

Updated May 16, 2023

**New Hampshire Wing Cadet NCO Leadership School  
CURRICULUM AND LEARNING OBJECTIVES**

Not all courses listed here are presented in each NCOLS; the Summer NCOLS has an additional training day over Winter NCOLS. Summer NCOLS also includes weather-permitting events, such as High-Adventure Activities.

**NOTE:** Unless otherwise stated, all references to NCOs and NCO positions in this curriculum refer strictly to Cadet NCOs within CAP's Cadet Program.

<b>PHYSICAL FITNESS</b>	
<b>Course Description</b> This course provides a method for developing and administering a fitness program that can be completed in 30 minutes per session. Students will be instructed on various commonly used types of individual exercise, and methods to develop a program. Students will participate in daily 30-minute exercise sessions, which will be student developed and led.	<b>Class Duration</b> 3 hours
<b>Learning Objectives</b> <ul style="list-style-type: none"><li>• Students can describe different exercise methods</li><li>• Students can develop a daily and weekly exercise program</li><li>• Students can conduct an exercise session</li></ul>	<b>Comments</b>

<b>CLOSE ORDER DRILL</b>	
<b>Course Description</b> This course provides students with instruction on performing drill movements correctly, how to read, understand, and reference the drill manual, how to lead drill, and how to teach drill. Every student will have the opportunity to both lead and execute drill sessions.	<b>Class Duration</b> 12 hours 2 hrs classroom 10 hrs practical
<b>Learning Objectives</b> <ul style="list-style-type: none"><li>• Students can perform all drill requirements from Achievements 1-6 of the Cadet Program as described in the drill manual</li><li>• Students will demonstrate knowledge of the drill manual by completing a written exam with a passing score</li><li>• Students will direct a flight through a series of drill commands, correcting and instructing flight members as required</li><li>• Students will fill the role of flight sergeant or first sergeant during squadron formation and inspection</li></ul>	<b>Comments</b> AFMAN 36-2203

<b>INSPECTIONS</b>
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<p><b>Course Description</b> This course will cover the importance of thorough and regular inspections, and how to conduct them. Students will conduct in-ranks inspections on a daily basis. Leadership will conduct daily walk-through inspections of living areas, with at least one 'stand by' inspection during the school.</p>	<p><b>Class Duration</b> 1.5 hours 30 min classroom 1 hour practical</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students will understand the place of inspections in evaluating training, health, and morale</li> <li>• Students will demonstrate techniques for inspecting personnel and quarters</li> </ul>	<p><b>Comments</b></p>

<b>COUNSELING</b>	
<p><b>Course Description</b> This course will expose students to techniques for providing and receiving feedback. Topics include on-the-spot corrections, corrective counseling, and how to mentally and emotionally approach being counseled. The discussion will include reasons these actions are important, as well as when and how to conduct them.</p>	<p><b>Class Duration</b> 2 hours</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can state the purpose of feedback in personal development</li> <li>• Students can describe appropriate feedback techniques for different situations</li> <li>• Students can demonstrate techniques for giving feedback</li> <li>• Students recognize what makes it difficult to receive feedback</li> </ul>	<p><b>Comments</b></p>

<b>CONCEPTS OF LEADERSHIP</b>	
<p><b>Course Description</b> This course outlines why leadership is needed, and introduces several basic definitions of leadership. There is a focus on Servant Leadership, how it aligns with the traditional 'Mission, Team, Self' leadership model, and how it answers human needs as outlined by Maslow (et al).</p>	<p><b>Class Duration</b> 2 hours</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students appreciate the need for leadership</li> <li>• Students can describe aspects of Servant Leadership</li> <li>• Students recognize the importance of providing for the needs of the team</li> </ul>	<p><b>Comments</b></p>

<b>LEADERSHIP STYLES</b>
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<p><b>Course Description</b> This course introduces three basic leadership styles (Directive, Participative, <i>Laissez Faire</i>), their advantages and disadvantages, and when to use each.</p>	<p><b>Class Duration</b> .5 hour</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can describe the leadership styles presented</li> <li>• Students can apply each style appropriately to a given situation, mission, and team</li> </ul>	<p><b>Comments</b></p>

<b>LEADERSHIP PRESENCE</b>	
<p><b>Course Description</b> This course discusses how elements in a leader's behavior, attitude, and actions establish credibility. The concept of 'prestige' as an important factor in leadership is introduced, with an emphasis on setting the example and tips for professional behavior.</p>	<p><b>Class Duration</b> 1 hour</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students will believe in the power of a positive example</li> <li>• Students can explain the importance of a good reputation and the concept of prestige</li> <li>• Students can demonstrate professionalism through behavior</li> </ul>	<p><b>Comments</b></p>

<b>WRITTEN COMMUNICATIONS</b>	
<p><b>Course Description</b> This course introduces how to write simply and clearly, and the 'bottom line up front' approach and the use of active voice and declarative statements. It will also focus on writing CAP-style resumes in order to prepare students to apply for staff positions.</p>	<p><b>Class Duration</b> 1 hour</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can explain the basic rules of the military writing style</li> <li>• Students will develop a CAP resume suited to applying for activity staff positions</li> </ul>	<p><b>Comments</b></p>

<b>NCO LEADERSHIP</b>	
<p><b>Course Description</b> This course introduces some of the essential elements of leadership, with a focus on NCO-level leadership. Students will learn the importance of NCO leadership, and the role, purpose, and responsibilities of NCOs. The classic 'Leadership Traits and Principles' will be discussed in detail.</p>	<p><b>Class Duration</b> 2 hours</p>

<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students recognize NCOs-level leadership, and the place of NCOs in the leadership spectrum</li> <li>• Students accept the obligations and responsibilities of NCO-level leadership</li> <li>• Students can measure their individual performance as leaders using the 'Leadership Traits and Principles'</li> </ul>	<p><b>Comments</b></p>
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**PEER RELATIONS (THE NCO MAFIA)**

<p><b>Course Description</b> This course discusses how NCOs should relate and interact with each other in order to help each other and benefit the NCO corps as a whole. The concept of the 'NCO Support Channel' will be introduced.</p>	<p><b>Class Duration</b> 1 hour</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can describe the advantages of building peer relationships among their fellow NCOs</li> <li>• Students recognize the importance of dealing with Cadet issues among NCOs if possible</li> <li>• Students support their fellow NCOs through sharing their knowledge and effort</li> </ul>	<p><b>Comments</b></p>

**NCO STAFF DUTIES**

<p><b>Course Description</b> This course is an introduction and discussion of the duties of a Flight Sergeant and First Sergeant, as outlined in CAP regulations. There will also be discussions of the relationship between the First Sergeant and the NCOs in the unit, and of the general role and responsibilities of the position of Command Chief.</p>	<p><b>Class Duration</b> 1 hour</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can describe the duties of the Flight Sergeant and First Sergeant</li> <li>• Students can describe the relationship between the First Sergeant and the NCOs in the unit</li> <li>• Students recognize the role of the Command Chief Master Sergeant</li> </ul>	<p><b>Comments</b></p>

**PUBLIC SPEAKING (TEACHING & BRIEFING)**

<p><b>Course Description</b> Students will come to NCOLS prepared with background material from which to provide a 15-20 minute brief. Students will prepare a brief and break out into small groups to present. The briefs will be evaluated by their peers. Each day the day's Class Leader will present a short Commander's Update Brief to the encampment staff.</p>	<p><b>Class Duration</b> 3 hours 1 hr classroom 2 hrs practical</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can gather material for a class or an informative briefing</li> <li>• Students can create a training class or informational brief</li> <li>• Students can present training or a brief to a group</li> </ul>	<p><b>Comments</b></p>

<b>SUPERIOR/SUBORDINATE RELATIONS</b>	
<p><b>Course Description</b> This course focuses on how an NCO should interact and relate with superiors and juniors. The idea of indirect leadership for NCOs without staff positions will be discussed, as well as the damage caused by fraternization and favoritism. Students will also receive instruction on strategies for coaching and developing their junior leaders.</p>	<p><b>Class Duration</b> 2 hours</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can apply techniques for indirect leadership</li> <li>• Students can discuss the boundaries of proper relationships between superiors and subordinates</li> <li>• Students will know the key elements of career coaching</li> </ul>	<p><b>Comments</b></p>

<b>BUILDING THE TEAM</b>	
<p><b>Course Description</b> This course talks about techniques for building a strong team. Students will receive instruction on assessing and building morale and <i>esprit de corps</i>, how to motivate their people, and how to achieve discipline. Unit cohesion will be discussed, as well as the dangers of allowing cliques to form within the unit.</p>	<p><b>Class Duration</b> 2 hours</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students will recognize indicators of <i>esprit de corps</i> and morale</li> <li>• Students can apply methods to improve motivation and discipline</li> <li>• Students can explain the risk of cliques to unit cohesion</li> <li>• Students can explain techniques to build a strong team</li> </ul>	<p><b>Comments</b></p>

<b>TIME AND INFORMATION MANAGEMENT</b>	
<p><b>Course Description</b> This course discusses the importance of time and information management, and provides instruction on one method of personal planning. Students will be required to maintain a personal schedule during NCOLS using a blank book.</p>	<p><b>Class Duration</b> .5 hour</p>

<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students will maintain a personal schedule and make all required 'hard times'</li> <li>• Students will track the details and status of all assigned tasks</li> <li>• Students will record, maintain, and retrieve all important information</li> </ul>	<p><b>Comments</b></p>
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<b>OPERATIONAL PLANNING AND EXECUTION</b>	
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<p><b>Course Description</b> This course focuses on short and medium range planning, with an emphasis on developing and executing operational plans. Students will be instructed in the development of the Five Paragraph Order (OPORD), and executing those orders using the Troop Leading Procedures.</p>	<p><b>Class Duration</b> 1.5 hours</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students will know the parts of the Five Paragraph Order</li> <li>• Students can develop a simple Five Paragraph Order</li> <li>• Students will know the steps of the Troop Leading Procedures</li> <li>• Students can execute a mission or task using the Troop Leading Procedures</li> </ul>	<p><b>Comments</b></p>

<b>ETHICAL DECISION MAKING</b>	
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<p><b>Course Description</b> This course discussed what are and are not 'ethical dilemmas' and the concept of 'moral courage'. It introduces the military ethical decision making model, and discusses when and how to use it to help clarify thinking when faced with ethical dilemmas.</p>	<p><b>Class Duration</b> 1 hour</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can identify the characteristics of an ethical dilemma</li> <li>• Students can use of the military ethical decision process</li> <li>• Students will understand the importance of ethical standards</li> </ul>	<p><b>Comments</b></p>

<b>NEGATIVE LEADERSHIP</b>	
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<p><b>Course Description</b> In this course, students will discuss leadership behaviors and strategies to avoid, and why. This includes the misuse of yelling as a method of leading people, and why pushups and other forms of 'incentive physical training' are ineffective. Students will also discuss why people make mistakes, and how mistakes are often the fault of leadership.</p>	<p><b>Class Duration</b> 1 hour</p>
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<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students will accept and conform with CAP's guidance regarding incentive physical training</li> <li>• Students will identify appropriate situations and uses for yelling</li> <li>• Students can identify the causes of mistakes among their team</li> </ul>	<p><b>Comments</b></p>
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<b>CONFLICT RESOLUTION</b>	
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<p><b>Course Description</b> Students are introduced to common causes of interpersonal conflict and the impact this conflict may have on team and individual performance. Instruction also addresses various methods for resolving interpersonal conflict, and students are given a conflict scenario between two other classmates and asked to role play a solution to that conflict.</p>	<p><b>Class Duration</b> 1 hour</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can state some causes of interpersonal conflict</li> <li>• Students can identify at least three methods for resolving interpersonal conflict</li> <li>• Students will demonstrate resolution methods during role play of a scenario involving conflict between two cadets</li> </ul>	<p><b>Comments</b></p>

<b>EMOTIONAL INTELLIGENCE</b>	
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<p><b>Course Description</b> This course talks about the importance of understanding emotions: Yours and those of your team. It emphasizes the importance of understanding and working with the team's emotions, rather than ignoring them. The course also discusses using emotional intelligence to get the most out of your relationships with others.</p>	<p><b>Class Duration</b> 1 hour</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students will understand the importance of emotional intelligence.</li> <li>• Students can apply methods to improve emotional intelligence.</li> <li>• Students can explain the advantages of emotionally intelligent leadership.</li> </ul>	<p><b>Comments</b></p>

<b>Decision Making</b>	
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<p><b>Course Description</b> This course is about decisions: When to make them, how to make them, and how to get better at them. It talks about the importance of decision making in leaders, how to understand what decisions you can make, and when someone who isn't in a leadership position should make decisions. A decision making method is introduced and techniques for improving decisions and making them faster are described.</p>	<p><b>Class Duration</b> 1 hours</p>
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<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students will learn techniques for quick and effective decision-making.</li> <li>• Students will know when it's appropriate to make decisions.</li> <li>• Students will understand the types of decisions they can make as a junior NCO without a staff position.</li> </ul>	<p><b>Comments</b></p>
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<p align="center"><b>MULTI-CAPABLE AIRMAN / ACE</b></p>	
<p><b>Course Description</b>            Students will learn and practice field skills needed by USAF Airmen deploying to austere and contested environments, such as Land Navigation, Route Planning, Patrolling, and Site Security.</p>	<p><b>Class Duration</b>            10 hours</p>
<p><b>Learning Objectives</b></p> <ul style="list-style-type: none"> <li>• Students can describe and perform some of the field skills required of expeditionary Airmen</li> <li>• Students will demonstrate basic proficiency in route planning and land navigation using a map, compass, and protractor</li> </ul>	<p><b>Comments</b></p>