

**BY ORDER OF THE
CHIEF, NATIONAL GUARD BUREAU**

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Personnel

**I.G. BROWN TRAINING AND EDUCATION
CENTER**

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This Instruction defines the missions and the day-to-day functions of the I.G. Brown Training and Education Center (TEC). It implements AFPD 36-26, *Total Force Development*; AFI 36-2201, *Air Force Training Program*; AFI 36-2301, *Professional Military Education*; and ANGI 36-2301, *Professional Military Education*. This instruction is applicable to the Air Directorate, Air National Guard Readiness Center (ANGRC), TEC, and supported units and agencies.

1. Introduction.

1.1. General. This Instruction defines the mission and the day-to-day functions of the I.G. Brown Training and Education Center (TEC, or Brown Center). In broad terms, the ANGR is responsible for delineating mission requirements and providing for adequate resources, while the TEC is responsible for managing allocated resources in support of its mission.

1.2. Mission. The mission of the TEC is to: engage, educate, and inspire leaders responsible for our Nation's defense. To accomplish this mission, the TEC creates a Virtual Campus and Conferencing Complex (VCCC) integrating its Total Force staff, physical infrastructure, and emerging technology to deliver Enlisted Professional Military Education (EPME) and Professional Continuing Education (PCE).

1.3. Organization.

1.3.1. The TEC is part of the Office of the Director, Air National Guard (DANG), and in fulfillment of Air Force Policy Directive (AFPD) 36-26, *Total Force Development*, paragraph 2.7, and functions as the ANG's primary force development center. As such,

the TEC is responsible for implementing EPME and PCE on behalf of the Air National Guard Readiness Center.

1.3.2. The Paul H. Lankford EPME Center (Lankford Center) is subordinate to the TEC. The Lankford Center executes its program of instruction in accordance with (IAW) the USAF EPME Procedural Guidance promulgated by Air University's Barnes Center for Enlisted Education (Barnes Center).

1.3.3. The TEC's Operating Location—Maxwell-Gunter (OL-MG) ensures the ANG is fully integrated into Air Force education, professional development, and training programs. The TEC members are primarily assigned to the Barnes Center and develop curriculum, provide instruction, and advise Barnes Center senior leadership.

1.3.4. The TEC will establish other divisions as required to meet mission requirements.

1.4. Command Relationships.

1.4.1. The Commander of the TEC (TEC/CC) is under the authority, direction and supervision of the DANG. This authority may be delegated to the Air National Guard Readiness Center Commander (ANGRC/CC).

1.4.2. The Commandant (Lankford Center); Chief, OL-MG; and other TEC division chief(s) are under the authority, direction, and supervision of the TEC/CC.

1.5. Responsibilities. (Additional responsibilities may exist within each functional area of this Instruction).

1.5.1. Air National Guard Readiness Center (ANGRC) Directorates shall:

1.5.1.1. Develop and manage PME and PCE policy and procedures as appropriate to their mission and/or organization.

1.5.1.2. As required, program and/or budget for Directorate-managed PME and/or PCE events.

1.5.1.3. Leverage the facilities and capabilities of the TEC to the maximum extent economical and practical for training, workshops and conferences, and distribution of command information.

1.5.2. TEC/CC shall:

1.5.2.1. Organize the functions and staff of the TEC to implement EPME and PCE utilizing in-resident, distributed, networked, and distance learning resources.

1.5.2.2. Design, develop, deliver, data cast, and/or facilitate EPME and PCE via the Virtual Campus and Conferencing Complex construct.

1.5.2.3. Provide a program management office for the Warrior Network satellite broadcast system.

1.5.2.4. Maintain capabilities to produce and support visual media, television, and broadcast studios as part of the training and education mission.

1.5.2.5. Support NGB/CF and NGB-PA strategic communication requirements as requested and able within resource constraints, to include support for the ANG's

Strategic Planning System Steering Committee and Priority Five: One Message, Many Voices.

2. TEC Advisory Council.

2.1. General. The TEC Advisory Council (TECAC) will provide guidance and functional oversight to the TEC Commander to ensure TEC's current and future operations support the goals, objectives, and mission of the Air National Guard.

2.2. TECAC Purpose.

2.2.1. Assist with policy, oversight, and advocacy for TEC's execution of EPME and PCE programs.

2.2.2. Submit an Annual TEC Guidance Memorandum outlining goals and objectives for the TEC for each upcoming fiscal year.

2.2.3. Provide a cross-functional forum to identify ANG PCE requirements.

2.2.4. Assist TEC/CC with prioritization of all PCE obligations.

2.2.5. Provide guidance, direction, and support to the TEC's Strategic Plan.

2.2.6. Ensure TEC resourcing to meet levied requirements.

2.2.7. Monitor TEC performance via In Progress Reports (IPRs) using the goals and objectives as identified by the TECAC in the Annual TEC Guidance Memorandum.

2.3. Responsibilities.

2.3.1. ANGRC/CC: Appellate authority for issue resolution.

2.3.2. Chairperson: The TEC/CC or designated representative is the Chairperson for TECAC meetings.

2.3.2.1. The Chairperson will convene meetings as necessary, at a minimum at least once a year.

2.3.2.2. A Mid-Year and End-of-Year progress report will be submitted to the TECAC by the Chairperson regarding TEC activities.

2.3.3. Council Members: Members or their designated representative will attend meetings and provide agenda items or issues to the Secretariat.

2.3.4. Secretariat: The Chief, Mission Support Division (TEC/MSD) will coordinate the time and location of meetings, prepare meeting agendas, minutes, track status of outstanding issues, and provide updates to the TECAC as required/requested.

2.4. Membership.

2.4.1. The TECAC is composed of a chairperson and members as follows:

2.4.1.1. NGB/CFX	Member
2.4.1.2. NGB/CCM	Member
2.4.1.3. NGB/CFD	Member
2.4.1.4. NGB/HR	Member

2.4.1.5. NGB-PA	Member
2.4.1.6. NGB-HC	Member
2.4.1.7. NGB/A1	Member
2.4.1.8. NGB/A2	Member
2.4.1.9. NGB/A3	Member
2.4.1.10. NGB/A4	Member
2.4.1.11. NGB/A5	Member
2.4.1.12. NGB/A6	Member
2.4.1.13. NGB/A7	Member
2.4.1.14. NGB/A8	Member
2.4.1.15. TEC/CC	Chairperson
2.4.1.16. Other invited participants and support personnel as required.	

2.5. Meetings. Annual meetings will be scheduled prior to each new fiscal year, preferably in conjunction with a major conference when able. Use of VTC or other communications will be leveraged to maximum extent possible.

2.6. Appointment and Terms of Service. All members will serve as standing members by virtue of their position. Departing members will assist successors during transition period to ensure continuity.

3. ENLISTED PROFESSIONAL MILITARY EDUCATION.

3.1. General. Enlisted Professional Military Education (EPME) programs strengthen the ability and skills of personnel to lead, manage, and supervise. The TEC conducts Airman Leadership School (ALS), Noncommissioned Officer Academy (NCOA), and accredited interactive satellite-based (SatEPME) distance learning versions of each course.

3.2. Responsibilities.

3.2.1. The TEC/CC shall:

3.2.1.1. Ensure execution of approved resident EPME programs and policies in accordance with (IAW) both AFI 36-2301 and ANGI 36-2301, *Professional Military Education*.

3.2.2. The Commandant, Lankford Center shall:

3.2.2.1. Execute EPME as per USAF EPME Procedural Guidance as promulgated by the Barnes Center for Enlisted Education.

3.2.2.2. Ensure EPME programs maintain appropriate accreditation.

3.2.2.3. Support other PME or PCE requirements as requested and able.

3.2.3. The Chief, OL-MG shall:

3.2.3.1. Advise and support Barnes Center regarding ANG training and education matters.

3.2.3.2. Ensure the ANG perspective is represented in PME curriculum.

3.2.3.3. Provide instructor support to the Barnes Center.

4. PROFESSIONAL CONTINUING EDUCATION.

4.1. General.

4.1.1. Per Air Force Policy Directive (AFPD) 36-26, *Total Force Development*, PCE is defined as any course or workshop that is less than 20 weeks in duration and satisfies mission accomplishment, sustainment, or enhancement as required by law, Air Force governance, specific memorandum of agreement, or position requirement. PCE should not be confused with initial skills and subsequent advanced training courses that are required to advance in the Air Force Specialty Code skill level.

4.1.2. Professional Continuing Education ranges from formal training programs resulting in a course completion certificate to less-formal workshops or conference events.

4.2. Responsibilities.

4.2.1. The Air National Guard Readiness Center (ANGRC) Directors shall:

4.2.1.1. As necessary, develop and maintain appropriate curriculum and lesson plans, and coordinate with TEC for any requisite instructor training, curriculum, and/or technical assistance.

4.2.1.2. Ensure instructors conducting formal training events complete the TEC's Instructor Certification Program (ICP) to ensure maximum effectiveness.

4.2.1.3. In order to minimize cost to the Government, utilize the TEC's Virtual Campus and Conferencing Complex (VCCC) capabilities to the maximum extent economical and practical for workshops and conferences.

4.2.2. The TEC/CC shall:

4.2.2.1. Serve as the Command designated Advanced Distributed Learning (ADL) Office of Primary Responsibility (OPR) for coordination and integration of ADL, and fulfill requirements as mandated in AFI 36-2201, *Air Force Training Programs*, paragraph 2.2.3.4.

4.2.2.2. Subject to resourcing, support Career Field/Functional Area Managers with curriculum and lesson plan development that adheres to the Instructional System Design (ISD) Model.

4.2.2.3. Support ANG Force Development goals through enabling and establishing effective training and education programs supporting Air Force and ANG institutional competencies.

4.2.2.4. Assist in preparing Air National Guard leaders to deal with future Air Force and State challenges by providing training and education opportunities across Public Affairs and Strategic Communications disciplines.

4.2.2.5. Provide appropriate planning guidance and logistical support to enable PCE events, to include audiovisual and in-house production and broadcast support as resources permit.

4.2.2.6. Provide cost-effective, high-definition two-way satellite video teleconferencing (SatVTC) capabilities.

5. ANG WARRIOR NETWORK.

5.1. General.

5.1.1. The Warrior Network (WN) is a cost-effective, commercial satellite-based enterprise used for interactive training and education, and distributing command information. The WN enterprise is comprised of a Broadcast Operations Center located at McGhee Tyson ANGB, two broadcast origination sites (Joint Base Andrews, MD and Tyndall AFB, FL) and 186 downlink locations. This network is compatible with the Air Force Air Technology Network (ATN) extending the common backbone infrastructure across the Total Force.

5.1.2. The WN Program Management Office (PMO) is a component of the TEC and supports all aspects of the Warrior Network program to include procurement actions, contract management, scheduling, and broadcast of programming across the network.

5.2. Responsibilities.

5.2.1. The TEC/CC shall:

5.2.1.1. Serve as the ANG focal point for implementation and operation, scheduling, maintenance, and modernization for the Warrior Network.

5.2.1.2. Leverage TEC infrastructure to provide video production and satellite broadcast capability that enables cost-effective multimedia for PME, PCE, and command information purposes.

5.2.1.3. Oversee the day-to-day operation of the network and coordinate all activities with the satellite service provider.

5.2.2. NGB/A6 shall:

5.2.2.1. Serve as primary NGB POC regarding WN policy and contract issues.

5.2.2.2. Ensure proper programming and budget execution of annual WN commercial satellite contract.

5.2.2.3. Validate, fund, and issue required Telecommunication Service Requests (TSR) in support of the WN commercial satellite contract, associated equipment maintenance, and enterprise upgrades.

5.2.3. Warrior Network Site Coordinator's shall:

5.2.3.1. Serve as POC at each downlink site responsible for the management and operation of site downlink equipment.

5.2.3.2. Immediately report WN maintenance issues to the WN PMO and/or contracted vendor help desk.

HARRY M. WYATT III, Lieutenant General,
USAF
Director, Air National Guard

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

DoD Directive 1322.08E, *Voluntary Education Programs for Military Personnel*, January 3, 2005

DoD Directive 1322.18, *Military Training*, January 13, 2009

DoD Instruction 1025.02, *National Security Education Program*, March 9, 2006

DoD Instruction 1322.20, *Development and Management of Interactive Courseware (ICW) for Military Training*, Change 1, November 16, 1994

DoD Instruction 1322.25, *Voluntary Education Programs*, February 5, 1997

DoD Instruction 1400.25, Volume 250, *DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)*, November 18, 2008

DoD Instruction 1430.04, *Civilian Employee Training*, June 1, 2007

DoD Instruction 1430.16, *Growing Civilian Leaders*, November 19, 2009

DoD Directive 5105.77, *National Guard Bureau*, May 21, 2008

CJCS Instruction 1800.01A, *Officer Professional Military Education*, December 1, 2000

CJCS Instruction 1805.01A, *Enlisted Professional Military Education*, October 1, 2010

AFMAN 33-363, *Management of Records*, March 01, 2008

AFPD 36-26, *Total Force Development*, September 27, 2011

AFI 36-2201, *Air Force Training Programs*, March 8, 2011

AFI 36-2301, *Professional Military Education*, July, 16, 2010

ANGI 36-2301, *Professional Military Education*, January 1, 2007

ANG Strategic Plan, 2010

USAF EPME Procedural Guidance, June 15, 2010

MOA between Barnes Center and TEC, 2012

MOA between NGB-PA and TEC, 2012

NGB/A6-CIO Strategic Plan 2012-2017

Memorandum dated December 12, 2006, *Transfer of Warrior Network Responsibilities*

Abbreviations and Acronyms

ADL—Advanced Distributed Learning

ANGRC—Air National Guard Readiness Center

ARNG—Army National Guard

CFM—Career Field Manager

CRTC—Combat Readiness Training Center (ANG)

CoL—Continuum of Learning

CoS—Continuum of Service

DANG—Director, Air National Guard

DP—Development Plan

EPME—Enlisted Professional Military Education

FD—Force Development

IC—Institutional Competency

ICP—Instructor Certification Program

IRDT—Incident Response Documentation Team

ISD—Instructional Systems Design

MAJCOM—Major Command

OSD—Office of the Secretary of Defense

PCE—Professional Continuing Education

PEC—ARNG Professional Education Center

PME—Professional Military Education

RTI—Regional Training Institute (ARNG)

SatEPME—Satellite EPME

SatVTC—Satellite Video Teleconferencing

SECAF—Secretary of the Air Force

TEC—I.G. Brown Training and Education Center

TECAC—TEC Advisory Council

VCCC—Virtual Campus and Conferencing Complex

WN—Warrior Network

Terms

Advanced Distributed Learning (ADL)—Evolution of distributed learning (distance learning) that emphasizes collaboration on standards-based versions of reusable objects, networks, and learning management systems, yet may include some legacy methods and media. ADL leverages the full power of computers, information, and communication technologies through the use of common standards in order to provide learning that can be tailored to individual needs and delivered anywhere-anytime. ADL also includes establishing an interoperable “computer-managed instruction” environment that supports the needs of developers, learners, instructors, administrators, managers, and family. ADL encompasses all the methodologies mentioned above, and in addition, includes ongoing and expected improvements in learning methods.

Airman—According to AFDD 1-1, *Leadership and Force Development*, an Airman is any U.S. Air Force member and Department of the Air Force civilian.

Career Field Manager (CFM)—AF focal point for the designated career field within a functional community. Serves as the primary advocate for the career field, addressing issues and coordinating functional concerns across various staffs. Responsible for the career field policy and guidance. Must be appointed by the FM and hold the grade of Colonel/GS-15 (or equivalent) for officer and DAF civilian specialties, and the grade of Chief Master Sergeant for enlisted Airmen.

Competencies—Observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics needed to perform institutional or occupational functions successfully.

Continuum of Learning (CoL)—Career-long process of individual development where challenging experiences are combined with education and training through a common taxonomy to produce Airmen who possess the tactical expertise, operational competence, and strategic vision to lead and execute the full spectrum of Air Force missions.

Continuum of Service (CoS)—A personnel management construct to support the efficient use of human capital to accommodate varying levels of individual services commensurate with a member's ability to serve (part-time to full-time) to effectively meet AF requirements.

Education—Process of imparting general bodies of knowledge and habits of mind applicable to a broad spectrum of endeavors to intellectually prepare individuals to deal with dynamic environments and solve ill-defined problems by using critical thought and reasoned judgment. Education programs prepare Airmen to anticipate and successfully meet challenges across the range of military operations and build a professional corps. Further, they positively impact both recruitment and retention efforts.

Experience—Active participation/involvement in positions, events, or activities leading to the accumulation of knowledge or skill that can be utilized to meet mission requirements.

Force Development Construct—Direct, concise philosophy for linking the Airman's perspective with defined competencies and processes to prepare Airmen to successfully meet war fighter requirements. Development is delivered through a repetitive process that involves the CoL.

Functional Management Structure—The Functional Authority, Functional Manager, Development Team, Career Field Manager, functional assignment/management team and other career field stakeholders at the enterprise level who provide a corporate perspective of institutional requirements, career field-specific policy and guidance, and day-to-day management of their specific career field(s) in order to ensure Airmen within their functional community are equipped, developed, and sustained to provide AF capabilities.

Instructor Certification Program (ICP)—The purpose of the ICP Course is to prepare and qualify personnel to perform instructor duties on a part-time basis. ICP is a 10 training day course that introduces students to the philosophy, methodologies and practice of the Instructional Systems Design model. ICP is a CCAF accredited (four credits in Instructor Fundamentals).

Instructional System Development (ISD)—Systematic process that guides the development, implementation, management, and evaluation of training programs.

Institutional Competencies (ICs)—Common taxonomy used to implement the CoL. These leadership competencies are expected of all Airmen, throughout their careers, and will be the competencies needed to operate successfully in the constantly changing environment in which they function. The three categories of these competencies are mapped to the Air Force leadership levels.

Occupational Competencies—A set of competencies required of all Airmen within a specific workforce category (a group of functions requiring similar work, i.e. engineering). They describe technical/functional skills, knowledge, abilities, behaviors, and other characteristics needed to perform that function's mission successfully.

Professional Continuing Education (PCE)—Any course that is less than 20 weeks in duration and satisfies mission accomplishment, sustainment, or enhancement as required by law, Air Force governance, specific memorandum of agreement, or position requirement. PCE should not be confused with initial skills and subsequent advanced training courses that are required to advance in the Air Force Specialty Code skill level.

Professional Military Education (PME)—Critical subset of developmental education that: 1) provides the nation with personnel skilled in the employment of air, space, and cyberspace power in the conduct of war, small scale contingencies, deterrence, peacetime operations, and national security; 2) provides AF personnel with the skills and knowledge to make sound decisions in progressively more demanding leadership positions within the national security environment; and 3) develops strategic thinkers, planners, and war fighters. In addition, PME programs strengthen the ability and skills of AF personnel to lead, manage, and supervise.

Satellite EPME (SatEPME)—A blended EPME experience consisting of a 14 week live satellite broadcast followed by two weeks of in-residence, providing graduates in-resident credit for NCOA.

Training—Set of events or activities presented in a structured or planned manner through one or more media for the attainment and retention of skills, knowledge, and attitudes required to meet job performance requirements. This involves the coaching and mentoring of Airmen, resulting in proficiency development.

Warrior Network—The ANG commercial satellite enterprise that provides education, training and command information.

Attachment 2

INSTITUTIONAL COMPETENCY (IC) LIST

A2.1. Elements of the Continuum of Learning (CoL) have long been institutionalized and are providing useful and important contributions to the development of Airmen. The ICs are essential to operate successfully across the widest array of Air Force tasks and requirements. Various programs delivering the ICs will assist in the development of Airmen over the course of their careers (from AFDD 1-1, *Leadership and Force Development*, Appendix C).

Figure A2.1. Institutional Competency (IC) List.

Institutional Competency	Institutional Subcompetency
Employing Military Capabilities	<ul style="list-style-type: none"> - Operational and Strategic Art - Unit, AF, Joint, Coalition Capabilities - Non-adversarial Crisis Response
Enterprise Perspective	<ul style="list-style-type: none"> - Enterprise Structure and Relationships - Government Organization and Processes - Global, Regional and Cultural Awareness - Strategic Communication
Embodying Air Force Culture	<ul style="list-style-type: none"> - Ethical Leadership - Warrior Ethos - Develop Self - Followership
Leading People	<ul style="list-style-type: none"> - Developing and Inspiring Others - Taking Care of People - Diversity
Managing Organizations and Resources	<ul style="list-style-type: none"> - Resource Stewardship

	<ul style="list-style-type: none"> - Change Management - Continuous Improvement
Strategic Thinking	<ul style="list-style-type: none"> - Vision - Decision-Making - Adaptability
Fostering Collaborative Relationships	<ul style="list-style-type: none"> - Build Teams and Coalitions - Negotiating
Communicating	<ul style="list-style-type: none"> - Speaking and Writing - Active Listening