

# **NCO Foundations Course 500 Syllabus**

## **MISSION**

The mission of the NCOFC500 is to prepare NCOs for increased responsibilities by developing their leadership capabilities and expanding their understanding of the military profession to achieve national strategic objectives.

## **FOUNDATIONAL OUTCOMES**

1. Demonstrate mission-oriented leadership and fulfill core NCO responsibilities.
2. Develop and lead high-performing teams.
3. Think critically and solve problems.
4. Manage talent and drive innovation.
5. Support strategic and joint readiness.

## **CURRICULUM OVERVIEW**

The NCOFC500 is 26.75 hours of informal lecture, guided discussion classroom methodology and experiential exercises. The course is designed to meet specific objectives associated to each of the five course learning outcomes.

<b><u>Course Hour Breakdown</u></b>	<b><u>Hours</u></b>
Airman's Time/Program Orientation:	2
Leadership Development:	11
Operational Readiness	8.75
Team Building Activity:	1
CAPSTONE:	2.5
End of Day	1.5
<b>Total</b>	<b>26.75</b>

## **COURSE REQUIREMENTS**

### **1. PRE-READINGS**

Before each lesson, students may be assigned read-ahead documents to prepare for the next lesson.

**2. CLASSES**

Students will attend class for guided discussions, experientials, case studies, & interactive activities. These discussions and activities will complement the readings and students are expected to contribute positively to the classroom environment.

**3. PARTICIPATION**

Student participation in classroom discussions and activities is vital to the success of the course. Students must prepare for each lesson by completing all the assigned readings. Each student is expected to contribute to the discussion.

**4. TEAM BUILDING ACTIVITY**

At the end of DOE 3, students will participate in a team building activity. This is meant to build comradery and esprit de corps and apply lesson concepts from DOE 1 – DOE 3, while forward thinking into DOE 4.

**5. CAPSTONE INSTRUCTIONS**

On DOE 4, students will complete a CAPSTONE project. The CAPSTONE requires students to work as a group and reflect on course principles and concepts to execute a mission.

**6. END OF COURSE SURVEY**

The survey is administered to 100 percent of the student body after the entire curriculum is delivered to determine the overall effectiveness of NCOFC500.

## **Lessons, Readings, and Objectives**

### **Airman's Time**

**Method of Engagement:** Open Discussion

**FOUNDATIONAL OUTCOME:** Connect, build relationships, share experiences, and discuss current events.

### **Program Orientation**

**Method of Engagement:** Informative, Group Activity

#### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** This orientation's intent is to familiarize students with the NCOFC500 lessons, ensuring they understand the content and structure that will support their professional growth.

**Outcome:** Students will have a clear understanding of the NCOFC500 outline. They will establish meaningful connections with peers, fostering a supportive network that promotes collaboration, knowledge sharing, and enhanced engagement.

#### **LESSON OBJECTIVES:**

- Understand the NCOFC500 schedule and course expectations.
- Be familiar with the classroom and building.
- Participate in a networking activity.

#### **MAIN POINTS:**

1. Welcome and Introduction
2. Expectations and Responsibilities
3. Networking Activity

**REQUIRED READINGS:** None

## **Leadership Development**

### **LESSON 1: Mission Command**

**Method of Engagement:** Informal Lecture, Guided Discussion, Group Work

#### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is for the students to gain an understanding of the mission command philosophy and their role in execution across different constructs.

**Outcome:** Develop NCOs' understanding of mission command philosophy, with a focus on their role in enabling mission success across different constructs.

#### **LESSON OBJECTIVES:**

- Explain mission command principles.
- Distinguish between centralized command, distributed control, and decentralized execution.
- Analyze how mission command is used to conduct military operations.

**MAIN POINTS:**

1. Mission Command Culture
2. Principles and Execution
3. Execution Activity

**REQUIRED READINGS:** None

**LESSON 2: NCO Responsibilities**

**Method of Engagement:** Guided Discussion, Small Group Discussion

**FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to develop NCOs into ethical leaders who embody Warrior Ethos, maintain readiness, and uphold the highest standards of ethical decision-making in the Profession of Arms.

**Outcome:** Students will understand how their leadership directly impacts the Air Force's mission, the readiness of their teams, and the ethical climate of their units.

**LESSON OBJECTIVES:**

- Explain the Profession of Arms and the NCOs role.
- Demonstrate an understanding of Warrior Ethos and Readiness.
- Use the Agent, Action, Outcome Framework to analyze ethical dilemmas.

**MAIN POINTS:**

1. Profession of Arms
2. Warrior Ethos and Readiness
3. Ethical Decision Making

**REQUIRED READINGS:** None

**LESSON 3: Progressive Discipline**

**Method of Engagement:** Guided Discussion, Group Work

**FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to equip NCOs with a thorough understanding of the Air Force progressive discipline system.

**Outcome:** Apply the progressive discipline process and improve skills in documentation, ethical decision-making, clear communication, and follow-up.

**LESSON OBJECTIVES:**

- Describe the progressive discipline process outlined in DAFI 36-2907.
- Identify and apply appropriate levels of disciplinary action.
- Understand ethical and legal responsibilities.

**MAIN POINTS:**

1. Administrative Counseling, Admonishment, and Reprimand
2. Ethical and Legal Considerations

### 3. Group Activity: Disciplined Decision-Making

**REQUIRED READINGS:** None

#### **LESSON 4: Team Dynamics**

**Method of Engagement:** Guided Discussion, Individual Exercise

##### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** This lessons intent is designed to enhance NCOs' understanding of team dynamics and individual roles with a team.

**Outcome:** Identify primary and secondary team roles and analyze how these roles contribute to a team and overall Air Force mission.

##### **LESSON OBJECTIVES:**

- Recognize the value of different roles within a team.
- Assess how their primary and secondary roles best represent their contributions to a team.
- Reflect on how their personal role impacts their unit and the larger Air Force mission.

##### **MAIN POINTS:**

1. Communicating and Establishing Connections
2. Team Role Fundamentals

**REQUIRED READINGS:** None

#### **LESSON 5: Leading with Awareness**

**Method of Engagement:** Guided Discussion, Group Activity

##### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to develop leadership awareness that promotes open communication, critical thinking, and operational success.

**Outcome:** Recognize how emotional intelligence, stress management, and communication styles shape their leadership impact.

##### **LESSON OBJECTIVES:**

- Define leadership awareness and explain how it influences decision-making, teamwork, and mission success.
- Examine five components of emotional intelligence and how they shape effective leadership.
- Analyze different stress reactions and their effects on individual and team performance.
- Apply leadership awareness principles to real-world scenarios.

##### **MAIN POINTS:**

1. Awareness in Leadership, Teamwork, & Communication
2. Managing Stress

**REQUIRED READINGS:** None

## **LESSON 6: Critical Thinking**

**Method of Engagement:** Guided Discussion, Group Work, Case Study

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to enhance the ability of NCOs to apply critical thinking skills in military decision-making, problem solving, and leadership roles.

**Outcome:** Understand the importance of critical thinking to enhance mission effectiveness.

### **LESSON OBJECTIVES:**

- Understand critical thinking elements and apply them to military decision-making, problem-solving, and leadership challenges.
- Understand critical thinking improvement skills and how they correlate with mission impact.

### **MAIN POINTS:**

1. Elements of Critical Thinking
2. Group Activity – Manda Bay Case Study
3. Improving Critical Thinking and Mission Impact

**REQUIRED READINGS:** None

## **Operational Readiness**

## **LESSON 7: Digital and Data Literacy**

**Method of Engagement:** Informal Lecture, Guided Discussion, Group Activity

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to enhance NCOs ability to critically identify, evaluate, analyze, and communicate digital information.

**Outcome:** They will analyze and communicate data, apply critical thinking to digital information, and recognized threats posed by information warfare. Demonstrate an ability to assess digital sources and effectively communicate up to senior leaders and down to junior Airmen.

### **LESSON OBJECTIVES:**

- Understand the importance data and digital literacy has on decision-making.
- Analyze tools to effectively communicate data to senior leaders and junior Airmen.
- Recognize adversarial information warfare tactics.

### **MAIN POINTS:**

- Critical Thinking, Analysis, and Decision-Making
- Communicating Data
- Information Warfare
- Group Activity – Fact or Fake?

**REQUIRED READINGS:** None

## **LESSON 8: Talent Management**

**Method of Engagement:** Informal Lecture, Guided Discussion, Group Activity

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to educate NCOs on what talent management means in today's force, how they can guide and advocate for their Airmen's growth, and where to find tools and opportunities to develop talent.

**Outcome:** NCOs will have a solid understanding of how the Air Force views talent management and how to actively engage in developing and managing the talents of their subordinates through resources, programs, and intentional leadership.

### **LESSON OBJECTIVES:**

- Understand how deliberate development and proper employment of personnel contribute to mission success and individual growth.
- Identify tools and resources available to support talent management.

### **MAIN POINT:**

1. The Management Part of Talent Management
2. Resource for Talent Management
3. Activity – Move the Map

**REQUIRED READINGS:** None.

## **LESSON 9: Conflict Mediation**

**Method of Engagement:** Informal Lecture, Guided Discussion, Group Activity

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to equip NCOs with the skills and confidence to approach workplace conflict through effective mediation techniques and active listening skills.

**Outcome:** Effectively mediate workplace conflicts by applying active listening techniques, communication strategies, and the PEACE model (**P**repare for Mediation, **E**stablish Ground Rules, **A**ctive Dialogue, **C**reate a Way Forward, **E**liminate Root Causes of Conflict) to facilitate constructive dialogue.

### **LESSON OBJECTIVES:**

- Demonstrate an understanding of mediation principles and techniques.
- Apply active listening skills and effective communication strategies.

### **MAIN POINTS:**

1. Mediation and the PEACE Model
2. Group Activity – Mediation Skit

**REQUIRED READINGS:** None

## **LESSON 10: Continuous Improvement and Innovation (CI<sup>2</sup>)**

**Method of Engagement:** Informal Lecture, Guided Discussion

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to provide students information on Continuous Improvement and Innovation (CI<sup>2</sup>) programs.

**Outcome:** Students will be knowledgeable in Continuous Improvement methodologies and how they impact organizational change.

### **LESSON OBJECTIVES:**

- Identify where to locate CI<sup>2</sup> programs.
- Discuss programs and resources available to aid in CI<sup>2</sup>.
- Explain CI<sup>2</sup> methodologies the Air Force utilizes to assist with organizational change.

### **MAIN POINTS:**

1. Introduction to CI<sup>2</sup>
2. CI<sup>2</sup> Programs
3. Certification and Resources

**REQUIRED READINGS:** None

## **LESSON 11: Joint and Coalition Operations**

**Method of Engagement:** Informal Lecture, Guided Discussion, Group Activity

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to introduce NCOs to the Diplomatic, Informational, Military, Economic, Financial, Intelligence, and Law Enforcement (DIMEFIL) instruments of national power, and Joint, Interagency, Intergovernmental, and Multinational (JIIM) operational environments.

**Outcome:** Understand the utilization of DIMEFIL and distinguish between operational JIIM environments, including how these frameworks complement each other.

### **LESSON OBJECTIVES:**

- Explain the DIMEFIL framework and how each element influences military operations.
- Define and distinguish the four operational JIIM environments.
- Analyze real-world operations to determine the JIIM environment and identify key DIMEFIL factors.

### **MAIN POINTS:**

1. Diplomacy, Information, Military, Economic, Financial, Intelligence, Law Enforcement (DIMEFIL)
2. Joint, Interagency, Intergovernmental, Multinational (JIIM) Environment
3. Group Activity – The DIMEFIL and JIIM Connection

**REQUIRED READINGS:** None



## **LESSON 12: Strategic Priorities**

**Method of Engagement:** Informal Lecture, Guided Discussion, Group Activity

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is for NCOs to understand how their organization aligns with Department of Defense Senior Leader and Combatant Command priorities.

**Outcome:** Differentiate between the three National Strategies (NSS, NDS, NMS), Senior Leader priorities, and Combatant Command priorities. They will research and be capable of explaining how their organization's priorities align with these documents, Senior Leader priorities, and their Combatant Command priorities.

### **LESSON OBJECTIVES:**

- Understand the aspects of the National Security Strategy, the National Defense Strategy, and the National Military Strategy.
- Comprehend Senior Leader priorities.
- Explain how organizational priorities align with Senior Leader and Combatant Command priorities.

### **MAIN POINTS:**

4. Senior Leader Priorities
5. Strategic Alignment
6. Strategic Alignment Activity

**REQUIRED READINGS:** None

## **LESSON 13: Force Generation**

**Method of Engagement:** Informal Lecture, Guided Discussion

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** The intent of this lesson is to equip NCOs with a comprehensive understanding of the Air Force's organizational structure, the function and significance of Unit Type Codes, and the role they play in force generation and deployment processes.

**Outcome:** Be better equipped to lead teams effectively within the Air Force's organizational framework, ensuring enhanced mission readiness and operational success.

### **LESSON OBJECTIVES:**

- Comprehend the hierarchical structure of the Air Force and how it shapes Force Packaging.
- Understand Units of Action.
- Recognize their role in preparing, leading, and sustaining Airmen throughout the force generation cycle.

### **MAIN POINTS:**

1. Headquarters Air Force (HAF) and Force Packaging
2. Units of Action – Understanding the Shift in Force Deployment

**REQUIRED READINGS:** None

## **LESSON 14: Capstone**

**Method of Engagement:** Group Activity

### **FOUNDATIONAL INTENT & OUTCOME:**

**Intent:** Reinforce NCOFC500 concepts to work together as a team to execute the mission.

**Outcome:** Operate with limited information, decentralized execution, and real-time problem-solving.

### **LESSON OBJECTIVES:**

- Demonstrate the application of concepts from NCOFC500 to execute a simulated mission.
- Navigate the exercise as a team.

### **MAIN POINTS:**

1. Capstone ROEs
2. Facilitator Instructions During Activity
3. Begin Mission
4. Mission Debrief