Professional Military Education Course Catalog

2018
The following 5 week courses will be taught at the Inter-European Air Forces Academy (IEAFA) campus on Kapaun AS, Germany. Both, the officer and NCO courses are taught in parallel with each other, integrating specific lessons enhancing the overall learning experience.

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<th>COURSE NAME</th>
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<tr>
<td>Inter-European Squadron Officer School (IESOS)</td>
<td>5 Weeks</td>
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STUDENT LOAD: MIN: 12 MAX: 28 MASL ID# D228011

1. **Course Description:** This course is the program taught at the USAF Squadron Officer’s School (SOS) at Maxwell AFB, which prepares USAF captains for increased leadership responsibilities and is their next step in the Professional Military Education (PME) ladder. The curriculum is developed by the Squadron Officer College under USAF Air University guidelines. After completing this course, officers will have acquired new tools to enhance their leadership skills. Graduates will have practiced new problem-solving, critical thinking, teambuilding and mentoring techniques in order to lead and motivate personnel to accomplish the mission. Course activities challenge each student to apply newly learned principles successfully and to influence group dynamics, cohesion, and effectiveness in a positive manner. IESOS is a course for officers, who had or will complete their own Air Force academic requirements for promotion to the rank of major; or as a required course for promotion, if the academic structure of their country is similar to that of the USAF. This course includes the following blocks of instruction: administration, extracurricular activities, profession of arms, warfare, leadership, communication, and international security studies. This course is unique in that it is delivered in conjunction with Inter-European Non-Commissioned Officer Academy to highlight the benefit of a professional officer and NCO corps relationship working toward mission accomplishment. This combined training develops understanding of the importance of delegating authority and responsibility for operationally effective high-tempo aviation operations and support.

**ADMINISTRATION:** Administration focuses on the dissemination of critical and administrative information required for the students to successfully complete this course. There will be formal feedback sessions with the faculty to evaluate the students’ understanding of the curriculum. As part of the evaluation program, students will also have the unique opportunity to perform peer-evaluations and thus obtain a different perspective in their development as future leaders of their organizations.

**FIELD STUDIES PROGRAM:** This area promotes trans-Atlantic and NATO combined operations through the exchange of ideas and shared professional experiences. In this block students are exposed to USAF and NATO operational units. This interaction highlights both shared and unique democratic principles of government and culture. This learning block includes professional activities where officers can learn through exposure to operational units and gain an improved understanding of the operational perspectives of USAF, NATO and PfP personnel.
PROFESSION OF ARMS STUDIES: At the primary level of PME, officers build upon their understanding of moral and ethical development by applying key concepts of accountability and professionalism to the challenges and opportunities inherent in leadership. Officers will analyze case studies to grasp the unique but vital relationship that binds the US military in obedience to its civilian leadership and in defense of the civilian public. They will also integrate personal and professional values into a warrior ethos consistent with the highest standards of conduct expected of military officers.

WARFARE STUDIES: Emphasis at the primary level is placed on the application of the military as a national instrument of power. Officers should understand their service’s roles, missions, distinctive capabilities, core competencies, and structures both in the context of history and the joint operations that they may be called on to support. Officers should also have a working knowledge of the capabilities of sister services to better support the joint war-fighting team.

LEADERSHIP STUDIES: The primary focus is on the tactical level to provide tools officers need to build and lead small teams and serve as dynamic followers. The focus is on the dynamics of the interaction between individual leadership skills and group interaction in building successful teams. Instruction is based on concepts and philosophies that officers can use to improve leadership skills, adjust leadership styles to the situation, accomplish assigned tasks, and employ followers’ abilities effectively. There are several opportunities throughout the course for officers to apply the leadership skills and techniques they have learned.

COMMUNICATION STUDIES: The Communication Studies block amplifies instruction received at the pre-commissioning and basic level and provides opportunities to apply the principles of effective communication and to receive feedback. Special attention is given to those listening, speaking, writing, and interpersonal communication skills instrumental in team building. Interpersonal communications emphasize maximizing the potential of the individual as part of a team. Officers learn to create and deliver organized, well-reasoned, and well-supported arguments via the spoken and written word.

INTERNATIONAL SECURITY STUDIES: The primary level of PME emphasizes those aspects of national and international security affairs that provide the broad context within which junior officers and their superiors must operate. Special attention is paid to those national and international security topics that most affect an officer’s ability to lead and follow, to communicate, and to understand what it really means to be a military member in today’s globalized environment.

2. Course Requirements:

2.1. Eligibility:

2.1.1. The target audience for the course is officers in the grade of OF-2 or equivalent with at least four years’ time in service.

2.1.2. Graduates of in-residence Squadron Officer School, Maxwell AFB, AL (MASL D171003) are not eligible to attend. Students who complete this IEAFA IESOS course are not eligible to attend SOS at Maxwell AFB, AL.
2.1.3. Student must have basic computer knowledge in order to accomplish writing and briefing assignments as well as electronic readings related to curriculum.

2.1.4. Minimum ECL Score of 80.

2.2. Physical/Medical:

2.2.1. Vision: Normal (20/20 with or without glasses).

2.2.2. Hearing/Speech: Normal hearing and speech.

2.2.3. Physical/Other: Normal dexterity required for field team building and leadership activities. Must meet minimum physical requirements established by individual country’s directives.

2.3. Uniform/Equipment: Students should bring complete uniforms, running shoes and PT gear.

3. Other Information: Students are required to make a current job/current events presentation; therefore, it is highly encouraged to bring support material, preferably in electronic form (i.e. maps, history, tourism, current events).

4. Intermediate Military Objectives: This course supports the USEUROPEAN Command Lines of Effort and Lines of Activity for Professional Development.
1. Course Description: The IENCOA curriculum is developed from Legacy USAF NCOA curriculum, augmented by Squadron Officer School experientials, and concepts from the USAF Intermediate Leadership Experience. The IENCOA, like all Enlisted Professional Military Education (EPME), is based upon the USAF need to systematically develop its enlisted force. The curriculum focuses on four core attributes of a professional NCO: (1) Military Professional; (2) Operational Airman; (3) Unit Manager and (4) Managerial Communicator. The IENCOA emphasizes personal, team, and organizational leadership, equipping its students with theory, doctrine, and practical experiences which empower them to seek and capitalize on leadership opportunities. IENCOA graduates are able to communicate effectively both formally and informally through oral and written methods, conveying their ideas and instructions logically in a manner that informs, motivates, and inspires subordinates and peers alike. Furthermore, IENCOA fosters student interdependence through multiple team building and problem solving experientials. This cooperation and cross cultural experience reflects the coalition framework exemplified in today’s global security environment. Finally, IENCOA students come from a collective pool of NATO and Partnership for Peace nations. This blend of multi-cultural experience enhances the guided discussion delivery method that comprise the majority of in-class curriculum.

ADMINISTRATION: Administration focuses on the dissemination of critical and administrative information required for the students to successfully complete this course. There will be formal feedback sessions with the faculty to evaluate the students’ understanding of the curriculum. As part of the evaluation program, students will also have the unique opportunity to perform peer-evaluations and thus obtain a different perspective in their development as future leaders of their organizations.

FIELD STUDIES PROGRAM: This area promotes trans-Atlantic and NATO combined operations through the exchange of ideas and shared professional experiences. In this block students are exposed to USAF and NATO operational units. This interaction highlights both shared and unique democratic principles of government and culture. This learning block includes professional activities where NCOs can learn through exposure to operational units and gain an improved understanding of the operational perspectives of USAF, NATO and PfP personnel.

MILITARY PROFESSIONAL: The purpose of the Military Professional curriculum is to facilitate the development of a cultural and warrior ethos mindset driven by the role of Air Force NCOs as military professionals in an expeditionary Air Force. Military professionals are models of discipline, integrity, and courage with a strong understanding of and commitment to the profession of arms. They are fit, confident members who display professional characteristics and adhere to their responsibilities as outlined by their respective nation. Military professionals are resilient warriors who have healthy physical, emotional, spiritual, and social states. They understand the high expectations of members of the profession of arms. Military professionals demonstrate support for our distinct subculture and strive to adhere to and internalize their Air Force core values.

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<td>Inter-European Noncommissioned Officer Academy (IENCOA)</td>
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STUDENT LOAD: MIN: 12 MAX: 28 MASL ID# D228012
OPERATIONAL AIRMAN: The purpose of the curriculum is to further the development of a cultural and warrior ethos mindset driven by the role of Air Force NCOs as Operational Airman in an expeditionary Air Force. Operational Airmen apply their understanding of leadership concepts in all situations: in garrison, in country, and in combat. They properly apply direction, discipline, and recognition to develop the Operational Airmanship skills of subordinates. Operational Airmen display professional behaviors, adhere to their Air Force core values, and carry out their responsibilities with vigor and enthusiasm. They develop and display solid written, spoken, and interpersonal communication skills to facilitate mission accomplishment. Operational Airmen can articulate Air Force mission and doctrine. They have an understanding of the global environment, an awareness of cross-cultural competence, and with ever-increasing experience are prepared to deploy to support combatant commanders by sustaining operations in austere conditions.

UNIT MANAGER: The purpose of the Unit Manager curriculum is to provide the skills necessary to fulfill supervisory responsibilities for the NCOs’ current rank and to prepare them for future responsibilities. Students will develop the skills to aid them in leading and managing Air Force units. Unit managers are professionals who understand and are committed to the profession of arms. They apply their understanding of management concepts in all situations: in garrison, in country, and in combat. Unit managers provide ethical guidance while managing human and physical resources. While adhering to the core values and applying an understanding of human behavior, they mold their Airmen into a cohesive team capable of meeting any challenge. Unit managers oversee numerous programs, ensuring their sections or flights can adapt to an ever-changing expeditionary environment. Air Force unit managers require strong communication skills – written, spoken, and interpersonal.

MANAGERIAL COMMUNICATOR: The purpose of the Managerial Communicator curriculum is to provide students with knowledge and experience to be more effective communicators in managerial writing and speaking situations. Students will develop speaking skills required of Air Force supervisors and unit managers. They will also develop writing skills required of Air Force supervisors and managers. Managerial communicators are professionals who understand and are committed to the profession of arms. Managerial communicators lead by example and demonstrate strong writing skills to accomplish the numerous personnel and program requirements they are responsible for. They must act ethically and demonstrate the core values by interpersonally communicating with the Airmen. They should be effective public speakers, tell their Air Force story, properly engage the media, and properly use social media. Air Force managerial communicators understand the critical role communication plays in accomplishing the mission, realize the importance of experience opportunities, and seek continuous improvement.

CAPSTONE STUDIES: There is one Capstone Case Study at the end of the course that reviews all IENCOA lessons and bridges the gap between the comprehension and application levels of learning. In addition there is a Leadership Reflection lesson that affords students the opportunity to reflect on their leadership experience at IENCOA and present what they have learned to their flight. Students should use leadership writings, experiences, and knowledge gathered throughout the course to generate a personal leadership reflection that can be presented. Students bring their Leadership Development Survey results to share progress. Both the Capstone Case Study and Leadership Reflection lesson act as the capstone events and together serve as the culmination of all presented material.
2. **Course Requirements:**

2.1. Eligibility:

2.1.1. NATO and PfP Noncommissioned Officers and Warrant Officers in grades OR-5 through OR-9 with at least seven years in service. This course targets USAF E-5 and E-6 grades.

2.1.2. Graduates of any other USAF NCO Academy (MASL D171007, D171049, D171057, D171097, and D271001) are not eligible to attend.

2.1.3. Familiarization with Microsoft Internet Explorer, Microsoft Word, PowerPoint and Excel programs is highly recommended.

2.1.4. Minimum ECL Score of 80.

2.2. Physical/Medical:

2.2.1. Vision: Normal (20/20 with or without glasses).

2.2.2. Hearing/Speech: Normal hearing and speech.

2.2.3. Physical/Other: Normal dexterity required for field team building and leadership activities. Must meet minimum physical requirements established by individual country’s directives.

3. **Other Information:** Students are required to prepare a country presentation; therefore, it is highly encouraged to bring a notebook/laptop and support material preferably in electronic form (i.e. maps, history, tourism, current events).

4. **Intermediate Military Objectives:** This course supports the USEUROPEAN Command Lines of Effort and Lines of Activity for Professional Development.