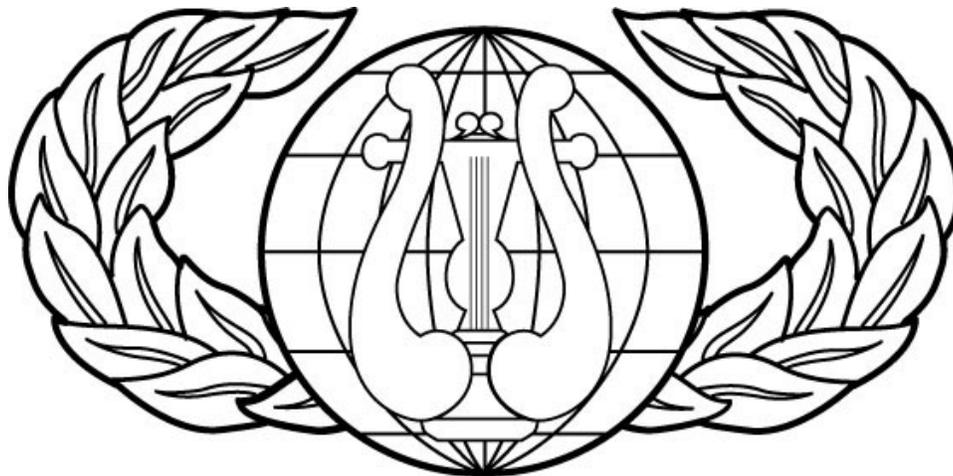


DEPARTMENT OF THE AIR FORCE  
Headquarters US Air Force  
Washington, DC 20330-1690

CFETP35B  
Parts I and II  
29 May 2015

## **BAND OFFICER**

**AFSC 35BX**



### **CAREER FIELD EDUCATION AND TRAINING PLAN**

**ACCESSIBILITY:** Publications and forms are available on the e-Publishing website at [www.e-publishing.af.mil](http://www.e-publishing.af.mil) for downloading or ordering.

**RELEASABILITY:** There are no releasability restrictions on this publication.



### **USAF Band Badge Heraldry**

The lyre superimposed on the globe represents the worldwide presence, mission, and effects of Air Force bands. Air Force bands use music to honor and encourage Airmen wherever they serve, whether on the front lines or at their home station. Bands also engage a wide variety of audiences on behalf of the Air Force and the United States. Whether building public trust and support throughout the United States, or overcoming a wide variety of social and cultural challenges to reach strategic objectives overseas, bands use the effects of music to facilitate Air Force communication around the world.

IAW AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, paragraph 10.4.2., the USAF Band badge is awarded as follows:

Officers: Wear the basic badge after being deemed qualified through a competitive band officer selection board, and after being commissioned as a band officer in the Air Force. Wear the senior badge after 7 years in the specialty and the master badge after 15 years in the specialty.

**BANDS – AFSC 35BX  
CAREER FIELD EDUCATION AND TRAINING PLAN**

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OPR: SAF/PAB (Chief, Air Force Bands Division)  
Certified by: GS-15 Sherry Medders (SAF/PAR)  
Pages: 39

**BAND - AFSC 35BX**  
**CAREER FIELD EDUCATION AND TRAINING PLAN**

***PART I***

***Preface***

**1. This Career Field Education and Training Plan (CFETP) is a comprehensive education and training document that identifies life-cycle education and training requirements, training support resources, and minimum requirements for active duty band officers.**

1.1. This plan is designed to prepare and equip Air Force active duty officers to serve as Flight Commanders (FC) in an Air Force band. It is also intended to give officers the leadership experience, knowledge and technical expertise necessary to successfully lead Air Force musical organizations. Band commanders (CC) will serve as primary trainers and have final authority over the implementation and certification of the training plan.

1.2. In addition to the CC, band Managers and Superintendents will act as trainers and mentors. The managers will work closely with the various shop and ensemble NCOICs to train the FC, and document the training in the training plan.

1.3. This plan gives the FC practical opportunities and tools to understand, rehearse, participate in, and manage all areas of a band. The purpose of training is not to provide expertise in all specific duty functions, but to give the FC a comprehensive understanding of the operation of an Air Force band that can then be used as a broad base of information to make sound decisions. Regardless of the nature of the tasks or skills being learned, the FC must approach their mastery from a command perspective.

1.4. The training will be both hands-on and study oriented, building knowledge and experience by researching and reading available guidance and other resources, as well as by a variety of practical applications. The FC will personally perform specific tasks or assignments and will also work in each additional duty area. As directed by the CC, additional-duty NCOICs will involve the FC in tasks in a manner that allows them to follow each task from inception to completion.

1.5. The overarching goals are to develop a thorough working knowledge of how an Air Force band operates, provide a foundational understanding of its mission, and provide the basic tools required for accomplishing that mission as an officer. The FC will also become better prepared as a key spokesperson for their band and the United States Air Force.

**2. The CFETP consists of two parts:**

2.1. Part I identifies information necessary for overall management of the specialty. Section A explains how everyone will use the plan; Section B identifies career field progression, duties and responsibilities, training strategies, and career path; Section C associates the Entry, Qualified, and Staff Levels with specialty qualifications (knowledge, education, training, and experience); and Section D addresses resource constraints.

2.2. Part II provides options available to meet education and training needs. Section A identifies the Course Training Standard (CTS), Training Requirements for certification as a Band officer and

to acquire 35B3, and technical references to support training. Section B identifies additional courses used for Air Force band officer development. Section C, Support Materials, and Section D, MAJCOM-Unique Requirements, are not used. Section E offers information on additional references, suggested readings, and professional societies.

**3.** Using the guidance provided in this CFETP will ensure individuals in the band officer specialty receive effective and efficient training at the appropriate points in their career. This plan will enable those in the band career field to train today's 35B officers to become innovative, strategic leaders with the agility to face future challenges confidently.

**4.** Submit comments or proposed changes to this document to: [usaf.pentagon.saf-pa.mbx.saf-par-workflow@mail.mil](mailto:usaf.pentagon.saf-pa.mbx.saf-par-workflow@mail.mil).

## *Abbreviations/Terms Explained*

**Air Force Career Field Manager (AFCFM).** Representative appointed by the respective HQ USAF Deputy Chief of Staff or Under Secretary to ensure assigned AF specialties are trained and utilized to support AF mission requirements.

**Chief, Air Force Bands Division (SAF/PAB).** Representative appointed by SAF/PA to assist the AFCFM in ensuring 35B officers are trained and utilized to support AF mission requirements.

**Air Force Specialty (AFS).** A basic grouping of positions requiring similar skills and qualifications.

**Career Field Education and Training Plan (CFETP).** A comprehensive core training document that identifies life-cycle education and training requirements, training support resources, and minimum core task requirements for a specialty.

**Core Task.** A task the AFCFM has identified as a minimum qualification requirement for all personnel within an Air Force specialty, regardless of duty position. Every person in upgrade training for this specialty will be trained and certified on all core tasks. Only a percentage of tasks for each specialty are listed as mandatory. This gives units needed flexibility to manage their workforce training.

**Course Training Standard.** Lists the learning objectives for skills training.

**Defense Information School (DINFOS).** Public affairs schoolhouse and component of the Defense Media Activity (DMA).

**On-the-Job Training.** A delivery method used to certify personnel in both upgrade (skill level award) and job qualification (duty position certification) training. It is hands-on, over-the-shoulder training conducted at the duty location.

**Resource Constraints.** Resource deficiencies (such as money, facilities, time, manpower, and equipment) that preclude desired training from being delivered.

**Utilization and Training Workshop (U&TW).** A forum of the AFCFM, MFMs, subject matter experts (SMEs), and AETC training personnel that evaluates career field training requirements.

## ***Section A – General Information***

**1. Purpose.** This CFETP provides information necessary for the Air Force Career Field Manager (AFCFM), supervisors, and trainers to plan, develop, manage, and conduct an effective and efficient career field training program. The plan outlines the training individuals in this AFS should receive in order to develop and progress throughout their career. For the purposes of this plan, training has been divided into entry level and upgrade training. Initial skills training (35B1) is assessed at the band officer selection board and is mandatory for upgrade to qualified (35B3). Upgrade training identifies the mandatory requirements for the qualified level.

**2. Uses.** The plan will be used by band commanders to ensure comprehensive and cohesive training programs are available for each officer in the specialty. The Chief of Music, band commanders, training managers and trainers use this document to guide the band officer selection process and specialty training as a band officer.

2.1. The AFCFM officially creates the CFETP to establish and standardize initial certification and specialty training requirements in Part II.

2.2. The Chief of Air Force Bands Division (SAF/PAB) serves as the musical subject matter expert and provides technical assistance with the writing of the CFETP.

2.3. Band commanders, training managers and trainers oversee task completion. As officers complete tasks and on-the-job training, training managers will update the checklists appropriately.

2.4. Trainees complete the requirements specified in this plan.

**3. Coordination and Approval.** SAF/PAR is the AFCFM for the 35P and 35B specialties. As the approval authority, SAF/PAR will initiate an annual review of this document to ensure currency and accuracy.

## ***Section B - Career Progression and Information***

### **1. Specialty Description.**

1.1. Specialty Summary. Leads, directs and manages Air Force band programs to render appropriate honor to our country and our Airmen; to enhance Airman morale; to advance international relationships by using music to bridge language and cultural differences; to strengthen public trust and support of the Air Force as a respected professional organization charged with responsibility for national security; to inspire patriotism and increase public understanding of the importance of the Air Force and the dedication of its Airmen; and to enhance Air Force recruiting efforts to sustain the all-volunteer force.

1.2. Duties and Responsibilities. Leads Air Force bands. Organizes, trains and equips bands to communicate senior leader messages through participation in military and civilian events, to include ceremonies, parades, recruiting efforts, official social events, concerts and other public performances. Leads operations involving large performing groups by serving as a musical conductor. Manages Air Force band activities. Plans, directs and monitors employment of performing groups and personnel. Establishes personnel and infrastructure requirements. Directs

budget preparation, justification and execution. Oversees procurement, maintenance and use of band equipment, supplies, and facilities. Evaluates proficiency, training, career development, effectiveness and assignment of band personnel. Recruits and evaluates qualifications of potential band members and band officers. Coordinates Air Force band activities. Advises senior leaders on capabilities, employment and limitations of bands and their use in achieving strategic effects based on senior leader objectives. Synergizes band plans and activities with Air Force public affairs offices in their area of responsibility. Administers Air Force band operations. Directs scheduling of band units and personnel to meet senior leader objectives. Analyzes, monitors and conducts administrative programs ensuring operations and personnel adhere to public law, regulations, policies and directives. Liaises with personnel, manpower, comptroller, transportation and higher headquarters officials to facilitate the efficiency of band operations.

**2. Skill / Career Progression.** Adequate training and timely progression from the entry level (35B1) to the qualified level (35B3) have an important role in the Air Force's ability to accomplish its mission. It is essential everyone in training does their part to plan, manage, and conduct an effective training program. The guidance provided in this part of the CFETP ensures each individual receives the correct training at appropriate points in their career.

2.1. Entry (1) Level. Knowledge is mandatory of: organization, mission and capabilities of Air Force bands to meet senior leader requirements; publications and directives on training, administration, and operations of Air Force bands; personnel and administration management; knowledge of essential musical requirements for the performance of classical, jazz and popular music; musical conducting and rehearsal techniques; principles of music proficiency; music theory (written and aural); ranges, transpositions, and capabilities of all instruments authorized for Air Force bands; band music repertoire; both marching and concert band operations and performance; testing and evaluating procedures; copyright laws pertaining to live and recorded music performance; and joint expeditionary operating environments. For entry into this specialty, undergraduate academic specialization in music performance, music education, music industry or a related field, is required and at least three years of conducting experience at a high school level or higher is desirable. For entry into this specialty, certification by the Chief, Air Force Bands Division is required.

2.2. Qualified (3) Level. For award of AFSC 35B3, completion of the CFETP core tasks, and a minimum of 12 months of experience in band assignments is mandatory.

2.3. Staff (4) Level. AFSC 35B4 is used to designate planning and policy-making positions above Wing level. Officers must have been upgraded to AFSC 35B3, and a minimum of 36 months experience as AFSC 35B3 is preferred.

**3. Training Decisions.** This CFETP was designed by the AFCFM and the Chief of Air Force Bands Division with the assistance of commissioned and enlisted training experts from around the career field, and encompasses the entire spectrum of training requirements for the 35B career field.

3.1. Initial Skills. Initial and entry level skills are assessed in a competitive band officer selection board. For entry into this specialty, certification by the Air Force Chief of Music is required.

3.2. Upgrade Requirements. For award of AFSC 35B3, completion of the CFETP core tasks and the 35P1 specialty code, and a minimum of 12 months of experience in band assignments is mandatory. Upgrade training must be completed within 36 months of graduation from a

commissioning source. NOTE: Air National Guard band officers follow a separate training plan. (There are no Reserve officer positions in Air Force bands.)

3.3. Staff. AFSC 35B4 is used to designate manpower positions in organizations above Wing level, regardless of grade.

**4. Career Field Path.** Air Force leaders must fully understand the operational Air Force, demonstrate breadth and depth in their specialty, and prove their ability to lead and think of themselves as Airmen first, specialists second. Successful senior leaders build their careers one assignment at a time, always keeping in mind that their current assignment is their most important for career progression.

4.1. Professional Development. Deliberate professional development is essential to produce AF leaders with relevant technical expertise, diverse experience, an ability to apply the tenets of air, space and cyberspace power, and a sterling record of performance. Professional development requires:

4.1.1. Diversity of assignments (i.e., CONUS, OCONUS, Premier Band, Air Staff and career broadening opportunities).

4.1.2. Completing professional military education, supplemental training and education, and a relevant advanced academic degree to be competitive for O-6.

4.1.3. Deploying to combat/contingency operations.

4.1.4. Mentorship by commanders, supervisors, and senior AF leaders inside and outside of the career field. Officers should review career goals with their commander or senior leaders at least annually and discuss career progression using the 35BX career planning diagrams shown in Figure 1.

4.2. The career planning diagram (Figure 1) graphically displays the types of opportunities available at different times in an individual's career. The diagram is only a guide; it does not represent every career path or opportunity, and there is no specific career path that guarantees success. Early on, individuals should develop a solid technical and operational experience base and continually focus on gaining depth and breadth as their careers progress. The diagram should be used as a planning guide by senior band / PA leaders, commanders, supervisors, and individuals in conjunction with other planning tools to include AFI 36-2110, Assignments, and PA Development Team vectors. While an individual's career path may be influenced by personal aspirations, it is ultimately driven by the needs of the Air Force.

# 35B Career Planning Diagram

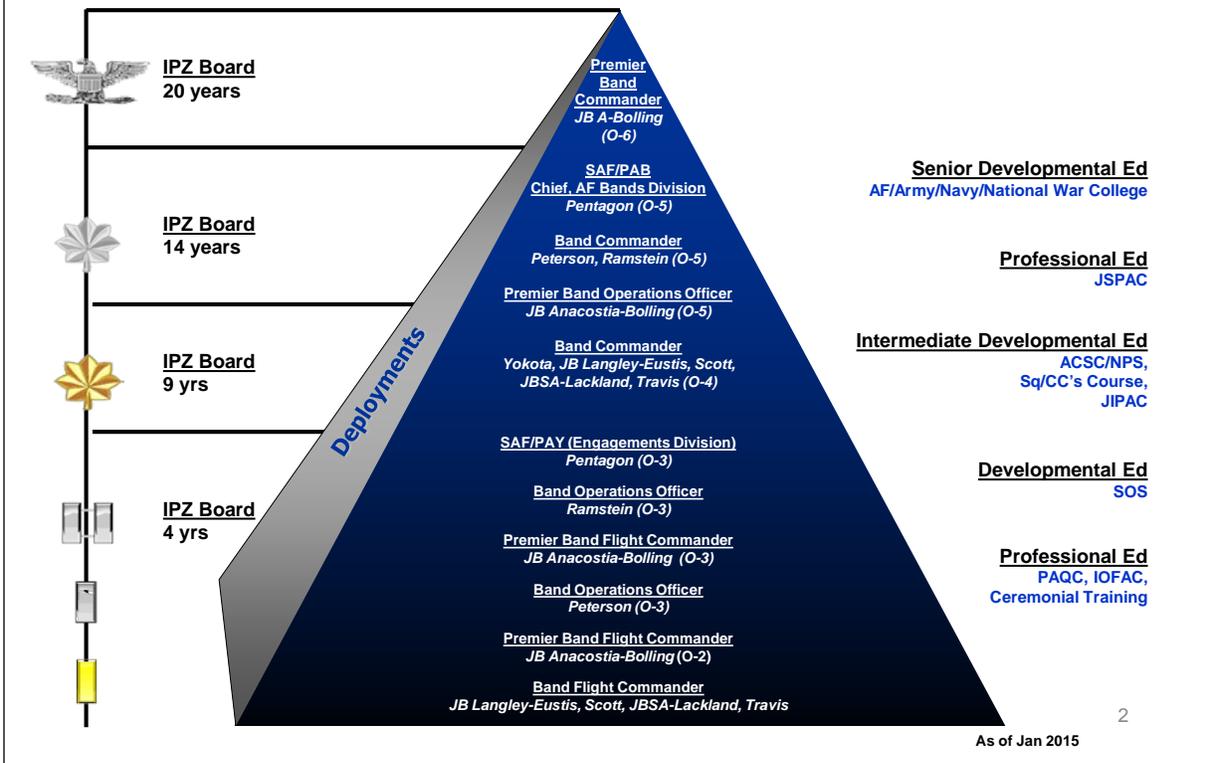


Figure 1. 35B Officer Career Planning Diagram

**Section C – Proficiency Training Requirements**

**1. Entry Level (35B1) Proficiency Training Requirements**

KNOWLEDGE	Knowledge is mandatory of: organization, mission and capabilities of Air Force bands to meet senior leader requirements; publications and directives on training, administration, and operations of Air Force bands; personnel and administration management; knowledge of essential musical requirements for the performance of classical, jazz and popular music; musical conducting and rehearsal techniques; principles of music proficiency; music theory (written and aural); ranges, transpositions, and capabilities of all instruments authorized for Air Force bands; band music repertoire; both marching and concert band operations and performance; testing and evaluating procedures; copyright laws pertaining to live and recorded music performance; and joint expeditionary operating environments.
EDUCATION	For entry into this specialty, undergraduate or graduate academic specialization in music performance, music education, music industry or a related field is required.
TRAINING	No mandatory AETC training courses are required for assignment to this skill level.
EXPERIENCE	For entry into this specialty, at least three years of conducting experience at a High School level or higher is desirable.
IMPLEMENTATION	The knowledge, education, training and experience required for 35B1 must pre-exist and be demonstrated at a competitive band officer selection board.

**2. Qualified Level (35B3) Proficiency Training Requirements**

KNOWLEDGE	The knowledge requirements for 35B3 are the same as 35B1.
EDUCATION	The Public Affairs Qualification Course as offered by the Defense Information School.
TRAINING	The 35B Career Field Education and Training Plan. No mandatory AETC training courses are required for assignment to this skill level.
EXPERIENCE	For award of AFSC 35B3, a minimum of 12 months of experience in band assignments is mandatory.
IMPLEMENTATION	AFSC 35B3 is awarded by the commander upon the trainee’s completion of all requirements. NOTE: Air National Guard band officers follow a separate training plan. (There are no Reserve officer positions in Air Force bands.)

## ***Section D – Resource Constraints***

**1. Purpose.** This section identifies known resource constraints that preclude optimal/desired training from being developed or conducted. Included are narrative explanations of each constraint and its effect on training. Finally, this section includes actions required, OPR, and target completion date. Resource constraints will be reviewed and updated annually.

**2. Constraints.** Some tasks in the CFETP cannot be performed at every unit. In such cases, individuals must describe procedures needed to complete the tasks and explain their underlying concepts and principles, or accomplish the training at another unit subject to the availability of TDY funds.

## ***PART II***

### ***Section A – Band Officer Course Training Standards (CTS)***

#### **1. Purpose.**

1.1. The CTS lists task performance, task knowledge, and subject knowledge levels needed for 35B specialty training. It supports the 35B Specialty Description outlined in the Officer Classification Directory (available on myPers and the Air Force Personnel Center websites). Individuals will know the information in each reference to the level indicated by the associated Proficiency Code Key. A bibliography is provided at the end of the CTG to assist users in locating these reference materials.

1.2. Compliance with all Band Officer Selection Board Standards (see Section 1 of the Course Training Standards) is required for certification by the Chief of Music.

1.3. Completion of Sections 2 through 19 of the Course Training Standards in this CFETP is required for upgrade to 35B3, along with the completion of training standards for attaining the entry level in the 35P AFS.

#### **2. Documentation.**

2.1. Column 1 identifies the tasks that must be successfully performed or the knowledge that must be displayed.

2.2. Column 2 identifies mandatory tasks / knowledge used to evaluate candidates at a competitive band officer selection board and to acquire the 35B1 AFSC. The 35P CFETP and column 3 in this CFETP identify mandatory tasks / knowledge to acquire the 35B3 AFSC. Officers are upgraded to 35B3 upon completion of core CFETP tasks, graduation from the PAQC, and after serving a minimum of 12 months in a band officer position.

2.3. Columns 3 and 4 indicate the proficiency level the trainee must attain to be fully qualified for the 35B1 and 35B3 specialties.

2.4. Column 5 indicates the method for obtaining proficiency.

2.5. Supervisors will review the CFETP with trainees at an initial interview within 30 days of the trainee's assignment to the unit. During the interview, discuss core requirements listed in the task and knowledge list (identified by an "X" in the Core Task column), and explain that core tasks must be completed within 36 months of graduation from a commissioning source to acquire 35B3. Supervisors will continue to review training progress to coincide with the normal feedback cycle, at a minimum.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

KATHLEEN A. COOK  
Brigadier General, USAF  
Director, Public Affairs

3.

<b>PROFICIENCY CODE KEY</b>		
	<b>SCALE VALUE</b>	DEFINITION: The trainee:
<b>Task Performance Levels</b>	1	Can do simple parts of the task; needs to be told or shown how to do most of the task. <b>(EXTREMELY LIMITED)</b>
	2	Can do most parts of the task; needs help only on the hardest parts. <b>(PARTIALLY PROFICIENT)</b>
	3	Can do all parts of the task; needs only spot check of completed work. <b>(COMPETENT)</b>
	4	Can do the complete task quickly and accurately; can tell or show others how to do the task. <b>(HIGHLY PROFICIENT)</b>
<b>Task Knowledge Levels</b>	a	Can name parts, tools, and simple facts about the task. (Nomenclature)
	b	Can determine step-by-step procedures for doing the task. (Procedures)
	c	Can identify why and when the task must be done and why each step is needed. (Operating Principles)
	d	Can predict, isolate, and resolve problems with the task. (Complete Theory)
<b>Subject Knowledge Levels</b>	A	Can identify basic facts and terms about the subject. (Facts)
	B	Can identify relationship of basic facts and state general principles about the subject. (Principles)
	C	Can analyze facts and principles and draw conclusions about the subject. (Analysis)
	D	Can evaluate conditions and make proper decisions about the subject. (Evaluation)
	X	Indicates Core Task

<b>This Block Is For Identification Purposes Only</b>		
Name Of Trainee		
Printed Name ( <i>Last, First, Middle Initial</i> )		Initials (Written)
SSAN		
Printed Name Of Trainer And Certifying Official And Written Initials		
<i>N/I</i>	<i>N/I</i>	

## 35BX Course Training Standards

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
<b>1. BAND OFFICER SELECTION BOARD (AUDITION) STANDARDS</b>								
1.1. Demonstrate the ability to prepare, conduct and rehearse classical and popular music for concert band.	X	4d		PE				
1.2. Demonstrate advanced baton technique and expressive gestures, to include the ability to signal changes in meter, tempo, and dynamics; clarity of beat reflecting style of composition; the ability to use the left hand for indicating cues and ensemble balance; advanced abilities in the areas of score interpretation; and clarity and pertinence of verbal instructions.	X	4d		PE				
1.3. Demonstrate the ability to ensure accurate performance of the following fundamentals with proper adherence to idiomatic practice and interpretation: melodic accuracy and rhythmic precision; articulation, dynamics, and intonation; style and phrasing; and balance and appropriate ensemble tone color.	X	4d		PE				
1.4. Demonstrate a high level of competence and a professional demeanor while writing and speaking in the English language.	X	3c		PE				
1.5. Demonstrate an advanced knowledge of music theory, to include chord and scale construction, key signatures, intervals, terminology, notation, transposition, and instrumentation.	X	4d		PE				
1.6. Demonstrate advanced aural skills in rhythmic, melodic, harmonic, chordal, and intervallic dictation, as well as stylistic and notational error identification.	X	4d		PE				
1.7. Demonstrate strong leadership characteristics throughout the process of a live audition and interview.	X	3c		PE				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
<b>2. USAF BAND PROGRAM</b>								
2.1. Read and understand AFI 35-110 <i>U.S. Air Force Band Program</i> . Be able to discuss the Core Competencies, Core Functions, and Objectives of Air Force bands, as well as the use of music in the Air Force and in the Strategic Communication Process.	X		C	OJT				
2.2. Read and understand AFI 35-101 <i>Public Affairs Responsibilities and Management</i> .			C	OJT				
2.3. Read, understand, and apply AFI 35-105 <i>Community Relations</i> .			C	OJT				
2.4. Be familiar with the contents and purpose of the USAF Bands Shared Resources Site (Section E, reference 1.10.).			B	OJT				
2.5. Be familiar with the contents and purpose of the Air Force Public Affairs Community of Practice (Section E, reference 1.19.).			B	OJT				
2.6. Be familiar with the contents and purpose of the Air Force Bands program website (Section E, reference 1.13.).			B	OJT				
2.7. Be familiar with the contents and purpose of the USAF Recordings website (Section E, reference 1.14.).			B	OJT				
2.8. Be familiar with contents and purpose of the USAF website (Section E, reference 1.15.).			B	OJT				
2.9. Review the current Air Force Strategic Plan, Air Force Priorities. Be able to suggest ways bands can facilitate Air Force priorities.			C	OJT				
2.10. Review Air Force Doctrine Annex 3-61, Public Affairs Operations. Be familiar with the organization, structure, roles, capabilities and missions of Air Force Public Affairs.			C	OJT				
2.11. Plan and lead at least one band Open House/Mission Overview for distinguished visitors.	X		3c	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
2.12. Attend staff meetings of a MAJCOM or Wing PA office in your AOR for at least 12 months to gain insight into senior leadership views on the most effective use of AF bands, and a better understanding of how to integrate music into the broader mission of Air Force Public Affairs.			C	OJT				
<b>3. MUSICAL LEADERSHIP</b>								
3.1. Assist the band commander in planning programs for popular, symphonic and ceremonial musical presentations by researching and assimilating music, suggesting program content and coordinating music availability with band arranger, copy staff and librarians.			3c	OJT				
3.2. Observe and participate in concert band or large ensemble rehearsals and performances. Assist in planning, rehearsing and conducting at least a portion of at least 10 local and TDY concert band or large ensemble concerts.	X		4d	OJT				
3.3. Serve as Officer-in-Charge and Conductor of the Ceremonial/Marching Band. Plan, rehearse and lead band in at least 4 official ceremonies.			4c	OJT				
3.4. Observe the jazz band rehearse, and observe them perform locally and / or go Temporary Duty (TDY) with them at least twice to see different aspects of their mission and gain understanding on how to best use this type of ensemble.			C	OJT				
3.5. Observe popular music ensembles rehearse, and observe them perform locally and / or go Temporary Duty (TDY) with them at least twice to see different aspects of their mission and to gain understanding on how to best use this type of ensemble.			C	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
3.6. Observe small ensembles rehearse, and observe them perform locally and / or go Temporary Duty (TDY) with them at least twice to see different aspects of their mission and to gain understanding on how to best use these ensembles.			C	OJT				
3.7. Read and comprehend AFMAN 36-2203 Drill and Ceremonies.			C	OJT				
3.8. Read and comprehend AFMAN 35-106 Ceremonial Music and the Table of Honors as well as Parade, Retreat and Arrival sequences. Be familiar with local ceremonial procedures and requirements.	X		C	OJT				
3.9. Review and have a general understanding of the DoD State Funeral Plan.	X		B	OJT				
3.10. Lead a project team in the planning and coordination of at least one recording or multimedia project.			3c	OJT				
3.12. Lead a project team in the planning and production of at least one major musical presentation (i.e. Tattoo, multi-media presentation, etc.).			3c	OJT				
3.13. Take the Ceremonial Leadership Training Course offered by The USAF Band.			3c	The USAF Band				
<b>4. AUDIO SUPPORT</b>								
4.1. Demonstrate a basic working knowledge of audio, lighting and multi-media set-ups for small, medium and large ensembles.			2c	OJT				
4.2. Work with unit audio technicians to study the current costs and prioritization of purchasing and maintaining professional audio gear.			2c	OJT				
4.3. Work with unit audio technicians to understand the differences between indoor and outdoor performance venues from an audio perspective.			2c	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
4.4. Work with unit audio technicians to understand the basic rules of audio safety.			2c	OJT				
4.5. Demonstrate an understanding of basic audio requirements for each ensemble.			2c	OJT				
4.6. Demonstrate the ability to communicate requirements and acoustic preferences to audio technicians to achieve professional level results.	X		3c	OJT				
<b>5. FIRST SERGEANT</b>								
5.1. Read and be familiar with AFI 36-2113 <i>The First Sergeant</i> , the First Sergeant Seminar booklet, and any local training documents.			B	OJT				
5.2. Be familiar with the commander's and the First Sergeant's roles and responsibilities regarding unit morale and welfare. Implement and participate in morale-building activities.			C	OJT				
5.3. Be familiar with the commander's and the First Sergeant's roles and responsibilities regarding a variety of disciplinary actions.	X		C	OJT				
5.4. Read the local band policy guidance. Read guidance documents from other bands as available. Observe how commander's policies are communicated to band members. Participate in a review and possible revisions to current policy guidance.	X		C	OJT				
5.5. Be familiar with base agencies that are available to assist in resolving personal concerns and coordinate with base agencies to assist members (including Family Advocacy, Equal Opportunity (EO), Airman and Family Readiness Center (AFRC) and military chaplains.			B	OJT				
5.6. Be thoroughly familiar with the First Sergeant's role in managing the Fitness Program and fitness assessments.			B	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
5.7. Be familiar with the difference between an Additional Duty First Sergeant and an AFSC 8F000 First Sergeant. (Personal interview with an AFSC 8F000 First Sergeant recommended.)			B	OJT				
5.8. Be familiar with Enlisted PME requirements.			B	OJT				
5.9. Review AFI 36-2907 <i>Air Force Unfavorable Information File (UIF)</i> . Be familiar with AF Form 1058 Unfavorable Information File Action and how to process UIF and Control Roster actions.			B	OJT				
5.10. Be familiar with when to use and how to write memos for record (MFR), letters of counseling (LOC), letters of reprimand (LOR), letters of admonition (LOA), as well as Article 15 documents.	X		3c	OJT				
5.11. Review AFI 36-3208 <i>Administrative Separation of Airmen</i> , the Manual for Courts-Martial and The Military Commander and the Law. Be familiar with Air Force commander's responsibilities and authority regarding the administrative, disciplinary, judicial and non-judicial actions. Be familiar with the role of the local Judge Advocate General (JAG) office.	X		B	OJT				
5.12. Be familiar with AFI 36-2110 <i>Assignments</i> , AFI 40-701 <i>Medical Support to Family Member Relocation and Exceptional Family Member Program (EFMP)</i> , humanitarian assignments, base of preference moves (BOP), the Red Cross, emergency leave, and voluntary / involuntary assignment programs.			B	OJT				
5.13. Understand the Trusted Agent Program as utilized for the base drug testing program.			B	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
<b>6. BAND OPERATIONS</b>								
6.1. Read, understand and apply policy and guidance regarding band operations: Title 10 section 974, DODD 5410.18, DODI 5410.19, AFI35-105, and AFI35-110 chapter 6.	X		C	OJT				
6.2. Be familiar with and participate in the band's strategic targeting process. Be able to lead efforts to match the capability of each ensemble with target audiences and describe desired effects.	X		C	OJT				
6.3. Be familiar with the geographic AOR and corresponding requirements of each AF band, including performance coordination with Regional and Premier bands, and SAF/PAB.			B	OJT				
6.4. Be familiar with routine operations correspondence and procedures to include Air Force Outreach Request System (AFORS) management site and DD Form 2536 Request for Armed Forces Participation in Public Events. Be familiar with letters of acceptance and declination, letters of appreciation, itineraries, driving directions, transportation requests and lodging requests. Also, be familiar with recruiter coordination, schedules, operations check sheets, sponsor and performance site information kits, sponsor feedback and after-action reporting.			B	OJT				
6.5. Be familiar with the data entry process to report and track performances and preparation of SAF/PA reports.			B	OJT				
6.6. Participate in the preparation of quarterly and annual Operations budgets.			3c	OJT				
6.7. Conduct a tour advance with operations personnel, meet with sponsors and appropriate media, visit concert sites and lodging representatives, help determine travel routes, etc.			2c	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
6.8. Assist in coordination with unit Public Affairs (PA) to ensure kits, programs and news releases are provided to sponsors. Assist in coordination with sponsors to ensure ticket, program and advertising requirements are met.			2c	OJT				
6.9. Be familiar with and demonstrate basic travel cost estimating procedures including per diem, quarters, travel and other related costs or inclusion on travel orders.	X		C	OJT				
6.10. Be familiar with and understand the benefits and limitations of obtaining various forms of manning assistance, to include Active Duty, Air National Guard, or civilian musicians.			A	OJT				
6.11. Be able to coordinate transportation requests with Unit Vehicle Control Officer (VCO). Be familiar with AFI 24-301 Vehicle Operations; and vehicle logs, inspections, maintenance procedures, training and licensing of drivers, mishap prevention and accident investigation procedures. Observe and participate in a vehicle inspection.			2c	OJT				
<b>7. BAND READINESS - DEPLOYMENTS</b>								
7.1. Understand the structure of deployments as a joint operation with joint command and control, joint bureaucracies, and joint computer systems. Define the Joint Operation Planning and Execution System (JOPES) and the Deliberate Crisis Action Planning and Execution Segment (DCAPES).			A	OJT				
7.2. Explain the Air Expeditionary Forces (AEF Next) Construct.			B	OJT				
7.3. Read and understand the USAF Band deployment Concept of Operations (CONOP).			C	OJT				
7.4. Understand the role and responsibilities of your unit Functional Area Manager.			C	OJT				
7.5. Understand the role and responsibilities and name the current career field Functional Area Manager.			B	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
7.6. Understand the term Unit Type Code (UTC), Logistics Detail (LOGDET), and the role of the Installation Deployment Readiness Center (IDRC).			B	OJT				
7.7. Read and understand the AF Band Manpower Detail for LBFA1, LBFA2, LBFA3, and LBFA4.			B	OJT				
7.8. Read and understand the AF Band Mission Capability Statement (MISCAP) and AF Band Line Remarks.			B	OJT				
7.9. Work with the Unit Deployment Monitor to understand the scope of the deployment program. Understand ART (AEF UTC Reporting Tool) and how the Unit Deployment Monitor (UDM) monitors and maintains current training requirements and necessary documentation. Understand and review the requirements and contents of the Unit Deployment Folders.			B	OJT				
7.10. Understand Public Affairs Pre-deployment Orientation and Tier 3 Advanced Expeditionary Skills training requirements.			B	OJT				
7.11. Review USAFCENT and Tier 3 training course reporting instructions at the AEF Center online: <a href="https://aef.afpc.randolph.af.mil">https://aef.afpc.randolph.af.mil</a> .			B	OJT				
7.12. Have a working knowledge of the deployment resource folder contained in the USAF Bands Shared Resources website (Section E, reference 1.10.)			B	OJT				
<b>8. BAND READINESS - TRAINING PROGRAM</b>								
8.1. Understand the Band Commander's responsibility in conducting administrative and leadership oversight of AFSC duties, enlisted career path, and the unit's training program.			C	OJT				
8.2. Be familiar with the current AFSC 3N1X1/3N2X1 CFETP for Regional, Premier and Air National Guard bands.			B	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
8.3. Observe and understand the Band Commander's responsibility to ensure Airman readiness.	X		C	OJT				
8.4. Facilitate the unit's recurring training responsibilities in the Law of Armed Conflict, security programs, Privacy Act, Suicide Prevention, and Sexual Assault, Prevention and Response.	X		3c	OJT				
8.5. Be familiar with AFI 36-2706 Occupational Safety and Health, Equal Opportunity Program, and the Inspector General Program.	X		3c	OJT				
<b>9. BAND RESOURCES - FINANCES</b>								
9.1. Be familiar with the functions of Resource Management. Be familiar with the contents of Air Force Policy Directive 65-6 Budget and the contents of AFI 65-601 Volume 1, Chaps 1-4, Budget Guidance and Procedures.			B	OJT				
9.2. Be familiar with local requirements and chain of authority for tracking and processing fiscal planning and tracking documents. Be familiar with Open Document Listing (ODL), Execution Reports and Commander's Resource Integration System (CRIS.)			B	OJT				
9.3. Help prepare an annual budget based on mission priorities. Help identify and prioritize unfunded requirements, assist in the identification and justification of funding needs and prepare presentations and other documents to inform and justify current and additional funding.	X		3c	OJT				
9.4. Once the operations budget has been determined, help create a plan for apportioning TDY dollars to support the band's goals and priorities.			3c	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
9.5. Be familiar with the planning and development of the annual financial plan (FINPLAN) and the Unit Spending Plan. Be familiar with the Element of Expense Identification Codes (EEICs) associated with the band budget.	X		C	OJT				
9.6. Attend Financial Working Group (FWG) and Financial Management Board (FMB) meetings. Become familiar with the process of developing unfunded requirements and prioritizing quarterly and annual expenditures.			B	OJT				
9.7. Be familiar with the procedure for processing and obligating funds to administrative orders for TDYs.			B	OJT				
9.8. Be familiar with procedures for fund cite authorizations.			B	OJT				
9.9. Develop a basic understanding of End-of-Year (EOY) close out procedures.			B	OJT				
9.10. Be aware of AFI 64-117 Air Force Government-wide Purchase Card Program (GPC). Understand the legal guidelines governing the program as well as any local requirements.			C	OJT				
9.11. Be familiar with the Military Interdepartmental Purchase Request (MIPR) process for remitting funds.								
9.12. Be familiar with the Joint Federal Travel Regulation and with the TDY expenses for which a member can be reimbursed.			C	OJT				
<b>10. BAND RESOURCES - SUPPLY</b>								
10.1. Be familiar with local procedures for accountability of equipment resources. Become familiar with the Commander's role in Reports of Survey.			B	OJT				

<b>1. Task &amp; Knowledge</b>	<b>2. Core Tasks</b>	<b>3. 35B1 Requirements</b>	<b>4. 35B3 Requirements</b>	<b>5. Training Method</b>	<b>6. Training Start Date</b>	<b>7. Training Complete</b>	<b>8. Trainee Initials</b>	<b>9. Trainer Initials</b>
10.2. Be familiar with AF Form 9 (Request for Purchase), contracts, obligation documents, payments and methods of expenditure to include Miscellaneous Obligation Reimbursement Documents (MORDs), Government-wide Purchase Card program (GPC), GPC checks, and AF Form 616 Fund Cite Authorization (FCA).			<b>C</b>	<b>OJT</b>				
10.3. Be familiar with local rules for requesting and purchasing equipment and supplies. Be familiar with Wide Area Work Flow (WAWF) and the Automated Business Service System (ABSS).			<b>B</b>	<b>OJT</b>				
10.4. Be familiar with research and processing procedures for issue items through Base Supply System.			<b>C</b>	<b>OJT</b>				
10.5. Be familiar with property responsibility, supply discipline, adjustment levels, Defense Re-utilization and Marketing Office (DRMO) and turn-in procedures. Also be familiar with the In-Store Credit Program and any local guidance governing that program.	<b>X</b>		<b>C</b>	<b>OJT</b>				
10.6. Be familiar with the requirements and process for establishing a Blanket Purchase Agreement (BPA).			<b>B</b>	<b>OJT</b>				
10.7. Be familiar with procedures and forms used in conducting a unit equipment inventory and reconciling the Custodian Authorized/Custodian Receipt Listing (R-14 CA/CRL) document.			<b>B</b>	<b>OJT</b>				
10.8. Be familiar with the proper use of AF Form 1297 (Temporary Issue Receipt) and the internal accountability systems and safekeeping of squadron equipment.			<b>C</b>	<b>OJT</b>				
10.9. Be familiar with AFMAN 32-1084 Facility Requirements, in particular Table 2.31, Space Requirements for Band Facilities.			<b>B</b>	<b>OJT</b>				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
<b>11. BAND ADMINISTRATIVE SUPPORT</b>								
11.1. Observe and understand commander's role in personnel actions such as promotion rosters, gain/loss actions, upgrade training, TDY reporting and duty status, training status codes, In/Out-Processing, reenlistments, Air Force Personnel Accountability and Assessment System (AFPAAS), UCC, Fitness Program, Awards and Decorations Program, and separations/retirements.	X		C	OJT				
11.2. Proofread EPRs and observe the supervisory chain in report tracking and timeliness of EPRs. Demonstrate knowledge of local command procedures for higher-level endorsements.			C	OJT				
11.3. Review and apply AFI 36-3003, Military Leave Program. Be familiar with LeaveWeb, the rules for Permissive TDY, and the Band Commander's role in leave determinations.			C	OJT				
11.4. Be familiar with the Base Information Transmittal Center (BITC), official mail and express mail services.			B	OJT				
11.5. Be familiar with the basics of the personnel information systems (MilPDS & CMS). Complete training on commander's access, actions and functions in the system as required.	X		C	OJT				
11.6. Understand and demonstrate current Air Force, command and base policies on correspondence preparation and disposition. Prepare and edit official correspondence to include letters, memorandums, Staff Summary Sheets (SSS), bullet papers. Be familiar with AFH 33-337 The Tongue and Quill and the local Action Officers Handbook.			3c	OJT				
11.7. Review AFMAN 33-363 Management of Records. Be familiar with the basics of files and records management and the proper disposal of correspondence.			B	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
11.8. Be familiar with the AFI 33-332 Privacy Act Program and the requirements of HIPAA.	X		C	OJT				
11.9. Be familiar with the local program to assist new Airman musicians, including Commander's welcome letters, information packages and sponsor program requirements.			C	OJT				
11.10. Be familiar with the basics of the assignment systems for enlisted moves, including the elements of Enlisted Quarterly Assignment Listing (EQUAL-plus) and the Assignment Management System (AMS) as they apply to band members.			B	OJT				
11.11. Be familiar with the Unit Manpower Document (UMD) and Unit Personnel Management Roster (UPMR), including the basic position requirements for bands and how those requirements drive personnel needs. Know how to request a change to the requirements.			B	OJT				
11.12. Read AFI 36-2803 Air Force Military Awards and Decorations Program, and pertinent command and base regulations. Prepare and edit appropriate awards and decorations packages. Be familiar with the process for requesting DECOR-6s and submission procedures. Prepare, edit and complete at least two AF Form 1206s Nomination for Award for award nominations for unit, PA, command and AF level recognition programs.			C	OJT				
11.13. Review the role of enlisted personnel by studying appropriate sections of AFI 36-2618 The Enlisted Force Structure.	X		C	OJT				
11.14. Review AFI 10-2501, Emergency Management Program Planning and Operations. Be familiar with, and demonstrate implementation of appropriate recall procedures, unit/personnel accountability programs, and building evacuation procedures.	X		C	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
11.15. Be familiar with and review appointment letters and letters to delegate authority for specific responsibilities.			C	OJT				
11.16. Demonstrate ability to prepare, certify and approve travel vouchers through the Defense Travel System (DTS).			2c	OJT				
11.17. Be familiar with the procedures for preparing blanket orders, individual orders and invitational travel orders.			B	OJT				
11.18. Be familiar with the process of revoking or amending orders via an AF Form 973 Request and Authorization for Change of Administrative Orders.			B	OJT				
11.19. Be familiar with the purpose and content of the Air Force Portal.	X		B	OJT				
11.20. Be familiar with the Personnel Records Display Application (PRDA) and the Base Level Service Delivery Model (BLSDM).			B	OJT				
<b>12. BAND PUBLIC AFFAIRS AND MEDIA PRODUCTIONS</b>								
12.1. Be familiar with and participate in recording, editing, mixing and mastering sessions in both multi-track and two-track format.			3c	OJT				
12.2. Participate in the design and production of packaging a recording. Work closely with PA shop and military or civilian vendors to choose graphics, create booklet and edit/proof final product.			3c	OJT				
12.3. Be familiar with SAF/PA recording policy. Assist in preparation of an approval request for a recording project, including recording justification, target audience, cost analysis, etc.	X		C	OJT				
12.4. Participate in the design and production of at least two concert programs and two concert advertisements.			2c	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
12.5. Be familiar with Defense Logistics Agency (DLA) Document Services requirements and capabilities, the congressional act which requires use of the DLA and the need for justification when using commercial printing services (DoDD 5330.3).			B	OJT				
12.6. Be familiar with command and unit strategies for communicating with military and civilian media organizations regarding performances and news of interest. Represent band in interviews with television, radio and print media.	X		C	OJT				
12.7. Be familiar with Air Force website policy and guidance as found in AFI 35-107 Public Web Communications, AFI 33-115 Air Force Information Technology (IT) Service Management, and The Air Force Guide to Effective Media Use.			B	OJT				
12.8. Be familiar with the purpose and uses of various forms of popular social media and the Air Force Social Media Guide.			2c	OJT				
<b>13. LIBRARY MANAGEMENT</b>								
13.1. Be familiar with the library data base and filing system and be able to locate music, reference materials, methods, solos, song books and all reference recordings.			3b	OJT				
13.2. Be familiar with current copyright and synchronization laws as they pertain to performance, procurement, photo copying, recording, video and broadcasting, including live telecast and internet applications.	X		C	OJT				
13.3. Be familiar with unit procedures for loaning and shipping music.			B	OJT				
13.4. Understand the process of verifying the currency of foreign national anthems with the Military District of Washington (MDW) prior to performances.			C	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
<b>14. ENLISTED AUDITIONS</b>								
14.1. Be familiar with the processes for recruiting and accessions. Assist in the screening and auditioning of applicants for the Air Force band program.			C	OJT				
14.2. Be familiar with commander's role in documenting auditions on AF Form 485 Application for Enlistment – US Air Force Band for qualified applicants.	X		3d	OJT				
14.3. Be familiar with current AF policy regarding accessions.			C	OJT				
14.4. Be prepared to brief qualified candidates on job requirements, basic training, pay and benefits, Air Force life, etc.			C	OJT				
<b>15. COMPUTER SKILLS TRAINING</b>								
15.1. Discuss local requirements, accountability and security with Computer Shop NCOIC. Be aware of standards for AF and MAJCOM information management systems.			B	OJT				
15.2. Be familiar with local guidance regarding tracking of computer equipment through the Information Technology Equipment Custodian (IT).			B	OJT				
<b>16. EXTERNAL TRAINING</b>								
16.1. Go TDY to The USAF Band to view their operations and to interview their senior staff.			B	TDY				
16.2. Go TDY to another USAF Regional Band to view their operations and to observe/interview their senior staff.			B	TDY				
16.3. Understand the similarities and differences between Regional Bands and the Premier Band.			C	OJT				
16.4. Go TDY to the Pentagon to observe Air Force Bands Division (SAF/PAB). Discuss the roles of the Division Chief, 3N1/3N2 Career Field Manager, Assistant Career Field Manager and SAF/PAB Superintendent.			B	TDY				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
16.5. Observe an AF Bandleader Workshop and attend a minimum of two nationally recognized music conferences or conducting clinics.			C	OJT				
16.6. Attend appropriate Air Force Training Courses for commanders when available including: PA Worldwide Seminars, Local Commander/First Sergeant Seminar.			C	TDY				
<b>17. SUPERVISOR TRAINING</b>								
17.1. Supervise at least two Enlisted members of varying ranks.	X		3c	OJT				
17.2. Document appropriate feedback and write Enlisted Performance Reports (EPRs), Awards and Decorations.	X		3c	OJT				
<b>18. MISCELLANEOUS PROGRAMS</b>								
18.1. Read AFI 36-2905 Fitness Program. Meet with the Unit Fitness Program Manager (UFPM) to discuss current unit fitness activities, the scheduling of fitness assessments, the monitoring of individual workouts, and any local command guidelines. Be familiar with commander's role regarding administrative actions.	X		3c	OJT				
18.2. Facility Manager: Obtain a general knowledge of requests, procedures and local issues. Be familiar with the purpose and function of AF Form 332 Base Civil Engineer Work Request.			B	OJT				
18.3. Safety: Understand the requirements for inspections, common reporting procedures, proactive accident prevention and base-wide safety briefings.			B	OJT				
18.4. Uniforms: Be familiar with local uniform procedures including purchasing, alterations, cleaning and storage of performance uniforms. Be aware of local guidance for uniform appearance (e.g., performance clothing and informal uniforms reference AFI 35-110 para. 9.4.) and differences around the career field.			C	OJT				

1. Task & Knowledge	2. Core Tasks	3. 35B1 Requirements	4. 35B3 Requirements	5. Training Method	6. Training Start Date	7. Training Complete	8. Trainee Initials	9. Trainer Initials
18.5. Be familiar with the purpose and function of the Unit Climate Assessment (UCA), AFI 90-201 The Air Force Inspection System which outlines the Unit Effectiveness Inspection (UEI), the Commander's Inspection Program (CCIP), the unit Self-Assessment Program and Self-Assessment Communicators (SACs) in the Management Internal Control Toolset MICT.			B	OJT				
<b>19. ADDITIONAL TRAINING</b>								

## Training Reference Bibliography

**AF e-Publishing** - [www.e-publishing.af.mil](http://www.e-publishing.af.mil)  
**AF Doctrine Annex 3-13**, *Information Operations*  
**AF Doctrine Annex 3-61**, *Public Affairs Operations*  
**AFI 11-209**, *Aerial Event Policy and Procedures*  
**AFI 32-7020**, *The Environmental Restoration Program*  
**AFI 32-7061**, *The Environmental Impact Analysis Process*  
**AFI 33-115**, *Air Force Information Technology (IT) Service Management*  
**AFI 33-332**, *Air Force Privacy and Civil Liberties Program*  
**AFI 34-108**, *Commercial Sponsorship and Sale of Advertising*  
**AFI 35-101**, *Public Affairs Responsibilities and Management*  
**AFI 35-102**, *Security and Policy Review Process*  
**AFI 35-103**, *Public Affairs Travel*  
**AFI 35-104**, *Media Operations*  
**AFI 35-105**, *Community Relations*  
**AFI 35-107**, *Public Web Communications*  
**AFI 35-108**, *Environmental Public Affairs*  
**AFI 35-109**, *Visual Information*  
**AFI 35-110**, *U.S. Air Force Band Program*  
**AFI 35-111**, *Public Affairs Contingency Operations and Wartime Readiness*  
**AFI 35-113**, *Internal Information*  
**AFI 36-2101**, *Classifying Military Personnel (Officer and Enlisted)*  
**AFMAN 35-106**, *Ceremonial Music*  
**AFPD 32-70**, *Environmental Quality*  
**AFPD 35-1**, *Public Affairs Management*  
**DOD Issuances** - [www.dtic.mil/whs/directives](http://www.dtic.mil/whs/directives)  
**DOD 5500.7-R**, *Joint Ethics Regulation*  
**DODI 5040.02**, *Visual Information (VI)*  
**DODI 5040.07**, *Visual Information (VI) Productions*  
**DODI 5410.16**, *DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions*  
**DODI 5410.19**, *Public Affairs Community Relations Policy Implementation*  
**DODD 5122.05**, *Assistant Secretary of Defense for Public Affairs (ADS(PA))*  
**DODD 5400.07**, *DoD Freedom of Information Act (FOIA) Program*  
**DODD 5410.18**, *Public Affairs Community Relations Policy*  
**JP 3-13**, *Information Operations*  
**JP 3-61**, *Public Affairs*  
**JP 5-0**, *Joint Operation Planning*

Associated Press Stylebook - [www.apstylebook.com](http://www.apstylebook.com)

## ***Section B – Training Course Index***

1. **Purpose.** This section highlights courses offered by the Defense Information School (DINFOS), The USAF Band, and other organizations for the development of 35B officers. General information about each course is provided below.

### **2. Defense Information School, Fort Meade, MD**

2.1. Public Affairs Qualification Course (PAQC) (EBAAD3N090 00BA): The course provides PA leadership skills through a study of current and evolving public affairs/relations theory; the growth of technology and tailoring communication to emerging media and audiences; and the operational application of public affairs communication. Curriculum is taught through practical exercises, case studies, and graded homework exercises stimulating critical thinking skills, culminating with practical experience in a field training exercise.

2.2. Joint Intermediate Public Affairs Course (JIPAC) (EBOZD35P1 00DA): The course provides knowledge and skills needed to perform the duties of a PA practitioner at the operational level. The scope of this training includes classroom discussion, guest speakers, field trips, and a field command post exercise.

2.3. Joint Senior Public Affairs Course (JSPAC) (EBOZD35P1 00BA): The course provides a capstone experience for seasoned practitioners who will occupy senior PA positions.

### **3. The USAF Band, Joint Base Anacostia-Bolling, Washington, D.C.**

3.1. Ceremonial Band Officer Training: This course covers Air Force Ceremonial Band Officer techniques and processes. Standard sequences for Air Force Ceremonies such as arrivals, funerals, retirements, changes of commands are instructed along with a special session on the Armed Forces State Funeral Plan. Participants observe a full honors funeral at Arlington National Cemetery, a standard Air Force ceremony, and have hands on training with The USAF Band's Ceremonial Brass conducting funeral, arrival and parade sequences.

### **4. Other Training Courses**

4.1. The Public Affairs Professional Development Seminar is a biannual, week-long event hosted by Air Force Public Affairs in the Washington, D.C. area. It is one of Air Force PA's most important career development programs and a unique opportunity to share information across the full spectrum of Public Affairs, ensuring we speak with one voice and a common objective. The seminar's focus is on mission priorities and achieving the desired effect/impact for commanders, with an emphasis on education, training and best practices, both from within the Air Force and from industry experts.

4.2. Additional Continuation Training in Music: Band officers are encouraged to seek a variety of additional growth and training opportunities, encompassing the full range of skills and knowledge required of an Air Force band officer. Suggested areas of study: conducting / rehearsing, music theory, new repertoire, copyright law, music business, music marketing, live sound reinforcement, and music production. This training is available at a variety of sources such as the Midwest Band and Orchestra Clinic, the Jazz Education Network (JEN) Conference, conducting clinics, and online courses offered by institutions such as the Berklee School of Music.

### ***Section C – Support Materials***

There are currently no support material requirements. This area is reserved.

### ***Section D – MAJCOM-Unique Requirements***

There are currently no MAJCOM-unique requirements. This area is reserved.

### ***Section E– Additional Information***

#### **1. Additional References**

- 1.1. AFI 10-403, *Deployment Planning and Execution*
- 1.2. AFI 36-2110, *Assignments*
- 1.3. AFI 36-2113, *The First Sergeant*
- 1.4. AFI 36-2201, *Air Force Training Program, Chapter 6—On the Job Training Administration*
- 1.5. AFI 36-2406, *Officer and Enlisted Evaluation Systems*
- 1.6. AFI 36-2501, *Officer Promotions and Selective Continuation*
- 1.7. AFI 36-2618, *The Enlisted Force Structure*
- 1.8. AFI 51-604, *Appointment to and Assumption of Command*
- 1.9. AFMAN 10-100, *The Airman’s Manual*
- 1.10. Air Force Bands Shared Resources Site --  
<https://cs3.eis.af.mil/sites/OO-OT-AC-10/default.aspx>
- 1.11. Air Force Mentor -- <http://afmentor.com/docs/pubs/index.htm>
- 1.12. AEF Center Online -- <https://aef.afpc.randolph.af.mil>
- 1.13. Air Force Bands Program Website -- <http://www.bands.af.mil/>
- 1.14. Air Force Recordings -- <http://www.music.af.mil/>
- 1.15. Air Force Website -- <http://www.af.mil/>
- 1.16. Air Force Judge Advocate General -- <http://milcom.jag.af.mil>
- 1.17. Air Force Personnel Center -- <http://www.afpc.af.mil/>
- 1.18. Air Force Portal -- <https://www.my.af.mil/faf/FAF/fafHome.jsp>
- 1.19. Air Force Public Affairs -- Community of Practice  
<https://cs3.eis.af.mil/sites/OO-SC-AF-82/default.aspx>

- 1.20. Air Force Publications -- <http://www.e-publishing.af.mil/>
- 1.21. Airman Magazine -- <http://www.airmanonline.af.mil/>
- 1.22. Armed Forces Crossroads -- <http://www.afcrossroads.com/>
- 1.23. Comprehensive listing of DoD websites -- <http://www.defenselink.mil/sites/a.html>
- 1.24. Defense Finance and Accounting Service (DFAS) -- <http://www.dfas.mil/>
- 1.25. Defense Travel Management Office -- <http://www.defensetravel.dod.mil/>
- 1.26. Military Compensation -- <http://www.defenselink.mil/militarypay/>
- 1.27. Military One Source -- <http://www.militaryonesource.mil/>

**2. Suggested Reading.** Familiarity with the guidance and information contained in these publications will assist in the development of knowledge in band officers. For a current list of the available AFIs, refer to the AF e-Publishing website accessible via the AF Portal.

2.1. Airman's Manual, AFPAM 10-100:

[http://static.e-publishing.af.mil/production/1/af\\_a3\\_5/publication/afpam10-100/afpam10-100.pdf](http://static.e-publishing.af.mil/production/1/af_a3_5/publication/afpam10-100/afpam10-100.pdf)

2.2. Air Force Basic Doctrine, Volume 1, is the senior statement of Air Force Doctrine. It discusses the fundamental beliefs that underpin the application of Air Force capabilities across the range of military operations:

<https://www.doctrine.af.mil/download.jsp?filename=Volume-1-Basic-Doctrine.pdf>

2.3. Air Force Basic Doctrine, Annex 3-13 – Information Operations:

<https://www.doctrine.af.mil/download.jsp?filename=3-13-Annex-INFO-OPS.pdf>

2.4. Air Force Basic Doctrine, Annex 3-61 – Public Affairs:

<https://doctrine.af.mil/download.jsp?filename=3-61-Annex-PUBLIC-AFFAIRS.pdf>

2.5. Air Force Strategic Plan (2014) – America's Air Force: A Call to the Future

[http://airman.dodlive.mil/files/2014/07/AF\\_30\\_Year\\_Strategy\\_2.pdf](http://airman.dodlive.mil/files/2014/07/AF_30_Year_Strategy_2.pdf)

2.6. Air Force Manual 36-2203, Drill and Ceremonies:

[http://static.e-publishing.af.mil/production/1/af\\_a1/publication/afman36-2203/afman36-2203.pdf](http://static.e-publishing.af.mil/production/1/af_a1/publication/afman36-2203/afman36-2203.pdf)

2.7. Career Field Education and Training Plan for 3N1XX and 3N2XX (Regional and Premier Bandsmen)

[http://static.e-publishing.af.mil/production/1/saf\\_pa/publication/cfetsp3n1x1-2x1/cfetsp3n1x1-2x1.pdf](http://static.e-publishing.af.mil/production/1/saf_pa/publication/cfetsp3n1x1-2x1/cfetsp3n1x1-2x1.pdf)

- 2.8. Concepts for Air Force Leadership, AU-24, essays on leadership compiled by Air University, College of Aerospace Doctrine, Research and Education, Maxwell AFB AL  
<http://www.au.af.mil/au/awc/awcgate/au-24/cover.htm>
- 2.9. The Enlisted Experience, A Conversation with the Chief Master Sergeants of the Air Force, edited and with an introduction by Janet R. Bednarek, AF History and Museums Program  
<http://search.barnesandnoble.com/Enlisted-Experience/Janet-R-Bednarek/e/9781410225467/?itm=3>
- 2.10. Guidelines for Command, AU-2, A Handbook on the Leadership of People for Air Force Commanders and Supervisors, Air Command and Staff College, Air University, Maxwell AFB AL  
<http://www.au.af.mil/au/awc/awcgate/au/au-2.pdf>
- 2.11. Listening Effectively, John A Kline, Air University Press, Maxwell AFB AL  
<http://www.au.af.mil/au/awc/awcgate/kline-listen/b10tp.htm>
- 2.12. Speaking Effectively, John A. Kline, Air University Press, Maxwell AFB AL  
<http://www.au.af.mil/au/awc/awcgate/kline-speak/b33tp.htm>
- 2.13. Makers of the United States Air Force, John L. Frisbee  
<http://browse.barnesandnoble.com/booksearch/results.asp?ath=John+L.+Frisbee>
- 2.14. The Military Commander and the Law, 2014 Edition, The Judge Advocate General's School (USAF), Maxwell AFB AL  
<http://www.afjag.af.mil/shared/media/document/AFD-140925-013.pdf>
- 2.15. Manual for Courts-Martial, 2012 Edition, Joint Service Committee on Military Justice  
[http://www.loc.gov/rr/frd/Military\\_Law/pdf/MCM-2012.pdf](http://www.loc.gov/rr/frd/Military_Law/pdf/MCM-2012.pdf)
- 2.16. Professional Development Guide, AFPAM 36-2241  
[http://static.e-publishing.af.mil/production/1/af\\_a1/publication/afpam36-2241/afpam36-2241.pdf](http://static.e-publishing.af.mil/production/1/af_a1/publication/afpam36-2241/afpam36-2241.pdf)
- 2.17. The Tongue and Quill, AFH 33-337\*  
[http://static.e-publishing.af.mil/production/1/saf\\_cio\\_a6/publication/afh33-337/afh33-337.pdf](http://static.e-publishing.af.mil/production/1/saf_cio_a6/publication/afh33-337/afh33-337.pdf)
- 2.18. Air Force Chief of Staff Reading List: <http://static.dma.mil/usaf/csafreadinglist/index.html>