

**BY ORDER OF THE COMMANDER
AIR COMBAT COMMAND**

**AIR COMBAT COMMAND
INSTRUCTION 11-251**



23 NOVEMBER 2021

Flying Operations

***ACC OPERATIONS TRAINING
DEVELOPMENT PROGRAM***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements policy and guidance found in Air Force Manual (AFMAN) 11-202, Volume 1, *Aircrew Training*. It establishes requirements for managing operations training development in support of weapon systems under the functional control of Headquarters Air Combat Command (HQ ACC) Director of Operations. It implements guidance and policy for managing, developing and fielding operational training systems IAW Air Force Instruction (AFI) 16-1007, *Management of Air Force Operational Training Systems* and management of the Air Force Training Program IAW AFI 36-2670, *Total Force Development*. This instruction applies to all Air Combat Command (ACC) Training Support Squadron (TRSS) detachments, agencies for which the ACC TRSS commander has tasking authority, and all training units conducting formal operations training under a HQ ACC/A3-approved syllabus. It outlines ACC operations training development (OTD) integration process for agencies developing, or requesting development of, operations training courseware in ACC. This instruction also applies to Air National Guard (ANG) and Air Force Reserve Command (AFRC) units and members who use ACC formal operations training publications. Units may supplement this document with HQ ACC/A3 approval, but may not modify this document. This publication does not apply to the United States Space Force. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Information Management System Records Disposition Schedule. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-2, T-3”) number following the compliance statement. See DAFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests

for waivers through the chain of command to the appropriate Tier waiver approval authority or to the requestor's commander for non-tiered compliance items in accordance with [paragraph 1.3](#). Submit comments for improvements to this instruction on the AF Form 847, *Recommendation for Change of Publication*, through the appropriate chain of command to HQ ACC TRSS/TDF, 205 Dodd Blvd, Suite 101, Joint Base (JB) Langley-Eustis, Virginia 23665- 2789 or via email to accrsstf@us.af.mil. Compliance with the attachments is mandatory.

SUMMARY OF CHANGES

Publication is substantially revised and should be reviewed in its entirety. Changes include adjustment of tiered waiver authority IAW DAFI 33-360, *Publications and Forms Management*. Removed references to rescinded publications AFMAN 36-2234, *Instructional Systems Development* and AFH 2236, *Guidebook for Air Force Instructors*. Added references to Information Warfare training throughout various sections of the text. Removed requirement for operational development teams to submit annual CBT inventory to TRSS/TDF, [paragraph 1.2.4.25](#). Added Wings/Groups will designate appropriate courseware personnel for special access courseware reviews, [paragraph 1.2.4.5](#). Added 39 IOS Instructor Methodology Course (IMC) and Classroom Instructor Course, [paragraph 2.3.2.2](#), added exemption for courses taught within the 505 TTG will be tested to a minimum score of 70%, [paragraph 3.2.2](#). Added including Augmented/Virtual Realty as a means to initiate, develop, distribute, and maintain courseware [paragraph 5.1](#). Added Information Warfare to [chapter 6](#) defining Aircrew Training Aids (ATA), Aircrew Training Devices (ATD), and responsibilities. Added Information Warfare Weapon System Functional Area Managers (FAM), [Table A2.1, Weapon System FAMs](#), designated 39 IOS and Detachment 2 as an ACC Operational Training Development Team, [Table A3.1, OTD Teams](#). Other administrative changes made. Removed ACC TRSS/Detachment 2 as OTD team for MQ-9 Initial Qualification Training, [Table A3.1, OTD Teams](#).

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Chapter 1

STRUCTURE AND RESPONSIBILITY

1.1. General. This instruction establishes policy and guidance to assist personnel in managing operations training development in support of weapon systems under the operational control of HQ ACC.

1.1.1. HQ ACC Director of Operations (A3) is the executive authority for all ACC formal operations training programs and the approval authority for formal operations training syllabi.

1.1.2. HQ ACC divisions, on behalf of the HQ ACC/A3, validate, prioritize and task all operations training development projects to the ACC Training Support Squadron (ACC TRSS) Commander. ACC divisions are the primary points of contact for ACC coordination on formal training development outside of ACC. ACC division will ensure coordination with ACC TRSS on non-ACC syllabi prior to higher coordination.

1.1.3. ACC TRSS supports formal operations training requirements for all weapon systems in ACC. On behalf of the HQ ACC/A3, ACC TRSS is the single point of contact for Formal Training Unit (FTU) operations training development (OTD) within ACC/A3. FTU-based operations training include all initial qualification and requalification training and may include mission qualification, instructor qualification and upgrade qualification training when it is taught within an FTU. ACC TRSS manages contract aircrew training/courseware development (CAT/CWD). Contracts are driven by operations training syllabi.

1.1.4. Applicability. This instruction applies to all ACC TRSS Detachments (Det), agencies for which the ACC TRSS commander has tasking authority, and all units conducting formal operations training under a HQ ACC/A3-approved syllabus. The United States Air Force Weapons School (USAFWS) is subject to this guidance, as modified.

1.2. Responsibilities.

1.2.1. HQ ACC/A3:

1.2.1.1. Serves as the executive for ACC/A3 Formal Operations Training.

1.2.1.2. Establishes OTD teams for emerging weapon systems to include staffing, structural alignment, and location.

1.2.1.3. Delegates authority to modify ACC TRSS detachment staffing to the ACC TRSS Commander.

1.2.2. HQ ACC/ Weapon System FAM. See [Attachment 2](#) for a list of HQ ACC weapon system FAMs.

1.2.2.1. Chairs the training planning team (TPT) annually IAW AFI 16-1007, *Management of Air Force Operational Training Systems*.

1.2.2.2. Serves as OPR for formal operations training task lists (TTL) and syllabi.

1.2.2.3. Coordinates with respective OTD Team(s) to incorporate training requirement changes into FTU syllabi. Reviews all syllabi or plans of instruction no later than 24 months after HQ ACC/A3 syllabus approval date or last syllabus review board (SRB), whichever event occurred later. Validates and coordinates with ACC TRSS for approval

of formal training TTLs and syllabi and reference appropriate weapons system Air Force Instructions and ACC Instructions/Manuals to ensure all syllabi align with weapons system specific training guidance. Chairs and/or attends SRBs as described in [paragraph 3.5](#) or designates an alternate.

1.2.2.4. Provides guidance to OTD teams for the timing and resolution of out-of-cycle changes or revisions.

1.2.2.5. Provides managerial support as appropriate to OTD teams with non-ACC TRSS managed CAT/CWD contracts.

1.2.2.6. Approves course material used for aircrew operations training when aircraft modifications are not supported by Technical Orders (TO).

1.2.2.7. Establishes training requirements for OTD Teams (see [Attachment 4](#)).

1.2.3. HQ ACC TRSS.

1.2.3.1. Command Section:

1.2.3.1.1. Establishes formal operations training development policy for OTD teams.

1.2.3.1.2. Oversees ACC TRSS detachments supporting formal operations training throughout ACC for current and emerging weapon systems training development to include OTD team staffing and structural alignment.

1.2.3.1.3. Manages ACC TRSS staffing positions to ensure sufficient personnel are assigned to meet the training requirements of the operations community and this publication, to include unit education and training managers, personnel officers, and an adequate representation of Subject Matter Experts (SME).

1.2.3.1.4. Advises HQ ACC/A3 on structure and staffing of all ACC TRSS detachments.

1.2.3.1.5. Interface with other ACC and HQ USAF agencies, Major Commands (MAJCOM), Numbered Air Force (NAF), centers and wing operations groups (OG), Armstrong Lab/Human Resources, Army Training and Doctrine Command (TRADOC), Training Data and Analysis Center (TDAC), ANG, AFRC, and Interservice Training Review Organization (ITRO), as required.

1.2.3.1.6. Establishes an ACC TRSS POC as a liaison to the 436th Training Squadron (TS) to assist in scheduling training courses mandated by this instruction.

1.2.3.1.7. Appoints an OPR for ACC TRSS management and execution of the Air Force Inspection System and squadron self-assessment program.

1.2.3.2. Acquisition Flight (ACQ):

1.2.3.2.1. Establishes ACC TRSS CAT/CWD acquisition program managers (PM). PMs are responsible for keeping their assigned detachments informed of relevant ACC TRSS issues within their area of expertise, presenting their detachment's concerns to the ACC TRSS commander, and acting as liaison between detachments, and other ACC staff agencies.

1.2.3.2.2. Manages CAT/CWD contracts assigned to ACC TRSS by HQ ACC/A3.

- 1.2.3.2.3. Coordinates with HQ ACC Acquisition Management Integration Center (HQ ACC AMIC) contract administrators on all contractual issues.
- 1.2.3.2.4. Coordinates and participates in Acquisition Strategy Panels with HQ ACC AMIC.
- 1.2.3.2.5. Manages and coordinates competitive selection of CAT/CWD contractors with HQ ACC AMIC to include preparation of solicitation packages (Performance Work Statement (PWS) government cost estimate, Quality Assurance Plan, security requirements via DD Form 254, *Department of Defense Contract Security Classification Specification*). Conducts pre-proposal meetings, technical evaluations, technical evaluation debriefings, and post award meetings.
- 1.2.3.2.6. Provides assistance, as required, to ACC TRSS detachments with non- ACC TRSS managed contracts.
- 1.2.3.3. Training Development Flight (TDF):
 - 1.2.3.3.1. Provide guidance for the development of HQ ACC/A3 formal operations training course syllabi and training task lists.
 - 1.2.3.3.2. Coordinates all formal operations training syllabi and training task lists with the appropriate HQ ACC staff, weapon system FAM, and external staff agencies, as required, prior to approval.
 - 1.2.3.3.3. Manages the ACC Operations Training Graduate Evaluation Program.
 - 1.2.3.3.4. Serves as primary point of contact for, and coordinates directly with ACC wings and HQ ACC Divisions for AETC's Aircrew Graduate Evaluation Program (see **Chapter 3**).
 - 1.2.3.3.5. Conducts detachment site visits at least once every 2 years.
 - 1.2.3.3.6. Conducts OTD team training as required.
 - 1.2.3.3.7. Provides guidance to OTD teams whose security clearances, facility access, or geographical location prevents direct access to review, analyze, and report on courses, documents, and training plans defined in **Table A3.1**.
 - 1.2.3.3.8. Functions as ACC focal point in matters of state-of-the-art instructional and presentation technologies, research and training technologies, and training approaches applied in other MAJCOMs services, industries, and educational and governmental agencies.
 - 1.2.3.3.9. Reviews SRB minutes prior to sending a copy to the ACC TRSS/CC for review. Files a copy and updates electronic database or tracking system.
 - 1.2.3.3.10. Interfaces with other ACC and HQ USAF agencies, MAJCOMs, NAFs, centers, wing OGs, Armstrong Lab/Human Resources, TRADOC, TDAC, ANG, AFRC and ITRO, as required.
- 1.2.4. Operations Training Development Teams. OTD teams are ACC focal points for formal operations training development issues regarding the teams' assigned weapon system (see **Attachment 3** for list of ACC OTD teams). OTD teams usually exist at ACC TRSS detachments. Some detachments have more than one OTD team with multiple weapon

systems. The 436 TS does not have an assigned weapon system, but may be required to perform training development functions of an OTD team. OTD teams are usually composed of a team chief, mission ready SME in a particular weapon system, enlisted and/or civilian personnel trained and experienced in ISD, information management personnel. OTD team training requirements are listed in [Attachment 4](#). ACC TRSS OTD team members attending formal training should remain on the OTD team a minimum of 2 years after training completion. OTD teams will:

1.2.4.1. Seek ACC TRSS/CC approval prior to engaging in any activity beyond the scope of activities delineated in this instruction (ACC TRSS assigned detachments only).

1.2.4.2. Receive training development tasking (as applicable) from ACC TRSS/CC. New training projects or taskings will not be undertaken without approval by ACC TRSS/CC. **(Exception:** Det 9 revisions of previously approved courseware and training aids developed at the request of the syllabus OPR with development cost of less than \$25,000 will be approved by the syllabus OPR.) The assigned OTD team will track development of these products and provide information to the FAM to eliminate any possibility of duplicate development efforts and ensure proper prioritization of competing operations training requirements.

1.2.4.3. Follow AFH 36-2235V8, *Information for Designers of Instructional Systems Application to Aircrew Training*, or other volumes of AFH 36-2235, and ACC TRSS guidance to analyze, design, develop, implement and evaluate instructional systems and courseware. **(T-2)** Guidance established in these references will be used as sources for basic developmental principles, various learning methods and techniques, to include ways to evaluate learning and the reasons for such evaluation.

1.2.4.4. Evaluate the quality of instruction through periodic review of courseware, critiques, classroom dynamics, student test results, instructor feedback, and internal and external evaluation data, as required by supporting CAT/CWD contracts.

1.2.4.5. Work with designated training SMEs to verify that training courseware is technically accurate and effective. SMEs do not have to be assigned to the OTD team in order to provide valid feedback. **(T-3)**

1.2.4.6. Develop TTLs and syllabi, IAW ACCI 11-252, *ACC Formal Operations Training Publication Management*. Education and training personnel will review and validate TTLs and syllabi for proper format and quality prior to submitting to ACC TRSS for coordination and approval, and should review courseware for adherence to ISD principles. **(T-2)**

1.2.4.7. Establish a Graduate Evaluation Program for the formal operations training syllabi they develop, and prepare and submit GERs in preparation for periodic syllabus reviews. **(T-2)**

1.2.4.8. Appoint GSME for CAT/CWD monitoring, as required. **(T-3)**

1.2.4.9. Coordinate with unit or contractor course managers to schedule and assist with documented reviews of course control documents at least once every 2 years. **(T-2)**

1.2.4.10. Participate in the TPT for the assigned weapon system, working with the ACC weapon system FAM to determine level of participation desired.

1.2.4.11. Interface with HQ ACC/A3 and ACC TRSS staffs to incorporate long range plans into current training systems and the System Training Plan (STP) IAW AFI 16-1007. **(T-3)**

1.2.4.12. Notify ACC TRSS/TDF 90 days in advance of scheduled SRB.

1.2.4.13. Host, attend, and document results of the SRB. Review all syllabi and training task lists within 24 months after syllabus approval or the last SRB, whichever occurred last. Weapon system changes, course critiques, or other data may necessitate earlier out-of-cycle review. Forward SRB minutes, formatted IAW **Attachment 13** to the syllabus OPR and ACC TRSS/TDF NLT 30 days after the SRB.

1.2.4.14. Maintain the syllabus and training task list record sets IAW the Air Force Records Disposition Schedule Table and Rule (T&R): T 36-40 R 03.00, Curriculum Materials Record Sets of Training Plans, Extension Course Institute Job Qualification Standards.

1.2.4.15. Attend reviews, meetings, and working groups that directly affect associated weapon system FTU syllabi and TTL development. The number of TDYs will depend greatly on the OTD team annual budget. ACC TRSS detachment requests to attend TDYs will be listed and prioritized in the detachments annual financial plan submitted for ACC TRSS Commander's approval.

1.2.4.16. Consult with the 29th Training Systems Squadron (29 TSS), Eglin AFB FL, to support the simulator certification (SIMCERT) program where required.

1.2.4.17. Contact the 436 TS for video production requests. Review and process training aid requests IAW **Chapter 6**.

1.2.4.18. Remain as current as possible in state-of-the-art instructional and presentation technologies, research and training technologies, and approaches applied in other MAJCOMs, services, industries, and educational and governmental agencies.

1.2.4.19. Use the ISD process to develop and evaluate the training effectiveness of aircrew training aids (ATA) and aircrew training devices (ATD) in formal training syllabi at least every 24 months in conjunction with the scheduled SRB. Training aids/devices and ATA/ATDs evaluated under this paragraph are those aids that are not evaluated under other formal guidance, such as SIMCERT. Two months prior to the scheduled SRB, education and training personnel will determine if training aid objectives are current with the weapon system training requirements and review how well the training aids/devices and ATA/ATD supports the lesson's current or revised criterion-referenced objectives (CRO). The OTD team will review course critiques, graduate evaluation questionnaire results, and other feedback mechanisms with regard to the training aids/devices and ATA/ATD. A SME will perform the actions on training aids/devices and ATA/ATD task list. Working with the SME, the training specialist will evaluate whether each performed task effectively supports the current or revised CRO. Results of training aids/devices and ATA/ATD reviews must be presented in the SRB and must be documented in the SRB minutes. See **Attachment 12**.

1.2.4.20. Ensure OTD team members assigned to operational crew positions maintain, as a minimum, basic mission capable status.

1.2.4.21. Ensure assigned 3F2X1, 38F, and 3F5X1 personnel refrain from teaching any HQ ACC/A3-approved formal operations training course, in whole or in part. Only qualified and certified personnel will conduct instruction. See instructor qualifications in [paragraph 2.3](#).

1.2.4.22. Verify the accuracy of OTD team supported courses in Education and Training Course Announcements (ETCA) within 30 days of any syllabus update. Hyperlinks for ETCA and the ACC TRSS/TDF SharePoint are provided within the terms section of [Attachment 1](#).

1.2.4.23. Identify pending OTD team vacancies (i.e., 3F2X1/38F) in sufficient time to allow supported organizations to find and nominate qualified individuals to fill vacancies, providing continuity for on-going OTD team course development efforts.

1.2.4.24. Each ACC TRSS detachment commander will appoint a Management Internal Control Toolset (MICT) POC in writing.

1.2.4.25. Ensure all CBT development projects within ACC are documented, updated, and maintained with the OTD Team.

1.2.4.26. Provide SME support during formal course syllabi evaluations by the Academic Council on Education (ACE).

1.2.5. OTD teams will manage the development of CBT courseware products as well as the manufacture and life cycle maintenance of aircrew aids and training devices. Detachments will coordinate with ACC TRSS prior to the execution of all CBT projects to plan, develop, build and/or debug CBT courseware products.

1.2.6. ACC TRSS Detachment 8 functions as office of primary developmental responsibility (OPDR) for MQ-9 launch and recovery (LR) operations and office of collateral responsibility (OCR) for the USAF Weapons School, Tactical Air Control Party (TACP), and RQ-170 syllabi and TTLs, as applicable. Detachment 8 will review TTLs and syllabi for compliance with ACCI 11-252. They may also provide graduate evaluation program assistance. Detachment 8 will also fill OCR role for MQ-9, providing review and updates to ACC owned syllabi and TTLs, and coordinate on AETC syllabi as appropriate.

1.2.7. The 436th Training Squadron is an ACC Center of Excellence and video production facility responsible for supporting education and training over a broad range of technical and functional career fields, including Department of Defense (DoD) equivalent components. The 436 TS is an FTU providing operations support training to ACC by teaching Community College of the Air Force (CCAF) accredited courses in professions of Aircrew Flight Equipment (AFE) training, curriculum development, instructor training, Aviation Resource Management System (ARMS) training, Patriot Excalibur (PEX), Stan/Eval, and flight occupational and weapons Safety (SE) program management. Additionally, the 436 TS is the production facility responsible for instructional multimedia products. HQ ACC/A3 reviews, approves, and provides operations and maintenance (O&M) funding to the 436 TS. After-the-Fact Funding (ATFF) is also provided by HQ ACC/A3 and administered by the 436 TS/CC to support ACC student travel expenses for those courses related to operations or operations support. The 436 TS will:

- 1.2.7.1. Follow Air Force ISD guidance to plan, design, develop, validate, and evaluate instructional systems and courseware. See [Attachment 1](#) for related terms.
- 1.2.7.2. Work with designated OPRs, SMEs, and education and training professionals to ensure training and courseware are technically accurate and effective.
- 1.2.7.3. Develop formal training plans of instruction for each course offered and submit them for approval to TRSS/TDF.
- 1.2.7.4. Implement, conduct, and manage training IAW the course syllabus for assigned training programs.
- 1.2.7.5. Coordinate new training requirements with the course OPR. See [Attachment 2](#) for a list of ACC weapon system FAMs.
- 1.2.7.6. Assist courseware managers in performing documented reviews of course control documents at least once every 2 years. Ensure courseware and course control documents comply with Air Force ISD specifications in AFH 36- 2235 all volumes as applicable. See [Chapter 2](#).
- 1.2.7.7. Interface as required, with HQ ACC/A3 and ACC TRSS staffs to incorporate long range plans into current training systems. Conduct utilization and training working groups when deemed necessary with ACC TRSS and applicable FAM to develop long range training needs and establish training goals for courses offered and potential course offerings through the 436 TS.
- 1.2.7.8. Attend SRB working groups and other meetings, as applicable.
- 1.2.7.9. Attend applicable meetings having potential impact for future course expansion and development of new courses to include meetings called by ACC and USAF career field FAMs.
- 1.2.7.10. Remain current in state-of-the-art instructional and presentation technologies, research and training technologies, and approaches applied in other MAJCOMs, services, industries, and educational and government agencies via meeting attendance, course completion, etc.
- 1.2.7.11. Interface with other ACC and HQ USAF agencies, MAJCOMs, NAFs, centers, wing OGs, Armstrong Lab/Human Resources, Air Force Safety Center, ANG, and AFRC as required.
- 1.2.7.12. Serve as OPR, OPDR, and/or OCDR for designated responsibilities in [Attachment 5](#).
- 1.2.7.13. The assigned civilian instructional systems specialist/instructor supervisor and unit education and training manager (3F271) will be responsible for instructor development and CCAF affiliation. Additionally, they will evaluate the quality of instruction through regular periodic monitoring of classroom instruction, review of student testing results, feedback from instructors, and review of internal and external evaluation data. The Director of Education and Training (436 TS/ISD) will ensure this is carried out.
- 1.2.7.14. Reproduce and distribute student training materials, as needed, to ensure training materials are current and accurate.

1.2.7.15. Manage all manning positions to ensure sufficient personnel are assigned to meet the training requirements of the operations community and guidelines established in this publication, to include the unit education and training personnel, and an adequate representation of SME experts appointed as instructors for their respective areas of expertise. Appoint instructors based on their system experience, communication skills, and interest in student learning.

1.2.7.16. 436 TS/ISD serves as HQ ACC FAM with OPR and OPDR responsibilities, and FTU for the ACC Classroom Instructor Course, 3J5ACC3S200 000, Instructor Methodology Course, and ACC ISD Principles Course, 3J5ACC3S200 002. The ACC ISD Principles Course will be coordinated accordingly with ACC TRSS/TDF for OCDR actions. Government SME training, related instruction, and material covered in this course will be conducted IAW this document. **(T-2)** See [Attachment 2](#), [Attachment 3](#) and [Attachment 4](#).

1.2.7.17. Manage and produce video productions that support the full range of ACC training, education, communications, and information requirements. Work with designated OPRs, SMEs, and other professionals to assure all completed productions are technically accurate and meet the customer's requirements.

1.2.7.18. Process tasking for new courses and course materials IAW this instruction, contingent upon 436 TS/CC determination of availability of resources. Courses may be proposed by career field managers and FAMs from other ACC directorates through coordination with 436 TS/CC and ACC TRSS/CC. Because of the unique comprehensive mission of the 436 TS, any request for taskings outside the scope of that mission must be coordinated through and agreed upon by the 436 TS/CC.

1.2.7.19. The 436 TS/CC will direct scheduling of all 436 TS provided courses as well as students that will attend those classes. Career field FAMs may manage the allocation of slots if more than one MAJCOM attends their course, or delegate this task to the 436 TS.

1.2.8. United States Air Force HQ USAF Weapons School (USAFWS) and geographically separated weapons school squadrons. The USAFWS provides advanced graduate level academics and flying training to produce weapons and tactics personnel. The expertise required to produce this courseware coupled with the widely varying subject matter requires a nontraditional OTD team approach that does not fit with normal FTU operations. The USAFWS (OPDR) and ACC TRSS Det 8 (OCR) will work as a team to ensure quality courseware and proper contract management. USAFWS will conduct syllabus reviews during their mid-course and end-of-course review sessions. **(T-3)**

1.2.8.1. Following development of syllabi, USAFWS will submit the syllabi via ACC/A3T (or ACC/A3M as appropriate) for coordinating ACC/A3 signature.

1.2.9. Other Training Units. Training units are organizations conducting formal training, including FTUs and other operational wings, groups, squadrons, and centers conducting courses outlined in ETCA. Training Units will:

1.2.9.1. Conduct formal operations training IAW HQ ACC/A3-approved syllabi and associated training course documents. **(T-2)**

- 1.2.9.2. Appoint academic instructors IAW the prerequisites contained in **Chapter 2. (T-3)**
- 1.2.9.3. Reproduce and distribute all student training materials, as needed. Verify that all training materials are current and accurate.
- 1.2.9.4. Comply with testing procedures and ensure test security IAW **Chapter 3. (T-3)**
- 1.2.9.5. Appoint SMEs to participate in the development, revision, validation, and evaluation of courseware. SMEs are acknowledged experts on a particular weapon system or particular training lessons.
- 1.2.9.6. Establish procedures for participating in the Graduate Evaluation Program and assist the OTD team as requested. Send a roster of formal course graduates to the appropriate OTD team within 30 days after graduation. **(T-2)** The roster will include name, rank, gaining unit, crew position, class designation, appropriate syllabus, designation, graduation date, plus any other information requested by the OTD team.
- 1.2.9.7. Use the ISD process for development and modification of all courseware. Consult the OTD team for ISD guidance. **(T-2)**
- 1.2.9.8. Evaluate the quality of instruction through periodic monitoring of instructor performance and classroom activity, review of student testing results, feedback from instructors, review of internal and external evaluation data, and/or as required by a supporting CAT/CWD contract, **Chapter 3. (T-3)**
- 1.2.9.9. Verify training requirements are met IAW the contract PWS. **(T-3)**
- 1.2.9.10. Coordinate draft TTL and syllabus changes with the OTD team and FAM.
- 1.2.9.11. Coordinate with the OTD team for any computer-based and/or multimedia training development requests or contract acquisition. **(T-3)**
- 1.2.9.12. Participate in SRBs and/or other review-centered meetings.
- 1.2.9.13. Serve as OPR, OPDR, and/or OCDR for designated responsibilities listed in **Attachment 5. (T-3)**
- 1.2.10. Operational Wings, Centers, and Groups. Operational wings, centers, and groups will:
 - 1.2.10.1. Provide written feedback to the OTD team concerning formal operations developed training, as required. **(T-3)**
 - 1.2.10.2. Provide technical expertise and assistance to OTD teams, as required. If the specialty or Air Force Specialty Code (AFSC) is available within the supported unit, nominate qualified individuals to fill OTD team SME vacancies. **(T-3)**
 - 1.2.10.3. Restrict ACC TRSS detachment members from performing unrelated ground duties (e.g., supervisor of flying (SOF), runway supervisor officer, mobility officer/NCO, wing On-the-Job Training (OJT) monitor, protocol officer, etc.), unless otherwise coordinated and approved by ACC TRSS/CC. **(T-3)**
 - 1.2.10.4. Place high emphasis on the Graduate Evaluation Program and other methods of gathering data to evaluate the quality of operations training (see **paragraph 3.3.1**). **(T-**

2). Provide local POCs in the operational units to assist the OTD team in obtaining completed graduate and supervisor questionnaires, as required. **(T-2)**

1.2.10.5. Review ETCA for existing course material before beginning any training courseware development project. Contact ACC TRSS/TDF to identify existing training or training under development that meets training requirement. If courseware development is required and will be developed in-house, inform ACC TRSS/TDF in writing to avoid duplication of effort. **(T-3)**

1.2.10.6. Follow Air Force ISD instructions and ACC TRSS OTD guidance to plan, develop, implement, and manage instructional systems and operations training courseware. **(T-2)** Establish implementation policies within the authority and direction of the approved syllabus. **(T-3)**

1.2.10.7. Ensure TRSS personnel assigned to TRSS detachment passcodes are not counted under any unit force readiness reporting. **(T-2)**

1.2.10.8. Seek syllabus OPR approval to delay implementation of a new syllabus. FTU Group/CC will implement the new syllabus no later than the next scheduled class start date. **(T-2)**

1.2.10.9. Appoint appropriately qualified personnel with necessary security clearances to perform OTD team SME roles and functions if ACC TRSS Detachment personnel and/or ACC OTD Team members cannot acquire required access. Findings will be submitted to applicable OTD. **(T-3)**

1.3. Waivers. HQ ACC/A3 is the waiver authority for Tier-2 compliance requirements in this instruction. Applicable Wing/CC, delegable no lower than Squadron Commander is waiver authority for Tier 3 requirements. HQ ACC TRSS/CC is the waiver authority for non-tiered compliance requirements in this instruction. Wings/Groups will send copies of all approved waivers to HQ Functional Area Managers and HQ ACC/TRSS Training Development Flight (accrsstdf@us.af.mil) NLT 10 days after approval.

Chapter 2

COURSE ADMINISTRATION

2.1. Course Management. Formal Training Units (FTU) are responsible for course administration. When training is supported by a contract, the associated OTD Team will verify that contract instructors are qualified IAW the PWS. Otherwise, the training unit will assign a primary and alternate instructor to each lesson of instruction in a course. Only qualified instructors will conduct instruction. **(T-3)** See instructor qualification in [paragraph 2.3](#).

2.2. Course Manager. The FTU will assign a course manager for each syllabus. In addition to FTU guidance, the course manager will:

2.2.1. Manage training using only current, HQ ACC/A3-approved formal operations training syllabi. **(T-3)**

2.2.2. Prepare and maintain a master file of lesson plans for each lesson of instruction. **(T-3)**

2.2.3. Coordinate proposed changes in training task list, syllabus, and lesson plan content with the OTD team and the ACC weapon system FAM. **(T-3)**

2.2.4. Follow procedures in ACCI 11-252 for changes to syllabi and training task lists. **(T-3)**

2.2.5. Use syllabus course training standards and appropriate supporting objectives in lesson plans.

2.2.6. Participate in TTL, syllabus and courseware reviews as requested by the FAM or OTD Team, as applicable. **(T-3)**

2.3. Academic Instructor and Academic Evaluator Training Requirements.

2.3.1. Each wing/group is responsible for defining specific qualification and training requirements for their academic training instructors for wing managed programs.

2.3.2. Prior to performing academic training instructor duties for a HQ ACC/A3 approved operations training syllabus, academic instructors and evaluators will receive training in effective listening and communication, learning theory, ISD, objectives and lesson plan development, questioning techniques, instructional aides, student-centered instruction, instructional methodology, instructor fundamentals, classroom management, and tests and measurement. Viable options for satisfying this training requirement include:

2.3.2.1. ACC Classroom Instructor Course (CIC) conducted by 436 TS, Dyess AFB TX. This 5-day course is HQ ACC/A3-approved, ACC ATFF funded, CCAF accredited, and satisfies the requirement as academic instructor training.

2.3.2.2. ACC IMC conducted by 436 TS, Dyess AFB TX and 39 IOS IMC conducted by 39 IOS, Hurlburt Field FL. The 8-10 day courses are HQ ACC/A3-approved, ACC ATFF funded, CCAF accredited, and satisfies the requirement as academic instructor training by providing more hands on training that supports CIC.

2.3.2.3. AETC Basic Instructor Course (BIC), Principles of Instruction (POI) Course, 505 Training Squadron (TRS) Academic Instructor Course, 607 ACS Battle Manager Instructor Training (BMIT), and USAF Expeditionary Operations School Academic Instructor

School can be used as alternative methods for meeting academic instructor training requirements.

2.3.2.4. ACC TRSS/TDF may approve other academic instructor courses within ACC or other MAJCOMs. Send academic instructor training courses for review to ACC TRSS/TDF, 205 Dodd Blvd, Suite 101, Joint Base Langley-Eustis VA 23665 or via email to acctrss.tdf@us.af.mil.

2.3.2.5. USAFWS instructors are exempt from the training requirements as outlined in **paragraph 2.3.2**, and will implement instructor training requirements IAW local policies and procedures. USAF weapons instructors must complete the weapons school instructor training program prior to performing any academic instructor duties for WIC courses at the USAF weapons school.

2.3.2.6. Guest instructors/lecturers not assigned to the FTU but are teaching academic lessons in which they are a SME are exempt from academic instructor training requirements outlined in **paragraph 2.3.2**. Guest instructors/lecturers will be validated by the course manager and approved by FTU/CC.

2.3.3. Prior to performing academic instructor duties for CCAF accredited courses, academic instructors must meet instructor requirements as prescribed by CCAF.

2.4. Academic Instructor Evaluations.

2.4.1. Academic instructor evaluations will be part of instructor development and a continuous training process.

2.4.2. Each wing/group or designated representative is responsible for enforcement of academic instructor performance criteria and documenting corresponding instructor performance for the academic platform instructor training relating to their Mission Design Series (MDS). Instructor performance will be evaluated by wing-appointed instructor evaluators or, in the case of contract instructor, by government training/subject matter expert (GT/SME) personnel assigned under the supporting CAT/CWD contract, as appropriate. Academic Instructor evaluators must have successfully completed academic instructor training themselves and must use a unit/contract-approved evaluation form. **(T-3)** If the quality of an instructor's performance is unacceptable (less than satisfactory in any area of the evaluation), the chief of academics or appropriate flight commander is notified and will take appropriate action. In the case of contracted instructors, critiques will be given to the GT/SME for action.

2.4.3. Newly assigned academic instructors without prior academic instructor experience (one year) will receive three evaluations within the first 90 days, or the next three classes if classes are taught less than three times during the quarter. They will be evaluated quarterly for the next three quarters, or next three classes if classes are taught less than once a quarter. When a new syllabus is approved, the FTU group commander or designated representative evaluations will occur at least annually thereafter.

2.4.4. Academic instructors with prior academic instructor experience (one year or more) will have one evaluation during the first class/block of instruction in which they have been assigned to teach and at least annually thereafter.

2.4.5. All academic instructor/evaluator candidate evaluations will be documented using a unit approved Academic Instructor Evaluation Form.

Chapter 3

EVALUATING INSTRUCTION

3.1. General. Overall quality and effectiveness of instruction are evaluated through regular, periodic monitoring of classroom instruction, review of student testing results, feedback from instructors, and review of other internal and external evaluation data. ACC weapon system FAMs, training units and OTD teams use internal and external evaluation data to continually improve the quality and effectiveness of the training system.

3.2. Internal Evaluations. Internal evaluations ascertain the effectiveness and quality of a training course by administering student examinations, gathering student evaluations of training, reviewing course control documents such as syllabi and courseware, and evaluating instructor performance.

3.2.1. End-of-Course Questionnaires. Student evaluations of training include completion of an end-of-course questionnaire covering academics, and aircrew device training, performance tasks and actual flying sorties. Questionnaires will contain numerical ratings for use in trend analysis and are developed by the training unit and/or contractors according to AFH 36-2235 series guidelines. Training units and/or contractors gather questionnaires and continuously analyze data with OTD team assistance as appropriate. All communication with contractors will go through the appointed GT/SME. Training units and/or contractors will distribute analysis results locally (FTU/CC, OG/CC, OTD team, etc.) and may forward results to the syllabus OPR (ACC weapon system FAM). **(T-3)** If the analysis indicates syllabus modifications are needed, the syllabus OPR, OTD team, and training unit, as applicable, will coordinate on the modifications and present them at the next SRB. If an out-of-cycle syllabus revision is directed by the weapon system FAM, the OTD team will prepare the syllabus change IAW ACCI 11-252.

3.2.2. Student Examinations. Instructors qualified in their subject area will administer student examinations to evaluate student achievement of course objectives. **(T-3)** Test questions will be developed using specifications in AFH 36-2235v8, and V12. Individuals who fail a test will receive additional instruction and be scheduled for retesting no earlier than 1 day after the initial failure. The minimum passing score for written examinations is 85 percent. **(T-2)**

3.2.3. **Exceptions:** The 505 TTG, USAFWS, JAGOG 6 CTS, 507 ADAS, 39IOS, 223 COS, and 436 TS establish their unique student examination criteria and retesting procedures.

3.2.4. Courseware Reviews. Review all courseware affected by syllabus changes during the syllabus review process. All other courseware will be reviewed as directed by FAM or OTD Team and contract specifications as applicable. Reviews are conducted by training unit instructors, contracted instructors, SMEs, Education & Training, and Instructional Systems Specialist (ISS) personnel, and others as appropriate. Review courseware for accuracy, quality, and effectiveness of design. Courseware reviews during actual lesson delivery may be used to assess courseware training objectives and lesson medium selection. All reviews will be documented. Follow guidance in AFH 36-2235 series.

3.2.5. Academic Integrity.

3.2.5.1. FTUs will establish a well-proctored and disciplined environment for testing. Testing as part of ACC/A3 formal syllabus training will include:

- 3.2.5.1.1. A briefing on academic testing policies during course orientation with a student signed letter of acknowledgement. **(T-3)**
 - 3.2.5.1.2. Ensure all academic testing is proctored by either an FTU/CC appointed instructor or a CAT/CWD instructor. **(T-3)**
 - 3.2.5.1.3. Control all non-computerized test materials from secure storage check out until check in to prevent compromise. **(T-3)**
 - 3.2.5.1.4. Ensure computerized tests, remain electronically locked until the start of the examination period; relocked once testing is complete. **(T-3)**
 - 3.2.5.1.5. Ensure students leave notes, binders, publications, TOs, and electronic devices outside of the test proctoring area unless specifically authorized by the syllabus. Only material specified in the syllabus to be referenced during open book tests will be allowed in the testing area. **(T-3)**
 - 3.2.5.1.6. Ensure students and personnel do not remove any notes or materials from the testing area, unless cleared by the proctor. **(T-3)**
 - 3.2.5.1.7. A briefing to students and personnel that test compromise in any form is not tolerated and will be adjudicated IAW wing/group policies.
- 3.2.5.2. Test storage.
- 3.2.5.2.1. Hard copy exams will be stored in a locked cabinet, safe, or drawer within the FTU. Access will be restricted to squadron commander appointed personnel or CAT/CWD instructors **(T-3)**. At least two versions of hard copy exams will be maintained and rotated during test administration.
 - 3.2.5.2.2. FTU will develop local procedures that ensure all hard copy exams are signed out of and signed into the storage location by the test proctor.
 - 3.2.5.2.3. FTU will develop local procedures that ensure electronic exam databases will be password protected and stored on a secure server with access limited to squadron commander appointed or CAT/CWD instructor personnel.

3.3. External Evaluations. External evaluations assess the quality of the training the graduate received based on how well students meet job performance requirements in an operational environment.

3.3.1. Graduate Evaluation Program. OTD teams will establish a Graduate Evaluation Program for their specific weapon system. The Graduate Evaluation Program consists of graduate and supervisor feedback based on surveys, personal interviews, and other external evaluation data sources such as mishap reports, standardization and evaluation reports, IG reports, accident reports, training requirement meetings, etc. Individual evaluation programs and methods used may be tailored to meet the needs of specific weapon systems, but must follow the guidelines stated in this instruction. **Attachment 6** is a schematic of the overall graduate evaluation process.

- 3.3.1.1. OTD Teams. OTD teams evaluate graduates 3 to 6 months after completing training when using questionnaires. This allows for leave and travel time along with giving supervisors time to observe and analyze the graduate's performance and make determinations concerning how well graduates are performing following training.

Surveying within 180 days after graduation helps differentiate performance resulting from FTU training from subsequent operational unit training. ACC TRSS/TDF may approve earlier sampling times for units with unique requirements.

3.3.1.2. Formal Training Units. All units providing formal training will establish procedures for participating in the Graduate Evaluation Program and assist the OTD team as requested. Within 30 days following graduation, FTUs will forward a roster of formal course graduates to the appropriate OTD team to initiate the graduate evaluation process. **(T-3)** These rosters include name, rank, gaining unit, crew position, class designation, appropriate syllabus designation, graduation date, plus any other information requested by the OTD team.

3.3.1.3. MAJCOMs, NAFs and wings will provide assistance to OTD teams to ensure maximum participation in Graduate Evaluation Programs. The operations group commander will provide a POC within each operational unit to assist the OTD team in implementing the Graduate Evaluation Program and ensuring formal course graduates and their supervisors complete and return graduate evaluation questionnaires. **(T-2)** Operational unit POCs will ensure distribution of questionnaires and return of all questionnaires IAW OTD team guidance, as well as provide support for OTD Team field evaluation visits and other data collection efforts, as required. **(T-3)**

3.3.2. Graduate Evaluation Questionnaire Process.

3.3.2.1. Separate questionnaires are developed for graduates and supervisors. The questionnaires will be developed IAW AFH 36-2235, and [Attachment 7](#). Questionnaires will include rating scales verbatim as shown in [Attachment 9](#). OTD teams will distribute questionnaires to graduates and training supervisors. Note that a “training supervisor” does not need to be an individual in the graduate’s direct chain of command, but rather it is the individual with the most knowledge of the graduate’s mission task performance. Comments for ratings "0" and "4" are required, comments for ratings "1" and "3" are highly desired, and comments for "2" are optional.

3.3.2.2. Graduate questionnaires will evaluate how well academic training, device training, and flying training, as applicable, prepared the graduate to perform specific mission tasks. Questionnaires will be designed to solicit additional information through written comments. Send surveys to all graduates with the exception of ranks O-6 and above as applicable (e.g., not applicable for senior officer courses).

3.3.2.3. Training supervisor questionnaires will evaluate how well the training prepared the graduate to perform specific mission tasks for follow on training or weapon systems employment. It will also solicit additional information through written comments. While it is desired that a training supervisor complete a questionnaire for each graduate, alternate supervisory sampling methods are authorized and may include surveying by graduating class or periodic time period (i.e., quarterly), or may include alternate methods such as interviews, telephone surveys, or “side-bars.” Regardless of method of delivery, every effort will be made to have surveys sent out at the same predetermined time. Send surveys to all supervisors with the exception of ranks O-6 and above.

3.3.2.4. Questionnaire validity and success depend on an effective Graduate Evaluation Program, a high questionnaire return rate, and the thoroughness and sincerity of graduates

and supervisors providing the feedback. See [paragraph 3.3.1.3](#), detailing assistance provided by NAF/wing POCs.

3.3.2.5. OTD teams and contractors, where applicable, analyze Graduate Evaluation questionnaires and data from other sources, comparing graduate performance with course standards and training objectives. Use guidance in AFH 36-2235 to analyze all data. Factors to consider include population, sample size, the number and quality of graduate/supervisor questionnaire responses, and information from other relevant sources. Monitor data for trends occurring over two or more classes and for evidence of inadequate or excessive training. Consolidated questionnaire responses are considered relevant when 10% or more of the numerical or written responses for a particular item reflect the same rating. The OTD team may use subjective judgment to deem selected written responses relevant even though they do not meet the 10% threshold. All training items with a 10 % (or more) rating of other than “2” and all validated or relevant written comments will be included in the GER, to include corrective action taken or recommended. When the total sample size is 25 or less, the results are statically inconclusive. The OTD Team will use subjective judgment to draw conclusions and make recommendations.

3.3.3. Field Visits. The purpose of a field visit is to validate findings collected via data analysis, to research training deficiencies that are classified or cannot be discovered via graduate surveys, and to facilitate OTD team discussion with Combat Air Forces (CAF) leadership regarding FTU training priorities and graduate quality. Field visits are arranged and conducted by OTD team members, preferably an experienced SME and an Education and Training professional, who will visit operational units as deemed necessary depending on the state of training, and/or evaluation feedback suggesting a field visit is necessary. TRSS detachments will submit field visit requests through ACC TRSS/TDF for ACC TRSS/CC approval. Other OTD Teams will submit field visit requests through their TDY approving officials. OTD teams will submit field visit notification memorandum (see [Attachment 11](#)) through ACC TRSS/TDF at least 30 days in advance of the field visit.

3.3.3.1. Survey data can be used, among other factors such as safety issues and other compelling matters related to training, to justify a field visit. When survey data is used as a basis for a field visit, evidence of at least a 10% dissatisfaction rate on any survey rated element must be presented along with the field visit request. The ACC Graduate Evaluation Program POC may accompany teams on field visits with approval of the ACC TRSS/CC.

3.3.3.2. To enhance the effectiveness of field visits, OTD team members are encouraged to participate in part-task and full-mission training experiences in training devices and on actual flying missions.

3.3.3.3. Submit a trip report to ACC TRSS/CC, ACC TRSS/TDF, the unit visited and other local offices such as the FTU OG/CC and the FTU. Reports will include visit dates, units, and personnel visited observations, specific discussion items, and any recommended actions. See [Attachment 11](#) for an example of a field visit report.

3.3.3.4. Alternative Data Gathering Methods. Alternative data gathering methods may be used to meet specific evaluation needs when most appropriate. Alternative methods can include but are not limited to message formatted open- and closed-questions to units, interviewing newly arrived/upgraded instructors from the field, and telephone inquiry

techniques. Additional sources of potential information include student critiques, inspection reports, accident reports, Stan/Eval reports, and training requirement meetings.

3.4. Graduate Evaluation Report (GER).

3.4.1. The GER is a summary and analysis of training data gathered from graduate and training supervisor questionnaires, field visits, student critiques, inspection reports, accident reports, Stan/Eval reports, training requirement meetings, etc. The GER serves to close the feedback loop with graduates, training supervisors, responsible training units and headquarters, keeps associate units informed of training system issues, facilitates preparation of necessary syllabus changes, provides weapon systems FAMs the opportunity to respond to issues and recommendations, and assures associate units that training developers are listening to their concerns.

3.4.2. OTD Graduate Evaluation Program Manager (GEPM) will compile all data into a GER prior to the biennial SRB or sooner if required due to weapon system, syllabus, and courseware changes or preliminary analysis of incoming graduate evaluation data. GERs are due to ACC TRSS/TDF 60 days prior to the SRB. The GER review is a mandatory agenda item for the SRB and will be included in the SRB minutes.

3.4.2.1. When a syllabus is rescinded, contact ACC TRSS/TDF to determine if a closeout GER is required.

3.4.2.2. When a syllabus is superseded, include the data for the period from the close out of the previous GER to implementation of the revised syllabus with the revised syllabus GER data, as applicable.

3.4.2.3. Submit a Letter of No Report to ACC TRSS/TDF when no classes have been taught or there are no graduates to survey during the graduate evaluation period. Follow guidance in [Table A8.2](#), for submitting a letter of no report.

3.4.3. Follow the GER format and guidance found in [Attachment 8](#), [Attachment 9](#), and [Attachment 10](#). Mark each page of the GER "FOR OFFICIAL USE ONLY." Include a distribution page that lists the syllabus OPR (ACC division of the weapon system FAM), MAJCOMs, NAFs, FTUs, and operational units affiliated with the OTD team that are receiving the report.

3.4.4. Upon receipt of the GER from the OTD team, ACC TRSS/TDF will review the report for completeness, accuracy and format. All GERs not following the format and guidance found in [Attachment 8](#), [Attachment 9](#), and [Attachment 10](#) will be returned to the OTD team for correction. Once ACC TRSS/CC releases the GER to the ACC weapon system FAM and applicable ACC Division, ACC TRSS/TDF will send a copy of the approved GER to the OTD team for local distribution.

3.4.5. The OTD Team will file the GER in the syllabus record set and retain copies of the last three GERs for each formal course to assess trends resulting from syllabus changes.

3.4.6. The syllabus OPR will review the GER and use it to implement syllabus modifications at the SRB (or earlier depending on the criticality of the information).

3.5. Syllabus Review Board (SRB).

3.5.1. The SRB is the final step in the evaluation process. Board members will validate and prioritize feedback and course evaluation from all sources, include leadership messages, incorporate changes to weapon system designed operational capabilities, and manage resource constraints. The SRB minutes should present clear direction and action items for the next syllabus revision.

3.5.2. The SRB will review information such as student flow, mishap reports, graduate evaluation reports, end-of-course critiques, weapon system modifications, course waivers, training deficiencies, standardization/evaluation trend analysis reports and Component Numbered Air Force (C-NAF) and Component Major Command (C-MAJCOM) mission priorities, to determine if changes in the training tasks lists, syllabus or courseware are necessary.

3.5.3. ACC TRSS/CC must approve any syllabus review procedure used instead of a SRB. **Exception:** The USAF Weapons School (USAFWS) will conduct syllabus reviews during mid-/end-of-course review sessions chaired by the USAFWS Commandant. The HQ ACC/A3 weapons system FAM is not required to chair or attend USAFWS reviews.

3.5.4. The ACC weapon system FAM or designated representative will chair the SRB. If no representative is designated, the role will fall to the ACC TRSS Detachment Commander or the respective OTD team lead.

Chapter 4

BUDGET AND FUNDING

4.1. Funds Distribution. ACC TRSS provides funding for ACC TRSS detachments. Funds allocated to detachments are managed by TRSS detachment commanders with ACC TRSS/CC having oversight. Detachment commanders are empowered to control and move funds from one element of expense and investment code (EEIC) to another as required for mission accomplishment. ACC TRSS and each detachment will develop a spending plan to ensure spending remains within the allocated budget and ensure funds are not withheld or redistributed to other agencies in host wings.

4.2. ACC TRSS Responsibilities. ACC TRSS notifies the detachments of ACC TRSS/CC approval or disapproval of execution plans. ACC TRSS will:

- 4.2.1. Appoint a squadron resource advisor (RA) and alternate to provide budget oversight of all unit funding and serve as the point of contact for financial coordination with HQ ACC/A3R, Operations Resource Management and TRSS detachments. RA and alternate will attend resource training through the local finance office.
- 4.2.2. Provide funding to ensure OTD team personnel remain as current as possible in state-of-the-art instructional and presentation technologies, research and training technologies, and approaches applied in other MAJCOMs, services, industries, and education and government agencies.
- 4.2.3. Comply with HQ ACC/A3R requirements for funding acquisition.
- 4.2.4. Determine distribution of allocated funds between detachments if they are less than fully funded.
- 4.2.5. Inform detachments of the amount of funds included in the local budget office's specific guidance.
- 4.2.6. Serve as funding advocate for detachments.
- 4.2.7. Submit ACC TRSS execution plans (funding requests) to HQ ACC/A3R for approval.
- 4.2.8. Serve as focal point for detachment problems involving funding levels, unfunded requests and other TRSS detachment resource problems that cannot be resolved at the local level.
- 4.2.9. Fund OTD team member training required by this instruction (**Attachment 4**). Recommended training deemed necessary by a particular detachment will be unit funded.
- 4.2.10. Ensure FTUs maintain responsibility for the purchase, operation, and maintenance of all computers and computer related equipment in their classrooms as well as physical accountability using current guidelines set up by Automated Data Processing Equipment (ADPE) authorities.

4.3. Detachment Responsibilities. Detachment commanders will appoint a primary and alternate RA in writing. A copy of the appointment letter will be sent to the local budget office (or as required locally) and ACC TRSS/RA. Detachment RA will:

- 4.3.1. Prepare an annual execution plan for each FY according to ACC TRSS guidance. Submit plan to ACC TRSS annually (usually mid Feb-early Mar).
- 4.3.2. Complete resource training through the local budget office.
- 4.3.3. Monitor and document unfunded requirements and keep the ACC TRSS/RA informed.
- 4.3.4. Inform the ACC TRSS/RA of funding problems that may affect mission accomplishment.
- 4.3.5. Notify the ACC TRSS/RA if full funding does not appear on responsibility center/cost center (RC/CC) reports or if a decrease in annual or quarterly targets is detected.
- 4.3.6. Comply with local budget office requirements.
- 4.3.7. Work with local base agencies to resolve resource problems with equipment and/or supply acquisition, form completion, equipment maintenance contracts, etc. Notify ACC TRSS if unable to resolve conflicts locally.
- 4.3.8. Maintain and be familiar with, as a minimum, the responsibility center manager monthly reports and the open document listing.
- 4.3.9. Maintain physical or electronic copies of the following forms completed during the current fiscal year:
 - 4.3.9.1. DD Form 1610, *Request and Authorization for TDY Travel of DoD Personnel*.
 - 4.3.9.2. AF Form 9, *Request for Purchase*.
 - 4.3.9.3. AF Form 616, *Fund Cite Authorization (FCA)*.
 - 4.3.9.4. DD Form 1351-2, *Travel Voucher or Subvoucher*.
 - 4.3.9.5. Locally generated supply computer products.
- 4.3.10. Establish access to the following publication for reference:
 - 4.3.10.1. AFI 65-601V1, *Budget Guidance and Procedures*.

Chapter 5

COURSEWARE MANAGEMENT

5.1. General. OTD teams are tasked by HQ ACC/A3 to initiate, develop, distribute, and maintain courseware (including Augmented/Virtual Reality) that provides initial qualification, requalification, and mission qualification and upgrade training for ACC FTUs as applicable for distribution CAF-wide. OTD teams accomplish this by using civilian contractor or government development teams to build and maintain training programs. Government development teams (and civilian contractors per PWS) will conduct a media analysis to determine the most effective media methods to satisfy each training objective(s) and document results in the lesson strategy. The following paragraphs explain in detail the responsibilities of government development teams (and civilian contractors per PWS).

5.1.1. Government Roles and Responsibilities. The FAM establishes requirements, sets the initial development philosophy, generate standards, and ensure configuration requirements are maintained. The OTD Team builds and maintains non-contractor courseware products, ensure all courseware meet customer requirements, and act as the focal point to the CAF for all FTU program training needs. The ACC TRSS commander delegates courseware approval to the OTD team.

5.1.2. Contractor Roles and Responsibilities. Contractors follow existing requirements as stated in their respective contract. The contractor is the continuity to the courseware development cycle through the Courseware Development Schedule (CDS).

5.1.3. ISD. All courseware whether government or contractor designed and developed, will be developed following the ISD process. Information and guidance for designers of instructional systems on how and under what conditions to incorporate training technologies into the ISD process can be found in AFH 36-2235 series publications. This guidance addresses the use of instructional technologies in both resident and nonresident instructional systems.

5.1.4. CAT/CWD Acquisition Process. ACC TRSS/ACQ is the OPRs for all HQ ACC/A3 directed training contracts. ACC operational units desiring CAT/CWD support for aircrew training will formally coordinate requests through their respective weapon system FAM at HQ ACC. Upon FAM approval and funding provided, ACC TRSS will work with ACC AMIC to acquire the training through an existing or new contract. Modifications of existing contracts usually take 4-6 months and new contracts can take up to 18 months to complete.

5.1.5. Contract Program Management. ACC TRSS/ACQ is the program office and contracting officer's representative (COR) for ACC/A3 directed CAT/CWD contracts. ACC AMIC is the contract administrator and provides support to the TRSS in developing contract documents supporting ACC training requirements IAW Federal Acquisition Regulations.

5.1.6. Non-ACC TRSS owned CAT/CWD contract(s). For non-ACC TRSS owned CAT/CWD contract(s), the SPO is the contract administrator. The SPO or other MAJCOM may assign representatives to integrate ACC TRSS and local on-site requirements. The SPO or other MAJCOM will also ensure the contract provides legal and financial means to satisfy customer requirements.

5.2. Courseware Development. This paragraph defines the various levels of interactivity and outlines necessary components that must exist at each level. It is important to note that the "cost"

of courseware development, both in terms of dollars or man-hours spent building each product, increases as the level of interactivity increases. AFH 36-2235 series outlines the various types of instructional technology capabilities from traditional media to internet-based instruction.

5.2.1. Contractor-Produced Courseware. ACC TRSS manages training contracts that use civilian contractors to produce courseware at various OTD teams. (**Exception:** SPO or other MAJCOM managed contracts). In most cases, these contractors also perform academic instruction. We refer to this form of training solution as CAT/CWD contracts.

5.2.1.1. General. CAT and/or CWD contracts may be awarded to civilian contractors if the training unit, ACC TRSS and HQ ACC/A3 determine this to be effective and efficient.

5.2.1.2. CAT. CAT contracts are individually designed to meet the specific needs of students, training units, and operational units. These contracts usually include classroom instruction and training device instruction. In some instances, it may also include flying training.

5.2.1.3. Courseware Development. CWD contracts are designed to meet the specific needs of students, training units, and operational units. CWD contracts provide new or revised instructional products. These contracts may include development of lesson plans, student study guides, textbooks, tests, grade sheets, interactive courseware, syllabi, etc.

5.2.1.4. The ACC TRSS detachment government courseware subject matter expert (GCW/SME) reviews all CAT/CWD courseware IAW the respective contract QASP and the contractor provided ISDMP. A SME will validate technical accuracy and E&T personnel should review for ISD adherence. After validation, the GCW/SME submits courseware to the ACC TRSS detachment commander (DETCO) stating the courseware meets contract compliance. Once reviewed by the DETCO, the product is released to the FTU for implementation. The GCW/SME will establish and maintain a courseware review/in-work data file for monitoring all CAT/CWD courseware. For all non-CAT/CWD courseware review, the DETCO should contact ACC TRSS/TDF for further guidance.

5.2.2. Computer Based Training Development. ACC TRSS CBT programs will be designed around interactive multimedia instruction (IMI). OTD teams will survey for other existing training material before development of new CBTs. PWS will determine which type and level of interactivity for ACC TRSS CBTs. The following paragraphs outline CBT development levels of interactivity:

5.2.2.1. Passive Participation Level 1 – Baseline Presentation. This is the lowest level of interactive courseware development. In Level 1, the learner receives information. The media used are primarily text and graphics (not complex). This level is used primarily to introduce knowledge, including ideas, concepts, and processes. Information is generally provided in a linear format (one idea after another). Minimal interactivity is incorporated in the form of text, navigational icons, static graphics (e.g., photos, charts, tables) and illustrations, learner-initiated animations, pop-ups and hyperlinks, and simple assessment questions.

5.2.2.2. Limited Participation Level 2 – Medium Simulation Presentation. This presentation level involves the recall of more information than a basic level 1 presentation. There is more interaction such as using a light pen to rotate a switch. Level 2 normally

combines audio, video, text, graphics and animation. Also includes testing, remediation and testing IAW [Chapter 2](#) of this instruction.

5.2.2.3. Complex Participation Level 3 – High Simulation Presentation. This level involves aspects of both level 1 and level 2 while using some of the abilities of interactive courseware (ICW). Level 3 may present on screen interaction similar to that used in an aircraft simulator. This level provides a high degree of interactivity, extensive branching capability, maximum mediation opportunity, and real time event simulation with minor equipment limitations, capability to interface with other input devices.

5.2.3. CAF-Wide CBT Validation. Once the CBT is developed by the contractor and beta tested, the on-site GCW/SME for that contract sends the CBT to ACC TRSS/TDF. ACC TRSS/TDF will validate lesson continuity, and system operability. ACC TRSS/TDF will obtain the designated FAM review and concurrence to validate technical accuracy. ACC TRSS/CC, acting as the direct agent for the HQ ACC/A3, approves all CAF-wide CBTs. Upon notification of ACC TRSS/CC approval, the developing agency will update the course catalog and distribute the CBT, as needed.

5.2.4. Non-Contractor Produced Courseware. This includes courseware or other syllabus-related documents or products that are produced or managed by OTD teams without the support of a courseware development contract. The OTD team must apply all ISD functions and phases in the development and maintenance of non-contractor produced courseware.

5.3. Security Markings. All classified courseware will be security marked IAW DoD Instruction 5200.01 Volume 2 *Information Security Program: Marking of Classified Information*.

5.4. Courseware Distribution. OTD teams will ensure courseware is distributed, maintained and controlled IAW with provisions in this instruction and other local policies and procedures. OTD teams may store unclassified courseware products on their unclassified military web sites or electronic courseware catalog.

5.4.1. The OTD team will distribute courseware as required for execution of the formal training courses they manage. All other organizations or individuals desiring courseware, to include TTLs and syllabi, must submit a formal request to the respective OTD team. The OTD team commander may approve the release and distribution of courseware to any US DoD organization or US DoD contractor for administrative or operational use by electronic transfer IAW local policies and procedures.

5.4.2. ACC TRSS/CC may authorize the OTD team commander to release courseware to other organizations or individuals for official or non-official use. OTD teams will forward courseware requests for organizations or individuals outside of DoD via memorandum to ACC TRSS/TDF for command staffing and approval processing.

5.4.3. The OTD team will maintain a process to track each courseware product distributed outside the immediate FTU and forward this listing to ACC TRSS/TDF annually by 31 December. **(T-3)**

5.5. Classified Distribution. In addition to the requirements for unclassified courseware distribution listed above, classified products require security validation prior to any distribution.

5.5.1. Electronic Distribution. Classified training products will not be downloaded using the detachment web page unless that page is self-contained inside an authorized SIPRNET file

server (base controlled, classified web site). Detachments may advertise the availability of these products on their unclassified military web sites or electronic courseware catalog. Detachments will authenticate the requester in writing and conduct a follow-up telephone call with the requester's security official prior to mailing any classified products. Once authenticated, the detachment will distribute the product within five workdays to the requestor. If the new product is a revision and the security certificate is less than one year from the release date of the courseware, the detachment does not have to recertify the security certificate. However, if the security certificate is over one year old then recertification is mandatory.

5.5.2. Physical Distribution. Classified courseware may be distributed via an accountable container using AF Form 310, *Document Receipt and Destruction Certificate*, for tracking purposes. If the AF Form 310 is not returned within 30 days from its mailing, the OTD team will conduct follow-up action. Once the AF Form 310 is received, it is filed and maintained for the appropriate time period as outlined within Air Force security guidance.

Chapter 6

TRAINING AID AND DEVICE MANUFACTURING

6.1. General. This chapter defines ATAs, ATDs, and responsibilities of each agency involved in procurement, maintenance, transportation, and disposal of Aircrew Training Aids and Training Devices. Furthermore, it delineates policies governing their local manufacture and management. Requests for, and approval of, all training aids will be IAW this chapter. See [Attachment 12](#) for ATA/ATD evaluation process.

6.2. Aircrew Training Aids and Training Devices. An aircrew training aid is any device used in formal and continuation training programs, manufactured within the command and not procured by Air Force Materiel Command (AFMC). ATAs include charts, photographs, videos, cutaways, models, and mockups. ATDs include part-task trainers, cockpit familiarization trainers, and egress trainers. ATA and ATD are used primarily for aircrew training. Training aids excluded from the guidance of this chapter include environmental improvement projects, housekeeping equipment, and devices (such as flight scheduling boards, command post briefing boards, award plaques, etc.) that do not have a direct application to training programs. Training aids will be procured by the syllabus OPR. Videos may be procured from 436 TS at Dyess AFB TX. Aircrew Training Aids/Training Devices are integral to formal operations training courses of instruction and continuation training programs under the direction of the HQ ACC/A3.

6.3. Responsibilities.

6.3.1. The OPR for ACC ATA/ATD manufacturing is the requesting OTD team in coordination with the syllabus OPR and ACC TRSS/CC.

6.3.2. ACC TRSS Det 9/ATD is the overall OPDR for the manufacture of ACC ATA/ATDs and has approval authority for all ACC ATA/ATD requests. Based on OTD recommendations, the OPDR will ensure devices are manufactured to meet specific needs within CAF training programs, designed to maximize training potential, and are cost effective. The OPDR will avoid duplication of effort or unnecessary expenditure of resources by coordinating all requests through the applicable OTD team associated with the weapon system the ATA/ATD will support.

6.3.3. The syllabus OPR is responsible for procurement of Aircrew Training Aids/Training Devices. The syllabus OPR will budget sufficient funds to enable the production and maintenance of Aircrew Training Aids/Training Devices that may not be available or practical through other procurement channels or are otherwise cost prohibitive. Their customers include ACC as well as other MAJCOMs. ACC will be reimbursed for all Aircrew Training Aids/Training Devices developed for other MAJCOMs.

6.3.4. The 436 TS Multimedia Facility is a full scale multimedia production facility that develops, directs, and produces multimedia products from graphic imagery to include video/DVD productions for the Air Force and ACC. Their budget makes possible cradle to grave production through scripting, shooting, narrating, editing, dubbing, and initial distribution to include life cycle updates for this medium.

6.3.4.1. Video ATAs may include but are not limited to in-flight video productions, aircraft servicing, or Red Flag type training videos.

6.3.4.2. MAJCOMs other than ACC requesting products are required to establish a fund cite that is non-refundable once production begins. For clarification, contact 436 TS.

6.3.5. OTD Teams serve as, or provide, SMEs for training systems associated with their mission design series. A knowledgeable and available SME is a vital requirement for successful and timely production of Aircrew Training Aids/Training Devices.

6.4. Training Aid Needs Assessment. Application of the ISD process for media selection will identify areas where integrated activities require training aids. ATAs are designed primarily to improve training, save resources, and enhance safety.

6.4.1. Improve Training. ATA/ATDs provide realism to make training more effective and efficient. They may be as simple as graphs or charts (called visual aids), however, in technical and flying training programs training aids are generally three-dimensional and designed to provide hands-on interactive training in the operation of equipment aircrew personnel will use on the job.

6.4.2. Save Resources. Aircrew training conducted with aircrew training aids reduces the number of sorties required and/or enhances the effectiveness of sorties.

6.4.3. Enhance Safety. Safety factors improve when critical tasks, or those which require intense training, are first learned using an ATA/ATD.

6.5. Requesting Aircrew Training Aids. The requesting unit's project officer will request manufacture, update, or modification of ATA/ATDs with the syllabus OPR. For 436 TS produced video ATAs, requesting organization's project officer will use 436 TS local procedures to request services.

6.6. Approval of ATA/ATD Requests.

6.6.1. Syllabus OPR is the approval authority for projects under \$25,000. ACC TRSS CC must approve all other requests.

6.6.2. Approval authorities will consider time, cost estimate, and the recommendations of the OTD team to determine whether to correct the training deficiency by modifying an existing device or building a new device.

6.7. Maintenance of ATA/ATDs. Syllabus OPR will provide both field-level and depot-level maintenance for detachment ATA/ATDs, as well as for many of those built by other trainer fabrication organizations.

6.8. Movement of ATD/ATA. For disposition or relocation of ATD/ATA, contact the syllabus OPR for guidance. ATD/ATA will typically be shipped through servicing Traffic Management Offices using DD Form 1149, *Requisition and Invoice/Shipping Document*.

6.9. Request ATAs/Training Devices from Other Commands or Services. Requests will be made and processed IAW this instruction. The requesting command or service is responsible for the cost of all materials and labor.

MARK H. SLOCUM, Major General, USAF
Director of Operations

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

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ACCI 11-252, *ACC Formal Operations Training Publication Management*, 8 May 2020

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AFH 36-2235, Volume 8, *Information for Designers of Instructional Systems Application to Aircrew- Training*, 1 November 2002

AFI 16-1007, *Management of Air Force Operational Training Systems*, 1 October 2019

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AFI 36-2670, *Total Force Development*, 25 June 2020

AFMAN 11-202, Volume 1, *Aircrew Training*, 27 September 2019

AFMAN 33-326, *Preparing Official Communications*, 31 July 2019

DAFI 33-360, *Publications and Forms Management*, 21 October 2020

DAFMA847N 65-605, Volume 1, *Budget Guidance and Technical Procedures*, 31 March 2021

DoDM 5200.01, Volume 2, *DoD Information Security Program: Marking of Information, Incorporating Change 4*, 28 July 2020

ETCA, *Education and Training Course Announcements*: <https://cs2.eis.af.mil/sites/app10-ETCA/SitePages/Home.aspx>

Prescribed Forms

None

Adopted Forms

AF Form 9, *Request for Purchase*

AF Form 310, *Document Receipt and Destruction Certificate*

AF Form 616, *Fund Cite Authorization (FCA)*

AF Form 847, *Recommendation for Change of Publication*

DD Form 1149, *Requisition and Invoice/Shipping Document*

DD Form 254, *Department of Defense Contract Security Classification Specification*.

DD Form 1351-2, *Travel Voucher or Subvoucher*

DD Form 1610, *Request and Travel Authorization for TDY of DOD Personnel*

Abbreviations and Acronyms

A3—Directorate of Operations

ACCI—Air Combat Command Instruction
ACQ—(ACC TRSS) Acquisition Flight
AETC—Air Education and Training Command
AFE—Aircrew Flight Equipment
AFH—Air Force Handbook
AFI—Air Force Instruction
AFMAN—Air Force Manual
AFMC—Air Force Materiel Command
AFRC—Air Force Reserve Center/Command
AFSC—Air Force Specialty Code
AMIC—Acquisition Management and Integration Center
ANG—Air National Guard
AOC—Air Operations Center
ARMS—Aviation Resource Management System
ATA—Aircrew Training Aid
ATD—Aircrew Training Device
ATFF—After the Fact Funding
AV—Audio Visual
C-NAF—Component Numbered Air Force
CAF—Combat Air Forces
CAT—Contract Aircrew Training
CBT—Computer-Based Training
CC—Commander
CCAF—Community College of the Air Force
CIC—Classroom Instructor Course
C-MAJCOM—Component Major Command
CRO—Criterion-Referenced Objective
CT—Continuation Training
CWD—Courseware Development
DAFI—Department of the Air Force Instruction
DAFMAN—Department of the Air Force Manual
DET—Detachment

DETCO—Detachment Commander
DOD—Department of Defense
EEIC—Element of Expense and Investment Code
ETCA—Education and Training Course Announcements
EW—Electronic Warfare
FAM—Functional Area Manager
FT—Formal Training
FTU—Formal Training Unit
G—Group
GCW/SME—Government Courseware/Subject Matter Expert
GER—Graduate Evaluation Report
GT/SME—Government Training/Subject Matter Expert
HQ ACC—Headquarters Air Combat Command
IAW—In Accordance With
ICW—Interactive Courseware
IG—Inspector General
IMC—Instructor Methodology Course
IMI—Interactive Multimedia Instruction
ISD—Instructional Systems Development
ITRO—Interservice Training Review Organization
IW—Information Warfare
MAJCOM—Major Command
MICT—Management Internal Control Toolset
MDS—Mission Design Series
NAF—Numbered Air Force
O&M—Operations and Maintenance
OCR—Office of Concurrent Responsibility
OJT—On-the-Job Training
OPDR—Office of Primary Developmental Responsibility
OPR—Office of Primary Responsibility
OTD—Operations Training Development
PEX—Patriot Excalibur

POC—Point of Contact
POI—Plan of Instruction
PWS—Performance Work Statement
RA—Resource Advisor
RC/CC—Responsibility Center/Cost Center
SE—Safety
SIMCERT—Simulator Certification
SME—Subject Matter Expert
SOF—Supervisor of Flying
SRB—Syllabus Review Board
STP—System Training Plan
T-2—Tier 2
T-3—Tier 3
TACP—Tactical Air Control Party
TDAC—Training Data and Analysis Center
TDF—(ACC TRSS) Training Development Flight
TO—Technical Order
TPT—Training Planning Team
TRADOC—Army Training and Doctrine Command
TRS—Training Squadron
TRSS—Training Support Squadron
TS—Training Squadron
TSS—Training Systems Squadron
TTL—Training Task List
USAFWS—United States Air Force Weapons School

Terms

Centers of Excellence—Core development agencies capable of producing high-end operations training products to include training device fabrication and training aids produced by ACC TRSS Detachment 9, Luke AFB AZ, and high quality video produced by the 436 TS, Dyess AFB TX.

Continuation Training—Provides crewmembers with the volume, frequency, and mix of training necessary to maintain proficiency in the assigned qualification level.

Course Control Documents—Specialized publications used to control the quality of the instructional system, such as training standards, plans of instruction, syllabi, and lesson strategy reports.

Course Manager—Individual appointed as the primary point of contact for all matters in regard to a specific course.

Courseware—Training materials such as technical data and textual, audiovisual and computer-based instructional materials.

Education and Training Course Announcements (ETCA)—Internet site containing comprehensive list of all available AF formal training courses.

Function Area Manager—The FAM is the individual accountable for the management and oversight of all personnel and equipment within a specific functional area to support operational planning and execution. Responsibilities may include developing and reviewing policy; developing, managing and maintaining UTCs; developing criteria for and monitoring readiness reporting; force posturing, analysis, and execution activities which are crucial to the management and execution of our AF readiness programs.

Instructional System—An integrated combination of resources (students, instructors, materials, equipment and facilities), techniques, and procedures performing effectively and efficiently the functions required to achieve specified learning objectives.

Lesson Plan—An approved method of instruction that provides specific definition and direction to the instructor on learning objectives, equipment, instructional media material requirements, and conduct of training. Lesson plans are the principal component of curriculum materials in that they sequence the presentation of learning objectives and program the use of supporting instructional material.

Office of Concurrent Developmental Responsibility—Assists the OPDR as necessary in the development of the identified training items.

Office of Primary Developmental Responsibility—Development, maintenance, and use of the identified training items.

Office of Primary Responsibility—Ensures training is valid and current.

Operations Training Development Team—OTD teams are ACC focal points for formal operations training development issues regarding the teams' assigned weapon/defense system.

Plan of Instruction—A qualitative course control document designed for use primarily within a school for course planning, organization, and operation. Generally, criterion-referenced objectives, duration of instruction, support materials, and guidance factors are listed for every block of instruction within a course. An example of a POI is the course syllabus.

Subject Matter Expert—Individual responsible for providing expertise in the training topics areas to develop, update, and validate training.

Training Unit—Organizations/contractors conducting formal training including FTUs and other operational wings, groups, squadrons, and centers conducting courses outlined in or under development for inclusion in the AF ETCA.

Attachment 2

WEAPON SYSTEM FUNCTIONAL MANAGERS

A2.1. Weapon System FAMs. Weapon system FAMs are the syllabus and training task list OPRs for formal operations training programs. ACC TRSS also provides support to AF Global Strike Command IAW the Memorandum of Agreement between HQ ACC and HQ AFGSC for B-2, B-52, and E-4B Formal Operations Training Development Support. Weapon systems FAMs are designated in [Table A2.1](#).

Table A2.1. Weapon System FAMs.

Formal Training Program	OPR(s)
A-10C	A3TO
Air Operations Center /Air Force Forces	A3CO
Air Support Operations Center	A3JC
Battle Control Center	A3CI
B-1B	AFGSC/A3TA
B-2	AFGSC/A3TA
B-52	AFGSC/A3TA
Cockpit/Crew Resource Management Training	ACC TRSS/ACQ
Control and Reporting Center	A3CG
Air Force Cyber Defense	A6OO
Air Force Intranet Control	A6OO
Cyber Defense Analysis	A6OO
Cyber Security and Control System	A6OO
Air Force Operational Military Deception	A3/2/6KF
Air Force Operations Security Course	A3/2/6KF
Cyber Command and Control Mission System	A3/2/6KD
Cyberspace Vulnerability Assessment-Hunter	A3/2/6KD
Distributed Common Ground System	A3/2D
E-3	A3CA
E-4B	AFGSC/A3TA
E-8	A3CA
EC-130H	A3CR
E-9	A3TO

E-11	A3CA
F-15E	A3TO
F-16	A3TO
F-22	A3TO
F-35A	A3TO
Guardian Angel	A3JO
HC-130J	A3JT
HH-60	A3JO
MQ-9	A3MQ
RC/OC/WC-135	A3CR
RQ-4	A3MR
RQ-170	A3MA
T-38	A3TO
Tactical Air Control Party	A3JC
Tactical Data Links	A3CJ
U-2	A3MU
USAF Weapons School	A3TW
Safety	SE
AF Aviation Resource Management System	A3TB
Mission Planning	A3TW
ACC Classroom Instructor Course	436 TS
ACC ISD Principles Course	436 TS
ACC Instructor Methodology Course	436 TS
Aircrew Flight Equipment	A3TO
Survival, Evasion, Resistance and Escape	A3TB
Flight Instruments Refresher Course	A3TV
Foreign Military Sales	ACC/IAS
Remote Interactive Cyberspace Operations (RICO)	ACC A3/2/6KO
Telephony Network Operations (OCO)	ACC A3/2/6KO
Type 1 Access Operations (OCO)	ACC A3/2/6KO
Type 3 Access Operations (OCO)	ACC A3/2/6KO

Infrastructure Management Operations (OCO)	ACC A3/2/6KO
Mission Defense Team CVA/H	ACC A3/2/6KD
14F Initial Skills Training	ACC A3/2/6KF
Information Operations Integration Course	ACC A3/2/6KF

Attachment 3

OPERATIONS TRAINING DEVELOPMENT TEAMS

A3.1. OTD Teams. Table A3.1 lists all ACC major weapon systems and training subjects and their associated OTD teams.

Table A3.1. OTD Teams.

OTD Team	Major Weapon Systems/Training Subjects
6 CTS ACC TRSS Det 8 (OCR) Nellis AFB NV 89191	Tactical Air Control Party, Air Support Operations Center
39 IOS Hurlburt Field FL 32544	Cyberspace Vulnerability Assessment/Hunter, Air Force Cyber Defense, Air Force Intranet Control, Cyber Defense Analysis, Information Operations Integration Course, Air Force Operations Security Course, Air Force Operational Military Deception, 14F Initial Skills Training, 39 IOS Instructor Methodology Course, 39 IOS ISD Course, Classroom Instructor Course, Offensive Cyberspace Operations pipeline, Weapons School Preparatory Course, Operations Security, Cyberspace Security and Control Systems
44 Reconnaissance Squadron ACC TRSS Det 8 (OCR) Nellis AFB NV 89191	RQ-170
325 TS Tyndall AFB FL 32403	F-22, T-38A Adversary Air
223 COS, ANG/TEC 223 COS 310 CMSgt Williams Rd. Little Rock AFB AR 72099	Mission Defense Team CVA/H
436 TS Dyess AFB TX 79607	ACC Classroom Instructor Course, ACC ISD Principles Course, ACC Instructor Methodology Course, Host Aviation Resource Management/Squadron Aviation Resource Management Courses, Aviation Resource Management Report Writers Course, Flight/Occupation/Weapons Safety Program Managers Courses, Aviation Mishap Investigation Course, AFE Program Managers Course, AFE CSEL Course, AFE Deployed Leadership Course, AFE Life Science Equipment Investigation Course, PEX/Stan Eval Courses.

705 TRS/505 TRS Hurlburt Field FL 32544	Air Operations Center , Air Force Forces staff courses, Joint Air Operations Command and Control Course , Command and Control Advanced Warfighter Course , Air Component Special Technical Operations Planners Course
AFNORTH/A3T Tyndall AFB FL 32403	Battle Control Center
ACC Det 1 Joint Base San Antonio 78243	Air For Basic Operator Course, Initial Access Operations Course
ACC Det 2 Keesler AFB MS 78243	Introduction to Cyberspace Security and Control System
ACC TRSS Det 3 Davis-Monthan AFB AZ 85707	A-10C, EC-130H, Guardian Angel
ACC TRSS Det 6 Tinker AFB OK 73145	E-3
ACC TRSS Det 7 Robins AFB GA 31098	E-8
ACC TRSS Det 9 Luke AFB AZ 85309	Control and Reporting Center
ACC TRSS Det 10 Offutt AFB NE 68113	E-4B (AFGSC), RC-135 (RJ, CB, CS), OC-135, WC-135
ACC TRSS Det 11 Beale AFB CA 95903	RQ-4, T-38A, U-2
ACC TRSS Det 12 Whiteman AFB MO 65305	B-2 (AFGSC)
ACC TRSS Det 13 Barksdale AFB LA 71110	B-52 (AFGSC)
ACC TRSS Det 14 Dyess AFB TX 79607	B-1B (AFGSC)
ACC TRSS Det 15 Seymour-Johnson AFB NC 27531	F-15E

Weapons School ACC TRSS Det 8 (OCR) Nellis AFB NV 89191	Weapons School
As Directed	DCGS and Tactical Data Links, Foreign Training, E-9, E-11
As Directed by ACC A3/2/6KO Langley AFB VA 23665	Remote Interactive Cyberspace Operations, Telephony Network Operations, Type 1 Access Operations, Type 3 Access Operations, Infrastructure Management Operations

Attachment 4

OTD TEAM TRAINING REQUIREMENTS

A4.1. Required Training for OTD Teams. Training in [Table A4.1](#) is a listing of courses that can satisfy OTD Team ISD and CIC training requirements. This listing is not all inclusive but merely a listing of preferred courses that OTD Teams can complete to adequately prepare them to perform their duties. See notes following table.

Table A4.1. OTD Team Training Requirements.

Course Title	Course Number	OTD Team Chief Det/CC	OTD Team (SME)	Ed Tech (3F2)	E&T Officer (38F)	Ed Specialist (Civ)	GT/SME	GCW/SME
ACC ISD Principles Course (or suitable substitute)	3J5ACC3S200 002	X	X	X	X	X	R	R
ACC CIC Course (or equivalent)	3J5ACC3S200 000	X	R				R	R
GT/SME Training (see Notes 3-4)	Phase 1 & 2	X					X	X

X = Mandatory requirement

R= Recommended

Notes:

1. ISD will be scheduled or completed within 5 months of assignment to the OTD team. The preferred method for fulfilling this requirement is the 5-day ACC ISD Principles Course, at Dyess AFB TX.
2. OTD Team Chief/Det CC should attend within 5 months of assignment.
3. Phase 1 GT/SME training is a self-paced CBT covering general aspects of performing G/SME duties. Phase 2 GT/SME training is contract specific, lasts approximately 2 hours, and is conducted person-to-person by HQ ACC Contracting either by teleconference or site visit.
4. For non ACC TRSS owned CAT/CWD contracts, SPO assigned personnel may attend alternative QASP training. SPO is the responsible funding agency.

Attachment 5

FORMAL TRAINING RESPONSIBILITIES

A5.1. Formal Training Responsibilities. See [Table A5.1](#) for ACC formal operations training responsibilities and [Table A5.2](#) for formal operations training responsibilities specifically for the 436 TS. Responsibilities are delineated in the way they are most commonly assigned, but may be distributed as seen fit by the owning organization.

Table A5.1. Formal Training Responsibilities.

Responsibility	OPR	OPDR	OCR
Training Task List (IAW ACCI 11-252)	Weapon System FAM	OTD Team	As required
Operations Training Syllabi (IAW ACCI 11-252)	Weapon System FAM	OTD Team	As Required
ETCA Updates	Weapon System FAM	OTD Team	N/A
Course Training Standards	Weapon System FAM	OTD Team	TU
Criterion-Referenced Objectives	OTD Team	OTD Team	TU
Lesson Plans/Instructor Guides	OTD Team	OTD Team	As required
Instructional Media	OTD Team	OTD Team	TU
Instructor Evaluations	OTD Team/TU	OTD Team/TU	N/A
Simulator/Device Lesson Plans	OTD Team	OTD Team/TU	As required
Student Guides/Handouts	OTD Team	OTD Team	As required
Referenced Text/Workbooks	OTD Team	OTD Team	As required
Tests and Quizzes	OTD Team	OTD Team	As required
Internal Evaluation	OTD Team/TU	OTD Team/TU	As required
External Evaluation	OTD Team	OTD Team	TU
Learning Center Media	OTD Team	OTD Team	TU
Mock-ups	OTD Team/Det 9	OTD Team/Det 9	TU
Phase Briefings	OTD Team	OTD Team/TU	As required
Phase Manuals	OTD Team	OTD Team/TU	As required
Student Training Records, Grade Sheets, Related Forms/Records	OTD Team	OTD Team/TU	As required

Table A5.2. 436 TS Formal Training Responsibilities.

Responsibility	OPR	OPDR
Syllabi (IAW ACCI 11-252)	AF-Level OPR, HQ ACC/SE, HQ ACC/A3OC, HQ ACC/A3TO, HQ ACC/A3TB, or 436 TS	436 TS
Course Objectives	436 TS	436 TS
Lesson Plans	436 TS	436 TS
Student Guides, Handouts and Other Student Materials as Required	436 TS	436 TS
Tests, Quizzes, Performance Checklists and/or Criteria	436 TS	436 TS
Internal Evaluation	436 TS	436 TS
External Evaluation	436 TS	436 TS
Instructor Evaluation	436 TS	436 TS
Student Training Records, Grade Sheets and Related Forms and Records	436 TS	436 TS
ETCA	436 TS	436 TS

Attachment 6

GRADUATE EVALUATION PROCESS

A6.1. Graduate Evaluation Process. Apply this graduate evaluation process for formal operations training courses. Refer to [paragraph 3.3](#) for more information concerning external graduate evaluation methods.

Figure A6.1. Graduation Evaluation Process.

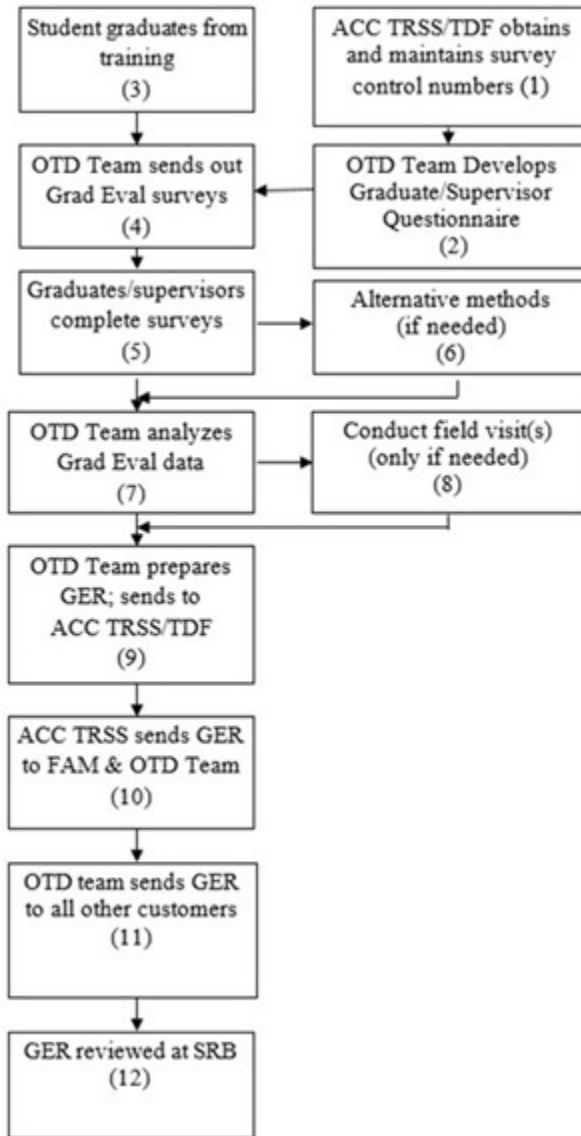


Table A6.1. Graduation Evaluation Process.**Notes:**

1. ACC TRSS/TDF obtains Survey Control Numbers for the Graduate Evaluation Program.
2. OTD Team develops the graduate/supervisor questionnaires.
3. The graduate evaluation process begins following graduation from formal operations training. The FTU provides OTD Team with a list of graduates.
4. The OTD team sends our graduate evaluation surveys to graduates and their training supervisors. The survey window is usually 3 to 6 months after graduation, but earlier surveying is possible (see **paragraph 3.3.1.1**).
5. Graduates and training supervisors complete surveys. ACC survey return rate goal is 80%.
6. The OTD team is authorized to gather data via alternate methods (see paragraph 3.3.2.4).
7. The OTD team analyzes data obtained from survey and alternate methods, if applicable.
8. The OTD team may conduct field visits to operational units as only if the analysis indicates the need for further data. See **paragraph 3.3.3**, and **Attachment 11** for guidance.
9. The OTD Team prepares the GER following the example report format and guidance found in **Attachment 8**, **Attachment 9**, and **Attachment 10** and sends it to ACC TRSS/TDF Graduate Evaluation Program Manager. The report is reviewed by ACC TRSS/TDF Graduate Evaluation Program Manager and submitted to ACC TRSS/CC. If the report does not follow format guidance, it will be returned to the OTD team for correction and resubmission.
10. ACC TRSS/CC sends the approved report to FAM and OTD team.
11. Detachment makes subsequent distribution to all customers the syllabus supports, to include the appropriate OG/CCs.
12. The GER is reviewed at the SRB along with other sources of feedback. Pertinent data that could affect changes to current formal training course curriculum are identified.

Attachment 7**GRADUATE EVALUATION QUESTIONNAIRES**

A7.1. Graduate Evaluation Questionnaires. Graduate evaluation questionnaires solicit information necessary to evaluate the training received at the training unit to ascertain whether the student was trained to the appropriate level based on performance required at the operational unit. Questionnaire variations are authorized; however, each questionnaire will include:

A7.1.1. Demographic information including graduate training supervisor name, course graduated from (both not required), and indication of graduate or supervisor questionnaire.

A7.1.2. An explanation that the questionnaire is part of a continuous quality improvement process and results are taken seriously.

A7.1.3. Instructions for return and response suspense.

A7.1.4. An Informed Consent Statement assuring the graduate that class number are used only for tracking and analysis purposes and will not be used to grade or take action against the graduate or training supervisor.

A7.1.5. An explanation of the applicable graduate or supervisor rating scale.

A7.1.6. Ratings matrix from syllabus task areas (also called mission tasks, graded mission elements, etc.).

A7.1.7. Questions for graduates to provide written comments about academic lessons, device sessions and flying missions used in training.

A7.1.8. Opportunity for graduates and training supervisors to provide additional written comments.

Attachment 8

GRADUATE EVALUATION REPORT COVER LETTER

A8.1. Graduate Evaluation Cover Letter. The cover letter is used to prepare the email to convey the GER to the FAM and their respective Division. This example illustrates the format of a GER cover letter. . The OTD team will follow the cover letter format in **A8.2** and the writing guidelines in **Attachment 10**.

A8.2. Graduate Evaluation Cover Letter Example. Note: All cover letters will be prepared as official memorandum IAW AFMAN 33-326 and will be used to create the electronic email to convey the GER to the functional manager.

Table A8.1. Graduate Evaluation Cover Letter Example.

<p>FOR OFFICIAL USE ONLY</p> <p>MEMORANDUM FOR [insert the three-letter directorate and four-letter FAM]</p> <p>FROM: TRSS/CC</p> <p style="padding-left: 40px;">205 Dodd Blvd Suite 121</p> <p style="padding-left: 40px;">JB Langley AFB, VA 23665</p> <p>SUBJECT: <i>(Syllabus Title)</i> Graduate Evaluation Report</p> <p>1. Attached is the graduate evaluation report (GER) for <i>(syllabus title, date)</i>, prepared IAW ACCI 11-251, <i>ACC Operations Training Development Program</i>. This report is designed to help assess the overall quality of the evaluated training program, as well as provide feedback in support of the next <i>(weapon system, and crew position if applicable)</i> SRB scheduled for <i>(day, month, and year)</i>. This report contains a summary of findings and an analysis of all data gathered from questionnaires submitted by training program graduates and their supervisors <i>(and validation accomplished through (list all alternative methods and/or field visits used to gather graduate evaluation data, as applicable))</i>.</p> <p>2. Specific Items of Interest: <i>(Brief synopsis of key graduate/supervisor comments)</i></p> <p>3. Questions concerning this GER can be addressed to <i>(OTD team/CC, rank and name, DSN XXX-XXXX)</i> or ACC TRSS Graduation Evaluation Program POC, <i>(rank and name, DSN 574-XXXX)</i>.</p> <p>[OTO Team/CC] NAME, Rank, USAF</p> <p>Commander</p> <p>Attachment:</p> <p>Graduation Evaluation Report</p>
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Table A8.2. Letter of No Report Cover Letter Example.

<p>FOR OFFICIAL USE ONLY</p> <p>MEMORANDUM FOR [insert the three-letter directorate and four-letter FAM]</p> <p>FROM: TRSS/CC</p> <p>205 Dodd Blvd Suite 121</p> <p>JB Langley AFB, VA 23665</p> <p>SUBJECT: <i>(Syllabus Title)</i> Graduate Evaluation Report</p> <p>1. Attached is the Letter of No Report for <i>(syllabus title, date)</i>, prepared IAW ACCI 11-251, <i>ACC Operations Training Development Program</i>. This report is in support of the next <i>(weapon system, and crew position if applicable)</i> SRB scheduled for <i>(day, month and year)</i>. Explain why there is no report. <i>(e.g., there were no graduates during this reporting period.)</i></p> <p>2. Questions concerning this Letter of No Report can be addressed to <i>(OTD team/CC, rank and name, DSNXXX-XXXX)</i> or ACC TRSS Graduation Evaluation Program POC, <i>(rank and name, DSN 574-XXXX)</i>.</p> <p>[TRSS/CC] NAME, Rank, USAF</p> <p>Commander</p> <p>Attachment:</p> <p>Letter of No Report</p>
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Attachment 9

GRADUATE EVALUATION REPORT FORMAT

A9.1. Graduate Evaluation Report. This example illustrates the format for a GER. The OTD team will follow the GER format in **Table A9.1**, and the writing guidelines in **Attachment 10**.

Table A9.1. Grad Eval Report Example.

FOR OFFICIAL USE ONLY	
MEMORANDUM FOR TRSS/CC	Date
FROM: <i>(OTD team/CC generating report)</i>	
SUBJECT: <i>(Syllabus Title)</i> Graduate Evaluation Report	
PART I - GENERAL ANALYSIS	
<p>1. General. This report for <i>(syllabus title, date)</i>, is prepared IAW ACCI 11-251, <i>ACC Operations Training Development Program</i>. It covers the period of <i>(start date to end date)</i>, and precedes the proposed <i>(weapon system, and crew position, if applicable)</i> Syllabus Review Board scheduled for <i>(month and year)</i>. The overall health of the training system is <i>(state health of system, e.g., "satisfactory")</i> and <i>(state degree of changes, e.g., "minor")</i> syllabus changes <i>(are/are not)</i> required. Data was obtained using graduate evaluation questionnaires <i>(and list all as alternative collection methods and field visits, as applicable)</i>, <i>(list number or "No")</i> mishap reports were used during this period.</p>	
2. Participation Rates:	
a. Number of graduates: #	
b. Number of graduate surveys returned/distributed: ##/##	
c. Graduate survey return rate: ##%	
d. Number of supervisor surveys returned/distributed: ##/##	
e. Supervisor survey return rate: ##%	
PART II - GRADUATE AND SUPERVISOR DATA	
1. Graduate Data:	
a. Data Analysis. Following is the graduate questionnaire rating scale and the corresponding response breakdown based on <i>(XX %)</i> graduate surveys returned. Graduates rated task areas relative to the training they received. <i>(Explain instances where graduates did not use the rating matrix or marked items as "N/A".)</i>	
Graduate Questionnaire Rating Scale	
N/A	I do not perform duties in this area. Comments Desired.
0	Marginal – Little to no training occurred to perform required tasks; additional training needed now. Comments Required.

1	Limited – Some training occurred to perform required tasks; revise course to increase emphasis. Comments Desired.
2	Sufficient - I was sufficiently trained to perform required tasks; no problems noted.
3	Ample – More than enough training occurred to perform required tasks; revise course to decrease emphasis. Comments Desired.
4	Excessive – Needless training occurred to perform required tasks; reduce or remove training altogether. Comments Required.

Graduate Questionnaire Rating Breakdown

(Enter number of responses under each score. Surveys must include an N/A option to account for individuals that do not perform all tasks listed on the survey. Compute % Dissatisfied (see paragraph A10.1.2.3). Task areas listed are for example only.)

Task Area	N/A	0	1	2	3	4	% Dissatisfied
Mission Planning							
Preflight							
Ground Ops							
Crew Coordination							
Air Refueling							

b. Pertinent Data Analysis. The following findings were collected from graduate questionnaires, validated, and directly correlate to the indicated portions of the course. (Summarize validated findings for each of the various training categories. If there are no findings for the training category, list the category followed by "none".)

(1) Academic Training:

- Finding(s)
- Corrective action(s):

2. Device Training: None

3. Flying Training:

- Finding(s)
- Corrective action:

2. Supervisor Data:

a. Data Analysis. The following is the supervisor questionnaire rating scale and the corresponding response break down based on (XX percent) supervisor surveys returned. This section list questions about how supervisors rated all mission task areas relative to training their graduates received. (Explain instances where supervisors did not use the rating matrix or marked items as "N/A".)

Supervisor Questionnaire Rating Scale							
N/A	Graduate does not perform duties in this area.						
0	Marginal – Little to no training occurred to perform required tasks; additional training needed now. Comments Required.						
1	Limited – Some training occurred to perform required tasks; revise course to increase emphasis. Comments Desired.						
2	Sufficient - Graduate was sufficiently trained to perform required tasks; no problems noted. Comments Optional.						
3	Ample – More than enough training occurred to perform required tasks; revise course to decrease emphasis. Comments Desired.						
4	Excessive – Needless training occurred to perform required tasks; reduce or remove training altogether. Comments Required.						
Supervisor Questionnaire Rating Breakdown							
<i>(Enter number of responses under each score. Surveys must include an N/A option to account for individuals that do not perform all tasks listed on the survey. Compute % Dissatisfied (see paragraph A10.1.2.3). Task areas listed are for example only.)</i>							
Task Area	N/A	0	1	2	3	4	% Dissatisfied
Mission Planning							
Preflight							
Ground Ops							
Crew Coordination							
Air Refueling							
<p>b. Pertinent Data Analysis. The following findings were collected from supervisor questionnaires:</p> <ul style="list-style-type: none"> - Finding(s) - Corrective action(s): <p>2. Device Training: None</p> <p>3. Flying Training:</p> <ul style="list-style-type: none"> - Finding(s) - Corrective action: <p>3. Pertinent Data from <i>(Alternative Grad Eval Methods or Field Visit)</i>. <i>(Summarize observations and comments, validation and corrective actions/recommendations. Omit paragraph if none.)</i></p>							

PART III – ADDITIONAL COMMENTS

1. *(Use as needed. Omit paragraph if none.)*

OTD Team/CC Signature
Block

DISTRIBUTION:
XXX OG/CC
Etc.

Table A9.2. Letter of No Report Example.

FOR OFFICIAL USE ONLY MEMORANDUM FOR TRSS/CC

FROM: *(OTD team/CC generating report)*

SUBJECT: *(Syllabus Title)* Graduate Evaluation Report (SCN: XX-XXXX)

1. This Letter of No Report for *(syllabus title, date)*, is prepared IAW ACCI 11-251, *ACC Operations Training Development Program*. It covers the period of *(start date to end date)*, and precedes the proposed *(weapon system, and crew position, if applicable)* Syllabus Review Board scheduled for *(month and year)*. *(Explain why there is no report; e.g., there were no graduates during this reporting period.) (The following state is optional: The overall health of the training system is (state health of system, e.g., “satisfactory”) and (based on known factors, state degree of changes, e.g., “minor”) syllabus changes are anticipated.)*

2. Questions concerning this Letter of No Report can be addressed to *(OTD team leader, rank and name, DSN XXX-XXXX)*.

OTD Team/CC Signature
Block

DISTRIBUTION: XXX OG/CC
Etc.

Attachment 10

GRADUATE EVALUATION REPORT WRITING GUIDELINES

A10.1. Graduate Evaluation Report Writing Guidelines. This attachment provides guidelines that must be followed when writing all ACC formal operations training GERs.

A10.1.1. Cover Letter. The GER cover letter will not be submitted on letterhead. The memorandum will be cut and pasted into an email. Use format at **Attachment 8** and add appropriate information as required. Paragraph 1 will list all data sources. After signature block list the attachment(s).

A10.1.2. Graduation Evaluation Report.

A10.1.2.1. Letterhead. GERs will be submitted on OTD team organizational letterhead. **Note:** GERs will be marked "FOR OFFICIAL USE ONLY" above the "MEMORANDUM FOR" line, in the first page footer, and in the header and footer of each subsequent page.

A10.1.2.2. Data Tables. Verify survey data and present the total number of survey responses. The number of responses for each line in the matrix will usually add up to the total number of respondents. Explain any instances where a respondent submitted comments without selecting a rating value or where a majority of respondents selected "N/A".

A10.1.2.3. Percent Dissatisfaction Computation. Dissatisfaction is defined as a rating of inadequate (0) and excessive (4). Compute the percent dissatisfied by summing the number of "0" and "4" responses and divide by the total number of responses (excluding "NA" responses). Express the percentage to the nearest whole percent.

A10.1.2.4. Pertinent Data Analysis. Pertinent data falls into two categories: ratings and written comments. When the percent dissatisfaction column is 10 percent or larger, (or when individual ratings are more than 10% except for "2") the ratings are pertinent and must be reported in this section. When 10 percent of the respondents written comments indicate a concern, the comments are pertinent and must be reported in this section. Any comment may be deemed pertinent based on OTD team subjective evaluation and may be included in this section.

A10.1.2.4.1. Graduate Pertinent Data Analysis. Summarize all pertinent findings for each training category (e.g., academic, device and flying training). If there are no pertinent findings for a category, list the training category and "NONE."

A10.1.2.4.2. Supervisor Pertinent Data Analysis. Summarize all pertinent findings. If there are no pertinent findings, indicate "NONE" in this paragraph.

A10.1.2.4.3. The corrective action will be well thought out and listed in explicit detail. If no corrective action is necessary, list "NONE." If clear correction action is not evident, the matter can be deferred to the SRB.

A10.1.3. General Writing Guidelines.

A10.1.3.1. Font Style/Size. Use Times New Roman 11- or 12-point font for all reports. Font size must be consistent throughout document. **Exception:** Font size/style may differ

in tables and figures to save space or fit an entire table/figure on one page, but tables/figures must be consistent within the document.

A10.1.3.2. Use of Bold Type. Use bold type to highlight section, table, and chart headings. See [Attachment 9](#).

A10.1.3.3. Line Spacing. Lines will be single-spaced and justified.

A10.1.3.4. Signature Block. Always verify with ACC TRSS/TDF that you are using the correct signature blocks on GERs.

A10.1.4. Proofreading. To improve GER quality, one or two individuals without technical expertise in the particular weapon system or syllabus topic will review the report. A word-for-word review to catch errors that may be overlooked due to familiarity with the weapon system or training topic is strongly recommended. Maintain a consistent writing style throughout the entire document and follow AFH 33-337, *The Tongue and Quill*, for grammatical guidance.

A10.1.5. Use Spell Check. Use to check spelling, grammar, punctuation, and spacing. However, just using spell check is no substitute for a quality word-for-word review.

A10.1.6. Be consistent throughout the document when grammatical guidelines are not defined or there is more than one correct method.

A10.1.7. Acronyms.

A10.1.7.1. Spell out all acronyms when first used.

A10.1.7.2. Do not capitalize words within the context of a sentence just because the acronym is capitalized (e.g., Attached is the graduate evaluation report (GER) for the...).

A10.1.8. Capitalization/Word Use Guidelines.

A10.1.8.1. Reference *The Tongue and Quill* for rules on capitalization.

A10.1.8.2. Do not break organizational references (e.g., 55 OG/CC) onto separate lines.

A10.1.8.3. Spell out numbers less than 10 unless used to designate a unit of time.

A10.1.8.4. Follow the guidelines in the *Tongue and Quill* for proper use of commas. Use will be consistent throughout document.

Attachment 11

FIELD VISIT NOTICE AND REPORT

A11.1. Field Visit Notice and Report. This attachment describes how to develop a field visit notice letter and after action report. All notices will be prepared as official memoranda IAW AFMAN 33-326.

A11.2. Field Visit Notification Letter. Table A11.1 Depicts a field visit notification letter example and must contain the “who, what, when, where, why and how” of the visit. The OTD team will notify ACC TRSS/CC via an e-mail to ACC TRSS/TDF at least 30 days prior to the scheduled field visit.

Table A11.1. Field Visit Notification Memorandum Example.

<p>MEMORANDUM FOR ACC TRSS/CC</p> <p>FROM: <i>(OTD team/CC)</i></p> <p>SUBJECT: Field Visit Notification</p> <p>1. [Paragraph 1 is a brief statement of the “who, what, when, where, why and how: of the visit.] Members of <i>(OTD team)</i> will conduct a field visit <i>(dates of visit)</i> to the <i>(applicable unit)</i> to accomplish a field visit for assessment of training for recent graduates from the <i>(title of course(s))</i>. The purpose of the visit is to assess effectiveness of the course in preparing students to meet actual operational unit needs. <i>(Include names of OTD team members conducting the visit.)</i></p> <p>2. <i>(Include a proposed itinerary and support material, i.e., survey data, etc.)</i></p> <p>3. A trip report will be submitted to ACC TRSS/CC at the conclusion of the visit. <i>(List the OTD team field visit POC and contact information.)</i></p> <p>(OTD Team/CC signature block)</p> <p>Commander</p> <p>cc: TRSS/TDF</p>

A11.3. Field Visit Report. Table A11.2 depicts a sample field visit report. Submit this report on OTD team letterhead. The areas in the report may require more/less/different information. Specific data contained in the table is presented for example only.

Table A11.2. Field Visit Report Example.

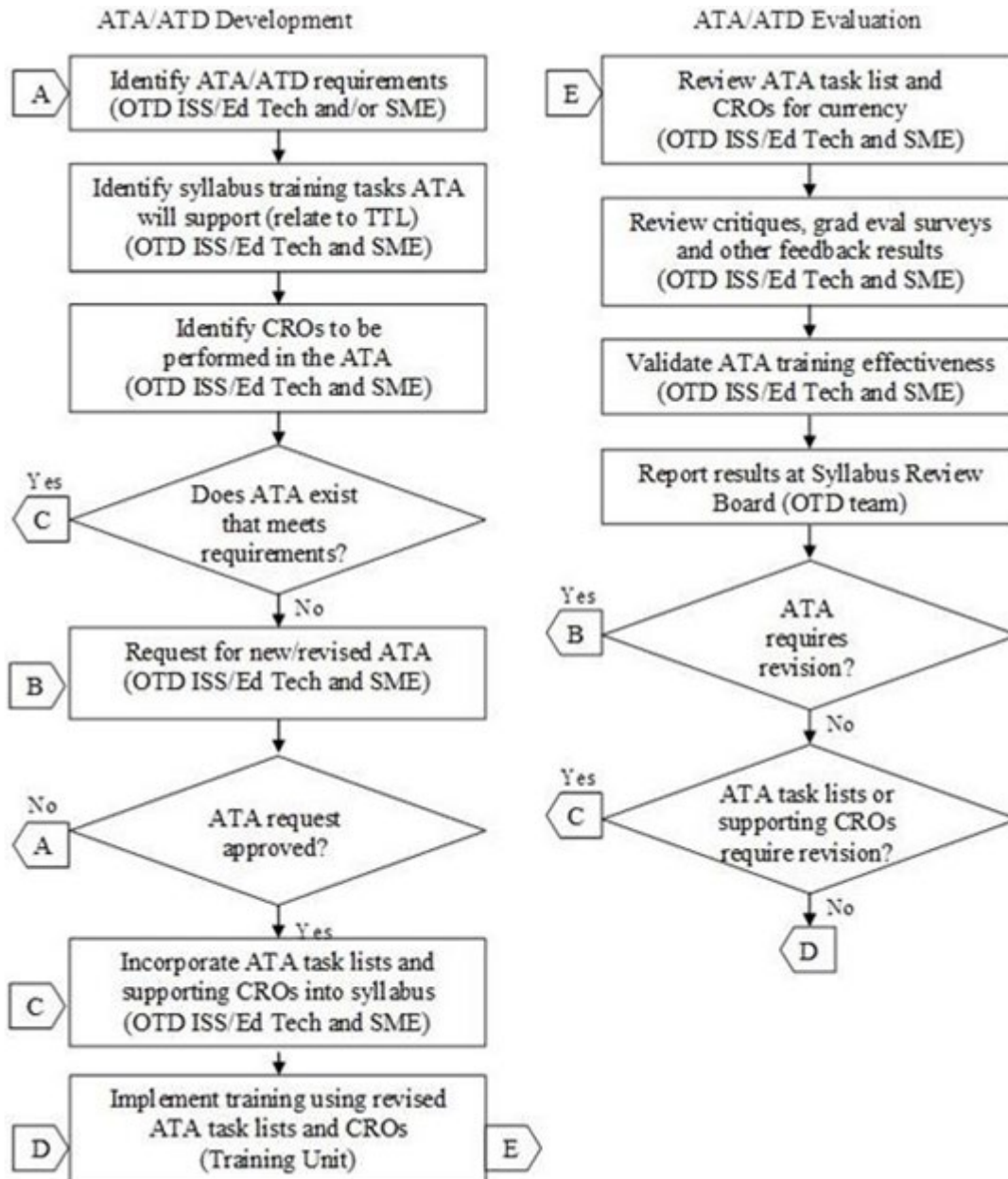
<p>MEMORANDUM FOR ACC TRSS/CC</p> <p>FROM: (OTD team/CC)</p> <p>SUBJECT: Field Visit Report</p> <p>1. Members of (OTD team) conducted a field visit on (dates of visit) to the (applicable unit) for assessing recent graduates from the (title of course(s)).</p> <p>2. (Summarize the field visit. Include names of OTD team members and contacts at the visited unit(s), areas visited, personnel interviewed and performance results of recent graduates from the course. Also document what areas were found deficient and any recommendations for improvement.)</p> <p>3. (Indicate the OTD team POC and contact information.)</p> <p>(OTD Team/CC signature block)</p> <p>Commander</p> <p>cc:</p> <p>TRSS/TDF</p>

Attachment 12

ATA/ATD INSTRUCTIONAL EFFECTIVENESS, EVALUATION PROCESS

A12.1. ATA/ATD Instructional Effectiveness Evaluation Process. Figure A12.1 depicts the ATA/ATD Instructional Effectiveness Evaluation Process.

Figure A12.1. ATA/ATD Instructional Effectiveness Evaluation Process.



Attachment 13

SYLLABUS REVIEW BOARD MINUTES FORMAT

A13.1. Syllabus Review Board (SRB) Minutes. **Table A13.1** Depicts an example that illustrates the format for SRB minutes. OTD teams will submit SRB minutes on OTD team letterhead. The SRB chairperson will review the minutes and the OTD team commander will sign the minutes. The OTD team will distribute the minutes to all invited organizations and all SRB attendees. The OTD team will send a copy of the minutes to ACC TRSS/TDF within 30 days of the SRB. **Note:** All minutes will be prepared as official memoranda IAW AFMAN 33-326.

Table A13.1. Syllabus Review Board Minutes Example.

MEMORANDUM FOR (See Distribution)

FROM: OTD Team/CC

SUBJECT: (Syllabus name, or weapon system, and position, if applicable) SRB Meeting Minutes

1. SRB Overview. (Provide SRB overview including when, where, and who chaired the SRB. List the syllabi reviewed.)

2. SRB Agenda. (List the agenda and identify an OPR as in the following example. Verify the mandatory agenda items are addressed.)

- a. Welcome and introductions
- b. Weapon system mission priorities [Mandatory] (OPR: FAM)
- c. Graduate Evaluation Reports [Mandatory] (OPR: OTD team)
- d. End-of-Course Inputs (OPR: TU/OTD team)
- e. Student Non-Progressions (OPR: TU/OTD team)
- f. Training Task List Review [Mandatory] (OPR: OTD team)
- g. Aircrew Training Aid Review [Mandatory if applicable] (OPR: OTD team)
- h. Chapter 1 Issues (OPR: OTD team)
- i. Chapter 2 Issues (OPR: OTD team)
- j. Chapter 3 Issues (OPR: OTD team)
- k. Chapter 4 Issues (OPR: OTD team)
- l. Chapter 5 Issues (OPR: OTD team)

3. Attendees. (List the attendees rank, name and organization. List must identify the SRB chairperson and the recorder(s).)

4. Meeting Minutes. (Address each item in the agenda. Document and summarize issues, discussions and, most importantly, the decisions and recommendations made by the board. Identify action items as needed.)

OTD TEAM/CC Signature Block

Attachment 14

INSTRUCTOR UPGRADE TRAINING LIST

A14.1. Instructor Upgrade Training Requirements. Figure A14.1 is a baseline listing of training tasks required for Instructor Upgrade training. This list may be supplemented with other training requirements as necessary.

Table A14.1. Instructor Training Requirements.

Elements of Communication
Laws of Learning
Instructor Methodology
Questioning Techniques
Instructor/Student Relationships
Student Training Folder
ACC Syllabus
ACC TTL
Training Publications
Establish Training Objectives
Develop Plan of Instruction
Conduct Pre-briefing
Conduct Instruction (include any major categories, i.e., Mission Planning, Emergency Procedures, Transition, Surface Attack, CAS, etc. required to be taught)
Demonstrate Tasks and Procedures (include any new demonstration tasks)
Observe Student Performance
Provide Feedback
Reconstruct Training Event
Debrief Student Performance
Document Training