

## Chapter 4: Leadership Development Requirements (LDR) Program, Operational Supplement 11 September 2019

### Foreword

**This supplement is provided as an addition to AFJROTCI 36-2010 and is not intended to be used as a standalone document. Instructors should familiarize themselves with the contents of both documents. For more information on specific LDR activities, please visit the Holm Center Intranet. Instructions to access the Intranet are located at the end of this document.**

This operational supplement will define what activity is considered an LDR, an introduction to the Tier/Category System as well as some basic reminders of LDR related events and how they are tracked in WINGS.

### LEADERSHIP DEVELOPMENT REQUIREMENTS (LDR) PROGRAM

**1. LDR Definition:** LDR activities are AFJROTC-sponsored and school-approved teams and/or committees that plan or participate in events normally conducted outside classroom hours.

1.1 LDR activities and/or events are planned, organized and executed by the cadet corps while being supervised by a certified AFJROTC Instructor. Operation and supervision of the LDR activities must be equitably shared between the instructors.

1.2 LDR activities may or may not include CS hours.

**2. LDR Tier/Category System:** LDR activities are subdivided into Tiers. The following subcategories contain an explanation of what each Tier/Category means, along with examples. A chart with an example of the tier system is also provided in Figure 4 towards at the end of this document. This chart is not all inclusive and is provided as a general reference only.

2.1 Tier I (STEM Based) - any LDR that has a Science, Technology, Engineering, Mathematics (STEM) or academia related base AND has an outside partnership that includes a national level competition opportunity. Some examples include but are not limited to: Unmanned Aircraft Systems (UAS), StellarXplorers, CyberPatriot, Robotics, Rocketry, and the Joint Leadership and Academic Bowl (JLAB).

2.2 Tier II (Activity Based) - any LDR that may not have a STEM or academia related base, but does have an outside partnership and/or local level or above competition opportunity. Some examples include, but are not limited to: Marksmanship, Raiders, Color Guards, Kitty Hawk Air Society, and Drill Teams.

2.3 Tier III (Unit Based) - any LDR that is local level only and primarily benefits the cadet corps, school and/or local community. Some examples include but are not limited to: Flag detail, Awareness Presentation Team, Sports Teams, Planning Committees and Model Building Teams.

**3. Proper entry of LDR events into WINGS:** The following are reminders of how to properly enter LDR events into the Events module, and common errors to avoid when entering these LDR events.

3.1 LDR Default Non CS hours associated with the event is the time spent in conducting LDR activities, such as organizing, practicing or training. These hours are not considered CS and should be loaded as LDR (non-CS hours).

3.2 An LDR event may include LDR Default CS hours. If applicable, enter the Default CS hours in the Default CS hours box associated with the event. CS hours would be the estimated time spent during this event where cadets are actually performing community service..

3.3 Instructors should validate their proposed LDRs with the definition provided in 4.1 and Figure 4 of this document to avoid erroneously entering non-LDR events as an LDR. Please note the table listed in Figure 4 is not all-inclusive of non-LDR events. For example, Parade participation for cadets not on the “planning committee”, Civil Air Patrol orientation rides, Curriculum in Action (CIA) trips and Staff meetings (AS400) will not be entered as LDRs. Please note that AS400 is designed for corps management duties.

3.4 For further details on how to properly enter an LDR event and hours, please review the Events guide under Published Files | Wings Guides & Videos | JROTC Guides & Videos: (AFJROTC\_User\_Guides\_Events\_New\_WINGS.docx) and the Intranet.

**4. LDR Assessment Standards:** Units are expected to meet the below standards to be eligible to garner a specific rating on a specific line item in Section V of the rubric.

4.1 Exceeds Standards: A unit offers an Extensive variety (7 or more and at least one from each tier) of LDR activities have been incorporated into AFJROTC program that will appeal to the cadet. These LDRs must be planned, organized and executed by the cadets who properly load the activities into WINGS. Lastly, 90% or more of the cadet corps must participate in at least one LDR activity.

4.2 Meets Standards: A unit offers a sufficient variety (3 to 6 and at least one from each tier) of LDR activities have been incorporated into AFJROTC program that will appeal to the cadet. Cadets must plan, organize and execute the LDR activities (minimum of 3), and the activities must be properly loaded into WINGS. Lastly, 50% to 89% of cadets must participate in at least one LDR activity.

4.3 Meets Standards with Discrepancies: A unit offers a limited variety (less than 3 total or less than 1 from each tier) of LDR activities have been incorporated into AFJROTC program. Cadets are minimally involved in the planning, organization and execution of LDR activities and

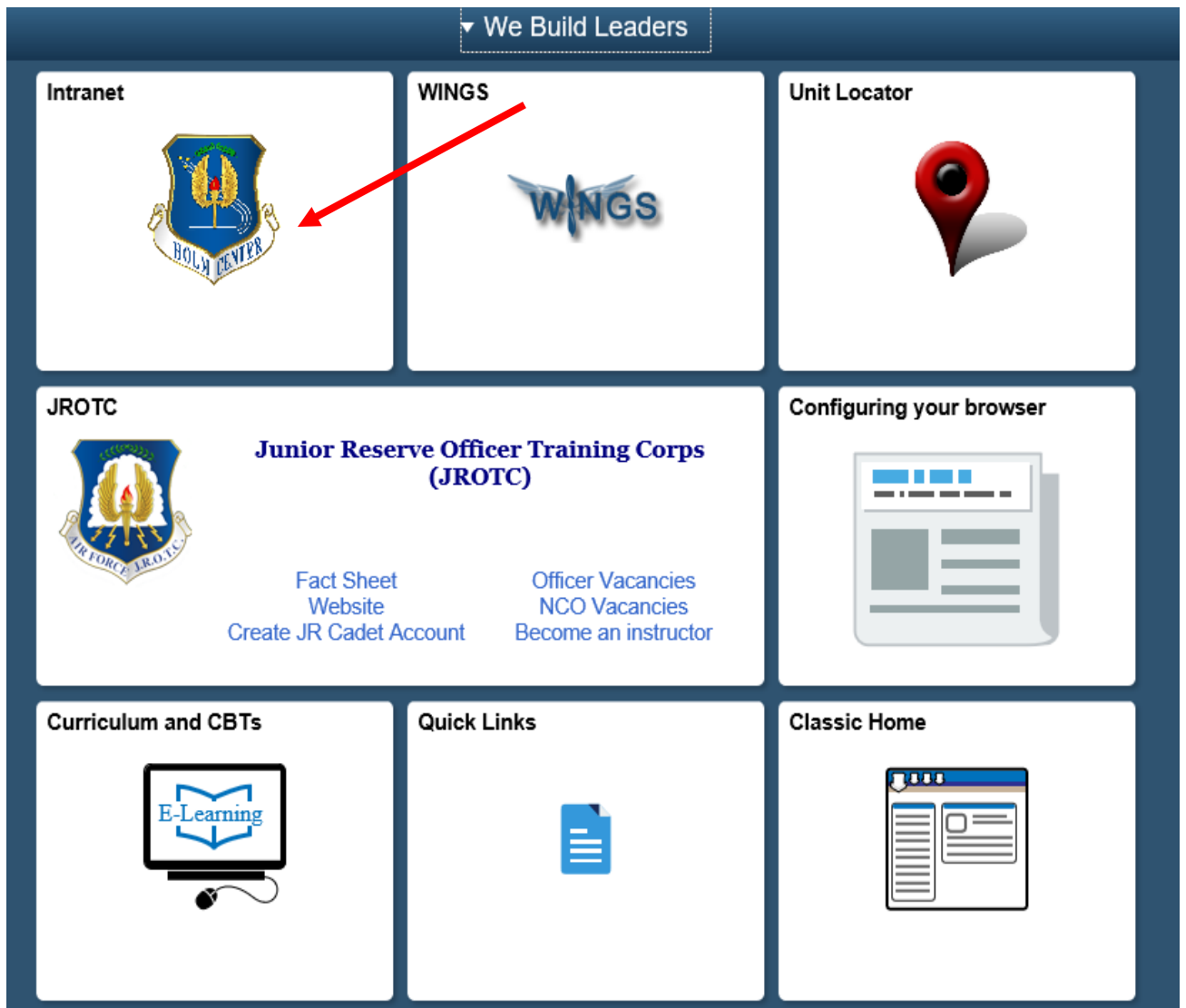
the activities are incomplete in WINGS. Lastly, 25%-49% of the cadet corps participates in at least one LDR activity.

4.4 Does Not Meet Standards: LDR activities have not been incorporated into AFJROTC program. Cadet Corps is not involved in the planning of any LDR activities and the activities are not entered into WINGS. Lastly, less than 25% of the cadet corps participates in at least one LDR activity.

**5. Holm Center Public Facing Portal (Intranet):** The Intranet was designed to be the central repository for all LDR specific guidance. It is essentially a large SharePoint site in which Headquarters, Air Force Junior ROTC codifies processes to initiate an LDR (if applicable), provides answers to frequently asked questions, and supplemental resources to gain the most benefit out of your unit's LDR activities.

5.1 To visit the Holm Center Public Facing Portal, first log in to WINGS. After logging in to WINGS, click on the Intranet icon as indicated in Figure 1.

Figure 1



5.2 Click on the LDR folder hyperlink on the left side of the screen as shown in Figure 2. You will now see several LDR folders displayed.

Figure 2

The screenshot shows the 'Holm Center Intranet' interface. On the left is a navigation pane titled 'Intranet Navigation' with a refresh and settings icon. It lists several categories: 'Holm Center' (with sub-links for Commander, Superintendent, IG, Legal, Safety, Protocol, Public Affairs, Security), 'Support Directorate' (with sub-links for Director of Support, Finance Division, Personnel, Comm & Info, Infrastructure Division), 'Curriculum' (with sub-link for Curriculum), 'JROTC' (with sub-links for Welcome, Instruction and Guides, Instructor Management, Operations, LDR, JRX, RD-8, JR Media, Support), and 'ROTC' (with sub-link for Welcome to AFROTC). A red arrow points to the 'LDR' folder under JROTC. The main content area on the right is titled 'Holm Center Intranet' and has a dark blue 'Overview' header. Below this header, there are sections for 'Mission' (We build leaders), 'Vision' (A diverse culture of leadership development...), 'Personnel and Resources' (The Holm Center's more than 3,700 active-duty...), 'History' (An effort to reduce duplication of effort...), 'Organization' (The Holm Center produces approximately 75 percent of Air Force line officers...), and 'Holm Center' (The Holm Center commander provides coordinated leadership...).

5.3 Locate the appropriate LDR folder and click the hyperlink as shown in Figure 3. Please note that this layout changes as new folders are added, deleted, and edited. The absence of a folder for an activity does not mean it is not an LDR. You should reference the definition in 4.1 to determine the validity of your LDR.

Figure 3

The screenshot shows the 'We Build Leaders' intranet interface. On the left is an 'Intranet Navigation' sidebar with a list of links including LDR, APT, Academic Bowl (JLAB), Archery, Cadet Orientation Flight, Color Guard, CyberPatriot, Drill, Kitty Hawk Air Society, Marksmanship, Mentoring LDR, Meteorology, Orienteering, Raiders, Robotics, Rocketry, STEM Kit, StellarXplorers, and UAS. A red arrow points from the 'LDR' link to the 'Overview' section of the main content area. The main content area has a dark blue header 'Overview' and contains the following text:

**Overview**  
The Jeanne M. Holm Center for Officer Accessions and Citizen Development is located at Maxwell AFB, Alabama. It is a Maxwe umbrella organization for Air Force officer recruitment and training and citizenship programs within the Air Force.

**Mission**  
We build leaders.

**Vision**  
A diverse culture of leadership development focused on continuous learning, enthusiasm, pride, and excellence.

**Personnel and Resources**  
The Holm Center's more than 3,700 active-duty, Reserve and Guard members and civilian personnel are supported by a large organization has 2,055 operating locations worldwide and more than 62,000 Civil Air Patrol volunteers.

**History**  
An effort to reduce duplication of effort and streamline administrative and reporting procedures was initiated in 1978. The Reserve Officer Training Corps and Officer Training School under Headquarters Air Force Officer Training School placed about three-quarters of Air Force officer production under AFOATS and facilitated the sharing of resources on the day-to-day operations of Air Force ROTC or OTS. It also included the Air Force Junior ROTC. The Jeanne M. Holm Center for Officer Accessions and Citizen Development was established in 1997.

**Organization**  
The Holm Center produces approximately 75 percent of Air Force line officers and trains 100 percent of Air Force specialties and legal officers. These new officers join active duty, Air National Guard and Air Force Reserve.

**Holm Center**  
The Holm Center commander provides coordinated leadership and policy direction for the Air Force programs at OTS and AFROTC detachments at colleges and universities throughout the U.S. and provides communications, computers, logistics, instructors and financial management.

Figure 4

STEM Based	Activity Based	Unit Based
Unmanned Aircraft Systems	Marksmanship	Planning Committee
StellarXplorers	Raiders	Flag Detail
CyberPatriot	Drill	Sports Team
Joint Leadership Academic Bowl	Color Guard	Awareness Presentation
Robotics	Archery	Spirit Squad
Astronomy	Orienteering	Saber Team
Meteorology	Kitty Hawk Air Society	Chorus

5.4 For additional information, please feel free to contact the HQ-LDR staff at [HQ-LDR@AFJROTC.COM](mailto:HQ-LDR@AFJROTC.COM) or 334-953-5116/6822.

