

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE
INSTRUCTION 36-2614**



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Personnel

**PRE-COMMISSIONING EDUCATION
AND TRAINING PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Department of the Air Force Policy Directive (DAFPD) 36-26, *Total Force Development and Management*, and is consistent with Department of Defense Instruction (DoDI) 1205.13, *Junior Reserve Officers' Training Corps (JROTC) Program*, DoDI 1215.08, *Senior Reserve Officers' Training Corps (ROTC) Programs*, DoDI 1322.35, Volume 1, *Military Education: Program Management and Administration*, and Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01F, *Officer Professional Military Education Policy*. This publication establishes the purpose, roles, and responsibilities for the offices, committees, groups, and teams executing and/or supporting Department of the Air Force (DAF) pre-commissioning programs. This publication applies to the United States Space Force (USSF), the Regular Air Force, the Air Force Reserve, the Air National Guard (ANG), and government contracted personnel executing and/or directly supporting the pre-commissioning programs identified by this publication. The authorities to waive wing, unit, delta, or installation level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the tier numbers. This publication may not be supplemented. This publication may be used as an antecedent and implementing instruction when creating curriculum, manuals, handbooks, or charters for the processes, offices, committees, groups, and/or teams identified by this instruction. Designated individual(s), identified in the Roles and Responsibilities section of this instruction, may waive requirements established by this publication. Using a DAF Form 679, *Department of the Air Force Publication Compliance Item Waiver Request/Approval*, submit a waiver request to the waiver authority through the office of primary responsibility (OPR) for consideration and approval. Ensure all records generated as a

result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the OPR using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include modifications of the Instruction's antecedent publications, OPR, revisions of Roles and Responsibilities, and modifications to the committee and group members responsible for improving DAF pre-commissioning programs.

1. Overview.

1.1. **Purpose.** DAF pre-commissioning education, training, and experience programs, hereafter referred to as simply pre-commissioning programs, use an outcome-based learning approach. This provides DAF officer candidates with an opportunity to acquire, enhance, and demonstrate the attributes, competencies, and qualities that satisfy the tactical, operational, and strategic prerequisites required to prepare newly commissioned officers to perform effectively and ethically across the entire spectrum of DAF operations to achieve national security objectives.

1.2. **Scope.**

1.2.1. Pre-commissioning programs are provided by Air Education and Training Command's (AETC) Air University (AU) and the United States Air Force Academy (USAFA). AU executes two pre-commissioning programs, which include the Air Force Reserve Officer Training Corps (AFROTC) program and Officer Training School (OTS). These organizations provide their learners with knowledge and skills, preparing them for service as joint leaders. Furthermore, the education, training, and experiences delivered by these organizations form the foundation of a DAF officer's professional military education.

1.2.2. The Pre-commissioning Learning Objectives (PLO) is an approved list of learning objectives (i.e., qualitative and quantitative requirements) authored by the Commissioning Training and Education Committee (CTEC). It identifies and defines the knowledge, skills, and attitudes that graduates should demonstrate at the conclusion of the respective pre-commissioning program.

1.2.2.1. Learning objectives are measurable statements of what a student should know and be able to do, as a result of their course work and educational experiences.

1.2.2.2. Learning objectives are operational statements that describe specific observable behaviors and provide evidence of the acquisition of knowledge, skills, and abilities.

1.3. **Intent.**

1.3.1. DAF pre-commissioning programs commence the professional military education and development of DAF commissioned officers. These programs mark the beginning of a

progressive, career-long learning continuum; ensuring DAF leaders are both knowledgeable and skilled in the art of war, as well as the practical and ethical application of military power. Together, these schools, programs, and learning objectives develop strategic-minded officers who are able to: think critically, creatively apply military power, inform national strategy, conduct globally integrated operations, and fight under conditions of disruptive change.

1.3.2. Pre-commissioning programs prepare officer candidates to become commissioned officers within DAF by providing them with the following:

1.3.2.1. An introduction to DAF mission, structures, standards, roles, and responsibilities; as well as, an overview of the US defense structure, roles and missions of other military services, the Combatant Command structure, and the nature of American military power and joint warfare.

1.3.2.2. A foundation in leadership, management, civil-military relations, ethics, history, international relations, culture, and other similar subjects necessary to prepare them to serve as commissioned officers.

2. Roles and Responsibilities.

2.1. Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR).

2.1.1. Certifying and Approving official for DAF (departmental) pre-commissioning program policy and guidance ensuring policy and guidance meets Secretary of the Air Force (SecAF) and Chief of Staff of the Air Force (CSAF) intent, and aligns with public law, DoD, and Chairman of the Joint Chiefs of Staff (CJCS) issuances, other USAF guidance, initiatives, plans, and processes.

2.1.2. Provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing pre-commissioning programs.

2.1.3. Designates an office (OPR) and/or individual/action officer (AO) with Direct Liaison Authority (DIRLAUTH), as the SAF/MR CTEC representative(s).

2.2. Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1).

2.2.1. Coordination official for USAF pre-commissioning program policy and guidance ensuring policy and guidance meets Secretary of the Air Force (SecAF) and Chief of Staff of the Air Force (CSAF) intent, and aligns with public law, DoD, and Chairman of the Joint Chiefs of Staff (CJCS) issuances, other USAF guidance, initiatives, plans, and processes.

2.2.2. Provides CTEC representation to ensure commissioning sources' programs support USAF development goals, objectives, and foundational competency requirements. Designates an office (OPR) and/or individual (AO) with DIRLAUTH, as the USAF CTEC representative(s).

2.2.3. Coordinates on pre-commissioning program initiatives received from the Air Force Learning Committee (AFLC) and/or Officer Force Development Panel (OFDP) to ensure changes to pre-commissioning curricula or requirements are consistent, practical, and feasible, given current Air Force guidance and resource constraints.

2.3. Deputy Chief of Space Operations for Human Capital (SF/S1).

2.3.1. Coordination official for USSF pre-commissioning program policy and guidance ensuring policy and guidance meets SecAF and Chief of Space Operations (CSO) intent and aligns with public law, DoD, and CJCS issuances, other USSF guidance, initiatives, plans, and processes.

2.3.2. Provides CTEC representation to ensure commissioning sources' programs support USSF development goals, objectives, and foundational competency requirements. Designates an office (OPR) and/or individual (AO) with DIRLAUTH, as the USSF CTEC representative(s).

2.3.3. Coordinates on pre-commissioning program initiatives received from the AFLC and/or OFDP to ensure changes to pre-commissioning curricula or are consistent, practical, and feasible, given current guidance and resource constraints.

2.4. Office of Air Force Reserve, Directorate of Personnel (AF/REP).

2.4.1. Coordination official for AFRC pre-commissioning program policy and guidance ensuring policy and guidance meets SecAF, CSAF, and CSO intent and aligns with public law, DoD, and CJCS issuances, other USAF guidance, initiatives, plans, and processes.

2.4.2. Designates an office (OPR) and/or individual (AO) with DIRLAUTH, as the AFRC CTEC representative(s).

2.4.3. Recommends pre-commissioning program learning objectives and policy changes to the CTEC.

2.5. National Guard Bureau (Air Force), Director, Manpower and Personnel (NGB/A1).

2.5.1. Coordination official for ANG pre-commissioning program policy and guidance ensuring policy and guidance meets SecAF and CSAF intent and aligns with public law, DoD and CJCS issuances, other USAF guidance, initiatives, plans, and processes.

2.5.2. Designates an office/individual with DIRLAUTH, as the ANG CTEC representative(s).

2.5.3. Recommends pre-commissioning program learning objectives and policy changes to the CTEC.

2.6. Commander, Air Education and Training Command (AETC/CC).

2.6.1. Is the OPR for DAF pre-commissioning program policy and implementation.

2.6.2. Creates agile, collaborative, and integrated networks (teams) to plan and improve pre-commissioning programs; partners with representatives from SAF/MR, AF/A1, SF/S1, AF/REP, NGB/A1, Space Training and Readiness Command (STARCOM), AU, and USAFA to plan and improve pre-commissioning programs.

2.6.3. Designates an office/individual with DIRLAUTH, as the AETC CTEC representative(s).

2.6.3.1. AETC/A3J is the representative for foundational competencies.

2.6.3.2. AETC/A3K is the representative for policy guidance.

2.6.3.3. AETC/A3K will maintain an official copy of the PLO. (T-2)

2.6.4. Ensures pre-commissioning programs support DAF professional development goals and objectives, and align with foundational competencies found in Air Force Handbook (AFH) 36-2647, *Competency Modeling*.

2.6.5. Reviews and coordinates on CTEC recommendations for DAF pre-commissioning policy, program, and curriculum changes for the AFLC.

2.7. Commander, Space Training and Readiness Command (STARCOM/CC).

2.7.1. Supports pre-commissioning programs through detachments for USAFA and ROTC/OTS.

2.7.2. Designates an office/individual with DIRLAUTH, as the STARCOM CTEC representative(s).

2.7.3. Recommends pre-commissioning program learning objectives and policy changes to the CTEC.

2.8. Superintendent, United States Air Force Academy (USAFA/CC).

2.8.1. Ensures USAFA cadets meet DAF entrance standards, initial qualifications, pre-commissioning program learning objectives and other institutional requirements prior to commissioning.

2.8.2. Ensures pre-commissioning program efforts are outcome-based and produce graduates based on the priorities, qualitative (e.g., capability and proficiency), and quantitative (e.g., number and type) requirements identified by the guidelines of the professional military educational framework and where appropriate implement the policies, common educational standards, taxonomy of desired levels of learning, and joint learning objectives contained in CJCSI 1800.01F.

2.8.3. Creates agile, collaborative, and integrated networks (teams) to plan, improve and synchronize pre-commissioning programs.

2.8.4. Designates an office/individual with DIRLAUTH, as the USAFA CTEC representative(s).

2.8.5. Upon request, assigns individuals and funds to conduct staff assistance visits (SAVs) for the AU pre-commissioning program.

2.8.6. Recommends pre-commissioning program learning objectives and policy changes to the CTEC.

2.8.7. Serves as the waiver authority for student learning objectives for the USAFA pre-commissioning program.

2.9. Commander and President, Air University (AU/CC).

2.9.1. Ensures AU cadets meet DAF entrance standards, initial qualifications, pre-commissioning program learning objectives, and other institutional requirements prior to commissioning.

2.9.2. Ensures pre-commissioning program efforts are outcome-based and produce graduates based on the priorities, qualitative (e.g., capability and proficiency), and quantitative (e.g., number and type) requirements identified by the guidelines of the

professional military educational framework and where appropriate implement the policies, common educational standards, taxonomy of desired levels of learning, and joint learning objectives contained in CJCSI 1800.01F.

2.9.3. Creates agile, collaborative, and integrated networks (teams) to plan, improve, and synchronize pre-commissioning programs.

2.9.4. Designates an office/individual with DIRLAUTH, as the AU CTEC representative(s).

2.9.5. Upon request, assigns individuals and funds to conduct SAVs for the USAFA pre-commissioning program.

2.9.6. Recommends pre-commissioning program learning objectives and policy changes to the CTEC.

2.9.7. Serves as the waiver authority for student learning objectives for the AU pre-commissioning program.

2.10. Commissioning Training and Education Committee (CTEC).

2.10.1. Develops, publishes, and reviews the PLO, which identifies learning objectives for the DAF pre-commissioning program. Ensures objectives are aligned with DoD guidance, shares curricular and assessment best practices, approves changes to learning objectives, and reviews curriculum change requests from outside agencies.

2.10.1.1. Learning objectives (i.e., qualitative and quantitative requirements) will be approved and consolidated by the CTEC into a readily available document or file for committee members. **(T-1)**

2.10.1.2. Changes to learning objectives will be proposed by members of the CTEC to the committee for consideration. **(T-1)**

2.10.2. Provides strategic and operational oversight of the pre-commissioning program.

2.10.3. Conducts CTEC meetings on an as-needed basis, but no less than once annually.

2.10.3.1. Hosting organization (AU or USAFA) chairs the meeting as the host.

2.10.3.2. Hosting organization sets the date and time for the meeting.

2.10.4. Recommends, as appropriate, DAF pre-commissioning policy, program, and curriculum changes to the AFLC. **(T-1)**

2.10.5. CTEC members will conduct a quadrennial review to validate the content, organization, and relevance of all pre-commissioning program curricula. **(T-0)**

2.10.6. CTEC membership includes representatives from the following:

2.10.6.1. Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) (Certifying and Approving Official).

2.10.6.2. Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) (Component's Coordinating Official).

2.10.6.3. Deputy Chief of Space Operations for Human Capital (SF/S1) (Component's Certification Official).

2.10.6.4. Office of Air Force Reserve, Directorate of Personnel (AF/REP) (Component's Coordinating Official).

2.10.6.5. National Guard Bureau (Air Force), Director, Manpower, and Personnel (NGB/A1) (Component's Coordinating Official).

2.10.6.6. Commander, Air Education and Training Command (AETC/CC) (Component's Coordinating Official).

2.10.6.6.1. AETC/A3J for foundational competencies.

2.10.6.6.2. AETC/A3K for policy guidance.

2.10.6.7. Commander, Space Training and Readiness Command (STARCOM/CC) (Coordinating Official).

2.10.6.8. Commander and President, Air University (AU/CC) (Coordinating Official).

2.10.6.8.1. AO for Officer Training School (OTS).

2.10.6.8.2. AO for Air Force Reserve Officer Training Corps (AFROTC).

2.10.6.8.3. AO for Holm Center Academic Affairs.

2.10.6.9. Superintendent, United States Air Force Academy (USAFA/CC) (Coordinating Official).

2.10.6.9.1. Commandant of Cadets Permanent Professor.

2.10.6.9.2. Senior Development Advisor Commandant of Cadets.

JOHN A. FEDRIGO
Principal Deputy Assistant Secretary
(Manpower and Reserve Affairs)

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

DoDI 1205.13, *Junior Reserve Officers' Training Corps (JROTC) Program*, 21 May 2021
DoDI 1215.08, *Senior Reserve Officers' Training Corps (ROTC) Programs*, 19 January 2017
DoDI 1322.35, Volume 1, *Military Education: Program Management and Administration*, 26 April 2022
CJCSI 1800.01F, *Officer Professional Military Education Policy*, 15 May 2020
DAFPD 36-26, *Total Force Development and Management*, 15 April 2022
AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020
DAFI 90-160, *Publications and Forms Management*, 14 April 2022
DAFMAN 90-161, *Publishing Process and Procedures*, 15 April 2022
AFH 36-2647, *Competency Modeling*, 07 February 2022

Prescribed Forms

None

Adopted Forms

DAF Form 679, *Department of the Air Force Publication Compliance Item Waiver Request/Approval*
DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AETC—Air Education and Training Command
AFI—Air Force Instruction
AFLC—Air Force Learning Committee
AFRC—Air Force Reserve Command
AFROTC—Air Force Reserve Officer Training Corps
ANG—Air National Guard
AO—Action Officer
AU—Air University
CC—Commander
CJCS—Chairman of the Joint Chiefs of Staff
CJCSI—Chairman of the Joint Chiefs of Staff Instruction
CSAF—Chief of Staff of the Air Force

CSO—Chief of Space Operations
CTEC—Commissioning Training and Education Committee
DAF—Department of the Air Force
DAFI—Department of the Air Force Instruction
DAFMAN—Department of the Air Force Manual
DAFPD—Department of the Air Force Policy Directive
DoD—Department of Defense
DoDI—Department of Defense Instruction
DIRLAUTH—Direct Liaison Authority
JPME—Joint Primary Military Education
JROTC—Junior Reserve Officers’ Training Corps
NGB—National Guard Bureau
OFDP—Officer Force Development Panel
OPR—Office of Primary Responsibility
OTS—Officer Training School
PLO—Pre-commissioning Learning Objectives
PME—Primary Military Education
ROTC—Reserve Officers’ Training Corps
SAV—Staff Assistance Visit
SecAF—Secretary of the Air Force
STARCOM—Space Training and Readiness Command
USAF—United States Air Force
USAFA—United States Air Force Academy
USSF—United States Space Force

Office Symbols

AETC/A3J—Air Education and Training Command, Force Development Competencies
AETC/A3K—Air Education and Training Command, Force Development Policy and Integration
AETC/CC—Air Education and Training Command, Commander
AF/A1—Air Force Deputy Chief of Staff, for Manpower, Personnel, and Services
AF/REP—Office of Air Force Reserve, Directorate of Personnel
AU/CC—Air University, Commander and President
NGB/A1—National Guard Bureau (Air Force), Director, Manpower and Personnel

SAF/MR—Assistant Secretary of the Air Force for Manpower and Reserve Affairs

SF/S1—Deputy Chief of Space Operations for Human Capital

STARCOM/CC—Space Training and Readiness Command, Commander

USAFA/CC—United States Air Force Academy, Superintendent

Terms

Action Officer (AO)—The individual designated by the OPR to meet publications and forms responsibilities. AO and OPR are often used interchangeably, but the organization of primary responsibility retains ultimate responsibility and accountability. (See DAFI 90-160 and DAFMAN 90-161 for details).

Approving Official—Approves the release of publications for compliance and enforcement and is solely responsible for ensuring the publications and forms are necessary, information is current, and in conformance with existing laws, policy, guidance, and Department of the Air Force (DAF) mission. (See DAFI 90-160 and DAFMAN 90-161 for details).

Certifying Official—Official who certifies the need for the publication within the numbered publication subject series. This official also certifies the publication's consistency with departmental policy and with the assigned responsibilities in antecedent PD and/or implemented HHQ publication. (See DAFI 90-160 and DAFMAN 90-161 for details).

Coordinating Official—Provides the OPR and AOs with a review from the perspective of their specific functional area. Coordinators are responsible for reviewing and providing timely comments and feedback on publications and forms. (See DAFI 90-160 and DAFMAN 90-161 for details).

Commissioning Sources—United States Air Force Academy, Air Force Reserve Officer Training Corps and Officer Training School.

Competency—A combination of knowledge, skills, abilities, and other characteristics that manifest in observable and measurable pattern of behaviors required for mission success.

Direct Liaison Authority (DIRLAUTH)—An authority granted by a commander (any level) to a subordinate to consult or coordinate an action directly with a command or agency within or outside of the granting command. This authority carries with it the requirement of keeping the commander granting the authority informed. **Note:** This authority is not an authority through which command may be exercised.

Education—Academic and experiential learning focused on general bodies of knowledge, principles within a given discipline, and habits of the mind. This type of learning is applicable to a broad spectrum of foundational and/or occupational competencies.

Force Development—The deliberate effort to maximize force readiness through a variety of recruiting, educational, training, and experiential learning activities, opportunities, and services ensuring all Airmen and Guardians possess the competencies they need to meet Department of the Air Force mission requirements.

Foundational Competencies—A set of accepted and valued competencies (e.g., Airman's Foundational Competencies), which enable success across a wide-array of DAF missions, roles, functions, and duties.

Guidance and Procedures—Specific instructions that implement policy and/or establish a process to complete a task, project, or execute a program.

Knowledge—Specific information required of an individual to develop the skills and attitudes for effective accomplishment of the jobs, duties, and tasks.

Military Education (ME)—Encompasses all PME, to include JPME and the entire set of education-based PDOs offered by DoD MEIs. ME can be offered in schoolhouses, online or through distance or blended-learning, and across the entire span of Service members'/DoD civilians' careers. It also includes specialized educational programs, research and doctrinal studies, and DoD sponsored fellowships and graduate-level educational opportunities at civilian institutions. For officers, ME begins in pre-commissioning education. ME ends at an officer's separation from the military. Its purpose is to equip attendees with knowledge, skills, and/or experience to succeed in the performance of DoD missions and may result in professional certifications supporting their professional performance and/or advancement.

Office of Primary Responsibility (OPR)—The originating office for a publication or form; the author of the publication or form is an individual, AO, within the OPR. OPRs are solely responsible for the accuracy, currency, and integrity of their publications and forms. (See DAFI 90-160 and DAFMAN 90-161 for details).

Other characteristics—Things, such as, attitudes, values, and traits, which often have an emotional or personality component. These “enabling behaviors” include work habits, ways of interacting with others, or manners of conducting oneself that contribute to effective work performance.

Policy—Statement of important, high-level direction that guides decisions and actions throughout the DAF. Policy translates the ideas, goals, or principles contained in the mission, vision, and strategic plan into actionable directives. (See DAFI 90-160 and DAFMAN 90-161 for details).

Publication—Officially produced, published, and distributed document issued for compliance, implementation, and/or information. Publications are either directive (e.g., instructions, manuals) or non-directive (e.g., handbooks, pamphlets). (See DAFI 90-160 and DAFMAN 90-161 for details).

Pre-commissioning Program—A program that consists of education, training, and experiences provided by Department of the Air Force commissioning sources that provide the basic and essential knowledge, skills, and abilities needed to provide a common foundation of competencies for all newly commissioned Department of the Air Force officers.

Skill—A present, observable, and measurable capability to perform related tasks. For example, in the domain of work, example skills may include time management, typing, or physical lifting.

Strategic-minded—Theoretical and/or applied strategists who demonstrate problem-solving and mental abilities to develop ideas and a feasible action toward a worthwhile goal and implement the plans required to bring these ideas to fruition.

Program Learning Outcome—Identify and describe the specific desired knowledge, skills, and dispositions graduates will demonstrate at the conclusion of the program.

Total Force—Includes all Airmen and Guardians (Regular Air Force, Regular Space Force, Air Force Reserve, Air National Guard of the United States, and DAF civilians).

Training—Formal and informal learning focused on proficiency development, which is the attainment and retention of skills, knowledge, and attitudes required to meet specific function or job performance requirements.