

1 FEBRUARY 2004

Personnel



WING LEVEL FLIGHT COMMANDER TRAINING PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

NOTICE: This publication is available digitally on the HQ AETC Publishing WWW site at: <http://www.aetc.randolph.af.mil/im>. If you lack access, contact your base publishing manager.

OPR: HQ AETC/DPXE (Capt William Schlichtig) Certified by: HQ AETC/DPX (Ms Sherrey Brinson)

Pages: 6

Distribution: F

This instruction implements AFD 36-22, *Military Training*. It implements mandatory training requirements for all newly assigned AETC flight commanders. Each wing will develop and manage a flight commander's course covering the topics and/or issues outlined below. Waiver authority for this instruction is the Air University commander (AU/CC) or Numbered Air Force commander (NAF/CC) unless otherwise noted in this instruction. This instruction may be supplemented to meet specific wing requirements; for example, additional topics, course length, and frequency. Templates for sessions and briefings are available on the HQ AETC/DP website. This publication does not apply to Air Force Reserve Command and Air National Guard units. Maintain and dispose of records created as a result of processes prescribed in this publication in accordance with AFMAN 37-139, *Records Disposition Schedule*. Attachment 1 contains a glossary of references and terms used in this publication.

1. Purpose. The AETC flight commander-training course provides leadership and management training for all wing personnel selected to serve as flight commander or civilian equivalent.

1.1. Attendance is mandatory for all new flight commanders/civilian equivalents within AETC. AETC Comptroller Flight commanders may attend the AETC squadron commanders' course as an alternative to local training based on space availability.

1.2. Individuals selected for flight commander/civilian equivalent positions must receive this training before being assigned flight commander/civilian equivalent duties. (**NOTE:** Group commanders may waive this requirement on a case-by-case basis. If waived, the training must be accomplished the next time the course is offered). As such, attendees should also include those individuals who were not selected, but have demonstrated the potential to hold future flight commander/civilian equivalent positions.

2. Responsibilities:

2.1. The wing commander will designate a flight commander training program manager to oversee course implementation. To facilitate establishing an effective training program, the wing commander or vice will:

2.1.1. Participate as a speaker.

2.1.2. Encourage highly qualified officers, senior enlisted, and functional experts within the wing to participate as seminar speakers/instructors.

2.2. Group commanders (or deputies) will participate as speakers and ensure group-specific training is effective.

2.3. Squadron commanders will identify and schedule candidates for training.

2.4. Flight commander training program manager will:

2.4.1. Schedule the course at least semiannually.

2.4.2. Develop flight commander course training plan.

2.4.3. Coordinate location and speakers for course.

2.4.4. Track attendance, and ensure a memorandum of course completion is provided to group/squadron commanders for documentation in individual training folders, if applicable.

3. Course Development:

3.1. Wings will schedule a course at least semiannually. Course should be at least 1 1/2 to 2 days in length and tailored to satisfy wing mission requirements. Flight commander training will focus on effective flight management, flight leadership, professional development, and resource management. The course should include briefings and workshops designed to enhance supervisory, counseling, and other related skills. It should also cover services available from local base organizations to assist flight commander/civilian equivalent with meeting the needs of their people. Dynamic speakers should be invited to guide seminar lectures and discussions.

3.2. In addition to briefings and presentations, seasoned flight commander/civilian equivalent will lead a discussion on duties and/or responsibilities, and share their experiences. A panel of senior enlisted personnel will also discuss the enlisted perspective on flight commander/civilian equivalent responsibilities. The intent is not to provide briefings of unassociated facts, but to provide presentations based on personal experiences and lessons learned. For part of the training, separate attendees into their specific groups (for example, operations, support, medical, maintenance, training, etc.) to discuss group-specific requirements.

4. Mandatory Topics. To ensure all wings, NAFs, and AU are on the same track for success, the following topics are mandatory for discussion in the flight commanders' training program. Wings may expand upon these minimal guidelines and supplement this publication as needed.

4.1. Leadership Roles and Responsibilities. Outline the overarching principles and responsibilities from a commander's perspective to include:

4.1.1. Roles of the group, squadron commander, operations officer, and flight commander and their relationship to the group, wing, NAF, and HQ AETC.

4.1.2. Chain of command for policy issues.

4.1.3. Air Expeditionary Force (AEF) overview and/or mobility preparedness.

4.1.4. Physical fitness.

4.1.5. Professional conduct and relationships to include officer/enlisted relationships and instructor/student relationships.

4.1.6. Sexual assault deterrence and response.

4.2. Personnel Issues:

4.2.1. Professional development, professional military education, and on-the-job training.

4.2.2. Officer and enlisted performance reports, formal and informal feedback.

4.2.3. Air Force awards and decorations program.

4.2.4. Civilian personnel issues (for example, professional development, hiring, union interaction, termination, evaluations, and recognition program).

4.2.5. Military and civilian equal opportunity.

4.2.6. Local sick call and/or quarters policy, and medical profiles.

4.3. Support Services:

4.3.1. Life skills and/or suicide prevention.

4.3.2. Family support tools.

4.3.3. Budget processes and funding (to include nonappropriated fund, NAF, and budgeting).

4.3.4. Safety and/or operational risk management.

4.3.5. First sergeant roles and responsibilities.

4.3.6. Flight commander's role in punitive, administrative, disciplinary actions, and tools.

4.4. Professional Development Panels:

4.4.1. Leadership perspective.

4.4.2. Senior enlisted and/or first sergeant perspective.

5. Group-Specific Topics. Appropriate group-level breakout sessions to discuss group unique issues are required.

5.1. Operations Group:

5.1.1. Flight safety and/or operational risk management.

5.1.2. Student and/or grade book management.

5.1.3. Syllabus management.

5.1.4. Commander's awareness program and/or special monitoring status (SUPT only).

5.1.5. Commander's quality review process (SUPT only).

5.1.6. Merit Assignment Selection System (SUPT only).

5.1.7. Supervisor of flying (SOF) program.

5.1.8. International/joint student management.

5.1.9. Wing/squadron scheduling process.

5.2. Mission Support Group (MSG):

5.2.1. MSG structure and MSG/commander's expectations.

5.2.2. MSG mission, vision, and goals.

5.2.3. Management tools, for example, metrics and self-assessments.

5.2.4. Resource management.

5.2.5. Mentoring, discipline, and AFI 36-2903, *Dress and Personnel Appearance*.

5.2.6. Recognition programs, for example, MSG/wing.

5.2.7. Logistics Readiness:

5.2.7.1. Agile Combat Support (ACS) CONOPS.

5.2.7.2. AEF principles.

5.2.7.3. Wing deployment process and/or unit deployment manager's role.

5.2.7.4. AEF reporting tool.

5.2.8. Wing Antiterrorism/Force Protection (AT/FP) Program.

5.3. Maintenance Group (MXG):

5.3.1. MXG structure and MXG/CC expectations.

5.3.2. MXG mission, vision, and goals.

5.3.3. Maintenance readiness: operational tasking, plans, exercises, and training.

5.3.4. Management tools: metrics.

5.3.5. Resource management.

5.3.6. Inspector General (IG) visit preparation, and self-assessments.

5.3.7. Mentoring, discipline, and AFI 36-2903, *Dress and Personal Appearance*.

5.3.8. AF, MAJCOM, wing, and MXG recognition programs.

5.4. Medical Group (MDG):

5.4.1. Air Force Medical Service (AFMS)/MDG structure, and MDG/CC expectations.

5.4.2. MDG mission, vision, and goals.

5.4.3. Medical readiness: operational tasking, plans, exercises, and training.

5.4.4. Management tools: metrics, and self-assessments.

5.4.5. Resource management.

5.4.6. Air Force Health Services Inspection/Joint Commission on Accreditation of Healthcare Organizations (AF HSI/JCAHO) preparation.

5.4.7. Mentoring, discipline, and AFI 36-2903, *Dress and Personnel Appearance*.

5.4.8. MDG, wing, and AFMS recognition programs.

5.5. Training Group:

5.5.1. Technical training process for enlisted initial skills and officer accessions (TPR conference, scheduling, and recruiting).

5.5.2. Student professional relationships (instructor-student or military training leaders (MTL)-student relationships).

5.5.3. Student administration (to include SITS, SATS, SOTS, eliminations, and washbacks).

5.5.4. The Phase Program.

5.5.5. Roles and Responsibilities:

5.5.5.1. Military training flight commanders.

5.5.5.2. Military training leaders.

5.5.5.3. Training managers and/or specialists.

5.5.6. Inter-command relationships (AETC to the supported command).

5.5.7. Chain of command in AETC, 2 AF's role, and functions of the training pipeline manager.

5.5.8. Course development and/or surveys, for example, the instructional system design (ISD) and training development processes, occupational survey reports, graduate assessment survey, and field evaluation questionnaires.

5.5.9. Technical Training Management System (TTMS), for example, what, how, why, and limitations.

5.5.10. Resourcing, for example, the budget process and manpower authorizations.

5.5.11. Provide a listing of all applicable AETC training program policies and/or directives (for example, AETCI 36-2201, *Training Evaluation*; AETCI 36-2202, *Faculty Development and Master Instructor Programs*; AETCI 36-2203, *Technical and Basic Military Training Development*; AETCI 36-2209, *Interactive Courseware (CW) Development and Maintenance*; and AETCI 36-2215, *Training Administration*).

6. Cross-Functional Interface. Interface should include tours and briefings to highlight familiarities and/or differences among groups.

WILLIAM M. HUDSON, Colonel, USAF
Director of Personnel

1 Attachment

Glossary of References and Supporting Information

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-22, *Military Training*

AFI 36-2903, *Dress and Personal Appearance*

AFMAN 37-139, *Records Disposition Schedule*

AETCI 36-2201, *Training Evaluation*

AETCI 36-2202, *Faculty Development and Master Instructor Programs*

AETCI 36-2203, *Technical and Basic Military Training Development*

AETCI 36-2209, *Interactive Courseware (CW) Development and Maintenance*

AETCI 36-2215, *Training Administration*

Abbreviations and Acronyms

AEF—Air Expeditionary Force

AFMS—Air Force Medical Service

AU—Air University

IG—Inspector General

MDG—medical group

MSG—mission support group

MTL—military training leaders

MXG—maintenance group

NAF—Numbered Air Force

SOF—supervisor of flying

TTMS—Technical Training Management System