

ANNEX “B” TO
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JOINING INSTRUCTIONS
AND
COURSE GUIDE

ISSUED TO

FOREIGN STUDENT OFFICERS OF THE JUNIOR COMMAND AND STAFF COURSE

AT

THE JUNIOR COMMAND AND STAFF COLLEGE

SLAF ACADEMY CHINA BAY

(Revised in August 2018)

Approved by the Directorate of Training Air Force Headquarters

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THE JUNIOR COMMAND AND STAFF COURSE

INTRODUCTION

1. The Junior Command and Staff College (JC&SC) was established in March 1999 at Sri Lanka Air Force (SLAF) Academy China Bay for imparting command, staff, leadership and management training to middle level Officers of Sri Lanka Air Force. At present, Officers from Army and Navy, as well as from friendly foreign countries are being trained along with the SLAF Officers in order to enhance the joint and international cooperation among the services.

2. The course theme is concerned with an analytical support for command and staff functions in SLAF for present and future. The insight gain from the analysis coupled with the judgment of the participating Officer will form a powerful combination to develop an effective command and management cadre in SLAF. The course, therefore, is comprised of a great deal of reading assignments, lecture programmes, seminars, syndicate room discussions, visits and classroom presentations.

3. Most important qualities of the participants are expected to possess intellectual curiosity, the willingness to learn, freely exchange of ideas with open mind and of course shoulder a lot of pressure work without buckling.

AIM

4. The aim of the JC&S Course is to stimulate and develop the professional and managerial knowledge of middle level Officers in order to prepare them for Staff Appointments at different levels. Further, it is programmed to develop the personal growth and improve effectiveness of the participants by exploring them to fundamental knowledge that has emerged from experience and experiments on management of SLAF.

OBJECTIVES

5. The following are expected from individual Officer, at the successful completion of the course.

- a. Development of middle level Officers to take up Staff Appointments.
- b. Transformation of Officers towards better work culture aimed at achieving high efficiency.
- c. Transformation of Officers to meet social commitments commensurate with their ranks and appointments.
- d. Development of knowledge in modern skills of management and leadership.
- e. Orientate Officers to handle SLAF management systems effectively and efficiently.

COURSE MODULES

6. All course modules are compulsory for all course participants. There are no optional modules. The modules are identified by an alphanumeric code where the first two letters represent the subject area as per the following chart.

Code	Module and Subjects under Each Module
General Management	
PGDM 1013	Principles of Corporate Management
PGDM 1021	Statistics
PGDM 1031	Fundamentals of Economics
Defence Management	
PGDM 2043	SLAF Management Systems
PGDM 2052	SLAF Accounting and Logistics
PGDM 2063	Communication Skills and Service Application
PGDM 2072	Fundamentals of Law
PGDM 2082	Defence Staff Management
PGDM 2092	Operational Writing
PGDM 2102	National Security Management
PGDM 2112	Air Operation Management
Research Work	
PGDM 3122	Research Methodology
PGDM 3133	Independent Research Project

NOMINATIONS FOR THE COURSE

7. **Eligibility.** Officers in the rank of Squadron Leader/ Flight Lieutenant in SLAF, Major/Captain in Sri Lanka Army and Lieutenant Commander / Lieutenant in Sri Lanka Navy or Officers of similar ranks from friendly foreign countries are eligible for admission to the course of study leading to the Post Graduate Diploma provided the Officer meets one of the following conditions.

a. The Officer has to be a Commissioned Officer in the rank of Squadron Leader/Major/Lieutenant Commander or below, with a minimum of seven (07) years of service,

or

b. The Officer has to be a Commissioned Officer having a Bachelor's Degree from a recognized University with minimum of two (02) years of commissioned service in order to possess adequate service knowledge and for service orientation.

8. **Overseas Scholarship.** The Officer who secure first place in the order of merit will receive an overseas training to follow an Overseas Basic Staff Course.

ATTENDANCE

9. Regular attendance at all training sessions is mandatory. Course participants will be allowed a course grant during the course with the approval of Director Training. Leave will not be granted except on extremely compassionate grounds and same with the approval of Director Training. Where such is granted and a course participant fails to attend any graded exercise or examination, he or she will forego the marks allotted to that exercise or examination. Out of the number of training days 80% of attendance is a mandatory requirement.

COURSE STRUCTURE AND CREDIT ALLOCATION

10. The course is structured for thirteen weeks full time duration. During this period, a course participant has to complete a total of thirteen (13) modules including research project.

11. A training module without a practical component, a credit is earned through 15 contact hours. Such contact hours will consist of interactive lectures, tutorials and seminar sessions. Practical training module credit is earned through 30 contact hours. For such a module contact hours will consist of interactive lectures, tutorials, seminars and practical exercises (assignments).

12. The training curriculum which covers 28 credits keeping in par with Sri Lanka Qualification Framework Level 8 within the stipulated course duration period of 13 weeks. In addition to the academic studies, extensive training on discipline, customs and etiquettes, service traditions, public speaking, presentation skills, general service knowledge, drill, physical training, sports, teamwork, leadership, social behaviour, geo politics and strategic planning are integral components of the programme. Therefore, the programme intensity and testing systems exerts substantial pressure on Student Officers continually moulding them to become efficient junior staff Officers in demanding military environment which is uniquely different from conventional academic programmes.

13. The Course is spanned over a period of one year which includes 13 weeks full time residential training. This is a mandatory requirement for Student Officers to complete the 23 credits within 13 weeks while attending to many demanding assignments in academic as well as non-academic training modules. The balance 5 credits are allocated for Individual Research Paper (IRP) which has to be submitted within 39 weeks whilst being on the job. A total number of 13 Modules including the Research Project will be conducted. Therefore the complete duration of the post graduate diploma course runs in a span of 52 weeks in order to account for a total of 28 credits.

14. The detail course modules are annexed as annex 'A' and the summarised course module is as per the following table:

CODE	MODULE	LECTURE HOURS	PRACTICAL ASSIGNMENT HOURS	Field Visits	GPA CREDITS
GENERAL MANAGEMENT					
PGDM 1013	Principles of Corporate Management	45		06	03
PGDM 1021	Statistics	15			01
PGDM 1031	Fundamentals of Economics	15			01
DEFENCE MANAGEMENT					
PGDM 2043	SLAF Management Systems	45	10		03
PGDM 2052	SLAF Accounting and Logistics	30			02
PGDM 2063	Communication Skills and Service Application	35	30		03
PGDM 2072	Fundamentals of Law	30			02
PGDM 2082	Defence Staff Management	24	14		02
PGDM 2092	Operational Writing	15	30		02
PGDM 2102	National Security Management	30			02
PGDM 2112	Air Operation Management	30			02
RESEARCH					
PGDM 3122	Research Methodology	30			02
PGDM 3133	Independent Research Project				03
Grand Total		334	84	06	28

METHOD OF INSTRUCTIONS

15. The JC&S Course is designed as an adult education programme where the course participant is expected to actively seek knowledge. The Directing Staff will give necessary guidance on all academic and non-academic activities. Handout/ précis, training notes will be provided where applicable. Based on the instructions, the course participants are expected to carry out an in-depth study on the relevant subject in their own time. Central Discussions at the Syndicate Rooms are expected to further facilitate the clarification of doubts and questions on the relevant subjects with the guidance of the Directing Staff. Course participants are encouraged to share their views, opinions and experiences and make their contributions so that they develop self-confidence expressing their views in a forum while enhancing their knowledge on the subject.

16. Instructions for personnel who are detailed to follow the JC&S Course will also be based upon the syndicate/tutorial system. This system provides a frank exchange of ideas and sharing of experience. It encourages free thinking and creativity. Syndicates are approximately with 10 to 15 Student Officers. It will meet under the guidance of the Directing Staff, who is detailed as per the subject module. The syndicate discussion learning process will follow the undermentioned sequence:

- a. Background reading and preparation on the subject matter.
- b. An introductory lecture or presentation in the auditorium.
- c. A syndicate discussion on the subject to confirm in greater depth what has been presented or analyzed.

17. Each Student Officer will have the opportunity to learn a great deal from the others in his syndicate. This is the greatest strength of the syndicate system. To be successful, each Student Officer must be prepared to study and research on his own and contribute at every discussion.

18. The Directing Staff will impart Knowledge through the method of discussions using a semi-structured format. The participant Officers will be directed to prepare for discussions in advance (before they report for the discussion) and to pose questions on unclear/uncertain areas under each subject. Discussions will be based giving more emphasis on the practical applications of concepts using appropriate practical examples.

19. **Syndicate Work.** Syndicate work will take the form of:

- a. **Syndicate Discussions.** Syndicate discussions are designed principally to stimulate lively discussion among the Student Officers, although Student Officers may raise with Directing Staff any factual queries if there are any.
- b. **Syndicate Teaching Periods.** Syndicate teaching periods will be used by the Directing Staff to discuss a subject at a syndicate on which the Student Officers are expected to have previous knowledge or experience.
- c. **Consideration.** Student Officers should work within their syndicate to consider problems that are been previously projected.
- d. **Presentation.** Student Officers will present their solutions either individually or as a syndicate.
- e. **Conference.** Conference mode of discussions will be conducted as and when a requirement arises.

EXTRA CURRICULAR ACTIVITIES AND PHYSICAL FITNESS

20. During the course, an organized study tour will be arranged by the College to a number of key government and private establishments to expose the course participants to different aspects and challenges of management as well as different approaches adopted by organizations to achieve the objectives. The Student Officers are expected to write visit reports on the special features, including weaknesses of the organizations visited.

21. A practice and a formal dining-in / Guest night will be conducted to train the participants on the customs, etiquette and the procedure. A refresher course in Sword Drill is also part of the programme.

22. Local and foreign Student Officers are required to prepare and conduct presentations to present their countries to the others. This enables Student Officers to introduce their heritage, culture, economy, government and military systems to the audience which will help to improve their public speaking skills as well.

23. Course participants are expected to be aware of the importance of physical fitness in a military establishment and are required to maintain the required standards of fitness. There are ample facilities available to the course participants to engage in sports and physical fitness. Organized physical training activities such as sports tournaments and competitions are expected to enrich the Officers stay here at the JC&SC. Sporting events will culminate with the course triathlon at the end of the course.

EVALUATION PROCEDURE

24. **Evaluation Criteria.** For each subject Module will be as follows.

Evaluation Criteria	
Evaluation Method	Marks Allocated%
Continuous Assessment	30 to 40
Assignment	
Exercises	
Examinations	60 to 70

25. **Credit Score.** All course modules are assigned a credit value based on the number of contact hours and practical work required to complete in each module. A credit is a time based quantitative measurement used in calculating the Grade Point Average (GPA). Allocation of credits is as follows:

- a. For modules with lectures on 15 Contact Hours = 1 Credit
- b. For modules with a practical component 30 Contact Hours = 1 Credit

26. **Testing of a Course Module.** Examinations or exercises will be conducted to evaluate the student for major modules for the purpose of grading. The performance of the course participants will be evaluated through assignments, presentations, exercises and phase examinations. The Research Paper and the Minor Research Project will be evaluated both on the written submission as well as through presentation/viva voce.

27. Student Officers will be evaluated through continuous participatory exercises, assignments, group exercises, Directing Staff Assessments and written examinations depending on the course module. At the commencement of each course module, the method of overall testing of such module will be announced by conducting Directing Staff. A module may contain multiple testing methods which finally scaled according to the number of marks allocated to the module depending on its importance.

28. **Grading System.** Marks obtained in respect of a module will be graded according to the following grading system. A grade point value as indicated below is assigned to each grade.

Range of Marks	Grade	Grade Point Value
90 -100	A +	4.2
80 - 89	A	4.0
75 - 79	A -	3.7
70 - 74	B +	3.3
65 - 69	B	3.0
60 - 64	B -	2.7
55 - 59	C +	2.3
50 - 54	C	2.0
40 - 49	C -	1.7
30 - 39	D	1.0
Less than 30	E	0.0

29. **Repeating a Test/Assignment/Examination.**

- a. A Student Officer can repeat two subjects either C - or below, upon obtaining the permission with formal request forwarding to the Director Training. The re-examination process will be taken place only at the examinations conducted at the forthcoming batches.
- b. The grade obtainable in such reexamination must be confined only to grade C and the student must have completed the all repeat examinations within a period of one year from the completion of his JC&S Course.
- c. Student Officers are permitted to re- submit/ repeat the research project for major and minor corrections within two attempts (within two years).

30. **Grade Point Average.** Grade Point Average (GPA) is the credit-weighted arithmetic mean of the Grade Point Values, which is determined by dividing the total credit-weighted Grade Point Value by the total number of credits. GPA shall be computed to the first decimal place. Grades of all modules are to be taken into account in calculating the final GPA.

Example: A student who has completed one module with two credits, three modules each of three credits and two modules each of 1 credit with grades A, C, B, D, E and A+ respectively would have the GPA of 2.3 as calculated below.

$$\frac{(2 \times 4.0) + (3 \times 2.0) + (3 \times 3.0) + (3 \times 1.0) + (1 \times 0.0) + (1 \times 4.5)}{2 + 3 + 3 + 3 + 1 + 1} = \frac{30.5}{13} = 2.346$$

$$\text{Grade Point Average} = 2.3$$

31. **Evaluation of the Research Project.** The individual Research project will be evaluated through a 4000 – 5000 word project report and a viva-voce. The percentages given to each of these components will be announced to the students at the commencement of the research project. The supervisory Directing Staff (DS) will be appointed by the Directorate of Training Sri Lanka Air Force. These DSs will guide the student on his/her research project through a series of interviews and review discussions. The final evaluation will be done by a board nominated by the affiliated University.

32. **Criteria for the Award of the Diploma/ Certificate of Successful Completion / Participation.**

a. **Certificate of Successful Completion.** A Student Officer will be awarded the certificate of successful completion if the Officer satisfies all of the following conditions.

- (1) Should obtain grade “C” or above grades in all the course modules except one.
- (2) Can have only one grade “C -” from all course modules.
- (3) Has a minimum cumulative Grade Point Values (GPA) of 2.0 from all course modules.

b. **Award of the Postgraduate Diploma.** A student who completes the course will be awarded with the Post Graduate Diploma if the Officer satisfies all of the following conditions:

- (1) Should obtain grade “C” or above grades in all the course modules except one.
- (2) Can have only one grade “C -” from all course modules except for Research Project.
- (3) Has a minimum cumulative Grade Point Values (GPA) of 2.0 from all course modules.
- (4) Should obtain grade “C” or above grades in the General Management Part except one Module within two attempts (the “C-”specified in above para b (2) could be for a Module in the General Management Part).
- (5) Obtain grade “C” or better in the research project.

SPECIAL ACHIEVEMENT AWARDS

33. Seven Special Achievement Awards will be awarded to course participants who excel in different areas of the course.

a. **Best All-Round Officer.** Air Marshal J Weerakkody Trophy for the Best All-Round Officer will be awarded to the Officer who has the best overall performance, maintained the highest aggregate in the graded modules, excelled in extracurricular activities and earned his place as the first in overall order of merit.

b. **Best Book Review.** Group Captain PDJ Kumarasiri Trophy for the Best Book Review is awarded to the Officer whose submission for the 'Exercise Book Review' is adjudged the best in terms of originality, impartiality and comprehensiveness.

c. **Excellence in Management Studies.** Air Marshal GD Perera Trophy for Excellence in Management Studies is awarded to the Officer who has earned the highest marks for the Management Module conducted by a panel of lectures from the Corporate Sector, affiliated University as well as from the SLAF.

d. **Best Sportsman.** Air Vice Marshal CA Gunaratne Trophy is awarded to the Officer who is adjudged the best sportsman based on his/her performance at team events as well as the course triathlon.

e. **Best Public Speaker.** Group Captain RD Jayawardena trophy is awarded to the Officer who displays the best public speaking skills in course presentations as well as in other exercises.

f. **Best in Academics.** Air Vice Marshal KVB Jayampathy trophy is awarded to the Officer who secured the highest marks for the Office Management, Financial Management, Defence Staff Management, Air Force Law, Air Power and Strategic Defence Management Modules.

g. **Best Non-SLAF All-Round Officer.** Air Marshal GP Bulathsinghala Trophy for the Best Non-SLAF All-Round Officer will be awarded to the Non-SLAF Officer who has the best overall performance, maintained the highest aggregate in the graded modules, excelled in extracurricular activities and earned his place as the first in overall order of merit.

ORGANIZATIONAL INSTRUCTIONS

34. **Resource Personnel.**

a. **Internal Resource Personnel (SLAF Personnel).** Qualified in Senior Staff College or having a Master Degree is the minimum qualification of the instructors nominated by the SLAF. Subjects related to medical, law and IT field will be conducted by professionally qualified Officers in the respective Branch of SLAF.

b. **External Resource Personnel.** General Management Module will be conducted by qualified lecturers assigned by the affiliated University. The International Humanitarian Law (IHL) module is conducted by the qualified lecturers nominated by the University of Colombo. Lecturers from other universities may be assigned to conduct specialized subject areas.

35. **Guest Speakers.** Guest Speakers are one of the special features of the course. The Student Officers obtain a rare privilege of listening to a large number of high level executives who speak of their experience and opinions. The students are encouraged to participate in post-speech dissection sessions as well as in informal discourses with the guest over tea. The following guest speakers are expected to meet the student at JC&SC.

a. **Speakers for Army and Navy.**

- (1) An Officer nominated by AHQ
- (2) An Officer nominated by NHQ

b. **Speakers from Non-military Organizations.**

- (1) An Officer nominated by Police HQ
- (2) Intellectuals from Reputed Private and Government Organizations
- (3) Professors from Universities

c. **Speakers from Air Force.** A few subject specialized senior Officers from directorates of AFHQ

36. **IT Facilities and LAN Service.** All Student Officers are required to bring their own lap top and a portable printer to facilitate their personal assignments. Internet facilities are available for all living in rooms.

37. **Online Study Material Management System (OSMMS).** The Online Study Material Management System was introduced to the Junior Command and Staff College in order to develop the study material sharing among both Student Officers and faculty. 'Own cloud' is the cloud based client-server open source software that is been used as the core application. The objective of this OSMMS was to incentivize the use of Information Technology among Student Officers where they will be motivated in exploring new IT related solutions after the completion of the Staff Course and to enhance the exposure to study material. The procedure will be as follows.

- a. Users are given access to the cloud from College at the academic and accommodation areas as well as public areas in the Officers' Mess Lobby.
- b. Duty Auditorium Computer Technician will be uploading the daily lectures and other documents to the Cloud where users will be able to refer at a time of own preference.
- c. Weekly Programme and emails will be shared by the Orderly Room.
- d. Directing staff will be sharing other required resources with Student Officers.
- e. Presentations conducted by Student Officers at the Auditorium will be video recorded and shared to the cloud where users can evaluate their performance from the audiences' perspective.
- f. Photographs taken by Photo section on special events will be shared to the cloud.
- g. Sudden MCQ stress tests are conducted by Directing Staff for better evaluation.

38. **Preparation Time.** In keeping with the Teaching Methodology adopted at the college, the time available for preparation is a significant factor. This ensures the pace of the course is brisk rather than rushed, and increases the intellectual challenge. Student Officers should look ahead and plan to use time wisely.

39. **Own Time Work (OTW).** The course curriculum will require Student Officers to work either in the evenings or during weekends where scheduled lectures/training activities are not conducted. The requirement depends upon individual experience, skills, ability and aptitude. Sensible planning, wise and effective time management can alleviate any undue pressure.

40. **Orientation Programme.** Student Officers will undergo an orientation programme. The aim of this program is to familiarize the Student Officers with the procedures that are applicable to the college and the Academy.
41. **Issue of Training Material.** On arrival, Student Officers will be provided with the required publications for the course. In addition a stationary pack will be provided to all Student Officers. Issue of précis and other course materials could be in the form of hard or soft copies.
42. **Lockers.** Each student will be allotted a locker in the Student Officers coffee room. The number of the locker allotted will be intimated to him/ her on arrival. Instructional papers, notices, personal mail and so on are generally placed in these lockers. Student Officers must clear their lockers daily before the beginning of the classes, during the tea breaks and at the end of the day.
43. **Notice Board.** Notice board in the Student Officers coffee room should be looked at daily before the commencement and at the end of the day's work.
44. **Formation Routine Orders (FROs).** Formation Routine Orders are published every month to notify the Student Officers about duties and responsibilities, necessary instructions, activities and programmes as and when necessary.
45. **Seating Arrangements.** Seating plan will be prepared and displayed on the notice board for syndicate rooms, auditorium etc. Student Officers must become familiar with their seats in various instructional rooms and sit strictly in accordance with the stipulated seating plan.
46. **Academy Library.** The library at Academy (next to JC&SC) has a comprehensive collection of books on a variety of topics. The library will be opened from 0830 to 1400 hrs and from 1500 to 1630 hrs during all working days. There will be one period every week for Student Officers to visit Academy Library for consultation and collection of various types of books and Magazines as per their requirements.
47. **Transport Facilities.** The college will undertake the responsibility of providing transport for all official activities of the course programme i.e from reporting to the college from Colombo until the departure from the college on completion of the course.
48. **Autobiography.** All Student Officers are required to submit an autobiography giving their personal and service particulars and information on personal interests/hobbies, etc. This is required to be placed in a file cover and handed over to the college Adjutant on the first day of the course.

49. **Pre Course Study/ Preparation.** All related text books will distribute very first day of the course. Further, the syndicate allocation also will done on same day.

50. **Issuing of Temporary ID Cards.** Student Officers are to handover their passports to the College after their arrival and a temporary ID card will be issued for their convenience to visit local areas during the course period. They are to hand over the same to the college before their departure.

51. **Accommodation.** Officers will be provided with fully furnished accommodation facilities throughout their stay in this college and during official visits. Family accommodation is not available at the Academy. However, upon prior approval of Director Training, immediate family members of the trainee may be allowed to visit Sri Lanka only during the course grant and witness the graduation ceremony at trainees' expense. (Food, accommodation, travelling, etc.)

a. **Facilities Provided.** Each Officer will be provided with under mentioned items and each room consists of an attached bathroom and a closet.

(1)	Single Bed (with two bed sheets)	-	Qty 01
(2)	Veranda chairs	-	Qty 02
(3)	Writing table	-	Qty 01
(4)	Computer Chair	-	Qty 01
(5)	Bedside Locker	-	Qty 01
(6)	Pantry Cupboard	-	Qty 01
(7)	Mini Refrigerator	-	Qty 01
(8)	TV with satellite connection	-	Qty 01
(9)	Iron board and Iron	-	Qty 01
(10)	Mosquito Net	-	Qty 01
(11)	Pillows with cases	-	Qty 02
(12)	Towel Rack	-	Qty 01
(13)	Water Kettle	-	Qty 01

52. **Handing/Taking Over - Single Accommodation.** Handing/Taking over of accommodation has to be done in the presence of Training Support Staff where necessary. All Officers are advised to take over single accommodation where applicable noting all existing breakages/damages in relevant documents.

53. **Breakages/Damages.** All Officers are expected to pay for any breakage or damage to any fitting/fixture or stores/equipment due to negligence or in proper usage.

54. **Dress.** The dress for the training will be as per the weekly programme. The Officers are advised to bring along the undermentioned clothing to participate in numerous service/social functions and visits. The Student Officers are required to wear nametags with their service dresses all the time, in order to facilitate easy identification. Wearing of long sleeve shirt and tie is obligatory for male Officers to patronize the Officers' Mess after 1900 hrs except Friday and Saturday nights (Students Officers can wear smart casual on these two days as per the instructions of the mess committee) and short sleeve shirt and tie will be the working dress during weekends and public holidays. Lady Officers are required to clad in decent attire for above events. Following, clothing and accoutrements (or equivalent for sister services and foreign Officers) should be in possession of the Officers on arrival at this College. The illustrations of dress codes are annexed to this as 'Appendix 1'

- a. Working Dress
- b. Ceremonial ((Army-No.1, Navy -No.1, Air Force -1B))
- c. Mess Kit with Medals/ Red Sea Rig.
- d. Walking-Out Kit for Air Force Officers /Dress No. 5 A for Army Officers and Dress No 05 for Navy Officers)
- e. Blazer/Lounge Suit – An appropriate dress for lady Officers.
- f. Dress for Physical Training (Service issue facilities at the Gymnasium with non-marking shoes)
- g. Sufficient Civil Clothing (including national dresses for the country presentation)
- h. Swimming Trunk/Suites
- i. Camouflage Dress

55. **Medical Facilities.** Medical Services are available for the Student Officers from the SLAF Academy hospital. However, in emergency cases, they may be referred to General Hospital Trincomalee or Colombo.

56. **Leave.** Trainees are not entitled to proceed on leave during the course of the training. However, a leave may be granted by Director Training under extreme compassionate grounds to visit native country. To obtain overseas leave during the course grant, the trainee should submit a 'No Objection' letter from the respective foreign mission in Sri Lanka.

57. **Officers' Mess Activities.** Student Officers should abide by the Officers' Mess rules and any complaints with regard to mess activities should be reported to President Mess Committee (PMC), Mess Secretary or Directing Staff immediately for action. The general rules for Officers' Mess will be issued to Student Officers on their arrival to the college. To make sure settlement of all bills by 10th of next month and before departing from the Academy.

58. **Mailing Address.** Mailing address while attending the course will be as shown in following example:

Name...
Junior Command & Staff College
Sri Lanka Air Force Academy
China Bay
Sri Lanka

59. **Banking Facilities.** Banking facilities are available through the ATM machine of Bank of Ceylon at the Academy and for other transactions through the local Banks that are available in Trincomalee.

CONCLUSION

60. The course comprises Student Officers of different branches and experience to exchange views and ideas in and outside class room to enrich their mind and understand service problems more objectively. Refreshing once knowledge of regulations and procedures of command and Staff work will ensure improvement in administration and solving of problems logically. The Student Officers are required to keep their mind open, read the connected books and précis analytically, talk over subjects thoughtfully and draw conclusions objectively.