lecture series that that introduces the concept and application of base defense. This second course covers topics such as assigning mobile reserve forces, patrol and perimeter security duties, enemy prisoner of war (EPW) processing, and passive air & missile defense measures. A practical exercise will reinforce these skills during the Base Defense Field Exercise II course.

FT-3D Lesson Title: SERE Fundamentals TIME: 1.00
Lesson Objective: Familiarize the trainees with the basic concepts of Survival, Evasion, Resistance, Escape (SERE)
Description: Trainees will receive familiarization training on survival in hostile environments, evading the enemy and detection, resisting interrogation, and escaping captivity.

FT-3E Lesson Title: Mobility Line Processing TIME: 2.00
Lesson Objective: Familiarize the trainees with how a mobility line works and initial notification "N-Hour" sequence
Description: Trainees will receive familiarization training on basic mobility line and the N-Hour Mission Brief by going through a mock mobility line prior to departing for AEF. The mobility line will include basics like equipment checks, legal requirements, medical records review, and receive the mission brief for their training.

FT-3F Lesson Title: SERE Field Exercise TIME: 2.00
Lesson Objective: Introduction to SURVIVAL

Description: This course introduces the concept of survival. This field training lecture discusses the acronym "**SURVIVAL"** and how it helps to guide actions in any situation. Specifically, this lecture discusses the meaning of each letter of **SURVIVAL**, what each letter represents, and how to apply these guidelines in arduous situations. Additionally, this lecture exposes the trainee to an example of the contents of a three-phase survival kit.

FT-3G Lesson Title: Personnel Searches TIME: 1.00
Lesson Objective: Familiarize to search tactics and procedures
Description: This field training exercise will teach trainees how to conduct enemy prisoner of war (EPW) processing.

FT-3H Lesson Title: Base Defense Field Exercise II TIME: 4.00
Lesson Objective: Familiarization of base defense fundamentals
Description: This course is a practical exercise which will reinforce skills learned in the Base Defense Fundamentals II course with the trainee wing setting up and operating a forward operating location is a bare environment.

FT-3I Lesson Title: Field Training Exercise TIME: Continuous
Lesson Objective: Evaluation of previously learned combat skills training in realistic scenarios
Description: The Field Training Exercise is conducted to simulate the field environment that the trainee will encounter in a real unit in the field as much as possible. The trainee wing will arrive at an assembly area and set up an operations base camp. The trainee is exposed to various scenarios which will allow demonstration and retention of all previously taught combat skills training.

FT-3J Lesson Title: Expeditionary Leadership Problem (ELP) Evaluation TIME: As Needed
Lesson Objective: Capstone Leadership Evaluation
Description: The ELP evaluation is a problem- solving, scenario-based exercise designed to evaluate, via a Leadership Competency Evaluation form, the trainee's leadership in the context of skills learned during OTS in classroom and field training exercises.

FT-3K Lesson Title: Assault Course (VW) TIME: FC / 4.00
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.

FT-3N Lesson Title: Troop Leading Procedures TIME: 1.00
Lesson Objective: Orientation to Troop Leading Procedures
Description: This course will lay the foundation regarding the importance and steps of troop leading procedures that will help solve tactical military problems and develop solutions using common military languages, symbols, and formats to produce clear, concise and simple operations orders.

FT-3O Lesson Title: Tactical Road March TIME: 5.00
Lesson Objective: Familiarization of conducting a tactical road march

Description: This course is designed to orient the trainee regarding how to conduct a tactical foot march and how to react to threats during the march. Trainees progressively build stamina and endurance and tactical proficiency throughout each phase of training.

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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.

1.1 Physical Fitness Assessment: Trainees will be given a baseline (PFB), two diagnostics (PFD) and an assessment (PFA) during the BOT program. (**NOTE**: Trainees will attempt the baseline assessment on TD-5 which provides the Trainee with feedback on their current fitness level.) The PFA will occur on TD-46. Trainees must achieve a score of 75 or above in accordance with AF standards. If a trainee fails to meet the AF standard of 75 then they will be given 3 weeks to retest. Trainees may retest once per week during the remedial 3 week period. If a trainee can not complete the PFA due to events beyond his/her control (e.g., injury) but has previously passed a full PFD, 24 TRS/CC may waive the PFA. Trainees that have not passed by the end of the remedial period will enter the CR process.

1.2 Consolidated Written Test: Trainees must achieve an 80% on all academic tests. If a trainee does not achieve 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 for all CWTs will be required to take the end of course comprehensive exam. Trainees who fail the comprehensive test or three academic tests overall will be eliminated through the CR process.

1.3 Advocacy Briefing: Trainees are required to give an Advocacy Brief on TD-39. The trainees will be evaluated on how well they present the information and how effectively they advocate a position using the evaluation sheet in Figure 5.3.

1.4 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 evaluation sheet in Figure 5.2.

1.5 Vigilant Warrior/AEF: The focus of AEF is leadership training – using a philosophy of "Train-Apply-Evaluate-Feedback". The trainees are trained on mobility line issues, mobility support and Airman's Manual issues. Through different exercises, trainees get exposure to deployment items, such as: tent building, pallet building, survival and life saving basics, etc. The exercises stress the evaluation of leadership, not proficiency. Each trainee must pass an individual evaluation using the LCE in this capstone leadership evaluation.

1.6 Mid-Course OTPR: This measurement summarizes the trainee's overall performance and gives feedback for approximately the first 30 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. If a trainee fails this measurement and it was not an elimination check (EC), they will be given a remake by TD 15. The remake, if not preceded by another EC will serve as an EC.

1.7 End-of-Course OTPR: 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--Evaluations

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

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

1.2 BELPS: Initial trainee evaluation and feedback within a problem solving context. Trainees will be required to accomplish missions using scenario based exercises in conjunction with knowledge questions. Trainees will be evaluated using the LCE in Figure 5.2.

1.3 Flickerball: The main focus of the campaign is on how well leadership, followership, and teamwork are used to succeed on the playing field with a pre-planned operation campaign. Trainees will be evaluated using the LCE in Figure 5.2.

1.4 Optimal Mast: This classroom exercise enables the trainees to consolidate the leadership and management skills, which have been covered during academic classes and put them to use. Trainees will be evaluated using the LCE in Figure 5.2.

Figure 5.1 (Project X Worksheet)

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

Figure 5.2 (LCE-Front)

STUDENT NAME	SQ/FLT	EVALUATOR NAME	LEADERSHP EXERCISE	DATE

Problem Solving	U	S	O
RECOGNIZED THE PROBLEM			
1. Recognized most aspects of the mission	0	1	2
2. Separated the problem from most obstacles	0	1	2
GATHERED DATA			
3. Identified/used most critical facts and criteria	0	1	2
4. Made relevant assumptions	0	1	2
5. Ensured team understood most key terms	0	1	2
LISTED SOLUTIONS			
6. Promoted free flow of communication and actively listened	0	1	2
7. Solicited ideas/input from some team members	0	1	2
TESTED/SELECTED SOLUTIONS			
8. Applied most mission criteria to best solutions	0	1	2
9. Applied some additional knowledge/expertise to select best solution	0	1	2
IMPLEMENTED SOLUTION *(Transition to next column--Management Functions)*			
Column Totals			
Problem Solving Total			
Notes:			

Management Functions	U	S	O
PLANNED			
10. Formulated action plan to implement chosen solution	0	1	2
ORGANIZED			
11. Established a working organizational structure	0	1	2
12. Defined most tasks and allocated most resources	0	1	2
13. Assigned most tasks based on ability	0	1	2
COORDINATED			
14. Ensured most team members understood overall plan (thought)	0	1	2
15. Ensured most team members understood their individual roles in plan (action)	0	1	2
16. Ensured most parts of the plan were executed in a logical order (action)	0	1	2
DIRECTED			
17. Transitioned between appropriate leadership styles most of the time	0	1	2
18. Took command of team most of the time	0	1	2
19. Gave orders to put plan into action	0	1	2
20. Ensured unified action from most team members	0	1	2
CONTROLLED			
21. Set standards consistent with most mission objectives	0	1	2
22. Detected most deviations from the standard	0	1	2
23. Ensured most standards were met through training and corrective action	0	1	2
Column Totals			
Management Functions Total			
Notes:			

Other Leadership Competencies	U	S	O
24. Displayed confidence under pressure	0	1	2
25. Projected some credibility and poise	0	1	2
26. Demonstrated flexibility by adapting to most changes	0	1	2
27. Motivated self & team to achieve objectives	0	1	2
28. Maintained focus and intensity	0	1	2
29. Fostered teamwork by forming some constructive relationships	0	1	2
Column Totals			
Leadership Competencies Total			
Notes:			

MANDATORY REQUIREMENTS		
1. Recognized the right problem/mission	N	Y
2. Maintained command of team members	N	Y

LEADERSHIP COMPETENCY SCORE	
Problem Solving	
Management Functions	
Other Leadership Competencies	
Overall Score	

UnSat <24 Sat 24-40 High Sat 41-50 Outstanding >50

Figure 5.2 (LCE Back)

LEADERSHIP COMPETENCY EVALUATION			
Overall Grade U S HS O INSTRUCTOR SIGNATURE	Referral? Y N	I have read and understand the comments regarding my performance. I do ☐ /do not ☐ wish to make a written statement.	STUDENT INITIALS	DATE
INSTRUCTOR COMMENTS				

Figure 5.3 (Briefing Grade Sheet-Front)

BRIEFING GRADE SHEET

TO BE COMPLETED BY STUDENT

NAME OF STUDENT	DATE	☐ Advocacy Briefi	☐ Informative Briefing
CLASS	FLIGHT	☐ Practice Briefing	☐ Remake Assignment

SOURCES	1		2	

TO BE COMPLETED BY EVALUATING OFFICER

CONTENT	INTRODUCTION	U: No greeting; failed to introduce self; didn't state topic/position and main points		S: Stated topic/position and main points; may have introduced self or greeted audience		O: Greeted audience, introduced self; stated topic/position and overview of MPs		U	S	O
								0	1	2
		U	LS	S	HS	O	U	LS	S	HS	O
	BODY	Little or no information; poor of main points; inaccurate information; akwardly 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 listerners, darted, stared; focused on visual-aids or notes		Inclusion of most listeners; few reference to notes; evenly distributed		Direct and impartial throughout; inclusion of all listeners; no distracting references to notes (exception--quotes); 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

Figure 5.3 (Briefing Grade Sheet-Back)

MANDATORY REQUIREMENTS	U	S	OVERALL GRADE				
MET OBJECTIVE (Presented information in a factual manner, did not advocate a position [Info Brief], advocated position [Advocacy Brief])			Informative Briefing				
TIME _____ : _____ (5-9 minutes for Info/Advocacy Brief)			U	LS	S	HS	O*
PREPARED BRIEFING (IAW AFH 33-337 P.122)			0-7	8-14	15-25	26-30	31-36
PROFESSIONAL CONDUCT (Prepared, appropriate comments/language, maintained composure)			Advocacy Briefing (if required)				
OVERALL GRADE			U	LS	S	HS	O*
			0-9	10-16	17-27	28-34	35-40

EVALUATING OFFICER COMMENTS

* To obtain an overall OUTSTANDING, the total points must include a minimum of SATISFACTORY in each category

EVALUATING OFFICER SIGNATURE	DATE	REVIEWING OFFICER SIGNATURE (IF REQUIRED)	DATE
EVALUATING OFFICER SIGNATURE BLOCK		REVIEWING OFFICER SIGNATURE BLOCK (IF REQUIRED)	
I have read and understand the comments regarding my performance. I do ☐ / do not ☐ wish to make a written statement.		STUDENT'S INITIALS	DATE

Figure 5.4 (OTPR Front)

OFFICER TRAINEE PERFORMANCE REPORT (OTPR)

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

STUDENT POSITION	FLIGHT COMMANDER

PERFORMANCE RATING CODES

U = Unsatisfactory LS = Low Satisfactory S = Satisfactory HS = High Satisfactory O = Outstanding

	U	LS	S	HS	O	STDS NOT MET	MEETS STDS
1. Job Knowledge							
a. Ability to Follow Instructions	0	1	2	**3**	4		
b. Attention to Detail	0	1	2	**3**	4		
c. OTSOI Knowledge	0	1	2	**3**	4		
d. Customs and Courtesies	0	1	2	**3**	4	Score	
2. Leadership Skills							
a. Field Leadership	0	1	2	3	**4**		
b. Assertiveness	0	1	2	**3**	4		
c. Self-confident/Decisive/Stable/Poised/Self-Control	0	1	2	3	**4**		
d. Followership/Team Player/Service Before Self	0	1	2	3	**4**	Score	
3. Professional Qualities							
a. Attitude/Excellence in All	0	1	2	3	**4**		
b. Responsible/Integrity	0	1	2	3	**4**		
c. Image/Bearing/Motivates Others	0	1	2	3	**4**		
d. Tact/Sensitivity	0	1	2	3	**4**	Score	
4. Duty Performance							
a. Performance of Duties/Position	0	1	2	3	**4**		
b. Planning/Organization/Time Management	0	1	2	3	**4**		
c. Delegation/Directing	0	1	2	3	**4**		
d. Coordination/Control	0	1	2	3	**4**	Score	
5. Judgment and Decisions							
a. Demonstrates Sound Judgment	0	1	2	3	**4**		
b. Reaction to Counseling/Learns from Mistakes	0	1	2	3	**4**		
c. Adaptability to Change/Military Training	0	1	2	3	**4**		
d. Problem Solving Ability	0	1	2	3	**4**	Score	
6. Communication Skills (daily)							
a. Clear/Concise	0	1	2	3	**4**		
b. Organized/Logical/Complete	0	1	2	3	**4**		
c. Confident/Articulate	0	1	2	3	**4**		
d. Oral/Written Grammar	0	1	2	3	**4**	Score	

TOTAL OTPR SCORE

Unsatisfactory	Low Satisfactory	Satisfactory	High Satisfactory	Outstanding

NOTES:

1. 0-3 points OR more than one subarea Unsatisfactory, rate "DOES NOT MEET STANDARDS"
2. 4-7 points OR one subarea Unsatisfactory, FLT/CC discretion
3. 8 points and above, rate "MEETS STANDARDS

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Figure 5.4 (OTPR Back)

FLIGHT COMMANDER REMARKS			
-			
DATE	SIGNATURE OF FLT/CC		
SS/CC REMARKS		CONCUR	NONCONCUR
DATE REVIEWED	SIGNATURE OF STUDENT SQUADRON COMMANDER		
TRAINEE'S REMARKS (OPTIONAL)			
DATE REVIEWED	SIGNATURE OF TRAINEE		

PERFORMANCE	MID-COURSE EVALUATION	END-OF-COURSE EVALUATION
UNSATISFACTORY	0 - 34.9 "or" 2 or more areas rated "Does Not Meet Stds"	0 - 49.9 Any area "DOES NOT MEET STANDARDS"
LOW SATISFACTORY	35 - 49.9 "or" 1 area rated "DOES NOT MEET STDS"	N/A
SATISFACTORY	50-74.9 "and" All areas rated "MEETS STANDARDS"	50 - 74.9 "and" All areas rated "MEETS STANDARDS"
HIGH SATISFACTORY	75 - 89.9 "and" No subarea lower than "S"	75 - 89.9 No subarea lower than "S"
OUTSTANDING	90 - 100 "and" No subarea lower than "S"	90 - 100 No subarea less than "S"

Note: Students who fail the Mid-Course OTPR will be counseled and reevaluated within 10-15 training days. The remake will be completed in its entirety. Students must earn a minimum of 50 points and have NO area rated "DOES NOT MEET STANDARDS." Failure on the remake is cause for possible disenrollment.

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Section C--Awards

1. Purpose--To explain the trainee awards and the criteria used by the staff to determine award winners. An OT 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). An OT that is recycled for reasons beyond their control (i.e., medical problem, family death, etc.) is still eligible.

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

3. Leadership Excellence Award—This is awarded to the OT 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 squadron nominee and forward that individual's AF IMT 1206 to the 24 TRS/CC or designated representative to make the final decision.

4. Lt Col Dick Scobee Award—The OT 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 and forward their nominee to the 24 TRS/CC or designated representative to make the final selection

5. General Daniel "Chappie" James, Jr. Trophy of Merit—The OT 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.

6. Thomas Jefferson Scholastic Award—This award goes to the OT with the highest average score on all OTS academic measurements.

7. OTS Fitness Award—The award is given to the OT who has demonstrated exceptional physical fitness by having the highest average PFD/A score in the class. The OT must have participated in at least 2 fitness measurements.

8. Major General Jeanne M. Holm Briefing Award—The OT who demonstrates the most outstanding briefing skills receives this award. The Air Force Women's Officer Association sponsors the award and the 24 TRS/CC or designated representative determines the best briefer for each graduating class.

9. Distinguished Graduate (DG) Program—OTSMAN 36-2202 27 Oct 2006

9.1 General—The OTS/CC may designate OTS graduates for DG status IAW AFI 36-2013

9.2 DG candidates must excel— Candidates must excel academically and physically. In addition, a DG candidate must exemplify the "whole person" concept. This concept is the overall assessment of an OT'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.

9.3 The 24 TRS/CC is the approval authority for cases involving misconduct occurring after the final OTPR to remove names from the final DG list for cause.

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

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

10.2 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. Placement points encompass, but may not be exclusively limited to, the categories below.

10.2.1 Academics: CWTs and Military Briefings

10.2.2 Fitness: PFDs and PFA

10.2.3 Field Leadership/Military Deployment: Drill competition, LRC, AEF, completion rates/win rates at Project X, Flickerball, and M-9 skills

11. "Blue Chip" designees

11.1 Requirements—This award recognizes the top 15% of trainees in the class.

11.1 Special consideration is awarded to these trainees when applying to the Air Force Institute of Technology (AFIT)

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CHAPTER 6

MISSION / LEADERSHIP TRAINING

Section A—Management

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

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

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

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

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

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

Section B—Basic Expeditionary Combat Skills / Field Training Exercises

1. M-16 Familiarization

1.1 Training Objectives
Gain familiarity with the M-16 or M-4 operations, breakdown, carry and maintenance
1.2 Specific Tasks
See lesson plan
1.3 Special Instructions
May be accomplished with simulated (blue) M-16 trainer

2 Confidence Course

2.1 Training Objectives
Build flight teamwork and cohesion
Inspire self confidence and enable opportunity to overcome limitations
Instill warrior ethos
2.2 Specific Tasks
Attempt to complete all obstacles on the course

3. Assault Course-1 (Blue Thunder)

3.1 Training Objectives
Learn and apply various physical and AEF skills in a simulated ground combat environment
3.2 Specific Tasks
Complete course
3.3 Special Instructions
Each obstacle on the course will be briefed by an instructor on scene during a walk-though, prior to course run-though

4. High Ropes/Tower Course

4.1 Training Objectives
Build flight teamwork and cohesion
Inspire self confidence and enable opportunity to overcome limitations.
Instill warrior ethos
4.2 Specific Tasks
Attempt to complete all obstacles on the course

5. Assault Course-2 (Vigilant Warrior)

5.1 Training Objectives
Apply and demonstrate expertise on various physical and AEF skills in a simulated ground combat environment
Instill warrior ethos
5.2 Specific Tasks
Complete course

6. M-9 Qualification

6.1 Training Objectives

Gain familiarity with the M-9 pistol, weapon characteristics and handling, basic weapon and range safety and firing positions

Qualify on the weapon

6.2 Specific Tasks

Complete course

6.3 Special Instructions

Security Forces personnel at CATM conduct this lesson

Section C—Mission Training/Evaluations

1. Project X

1.1 Mission Objectives

- **1.1.1** Introduce "missions"
- **1.1.2** Build teamwork and flight cohesion
- **1.1.3** Reinforce problem solving process

1.2. Specific Tasks

- **1.2.1** Introduce mission procedures
  - **1.2.1.1** Learn standard field mission formations and procedures
  - **1.2.1.2** Participate in flight commander briefs
  - **1.2.1.3** Introduce safety procedures
- **1.2.2** Interpret and use information given in "problem"
  - **1.2.2.1** Assign roles to team members
- **1.2.3** Observe strengths and weaknesses of individual team members
- **1.2.4** Accomplish mission
  - **1.2.4.1** Adhere to rules of engagement
  - **1.2.4.2** Apply 6-step problem solving process
- **1.2.5** Introduce debriefing process and standards
  - **1.2.5.1** Participate in mission debriefing
  - **1.2.5.2** Identify valid lessons learned

1.3 Special Instructions

During this training the trainee is introduced to the LRC and Expeditionary Leadership Problem (ELP) concepts and standards. Emphasize teamwork, adherence to ROEs, safety procedures, and application of the problem solving process.

2. BELPS-1

2.1 Mission Objectives

- **2.1.1** Establish baseline leadership competencies for trainee
- **2.1.2** Build teamwork and flight cohesion
- **2.1.3** Correctly apply 6-step problem solving process

2.2 Specific Tasks

- **2.2.1** Apply safety procedures
- **2.2.2** Interpret and use information given in "problem"
- **2.2.3** Attempt to accomplish mission
- **2.2.4** Apply problem solving process
- **2.2.5** Correctly apply / utilize Phase I AEF skills

3. Intro to Small Unit Tactis-1

3.1 Mission Objectives

- **3.1.1** Demonstrate ability to lead small unit in simulated combat environments
- **3.1.2** Build teamwork and flight cohesion
- **3.2.3** Correctly apply 6-step problem solving process

3.2 Specific Tasks

3.2.1 Apply safety procedures
3.2.2 Interpret and use information given in "problem"
3.2.3 Attempt to accomplish mission
3.2.4 Correctly apply / utilize Phase I AEF skills
3.2.5 React to moving / thinking "enemy"

4. Flickerball

4.1 Mission Objectives

4.1.1 Demonstrate leadership competencies IAW LCE
4.1.2 Build teamwork and flight cohesion
4.1.3 Correctly apply 6-step problem solving process

4.2 Specific Tasks

4.2.1 Apply safety procedures
4.2.2 Interpret and use information given in "problem"
4.2.3 Attempt to accomplish mission
4.2.4 React to moving / thinking "enemy"

5. LRC-1

5.1 Mission Objectives

5.1.1 Effectively apply and demonstrate small unit leadership skills and competencies
5.1.2 Build teamwork and flight cohesion
5.2.3 Correctly apply 6-step problem solving process

5.2 Specific Tasks

5.2.1 Apply safety procedures
5.2.2 Interpret and use information given in "problem"
5.2.3 Attempt to accomplish mission
5.2.4 Complete an LDP Note-taker within 24 hours following the mission

6. AEF-1

6.1 Mission Objectives

6.1.1 Effectively apply and demonstrate small unit leadership skills and competencies in an expeditionary environment
6.1.2 Build teamwork and flight cohesion
6.1.3 Correctly apply the 6-step problem solving process

6.2 Specific Tasks

6.2.1 Apply safety procedures
6.2.2 Interpret and use information given in "problem"
6.2.3 Attempt to accomplish mission
6.2.4 Apply 6-step problem solving process
6.2.5 Complete an LDP Note-taker within 24 hours following the mission
6.2.6 Correctly apply / utilize Phase I-III AEF skills

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ACRONYMS

AAFES - Army/Air Force Exchange Service
AD - Administration
ADO - Assistant Director of Operations
AEF - Air Expeditionary Force
AETC - Air Education Training Command
AF - Air Force
AFI - Air Force Instruction
AFIT - Air Force Institute of Technology
AFMAN - Air Force Manual
AFOATS - Air Force Officer Accessions and Training Schools
AFOATS/CR - Air Force Officer Accessions and Training Schools Curriculum
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
CCV - Standardization/Evaluations Office
CQ - Charge-of-Quarters
CR - Commander's Review
CS - Communication Skills
CSAF - Air Force Chief of Staff
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
EOC - End of Course
EPR - Enlisted Proficiency Report
FL - Field Leadership
Flt - Flight
FT - Field Training
HUD - Heads Up Display
IAW - In Accordance With
ISS - International Security Studies
LCE - Leadership Competency Evaluation
LDP - Leadership Development Process
LFC - Lower Flight Commander

LRC - Leadership Reaction Course
LS - Leadership Studies
MS - Military Studies
MTI - Military Training Instructor
NCO - Non-Commissioned Officer
NE - Non-effective
OI - Operating Instruction
OPR - Office of Primary Responsibility
OR - Orientation
OT - Officer Trainee
OTPR - Officer Trainee Performance Report
OTS - Officer Training School
OTW - Officer Trainee Wing
PA - Profession of Arms
PFA - Physical Fitness Assessment
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
TRS - Training Squadron
UCMJ - Uniform Code of Military Justice
UC – Unarmed Combat
UFC - Upper Flight Commander
VW - Vigilant Warrior

APPENDIX

1. Training Day Schedule

TRAINING DAY	1 (Phase 1)		2		3		4		5	
Physical Training					Pad Instruction	1.0	PT	1.0	PFB	1.5
Mission Training										
Expeditionary Skills Training										
Military Training	AD-1 Blue Line	1.0	Dorm Orientation	2.0	Drill Blk 1	2.25	Drill Blk 2	2.25	Drill Block 3	2.25
Academics	PA-1A Dress and Groom I	1.0	PT Fundies	1.0	OR-1A Academic Orientation PA-1B Military Customs and Courtesies MS-1A War & The US Military PA-1E Suicide Awareness	1.0 2.0 1.0 1.0	PA-1D Profession of Arms LS-1A Honor Code PA-1F Department of the AF	1.0 1.0 1.0	PA-1G AF Core Values Case Study CS-1A Interpersonal Communication LS-1F Teambuilding LS-1D Managing Diversity	1.0 1.0 1.0 1.0
Other	AD-17 In processing	8.0	PA-1C OTS CC Welcome/Core Values & the AF Member 24 TRS Welcome SS/CC Welcome Finance In processing OTS Safety Orientation	1.0 1.0 1.0 2.0 1.0			FC Welcome FC Initial Interview	1.0 1.5	In processing Part II LS-1E DISC Self assessment	2.0 1.0
Self Study/CBT					LS-1B Self Management LS-DL1 Intro to Critical Thinking		LS-1C Group Dynamics CS-DL1 Understanding Pubs CS-DL8 Grammar CBT		MS-1B U.S Constitution LS-DL2 Group Conflict Management	
Training Hours		**10.0**		**9.0**		**8.25**		**8.75**		**10.75**

TRAINING DAY	6		7		8		9		10	
Physical Training	PT	1.5			PT	1.5	PT	1.5	PT	1.5
Mission Training			Project X	4.0						
Expeditionary Skills Training							FT-1C Tactical Comm FT-1D SABC Fundamentals FT-1F Land Navigation I FT-1E M-16 Orientation	1.0 2.0 2.0 1.0		
Military Training	Drill Block 4 MTI Dorm Inspection	2.25 2.0								
Academics	LS-1H Group Conflict Mgt Exercise PA-1H Code of Conduct & Airmen's Creed	1.0 2.0	LS-1I AF Leadership LS-1J Followership LS-1K Motivation	1.0 1.0 1.0	LS-1L Problem Solving LS-1M Problem Solving Exercise Optimal Mast LS-1N Management Functions & Principles LS-1O Situational Leadership	1.0 1.0 2.0 1.0 1.0 1.0	LS-1P Personal & Group Goals	1.0	CS-1B Listening LS-1Q12 O'clock High PR-1A APT CWT#1	1.0 4.0 1.0
Other	FC Time	1.0	Immunizations FC Time	2.0 1.0	LDP Intro FC Time	1.0 3.0	FC Time	1.0		
Self Study/CBT	LS-1G Intro to Leadership FT-1A – Combat Skills CBT FT-1B – Land Nav CBT		ISS-1A Making Strategy		ISS-1B US Policy		PA-DL1 AF Complaint System PA-1I UCMJ			
Training Hours		**9.75**		**10.0**		**12.5**		**9.5**		**7.5**

TRAINING DAY	11		12		13		14		15	
Physical Training			UC-1	1.5						
Mission Training					**BELPS**	8.0	**BELPS**	8.0	**BELPS**	8.0
Expeditionary Skills Training	Confidence Course FT-3O Tactical Road March FT-1G Small Unit Tactics Ia FT-1L Small Unit Tactics Ib FT-1I Wear of Pro Gear FT-1K SABC Practice FT-1H Tactical Comm Field Exercise FT-1J Land Nav Field Exercise	3.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0			FT-3O Tactical Road March M-9 Qualification	1.0	FT-3O Tactical Road March M-9 Qualification	1.0	FT-3O Tactical Road March M-9 Qualification	1.0
Military Training										
Academics			**AS-1A CWT#1** AS-1A.1 CWT Review PA-2A Military Law PA-2B Military Law Case Studies	2.5 1.0 2.0 2.0						
Other			Assignment Preference Brief	1.0	AD-12 ID Cards	2.0	AD-12 ID Cards	2.0	AD-12 ID Cards	2.0
Self Study/CBT									CS-DL3 Military Briefings	
Training Hours		**10.0**		**10.0**		**11.0**		**11.0**		**11.0**

TRAINING DAY	16		17		18		19		20	
Physical Training	PT	1..5	UC-2	1..5	Prop & Wings Challenge I	2.5	PT	1..5	PT	1.5
Mission Training										
Expeditionary Skills Training									FT-2B IED/UXO ID CBT FT-2A Anti-Terrorism/Force Protection	1.0
Military Training										
Academics	LS-2A Leadership Authority & Responsibility CS-2A Basics of Briefing CS-2B Briefing Requirements MS-2A Airpower Thru WWI PA-2C Principals of War	2.0 1.0 1.0 1.0 1.0	LS-2B Power & Influence MS-2B WWI-WWII Part I PA-2F Air & Space Functions PA-2G Dress & Grooming Standards II ISS-2B Setting the World Stage	1.0 1.0 2.0 1.0 1.0	OR-1B Education Briefing LS-2D Religious Respect LS-2E EOT Case Studies LS-2F Sexual Harassment Aware PR-2B APT for Heritage Brief MS-2C WWI-WWII Part II	1.0 1.0 2.0 1.0 1.0 1.0	CS-2C Heritage Briefs ISS-2C Middle East MS-2D The Cold War Part I LS-2G Sexual Assault Prevention	4.0 1.0 1.0 2.0	MS-2I Antiterrorism and FP	2.0
Other	FC Time	1.0	FC Time	1.0	FC Time	1.0				
Self Study/CBT	ISS-2A Intro to Cultural Studies		LS-2C MEO PA-2E DOD		PA 2D Doctrine CBT		CS-DL2 Military Correspondence		PA-2H MAJCOMS CS-DL7 Electronic Communication	
Training Hours		**8.5**		**8.5**		**10.5**		**9.5**		**4.5**

TRAINING DAY	21		22		23		24		25	
Physical Training	PFD #1	1.5	UC-3	1.5	PT	1.5	PT	1.25	PT	1.25
Mission Training										
Expeditionary Skills Training										
Military Training	Open Ranks Inspection DR-5A Parade Practice #1	.5 1.25	Parade Practice #2	1.25	Parade Practice #3	1.25	Parade Practice #4	1.25		
Academics	PA-2J Total Force PA-2K Dept of the Army MS-2E The Cold War Part II MS-2F The Post Cold War MS-2H Roles of the President, Congress, and the Executive Branch	1.0 1.0 1.0 1.0 1.0	MS-2G Airpower Today PA-2L Dept of the Navy PA-2M US Marine Corps PA-2N Joint Operations ISS-3A South Asia	1.0 1.0 1.0 2.0 1.0	ISS-2C.1 Middle East Presentations ISS-2C.2 Middle East Presentations ISS-2C.3 Middle East Presentations PA-2O Pay, Allowance & leave PR-2A APT CWT#2	1.0 1.0 1.0 2.0 1.0	**AS-2A CWT#2** AS-2A.1CWT Review	2.5 1.0	LS-3A Effective Supervision LS-3B Performance Feedback	1.0 1.0
Other	Squadron Boards	1.0	Wing Boards	1.0	ST-2A Wing Awards Dry Run	1.0	ST-2B Squadron Awards Ceremony ST-3B Commissioning Practice	1.25 1.25	ST-3E OTS Open House ST-2C Wing Awards Dining Out	2.5 1.0
Self Study/CBT	CS-DL4 Grammar/Writing Mechanics		PA -2I Civilian Personnel				PA-DL3 Substance Abuse			
Training Hours		**9.25**		**9.75**		**9.75**		**8.5**		**6.75**

TRAINING DAY	26		27		28		29		30	
Physical Training			PT	1.5	UC-4	1.5			PT	1.5
Mission Training										
Expeditionary Skills Training							FT-2H BT Assault Course FT-2G Convoy Orientation FT-2F Base Defense Fundamentals FT-2E Self-Defense I	2.0 1.0 2.0 1.0		
Military Training	Graduation Parade	1.25								
Academics	ISS-3A .1 South Asia Presentations ISS-3A .2 South Asia Presentations ISS-3A .3 South Asia Presentations PA-3A The Enlisted Force ISS-3B East Asia	1.0 1.0 1.0 1.0 1.0	LS-3I Officer Evaluation System LS-3D Enlisted Evaluation System LS-3F Corrective Supervision & Counsel LS-3C Evaluation Concepts	1.0 1.0 1.0 2.0	ISS-3B.1 East Asia Presentation ISS-3B.2 East Asia Presentation ISS-3B.3 East Asia Presentation LS-3G Counseling Practicum	1.0 1.0 1.0 4.0	ISS-3C Russia CS-2D Bullet Statements	1.0 1.0	LS-3K Bullet Statement Practicum	2.0
Other	ST-4A Commissioning Ceremony	1.0	FC Time	1.0						
Self Study/CBT	CS-DL5 Bullet Statements				CS-DL6 7 Steps to Effective Communication				Pilot/Navigator Orientation	2.0
Training Hours		**7.25**		**7.5**		**8.5**		**8.0**		**5.5**

TRAINING DAY	31		32		33		34		35	
Physical Training			Student/Staff PT	2.0	UC-5	1.5	PT	1.5	PT	1.5
Mission Training			Small Unit Tactics Phase Check	3.0			Flickerball Campaign #1	2.25		
Expeditionary Skills Training	FT-2N Rifle Assault Course FT-2O Individual Bouts FT-3O Tactical Road March FT-2K Base Defense Field Exercise I FT-2I Convoy Field Exercise FT-2J Small Unit Tactics Ic FT-2M Self Defense II FT-2L Self Defense – Rifle	1.5 2.0 1.0 2.0 1.0 1.0 2.0 1.0 1.0					LS-3K Bullet Statement Practicum	2.0		
Military Training										
Academics			LS-3J AFOATS Training Manual	1.0	CS-3A Advocacy Brief Prep ISS-3C.1 Russia Presentations ISS-3C.2 Russia Presentations ISS-3C.3 Russia Presentations ISS-3D Latin America Campaign Planning	1.0 1.0 1.0 1.0 1.0 1.0	Smooth Move CS-3B Advocacy Brief Standards	2.0 1.0	LS-3L Developing Airmen	1.0
Other			FC Time LFC Orientation	1.0 1.0	24 TRS Training Philosophy Certificate of Discharge	1.0 1.5	Lower Class Inproc Plan FC Time	1.0 1.0	Midcourse OTPR Feedback Lower Class Arrival Day	8.0
Self Study/CBT										
Training Hours		**12.5**		**8.0**		**10.0**		**9.25**		**10.5**

TRAINING DAY	36		37		38		39		40	
Physical Training			UC-6	1.5	PT	1.5			PFD #2	1.5
Mission Training										
Expeditionary Skills Training							Ropes Course	4.5	FT-3A Hostage Survival	2.0
Military Training	Lower Class Blue Line									
Academics			ISS-3D.1 Latin America Presentations ISS-3D.2 Latin America Presentations ISS-3D.3 Latin America Presentations ISS-3E Africa LS-3M 12 Angry Men	1.0 1.0 1.0 1.0 2.0	ISS-3E.1 Africa Presentations ISS-3E.2 Africa Presentations ISS-3E.3Africa Presentations PA-3B Prof/Unprof Relationships PR-2C APT Advocacy Brief	1.0 1.0 1.0 2.0 1.0	CS-3B Advocacy Briefings	4.0	PA-3C Prof/Unprof Case Studies PR-3A APT CWT 3	2.0 1.0
Other	2d Lt ID Cards Saber Training Key Personnel Training Lower Class In processing		Midcourse Feedback Lower Class In processing	1.0	Assignment Briefing	1.0	FC Time	1.0	Campaign Planning	1.0
Self Study/CBT					PA-3D LOAC		PA-DL2 Security Education			
Training Hours		**12.0**		**8.5**		**8.5**		**9.5**		**7.5**

TRAINING DAY	41		42		43		44		45	
Physical Training	PT	1.5	UC-7	1.5	PT	1.5	PT	1.5	PT	1.5
Mission Training	Flickerball #2	2.25			**LRC**	4.0	**LRC**	4.0	**LRC**	4.0
Expeditionary Skills Training	FT-3C Base Defense Fundamentals II	2.0	FT-3D SERE Fundamentals	1.0						
Military Training										
Academics	**AS-3A CWT#3** AS-3A.1 CWT Review	2.5 1.0	PA-4A SNCO/1st Sgt Perspective LS-4A Leadership & Mgt Case Study CS-3C Advocacy Brief Feedback LS-4B Joint Ethics Regulations LS-4C Leadership Accountability	1.0 2.0 1.0 1.0 1.0	PR-3B CWT Comprehensive Remedial LS 4D Accountability Case Study (*CWT Comprehensive Remedial will run concurrently with FC Time)	1.5 1.0	PA-4B First Officer Assignment LS-4E Sexual Assault Prev II PA-4C Air & Space Exp Force	1.0 2.0 1.0	ISS-4A Europe	1.0
Other					TMO/SATO FC Time – LRC -DB	2.0 1.0	FC Time – LRC DB	1.0	Flight Photo FC Time – LRC Debrief Squadron Boards	2.0 1.0 1.0
Self Study/CBT	PA-DL4 Officer Force Development				PA-4F Etiquette and Decorum					
Training Hours		**9.25**		**8.5**		**9.5**		**10.5**		**10.5**

TRAINING DAY	46		47		48		49		50	
Physical Training	PFA	1.5	UC-8	1.5						
Mission Training							**AEF Exercise ELPS**	8.0	**AEF Exercise ELPS**	12.0
Expeditionary Skills Training					FT-3O Tactical Road March FT-3E Mobility Line Deployment	1.5 2.0	FT-3H Base Defense Field Exercise II FT-3G Personnel Searches FT-3F SERE Field Exercise	4.0 1.0 2.0		
Military Training										
Academics	MS-4A Tuskegee Airmen	7.5	PA-4C Info Assurance ISS-4A.1 Europe Presentations ISS-4A.2 Europe Presentations ISS-4A.3 Europe Presentations LS-4J Dynamic Subordinancy	1.0 1.0 1.0 1.0 3.0	CS-3E Advocacy Brief Remake AS-4A CWT Comprehensive CS-4A Wing Brief Off (*CWT Comprehensive & Advocacy Brief Remake will run concurrently)	1.0 2.5 1.0				
Other			Wing Boards II	1.0						
Self Study/CBT										
Training Hours		**9.0**		**9.5**		**7.0**		**15.0**		**12.0**

TRAINING DAY	51		52		53		54		55	
Physical Training					Prop & Wings Challenge	2.5	PFA Remake / PT	1.5	UC-9	1.5
Mission Training	**AEF Exercise ELPS**	12.0								
Expeditionary Skills Training			FT-3K Assault Course	4.0						
Military Training					Drill Competition Practice	2.25			Parade Practice #1 Drill Competition	1.25 3.0
Academics					DLAB	2.0	LS-4I Supervisor In-basket	4.0	Dining Out Prep Overview of Grad Week	1.0 1.0
Other			Site Cleanup Re-deployment	1.0 1.0	End of Course OTPR Sign Dity Paperwork	2.0 1.0	Community Service O-Club Orientation	4.0 2.0	End of Course OTPR	1.0
Self Study/CBT					LS-4G Environmental Awareness		LS-4H ORM			
Training Hours		**12.0**		**6.0**		**9.75**		**11.5**		**8.75**

TRAINING DAY	56		57		58		59		60	
Physical Training	PT – Individual	1.5	UC-10	1.5	PT – Individual	1.5	PT-Individual	1.5		
Mission Training										
Expeditionary Skills Training										
Military Training	Parade Practice #2 Dining In	1.25 4.0	Parade Practice #3	1.25	Parade Practice #4	1.25			Commissioning Parade	1.0 1.0
Academics			PA-4G Oath of Office	1.0						
Other	OTS/CC End of Course End of Course Survey Career Day Sexual Assault Survey 24 TRS Survey FC Time Financial Briefing	1.0 .5 1.0 .5 .5 1.0 1.0	LS-4K 4 Lenses Staff/Student Flickerball	3.0 2.0	Squadron Awards Wing Awards Dry Run Commissioning Practice	1.25 1.0 2.0	Pre-departure Safety Brf Records Distro/Supply OTS Open House Wing Awards Ceremony	1.0 2.0 2.5 1.0		
Self Study/CBT										
Training Hours		**12.25**		**8.75**		**7.0**		**8.0**		**2.0**

TRAINING DAY	15A		32A		45A		52A			
Physical Training										
Mission Training	BELPS WX Backup	4.0	AEF Skills Block II WX Backup	8.0	LRC WX Backup	4.0	AEF WX Backup			
Expeditionary Skills Training										
Military Training										
Academics										
Other	Rising Sophomore	4.0			Rising Senior	4.0				
Self Study/CBT										
Training Hours										