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Flying Operations

**OPERATIONS GROUP FLIGHT COMMANDER
TRAINING**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: HQ PACAF/DOTT (Maj John F. Farrell) Certified by: HQ PACAF/DOT (Col Thomas A. Lyons, Jr.)
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This instruction implements AFPD 11-4, Aviation Service. It establishes the minimum Air Force standards for training all aircrew, OSS, and other operations group flight commanders.

1. Objectives. Operations group flight commanders, whether they be aircrew or OSS, are critical to the success of the flying operation. As such, it is essential to provide them with the training they need to successfully accomplish their duties. The overall objective of flight commander training is to enhance present and future flight commanders' leadership, management, and supervisory skills.

1.1. This PACAFI outlines a training program to provide all operations group flight commanders with standardized training which will assist them in accomplishing their duties. To meet this objective, the training program provides the following:

- Local commanders' philosophy and perspective on leadership, supervision, responsibility, accountability, and the role flight commanders play in the wing's flying operation.
- Briefings/discussions on various topics to provide flight commanders with the necessary breadth of knowledge to effectively accomplish their duties.
- Briefings/discussions and workshops to develop flight commanders' supervisory, writing, counseling, and other associated skills.
- Briefings/discussions on the services available from local base organizations to assist flight commanders in meeting the needs of their people.

2. Scope. This program is intended to provide training for all aircrew, OSS, and other operations group flight commanders. Attendance for maintenance officers is not mandatory. Maintenance officers already attend similar programs particular to their career field.

2.1. Every effort should be made to ensure officers receive this training before becoming a flight commander. Training seminars should include officers who have been selected to become flight commanders, as well as those officers who have demonstrated the potential to become flight commanders.

2.2. Current flight commanders who have never received any formal flight commander training should also attend a flight commander training seminar.

2.3. Flight commanders or prospective flight commanders who have received training in the past, or who have previously been flight commanders, are not required to attend the training specified in this instruction. However, they may attend all or part of this training for a review. An example of this is an officer who is about to become an OSS flight commander who has already been a flight commander in another squadron.

3. Responsibilities. HQ PACAF/DOT is the responsible agency for this instruction, and will forward all change requests to the OPR.

3.1. WG/CCs are responsible for supporting the flight commander training program by participating as a speaker/role model when able, and by providing highly qualified functional experts to discuss areas of expertise not normally found within the operations group.

3.2. OG/CCs are responsible for establishing an effective flight commander training program IAW this instruction for all present and future flight commanders of units under their command. OG/CCs:

- Will support the flight commander training program by participating as a speaker/role model when able.
- Will encourage highly qualified officers, senior enlisted, and functional experts within the operations group to participate as seminar speakers/instructors.
- Will designate a flight commander training program monitor to oversee the program.
- May supplement this instruction to further define specific requirements of the program.

3.3. Flight commander training program monitors will:

- Maintain instructions, lesson plans, and other course materials pertinent to this program.
- Organize and schedule flight commander training seminars as directed by the OG/CC (ref. Para 6.2).
- Identify and schedule seminar speakers and instructors.
- Run flight commander training seminars and serve as seminar facilitators.
- Notify squadron commanders when flight commander training seminars will occur.
- Forward flight commander nomination letters to the OG/CC for approval.
- Provide the OG/CC with an after action report, to include a summary of critiques after each flight commander training seminar.

3.4. Squadron commanders will:

- Support the flight commander training program by participating as a speaker/role model when able.
- Support the flight commander training program with resources, inputs, and feedback.

- Encourage their operations officers, experienced flight commanders, first sergeants, etc. to participate as seminar speakers/instructors.
- Nominate individuals to attend flight commander training seminars.
- Ensure individuals attending flight commander training seminars are not simultaneously scheduled for other duties.
- Document successful completion of flight commander training.

4. Waiver Authority. The OG/CC has waiver authority for the requirements of this instruction.

5. Processing Changes. Forward recommendations for change to this instruction to PACAF/DOT on AF Form 847, Recommendation for Change of Publication.

5.1. OPR will process recommendations for change.

6. Program Description. As a guide, flight commander training seminars will normally consist of two days, or 12-16 hours, of training. This training may be given consecutively, broken up, or may include one day of classroom followed by one day of shadowing a senior officer. Units may conduct longer courses at the OG/CC's discretion.

6.1. As a minimum, the course should be taught every six months, allowing officers to be trained before or soon after becoming flight commanders. Hence, units may be required to identify potential flight commanders up to six months in advance. The course may be taught more often at the OG/CC's discretion.

6.2. Flight commander training should be provided in a seminar atmosphere to promote discussion and an exchange of ideas and questions between speakers and attendees.

6.3. Speakers/Instructors. Highly experienced and qualified speakers/instructors should be provided whenever possible.

- WG/CCs, WG/CVs, OG/CCs, OG/CDs, or other suitable role models should provide opening remarks on leadership philosophy and the importance of flight commanders to the flying operation.
- Squadron commanders, operations officers, experienced flight commanders, senior enlisted advisors, experienced first sergeants, etc. should discuss and instruct those blocks of training where their firsthand knowledge will directly contribute to the professional development of prospective/new flight commanders.
- Local base experts should brief topics and services related to their area of expertise.
- Flight commander training program monitors should run each flight commander training seminar and serve as seminar facilitator.

7. Contents. Flight commanders need to be knowledgeable on a wide range of subjects to effectively carry out their duties. Attachment 1 outlines the subjects which should be covered during flight commander training seminars. The outline includes an approximate time to cover each block of training, and a suggested speaker/instructor or OPR. This list is not all inclusive, and may be modified at the discretion of the OG/CC.

7.1. Military families are an important element in accomplishing the mission of the Air Force. While a flight commander's spouse's participation in flight and squadron activities is totally voluntary, they can contribute to the success and morale of the unit by keeping the spouses of flight members informed and involved. Any OG/CC wishing to offer spouses the opportunity participate in any portion of the flight commanders' seminar may do so. It is the OG/CC's responsibility to review and approve what information will be discussed. Spousal participation is not and will not be mandatory.

8. Flight Commander Duties and Responsibilities. A flight commander's specific duties and responsibilities are extensive and some duties and responsibilities will vary depending on the type of flight being commanded (aircrew, OSS, etc.). However, most flight commander duties and responsibilities can be grouped into the following areas:

8.1. Flight commanders must support the squadron, its leadership, and the unit's goals. They should provide squadron commanders with input and feedback to help with decision making. They must be dependable and maintain the highest standards of integrity and accountability.

8.2. Effective flight commanders lead by example. Flight commanders should be experts in their fields, set the standards, and be role models for members of their flights. They should establish goals, give the flight direction, and motivate their people to succeed.

8.3. Flight commanders must take care of their people. They should counsel them on their careers, help them develop professionally, and help them achieve their goals. They should represent their people, recommend them for upgrades, and monitor their training. Flight commanders must discipline their people when necessary, but also reward good performance. They should know their people's problems on the job and, when necessary, off the job, and know where to refer them to for help.

8.4. Flight commanders must keep up with administrative tasks. They must write OPRs, EPRs, awards, and decorations. They need to schedule various flight activities, monitor training, and maintain records. They must keep information flowing, forecast upcoming requirements, and distribute flight duties.

8.5. In summary, flight commanders must command, lead, motivate, and supervise their flights to ensure the mission is accomplished.

JOHN M. McBROOM, Major General, USAF
Director of Operations

Attachment 1

SUGGESTED TRAINING TOPICS

Introduction and Command Leadership Philosophy
AF Leadership Concepts and Essentials of Supervision
Flight Commander Duties and Responsibilities
Counseling/Feedback Sessions
Writing OPRs, EPRs, Awards, and Decorations
Education Office/Officer and Enlisted PME Programs
Leave Management
Physical Fitness, Ergometry Testing, and Weight Management Program
First Sergeant Support
Military Personnel Flight Programs
Flight Surgeon/Hospital/Mental Health Services
Family Support Center Programs
Chaplain's Role and Services
Social Actions Program
Security Police/Law Enforcement / DUI Prevention
Staff Judge Advocate/Area Defense Council Services
Senior Leadership Logistics Course
Individual Aircrew and OSS Group Flight Commander Seminars