



# **Air National Guard Enlisted Developmental Education 2023 Portfolio**

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# ENLISTED DEVELOPMENT

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# TABLE OF CONTENTS

Contact Information	2
Table of Contents	3
<b><u>COURSE DESCRIPTIONS - Enlisted Development Courses - Panel selected</u></b>	<b>4</b>
Enterprise Leadership Seminar (ELS) - Command CMSgt	6
Leading Strategically (LS) - Command CMSgt	7
KEYSTONE - Command CMSgt	8
USAF Command Chief Master Sergeant Training Course (CCMSTC) - Command CMSgt	9
Strategic Leader Course (SLC) - Command CMSgt	10
Senior Enlisted Legal Orientation (SELO) - Command CMSgt	11
Executive Coaching (Exec-Coach-DAFSLDP) - Command CMSgt	12
National and International Security Leadership Seminar (NISLS) - CMSgt	14
Regional Seminars - CMSgt	15
Continuous Process Improvement For Executives (CPIE) - CMSgt	16
Strategic Mindset Seminar (SMS) - CMSgt	17
Enterprise Perspective Seminar (EPS) - CMSgt	18
Senior Enlisted Leader Course - CMSgt	19
Impact Immersive Experience (IMPACT IE) - CMSgt	20
Gettysburg Leadership Experience (GLE) - SMSgt	22
International NCO Leadership Development Seminar (INLEAD) – MSgt to SMSgt	23
Reserve Component National Security Course (RCNSC) - SMSgt	24
Sister Service Senior Noncommissioned Officer Academy - MSgt to SMSgt	25
GATEWAY – MSgt	26
<b><u>COURSE DESCRIPTIONS - Training Manager –TLN Required</u></b>	<b>27</b>
ANG CMSgt Orientation Course (ANG CMSOC) - CMSgt	28
ANG Command Chief Master Sergeant Training Course (ANG CCMSTC) Command CMSgt	29
CMSgt Leadership Course (CLC) - CMSgt	30
Air Force Senior Noncommissioned Officer Academy - MSgt to SMSgt	31
Leadership Team Awareness Seminar (LTAS) - MSgt to CMSgt	32
ANG SNCO Enhancement Course – MSgt to SMSgt	33
<b><u>COURSE DESCRIPTIONS – Self-Enrolled</u></b>	<b>34</b>
4 Lenses - Any Rank	35
Contemporary Base Issues (CBI) - MSgt	36
Defense Support of Civil Authorities (DSCA) Phase I - MSgt to SMSgt	37
Defense Support of Civil Authorities (DSCA) Phase II - SMSgt to CMSgt	38
Emotional Intelligence - Any Rank	39
Federal Emergency Management Agency (FEMA) Professional Development - Any Rank	40
Senior Enlisted Joint Professional Military Education (SEJPME) I - TSgt to MSgt	41
Senior Enlisted Joint Professional Military Education (SEJPME) II - SMSgt to CMSgt	42

# **COURSE DESCRIPTIONS**

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

# COMMAND CHIEF MASTER SERGEANTS



## ENTERPRISE LEADERSHIP SEMINAR (ELS)

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

**Program Provider:**

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

**Program Location:**

Chapel Hill, North Carolina

**Program Frequency:**

5 sessions per year (seasonal schedule varies)

**Program Duration:**

5 days

**ANG Seats Per Calendar Year:**

Approximately 10 seats per year

**ID Course**

ANGC ELS

**PDS Code:**

1WL

**Target Population:**

Command CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

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

**Pre-Course Requirements:**

Pre-readings will be available for download on the ELS program website three weeks prior to the course. Attendees must bring a laptop or iPad to class to access coursework.

**Remarks:**

Seat allocations for this course will be managed by Office of National Guard Senior Leader Management (NGB-SL). Members must apply through current CY NGB Senior Enlisted Leadership Bench announcement.

## LEADING STRATEGICALLY (LS)

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

**Program Provider:**

Center for Creative Leadership (CCL)

**Program Location:**

Colorado Springs, Colorado

**Program Frequency:**

4 sessions per year (seasonal schedule varies)

**Program Duration:**

5 days

**ANG Seats Per Calendar Year:**

Approximately 6 seats per year

**Course ID:**

ANGCLS

**PDS Code:**

320

**Target Population:**

Command CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

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

**Pre-Course Requirements:**

Program requires extensive pre-coursework (online 360-degree assessment, self-evaluation, and coaching call). If pre-coursework is not completed by the deadline, AF may be charged for rescoring late assessments and attendees may be deferred to a later session (if available).

**Remarks:**

Seat allocations for this course will be managed by Office of National Guard Senior Leader Management (NGB-SL). Members must apply through current CY NGB Senior Enlisted Leadership Bench announcement.

# KEYSTONE

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

**Program Provider:**

National Defense University (NDU)

**Program Location:**

Washington, D.C. and various CONUS locations

**Program Frequency:**

2 sessions per year (March and June)

**Program Duration:**

2 weeks

**ANG Seats Per Calendar Year:**

Approximately 4 seats per year

**Course ID:**

ANGC KEYSTONE

**PDS Code:**

0SO

**Target Population:**

Chief Master Sergeants (E-9), AD, AFR, and ANG (CMSgt serving in/projected to serve in Joint Positions, Command Chiefs/projected Command Chiefs, and Career Field Managers).

**Program Funding:**

Unit-funded

**Program Website:**

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

**Pre-Course Requirements:**

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

**Remarks:**

Seat allocations for this course will be managed by Office of National Guard Senior Leader Management (NGB-SL). Members must apply through current CY NGB Senior Enlisted Leadership Bench announcement.

# USAF COMMAND CHIEF MASTER SERGEANT TRAINING COURSE (CCMSTC)

The Command Chief Master Sergeant Training Course is a Chief Master Sergeant of the Air Force hosted program geared toward making newly selected Command Chief Master Sergeant (CCM) candidates more effective representatives for Wing Commanders and the Air Force. The course provides an opportunity for candidates to explore and understand CCM roles and responsibilities, discuss Air Force and wing level issues, and to meet with sitting Wing commanders. This program is mandatory for new Active Duty Command Chief candidates. Spouses are invited to attend.

## **Program Provider:**

HAF/A1LE, Flatter, Inc., and presenters from government and private industry.

## **Program Location:**

Washington, DC area (location varies)

## **Program Frequency:**

1 session per year (usually fall/winter)

## **Program Duration:**

5 days

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

Approximately 5 seats per year (fall)

## **Course ID:**

AF CCMSTC

## **PDS Code:**

CCM

## **Target Population:**

Wing Command CMSgt

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

Spouses of CMSgt attendees

## **Program Funding:**

Unit-funded

\*Spouses may be required to pay a course fee.

## **Program Website:**

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

## **Pre-Course Requirements:**

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

## **Remarks:**

Seat allocations for this course will be managed by Office of National Guard Senior Leader Management (NGB-SL).

Members must apply through current CY NGB Senior Enlisted Leadership Bench announcement.

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

## STRATEGIC LEADER COURSE (SLC)

The Strategic Leader Course will be a new 6-week course covering operational and strategic concepts. The four broad lines of effort are security awareness perspective and understanding, analytical skills, leveraging human capital, and developing strategic perspective. The intended audience is for CMSgts serving in, or vectored for positions above the wing level, such as MAJCOM staff, headquarters developmental, joint staff, and career field manager positions. Attendees will be selected by a nominative process through each MAJCOM.

**Program Provider:**

Air University (AU)

**Program Location:**

Maxwell-Gunter AFB, AL  
Washington, D.C.  
Various CONUS locations

**Program Frequency:**

2 classes per year

**Program Duration:**

6 weeks

**ANG Seats Per Calendar Year:**

Approximately 5 seats per year

**Course IDs/PDS Codes:**

TBD

**Target Population:**

CMSgt and Command Chiefs

**Program Funding:**

Unit-funded

**Program Websites:**

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

**Pre-Course Requirements:**

Pre-reading materials will be available through the program website. Attendees must submit security clearance information through JPAS prior to course attendance.

**Remarks:**

Seat allocations for this course will be managed by Office of National Guard Senior Leader Management (NGB-SL). Members must apply through current CY NGB Senior Enlisted Leadership Bench announcement.

## **SENIOR ENLISTED LEGAL ORIENTATION (SELO)**

The Senior Enlisted Legal Orientation (SELO) is a three-day course that provides advanced legal training for new Command Chief Master Sergeants. The course is held at the Judge Advocate General's School and is designed to prepare Command Chief Master Sergeants to advise Commanders in exercising Uniform Code of Military Justice (UCMJ) authority and navigating command civil law issues. This course combines lectures and seminars to allow students to freely discuss legal issues and share experiences with the faculty and fellow students. Throughout the course, each class also receives mentoring from a current senior Command Chief Master Sergeant and Senior Paralegal Manager. This course covers Military Justice, Abuse of Authority, Medical Law, Personnel Law, Installation Law, and Ethics.

**Program Provider:**

The Judge Advocate General's School

**Program Location:**

Maxwell AFB, AL

**Program Frequency:**

4 sessions per year

**Program Duration:**

3 days

**ANG Seats Per Calendar Year:**

Approximately 45 seats

**Course ID/PDS CODE:**

MAFJAG 997/1VO

**Target Population:**

Command CMSgt

**Program Funding:**

Unit-funded

**Remarks:**

Seat allocations for this course will be managed by Office of National Guard Senior Leader Management (NGB-SL). Members must apply through current CY NGB Senior Enlisted Leadership Bench announcement

# EXECUTIVE COACHING (Exec-Coach-DAFSLDP)

This program provides professional executive coaching to senior leaders to both better develop individual capabilities, and to create an enhanced culture of coaching within the Department of the Air Force. Each participating leader will take part in ten (10) one-on-one remote coaching sessions with an executive coach – one session every three weeks over the course of six months. Each executive coach is certified at the “Professional Certified Coach” level or above by the International Coach Federation.

Per the protocols of professional executive coaching, participating leaders will identify the topics they wish to discuss during the sessions – to meet their unique circumstances – such as challenges they are encountering, competencies they wish to strengthen, and/or goals they wish to achieve. To provide insights to each participating leader and their executive coach, participating leaders will take the online Hogan Leadership Forecast Series of personality assessments which consists of three separate surveys – the Hogan Personality Inventory, the Hogan Development Survey, and the Motives, Values, and Preferences Inventory. Each participating leader will take part in a remote 90 minute one-on-one feedback session with a Hogan certified coach.

**Program Provider:**

Flatter, Inc.

**Program Location:**

N/A (conducted by phone and online)

**Program Frequency:**

Ten (10) x (1) hour long coaching sessions conducted over a six-month period.

**ANG Seats Per Calendar Year:** TBD

**Course ID:** TBD

**Target Population:**

Command CMSgt

**Program Funding:**

Unit-funded

**Pre-Course Requirements:**

Participants must submit a current biography. Requires completion of three personality assessments, which can be accomplished in approximately 30 – 45 minutes.

**Remarks:**

Seat allocations for this course will be managed by Office of National Guard Senior Leader Management (NGB-SL). Members must apply through current CY NGB Senior Enlisted Leadership Bench announcement

# CHIEF MASTER SERGEANTS



# NATIONAL AND INTERNATIONAL SECURITY LEADERSHIP SEMINAR (NISLS)

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

**Program Provider:**

Alan L. Freed Associates

**Program Location:**

Washington, D.C.

**Program Frequency:**

1 session per year

**Program Duration:**

1 week (5 days)

**ANG Seats Per Calendar Year:**

Approximately 1 seat per year

**Course ID:**

ANGC NISLS

**PDS Code:**

22T

**Target Population:**

CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

<http://publicpolicyseminars.com/national-international-%20security-leadership-seminar/>

**Pre-Course Requirements:**

Participants must complete an online registration form.

**Remarks:**

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

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

## REGIONAL SEMINARS

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

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

**Program Provider:**

Alan L. Freed Associates

**Program Location:**

Washington, D.C.

**Program Frequency:**

Multiple sessions per year

**Program Duration:**

3 days

**ANG Seats Per Calendar Year:**

Approximately 21 seats per year

**Course IDs/PDS Codes:**

ANGC RS NK RUSS, PDS Code:797  
ANGC RS LATIN AMERICA, PDS Code: 29C  
ANGC RS AFRICA, PDS Code: 1WH  
ANGC RS CHINA, PDS Code: 22S  
ANGC RS EURO ZN, PDS Code:357  
ANGC RS TRNSNTL, PDS Code:25I  
ANGC RS ET, PDS Code: 2JN  
ANGC RS GVS, PDS CODE: 2M7  
ANGC RS EURASIA, PDS CODE:2J6  
ANGC RS INDOPACOM, PDS CODE:2G3  
ANGC RS MIDEAST, PDS CODE: IWJ

**Target Population:**

CMSgt

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

**Program Funding:**

Unit-funded

**Program Website:**

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

**Pre-Course Requirements:**

Participants must complete an online registration form.

**Remarks:**

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

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

# CONTINUOUS PROCESS IMPROVEMENT FOR EXECUTIVES (CPIE)

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

**Program Provider:**

University of North Carolina (UNC)/  
Institute for Defense Business (IDB)  
Deputy Under Secretary of the Air  
Force, Management (SAF/MG)

**Program Location:**

National Capitol Region (NCR);  
Cincinnati, OH; San Antonio, TX; or  
Chapel Hill, NC (course locations may  
change annually)

**Program Frequency:**

6 sessions per year

**Program Duration:**

2 days

**ANG Seats Per Calendar Year:**

Approximately 17 seats per year

**Course ID:**

ANGC CPIE

**PDS Code:** 1WN

**Target Population:**

CMSgt

**Program Funding:**

Unit funded

**Program Website:**

<https://www.afsldp.com/course-calendar/continuous-process-improvement-for-executives-cpie-21a>

**Pre-Course Requirements:**

Participants must complete an on-line registration form and submit a current biography

**Remarks:**

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

## STRATEGIC MINDSET SEMINAR (SMS)

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

**Program Provider:**

Stimson Associates, Inc.

**Program Location:**

Arlington, Virginia

**Program Frequency:**

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

**Program Duration:**

2.5 days

**ANG Seats Per Calendar Year:**

Approximately 4 seats per year

**Course ID:**

ANGC SMS

**PDS Code:**

1WE

**Target Population:**

CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

N/A

**Pre-Course Requirements:**

None

**Remarks:**

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

## ENTERPRISE PERSPECTIVE SEMINAR (EPS)

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

**Program Provider:**

Alan L. Freed Associates

**Program Location:**

Washington, D.C.

**Program Frequency:**

3 sessions per year

**Program Duration:**

4 days

**ANG Seats Per Calendar Year:**

Approximately 4 seats per year

**Course ID:**

ANGC EPS

**PDS:**

1WG

**Target Population:**

CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

[http://publicpolicyseminars.com/enterprise-perspective- %20seminar/](http://publicpolicyseminars.com/enterprise-perspective-%20seminar/)

**Pre-Course Requirements:**

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

**Remarks:**

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

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

# SENIOR ENLISTED LEADER COURSE

The Group Senior Enlisted Leader Course is a resident program held in unison with the Group Commanders Courses. The course is designed to prepare Chief Master Sergeants for their initial roles and responsibilities while serving as an advisor to a group commander. Throughout the program, emphasis is placed on leadership tools, understanding of responsibilities, resources, and operation guidance that will enhance their effectiveness in achieving mission readiness.

**Program Provider:**

Air University (AU)

**Program Location:**

Montgomery, AL

**Program Frequency:**

2-3 Classes per year

**Program Duration:**

5 Academic Days

**ANG Seats Per Calendar Year:**

3-4

**Course IDs:**

ANGC GPT SUPT

**PDS Codes:**

2KL

**Target Population:**

CMSGT

**Program Funding:**

Unit-funded

**Program Websites:**

None

**Remarks:**

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

# IMPACT IMMERSIVE EXPERIENCE (IMPACT IE)

The IMPACT Immersive Experience is a 2.5-day course that provides participants with an understanding and experience of the Human Energy System to achieve sustained high performance. The interconnected system that consists of our Mind (storytelling), Body (physiology), Spirit (purpose), and Heart (emotional regulation) drives both performance and resilience. Participants gain greater awareness of how to optimize energy, recover more effectively from stress and anxiety, while increasing the frequency of moments where they are being at their best. Individuals and/or teams work side-by-side with highly skilled experts in performance psychology, nutrition, and exercise physiology. This multi-disciplinary approach helps practitioners to become physically energized, emotionally, and mentally resilient, and completely aligned with whatever objective is most important.

**Program Provider:**

Impact Human Performance (IHP)

**Program Location:**

Orlando, FL or custom delivery to suit client's requirements

**Program Frequency:**

Multiple sessions per year

**Program Duration:**

3 Academic Days

**ANG Seats Per Calendar Year:**

Varies

**Course IDs:**

ANGC IMPACT IE

**PDS Codes:**

2LT

**Target Population:**

CMSGT

**Program Funding:**

Unit-funded

**Program Websites:**

<https://ww2.humanperformanceinstitute.com/performance-2.5-day>

**Pre-Coursework and Special Requirements:**

Participants must complete an online registration form. Program requires pre-coursework (online assessments and evaluations).

**Remarks:**

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

# SENIOR MASTER SERGEANTS / MASTER SERGEANTS



## GETTYSBURG LEADERSHIP EXPERIENCE (GLE)

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

**Program Provider:**

FCC Services

**Program Location:**

Gettysburg, Pennsylvania

**Program Frequency:**

1 to 2 sessions per year

**Program Duration:**

2 days

**ANG Seats Per Calendar Year:**

Approximately 3 seats per year

**Course ID:**

ANGC GLE

**PDS Code:**

2A8

**Target Population:**

SMSgt

**Program Funding:**

Unit-funded

**Program Website:**

<https://gettysburgleadershipexperience.com/>

Website is for course information purposes only, and not for registration

**Pre-Course Requirements:**

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

Pre-reading materials will be-mailed to attendees.

**Remarks:**

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

# INTERNATIONAL NCO LEADERSHIP DEVELOPMENT SEMINAR (INLEAD)

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

**Program Provider:**

IARS Committee on Leadership  
Development (COLD)

**Program Location:**

Various locations

**Program Frequency:**

1 session per year

**Program Duration:**

1 week

**ANG Seats Per Calendar Year:**

Approximately 8 seats per year

**Course ID:**

ANGC INLEAD

**PDS Code:**

1QW

**Target Population:**

MSgt - SMSgt

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

Priority 2: Applicants with an active State Partnership Program.

**Program Funding:**

Unit-funded

**Program Website:**

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

**Pre-Course Requirements:**

None

**Remarks:**

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

# **RESERVE COMPONENT NATIONAL SECURITY COURSE (RCNSC)**

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

**Program Provider:**

National Defense University (NDU)

**Program Location:**

Fort McNair, Washington D.C.

**Program Frequency:**

3 sessions per year

**Program Duration:**

2 weeks

**ANG Seats Per Calendar Year:**

Approximately 40 enlisted seats per year

**Course ID:**

ANGC RCNSC

**PDS Code:**

0GO

**Target Population:**

SMSgt - CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

<https://rcnsc.ndu.edu/>

**Pre-Course Requirements:**

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

**Remarks:**

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

# SISTER SERVICE

## SENIOR NONCOMMISSIONED OFFICER ACADEMY

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

### **Program Provider:**

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

### **Program Location:**

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

### **Program Frequency:**

Multiple classes per year

### **Program Duration:**

Varies by Academy

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

Approximately 8 total sister service seats per year

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

USNSEA 100, PDS Code: 5  
USNSEA (CG) 100, PDS Code: 7  
USMC SNCOA 100, PDS Code 6

### **Target Population:**

USNSEA: MSgt - SMSgt  
CGPOA: MSgt  
USMCSNCOA: MSgt

### **Program Funding:**

School day funded

### **Program Websites:**

- USNSEA:  
<https://www.netc.navy.mil/SEA/>
- USCGPOA:  
<https://www.forcecom.uscg.mil/Our-Organization/%20FORCECOM-UNITS/TraCen-Petaluma/Training/CPOA/>
- USMCSNCOA:  
<https://www.usmccu.edu/ceme/courses/advanced/>

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

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

Applicants must not have any fitness exemptions on their current fitness test or be on a fitness profile at the time of application or attendance.

### **Remarks:**

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

# GATEWAY

IAW CJCSI 1805.01C, Enlisted PME Policy (EPMEP), (1 Nov 21), GATEWAY is intended to provide resident CJCS-sponsored joint education for enlisted members in the grades E-6/E-7 serving in, ordered to serve in, or with the potential to serve in joint and combined organizations. To gain the greatest return on investment, Services should nominate members who clearly epitomize the enlisted leader attributes (outlined in EPMEP Enclosure A, paragraph 6) and then sequence that talent toward the appropriate joint assignments. It is essential to base enlisted leaders' attendance to resident EJPME on their talent, potential for strategic responsibilities, and return on investment for the DoD.

**Program Provider:**

National Defense University

**Program Location:**

Ft. McNair Washington, D.C.

**Program Frequency:**

TBD

**Program Duration:**

10 days

**Target Population:**

This course is geared toward select E-6 and E-7 Service members currently serving in or enroute to a Joint, Interagency, Intergovernmental, Multinational (JIIM) assignment.

**Program Funding:**

Unit-funded

**Remarks:**

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

**Further details will be provided upon selection by course POC**

**COURSE  
DESCRIPTIONS**

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**TRAINING MANAGER  
COURSES**  
*TLN REQUIRED*

# ANG CHIEF MASTER SERGEANT ORIENTATION COURSE (CMSOC)

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

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

**Program Provider:**

ANG Office of the  
Command Chief Master Sergeant

**Program Location:**

Joint Base Andrews, Maryland

**Program Frequency:**

Six sessions per year

**Program Duration:**

1 week

**ANG Seats Per Fiscal Year:**

330

**Course ID:**

ANGC CMSOC

**PDS Code:**

YOP

**Target Population:**

CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

N/A

**Pre-Course Requirements:**

CMSOC Facilitators will send pre-course requirements once member is confirmed by HRT.

**Remarks:**

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

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

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

**Program Provider:**

ANG Office of the  
Command Chief Master Sergeant

**Program Location:**

Joint Base San Antonio, Texas

**Program Frequency:**

Three sessions per year

**Program Duration:**

1 week

**ANG Seats Per Fiscal Year:**

Approximately 45 seats

**Course ID:**

ANGC CCMSTC

**PDS Code:**

15C

**Target Population:**

Command CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

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

**Pre-Course Requirements:**

Must have completed the ANG CMSgt Orientation Course prior to attending

**Remarks:**

TLN required course; see Force Development Office (FDO) forenrollment and course dates. Provide proper documentation justifying need for course to NGB CF/SELMO Org [NGB.CF.SELMO.Org@us.af.mil](mailto:NGB.CF.SELMO.Org@us.af.mil).

# CMSGT LEADERSHIP COURSE (CLC)

The Chief Master Sergeant Leadership Course (CLC) is a resident program that consists of 80 classroom hours. The CLC is designed to prepare Chiefs for their initial CMSgt roles and responsibilities, primarily targeting Chiefs serving at the squadron level. This course provides Chief Master Sergeants the education to bridge strategic vision into tactical execution. Throughout the program, the CLC emphasizes critical thinking and an enterprise-level view in order to educate, inspire, and develop Chief Master Sergeants who effectively lead, manage, and mentor lethal and ready organizations. Chiefs may attend the course within two years promoting. Chiefs will continue to build on foundational leadership competencies invaluable to fly, fight, and win across the full-spectrum of conflict and all domains of military power.

**Program Provider:**

Air University

**Program Location:**

Maxwell-Gunter AFB, Alabama

**Program Frequency:**

10 sessions per year

**Program Duration:**

10 academic day resident course

**ANG Seats Per Fiscal Year:**

Approximately 63 seats

**Course ID:**

CMSA-CLC 001

**PDS Code:**

P

**Target Population:**

CMSgt

**Program Funding:**

School day funded

**Program Website:**

<https://www.airuniversity.af.edu/Barnes/CMSA/>

**Pre-Course Requirements:**

None

**Remarks:**

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

# AIR FORCE SENIOR NONCOMMISSIONED OFFICER ACADEMY

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

**Program Provider:**

Air University

**Program Location:**

Maxwell-Gunter AFB, Alabama

**Program Frequency:**

Six classes per year

**Program Duration:**

25 academic days

**ANG Seats Per Fiscal Year**

Approximately 180 seats per year

**Course ID:**

AFSNCOA-ALE 100

**PDS Code:**

3

**Target Population:**

MSgt - SMSgt

**Program Funding:**

School day funded

**Program Website:**

<https://www.airuniversity.af.edu/Barnes/AFSNCOA/>

**Pre-Course Requirements:**

None

**Remarks:**

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

# LEADERSHIP TEAM AWARENESS SEMINAR (LTAS)

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

**Program Provider:**

Defense Equal Opportunity Management Institute (DEOMI)

**Program Location:**

Patrick AFB, Florida

**Program Frequency:**

Five sessions per year

**Program Duration:**

5 days

**Course ID:**

EBAZD3F491 0A1A

**PDS Code:**

091

**Target Population:**

MSgt - CMSgt who are in key leadership positions

**Program Funding:**

Unit-funded

**Program Website:**

<https://www.defenseculture.mil/>

**Pre-Course Requirements:**

None

**Remarks:**

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

# SNCO ENHANCEMENT COURSE

The primary focus and intent of the Senior Noncommissioned Officer (SNCO) Enhancement Course is to provide operational level professional development training that bridges the gap between SNCO Academy (SNCOA), Senior Enlisted Joint Professional Military Education (SEJPME) and the Chief Master Sergeant Orientation Course (CMSOC) level of training. The course is also designed to enhance and develop SNCO leadership skills and abilities with specific emphasis on Wing and Group level responsibilities, task assignments, and Air Force Foundational Competencies. There is an end-of-course formal CAPSTONE Project requirement to further validate course content and promote greater team dynamics within a static lab environment.

**Program Provider:**

ANG Office of the  
Command Chief Master Sergeant

**Program Location:**

Joint Base Andrews, MD

**Program Frequency:**

Four sessions per year

**Program Duration:**

4 days

**Course ID:**

ANGC SNCO ENH

**PDS Code:**

2LJ

**Target Population:**

MSgt - SMSgt

**Program Funding:**

Unit-funded

**Pre-Course Requirements:**

Rank specific requirements for attendance:

MSgt - 11 years of service, Completion of SNCO Academy and Completion of Senior Enlisted Joint PME I

SMSgt - 14 years of service, Completion of Senior Enlisted Joint PME II

**Remarks:**

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

**COURSE  
DESCRIPTIONS**

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**SELF-ENROLLED  
COURSES**

## 4 LENSES

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

**Program Provider:**

Human Resource Advisor (HRA)

**Program Location:**

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

**Program Frequency:**

N/A

**Program Duration:**

3 hours

**Course ID:**

ANGC 4LENSES

**PDS Code:**

150

**Target Population:**

All ANG members

**Program Funding:**

Unit-funded

**Program Website:**

<https://fourlenses.com/>

**Pre-Course Requirements:**

None

**Remarks:**

Contact your base HRA for course scheduling

## CONTEMPORARY BASE ISSUES (CBI)

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

**Program Provider:**

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

**Program Location:**

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

**Program Frequency:**

Multiple classes per year

**Program Duration:**

2 days

**Course ID:**

JAG-CBI

**PDS Code:**

B4I

**Target Population:**

MSgt

**Program Funding:**

Unit-funded

**Program Website:**

<https://www.eventbrite.com/e/ang-contemporary-base-issues-course-albuquerque-nm-registration-225355001877?aff=ebdssbeac>

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

**Pre-Course Requirements:**

None

**Remarks:**

N/A

# DEFENSE SUPPORT OF CIVIL AUTHORITIES (DSCA) PHASE I

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

**Program Provider:**

U.S. Army North via Joint Knowledge Online

**Program Location:**

Distance Learning/Online

**Program Frequency:**

Continuous

**Program Duration:**

6 hours

**Course ID:**

T-US010

**PDS Code:**

J3S

**Target Population:**

MSgt - SMSgt

**Program Funding:**

N/A

**Program Website:**

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

**Pre-Course Requirements:**

None

**Remarks:**

Self-enrolled and paced

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

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

**Program Provider:**

U.S. Army North

**Program Location:**

Various locations

**Program Frequency:**

Continuous

**Program Duration:**

3.5 days

**Course ID:**

TBD

**PDS Code:**

TBD

**Target Population:**

SMSgt - CMSgt

**Program Funding:**

Unit-funded

**Program Website:**

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

**Pre-Course Requirements:**

DSCA Phase I

**Remarks:**

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

## EMOTIONAL INTELLIGENCE (EI/EQ)

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

**Program Provider:**

Certified Wing Human Resource Advisor

**Program Location:**

Scheduled at various bases within the United States and U.S. Territories

**Program Frequency:**

N/A

**Program Duration:**

1 day

**Course IDs/PDS Codes:**

N/A

**Target Population:**

All ranks, to include Federal/State Civilians and Contractors

**Program Funding:**

Unit-funded

**Program Website:**

N/A

**Pre-Course Requirements:**

N/A

**Remarks:**

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

# FEMA PROFESSIONAL DEVELOPMENT

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

**Program Provider:**

FEMA Emergency Management Institute

**Program Location:**

Distance Learning/Online

**Program Frequency:**

Continuous

**Program Duration:**

Varies by course

**Course ID:**

TBD

**PDS Code:**

TBD

**Target Population:**

All ANG members with emergency management duties and responsibilities

**Program Funding:**

N/A

**Program Website:**

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

**Pre-Course Requirements:**

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

Recommend completion of IS-100.b

Introduction to Incident Command System ICS-100 and IS-700.a National Incident Management System (NIMS)

An Introduction prior to enrollment in other courses.

**Remarks:**

Self-enrolled and paced

# SENIOR ENLISTED JOINT PROFESSIONAL MILITARY EDUCATION (SEJPME) I

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

**Program Provider:**

Defense Health Agency via Joint Knowledge Online

**Program Location:**

Distance Learning/Online

**Program Frequency:**

Continuous

**Program Duration:**

40+ hours

**Course ID:**

SEJPME-US001

**PDS Code:**

N/A

**Target Population:**

SSgt and above

**Program Funding:**

N/A

**Program Website:**

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

**Pre-Course Requirements:**

Hold the grade of E5 or above

**Remarks:**

Self-enrolled and paced

## **SENIOR ENLISTED JOINT PROFESSIONAL MILITARY EDUCATION (SEJPME) II**

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

**Program Provider:**

Defense Health Agency via Joint Knowledge Online

**Program Location:**

Distance Learning/Online

**Program Frequency:**

Continuous

**Program Duration:**

45+ hours

**Course ID:**

SEJPME-US002

**PDS Code:**

N/A

**Target Population:**

SMSgt and above

**Program Funding:**

N/A

**Program Website:**

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

**Pre-Course Requirements:**

Hold the grade of E7 or above

**Remarks:**

Self-enrolled and paced

