

**P**rofessional  
**M**military  
**E**ducation  
(Officer)

# U.S. Air Force PME goals

- To prepare officers to assume the highest level of command and staff duties.
- Provided current perspectives of the aerospace environment for strategic and tactical decision making to participants.
- ระบบการศึกษา PME มีขึ้นเพื่อพัฒนากำลังพลให้มีสมรรถนะตามที่กองทัพต้องการ โดยตอบสนองทั้ง 3 ระดับของสงคราม

# Objectives of PME

- 1) provide the nation with personnel skilled in the employment of air, space and cyberspace power in the conduct of war and small scale contingencies;
- 2) provide Air Force personnel with the skills and knowledge to make strategic decisions in progressively more demanding leadership positions within the national security environment;
- 3) develop strategic thinkers, planners and warfighters;
- 4) strengthen the ability and skill of AF personnel to lead, manage and supervise.

# PME Output

PME conveys the broad body of knowledge and develops the habits of mind essential to the military professional's expertise in the art and science of war. (JP-1, VI-4)

**Produce Joint-Leader:** (CJCS Vision for Joint Officer Development, 2005)

- Strategically Minded
- Critical Thinker
- Skilled Joint Warfighter

# Air Force PME: A Model

## Management Level

## Program

## Topics Emphasized

**Senior**

Air War  
College

- Leadership and Management
- National Security Affairs
- Military Employment
- Research

**Middle**

Air Command and Staff  
College

- Communication
- Command and Management
- Military Environment
- Military Employment
- Research

**Junior**

Squadron Officer School

- Communication
- Leadership and Management
- USAF and Force Employment

# U.S. PME Level

Level	Institute
<b>Precommissioning</b>	<ul style="list-style-type: none"><li>• Military Service Academies.</li><li>• Officer Training Schools</li></ul>
<b>Primary O-1 - O-3</b>	<ul style="list-style-type: none"><li>• Branch, warfare, or staff specialty schools.</li></ul>
<b>Intermediate O-4</b>	<ul style="list-style-type: none"><li>• Command and Staff Colleges</li></ul>
<b>Senior O-5 – O-6</b>	<ul style="list-style-type: none"><li>• War Colleges</li></ul>
<b>General Officer / Flag Officer</b>	<ul style="list-style-type: none"><li>• CAPSTONE/PINNACLE course at NDU</li></ul>

# Precommissioning Education

**Focuses:** preparing officer candidates to become commissioned officers within the Military Department.

**Curriculums:** oriented toward providing candidates with a basic grounding in the U.S. defense establishment and their chosen Military service, as well as a foundation in leadership, management, civil-military relations, ethics, history international relations, culture and other subjects necessary to prepare them to serve as commissioned officers.

# Primary Education

**Focuses:** preparing junior officers to serve in their assigned branch, warfare, or staff specialty, as well as a continuing foundation in leadership, management, civil-military relations, culture, and ethics.

**Curriculums:** predominantly Service oriented, primarily addressing the tactical level of war

# Intermediate Education

**Focuses:** warfighting and leader development within the context of the operational art

**Curriculums:** introduced to joint plans, national military strategy, joint doctrine, joint command and control, and joint force requirements.

# Senior Education

Prepare students for positions of strategic leadership and advisement

**Focuses:** national security strategy, theater strategy and campaigning, civil-military relations, joint planning processes and systems, and JIIM capabilities and integration.

**Curriculums:** emphasize analysis, foster critical examination, encourage creativity and provide a progressively broader educational experience.

# General/Flag Officer Education

**Focuses:** prepare senior officers for high-level JIIM leadership responsibilities.

**Curriculums:** grand strategy, national security strategy, national military strategy, theater strategy, civil-military relations, and the conduct of campaign and military operations in a JIIM environment to achieve U.S. national interests and objectives.

# Learning Area

Precommissioning	Primary	Intermediate	Senior	GO/FO
<ul style="list-style-type: none"> <li>- <b>Area 1</b> National Military Capabilities and Organization</li> <li>- <b>Area 2</b> Foundation of Joint Warfare and the Profession of Arms</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Area 1</b> Joint Warfare Fundamentals and the Profession of Arms</li> <li>- <b>Area 2</b> Joint Campaigning</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Area 1</b> National Military Capabilities Strategy</li> <li>- <b>Area 2</b> Joint Doctrine and Concepts</li> <li>- <b>Area 3</b> Joint and Multinational Forces at the Operational Level of War</li> <li>- <b>Area 4</b> Joint Planning and Execution Processes</li> <li>- <b>Area 5</b> Joint Command and Control</li> <li>- <b>Area 6</b> Joint Operational Leadership and the Profession of Arms</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Area 1</b> National Security Strategy</li> <li>- <b>Area 2</b> National Planning Systems and Processes</li> <li>- <b>Area 3</b> National Military Strategy and Organization</li> <li>- <b>Area 4</b> Joint Warfare, Theater Strategy and Campaigning in a JIIM Environment</li> <li>- <b>Area 5</b> Integration of JIIM Capabilities</li> <li>- <b>Area 6</b> Joint Strategic Leadership</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Area 1</b> National Strategies</li> <li>- <b>Area 2</b> Joint Warfare, Theater Strategy and Campaigning for Traditional and Irregular Warfare in a JIIM Environment</li> <li>- <b>Area 3</b> National and Joint Planning Systems and Processes for the Integration of JIIM Capabilities</li> <li>- <b>Area 4</b> Command, Control and Coordination</li> <li>- <b>Area 5</b> Strategic Leadership and the Profession of Arms</li> </ul>

# The Five Levels of Officer JPME

1 Precommissioning	2 Primary	3 JPME Phase I <sup>a</sup>	4 JPME Phase II <sup>a</sup>	5 CAPSTONE <sup>a</sup>
<p><b>Who attends:</b></p> <ul style="list-style-type: none"><li>• Officer Candidate,</li><li>• Officer Training School,</li><li>• Reserve Officer Training Corps, and</li><li>• Military Service Academy students</li></ul> <p><b>Course focus:</b></p> <ul style="list-style-type: none"><li>• Provides a basic foundation in U.S. defense structure, roles and missions of other military services, the combatant command structure, and the nature of American military power and joint warfare.</li></ul>	<p><b>Who attends:</b></p> <ul style="list-style-type: none"><li>• Junior Officers at the O-1 through O-3 ranks</li></ul> <p><b>Course focus:</b></p> <ul style="list-style-type: none"><li>• Focus is on the tactical level of war.</li><li>• Helps foster understanding of the Joint Task Force combatant command structure and how national and joint systems support tactical-level operations, among other subjects.</li></ul>	<p><b>Who attends:</b></p> <ul style="list-style-type: none"><li>• Intermediate Level Officers at the O-4 rank</li><li>• Senior Level Officers at the O-5 and O-6 ranks</li></ul> <p><b>Course focus:</b></p> <ul style="list-style-type: none"><li>• Focus is on the tactical and operational levels of war.</li><li>• Required course elements include:<ul style="list-style-type: none"><li>◦ national military strategy</li><li>◦ joint planning at all levels of war</li><li>◦ joint doctrine</li><li>◦ joint command and control</li><li>◦ joint force and joint requirements development</li></ul></li></ul>	<p><b>Who attends:</b></p> <ul style="list-style-type: none"><li>• Senior Level Officers at the O-5 and O-6 ranks</li></ul> <p><b>Course focus:</b></p> <ul style="list-style-type: none"><li>• Focus is on the operational and strategic levels of war.</li><li>• Required course elements include:<ul style="list-style-type: none"><li>◦ national security strategy</li><li>◦ theater strategy and campaigning</li><li>◦ joint planning processes and systems</li><li>◦ joint, interagency, intergovernmental, and multinational capabilities and the integration of those capabilities (as well as subjects specified in Phase I)</li></ul></li></ul>	<p><b>Who attends:</b></p> <ul style="list-style-type: none"><li>• General/flag officers</li></ul> <p><b>Course focus:</b></p> <ul style="list-style-type: none"><li>• Focus is on the operational and strategic levels of war.</li><li>• Course elements include high-level joint, interagency, intergovernmental, and multinational responsibilities.</li><li>• Other elements include:<ul style="list-style-type: none"><li>◦ the fundamentals of joint doctrine</li><li>◦ integrating elements of national power across military operations to accomplish security and military strategies</li><li>◦ how joint, interagency, intergovernmental, and multinational operations support strategic goals and objectives</li></ul></li></ul>

# Officer Professional Military Education Continuum

EDUCATION ↓	CADET/MIDSHIPMAN PRECOMMISSIONING	O-1/O-2/O-3 PRIMARY	O-4 INTERMEDIATE	O-5/O-6 SENIOR	O-7/O-8/O-9 GENERAL/FLAG
EDUCATIONAL INSTITUTIONS, PROGRAMS AND COURSES	SERVICE ACADEMIES  ROTC  OCS/OTS/DC	<ul style="list-style-type: none"> <li>BRANCH WARFARE OR STAFF SPECIALTY SCHOOLS</li> <li>PRIMARY-LEVEL PME COURSES</li> </ul>	<ul style="list-style-type: none"> <li>Air Cmd and Staff College</li> <li>Army Cmd and Gen'l Staff College</li> <li>College of Naval Cmd and Staff</li> <li>Marine Corps Cmd and Staff College</li> <li>JFSC: Jt &amp; Combined Warfighting School, AJPME</li> <li>National Intelligence Univ</li> </ul>	<ul style="list-style-type: none"> <li>Air War College</li> <li>Army War College</li> <li>College of Naval Warfare</li> <li>Marine Corps War College</li> <li>Eisenhower School</li> <li>National War College</li> <li>JFSC: Jt &amp; Combined Warfighting School, AJPME</li> <li>JFSC: Jt Advanced Warfighting</li> </ul>	<ul style="list-style-type: none"> <li>CAPSTONE</li> <li>Jt Functional Component Cmdr Courses</li> <li>SJIOAC</li> <li>JFOWC</li> <li>COEC</li> <li>PINNACLE</li> </ul>
LEVEL OF WAR EMPHASIZED	Conceptual Awareness of all Levels	TACTICAL → OPERATIONAL			STRATEGIC
FOCUS OF MILITARY EDUCATION	<ul style="list-style-type: none"> <li>Intro to Service Missions</li> <li>U.S. Constitution</li> <li>U.S. Gov't</li> </ul>	<ul style="list-style-type: none"> <li>Assigned Branch of Staff Specialty</li> <li>Domain Knowledge (Land, air, sea, space &amp; cyber)</li> </ul>	<ul style="list-style-type: none"> <li>Warfighting w/in context of Op Art</li> <li>Intro to Theater Strategy, Plans, NMS, NSS</li> <li>Op Art in All Domains</li> <li>Joint leader Development</li> </ul>	<ul style="list-style-type: none"> <li>Svc Schools: Strategic Leadership, Leader Development NMS, Theater Strategy</li> <li>NWC: NSS</li> <li>Eisenhower: NSS w/emphasis on resource components</li> <li>All: Theater Strategy &amp; campaigning, planning processes and systems, JIIM capability &amp; Int.</li> </ul>	<ul style="list-style-type: none"> <li>Jt Matters &amp; Nat'l Security</li> <li>Interagency Process</li> <li>Multinat'l Ops</li> </ul>
CAREER-LONG DEVELOPMENT	LIFE-LONG LEARNING SKILLS/SELF-DEVELOPMENT/ADVANCED EDUCATION				
JOINT EMPHASIS	CULTURAL EDUCATION: FROM AWARENESS TO COMPETENCE				
JOINT EMPHASIS	<u>Joint Introduction</u> <ul style="list-style-type: none"> <li>Nat'l Military Capabilities (in all domains) &amp; Organization</li> <li>Foundations of Joint Warfare</li> </ul>	<u>Joint Awareness</u> <ul style="list-style-type: none"> <li>Joint Warfare/Cross Domain Fundamentals</li> <li>Joint Campaigning</li> <li>Operational Adaptability</li> </ul>	<u>JPME Ph I</u> <ul style="list-style-type: none"> <li>Nat'l Mil Capabilities Cmd Structure &amp; Strategic Guidance</li> <li>Jt Doctrine &amp; Concepts</li> <li>Jt &amp; Multinat'l Forces at Operational Level of War</li> <li>Jt Planning and Execution Process</li> <li>Jt C2</li> <li>Operational Adaptability</li> <li>Desired Leader Attributes</li> </ul> AJPME	<u>JPME Ph II</u> <ul style="list-style-type: none"> <li>NSS &amp; NMS</li> <li>Jt Warfare, Theater Strategy &amp; Campaigning in Jt, IA, Intergov't &amp; Multi-Nat'l Envirnt</li> <li>Nat'l &amp; Jt Planning Systems and Processes across all domains.</li> <li>Integration of Jt, IA, Intergov't &amp; Multinat'l Capabilities</li> <li>Desired leader Attributes</li> <li>Strategic Adaptability</li> </ul> AJPME	<u>CAPSTONE</u> <ul style="list-style-type: none"> <li>NSS</li> <li>Jt Op Art</li> <li>Jt Func Component CC courses &amp; JFOWC</li> <li>NSS</li> <li>Nat'l Planning Systems &amp; Org</li> <li>Theater Strategy, campaigning and mil ops in Jt, IA, Intergov't &amp; Multinat'l Environments</li> <li>IO</li> </ul> PINNACLE
DESIRED LEADER ATTRIBUTES	1. UNDERSTANDING SECURITY ENVIRONMENT AND INSTRUMENTS OF NATIONAL SECURITY 2. ANTICIPATING AND RESPONDING TO SURPRISE AND UNCERTAINTY 3. ANTICIPATING AND RECOGNIZING CHANGE AND LEADING TRANSITIONS 4. OPERATING IN INTENT THROUGH TRUST, EMPOWERMENT, AND UNDERSTANDING 5. MAKING ETHICAL DECISIONS BASED ON THE PROFESSION OF ARMS 6. THINKING CRITICALLY/STRATEGICALLY AND APPLYING JOINT WARFIGHTING PRINCIPLES AT ALL LEVELS OF WARFARE				

# Desired Leader Attributes

- (1) Understand the security environment and contributions of all instruments of national power.**
- (2) Anticipate and respond to surprise and uncertainty.**
- (3) Anticipate and recognize change and lead transitions.**
- (4) Operate on intent through trust, empowerment, and understanding (the essentials of Mission Command).**
- (5) Make ethical decisions based on the shared values of the profession of arms.**
- (6) Think critically and strategically in applying joint warfighting principles and concepts of joint operations.**

# Four attributes of (DoD) Leaders

- **the ability to understand the security environment and the contributions of all elements of national power;**
- **the ability to deal with surprise and uncertainty;**
- **the ability to anticipate and recognize change and lead transitions;**
- **the ability to operate on intent through trust, empowerment, and understanding**

# Bottom Line

ทั้งหมดที่กล่าวมาต้องปรากฏอยู่ใน

ระเบียบ/นโยบายกองทัพอากาศ  
ว่าด้วยการศึกษาตามแนวทางรับราชการ

(กพ.ทอ., ยศ.ทอ., รร.นบก.)