

**OFFICER TRAINING
SCHOOL COURSE
SYLLABUS**



**Academic Year 2025-2026
13 November 2025**

This is to certify that the curriculum described in this Officer Training School (OTS) Syllabus fulfills the education and training requirements needed to achieve the pre-commissioning program outcomes identified in DoDI 1322.35, *Military Education: Program Management and Administration*, CJCSI 1800.01G, *Officer Professional Military Education Policy*, CJCSM 1810.01, *Outcomes Based Military Education Procedures for Officer Professional Military Education*, DAFI 36-2614, *Pre-Commissioning Education and Training Program*, and AETCPAM 36-2614, *Pre-Commissioning Terminal Learning Objectives*. This syllabus prescribes the course content, instructions to conduct the training, and the time necessary to successfully complete all requirements. Holm Center Academic Affairs is the Office of Primary Responsibility (OPR) for Chapter 3 (Academics). No changes will occur to the Academic Program without approval of the Holm Center Syllabus Coordination Steering Committee. The Commandant, Officer Training School (OTS/CC), is the OPR for Chapters 1, 2, & 4. The OTS/CC, in coordination with the Holm Center Dean of Academic Affairs, is the final authority for the execution of this syllabus.

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Supersedes OTS Syllabus, March 2025

OPR: OTS/Operations
OCR: Holm Center Academic Affair

TABLE OF CONTENTS

CHAPTER 1: COURSE OVERVIEW	4
1.1. Course Title	4
1.2. Naming Convention.....	4
1.3. Course Number.....	4
1.4. Location	4
1.5. Duration.....	4
1.6. Course Entry Prerequisites	4
1.7. Course Requirements.....	4
1.8. Additional References	6
CHAPTER 2: COURSE ADMINISTRATION	7
2.1. Course Overview	7
2.2. Course Requirements.....	7
2.3. Commander's Review	7
2.4. Course Flow	9
2.5. Order of Merit	9
2.6. Scenario-Based Training.....	9
CHAPTER 3: ACADEMICS	10
3.1. Academic Overview	10
3.2. Academic Graded Measurements	10
3.3. Holm Center Policy	11
3.4. In-Residence Course Lesson Descriptions	13
Table 3.1. Pre-Course Assignments	13
Table 3.2. In-Residence Lesson Sequence.....	13
CHAPTER 4: ASSOCIATED TRAINING.....	33
4.1. Training Overview	33
Table 4.1 Events Overview.....	33
Table 4.2: Administration Overview	33
Table 4.3: Drill, Ceremonies and Inspections Overview	33
Table 4.4: Foundational Expeditionary Skills Training (EST) Overview	34
Table 4.5: Leadership Application Overview	34
Table 4.6: Warrior Ethos Overview	34
Table 4.7: Space Force Events (Space Force OTs ONLY).....	35
4.2. Training Event Descriptions	35
APPENDIX 1: OTS AWARDS.....	45

CHAPTER 1: COURSE OVERVIEW

1.1. Course Title. Officer Training School.

1.2. Naming Convention.

1.2.1. Officer Training School (OTS).

1.2.2. Officer Training School-Abbreviated (OTS-A).

1.3. Course Number.

1.3.1. OTS. MOTS-005, PDS Code MOTS005.

1.3.2. OTS-A. MOTS-002, PDS Code MOTS002.

1.4. Location. Maxwell AFB, AL.

1.5. Duration. OTS is a 60-day course. OTS-A is a 32-day course available to selected and pre-determined AFSCs. OTS-A may execute independently, in parallel to or integrated with OTS.

1.6. Course Entry Prerequisites. IAW Department of the Air Force Policy Directive (DAFPD) 36-20, *Recruiting Programs and Accession of Military Personnel*; and Department of the Air Force (DAF) Manual 36-2032, *Military Recruiting and Accessions*.

1.7. Course Requirements. Guidance documents that direct and provide outcomes for pre-commissioning programs.

1.7.1. Holm Center Academic Program Learning Outcomes (PLOs): Academic curriculum and associated coursework are derived from five PLOs. These areas describe the skills, knowledge, and attributes required of the graduate:

1.7.1.1. Leader of Character: Demonstrate ethical leadership through effective decision making in personal, team and organizational contexts.

1.7.1.2. Warfighter: Explain the linkages between DAF doctrine and key concepts of military theory, strategy and the nature of war.

1.7.1.3. Effective Communicator: Express ideas with a clear and tailored purpose to enhance knowledge, foster understanding and garner cooperation.

1.7.1.4. Strategic-Minded Officer: Describe US values, interests, government structures and processes and global challenges related to national security decision-making.

1.7.1.5. Disciplined Professional: Demonstrate DAF standards and commitment to excellence in personal and professional conduct.

1.7.2. DoDI 1322.35, *Military Education (ME): Program Management and Administration*, Education, training and experience are the three mutually supportive force-development components. ME, which begins in pre-commissioning programs, encompasses those educational opportunities specific to creating and sustaining the intellectual capacity essential to the profession of arms, ensuring DoW personnel are adequately prepared to practice their profession commensurate with their levels of responsibility and mission requirements. ME supports and enhances intellectual leadership and military professionalism in the art and science of warfighting. It equips DoW personnel to create and sustain the human capital development component of force readiness, creating a more lethal, ready, intellectually agile, innovative, effective and efficient force. ME emphasizes cognitive capabilities, leverages acculturation to increase the sense of togetherness among DoW professionals and expands expertise according to the needs of the DoW and DoW personnel.

1.7.3. CJCSI 1800.01G, *Officer Professional Military Education and Policy* (OPMEP) directs pre-commissioning programs to produce “officers with a basic awareness of military services upon graduation.” The programs should include an introduction to service missions, the US Constitution, and the US Government, as well as a basic understanding of national military capabilities and foundations of joint warfare.

1.7.4. CJCSM 1810.01, *Outcomes-Based Military Education (OBME) Procedures for Officer Professional Military Education* focuses on developing and describing desired cognitive and affective outcomes for program graduates, and communicating the outcomes to faculty and trainees. The OBME procedures also establish educational methods and assessment strategies to support achievement of the desired outcomes.

1.7.5. DAFI 36-2614, *Pre-Commissioning Education and Training Program* directs DAF pre-commissioning programs to use an outcome-based learning approach to, “provide DAF officer candidates with an opportunity to acquire, enhance, and demonstrate the attributes, competencies and qualities that satisfy the tactical, operational and strategic prerequisites required to prepare newly commissioned officers to perform effectively and ethically across the entire spectrum of DAF operations to achieve national security objectives.”

1.7.6. AETCPAM 36-2614, *Pre-Commissioning Terminal Learning Objectives* provides an approved list of learning objectives authored by the Commissioning

Training and Education Committee. Terminal Learning Objectives describe what a learner is expected to accomplish upon completion of the instruction. AETCPAM 36-2614 also identifies and defines the knowledge, skills, and attitudes that graduates should demonstrate at the conclusion of their respective pre-commissioning program.

1.8. Additional References.

- 1.8.1. DAFFPD 36-20, *Recruiting Programs and Accession of Military Personnel*
- 1.8.2. DAFFPD 10-8, *Defense Support of Civil Authorities (DSCA)*
- 1.8.3. DAFMAN 36-2032, *Military Recruiting and Accessions*
- 1.8.4. DAFMAN 36-2905, *Department of the Air Force Physical Fitness Program*
- 1.8.5. DAFI 41-106, *Medical Readiness Program*
- 1.8.6. DAFI 36-2903, *Dress and Personal Appearance of Department of the Air Force Personnel*
- 1.8.7. DAFI 31-131V1, *Combat Arms Training and Maintenance (CATM) Program*
- 1.8.8. DAFI 36-2654, *Combat Arms Training and Maintenance Program*
- 1.8.9. AFI 10-405, *Ready Airman Training*
- 1.8.1. AFI 36-2620, *Air Force Combatives Program*
- 1.8.2. AFTTP 3-4, *Airman's Manual*
- 1.8.3. AFH 36-2647, *Competency Modeling*
- 1.8.4. USAFAMAN 36-3526, *Developing Leaders of Character at USAFA*
- 1.8.5. SPFI 36-2903 *Dress and Personal Appearance of Military Personnel*
- 1.8.6. SPFH 1-1, *Guardian Spirit*
- 1.8.7. United States Space Force (USSF) Competency Framework
- 1.8.8. Holm Center Instruction 36-2601, *Academic Program Administration*

CHAPTER 2: COURSE ADMINISTRATION

2.1 Course Overview. The OTS mission is to develop Warrior-Minded Leaders of Character committed to our oath, values and creed. The course is designed to educate, train and develop DAF officer trainees to become Warrior-Minded Leaders of Character prepared to serve and lead Airmen and Guardians. Activities include academic graded measures, scenario-based leadership experiences, military studies, mission command experiences and other events necessary to meet pre-commissioning PLOs as outlined in paragraph 1.7.

2.2 Course Requirements. All officer trainees must successfully accomplish all course requirements as outlined in Chapters 3 and 4 of this syllabus. Course requirements not accomplished may require a syllabus waiver or a Commander's Review (see paragraph 2.3).

2.3 Commander's Review (CR). The integrity of OTS is maintained by ensuring trainees meet the requirements outlined in this syllabus. Squadron commanders will review trainees for inability to meet OTS requirements and recycle or recommend disenrolling a trainee from OTS for any of the reasons IAW DAFMAN 36-2032. This process is administered IAW DAFI 36-2614 and DAFMAN 36-2032 and allows OTS to evaluate the performance and potential of a trainee for disenrollment from the program. A trainee under CR will continue to attend all scheduled syllabus events unless otherwise directed. CR will result in one of three outcomes: recycle, reinstatement or disenrollment.

2.3.1 Recycle. Trainees can recycle at any time in the OTS course based on a lack of performance or failure to successfully complete course requirements. The officer trainee may be placed on an administrative hold status until they are reinstated into a designated class IAW DAFMAN 36-2032.

2.3.2 Reinstatement. Officer trainee will continue with original class.

2.3.3 Disenrollment. Officer trainee will be removed from OTS. There are two types of disenrollments from OTS: administrative and summary.

2.3.3.1 Administrative Disenrollment. Trainees may be disenrolled from OTS due to medical issues, family emergencies or failure to meet the eligibility requirements that could impact continued training. Administrative disenrollment is determined by the circumstances causing the emergency and the impact on the trainee's ability to continue training (e.g., family emergency or legal proceedings), extended absence, unit recall (AFR only) or self-initiated elimination (SIE) (which is the sole decision of a trainee to be removed from the program).

2.3.3.1.1 Trainees who have not completed Module 1 and are disenrolled due to a medical issue or emergency will re-enter OTS on day 1 of Module 1

2.3.3.1.2 Trainees who have completed Module 1, but not Module 3 and are disenrolled due to a medical issue or emergency will re-enter OTS on day 1 of Module 2

2.3.3.1.3 Trainees who have completed Module 3 and are disenrolled due to a medical issue or emergency:

2.3.3.1.3.1 If trainee returns to OTS within six months, trainee will enter OTS on day 1 of Module 4.

2.3.3.1.3.2 If trainee returns to OTS after six months, trainee will enter OTS on day 1 of Module 2.

2.3.3.2 Self-Initiated Elimination (SIE). A trainee request, in writing, to withdraw from OTS because of hardship or any other personal reason.

2.3.3.3 Summary Disenrollment. Summary disenrollment includes expulsion, which is the trainee's physical removal from OTS.

2.3.3.3.1 Trainees may be disenrolled from OTS for multiple reasons:

2.3.3.3.1.1 Lack of Adaptability (LOA). Violations of the OTS published standards, instructions, public law or military law are cause for a summary disenrollment from OTS. LOA may also refer to conduct or behaviors incompatible with service as an Air Force officer such as failing to uphold the Leader of Character attributes, maintain professionalism or uphold the Air Force or Space Force Core Values (e.g., plagiarism, cheating, lying or not applying oneself toward satisfying program completion requirements) (Leader of Character, see paragraph 1.7.1.1). LOA may also include uncorrected marginal performance such as consistent poor attitude, conduct, leadership, followership or behaviors documented by faculty.

2.3.3.3.1.2 Military Training Deficiency. Failure of graded measures even after remediation and subsequent progress checks. (e.g., failed graded requirements, failure to achieve a passing physical fitness score or medical disqualification under circumstances within the trainee's control).

2.3.3.3.2 Trainees entered into CR under summary disenrollment will have the opportunity to prepare a rebuttal to the OTS Commandant as well as consult with the Area Defense Counsel.

2.3.3.3.3 Actions Post Disenrollment: Direct Commissioned officer trainees will report to or return to their duty assignment location. Prior service non-direct commissioned officer trainees will await duty assignment. Non-prior, non-direct commission officer trainees will be discharged. Final disenrollment documents will be processed IAW DAFMAN 36-2012 and AFI 36-2406.

2.3.3.3.4 The OTS Commandant has waiver authority on a case-by-case basis for emergency situations.

2.4 Course Flow. Events marked with “OTS-A” are course requirements for the MOTS-002. Events marked with “OTS” are course requirements for the MOTS-005 (see Chapter 3).

2.5 Order of Merit to Determine Distinguish Graduates. Below are the training events used to determine the distinguished graduates (see Chapters 3 and 4 for further event details).

- Flight Commander Assessments
- Peer Assessments
- Mission Command Experiences
- Physical Fitness Assessment
- Academic Assessment
- Briefing Assessments
- Memo Writing Assignment
- Dorm Inspection
- Uniform Inspection

2.6 Scenario-Based Training. The deliberate flow of the 60-day OTS curriculum and associated training events is driven by a force generation scenario to support the learning objectives. To preserve the integrity of the scenario, injects WILL NOT be shared with anyone outside the training module to include outside of OTS. Violations could result in removal from training for failure to uphold core values and be a Leader of Character (see paragraph 1.7.1.1).

CHAPTER 3: ACADEMICS

3.1. Academic Overview.

3.1.1. Content. This chapter outlines the material to be covered in each academic area of instruction with specific instructional objectives listed. The OPR for this chapter is Holm Center Academic Affairs.

3.1.2. Course. OTS is comprised of a Pre-Course Assignment (PCA) and In-Residence Courses. Upon selection to OTS, trainees will receive required information to complete the PCA. The PCA readings and associated note-taker will be completed prior to arrival to OTS as the In-Residence portion builds on the PCA material.

3.2. Academic Graded Measurements.

3.2.1. PCA Assessment. The PCA consists of a notetaker designed for trainees to fill out as they read Air Force Handbook 1 – *Airmen*, Space Force Handbook 1-1 – *Guardian Spirit* and *A Profession of Arms: Our Core Values*. It must be completed prior to arrival at OTS. Additionally, trainees will need to complete the Combating Trafficking in Persons web-based training as outlined in Table 3.1. Material from the PCA will be assessed during the In-Residence portion of the course.

3.2.2. Academic Assessment. Trainees will take an Academic Assessment (AA) covering academic material from modules 2 and 3. The AA will occur during module 3. It consists of a 50-question multiple-choice exam based on flight room guided discussions, auditorium lectures and required readings. The questions are drawn from the cognitive measurable Samples of Behavior (SOBs) specified in each lesson. Trainees are required to successfully complete the AA with a score of 70% or higher.

3.2.3. Paper. Trainees will prepare and submit one military style paper written IAW AFH 33-337, *The Tongue & Quill*, and as applicable, IAW *Air University Style and Author Guide*. Paper format (e.g., memorandum, bullet background paper, talking paper, etc.), style (e.g., advocacy, informative, decision, course of action analysis, etc.) and topic will be assigned by OTS instructors. Each officer trainee will research and write their paper independently. The paper is intended to assess a trainee's ability to think, research and analyze independently. Emphasis is on the attention to detail and ability to communicate clearly and concisely as required of a DAF officer.

3.2.4. Briefs. Trainees will prepare and deliver military style briefs in accordance with the course flow. Briefs will be prepared IAW AFH 33-337, *The Tongue & Quill*, and as applicable, IAW *Air University Style and Author Guide*. Each trainee will create and deliver their brief independently. Emphasis is on the attention to detail and ability

to communicate professionally and concisely within the allotted time as required of a DAF officer.

3.3.Holm Center Policy. Trainees must adhere to guidance found in HCI 36-2601, as applicable, for all academic lessons, activities, and assessments.

3.3.1. Academic Freedom. Academic freedom is a key tenet within the Holm Center and is essential to advancing teaching and learning. Trainees and instructors must be free to pursue knowledge, speak, write and explore complex, and often controversial concepts and subjects. The Holm Center therefore respects academic freedom. However, as a military organization with an academic mission, academic freedom must be practiced within the context of professional character. The Holm Center recognizes and encourages the free and open discussion and/or debate of appropriate topics within the classroom. However, instructors and trainees are limited in the way they may publicly criticize senior officials. Consequently, such criticism and debate must be delivered respectfully in accordance with UCMJ, U.S.C. and DAFI publications.

3.3.1.1. Academic freedom carries with it individual responsibility. Academic freedom must be tempered by good judgment so that individuals refrain from making unreasonably offensive or irresponsible statements either verbally or in writing. Examples of statements that are not protected by the policy on academic freedom include the denigration of any person's age, race, color, ethnic group, religious beliefs, sexual orientation or sex. This is not meant to restrict discussions of controversial subjects; however, good judgment and discretion must be a guiding standard.

3.3.2. Non-attribution. Non-attribution is the principle that protects open expression and discourse within the academic environment. Non-attribution establishes trust relationships by assuring that thoughts and opinions are treated as privileged information not to be shared in other forums nor attributed to a specific individual without prior permission. Holm Center instructors and trainees are prohibited from attributing any statement, comment or remark to participants by name in public media or forums or knowingly transmitting such to persons who will enter statements into the public arena, unless specifically authorized to do so.

3.3.3. Academic Integrity. Academic integrity is the belief in honesty and an intolerance of acts of falsification, misrepresentation or deception. It is the uncompromising adherence to a code of ethics, morality, conduct, scholarship, academic standards and other values related to academic activity. Conduct that violates this paragraph or subparagraphs by military personnel is a violation of Article 92, UCMJ. Violations by civilian personnel may result in disciplinary or adverse action and/or civilian criminal or civil sanction. Violations of academic integrity are inconsistent with DAF Core Values and will not be tolerated.

3.3.3.1. Academic Integrity Violation. The act of intentionally providing and/or receiving improper assistance on academic assignments and examinations. Instructors and trainees shall not engage in, attempt to engage in or assist others to engage in any act constituting an academic integrity violation, as defined in this chapter.

3.3.4. Types of Academic Integrity Violations. Academic integrity violations include, but are not limited to:

3.3.4.1. Plagiarism. The act of intentionally appropriating the written work of another, parts or passages of their writings or the ideas or language of another, and intending to pass them off as the products of one's own mind. This includes the use of Artificial Intelligence products to complete work and submitting that as an original work. Another example of plagiarism is copying material verbatim without quotation marks or citations and with the intent to claim the structure, style and content with only minor word changes (i.e., paraphrasing), without giving credit to the source. Although academic guidelines should make plagiarism rules as clear as possible, students also must take responsibility for their work. Trainees who have any questions about citation or crediting a source have an obligation to ask for clarification from their instructor.

3.3.4.2. Gaining unauthorized access to instructor materials that have not been released for student use.

3.3.4.3. Copying answers from another's work.

3.3.4.4. Providing or using unauthorized texts, notes, materials or other references for examinations or other assigned work.

3.3.4.5. Unauthorized use of electronic devices.

3.3.4.6. Permitting another student to copy one's writing assignments, speeches, or briefing materials or answers from an examination paper.

3.3.4.7. Submitting as individual work product any materials that were prepared by another person.

3.3.4.8. Collaborating or consulting with other persons on an individual work assignment in a manner not specifically authorized by the assignment instructions.

3.4. In-Residence Course Lesson Descriptions

Table 3.1. Pre-Course Assignment

Lesson	Method	Hours
Notetaker for the following reading: <i>Air Force Handbook 1 – Airmen</i> <i>Space Force Handbook 1-1 Guardian Spirit</i>	Posted Reading	37
Combating Trafficking in Persons	Web-Based Training	1
Pre-Course Assignment Total Hours		38

Table 3.2. In-Residence Academic Requirements Sequence

^(AA) denotes testable lessons developed by Academic Affairs for the Academic Assessment

* denotes required lessons taught by outside agencies

** denotes required lessons developed and taught by OTS instructors

Module 1				
TITLE	OTS	OTS-A	Method	Hours
PCA Assessment	X	X	Auditorium	1
Military Customs and Courtesies**	X	X	Auditorium	1
Dress and Appearance**	X	X	Auditorium	2
Department of War	X	X	Auditorium	1
Stress Management	X	X	Auditorium	1
Academic Orientation*	X	X	Auditorium	1
Religious Accommodation*	X	X	Auditorium	0.5
Suicide Awareness and Prevention*	X	X	Auditorium	1
Sexual Assault Prevention and Response (Must occur	X	X	Auditorium	1.5

within the first 14 days)*				
Financial Readiness	X	X	Auditorium	1
Equal Opportunity Program*	X	X	Auditorium	0.5
OPSEC	X	X	Auditorium	1
Professional-Unprofessional Relationships ^(AA)	X	X	Flight Room	1
USAF and USSF Core Values (“The Promise” Ethical Case Study) ^(AA)	X	X	Flight Room	1.5
DAF Leader Development	X	X	Auditorium	1
The Commission and Oath of Office	X	X	Auditorium	1
US Constitution ^(AA)	X	X	Auditorium	1
DAF Resiliency	X	X	Flight Room	1
Heritage Series I	X	X	Auditorium	0.5
Total	19.5	19.5		19.5

MODULE 2				
TITLE	OTS	OTS-A	Method	Hours
Military Style Paper Requirements	X	X	Auditorium	0.5
Self-Awareness	X	X	Flight Room	2
Full Range Leadership ^(AA) Assign homework at least two days prior to lesson.	X	X	Flight Room	2
Followership ^(AA)	X	X	Flight Room	2

Teambuilding ^(AA)	X	X	Flight Room	1
Problem Solving ^(AA)	X	X	Flight Room	1
Critical Thinking ^(AA)	X	X	Flight Room	2
Creative Thinking	X	X	Flight Room	2
Establishing Expectations ^(AA)	X	X	Flight Room	1
Conflict Management ^(AA)	X	X	Flight Room	2
Change Management ^(AA)	X	X	Flight Room	1
DAF Counseling	X	X	Flight Room	2
Inspiring Action ^(AA)	X	X	Flight Room	1
Organizational Climate ^(AA)	X	X	Flight Room	2
DAF Evaluation Systems	X	X	Auditorium	2
Performance Statements	X	X	Auditorium	2
Combatives Instruction**	X	X	Auditorium	1
Academic Prep Time (APT)	X	X	Flight Room	6
Military Style Paper	X	X	-	-
Peer Feedback (Instruction)	X	X	Flight Room	1
Peer Feedback I	X	X	Flight Room	3
Total	36.5	36.5		36.5

MODULE 3				
TITLE	OTS	OTS-A	Method	Hours
Military Style Briefing Requirements	X	X	Auditorium	0.5
Civilian Control of the Military	X	X	Flight Room	1
National Security ^(AA)	X	X	Flight Room	1

What is War ^(AA)	X	X	Flight Room	1
What the DAF Brings to the Fight ^(AA)	X	X	Flight Room	2
Joint Operations	X	X	Flight Room	2
Military Planning Fundamentals ^(AA)	X	X	Flight Room	2
How the DAF Deploys ^(AA)	X	X	Flight Room	1
Agile Combat Employment (ACE)	X	X	Flight Room	1
Military Justice ^(AA)	X	X	Auditorium	1
Academic Assessment	X	X	Auditorium	2.5
Academic Assessment Review	X	X	Flight Room	1
Lethality	X	X	Auditorium	1
Global Hot Spots Requirements	X		Flight Room	0.5
Heritage Series II	X	X	Auditorium	0.5
Military Style Briefings	X	X	Flight Room	6
APT	X	X	Flight Room	3
Peer Feedback II	X	X	Flight Room	3
Midterm Instructor Feedback (Final for OTS-A)	4	1	Flight Room	4
Total	34	30.5		34

MODULE 4				
TITLE	OTS	OTS-A	Method	Hours
Capabilities and Force Packaging	X		Flight Room	2
Space Operations	X		Flight Room	1
Nuclear Operations	X		Flight Room	1
Concepts in International Relations	X		Auditorium	1
Terrorism	X		Auditorium	1
Strategic Competition: China	X		Flight Room	2
Global Threat: Russia	X		Flight Room	1
Law of War	X		Read-Only	0.5

Global Hot Spots Briefings	X		Flight Room	6
Heritage Series III	X		Auditorium	0.5
Peer Feedback III	X		Flight Room	2
Total	18			18

MODULE 5				
TITLE	OTS	OTS-A	Method	Hours
Wingman and Guardian Intervention	X		Flight Room	2
Social Media & Disinformation	X		Auditorium	1
Career Progression (REGAF)(AFR)(ANG) (Component Breakouts)	X		Breakout Sessions	1
Your First Officer Assignment	X		Flight Room	2
Final Peer Feedback	X		Flight Room	2
Final Instructor Feedback	X		Flight Room	4
Total	12			12
In-Residence Total	119	85.5		119

Module 1

Lesson Title: Military Customs and Courtesies.

Lesson Objective: Remember the fundamental customs and courtesies practiced in the Air Force and Space Force.

PLO: Disciplined Professional.

Description: This lesson is taught by OTS MTIs and defines customs and courtesies, reviews rank insignias (with emphasis on recognizing officers), describes reporting procedures and teaches when and how to properly render courtesies. Instructors must inform trainees of the expectations for presenting the material and rely on experience and knowledge to ensure all relevant areas are adequately covered. Material may be presented as an informal lecture format, hands-on activity or combination of both.

Lesson Title: Dress and Appearance.

Lesson Objective: Remember Department of the Air Force dress and appearance standards.

PLO: Disciplined Professional.

Description: This lesson is taught by OTS MTIs and is designed to give trainees the basic knowledge required to maintain proper dress and personal appearance standards in accordance with DAFI 36-2903, *Dress and Appearance of United States Air Force and United States Space Force Personnel*. Material may be presented as an informal lecture, hands-on activity or combination of both.

Lesson Title: The Department of War (DoW).

Lesson Objective: Remember the organizational structure and responsibilities of the DoW.

PLO: Warfighter, Strategic Minded Officer.

Description: This lesson identifies the roles of the President, Secretary of Defense and describes the functions of the Joint Chiefs of Staff. The lesson then defines Unified and Specified Commands and explains the primary mission of each command.

Lesson Title: Stress Management.

Lesson Objective: Remember the principles of stress management.

PLO: Warfighter, Disciplined Professional.

Description: This lesson presents an introduction to stress management and resiliency that applies to students' day-to-day lives as well as duty time in the Department of the Air Force. The lesson starts by defining stress. After reviewing several areas of stress management, the focus shifts to resiliency. It is important to convey to the students how stress management enables individuals to cope with stressors; developing resiliency provides us "the ability to withstand, recover and/or grow in the face of stressors and changing demands."

Lesson Title: Academic Orientation.

Lesson Objective: Understand educational program outcomes related to OTS.

Description: Holm Center Academic Affairs provides an overview of the academic program, academic environment and the assessment process. Trainees receive an overview of the academic learning outcomes, requirements and expected levels of learning. Additional topics include academic freedom, non-attribution, and plagiarism.

Lesson Title: Religious Accommodation.

Lesson Objective: Understand the Department of the Air Force policy on religious accommodation.

PLO: Disciplined Professional.

Description: The lesson begins with a discussion on the guidelines concerning religious accommodation in the Air Force and Space Force. It further covers appropriate referral agencies and ends with scenarios covering the topic.

Lesson Title: Suicide Awareness and Prevention.

Lesson Objective: Understand the importance of preventing suicide.

PLO: Disciplined Professional.

Description: This lesson exposes trainees to the personal tragedy of suicide. The lesson

addresses some of the signs to look for and how intervention can be attempted. The lesson addresses some of the individual barriers seen as obstacles to seeking help with mental issues. Trainees are engaged via questions and are encouraged to discuss openly their experiences with the topic.

Lesson Title: Sexual Assault Prevention and Response.

Lesson Objective: Remember the Department of the Air Force policy on sexual assault.

PLO: Disciplined Professional.

Description: This lesson covers the multiple aspects of Sexual Assault Prevention and Response (SAPR) Program. The lesson carefully addresses the severity of sexual assault and its profound impact on individuals but also expands on how such actions damage unit cohesiveness and jeopardizes the Department of the Air Force mission. Additionally, the lesson provides the trainee with definitions, reporting options and available resources for sexual assault victims.

Lesson Title: Financial Readiness.

Lesson Objective: Value the importance of financial readiness.

PLO: Disciplined Professional.

Description: This lesson presents trainees with videos that focus on different aspects of financial readiness. After each video, the instructor will lead a group discussion on what the trainees viewed and what has been provided in the trainee handout. Trainees are forced to think about how they manage finances and how they are going to lead those who need financial assistance.

Lesson Title: Equal Opportunity Program.

Lesson Objective: Provide trainees with information about Department of the Air Force Military Equal Opportunity (MEO) Program.

PLO: Disciplined Professional.

Description: This lesson is designed to give trainees knowledge about MEO in accordance with Department of Defense Instruction 1350.02, DoD Military Equal Opportunity Program and DAFI 36- 2710, Equal Opportunity Program. Material is presented as an informal lecture.

Lesson Title: Operations Security (OPSEC) Training.

Lesson Objective: Comprehend Airmen and Guardians' role in protecting OPSEC critical information and indicators from disclosure.

PLO: Leader of Character.

Description: This lesson focuses on the importance of OPSEC. The lesson begins by defining key terms associated with OPSEC. Next the lesson examines the five-step OPSEC Process, as defined in AFI 10-701, *Operations Security (OPSEC)*. The remainder of the lesson is dedicated to stressing the importance of protecting critical information.

Lesson Title: Professional and Unprofessional Relationships.

Lesson Objective: Understand professional and unprofessional relationships and their

impact on the mission.

PLO: Disciplined Professional.

Description: This lesson explains the Department of the Air Force policy on professional and unprofessional relationships (UPRs), the responsibility of officers to avoid UPRs and the punishments associated with UPRs. The lecture will define and describe the various types of unprofessional relationships to include fraternization, concluding with the various levels of responsibility.

Lesson Title: USAF and USSF Core Values.

Lesson Objective: Understand USAF and USSF Core Values and their importance to Airmen and Guardians.

PLO: Leader of Character, Disciplined Professional.

Description: This lesson further develops trainees' understanding of USAF Core Values and USSF Core Values and their association to virtues and traits. This lesson explores what it means to be an Airman or Guardian and establishes a foundation for service in the Profession of Arms.

Lesson Title: Department of the Air Force Leader Development.

Lesson Objective: Understand the leadership development framework of OTS.

PLO: Leader of Character.

Description: This lesson is designed to provide trainees an overall understanding of what the pre-commissioning program aims to accomplish by developing leaders (future officers) for the Department of the Air Force. The objective is to present the big-picture view of what character qualities and leadership skills the Department of the Air Force is seeking to instill in trainees to ensure they can relate specific aspects of training to the overall goal of developing leaders of character who are equipped to be effective leaders and officers upon commissioning.

Lesson Title: The Commission and the Oath of Office.

Lesson Objective: Understand the purpose of a military officer's Oath of Office and commission.

PLO: Disciplined Professional.

Description: This lesson is designed to educate and motivate trainees about the oath of office and their commission as an officer. The reading reviews each line of this oath and explains its relationship to an officer's commission. It also reviews the virtues inherent in every commission. During the discussion portion, trainees express these concepts in their own words and further internalize them prior to commissioning as military officers.

Lesson Title: US Constitution.

Lesson Objective: Remember the key ideas and distinct features of the US Constitution and how it relates to military service.

PLO: Strategic Minded Officer, Disciplined Professional.

Description: Officers support and defend the Constitution when they swear or affirm their oath during commissioning and as we increase in rank. It is an officer's

responsibility to know and understand the Constitution in order to defend it. The beginning of this lesson addresses the purpose and some of the philosophy behind the Constitution, while the second part breaks down some of the different elements of the Constitution for further understanding.

Lesson Title: Leadership Series: Department of the Air Force Resiliency.

Lesson Objective: Understand how Department of the Air Force resiliency programs contribute to healthy and mission- ready Airmen and Guardians.

PLO: Warfighter, Disciplined Professional.

Description: This lesson is part of a leadership series of lessons. It focuses on introducing Department of the Air Force resiliency programs as they apply to trainees' day-to-day lives and the lives of Airmen and Guardians around them. The lesson begins with an overview of Department of the Air Force resiliency programs, including the *domains* and *dimensions* of the programs. Trainees will complete a research activity to review each domain or dimension in depth. Finally, the lesson will introduce the Invisible Wounds Initiative and discuss the benefits of resiliency.

Lesson Title: Department of the Air Force Heritage Series.

Lesson Objective: Value the commonalities of character development found in the Airman's Creed, the Air Force Core Values, the Space Force Core Values, the Code of Conduct and the Oath of Office.

PLO: Warfighter, Strategic Minded Officer, Disciplined Professional.

Description: These lessons (taught multiple times throughout the course) are an informal lecture highlighting the actions of uniformed personnel who embody what it is to be a member of the United States military. These lessons are heroic examples of what could be required of anyone serving in the US military. The lesson utilizes the words of the Airman's Creed, the Core Values, the Code of Conduct and the Oath of Office as a means for answering the question of "why" and to realize the character required to serve in the US armed forces

Module 2

Lesson Title: Military Style Paper Requirements.

Lesson Objective: Remember Department of the Air Force strategies and editing guidelines for writing official Air Force and Space Force papers.

PLO: Effective Communicator.

Description: This lesson informs trainees of writing requirements. Each deliverable is aligned with AFH 33-337, *The Tongue and Quill*. OTS determines styles, requirements, grading, and topics for the Paper. The purpose is for trainees to experience the communication formats they will likely be required to write to senior leadership upon commissioning (e.g., advocacy, decision or informative).

Lesson Title: Self-Awareness.

Lesson Objective: Value the role of self-awareness in personal and professional

development.

PLO: Disciplined Professional.

Description: This lesson will educate trainees on how being self-aware contributes to good leadership and decision making. Trainees will discuss how to reflect and know oneself, how to be self-minded in the present and how to self-evaluate and learn from past experiences.

Lesson Title: Full-Range Leadership (FRL).

Lesson Objective: Understand principles of FRL.

PLO: Leader of Character, Effective Communicator.

Description: This lesson introduces the concept of FRL through the Full Range Leadership Model (FRLM). Officer trainees should share their personal experiences in order to facilitate discussion and deepen understanding of FRL in various situations.

Lesson Title: Followership.

Lesson Objective: Understand the impact of followership on mission accomplishment.

PLO: Effective Communicator, Disciplined Professional.

Description: This lesson examines the nature of effective followership. It begins by discussing various types of followers and challenges trainees to think about full-range leadership styles that could be leveraged with each type of follower. The lesson emphasizes the tie between effective followership and embodiment of the Core Values and between effective followership and effective leadership.

Lesson Title: Team Building.

Lesson Objective: Understand developmental characteristics of and leader actions within teams.

PLO: Leader of Character, Effective Communicator, Disciplined Professional.

Description: This lesson is intended to challenge trainees to think critically about their role in developing and leading effective teams as well as how to be an effective follower within a team.

Lesson Title: Problem Solving.

Lesson Objective: Understand the types of systematic problem-solving processes.

PLO: Disciplined Professional.

Description: This lesson is designed to address two models for problem solving. The first half of this lesson outlines the steps for each model while discussing their respective purposes and applications. The second half of the lesson is an exercise where trainees are divided into groups to utilize the two styles to propose a solution to the flight commander.

Lesson Title: Critical Thinking.

Lesson Objective: Understand the importance of critical thinking and its impact on leadership and decision-making.

PLO: Disciplined Professional.

Description: This two-part lesson introduces students to the core principles of critical

thinking, empowering them with the ability to effectively analyze information and make informed decisions. Students will learn to differentiate between statements and arguments, facts and opinions and critically assess the quality of information they encounter. The first part of the lesson emphasizes the impact of confirmation bias in media and its relationship to cognitive domain operations, reinforced by assigned readings. The second part of the lesson connects critical thinking to Department of the Air Force leadership and communication skills. Students will delve into the elements of reasoning, identify common thinking errors and understand the crucial role of values and moral judgments in effective decision-making.

Lesson Title: Creative Thinking.

Lesson Objective: Understand a leader's role in fostering creative thinking.

PLO: Leader of Character, Disciplined Professional.

Description: This lesson will enable trainees to better understand creative thinking and distinguish it from other related concepts such as critical thinking and global innovation. It is important for trainees to complete the readings prior to class, as they help to situate the lesson's creative thinking concepts in current and relevant Department of the Air Force problem sets.

Lesson Title: Establishing Expectations.

Lesson Objective: Understand the importance and connection between establishing expectations and mission accomplishment.

PLO: Leader of Character.

Description: This lesson is designed as an informal lecture/activity to inform the students of the necessity of establishing and maintaining expectations. The lesson starts with a discussion of what an expectation is and an explanation of the criticality of establishing expectations. The lesson then offers several guidelines leaders can use to articulate their expectations. Next, it introduces students to the Airman Comprehensive Assessment (ACA) as a tool and guideline for articulating expectations.

Lesson Title: Conflict Management.

Lesson Objective: Understand problem-solving approaches to resolve conflict scenarios.

PLO: Effective Communicator.

Description: This lesson looks at the nature of conflict within groups, situational factors and general methods of managing conflict. Additionally, trainees will learn about the Air Force Negotiation Center's Problem-Solving Approaches Model to conflict management. Trainees will apply knowledge to a scenario.

Lesson Title: Change Management.

Lesson Objective: Remember the change management process and the leader's role in change.

PLO: Leader of Character.

Description: This lesson considers the complex and challenging aspects of change

management, an area frequently faced by leaders in military organizations. It incorporates important factors considered for successful implementation of change, in both the Air Force and Space Force change management model. Presented in a guided discussion format, the lesson reinforces the Unfreezing, Changing, Refreezing Model from the trainee material. The lesson deepens the trainees' recollection of Lewin's Force Field Analysis technique, and the driving and restraining forces found in the change environment, as well as discusses methods to reduce and manage resistance to change.

Lesson Title: Department of the Air Force Counseling.

Lesson Objective: Understand the principles and concepts of corrective supervision and counseling.

PLO: Leader of Character, Effective Communicator.

Description: This lesson introduces using directive and nondirective approaches, two techniques of counseling and the progressive discipline process. The first hour of the lesson will begin with a guided discussion focused on counseling approaches, techniques and progressive discipline. The lesson finishes up with counseling situations, where the trainees can apply corrective supervision and counseling in a training simulation.

Lesson Title: Inspiring Action.

Lesson Objective: Understand how to inspire action by utilizing and communicating a well-defined vision statement and priorities.

PLO: Leader of Character, Effective Communicator.

Description: This lesson examines the effective construction and communication of a vision statement and priorities as the starting point for inspiring action. The lesson discusses the differences between a mission statement and a vision statement, how to identify priorities for an organization, and how to inspire action by successfully communicating the vision and priorities.

Lesson Title: Organizational Climate.

Lesson Objective: Understand the importance of establishing a positive organizational climate.

PLO: Leader of Character, Effective Communicator, Disciplined Professional.

Description: This lesson is designed to give trainees an understanding of what organizational climate is, its importance, how to determine an existing organization's current climate and how to positively influence it.

Lesson Title: Department of the Air Force Evaluation Systems.

Lesson Objective: Remember key elements of the Department of the Air Force evaluation system.

PLO: Leader of Character.

Description: This lesson introduces trainees to Officer and Enlisted Performance Briefs and the Airman Comprehensive Assessment (ACA). The lesson further explains the unique relationship between performance briefs and promotion/career progression.

Lesson Title: Performance Statements.

Lesson Objective: Understand principles of effective performance statements in Air Force and Space Force evaluations.

PLO: Effective Communicator.

Description: This lesson gives trainees an introduction to military style writing, specifically writing effective performance statements. This lesson sets the foundation for writing exercises and lessons related to enlisted and officer evaluation systems. The instructor describes how to write a good performance statement, basic formatting rules and the elements of an accomplishment- impact performance statement.

Lesson Title: Combatives Instruction

Lesson Objective: Understand defense and ground fighting techniques and their application to Airmen and Guardians.

PLO: Warfighter, Disciplined Professional.

Description: This lesson introduces trainees to the Air Force Combatives Program (AFCP) curriculum shared between all accession sources. AFCP at OTS focuses on demonstrating standing defense and ground fighting techniques with a capstone experience of the application of all learned techniques through drill with an overall goal of reinforcing problem-solving, instilling resiliency, surviving adversity and warrior ethos.

Lesson Title: Peer Feedback.

Lesson Objective: Value the need for Department of the Air Force officers to constantly seek and give feedback for personal and professional development.

PLO: Leader of Character, Effective Communicator, Disciplined Professional.

Description: This lesson has a dual purpose. First, it gives the trainees a chance to apply the rating process by rating their peers. Secondly, it shows the importance of evaluations as a means of self- improvement. All instructions for trainees to complete the peer evaluations are included in the study guide. Instructors should conduct feedback sessions with individual trainees regarding the information resulting from the peer evaluations.

Lesson Title: Academic Preparation Time.

Description: Time dedicated in Modules 2 and 3 to the study and preparation of academic requirements such as assessments, papers or briefings.

Module 3

Lesson Title: Military Style Briefing Requirements.

Lesson Objective: Apply communication and critical thinking skills required to develop, analyze, and present a military style briefing.

PLO: Effective Communicator.

Description: This lesson informs trainees of briefing requirements. Each deliverable is aligned with AFH 33-337, *The Tongue and Quill*. OTS determines styles, requirements,

grading and topics for the Paper and Brief. The purpose is for trainees to experience the communication formats they will likely be required to brief to senior leadership upon commissioning (e.g., advocacy, decision, or informative).

Lesson Title: Civilian Control of the Military

Lesson Objective: Remember why the United States employs civilian control of the military.

PLO: Strategic Minded Officer.

Description: This lesson examines the specific role of the President as the head of the executive branch of our government and how the executive branch, along with Congress, exercises civilian control over the military.

Lesson Title: National Security.

Lesson Objective: Remember the national security process and the instruments of power used to achieve national objectives.

PLO: Strategic Minded Officer.

Description: This lesson introduces trainees to the process of formulating national strategic direction and emphasizes how day-to-day operations of Airmen and Guardians are influenced by this national direction. Strategic direction begins with national objectives, found in the National Security Strategy, which are linked to US grand strategy and how the instruments of national power can be used to achieve those objectives. In the US, grand strategy informs the defense strategy, which drives military strategy. Thus, a straight line is drawn from our own national objectives down to the day-to-day operations of Airmen and Guardians.

Lesson Title: What is War?

Lesson Objective: Understand basic warfare as it pertains to the US military.

PLO: Warfighter, Strategic Minded Officer.

Description: This lesson outlines the basic characteristics and nature of warfare. Air Force Doctrine publication (AFDP) 1, *Air Force*, serves as the lesson's framework chronicling Clausewitz's three enduring truths of war. This lesson defines war and policy and elaborates on their interwoven nature. Also covered are the three dominating factors of war and four common viewpoints on war itself. This lesson helps trainees understand how the United States engages in armed conflict and why the US does not always fight in a similar manner or seek to achieve the same objectives.

Lesson Title: What the Department of the Air Force Brings to the Fight.

Lesson Objective: Understand how the Department of the Air Force complements the roles of sister services in a joint endeavor.

PLO: Warfighter.

Description: This lesson builds upon previous lessons that describe the formation and evolution of the Department of the Air Force and generally characterize warfare, airpower and space power; it aims to expand on the specific and unique roles and capabilities the Department of the Air Force brings to the larger joint force. At the

conclusion of this lesson, trainees should have a solid grasp of the unique place of the USAF and USSF in joint warfighting. This will prepare them for further discussion of the joint operating environment, which is presented in a later lesson on joint operations.

Lesson Title: Joint Operations.

Lesson Objective: Remember the concept of joint operations.

PLO: Warfighter, Strategic Minded Officer.

Description: This lesson provides an overview of how the DoW conducts joint operations to include the current joint structure and functions and the future concepts of joint operations.

Lesson Title: Military Planning Fundamentals.

Lesson Objective: Understand the principles of structured military planning.

PLO: Warfighter, Strategic Minded Officer.

Description: This lesson introduces students to the concept of planning as a structured, logical framework to analyze complex situations. Students focus on structured problem-solving methodologies, utilizing their critical thinking, creative abilities and communication skills. Students should leave this lesson with a framework for military planning that can be applied during experiential learning opportunities later in their program.

Lesson Title: How the Department of the Air Force Deploys.

Lesson Objective: Remember the Air Force Force Generation (AFFORGEN) and Space Force Generation (SPAFORGEN) models.

PLO: Warfighter, Strategic Minded Officer.

Description: This lesson introduces trainees to the AFFORGEN and SPAFORGEN models, includes an overview of AFFORGEN and SPAFORGEN and provides justification for the construct of the models based on lessons learned from military operations over the last 20 years. This lesson provides the trainee with concepts and principles to build on and emphasizes the importance of readiness to all Department of the Air Force personnel.

Lesson Title: Agile Combat Employment (ACE).

Lesson Objective: Remember how the Department of the Air Force employs forces in support of joint operations.

PLO: Warfighter, Strategic Minded Officer.

Description: This lesson introduces trainees to the concept of ACE. The lesson continues the discussion of the nature of war – as previously mentioned in the Joint Operations lesson – to set the stage for the need of ACE. It further defines ACE and the phases of its scheme of maneuver. This lesson also introduces trainees to the concepts of mission command, Multi-Capable Airman (MCA) and lead wings. Lastly, the lesson shows the linkage between ACE and Joint All Domain Operations (JADO), showing how ACE's core elements satisfy the joint functions.

Lesson Title: Military Justice.

Lesson Objective: Remember the primary elements of the military justice system.

PLO: Leader of Character, Disciplined Professional.

Description: This lesson is an introduction to the military justice system. Trainees are required to do the reading before attending class. The reading material sets a foundation for the information presented in the lecture. The intent for this lesson is for trainees to understand that as officers, they will be expected to uphold and enforce military standards; the military justice system will help them enforce those standards. The content of this lesson is covered thoroughly in the reader.

Lesson Title: Lethality.

Lesson Objective: Understand the concept of lethality within the context of the Department of the Air Force warfighting, emphasizing its ethical, strategic, and operational implications.

PLO: Warfighter.

Description: This lesson helps students understand that lethality is fundamental to their development as officers and their future roles in leading and contributing to airpower and space power. They must grasp that lethality, in its modern context, is not solely about applying destructive force, but about creating desired effects across all domains to achieve strategic objectives. It ensures they internalize the legal and ethical considerations, including the Law of Armed Conflict (LOAC), and Rules of Engagement (ROE), that guide the application of force, and it prepares them to effectively integrate airpower with joint forces in support of national security objectives.

Lesson Title: Global Hot Spots Briefing Requirements.

Lesson Objective: Apply communication and critical thinking skills required to develop, analyze and present an informative military style briefing.

PLO: Effective Communicator, Strategic Minded Officer.

Description: This lesson sets up the Global Hot Spots Briefings. Each student will provide a 5–9 minute informative briefing meeting the requirements addressed in the student reader. The student reader includes directions for this assignment and research links about some of the perennial hot spots. The briefing topics are designed to attract attention to relevant global hot spots, but students are encouraged to make a case for an emerging/future hot spot. Students should not brief China or Russia as they are separate lessons. Each deliverable is aligned with AFH 33-337, *The Tongue and Quill*.

Module 4

Lesson Title: Capabilities and Force Packaging.

Lesson Objective: Respond to a discussion of air and space system capabilities and how they are packaged for effective operations.

PLO: Warfighter.

Description: This lesson discusses air and space systems capabilities and limitations. It also focuses on proper employment of air and space systems to achieve desired effects.

Trainees learn how to assemble Department of the Air Force force packages synergistically to maximize the benefit gained by each system's capabilities while minimizing liabilities and limitations. Following a review of current airpower system capabilities and the operational art of force packaging, trainees should be able to plan missions and assemble packages using the computer-based software. This lesson familiarizes trainees with air and space system capabilities and illustrates how proper teamwork, communication, planning and practice results in mission success with minimal loss.

Lesson Title: Space Operations.

Lesson Objective: Understand why space is vital to national interests and remember basic characteristics of the space domain.

PLO: Warfighter.

Description: This lesson introduces trainees to the four space operations functions and examining the evolving nature of the space domain. The lesson further orients trainees with the myriad of space assets, highlighting the importance of these assets to everyday life. Relevant videos provide trainees with a basic understanding of how the US Space Force operates within the Department of the Air Force and in maintaining an advantage in the space domain.

Lesson Title: Nuclear Operations.

Lesson Objective: Remember the strategic effects of nuclear operations.

PLO: Warfighter.

Description: This lesson provides trainees with a general understanding of US nuclear operations.

Lesson Title: Concepts in International Relations.

Lesson Objective: Understand the role international law and major international relations theories play in global security and cooperation.

PLO: Effective Communicator, Strategic Minded Officer.

Description: This lesson provides students with a foundational understanding of international relations and its significance in military and diplomatic operations. The session will begin with an overview of key concepts such as sovereignty, power dynamics and global governance. Students will then explore major theories of international relations, including realism, liberalism, and constructivism, to understand how different perspectives shape policy and strategy. The lesson will also cover the roles of major international organizations, such as the United Nations, North American Treaty Organization (NATO) and regional alliances, in maintaining global stability. Through case studies and discussions, students will analyze real-world examples of international cooperation and conflict, preparing them to engage effectively in global security environments.

Lesson Title: Terrorism.

Lesson Objective: Remember the fundamentals of terrorism and its impact on US policy.

PLO: Warfighter, Strategic Minded Officer.

Description: This lesson provides the fundamentals of terrorism, including the DoW definition, motivation, targets and planning cycles. It also covers terrorist organizations that affect the armed forces both domestically and overseas, as well as Force Protection Conditions

Lesson Title: Strategic Competitor: China.

Lesson Objective: Recognize how China challenges US national security through implementation of their Instruments of Power (IOPs).

PLO: Leader of Character, Strategic Minded Officer.

Description: This lesson is to provide trainees with an overview of the challenges to US national security stemming from China's ability to implement their IOPs. Trainees should also recognize the abilities all strategic competitors have as they contend for position on the international stage. The intent is not for trainees to question US capabilities, but rather understand that China continually engages in activities that may allow them to directly compete with the US as an equal.

Lesson Title: Global Threat: Russia.

Lesson Objective: Understand threats posed by Russia to the US national security according to the 2022 National Defense Strategy (NDS).

PLO: Leader of Character, Strategic Minded Officer.

Description: This lesson is to provide trainees with an overview of Russia from the environment of strategic competition. Trainees should be able to recognize how Russia threatens US national security and how the US deters those threats according to the 2022 NDS. They will learn about key events involving Russia's aggression in Europe and how the US and NATO are postured for strategic competition in Europe. This lesson is not designed to make students experts on Russia, international relations or US national policy.

NOTE: The student reader outlines several articles trainees should read to prepare them for discussion throughout the class.

Lesson Title: Global Hot Spots Briefings.

Lesson Objective: Respond to global hot spot issues and how the US addresses them to advance US interests.

PLO: Effective Communicator, Strategic Minded Officer.

Description: Each student will provide a 5–9 minute informative briefing meeting the requirements addressed in the student reader. Students will research a hot spot, then brief a global hot spot issue or make a case for an emerging/future hot spot. The brief should include a location, stakeholders, history of the issue, typical characteristics experienced and US interests and actions/responses with respect to diplomatic, informational, military and economic (DIME) actions.

Lesson Title: Law of War (LoW).

Lesson Objective: Remember how the LoW affects the parties in war.

PLO: Warfighter, Disciplined Professional.

Description: Trainees are directed to read and reference the Airman's Handbook (AFH

– 1) to acquire a basic understanding of the standards of conduct as they relate to the LoW. The lesson engages trainees with five video segments from the International Committee of the Red Cross reinforcing the information covered in their reading. This lesson incorporates an activity where trainees employ familiarity with the lesson content by identifying legitimate and illegitimate targets applicable to the LoW. This activity features a verbal justification component enhancing communicative skills.

Module 5

Lesson Title: Wingman and Guardian Intervention.

Lesson Objective: Understand the importance of preventing sexual assault and other interpersonal violence.

PLO: Disciplined Professional

Description: This lesson is interactive and designed to equip participants with the necessary connection, knowledge and skills to increase their proactive and reactive wingman and leader intervention behaviors. Students complete an activity that outlines the importance everyone has in preventing sexual assault and other forms of interpersonal violence. The curriculum is intended to work from the inside out to create an opportunity for students to discover their own ways to put the beliefs they already hold into action.

Lesson Title: Social Media and Disinformation.

Lesson Objective: Remember the role of being a Department of the Air Force professional while using social media and how to identify disinformation.

PLO: Effective Communicator

Description: This lesson discusses the importance of maintaining a professional image on social media and ensuring that each student understands their responsibilities on and off duty. The lesson covers disinformation and misinformation and the differences between these terms. Finally, the lesson covers ways to protect yourself from being a victim of online disinformation campaigns from various videos developed by the Department of State and other media sources.

Lesson Title: Career Progression.

Lesson Objective: Value the Department of the Air Force and Space Force career progression system and an officer's individual responsibilities in career development.

PLO: Leader of Character, Disciplined Professional

Description: These lessons introduce trainees to the different components involved in Regular Air Force, Regular Space Force, Air Force Reserve and Air National Guard career progression such as officer classification, career progression pyramid, developmental education, assignments, Development Plan (DP), promotion and retirement. These lessons build upon some concepts introduced in the Officer Evaluation System lesson with emphasis placed on an officer's responsibility to take care of their own respective career.

Lesson Title: Your First Officer Assignment.

Lesson Objective: Respond to the expectations of your first officer assignment.

PLO: Leader of Character

Description: This lesson is designed to prepare the trainees for their first assignment. The first half of this lesson is a trainee driven guided discussion covering post-commission, preparation for trainee's first PCS and military readiness. The second half is an activity consisting of trainee internet-based research with the deliverable of a personalized checklist of things they need to do. Any remaining time is dedicated to a question-and-answer period.

CHAPTER 4: ASSOCIATED TRAINING AND EVENTS

4.1. Training Overview. This chapter outlines the material to be covered in each training area of instruction with specific objectives listed. The OPR is the OTS Commandant.

Table 4.1 Events Overview

Events	OTS-A	OTS
Administration	13	25
Drill, Ceremonies and Inspections	40.3	54.8
Expeditionary Skills Training (EST) Familiarization	19	22.5
Leadership Application	21	83
Warrior Ethos	50.5	98.5
Space Force Events (Space Force OTs ONLY)	0	11

Table 4.2: Administration Overview

Lesson	OTS-A	OTS
Assignment Brief	1	1
Chaplains Welcome	1	1
DD Form 214	1.5	1.5
ENJJPT	0	3
Flight Photos	0.5	4
Graduation Week Overview	0	1
Medical Screening	0.5	4
Personnel In-Processing	2	2
Personnel Out-Processing	2	2
Safety Orientation	1	1
Traffic Safety Brief	1.5	1.5
Welcome and Initial Expectations	2	3
TOTAL	13	25

Table 4.3: Drill, Ceremonies and Inspections Overview

Event	OTS-A	OTS
Awards Ceremony	1	1
Drill of the Flight	10	10
Dorm Instruction/Inspection	12	12

Drill Instruction	13.5	13.5
Graduation Parade	0.5	0.5
Key Personnel Parade Practice	0	6
Open Ranks Inspection	0	1.5
Parade Practice	3	10
Drill Evaluation	0.3	0.3
<i>Optional Drill Progress Check</i>	+3	+3
Total	40.3	54.8

Table 4.4: Foundational Expeditionary Skills Training (EST) Overview

Lessons	OTS-A	OTS
Airman's Manual Tactical Doctrine ^(EST)	4	4
Explosive Ordinance Hazard ^(EST)	0	3.5
Field Sanitation and Hygiene ^(DAFI-41-106)	1	1
Shelter Assembly ^(DAFI-41-106)	1	1
Small Arms Training ^(EST)	7	7
TCCC and Casualty Movement ^(EST)	6	6
Total	19	22.5

Table 4.5: Leadership Application Overview

Event	OTS-A	OTS
Leadership Experience	10	10
Leadership Reaction Course	8	8
Mission Command Experience	0	60
Warrior-Minded Leader of Character Time	3	5
Total	21	83

Table 4.6: Warrior Ethos Overview

Lessons	OTS-A	OTS
Air Force Combatives Program	10	10
Wings of Leadership Run	1	1
Blue Line	0.5	0.5
Prop & Wings	3	6
Formal Physical Training	17	24
OPERATION EXCALIBUR	2	2

OPERATION VALOR	3	3
OPERATION VALOR EXERCISE	5	5
OPERATION PACIFIC SWORD	0	37
Joint Combat Fitness Event	0	1
Physical Fitness Assessment	2	2
Commandant's Cup	3	3
Chief's Warrior Challenge	6	6
Total	52.5	100.5

Table 4.7: Space Force Events (Space Force OTs ONLY)

Event	OTS-A	OTS
USSF Patching Ceremony	0	1
USSF Question and Answer Session	0	1
Space Virtual Reality Immersion Experience	0	1
USSF Operational Unit Site-Visit	0	8
Total	0	11

4.2. Training Event Descriptions.

Administration

***NOTE:** OTS administrative functions serve to orient, support, ensure safety, and promote the wellbeing of officer trainees. Training and events within this section vary in personnel and support requirements.

Training Title: Initial Assignment Briefing

Training Description: 22 TRSS/PAC staff inform officer trainees on how to read their orders/ amendments.

Training Title: Final Assignment Briefing

Training Description: 22 TRSS/PAC staff review orders/ amendments with trainees prior to graduation.

Training Title: Chaplain Welcome

Training Description: Chaplains led welcome and familiarization with Chaplain staff, resources, and religious accommodations.

Training Title: DD Form 214

Training Description: Staff verify all pertinent information previously gathered is reflected on the DD Form 214, *Certificate of Discharge*.

Training Title: Euro-NATO Joint Jet Pilot Training (ENJJPT) Board (A/D Pilot only)

Training Description: The OTS Commandant will convene a board of officers to select pilot(s) who will train at Sheppard AFB TX. Event will be scheduled based on the fiscal year seat allocations. Only active-duty pilot officer trainees with a pilot slot are eligible to apply.

Training Title: Flight Photos

Training Description: Flights have individual and group pictures taken by a professional photographer. Officer trainees may purchase pictures directly from the photographer.

Training Title: Medical Screening

Training Description: Medical faculty perform officer trainee screenings IAW DAFMAN 48123 *Medical Examinations and Standards*. Baseline Tests and Samples will be collected if not already accomplished IAW DAFMAN 48-123 para 1.4.6. Public Health and trainee health/safety consideration are addressed during this time.

Training Title: Personnel In-Processing

Training Description: Staff and instructor faculty will gather documentation necessary for to completing height/weight measurements, Drug Demand Reduction Program (DDRP), adjustment of military records, updates to financial information and upload trainee information into DAF personnel record keeping programs. AAFES items and uniform purchases may occur during this block.

Training Title: Personnel Out-Processing (OTS, Non-direct Commission Only)

Training Description: Officer trainees complete necessary paperwork for departing OTS, as required.

Training Title: Safety Orientation

Training Description: Unit Safety Representative or Upper-class trainee-led familiarization of OTS safety standards and procedures and receive familiarization with safety processes and procedures.

Training Title: Traffic Safety

Training Description: 42 ABW Safety delivers Traffic Safety training. IAW DODI 6055.04, *DoD Motor Vehicle and Traffic Safety*, para 3.7., and DAFI 91-207, *Traffic Safety Program*, para 4.2.. The course provides mandatory traffic safety training for military service members who are under the age of 26.. (T-1).

Training Title: Welcome and Initial Expectations

Training Description: *Commandant and team* provides an overview of expectations; *Squadron ADOs* give their respective officer trainees an introduction and overview of their expectations; *Flight Commanders* brief officer trainees of their expectations for the flight. This is the officer trainee's first official interaction with their flight commander.

Drill, Ceremonies and Inspections

***NOTE:** The primary purpose of Drill, Ceremonies and Inspections in the OTS program is to provide military acculturation. Additionally, development of Officer This area supports the acculturation phase of the course. The training and evaluation of applicable concepts is IAW AFMAN 36-2203, *Drill and Ceremonies*; and DAFI 36-2903, *Dress and Personal Appearance of United States Air Force and United States Space Force Personnel* and is conducted by MTI staff.

Training Title: Awards Ceremony

PLO: Disciplined Professional

Training Description: Officer trainees will be recognized for their accomplishments. May occur with social event or parade as schedule dictates.

Training Title: Drill of the Flight

PLO: Disciplined Professional

Training Description: Drill of the Flight evaluates collective and individual drill responsibilities of a formation and the Flight Leader's ability to communicate direction and hold others accountable IAW DAFPAM 34-1203.

Training Title: Dorm Instruction/Inspection

PLO: Disciplined Professional

Training Description: Officer trainees will be evaluated on their ability to maintain proper upkeep of government facilities, maintain cleanliness/neatness of occupied space IAW the OTS Dorm Standard Operating Procedures (SOPs). OTS staff will conduct evaluations via progress checks, standard inspections and through observations of OT daily performance, to ensure dormitories are maintained in accordance with established standards.

***NOTE:** Unscheduled dormitory inspections may occur to confirm continued upkeep for health, welfare, and space utilization.

Training Title: Drill Instruction

PLO: Disciplined Professional

Training Description: Officer trainees will be evaluated on their ability to maintain proper upkeep of government facilities, maintain cleanliness/neatness of occupied space IAW the OTS Dorm Standard Operating Procedures (SOPs). OTS staff will conduct evaluations via progress checks, standard inspections and through observations of OT daily performance, to ensure dormitories are maintained in accordance with established standards.

Training Title: Graduation Parade

PLO: Disciplined Professional

Training Description: The OTS Graduation Parade is the culminating event for graduating officers, signifying their transition from OTS trainee to OTS graduate. This event provides a striking visual of the graduating class's cohesion and commitment to the Profession of Arms.

Training Title: Key Personnel Practice

PLO: Disciplined Professional

Training Description: Select officer trainees will be instructed on the proper execution of key Squadron, Group, and Wing positions in military ceremonies IAW DAFPAM 34-1203.

Training Title: Open Ranks Inspection (ORI)

PLO: Disciplined Professional

Training Description: ORIs promote accountability for areas of responsibility and personal actions as well as information seeking to ensure currency and compliance. One ORI, with associated Personal Appearance Inspections (PAIs), are conducted during the course. Officer trainees will be evaluated during the execution of Open Ranks procedures IAW DAFPAM 34-1203.

Training Title: Parade Practice

PLO: Disciplined Professional

Training Description: Officer trainees will be instructed on the proper execution of Department of the Air Force Squadron, Group, and Wing positions (equivalent USSF positions) in military ceremonies IAW DAFPAM 34-1203.

Training Title: Drill Evaluation

PLO: Disciplined Professional

Training Description: Officer trainees will be evaluated on basic drill movements and problem solving IAW DAFPAM 34-1203. Develops the AFI 36-2014 and culminates with the Award of the Pennant (included in hours calculation).

Training Title: Drill Progress Check (Optional)

PLO: Disciplined Professional

Training Description: Flights will be evaluated on individual drill movements.

Expeditionary Skills Training Familiarization

***NOTE:** Learn and practice skills to ensure ability to survive and operate during contingencies at home station and deployed, including austere and contested environments. Training and resources for Survive, Evade, Resist, & Escape (SERE) and Chemical, Biological, Radiological, Nuclear, & Explosives (CBRNE) are not available.

Training Title: Airman's Manual Tactical Doctrine^{EST}

PLO: Warfighter, Disciplined Professional

Training Description: Delivered IAW DAFI 10-405. Derive foundation of lesson plans from AFTTP 3-4, Airman's Manual with a focus on Warrior Ethos, Combat Skills and, if scheduling and required equipment is available, Survivability. Apply the concepts of cover, concealment and individual movement techniques in addition to the necessary tactics to react to fire and fire team formation movement. Officer trainees will learn rudimentary tactical radio communication techniques, basic land navigation, and troop leading procedures, including small unit tactics.

Training Title: Explosive Ordinance Hazard^{EST}

PLO: Warfighter

Training Description: Delivered IAW AFTTP 3-4. Trainees are familiarized with basic techniques, tactics and plans for non-conventional explosive hazards and drone warfare.

Training Title: Field Sanitation and Hygiene with Local Area Survival.

PLO: Warfighter

Training Description: Delivered IAW DAFI 41-106. This course provides information for home station (Maxwell AFB) and deploying personnel regarding personal hygiene, food and water handling, waste disposal (human and medical), and other medical responsibilities. Operational measures for countering endemic disease, prevention of non-battle injuries, mental health, countering disease vectors in field and urban environments, environmental health threats, and force health surveillance.

Training Title: Shelter Assembly

PLO: Warfighter

Training Description: Delivered IAW DAFI 41-106. Officer trainees are introduced to Agile Combat Employment and Mission Ready Airman concepts through set-up/tear down of an Expeditionary Shelter. Shelter assembly could emulate a CCP, housing, operations center, or DFAC.

Training Title: Small Arms Training^{EST} (*Exception:* Chaplains IAW 4 January 2022 Memorandum from HQ USAF/HC regarding chaplains as non-combatants)

PLO: Warfighter, Disciplined Professional

Training Description: Supported by 42 CATM personnel. Delivered IAW 36-2654, Combat Arms Program. M-18 familiarization. Officer trainees receive familiarization training (at a minimum) on the M-18 with Security Forces personnel. When resources are available, (as dictated by CATM personnel) each trainee is given the opportunity to qualify with the M-18.

Training Title: Tactical Combat Casualty Care (TCCC)^{EST}

PLO: Warfighter

Training Description: Delivered IAW DODI 1322.24 and AFI 36-2644. Tactical

Combat Casualty Care (TCCC) is the overall DoW medical program. The TCCC All Service Members (ASM) course is intended to provide an intermediate step between all military personnel and the advanced life support skills taught to Combat Medics and Corpsman. ASM trained officers will be able to replicate some (though not all) of the techniques until the patient(s) can be evacuated to definitive care (i.e., an aid station or field hospital) or a medic arrives. The ASM TCCC is comprised of two phases: Care Under Fire and Tactical Field Care. Officer trainees will receive higher levels of training as required by their units or career fields after OTS.

Training Title: TCCC Casualty Movement.

PLO: Warfighter, Disciplined Professional

Training Description: Delivered IAW DAFI 41-106. Officer trainees will practice safe methods for transporting wounded or incapacitated persons. Teach proper lifting and patient movement by using various litter carries. Course will include basic litter carries, manual litter carries of a casualty.

Leadership Application

***NOTE:** Officer trainees are observed demonstrating leadership capabilities in a variety of scenarios. They will mission plan, brief, execute and debrief.

Training Title: Leadership Experience (LE).

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator

Training Description: Opportunities for trainees to apply leadership competencies and receive feedback..

Training Title: Leadership Reaction Course (LRC).

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator

Training Description: LRC consists of scenario- based missions where officer trainees are evaluated on how well they lead their team and apply academic concepts to the problem-solving environment. Execution and delivery vary throughout the course with various intended learning outcomes. Trainees experience multiple iterations of the LRC requirement in a scheduled class.

Training Title: Mission Command Experience (MCE)

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator, Strategic-Minded Officer

Training Description: Delivered IAW AFDP 1-1. Consists of a scenario designed to simulate uncertain, complex, and rapidly changing environments. MCE structure includes mission planning and brief, execution, and debrief. Trainees are empowered to operate and make decisions in accordance with commander intent. Trainees must pass an MCE to graduate OTS. Failure to meet this requirement results in a Commander's Review.

Training Title: Warrior-Minded Leader of Character (WarLoC) Time.

Training Description: Flight instructor discretionary mentorship and development time. Additionally, block may be used for leadership perspectives or leadership panels.

Warrior Events

***NOTE:** "Warrior Events" encompass a series of rigorous and transformative training experiences designed to cultivate leadership, resilience and physical readiness among officer trainees.

Training Title: Air Force Combatives Program

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator

Training Description: The purpose is to train future officers in self-defense fundamentals using an established Air Force Combatives Program (AFCP) curriculum shared between all accession sources. AFCP at OTS focuses on demonstrating ground fighting techniques and Close Quarter Battle (CQB) with the overall goal of reinforcing problem-solving, instilling resiliency, surviving adversity, and developing warrior ethos.

Training Title: Wings of Leadership Run

PLO: Warfighter, Leader of Character, Disciplined Professional

Training Description: This event is an acculturation culminating event led by the enlisted tier of OTS. The event serves as a powerful reminder that the path to becoming a Department of the Air Force officer is a journey of growth, transformation, and the unending pursuit of excellence.

Training Title: Blue Line Challenge.

PLO: Leader of Character, Warfighter

Training Description: Officer trainees prime their commitment to the Department of the Air Force and OTS. Officer trainees must decide to step forward and enter the long blue line or step aside and find their vocation elsewhere.

Training Title: Prop & Wings.

PLO: Leader of Character, Warfighter, Disciplined Professional

Training Description: Wing level event with a focus on physical fitness, team building, and DAF heritage.

Training Title: Formal Physical Training (PT), Scheduled.

PLO: Warfighter, Disciplined Professional

Training Description: Apply physical development concepts to meet DAF physical standards. The goal of scheduled PT is to motivate officer trainees to continue into a year-round physical conditioning mindset emphasizing total fitness. This includes

cardiorespiratory conditioning and muscular endurance training. An active lifestyle increases productivity, optimizes health, and maintains a higher level of readiness.

Training Title: OPERATION EXCALIBUR

PLO: Warfighter

Training Description: Officer trainee team event with a focus on physical fitness, team building, and DAF heritage.

Training Title: OPERATION VALOR. (AFFORGEN)

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator, Strategic-Minded Officer

Training Description: This multi-day event is an introduction to the expeditionary and EST training which allows trainees to develop and refine skills required for the AFFORGEN deployment model with a focus on the Prepare Phase. Practical exercise which will reinforce expeditionary skills and Warrior Ethos.

Training Title: OPERATION VALOR EXERCISE (EX)

PLO: Leader of Character, Warfighter, Disciplined Professional

Training Description: Practical application of various EST components with instructor support in a physically challenging and integrative format. May include the use of rucks, litters, ammo cans, simulated weapon systems, sandbags, and training dummies. Develops Warrior Ethos and teamwork in preparation for the near-peer fight. This team building exercise serves as a flight event to assess and strengthen the physical and moral courage, resilience, and hardiness of spirit for officer trainees using expeditionary combat skills presented during EST with ethical dilemmas or moral challenges in a rigorous team challenge.

Training Title: OPERATION PACIFIC SWORD (AFFORGEN) (*Prerequisites:* EST, Academic Assessment 2, Pre-Course Assignments)

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator, Strategic-Minded Officer

Training Description: This event is a culmination to the expeditionary and EST training which allows trainees to exercise their skills in a comprehensive multifaceted environment. The exercise stresses the evaluation of leadership, and problem-solving, not tactical proficiency, however, EST components may be reinforced as part of exercise. The AFFORGEN deployment model focus is the Available to Commit Phase. This is a simulated deployment to a semi-bare base environment. The scenarios, injects, and message traffic that drive the event reflect a peer conflict. Through different MCE's, officer trainees are exposed to deployment items including small unit tactics, reaction to contact, force protection, anti-terrorism, site security and integrated base defense ^{EST} (delivered IAW AFTTP 3-4).

Training Title: Joint Combat Fitness Event (JCFE)

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator

Training Description: The Joint Combat Fitness Event (JCFE) is a rigorous physical challenge designed to foster camaraderie, instill an understanding of joint service demands, and honor the legacy of A1C William H. Pitsenbarger. This event serves as a culminating experience, aligning with the Department of the Air Force's (DAF) vision of cultivating warrior ethos and lethality.

Training Title: Physical Fitness Assessment (PFA).

PLO: Warfighter, Disciplined Professional

Training Description: PFA is conducted IAW DAFMAN 36-2905 Tier 1 Fitness Assessments to validate officer accession physical requirements. Officer trainees must pass a PFA to meet course graduation requirements. Officer trainees failing to complete initial PFA must pass a PFA before the end of Module 3 to satisfy graduation requirements. Failure to meet this requirement results in a Commander's Review. PFA is the traditional AF Fitness components. NOTE: This PFA fulfills an OTS requirement, the results are not recorded in myFitness.

Training Title: Commandant's Cup

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator

Training Description: Performed at Vigilant Warrior as a flight and designed to build Esprit de Corp in various physical challenges. Advances officer trainee's confidence, endurance, discipline, teamwork, and warrior ethos.

Training Title: Chief's Warrior Challenge

PLO: Warfighter, Leader of Character, Disciplined Professional, Effective Communicator

Training Description: Physical endurance event performed as a flight and designed to develop officer trainee's Warrior Leader of Character traits. Emphasis is on lifting others and elevating performance. Trainees reinforce attributes in resilience, physical courage, and hardiness of spirit as they maneuver rapidly through the obstacle challenges. Specifically, this event provides application in how to effectively work as a team with various abilities to accomplish goals. This is a timed event.

Space Force Events (Space Force OTs ONLY)

Training Title: USSF Patching Ceremony

PLO: Disciplined Professional

Training Description: USSF officer trainees will receive their first USSF patch in a ceremony in-coordination with Space Delta 1 / Detachment 2. This ceremony is common to all USSF accessions sources to include Basic Military Training, Reserve Officer Training Corps, the US Air Force Academy, and Officer Training School.

Training Title: USSF Question and Answer Session

PLO: Warfighter, Disciplined Professional

Training Description: USSF officer trainees will participate in a panel-style question

and answer session with active-duty Guardians that are available on Maxwell AFB. The session will be coordinated by the senior Guardian on OTS staff, in coordination with Space Delta 1 / Detachment 2 personnel.

Training Title: Space Virtual Reality (VR) Immersion Experience

PLO: Warfighter, Strategic-Minded Officer, Disciplined Professional

Training Description: USSF officer trainees will participate in an immersive VR experience that will provide an initial introduction to the size, scope, and capabilities of the space domain and the US assets within it. This event is provided in coordination with Space Delta 1 / Detachment 2.

Training Title: USSF Operational Unit Site-Visit

PLO: Warfighter, Strategic-Minded Officer, Disciplined Professional

Training Description: USSF officer trainees will visit an operational USSF unit, specifically the 20th Space Surveillance Squadron at Eglin AFB. This visit is provided in coordination with Space Delta 1 / Detachment 2.

Appendix 1: OTS Awards

Distinguished Graduate

The Distinguished Graduate Award is earned based on the overall performance through all aspects of training and graded measurements. The trainee is assessed on their performance, character, and development as a leader and is the top 10% of the class through the Order of Merit (see paragraph 2.5) and recommendation of the Officer Training School Staff.

Warrior Minded Leader of Character (WARLOC)

This WARLOC award recognizes an Officer Trainee who exemplifies servant leadership. This individual prioritizes the needs of their team, fosters an environment of growth, and demonstrates unwavering commitment to the mission and the values of the Department of the Air Force. This award signifies an officer who demonstrates moral courage, lifting others, elevating performance, physical courage, warrior ethos and has ability to inspire and empower those around them.

Fit to Fight Award

The Fit to Fight Award recognizes the top male and female officer trainees who have demonstrated the highest standards of physical courage and aptitude, and the desire to compete for the award. Officer trainees do not qualify for this award if they are exempt from physical fitness components due to profiles during completion of the event.

Joint Combat Fitness Event (JCFE)

The Joint Fitness Challenge recognizes the flight that demonstrated the highest level of functional fitness simulating combat demands, focusing on strength, stamina, agility, coordination, and anaerobic capacity to ensure battlefield readiness.

Chief's Warrior Challenge

The Chief's Warrior Challenge recognizes the flight demonstrating the highest levels of teamwork, resilience, and unwavering commitment to mission accomplishment, embodying the spirit of a Warrior-minded Leader of Character. The award symbolizes the flight's collective ability to overcome obstacles through steadfast leadership and collaboration.

Commandant's Cup

The Commandant's Cup is last physical event at Officer Training School. It recognizes the flight demonstrating the highest standards of physical courage, resilience, and teamwork throughout the entirety of the accessions course, based on performance in the initial Physical Fitness Assessment (PFA) and designated fitness challenges in Modules 2-5, culminating in the Commandant's Challenge.

Lt. Paul Smith Award (Honor Flight)

The Lt. Paul Smith award recognizes the flight achieving the highest combined Order of Merit metrics and demonstrated exceptional professionalism, leadership, mission execution, and communication skills. Scoring is based on combined/average Order of Merit performance and flight scores from designated challenges in Modules 2-5, including the Commandant's Cup Challenge. The Honor Flight exemplifies unwavering courage, resilience, and dedication to

exceeding expectations, embodying the Warrior-Minded Leader of Character ideal and honors Lt. Smith's legacy of service and commitment to excellence.

Phalanx Award (Honor Squadron)

The Phalanx award recognizes the squadron that best embodies unity, cohesion, and strategic leadership by achieving the highest combined Order of Merit metrics and demonstrated Leader of Character attributes. Reflecting the historical phalanx formation, the winning squadron exemplifies unwavering teamwork, resilience, and a relentless dedication to mission success, embodying the Warrior-Minded Leader of Character ideal.

Academic Excellence Award

This award recognizes the Officer Trainee who achieves the highest overall academic average across all graded course elements, demonstrating a mastery of curriculum concepts. This award does not include any team or physical components and is solely based on the highest academic average.