



**Enlisted  
Development  
Opportunities  
CY2021**

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# AIR FORCE FOUNDATIONAL COMPETENCIES

In November 2019, the Air Force removed Institutional Competencies and instituted Foundational Competencies in AFDD Annex 1-1 – Force Development. Foundational Competencies are competencies that are valued by the Air Force and universally applicable to all Airmen. These competencies provide the core of Airmen development, and enable Airmen with tools, pathways, and capabilities to improve their performance in any job, specialty, or situation. Foundational competencies prepare Airmen to operate successfully across the widest array of Air Force tasks and requirements. The Air Force’s Foundational Competencies are key to ensuring the capability of Airmen to operate successfully in a constantly changing operational environment.



## Developing Self

- Accountability
- Resilience
- Communication
- Decision Making
- Initiative
- Results Focused
- Self Control
- Information Seeking



## Developing Others

- Leadership
- Teamwork
- Perseverance
- Service Mindset
- Flexibility
- Precision
- Develops People



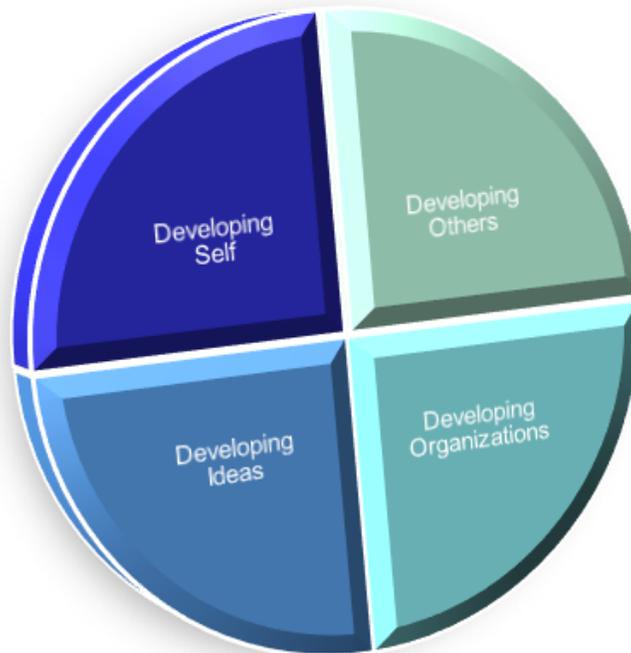
## Developing Organizations

- Strategic Thinking (Planning)
- Change Management
- Resource Management



## Developing Ideas

- Analytical Thinking
- Creative Thinking
- Fostering Innovation
- Influence



# **COURSE DESCRIPTIONS**

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## **NGB PANEL SELECTED COURSES *REQUIRES APPLICATIONS***

## **ENTERPRISE LEADERSHIP SEMINAR (ELS)**

The Enterprise Leadership Seminar provides a collaborative and powerfully engaging opportunity for participants to increase their effectiveness by gaining an understanding of business acumen within the context of current Air Force issues. The program heightens awareness and deepens insights related to the Air Force “business” enterprise. Participants will discuss current Air Force challenges and expand their Air Force senior leader network. Participants will examine topics such as: Strategic planning and execution, strategic innovation, individual and group decision making, negotiation and collaboration, leading change, motivating others for high performance, financial and resource management, and ethics. Through the use of data, sound business approaches, and best practices, the program challenges participants to test their assumptions and discover new possibilities.

### **Program Provider:**

University of North Carolina (UNC)/  
Kenan-Flagler School of Business

### **Program Location:**

Chapel Hill, North Carolina

### **Program Frequency:**

4 sessions per year

### **Program Duration:**

7 days

### **ANG Seats Per Calendar Year:**

Approximately 2 seats per year

### **Course ID:**

ANGC ELS

### **PDS Code:**

1WL

### **Target Population:**

Command CMSgt

### **Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

### **Program Website:**

UNC will contact participants to provide access to the ELS program website.

### **Pre-Course Requirements:**

Upon course selection, pre-course work is required. Attendees must bring a laptop or iPad to class to access coursework.

### **Remarks:**

Official AF biography will be required prior to course start date.

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

## ENTERPRISE PERSPECTIVE SEMINAR (EPS)

The Enterprise Perspective Seminar gives participants executive-level insights into the inner workings of government. In the second decade of the 21st century, American security concerns are broader and more multi-dimensional than at any other time our nation's history. In a world defined by regional disputes and big-power rivalries, Congress and the Administration face daunting political and military challenges – both domestic and international – that will need to be effectively addressed. Participants will examine the local and global implications of congressional decisions; Administration policies and their impact on the Department of Defense (DoD); the Supreme Court and its role in policy; and issues in the economic, national security, and political arenas. Speakers at this program are high-level internationally-recognized experts with extensive professional experience and insight into current issues. Participants will have the opportunity to walk the corridors of the Capitol, view congressional hearings, visit the Supreme Court, and witness the legislative process firsthand.

**Program Provider:**

Alan L. Freed Associates

**Program Location:**

Washington, D.C.

**Program Frequency:**

2 sessions per year

**Program Duration:**

4 days

**ANG Seats Per Calendar Year:**

Approximately 4 seats per year

**Course ID:**

ANGC EPS

**PDS:**

1WG

**Target Population:**

Command CMSgt

**Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

**Program Website:**

<http://publicpolicyseminars.com/enterprise-perspective-seminar/>

**Pre-Course Requirements:**

Participants must complete an online registration form. Pre-reading materials will be emailed to attendees.

**Remarks:**

Seminar topics vary from session to session, based on current events. A list of seminar topics is available on the program website prior to each session.

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

# GETTYSBURG LEADERSHIP EXPERIENCE (GLE)

The Gettysburg Leadership Experience explores different aspects of leadership, followership, and organizational dynamics using a variety of uniquely tailored, core learning modules, including: Anticipatory Leadership; Transactional and transformational leadership; Clarity of communication; Managing disagreement; Predictable surprises; The dual role of leader and follower; Level 5 leadership. The core learning modules are complemented with action-oriented case studies focused on lessons tied to specific conversations and events that occurred in July 1863. The program uses the Gettysburg battlefield as a “leadership laboratory” to reinforce learning objectives so participants can learn to apply timeless lessons to current organizational situations and challenges.

**Program Provider:**

FCC Services

**Program Location:**

Gettysburg, Pennsylvania

**Program Frequency:**

1 to 2 sessions per year

**Program Duration:**

2 days

**ANG Seats Per Calendar Year:**

Approximately 3 seats per year

**Course ID:**

ANGC GLE

**PDS Code:**

2A8

**Target Population:**

Command CMSgt

**Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

**Program Website:**

<http://gettysburgleadershipexperience.com/>

(website is for course information purposes only, and not for registration)

**Pre-Course Requirements:**

Program requires some pre-coursework (reading and online assessments).

Pre-reading materials will be-mailed to attendees.

**Remarks:**

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

# KEYSTONE

KEYSTONE is the enlisted parallel to the CAPSTONE course for new general officers tailored for the specific challenges of the Senior Enlisted Leader (SEL). The course is designed for Command Senior Enlisted Leaders (CSELs) currently serving in or slated to serve in a general or flag officer level joint headquarters or service headquarters that could be assigned as a joint task force. Participants visit the Combatant Commands, Joint Task Forces (JTFs), and both officer and enlisted senior leaders in the Washington, DC area to explore the relationships and challenges of operating in a joint environment. The course covers the very special relationship between the Command Senior Enlisted Leader of a Joint Force Commander and the enlisted personnel from all the services operating under the Commander. The course also includes a three-day Joint Operations Module (JOM) conducted by the Director of the Joint Staff (J7) at the Joint Coalition War Fighting Facility in Suffolk, VA.

**Program Provider:**

National Defense University (NDU)

**Program Location:**

Washington, D.C. and various CONUS locations

**Program Frequency:**

2 sessions per year (March and June)

**Program Duration:**

2 weeks

**ANG Seats Per Calendar Year:**

Approximately 4 seats per year

**Course ID:**

ANGC KEYSTONE

**PDS Code:**

0SO

**Target Population:**

Command CMSgt

**Program Funding:**

Course tuition provided by HQ USAF or NGB; all other expenses are unit funded.

**Program Website:**

<http://keystone.ndu.edu/>

**Pre-Course Requirements:**

Participants must have completed the Senior Enlisted Joint Professional Military Education II (SEJPME-II) Course (previously SNCO-JPME) prior to attending this program. Pre-reading materials are available through the program website. Attendees must submit security clearance information through JPAS prior to course attendance.

**Remarks:**

Members must apply through National Guard Senior Enlisted Bench Announcement through NGB/SLMO; attendees selected through NGB panel process.

## LEADING STRATEGICALLY (LS)

Leading Strategically helps leaders move beyond simply having a strategy to achieving successful execution, the key to results that matter. The program provides leaders with skills to handle complexity, bridge boundaries, and shape organizational culture to be successful. This program develops the skills to think, act, and influence strategically. Participants learn to align leadership and organizational strategies; identify key drivers for leadership and organizational strategies; understand implications of culture on strategic leadership; leverage conflicting organizational priorities; and create direction, alignment, and commitment across organizational boundaries.

**Program Provider:**

Center for Creative Leadership (CCL)

**Program Location:**

Colorado Springs, Colorado

**Program Frequency:**

3 sessions per year (usually spring)

**Program Duration:**

5 days

**ANG Seats Per Calendar Year:**

Approximately 4 seats per year

**Course ID:**

ANGC LS

**PDS Code:**

320

**Target Population:**

Command CMSgt

**Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

**Program Website:**

<https://www.ccl.org/open-enrollment-programs/leading-strategically/>

**Pre-Course Requirements:**

Program requires extensive pre-coursework (online 360-degree assessments and self-evaluations). If pre-coursework is not completed by the deadline, attendees may be deferred to a later session (if available).

**Remarks:**

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

## STRATEGIC MINDSET SEMINAR (SMS)

The Strategic Mindset Seminar helps enhance attendees' ability to understand, model and resolve complex business issues. Attendees learn to develop the "mental elasticity" needed to anticipate the intended and unintended consequences of today's decisions and understand how those decisions will lead to organizational successes or failures in the future. This program will help attendees: Understand the challenges of their organizations from a systems perspective and design solutions that leverage their strengths; Anticipate the intended and unintended consequences of today's decisions; Use Causal Loop Diagrams (the principal tool of Systems Thinking) to properly diagnose and solve the most critical and complex issues within their organizations; View their organizations as interrelated and interdependent systems rather than a collection of separate entities.

**Program Provider:**

Stimson Associates, Inc.

**Program Location:**

Arlington, Virginia

**Program Frequency:**

2 sessions per year (target audience and seasonal schedule varies)

**Program Duration:**

2.5 days

**ANG Seats Per Calendar Year:**

Approximately 4 seats per year

**Course ID:**

ANGC SMS

**PDS Code:**

1WE

**Target Population:**

Command CMSgt

**Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

**Program Website:**

N/A

**Pre-Course Requirements:**

None

**Remarks:**

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

# USAF COMMAND CHIEF MASTER SERGEANT TRAINING COURSE (CCMSTC)

The USAF Command Chief Master Sergeant Training Course (CCMSTC) is a Chief Master Sergeant of the Air Force (CMSAF)-hosted program geared toward making newly-selected Command Chief Master Sergeant (CCM) candidates more effective representatives for Wing Commanders and the Air Force. The course provides an opportunity for candidates to explore and understand Command Chief roles and responsibilities, discuss Air Force and wing-level issues, and to meet with sitting Wing Commanders.

## **Program Provider:**

Air Force Chiefs' Group and presenters from government and private industry

## **Program Location:**

Joint Base Andrews, Maryland

## **Program Frequency:**

1 session per year (usually fall/winter)

## **Program Duration:**

5 days

## **ANG Seats Per Calendar Year:**

Approximately 5 seats per year

## **Course ID:**

AF CCMSTC

## **PDS Code:**

CCM

## **Target Population:**

Wing Command CMSgt

Priority: Current Wing CCMs with less than 18 months in position

## **Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

## **Program Website:**

The USAF Chiefs Group will provide participants access to the program website upon selection.

## **Pre-Course Requirements:**

Participants must complete an online registration form and submit a current biography.

## **Remarks:**

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

All TDY participants are required to stay in on-base lodging. Spouses are encouraged to attend.

# CONTINUOUS PROCESS IMPROVEMENT FOR EXECUTIVES (CPIE)

The Continuous Process Improvement for Executives (CPIE) program augments General Officer (GO), Senior Executive Service (SES), Command Chief Master Sergeant (CCM), and Career Field Manager (CFM) leadership skills with an understanding of how to manage performance and strategically align continuous process improvement (CPI) using multiple process improvement methodologies, strategic deployment, and management strategies. The course includes an immersion in process improvement concepts and a hands-on review of an industry operation that provides first-hand exposure to Lean tools and CPI concepts in practice. Industry senior executives complement course material with real-world experiences in applying Lean to daily, weekly, and monthly management processes.

## **Program Provider:**

University of North Carolina (UNC)/  
Institute for Defense Business (IDB)

## **Program Location:**

Various locations annually

## **Program Frequency:**

6 sessions per year

## **Program Duration:**

1.5 days

## **ANG Seats Per Calendar Year:**

Approximately 17 seats per year

## **Course ID:**

ANGC CPIE

## **PDS Code:**

1WN

## **Target Population:**

CMSgt

## **Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

## **Program Website:**

<https://www.idb.org/cms/wpcontent/uploads/2017/06/2017-Continuous-Process-Improvement-Case-Study.pdf>

## **Pre-Course Requirements:**

Participants must possess an Amazon account linked to a personal email address; some course materials accessed via Amazon Kindle table provided for attendee use.

## **Remarks:**

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

# INTERNATIONAL NCO LEADERSHIP DEVELOPMENT SEMINAR (INLEAD)

The aim of INLEAD is to expose International Air Reserve Symposium (IARS) NCO participants to an array of leadership tools, provide a forum for discussion and exchange of ideas within a multi-cultural environment. To stimulate discussion, students are exposed to the Host Nation's military and societal culture, history, leadership techniques to include learning styles, and the nation's decision-making process. In addition, this course provides a climate conducive to training that will enrich and benefit all NATO partners' interoperability and future mission success on the battlefield. Above all, it is to offer an insight into leadership training while enhancing the military experience of all those attending.

**Program Provider:**

IARS Committee on Leadership  
Development (COLD)

**Program Location:**

Various locations

**Program Frequency:**

1 session per year

**Program Duration:**

1 week

**ANG Seats Per Calendar Year:**

Approximately 8 seats per year

**Course ID:**

ANGC INLEAD

**PDS Code:**

1QW

**Target Population:**

MSgt - SMSgt

Priority 1: Applicants with an active State Partnership with a NATO Partnership for Peace country.

Priority 2: Applicants with an active State Partnership Program.

**Program Funding:**

Unit funded

**Program Website:**

<http://international-airreserve.com/leadership-development/inlead/index.html>

**Pre-Course Requirements:**

None

**Remarks:**

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

# JOINT SPECIAL OPERATIONS UNIVERSITY SENIOR ENLISTED ACADEMY (JSOFSEA)

The JSOFSEA is the keystone joint Special Operator Force (SOF) Professional Military Education Course for SOF operators and SOF enablers that are being developed for Senior Enlisted Leader (SEL) roles within the AFSOC or joint SOF community. This course enhances the critical thinking of SELs as they grow their knowledge base in the strategic and operational realm. Students gain valuable knowledge and experience to successfully lead in the joint, interagency, intergovernmental, and multinational (JIIM) environment. This course develops students for a range of joint and special operations assignments.

## **Program Provider:**

Joint Special Operations University

## **Program Location:**

Distance Learning and  
MacDill AFB, Florida

## **Program Frequency:**

5 sessions per year

## **Program Duration:**

8 months: 6 months distance learning and  
2 months in-residence

## **ANG Seats Per Calendar Year:**

Approximately 5 seats per year

## **Course ID:**

JSOFSEA IN RES

## **PDS Code:**

477

## **Target Population:**

SMSGT SOF Operators and SOF enablers

SOF operators reside in the following career fields: Pararescue (PJ), Combat Control (CCT), Special Operations Weather (SOWT), and Special Mission Aviation.

SOF enablers are those Airmen who provide direct operational support to SOF operators and require specific job training to support SOF specific equipment or the SOF mission. SOF enablers are imbedded in SOF units and provide direct, forward support to SOF operators in the deployed environment.

## **Program Funding:**

School day funded

## **Program Website:**

[https://www.socom.mil/JSOU/Pages/CourseInformation.aspx?courseName=Joint Special Operations Forces Senior Enlisted Academy](https://www.socom.mil/JSOU/Pages/CourseInformation.aspx?courseName=Joint%20Special%20Operations%20Forces%20Senior%20Enlisted%20Academy)

## **Pre-Course Requirements:**

None

## **Remarks:**

Members must be selected by NGB SOF Functional Area Managers to attend.

# NATIONAL AND INTERNATIONAL SECURITY LEADERSHIP SEMINAR (NISLS)

The National and International Security Leadership Seminar (NISLS) is designed to prepare military and civilian officials to address security and intelligence challenges facing the United States (U.S). This seminar covers a range of issues, including the latest regional risk assessments, inter-governmental initiatives, congressional budgeting, and manpower allocations. Each workshop draws upon the knowledge and experience of a diverse group of prominent experts to help attendees learn more about the changing political, economic, and military factors that shape the international security environment. Topics include key issues such as nuclear weapons proliferation, cyber security threats, the operational structure of terrorist groups and rogue states, and the complexities involved in the protection of the U.S. infrastructure. Talks are informal and off-the-record. Ample time is allowed for discussion and question-and-answer sessions with each speaker.

**Program Provider:**

Alan L. Freed Associates

**Program Location:**

Washington, D.C.

**Program Frequency:**

1 session per year

**Program Duration:**

1 week (5 days)

**ANG Seats Per Calendar Year:**

Approximately 1 seat per year

**Course ID:**

ANGC NISLS

**PDS Code:**

22T

**Target Population:**

CMSgt

**Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

**Program Website:**

<http://publicpolicyseminars.com/national-international-security-leadership-seminar/>

**Pre-Course Requirements:**

Participants must complete an online registration form.

**Remarks:**

Seminar topics vary from session to session based on current events. A list of seminar topics is available on the program website prior to each session.

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

## REGIONAL SEMINARS

Increasing threats to national security pose unprecedented challenges to the United States both at home and abroad. Alan L. Freed Associates is offering a series of panel discussions that will address various regional and other issues of national concern designed to prepare senior executives to meet such challenges. The moderated panels are typically composed of nationally recognized experts on the area being addressed. These programs are informal and strictly “off-the-record.” No video, power point or audio-visual aids are utilized in the sessions.

The target audience is senior executives across the DoD and Intel communities. Others who have a special interest in the subject, need-to-know, or are in key positions may apply. Seminar space is strictly limited to assure participants have ample time for open discussion with the panelists.

**Program Provider:**

Alan L. Freed Associates

**Program Location:**

Washington, D.C.

**Program Frequency:**

Multiple sessions per year

**Program Duration:**

3 days

**ANG Seats Per Calendar Year:**

Approximately 21 seats per year

**Course IDs/PDS Codes:**

ANGC RS NK RUSS, PDS Code: 797

ANGC RS LATIN AMERICA, PDS Code: 29C

ANGC RS AFRICA, PDS Code: 1WH

ANGC RS CHINA, PDS Code: 22S

ANGC RS EURO ZN, PDS Code: 357

**Target Population:**

CMSgt

Priority: Applicants with an active State Partnership for Peace Program affiliation that aligns with the Regional Seminar.

**Program Funding:**

Course tuition provided by HQ USAF; all other expenses are unit funded.

**Program Website:**

<http://publicpolicyseminars.com/area-studies-seminar>

**Pre-Course Requirements:**

Participants must complete an online registration form.

**Remarks:**

Seminar topics vary from session to session based on current events. A list of seminar topics is available on the program website prior to each session.

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

# RESERVE COMPONENT NATIONAL SECURITY COURSE (RCNSC)

The RCNSC is a two-week seminar offered to senior officers and non-commissioned officers (E8-E9) of the U.S. Reserve Components, allied officers, and select civilians working in national security. The course is designed to lay a foundation for students moving on to joint command management and staff responsibilities in a multinational, intergovernmental, or joint national security setting. The curriculum consist of lectures, panel discussions, seminars, a Capitol Hill visit and a simulation exercise dealing with national security policy and defense resource management.

**Program Provider:**

National Defense University (NDU)

**Program Location:**

Fort McNair, Washington D.C.

**Program Frequency:**

3 sessions per year

**Program Duration:**

2 weeks

**ANG Seats Per Calendar Year:**

Approximately 40 enlisted seats per year

**Course ID:**

ANGC RCNSC

**PDS Code:**

0GO

**Target Population:**

SMSgt - CMSgt

**Program Funding:**

Unit funded

**Program Website:**

<http://rcnsc.dodlive.mil/about/>

**Pre-Course Requirements:**

NDU distributes reporting instructions to each attendee, which includes pre-course requirements, lodging information, etc.

**Remarks:**

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

NGB/HRT distributes a student roster prior to each class. This fulfills the order requirement. Attendees do not need to take any school order to class.

# SISTER SERVICE

## SENIOR NONCOMMISSIONED OFFICER ACADEMY

Sister Service Senior Noncommissioned Academies allow specific opportunities to learn and train beside our Sister Services in a joint environment. Senior NCOs interested in attending one of these academies must meet the academic prerequisites, physical fitness, and body composition standards of the specific service (refer to service website below for more information).

### **Program Provider:**

- U.S. Navy Senior Enlisted Academy (USNSEA)
- U.S. Coast Guard Chief Petty Officer Academy (CGPOA)
- U.S. Marine Corps Staff NCOA Advance Course (USMCSNCOA)

### **Program Location:**

- USNSEA – Newport, RI
- USCGPOA – Petaluma, CA
- USMCSNCOA – Quantico, VA or Camp Lejeune, NC or Camp Pendleton, CA

### **Program Frequency:**

Multiple classes per year

### **Program Duration:**

Varies by Academy

### **ANG Seats Per Calendar Year:**

Approximately 8 total sister service seats per year

### **Course IDs/PDS Codes:**

USNSEA 100, PDS Code: 5

USNSEA (CG) 100, PDS Code: 7

USMC SNCOA 100, PDS Code 6

### **Target Population:**

USNSEA: MSgt - SMSgt

CGPOA and USMCSNCOA: MSgt

### **Program Funding:**

School day funded

### **Program Websites:**

- USNSEA:  
<https://www.public.navy.mil/netc/sea/default.aspx>
- USCGPOA:  
<https://www.forcecom.uscg.mil/Our-Organization/FORCECOM-UNITS/TraCen-Petaluma/Training/CPOA/>
- USMCSNCOA:  
<https://www.usmcu.edu/ceme/courses/advanced/>

### **Pre-Course Requirements:**

Each service academy has individual pre-requisites; see Program Website links for additional information.

Applicants must meet eligible rank criteria, and not have any fitness exemptions, or on a profile in their fitness assessment at the time of application or attendance.

### **Remarks:**

Members must apply through CY Enlisted Development Opportunity announcement; attendees selected through NGB panel process.

# U.S. ARMY RANGER TRAINING

The Ranger Training opportunity consists of two courses: the Ranger Training Assessment Course (RTAC) and the U.S. Army Ranger Course. These opportunities are open to any AFSC and enlisted grade.

RTAC prepares Airmen for successful completion of U.S. Army Ranger School training by assessing members' physical and mental capabilities and training them on Troop Leading Procedures as well as Combat Orders and Reconnaissance / Combat patrols. Students must successfully complete RTAC in order to continue on to the U.S. Army Ranger Course, which is considered a premier military leadership course.

Ranger Training is very physically demanding; learning to train under these conditions is part of each course. Members are expected to participate in all training events. There are no temporary profiles or duty limitations allowed. Members are either in training 100-percent, medically recycled, or medically dropped.

## **Program Provider:**

ARNG Warrior Training Center

## **Program Location:**

Fort Benning, GA

## **Program Frequency:**

10 courses per year

## **Program Duration:**

RTAC: 16 days

U.S. Army Ranger school: minimum of 62 days

## **Pre-Course Requirements:**

-Successful completion of the U.S. Army Ranger Physical Fitness Test (RPFT):

Minimum 49 Push-Ups (2 minutes to complete)

Minimum 59 Sit-Ups (2 minutes to complete)

5-Mile Run in under 40 minutes

6 Pull-Ups (palm in)

-Must be able to pass the Combat Water Survival Assessment (CWSA)

-Must be able to complete a 12 mile ruck march in 3 hours or less with 35lb dry weight

Further details can be found in the Ranger Assessment Scoresheet **in the CY20 Ranger Training Announcement.**

-Applicants must complete a Ranger Physical, which includes the following completed/signed forms: DD Form 2807-1, DD Form 2802, and DD Form 2216E

## **For additional medical information visit:**

<http://www.benning.army.mil/infantry/ARTB/StudentInformation/Medical.html>

## **ANG Seats Per Calendar Year:**

Approximately 5 seats per year

## **Course IDs/PDS Codes:** TBD

## **Target Population:**

All enlisted grades from any AFSC who meet pre-course requirements

## **Program Funding:**

School day funded through NGB

## **Program Websites:**

RTAC: <http://www.benning.army.mil/tenant/wtc/RTAC.html>

U.S. Army Ranger school: <http://www.benning.army.mil/infantry/ARTB/Student-Information/index.html>

*\* It is imperative that all applicants review both websites thoroughly*

## **Application Package Requirements:**

-Ranger Training Request Form

-Applicant Summary Form

-Completed Sister Service Form

-Squadron commander's endorsement memo detailing return on investment to ANG by attendance with INTURN endorsements through chain of command to Wing Commander

-vMPF Record Review/Update (all pages)

-AFFMS II Fitness Printout (full history)

-Completed Ranger Assessment Scoresheet (signed/certified by member administering assessments)

## **Remarks:**

Members must apply through CY21 US Army Ranger Training Announcement; attendees will be selected through an NGB panel process.

## **Selected members must bring all items on the packing list:**

<http://www.benning.army.mil/infantry/ARTB/Student-information/content/XLS/PackingList.xlsx?17AUG2018>

# **COURSE DESCRIPTIONS**

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## **TRAINING MANAGER & SELF ENROLLED COURSES**

## 4 LENSES

This course will open an understanding of what motivates others and how they “see” the world, enable participants to communicate more effectively, appreciate and tolerate the differences in others, improve relationships, and increase the ability for teams to become more interconnected. By understanding the science behind personality uniqueness and applying proven interdependent principles, professional teams as well as all relationships, will be elevated dramatically. Through the development of critical skills, ANG civilian and military members will enhance their ability to identify signs and symptoms of an individual’s ability to adapt to the stresses and challenges associated with military life – thus impacting readiness and retention.

**Program Provider:**

Human Resource Advisor (HRA)

**Program Location:**

Courses are scheduled at various bases within the United States and surrounding U.S. Territories

**Program Frequency:**

N/A

**Program Duration:**

3 hours

**Course ID:**

ANGC 4LENSES

**PDS Code:**

150

**Target Population:**

All ANG members

**Program Funding:**

Unit funded

**Program Website:**

<https://www.shipleycommunication.com/>

**Pre-Course Requirements:**

None

**Remarks:**

Contact your base HRA for course scheduling

# ADDITIONAL DUTY FIRST SERGEANT SYMPOSIUMS

This course is developed by the First Sergeant Academy with a standardized curriculum for the Air National Guard. It is available for First Sergeant Councils to deliver at their wings with coordination through the First Sergeant Academy.

## **Program Provider:**

Individual Air National Guard wings using standardized curriculum from the First Sergeant Academy

## **Program Location:**

Courses are scheduled at various wings within the United States and surrounding U.S. Territories

## **Program Frequency:**

Varies throughout the year based on wings' availability to host

## **Program Duration:**

3 days

Contact your wing First Sergeant for dates and locations of upcoming symposiums

## **Course ID:**

MANG8FADS

## **PDS Code:**

1B5

## **Target Population:**

ANG members in the grades of E-7 and E-8 who have been appointed or designated as an additional duty First Sergeant

ANG members in the grade of E-6 and above whom are filling leadership positions which require the skills taught in the course

## **Program Funding:**

Unit funded

## **Program Website:**

N/A

## **Pre-Course Requirements:**

None

## **Remarks:**

ANG additional duty first sergeants must attend an ANG Additional Duty First Sergeant symposium as soon as practical after appointment

# AIR FORCE SENIOR NONCOMMISSIONED OFFICER ACADEMY

The Air Force Senior Noncommissioned Officer Academy (AFSNCOA) is the third level of enlisted PME and prepares senior NCOs to lead the enlisted force in the employment of airpower in support of U.S. national security objectives. The course is a resident CCAF-affiliated program that consists of 200 classroom hours, preparing SNCOs for increased leadership responsibilities in the joint, combined, and interagency operating/strategic environment. Specifically, the AFSNCOA educates SNCOs to help them become adaptable, critically thinking, and strategically relevant leaders in their operating environment.

**Program Provider:**

Air University

**Program Location:**

Maxwell-Gunter AFB, Alabama

**Program Frequency:**

Six classes per year

**Program Duration:**

25 academic days

**ANG Seats Per Fiscal Year**

Approximately 180 seats per year

**Course ID:**

AFSNCOA-ALE 100

**PDS Code:**

3

**Target Population:**

MSgt - SMSgt

**Program Funding:**

School day funded

**Program Website:**

<http://www.airuniversity.af.mil/Barnes/AFSNCOA/>

**Pre-Course Requirements:**

None

**Remarks:**

TLN required course; see Force Development Office (FDO) for enrollment and course dates

# ANG CHIEF MASTER SERGEANT ORIENTATION COURSE (CMSOC)

The Chief Master Sergeant Orientation Course (CMSOC) is an Air National Guard (ANG) full spectrum leadership development course designed for members promoted to the rank of Chief Master Sergeant. CMSOC provides attendees with an opportunity to hear presentations from, and participate in discussions with senior ANG and Air Force leaders centering on the theme: “Deliberate Development of Senior Enlisted Leadership”. The Course also provides attendees with tools and exposure to enhance their leadership capacity. CMSOC is open to Chief Master Sergeants working within their states or at their Joint Force Headquarters, as well as active component Chiefs serving at ANG Associate Units or the Air National Guard Readiness Center.

This course is conducted “By the Field, For the Field” and is equivalent to the MAJCOM Orientation Courses. The course synthesizes the experiences of seasoned leaders throughout the Air National Guard, National Guard, and Office of the Secretary of Defense (OSD) to offer leading-edge thinking and strategic vision, with an emphasis on deliberate leadership. The course focus is to instruct in the Air Force Institutional Competencies of development. It give attendees the latest information on a broad spectrum of issues affecting enlisted members.

## **Program Provider:**

ANG Office of the  
Command Chief Master Sergeant

## **Program Location:**

Joint Base Andrews, Maryland

## **Program Frequency:**

Six sessions per year

## **Program Duration:**

1 week

## **ANG Seats Per Fiscal Year:**

330

## **Course ID:**

ANGC CMSOC

## **PDS Code:**

YOP

## **Target Population:**

CMSgt

## **Program Funding:**

Unit funded

## **Program Website:**

<https://cs3.eis.af.mil/sites/OO-ED-AN-65/ANGCCM/SitePages/Home.aspx>

## **Pre-Course Requirements:**

2-year associates degree or higher from a regionally or nationally accredited college or university

## **Remarks:**

TLN required course; see Force Development Office (FDO) for enrollment and course dates

# ANG COMMAND CHIEF MASTER SERGEANT TRAINING COURSE (ANG CCMSTC)

The ANG CCM Training Course is a one-week course held three times a year for newly selected ANG Command Chiefs. Course facilitators lead discussions on topics related to AF and ANG policies and procedures, and the methodology in leading and managing the enlisted corps. Guest presenters provide strategic insight into DoD, AF, and ANG events, and focus on key issues affecting the service.

**Program Provider:**

ANG Office of the  
Command Chief Master Sergeant

**Program Location:**

Joint Base San Antonio, Texas

**Program Frequency:**

Three sessions per year

**Program Duration:**

1 week

**ANG Seats Per Fiscal Year:**

Approximately 45 seats

**Course ID:**

ANGC CCMSTC

**PDS Code:**

15C

**Target Population:**

Command CMSgt

**Program Funding:**

Unit funded

**Program Website:**

The course facilitators will provide participants access to the program website upon selection.

**Pre-Course Requirements:**

Must have completed the ANG CMSgt Orientation Course prior to attending

2-year associates degree or higher from an accredited college or university

**Remarks:**

TLN required course; see Force Development Office (FDO) for enrollment and course dates

## CMSGT LEADERSHIP COURSE (CLC)

The CLC is the capstone and pinnacle level of enlisted professional military education (EPME) providing new CMSgts with foundational strategic-level leadership competencies invaluable to fly, fight, and win in the employment of air, space, and cyberspace. The course consists of five modules: Educational Theories, National Security, Strategic Leadership, Synchronized Engagement, and Integrated Development. The expected learning outcomes for the course are to provide Chief Master Sergeants a broad perspective of the Air Force mission as it relates to national security established by our nation's senior leaders to all levels of Airmen.

### **Program Provider:**

Air University

### **Program Location:**

Maxwell-Gunter AFB, Alabama

### **Program Frequency:**

7 sessions per year

### **Program Duration:**

20 academic day resident course, preceded by a 15-day, self-paced, non-facilitated, distance learning lesson

### **ANG Seats Per Fiscal Year:**

Approximately 90 seats

### **Course ID:**

CMSA-CLC 001

### **PDS Code:**

P

### **Target Population:**

CMSgt

### **Program Funding:**

School day funded

### **Program Website:**

<http://www.airuniversity.af.mil/Barnes/CMSA/>

### **Pre-Course Requirements:**

None

### **Remarks:**

TLN required course; see Force Development Office (FDO) for enrollment and course dates

## CONTEMPORARY BASE ISSUES (CBI)

The CBI course prepares all current and future Air National Guard leaders to work together as a team to identify, analyze, and resolve contemporary base issues. An array of topics are presented and discussed via lectures, student interaction, and seminars.

### **Program Provider:**

The Air National Guard Assistant to  
The Judge Advocate General,  
United States Air Force

### **Program Location:**

Courses are scheduled at various bases  
within the United States and surrounding  
U.S. Territories

### **Program Frequency:**

Multiple classes per year

### **Program Duration:**

2 days

### **Course ID:**

JAG-CBI

### **PDS Code:**

B4I

### **Target Population:**

MSgt

### **Program Funding:**

Unit funded

### **Program Website:**

<https://www.eventbrite.com/e/ang-contemporary-base-issues-course-registration-page-registration-31789334756>

\*If unable to access Eventbrite from government computer,  
consider accessing the site from a home computer or mobile  
device.

### **Pre-Course Requirements:**

None

### **Remarks:**

N/A

# DEFENSE SUPPORT OF CIVIL AUTHORITIES (DSCA) PHASE I

The mission of the DSCA online course is to familiarize DOD and other agency personnel in Defense Support of Civilian Authorities Operations. This course introduces national, state, local, and DOD statutes, directives, plans, command and control relationships, and capabilities with regard to DOD support for domestic emergencies and for designated law enforcement and other activities.

**Program Provider:**

U.S. Army North via Joint Knowledge Online

**Program Location:**

Distance Learning/Online

**Program Frequency:**

Continuous

**Program Duration:**

6 hours

**Course ID:**

T-US010

**PDS Code:**

J3S

**Target Population:**

MSgt - SMSgt

**Program Funding:**

N/A

**Program Website:**

<https://jkodirect.jten.mil/Atlas2/page/desktop/DesktopHome.jsf>

**Pre-Course Requirements:**

None

**Remarks:**

Self enrolled and paced

## DEFENSE SUPPORT OF CIVIL AUTHORITIES (DSCA) PHASE II

The DSCA Phase II resident/mobile training team (MTT) course consists of 3.5 days of interaction focusing on inter-governmental and inter-agency response. You must be approved by the Army North course manager in order to be officially enrolled in the course. Please make sure your contact information is up to date on your JKO profile accessed by the information link below. Registration is limited to Mid-to-senior level personnel with a DSCA responsibility. This includes the following: Military officers (O-4 through O-6), Warrant officers (W-3 through W-5), Senior Non-commissioned officers (E-8 through E-9), or DOD civilians (GS-12 through GS-15 or equivalent) assigned to, or en route to, a position requiring strategic level DSCA knowledge. Civilians from DHS, FEMA, DOJ, and other Federal Emergency Support Function Agencies, and State Emergency Response Agencies, non-governmental and volunteer agencies are invited to attend.

**Program Provider:**

U.S. Army North

**Program Location:**

Various locations

**Program Frequency:**

Continuous

**Program Duration:**

3.5 days

**Course ID:**

TBD

**PDS Code:**

TBD

**Target Population:**

SMSgt - CMSgt

**Program Funding:**

Unit funded (if travel is required)

**Program Website:**

<https://gko.portal.ng.mil/joint/J3/D05/J371/DOMOPS/SitePages/DSCAIIHomepage.aspx>

**Pre-Course Requirements:**

DSCA Phase I

**Remarks:**

Self enrolled through Guard Knowledge Online; registration requires approval from the U.S. Army North course manager. Eight (8) National Guard seats are available per class.

## EMOTIONAL INTELLIGENCE (EI/EQ)

Emotional Intelligence (EI/EQ) is the capability of individuals to recognize their own emotions (personal competence) and those of others (social competence), discern between different feelings and label them appropriately. Infused in daily use, emotional intelligence will provide individuals with the information to guide thinking, tendencies and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goals.

**Program Provider:**

Certified Wing Human Resource Advisor

**Program Location:**

Courses are scheduled at various bases within the United States and surrounding U.S. Territories

**Program Frequency:**

N/A

**Program Duration:**

1 day

**Course IDs/PDS Codes:**

N/A

**Target Population:**

All ranks, to include Federal/State Civilians and Contractors

**Program Funding:**

Unit Funded

**Program Website:**

N/A

**Pre-Course Requirements:**

N/A

**Remarks:**

Contact your base Human Resource Advisor (HRA) for course information and scheduling.

# FEMA PROFESSIONAL DEVELOPMENT

The Emergency Management Institute (EMI) offers self-paced courses designed for people who have emergency management responsibilities and the general public. The mission of the courses is to familiarize DOD and other agency personnel in Federal Emergency Management Agency operations. The Emergency Management Institute offers a myriad of courses for emergency management professionals and responders.

**Program Provider:**

FEMA Emergency Management Institute

**Program Location:**

Distance Learning/Online

**Program Frequency:**

Continuous

**Program Duration:**

Varies by course

**Course ID:**

TBD

**PDS Code:**

TBD

**Target Population:**

All ANG members with emergency management duties and responsibilities

**Program Funding:**

N/A

**Program Website:**

<https://training.fema.gov/is/>

**Pre-Course Requirements:**

Varies by course, some courses require completion of previous courses.

Recommend completion of IS-100.b

*Introduction to Incident Command System ICS-100* and  
*IS-700.a National Incident Management System (NIMS)*  
*An Introduction* prior to enrollment in other courses.

**Remarks:**

Self-enrolled and paced

# LEADERSHIP TEAM AWARENESS SEMINAR (LTAS)

The purpose of the Leadership Team Awareness Seminar (LTAS) is geared toward strategic decision makers in the DoD and Department of Homeland Security. The course is designed to present senior leaders with an orientation on the intrapersonal, interpersonal, and organizational aspects of human relations and Equal Opportunity/Equal Employment Opportunity (EO/EEO). Attendees will gain an understanding of their impacts on unit cohesion and mission effectiveness.

**Program Provider:**

Defense Equal Opportunity Management Institute (DEOMI)

**Program Location:**

Patrick AFB, Florida

**Program Frequency:**

Five sessions per year

**Program Duration:**

5 days

**Course ID:**

EBAZD3F491 0A1A

**PDS Code:**

091

**Target Population:**

MSgt - CMSgt who are in key leadership positions

**Program Funding:**

Unit funded

**Program Website:**

<https://www.deomi.org/edu-training/courses.cfm>

**Pre-Course Requirements:**

None

**Remarks:**

TLN required course; see Force Development Office (FDO) for enrollment and course dates

# SENIOR ENLISTED JOINT PROFESSIONAL MILITARY EDUCATION (SEJPME) I

The SEJPME Course prepares senior enlisted leaders assigned to joint organizations (or those with orders to joint organizations) to successfully support activities and supervise multiple Service members. Upon completion of the course, SELs will be more competent, confident, and more fully prepared to 1) Quickly assimilate and effectively contribute in joint assignments, and 2) Mentor junior enlisted leaders and the other enlisted personnel they supervise. The SEJPME Course is a stand-alone, 100% online, web-based course that uses multi-media instruction. The course contains a pre-test, 11 modules of instruction, section knowledge checks (quizzes), lesson feedback forms, and a final examination.

**Program Provider:**

Defense Health Agency via Joint Knowledge Online

**Program Location:**

Distance Learning/Online

**Program Frequency:**

Continuous

**Program Duration:**

40+ hours

**Course ID:**

SEJPME-US001

**PDS Code:**

N/A

**Target Population:**

SSgt and above

**Program Funding:**

N/A

**Program Website:**

<https://jkodirect.jten.mil/Atlas2/faces/page/login/Login.seam>

**Pre-Course Requirements:**

Hold the grade of E5 or above

**Remarks:**

Self enrolled and paced

# SENIOR ENLISTED JOINT PROFESSIONAL MILITARY EDUCATION (SEJPME) II

The SEJPME II Course builds upon the SEJPME I Course and is a stand-alone, 45 hour, 100% online, multi-media offering. The course contains a pre-test, 25 modules of instruction, lesson knowledge checks, module examinations, and module feedback forms. In order to progress from one module to the next all lessons and knowledge checks must be completed, a minimum examination grade of 80% on the module exam must be achieved, and a completed electronic module evaluation and feedback form is required. To receive a course completion certificate all modules, exams, and feedback forms must be completed. IMPORTANT: This course does not allow a student to 'click through' the material. Please plan for 45 hours of online instruction.

**Program Provider:**

Defense Health Agency via Joint Knowledge Online

**Program Location:**

Distance Learning/Online

**Program Frequency:**

Continuous

**Program Duration:**

45+ hours

**Course ID:**

SEJPME-US002

**PDS Code:**

N/A

**Target Population:**

SMSgt and above

**Program Funding:**

N/A

**Program Website:**

<https://jkodirect.jten.mil/Atlas2/faces/page/login/Login.seam>

**Pre-Course Requirements:**

Hold the grade of E7 or above

**Remarks:**

Self enrolled and paced

