

COURSE NAME	LENGTH
Inter-European Squadron Officer School (IESOS)	5 Weeks 2 or 5 Weeks (MTT)
STUDENT LOAD: MIN: 12 MAX: 28	

1. Course Description: This course is the program taught at the USAF Squadron Officer's School (SOS) at Maxwell AFB, which prepares USAF captains for increased leadership responsibilities and is their next step in the Professional Military Education (PME) ladder. The curriculum is developed by the Squadron Officer College under USAF Air University guidelines. After completing this course, officers will have acquired new tools to enhance their leadership skills. Graduates will have practiced new problem-solving, critical thinking, teambuilding and mentoring techniques in order to lead and motivate personnel to accomplish the mission. Course activities challenge each student to apply newly learned principles successfully and to influence group dynamics, cohesion, and effectiveness in a positive manner. IESOS is a course for officers, who had or will complete their own Air Force academic requirements for promotion to the rank of major; or as a required course for promotion, if the academic structure of their country is similar to that of USAF. This course includes the following blocks of instruction: administration, extracurricular activities, and profession of arms, warfare, leadership, communication, and international security studies. This course is unique in that it is delivered in conjunction with Inter-European Non-Commissioned Officer Academy to increase trust between officer and NCO corps. This combined training will develop understanding of the importance of delegating authority and responsibility for operationally effective high-tempo aviation operations and support.

ADMINISTRATION: Administration focuses on the dissemination of critical and administrative information required for the students to successfully complete this course. There will be formal feedback sessions with the faculty to evaluate the students' understanding of the curriculum. As part of the evaluation program, students will also have the unique opportunity to perform peer-evaluations and thus obtain a different perspective in their development as future leaders of their organizations.

FIELD STUDIES ACTIVITIES: This area promotes trans-Atlantic and NATO combined operations through the exchange of ideas and shared professional experiences. In this block, lessons are taught on Human Rights and organized activities emphasize our shared democratic principles of government and culture. This learning block includes professional activities where officers can learn through exposure to air force operational units and gain an improved understanding of the differing cultural perspectives of USAF, NATO and PfP personnel.

PROFESSION OF ARMS STUDIES: At the primary level of PME, officers build upon their understanding of moral and ethical development by applying key concepts of accountability and professionalism to the challenges and opportunities inherent in leadership. Officers will analyze case studies to grasp the unique but vital relationship that binds the US military in obedience to its civilian leadership and in defense of the civilian public. They will also integrate personal and professional values into a warrior ethos consistent with the highest standards of conduct expected of military officers.

WARFARE STUDIES: Emphasis at the primary level is placed on the application of the military as a national instrument of power. Officers should understand their service's roles, missions, distinctive capabilities, core competencies, and structures both in the context of history and the joint operations that they may be called on to support. Officers should also have a working knowledge of the capabilities of sister services to better support the joint war-fighting team.

LEADERSHIP STUDIES: The primary focus is on the tactical level to provide tools officers need to build and lead small teams and serve as dynamic followers. The focus is on the dynamics of the interaction between individual leadership skills and group interaction in building successful teams. Instruction is based on concepts and philosophies that officers can use to improve leadership skills, adjust leadership styles to the situation, accomplish assigned tasks, and employ followers' abilities effectively. There are several opportunities throughout the course for officers to apply the leadership skills and techniques they have learned.

COMMUNICATION STUDIES: The Communication Studies block amplifies instruction received at the pre-commissioning and basic level and provides opportunities to apply the principles of effective communication and to receive feedback. Special attention is given to those listening, speaking, writing, and interpersonal communication skills instrumental in team building. Interpersonal communications emphasize maximizing the potential of the individual as part of a team. Officers learn to create and deliver organized, well-reasoned, and well-supported arguments via the spoken and written word.

INTERNATIONAL SECURITY STUDIES: The primary level of PME emphasizes those aspects of national and international security affairs that provide the broad context within which junior officers and their superiors must operate. Special attention is paid to those national and international security topics that most affect an officer's ability to lead and follow, to communicate, and to understand what it really means to be a military member in today's globalized environment.

2. Course Requirements:

2.1. Eligibility:

2.1.1. The target audience for the course is officers in the grade of OF-2 or equivalent with at least four years' time in service.

2.1.2. Graduates of in-residence Squadron Officer School, Maxwell AFB, AL (MASL D171003) are not eligible to attend. Students who complete this IEAFA IESOS course are not eligible to attend SOS at Maxwell AFB, AL.

2.1.3. Student must have basic computer knowledge in order to accomplish writing and briefing assignments as well as electronic readings related to curriculum.

2.2. Physical/Medical:

2.2.1. Vision: Normal (20/20 with or without glasses).

2.2.2. Hearing/Speech: Normal hearing and speech.

2.2.3. Physical/Other: Normal dexterity required for field team building and leadership activities. Must meet minimum physical requirements established by individual country's directives.

2.3. Uniform/Equipment: See General Clothing Requirements in General Information section. Students should bring complete uniforms, running shoes and PT gear.

3. Other Information: Students are required to make a current job/current events presentation; therefore, it is highly encouraged to bring support material, preferably in electronic form (i.e. maps, history, tourism, current events).

4. Intermediate Military Objectives: This course supports the USEUROPEAN Command Lines of Effort and Lines of Activity for Professional Development.

COURSE NAME	LENGTH
Inter-European Noncommissioned Officer Academy (IENCOA)	5 Weeks 2 or 5 Weeks (MTT)
STUDENT LOAD: MIN: 12 MAX: 28	

1. Course Description: This course is the USAF Noncommissioned Officers Academy (NCOA) course which prepares NCOs for more advanced leadership and management responsibilities. It is the next level of Professional Military Education (PME) designed for those assuming senior NCO leadership positions. The Barnes Center develops the curriculum for the Enlisted PME under the USAF Air University guidelines. Instruction is directed at the improvement of leadership skills. Students learn time and stress management, concepts of human behavior, as well as implementing quality in the workplace. This course includes the following units of instruction: profession of arms, leadership, and communication. This course is unique in that it is delivered in conjunction with Inter-European Squadron Officer School to increase trust between officer and NCO corps. This combined training will develop understanding of the importance of delegating authority and responsibility for operationally effective high-tempo aviation operations and support.

PROFESSION OF ARMS - These lessons are designed to increase student comprehension on how our professional mindset and behaviors promote airmanship and national security. Lessons include Airmanship, Diversity, Ethical Leadership, Joint Organization/Warfighter, and Cross Cultural Awareness.

LEADERSHIP - The Leadership and Management area develops the skills necessary to fulfill supervisory responsibilities for the NCOs current rank and to prepare the NCO for future responsibilities, while bridging the gap to the next level of PME. The subjects covered are Team Building, Leader Influence, Negotiating, Resource Stewardship, Discipline, Emergent Leadership Issues, Change Management and Continuous Improvement.

FIELD STUDIES ACTIVITIES: This area promotes trans-Atlantic and NATO combined operations through the exchange of ideas and shared professional experiences. In this block, lessons are taught on Human Rights and organized activities emphasize our shared democratic principles of government and culture. This learning block includes professional activities where NCOs can learn through exposure to air force operational units and gain an improved understanding of the differing cultural perspectives of USAF, NATO and PfP personnel.

COMMUNICATION - Designed to increase student knowledge of successful learning, barriers to communication, preparing to communicate, effective writing, effective speaking and interpersonal communication skills.

2. Course Requirements:

2.1. Eligibility:

2.1.1. NATO and PfP Noncommissioned Officers and Warrant Officers in grades OR-5 through OR-9 with at least seven years in service. This course targets USAF E-5 and E-6 grades.

2.1.2. Graduates of any other USAF NCO Academy (MASL D171007, D171049, D171057, D171097, and D271001) are not eligible to attend.

2.1.3. Familiarization with Microsoft Internet Explorer, Microsoft Word, PowerPoint and Excel programs is highly recommended.

2.2. Physical/Medical:

2.2.1. Vision: Normal (20/20 with or without glasses).

2.2.2. Hearing/Speech: Normal hearing and speech.

2.2.3. Physical/Other: Must meet minimum physical requirements established by individual country's directives.

3. Other Information: Students are required to prepare a country presentation; therefore, it is highly encouraged to bring a notebook/laptop and support material preferably in electronic form (i.e. maps, history, tourism, current events).

4. Intermediate Military Objectives: This course supports the USEUROPEAN Command Lines of Effort and Lines of Activity for Professional Development.