

# **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 IIIM Environment</li> <li>- <b>Area 5</b> Integration of IIIM 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 IIIM Environment</li> <li>- <b>Area 3</b> National and Joint Planning Systems and Processes for the Integration of IIIM 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	<div>TACTICAL</div> <div>OPERATIONAL</div> <div>STRATEGIC</div>			
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	<div>LIFE-LONG LEARNING SKILLS/SELF-DEVELOPMENT/ADVANCED EDUCATION</div> <div>CULTURAL EDUCATION: FROM AWARENESS TO COMPETENCE</div>				
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	<div>1. UNDERSTANDING SECURITY ENVIRONMENT AND INSTRUMENTS OF NATIONAL SECURITY</div> <div>2. ANTICIPATING AND RESPONDING TO SURPRISE AND UNCERTAINTY</div> <div>3. ANTICIPATING AND RECOGNIZING CHANGE AND LEADING TRANSITIONS</div> <div>4. OPERATING IN INTENT THROUGH TRUST, EMPOWERMENT, AND UNDERSTANDING</div> <div>5. MAKING ETHICAL DECISIONS BASED ON THE PROFESSION OF ARMS</div> <div>6. THINKING CRITICALLY/STRATEGICALLY AND APPLYING JOINT WARFIGHTING PRINCIPLES AT ALL LEVELS OF WARFARE</div>				

# 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

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