

出國報告（出國類別：會議）

赴美參加印大地區總士官長年會

服務機關：國防部參謀本部

姓名職稱：總士官長黃豐英一等士官長等 2 員

派赴國家：美國夏威夷

出國期間：114 年 6 月 24 至 29 日

報告日期：114 年 8 月 8 日

摘要

美印太司令部總士官長邀請我國總士官長赴美夏威夷參與印太地區總士官長年會，期間與印太地區各國總士官長進行研討，討論主題為士官領導統御 7 項關鍵特質；除研討會議主題外，亦藉此增進我國士官國際視野及能見度，強化我國與印太地區各國士官軍誼，並開啟臺灣與印太地區各國士官交流機制。

本次會議與印太地區各國總士官長交流，瞭解各國士官專業軍事教育對於士官整體組織發展之重要性，後續將逐步完成課程設計，並與各軍士官代表進行討論與評估。

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目的

美印太司令部總士官長邀請我國總士官長赴美夏威夷參與印太地區總士官長年會，印太地區共計 12 個國家總士官長與會。

期間與印太地區各國總士官長進行研討，討論主題為士官領導統御 7 項關鍵特質，除研討會議主題外，亦藉此增進我國士官國際視野及能見度，強化我國與印太地區各國士官軍誼，並開啟臺灣與印太地區各國士官交流機制。

過程

會議自 6 月 25 日至 27 日於亞太安全研究中心舉行，期間各國就士官專業軍事教育進行討論，期能共同提升士官整體素質，發展兼具戰略思維及國際視野之士官組織，以因應快速變化的現代戰場。

士官專業軍事教育		
項次	我國	其他各國
教育班隊	僅儲備士官班、士官高級班及士官長正規班等三個班隊，且自晉任士官長階後再無深造教育課程。	自士兵開始，各階均有相對應之教育班隊，且晉升至士官長後仍有深造教育課程。
授課內容	以專長訓練為主，約佔整體訓期 70%，缺少領導統御、戰略思維、國際情勢等課程。	各階班隊均以領導統御課程為主，且自中階(上士)開始加入戰術作為、高階(士官長)加入戰略思維、聯合作戰等課程。
訓期	依各軍種特性略有不同，自 3 個月至 6 個月不等。	各國有所差異，惟多為短期班隊，以不超過 2 個月為原則。
與軍官共同參訓班隊	無	自擔任士官督導長一職後，部分班隊與軍官(中校至少將)共同參訓。

本次會議討論時序表詳如附件 1；另摘錄部份國家簡報內容如附件 2-4，提供參考。

心得

本次實施教育簡報計美國、瑞士、加拿大、紐西蘭、英國、新加坡、菲律賓、日本、澳洲、東加及哥倫比亞等國，其中各國之教育訓期、方式雖略有不同，惟其共同核心理念均為士官必須持恆不斷的接受新知，維持學習動力，並且需透由與軍官共同參訓，瞭解軍官之思維邏輯及作戰意圖，以利於日後擔任高階士官督導長時能提供主官誠實且具有參考價值之建議。

為鞏固印太區域各國之間士官軍誼，藉此次會議與各國總士官長商談未來區域士官交流可能性，對此各國總士官長均表示支持態度，並期許未來能夠有更深入之士官交流行程。

會議期間與菲律賓總士官長就兩國士官制度進行研討，其中菲國與我國面臨同樣之制度窒礙，惟菲國已擬訂改革計畫，規劃於原有士官官等上增加兩階准尉官等，以完善整體經管發展，並尋求與美方合作，針對士官專業軍事教育重新進行修訂，上述作法與理念與我國總士官長室刻正進行之士官制度興革相符；另菲國提出來訪需求，期就菲國後續將推動之士官制度修訂，與我國總士官長分享與討論。

建議

透過本次會議與印太地區各國總士官長交流，瞭解士官專業軍事教育對於士官整體組織發展之重要性，故針對士官教育研改，依總士官長室規劃期程，逐步完成課程設計，並利用相關會議時機，與各軍士官代表進行討論與評估；另運用後續與國外士官交流時機進行研討。

附件 1

2025 年印太地區總士官長年會		
時間	行程	備註
6 月 25 日星期三		
0745	人員集合(亞太安全研究中心)	
0800-0845	瑞士武裝部隊國際士官學院(視訊)	
0845-0900	休息	
0900-0930	開幕典禮-各國參與人員介紹	
0930-0945	團體合照	
0945-1030	美軍聯合軍事專業教育簡介	
1030-1115	美海軍陸戰隊簡介	
1115-1200	美海軍簡介	
1200-1300	午餐	
1300-1345	美空軍簡介	
1345-1400	休息	
1400-1445	美陸軍簡介	
1445-1500	休息	
1500-1545	美太空軍簡介	
1545-1600	休息	
1600-1645	美國防合作安全局簡介	
1645-1700	當日會議總結	
6 月 26 日星期四		
0730-0815	北約組織士官學校(視訊)	
0815-0900	北約組織教育改革計畫(視訊)	
0900-1000	車程-前往印太司令部史密斯營區	
1000-1100	印太司令部士官督導長交接典禮	

2025 年印太地區總士官長年會		
時間	行程	備註
1130-1230	午餐	
1230-1315	車程-返回亞太安全研究中心	
1330-1415	澳洲國防軍簡介	
1415-1500	加拿大武裝部隊簡介	
1500-1515	休息	
1515-1600	紐西蘭防衛軍簡介	
1600-1645	英國武裝部隊簡介	
1645-1700	當日會議總結	
6 月 27 日星期五		
0800-0845	波羅地海國防學院簡介(視訊)	
0845-0915	新加坡武裝部隊簡介	
0915-0930	休息	
0930-1000	菲律賓武裝部隊簡介	
1000-1030	日本自衛隊簡介	
1030-1100	斐濟軍事部隊簡介	
1100-1115	休息	
1115-1145	哥倫比亞武裝部隊簡介	
1145-1200	資深士官長討論	
1200-1300	午餐	
1300-1500	資深士官長討論	
1500-1515	休息	
1515-1600	未來展望-各國商討軍事合作可能	
1600-1630	閉幕式	



ENLISTED JOINT PROFESSIONAL MILITARY EDUCATION

2025
SgtMaj Krause, D.L.
Joint Staff, J-7

1 6 08 2025 JS SLOE PRESENTATION

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CURRENT/FUTURE, ENLISTED JOINT PROFESSIONAL MILITARY EDUCATION

To meet the REQUIRED endstate of EJPME, requires be structured under 1 Singler organization to maintain relevancy in educating the Command Senior Enlisted Leader required to serve in the multi-service and multinational, joint, and coalition force organizations given the expanding scope and intricacy of modern operations.

DJ-7/SEL and EJPME Branch

1. Policy
2. Oversight
3. EMERC
4. Continuity with service SEA's and CCMD CSEL's

EJPME I, Delivered on JKO all enlisted eligible to enroll, general joint education.

GATEWAY, Reinforces joint perspectives while preparing Senior Noncommissioned Officers and Chief Petty Officers for joint leadership opportunities at the operational level. *Delivered at CCMDs in person. Coordination for scheduling through J-7. Master lesson files and curricula maintained by JSOU-EA.*

EJPME II, Educates and prepares senior enlisted leaders assigned to joint organizations to successfully support activities, lead members of multiple Services, and better understand operating in a joint environment. The target learning audience are those enlisted personnel at the E7-E9 level serving in, or with potential to serve in, joint and combined organizations. Completion required to be nominated for Joint SEL position and to attend KEYSTONE. It will be the "pre-work, non-resident" that is lined to KEYSTONE. *150-200 Students annually, quotas managed by J-7 to the Services.*

KEYSTONE, The Keystone Course educates Command Senior Enlisted Leaders (CSELs) currently serving or slated to serve in a general or flag officer joint level headquarters or Service headquarters that could be assigned as a joint task force. *Delivered in person by NDU and J-7 staff in Suffolk, VA and at CCMDs.*

Dir, J-7 SEL and the EJPME branch will maintain policy and oversight of all courses with oversight of EJPME

SEAC



EJPME Outcomes

Understand how policy and doctrine affect joint forces

Understand JIM organization and functions

Apply joint leadership and the profession of arms

Shortfalls

-No funding or resources aligned to EJPME.

-EJPME I remains on old platform.

-No NDAA or Title 10 acknowledgement of EJPME.

-EJPME lacks statutory protection for enlisted PME.

-Stagnant course content: awaiting deployment on updated platform.

-No EJPME 1 and 2 Institutional Home (e.g., JSOU, NDU).

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Mission: Provide general education for all enlisted members in the Joint Force.

Scope: Provide a joint foundation for all (Joint Literacy). Primarily E-4s and E-6s. Delivered via JKO.

- Prerequisites:**
- Service PME complete.

JOINT LEARNING AREA	JLC
1. Policy & Doctrine	Introduction to Joint Doctrine
	U.S. Constitution
	Why We Fight Jointly
2. Organization & Function	National Military Command Structure
	Armed Services Overview
	Reserve Components
	Joint, Interagency, Intergovernmental, and Multinational Capabilities
3. Leadership & Profession	Introduction to Joint Force Leadership*
4. Operations & Environment	Contemporary Issues*
	Range of Military Operations



Mission: Prepare E-6 & E-7 for Joint billet at a Joint Command

Scope: GATEWAY reinforces joint perspectives via acculturation, while preparing Senior Noncommissioned Officers (SNCOs) and Chief Petty Officers (CPOs) for joint leadership opportunities at the operational level. Delivered by the COCOMs.

- Prerequisites:**
- Assigned to a COCOM
 - Completion of EJPME I
 - Service PME complete

JOINT LEARNING AREA	GATEWAY
1. Policy & Doctrine	Joint Fundamentals
	War Powers Act
	Goldwater-Nichols Act
	Introduction to U.S. Titles and Authorities
	Integration of Lethal and Nonlethal Actions
2. Organization & Function	JTF Level Command Relationships and Joint Force Organizations*
	Interorganizational Coordination and Multinational Considerations*
	Joint C2
	CCIR at the Operational Level*
	Forming a Joint Task Force HQ
3. Leadership & Profession	Joint HQ Organization, Staff Integration, and Battle Rhythm*
	Joint Force Leadership*
4. Operations & Environment	Joint Assignment*
	Design and Planning
	Joint Force Sustainment
	Joint Operations & Planning
	Defense Support of Civilian Authorities (DSCA)
	Contemporary Issues*
	Joint Communications Strategy*

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EJPME II

Mission: Prepare the foundational understanding required to be a Nominative SNCO for a Joint Nominative billet, "Pre-work" for KEYSTONE.

Scope: EJPME II educates and prepares senior enlisted leaders assigned to joint organizations to successfully support activities, lead members of multiple Services, and better understand operating in a joint environment. The target learning audience are those enlisted personnel serving in, or with potential to serve in, joint and combined organizations. Self paced via JKO.

Prerequisites:

- Completed EJPME I
- Targeted for E8 & E9.
- Service PME complete.

JOINT LEARNING AREA	JSELC
1. Policy & Doctrine	National Strategic Guidance
	U.S. Titles and Authorities
	Unified Command Plan
	Instruments of National Power (DIME - FB)
	Diplomacy and Foreign Policy (treaties, alliances, sanctions)
	State Department 101
2. Organization & Function	Armed Services Authorities
	Office of the SECDEF
	International Organizations and NGOs
	Interorganizational Cooperation
	Strategic Competitors (Russia)
	Strategic Competitors (China)
3. Leadership & Profession	SOF Capabilities & Organization
	Joint Leadership Coaching
	Mission Command
4. Operations & Environment	Joint Nomination Process
	Introduction to Warfighting Domains
	Introduction to Joint Warfighting Concept
	Joint Intel
	Introduction to GFM
	Introduction to Strategic Sustainment
	Planning for Irregular Warfare and Stability Operations
	Civil and Military Relations
	Contemporary Issues

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KEYSTONE

Mission: Create ready SNCO's for nominative Joint 1-to-2-star strategic billets

Scope: The Keystone Course educates Command Senior Enlisted Leaders (CSELs) currently serving or slated to serve in a general or flag officer joint level headquarters or Service headquarters that could be assigned as a joint task force.

Prerequisites:

- Must have completed EJPME II
- Must possess a Top-Secret clearance
- Must have 24 months left in service from graduation date.
- Members should be selected to attend KEYSTONE either while serving at the one or two star level or upon being selected.
- Waivers must be granted by the Director of The Joint Staff J-7 in coordination with the OSEAC
- Nominated by Service.
- Service PME complete

JOINT LEARNING AREA	Keystone
1. Policy & Doctrine	National Security Documents (NSS, NDS, NMS)
	Introduction to Strategic Studies
	Nature & Character of War
	Foundations of Strategy of War
2. Organization & Function	Regional Security Studies
	Global Campaigning
3. Leadership & Profession	Strategic Leadership
	Great Power Studies
4. Operations & Environment	Warfighting Domains
	Joint Warfighting Concept
	Russia Military Strategy
	China Military Strategy
	Joint Intelligence Preparation of the Operational Environment
	Strategic Sustainment & GFM
	Large Scale Combat Operations
	Reference Operations
	Contemporary Issues
	Wargaming Exercise (Application)

Development of the Singapore Armed Forces (SAF) Warrant Officer & Specialist (WOSpec)

SEL Symposium Indo-Pacific 2025



OFFICIAL (CLOSED)



Scope

WOSpec History

- Evolution of WOSpec Roles
- Mission and Vision of WOSpec

WOSpec Roles and Responsibilities

- WOSpec Roles and Responsibilities

Officer & WOSpec Partnership

- Strengthening Officer-WOSpec partnership

WOSpec Training Development Roadmap

- Rank Structure
- Road of Advancement Courses

Evolution of WOSpec's Roles

- 1** — 1st Gen SAF (Pre-1990)
Enforcers for regimentation and discipline. Primary focus on conducting parades and ceremonial functions.
- 2** — 2nd Gen SAF (1990 - 2000)
Support role to the Officer Corps. Responsible for executing training programs.
- 3** — 3rd Gen SAF (2000s)
Partnership with Officer Corps. Defined by 3 Roles and 4 Responsibilities framework.



THE SAF WOSPEC

VISION

To be an exemplary and dynamic professional in a Corps of excellence.

MISSION

To Be A Confident And Competent Warfighter, Trainer And Leader who is disciplined, professional and operationally ready in defending our interests and sovereignty. A warfighting expert officer embracing the SAF core values, harnessing technology and cultivating the passion for continual learning.

DISCIPLINED, PROFESSIONAL
AND OPERATIONALLY READY



SAF WOSpec Roles



Warfighter

Translates warfighting capabilities to the ground and provide the sharp edge at the tactical level.



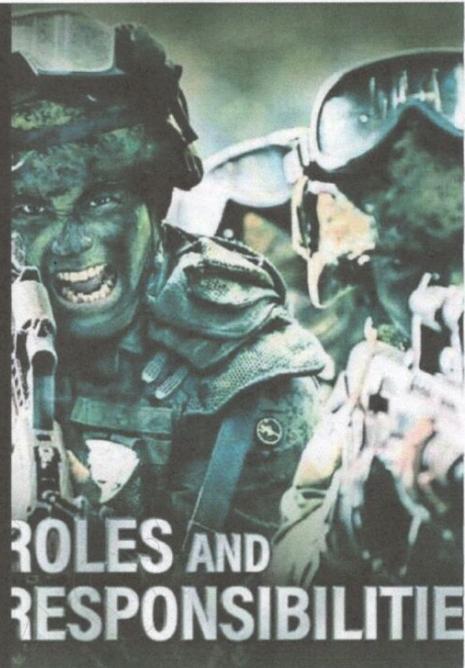
Trainer

Train and prepare forces for operations and are accountable for the individual soldier's combat proficiency.



Leader

Lead and ensure that their unit functions effectively as a collective entity. Effective WOSpec leader are professionally competent, fit in mind and body, and resilient in spirit.



SAF WOSpec Responsibilities



Taking Charge of Training

SME in Soldier Fundamentals (SOFUN) and Custodians of Force Preparation.



Deepening Skills and Knowledge

Continue to enhance skills, embrace lifelong learning, and adapt as both a proficient executor and tactical innovator to support operational readiness to evolving operational needs.



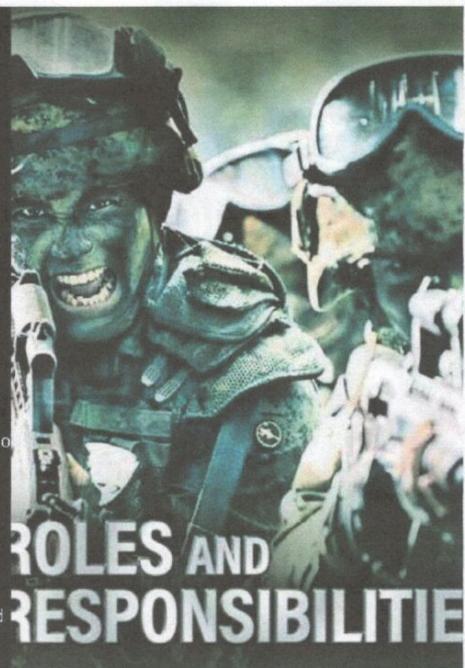
Leading and Managing WOSpec

A role model through exemplary conduct and leadership, embracing continuous learning to stay effective, serving as a catalyst for a positive experience, taking ownership in grooming fellow WOSpec for professional growth and career advancement.



Enforcing Regimentation and Discipline

Uphold and enforce standards, serve as experts in regimentation, safeguard culture and values, advocate safety, and ensure effective administration and welfare.



Officer-WOSpec Partnership

OFFICERS

- Officers command and establish policies, plans and programmes
- Officers focus on unit effectiveness, readiness and collective outcomes which enable the units to accomplish its mission.
- Officers get involved in unit operations, training and related activities
- Officers pay attention to the standards of performance, training and professional development of Officers, WOSpecs, Military Domain Experts (MDEs) and Soldiers
- Officers provide the space, time and resources for WOSpecs to perform their roles and responsibilities efficiently and effectively.

WOSPECS

- TAKING CHARGE OF TRAINING**
 - WOSpecs concentrate on individual, teams and section training on Soldiering Fundamentals (SOFUN) and Force Preparation to produce well-trained and motivated soldiers who have the capability to accomplish the mission.
- DEEPENING SKILLS AND KNOWLEDGE**
 - WOSpecs hold the responsibility of deepening own skills and knowledge as well as those WOSpecs under his care
 - WOSpecs must have an open mind to enhance new ideas, while pursuing lifelong and self-directed learning.
- LEADING AND MANAGING WOSPECS**
 - WOSpecs groom and conduct performance management (banking)
 - WOSpecs select key appointment holders
- ENFORCING REGIMENTATION AND DISCIPLINE**
 - WOSpecs conduct the daily business within established orders, directives and policies.



Shared Vision

Shared vision on the team's objectives and purpose. Through a shared vision and inter-dependence, a strong bond is created in a team.

Clear Rules

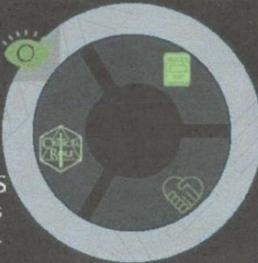
Standard Operating Procedures. Established frameworks guide effective collaboration.

Clear Roles

Everybody Plays a Part. Distinct responsibilities create synergy in operations.

Good Relationships

Openness, Trust & Respect. Foundation for productive military partnerships.



WOSpec Rank Structure

Specialists

- 3rd Sergeant (3SG)
- 2nd Sergeant (2SG)
- 1st Sergeant (1SG)
- Staff Sergeant (SSG)
- Master Sergeant (MSG)

Warrant Officers

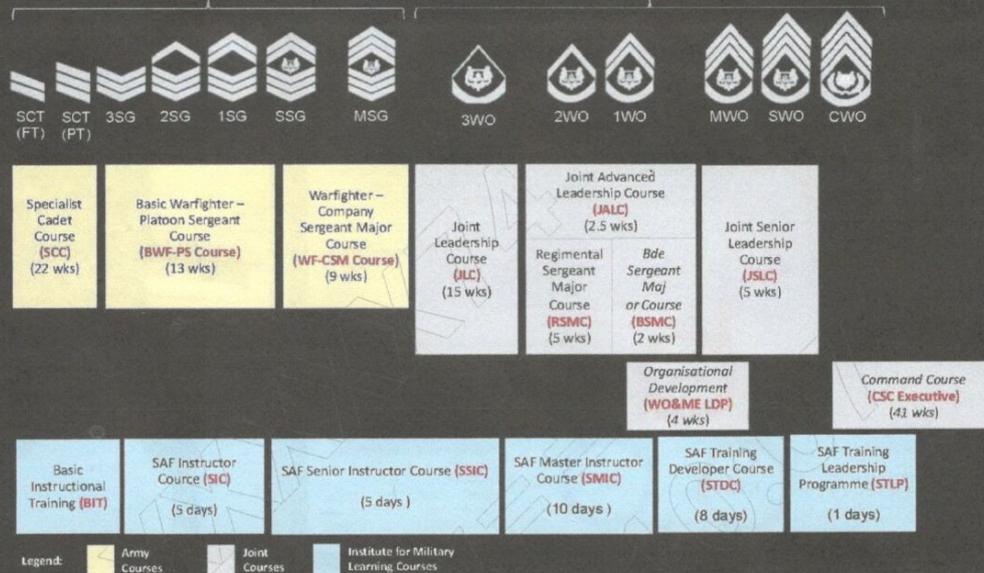
- 3rd Warrant Officer (3WO)
- 2nd Warrant Officer (2WO)
- 1st Warrant Officer (1WO)
- Master Warrant Officer (MWO)
- Senior Warrant Officer (SWO)
- Chief Warrant Officer (CWO)

Progression generally follows fixed timelines with specific courses required at each career stage.

Route of Advancement Courses

Specialists

Warrant Officers



Warfighter and Leader Development Path

Specialist Courses

SCC, BWF-PS, and WF-CSM to develop basic-to advance warfighting skills, instructional competencies and strengthening their confidence and resilience.

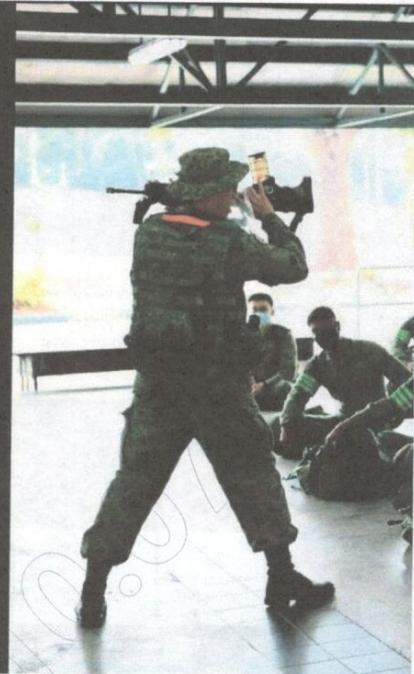
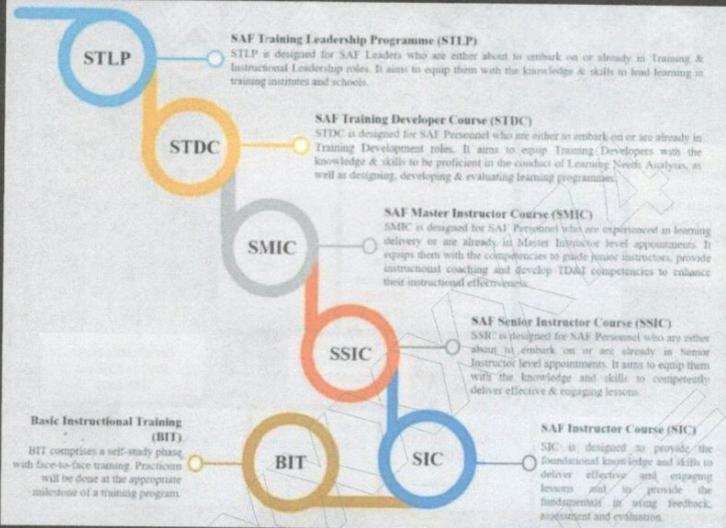
Regimental Sergeant Major Courses

RSMC and Brigade SMC to develop SMs in the role of Warfighter, Trainer and Leader with relevant knowledge in Operations, Training and Administration.

Joint Leadership Courses

JLC, JALC, JSLC develops contextual understanding of operations and professional knowledge to support higher headquarter's intent and to develop direct-to organizational-level leadership competency.

Institute for Military Learning Trainer Development Path



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OVERVIEW OF KEY COURSE MODULES

COMPETENCIES	COURSES							
	SCC	BWF-PS	WT-CSM	IJC	RSMIC	BSMIC	IALC	ISLC
WARFIGHTER	<ol style="list-style-type: none"> Small Unit Tactics Small Arms Soldiering Fundamentals 	<ol style="list-style-type: none"> Small Arms Coaching Course Soldiering Fundamentals Small Arms Negotiation 	<ol style="list-style-type: none"> Small Arms Small Arms Small Arms 	<ol style="list-style-type: none"> Military Studies and Regional Geopolitics Teaching Digital Education Military Technology SAF Battle Procedure Collocapital / Competency Module 1 WT Module Adventure Based Leadership Training (Ea Resilience) 	<ol style="list-style-type: none"> Warfighting Module - Regional Geopolitics System Exercise 	<ol style="list-style-type: none"> Army Peacetime Force & Mobilisation Road of Bde SM in Operations Brigade Operations Sharing & Group Discussion Leadership Sharing on Army Operations SAF Battle Procedures Brigade Hub Processes Exercise Attachment 	<ol style="list-style-type: none"> Military Studies and Regional Geopolitics Teaching Digital Education Military Technology Operational Discipline Conceptual Competency Module 2 	<ol style="list-style-type: none"> Military Studies and Regional Geopolitics Teaching Digital Education Military Technology Operational Discipline Conceptual Competency Module 3 Courses Study Visit (CSV)
TRAINER	<ol style="list-style-type: none"> Basic Instructional Training (Infantry PT) 	<ol style="list-style-type: none"> SAF Instructional Course (SIC) Basic Combat Fitness Trainer Course (BCFT) 	<ol style="list-style-type: none"> SAF Senior Instructor Course 1 (SSIC) Basic Coaching & Facilitation Armoured Supervisor Course Advanced Certificate in Learning and Performance (ACLP) 	<ol style="list-style-type: none"> SAF Master Instructor Course (SMIC) Military Staff Writing Physical Training Bite-Sized Content Creation (Technology) 	<ol style="list-style-type: none"> Army Training System Unit Training System Combat Fitness Module 	<ol style="list-style-type: none"> Brigade Training System Unit Training System and NS Training System Training-related Topics Panel Discussion 	NA	<ol style="list-style-type: none"> Advanced Coaching and Facilitation SAF Learning Transformation SAF Training and Development System (Case Studies)
LEADER	<ol style="list-style-type: none"> Leadership & Values Leader Effectiveness Programme (LEP) Leadership Dialogue Managing and Engaging Soldiers National Education Module 	<ol style="list-style-type: none"> Leadership & Values Leader Effectiveness Programme (LEP) Leadership Dialogue Army Safety Management Course National Education Module Managing and Engaging Soldiers in District 	<ol style="list-style-type: none"> Leadership & Values Leader Effectiveness Programme (LEP) Leadership Dialogue Army Safety Management Course National Education Module Managing and Engaging Soldiers in District System Thinking Module Innovation Project National Education Module Leadership & Values Leadership Development Through Sports (LDS) Action Learning Process Book Reading Individual Learning Portfolio 	<ol style="list-style-type: none"> Customs and Traditions Module Individual Development Process Values, Identity and Purpose Module 1 Organisational Learning Leadership Styles Leading and Managing Warriors Module Team Building Tools and Exercise System Thinking Module Innovation Project National Education Module Leadership & Values Leadership Development Through Sports (LDS) Action Learning Process Book Reading Individual RSM Action Plan 	<ol style="list-style-type: none"> Military Heritage Individual Development Process (MSP) Values, Identity and Purpose Module 1 Organisational Learning Leadership Dialogues Parades and Ceremonies Military Regimentation and Discipline Module Unit Military Supply Standards Operating Procedure (SOP) Team Building Tools and Exercise National Education Module Leadership & Values Leadership Development Through Sports (LDS) Action Learning Process Book Reading Individual RSM Action Plan 	<ol style="list-style-type: none"> Leadership & Values Leadership Dialogues R's Affairs Management and Panel Discussion Safety Leadership National Education Module Psychological Support for Operations Bde SM Action Plan 	<ol style="list-style-type: none"> Individual Development Process Values, Identity and Purpose Module 2 Organisational Learning Leadership Dialogues Team Building Tools and Exercise National Education Module Leadership Development Through Sports (LDS) Action Learning Process Book Reading Individual Learning Portfolio 	<ol style="list-style-type: none"> Individual Development Process (MSLE) Values, Identity and Purpose Module 3 Organisational Learning Leadership Dialogues and Distinguished Speakers Dialogues Team Building Tools and Exercise National Education Module Leadership Development Through Sports (LDS) Action Learning Process Book Reading Individual Learning Portfolio



Defending Our Home, Securing Our Future

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SENIOR ENLISTED LEADER'S SYMPOSIUM INDO-PACIFIC 2025

25 – 27 June 2025



ARMED FORCES OF THE PHILIPPINES ENLISTED PERSONNEL CAREER GROWTH PROGRAMS

Presented by:

FCMS Feliciano M Lazo PA
AFP Sergeant Major



OVERVIEW OF PRESENTATION



- NCO Curriculum and Training**
 - ❖ PME CONTINUUM
 - ❖ PME ENLISTED PERSONNEL FRAMEWORK
- Schoolhouse Models**
- International Exchange Engagement**
- Enhance Mutual Defense System/Way Ahead**



Schoolhouse Models



AFP NCO education is delivered through:

- ❖ **AFP Education Training and Doctrine Command (AFPETDC)** located at General Headquarters, Camp Aguinaldo, Manila
- ❖ **Service-specific schools: Army, Navy, Air Force.**
 - Army NCO School at Capaz, Tarlac Province
 - Navy NCO School at Zambales Province
 - Airforce NCO School at Lipa City, Batangas Province
- ❖ **Mobile Training Teams (MTTs) to reach regional commands.**



Schoolhouse Models (Key Features of NCO Schoolhouses)



NCO schoolhouses implement:

- ❖ Modular learning systems for flexible progression
- ❖ Joint PME courses across branches
- ❖ Blended instruction: Online modules + classroom learning

Assessment tools include:

- ❖ Written evaluations
- ❖ Leadership panels
- ❖ Peer feedback and performance reviews



International Exchange Engagement



- ❖ **US Armed Forces Military Education Invitations/Programs**
 - SNCO and NCO Courses under IMET Program
 - Symposium and Forums
 - Bilateral Exercises and Others
- ❖ **Australia Defense Military Education Invitations/Programs**
 - SNCO and NCO Courses
 - SEL to SEL Forum
 - Bilateral Exercises
- ❖ **Canadian Armed Forces Military Education Invitations/Programs**
 - NCO Courses and Bilateral Exercises as Observers and Other Military Activities
- ❖ **Singapore Armed Forces Military Education Invitations/Program**
 - SNCOs and NCO Courses



International Exchange Engagement



- Key benefits of international engagements:**
 - ❖ Improved regional interoperability
 - ❖ Exchange of leadership best practices
 - ❖ Strengthened diplomatic and defense relations
 - ❖ Enhanced cultural awareness and resilience in joint operations



ENHANCE MUTUAL DEFENSE SYSTEMS / WAY AHEAD



Strategic Initiatives:

EMDS1.2-2029: AFP Senior Enlisted Leaders and US INDOPACOM were able to enhance Enlisted Personnel's professional education.

Annual Objectives:

EMDS1.2-2025: By the end of 2025:

- AFPSM Benchmarking Visit
- Initiate Collaboration with INDOPACOM
- Planning for Warrant Officer Ranks

EMDS1.2-2026: By the end of 2026:

- Launch Joint Senior Enlisted Leaders School
- Pilot Warrant Officer Program



ENHANCE MUTUAL DEFENSE SYSTEMS / WAY AHEAD



Strategic Initiatives:

EMDS1.2-2027: By the end of 2027:

**Expand Joint Senior Enlisted Leaders School
Full-scale Implementation of Warrant Officer Ranks**

EMDS1.2-2028: By the end of 2028:

**Enhance Exchange Programs
Collaborative Evaluation and Adjust Programs**

EMDS1.2-2029: By the end of 2029:

**Institutionalize Programs:
Continuous Improvement**



Closing/Summary

- Non-Commissioned Officers remain as the backbone of the AFP.
- Through continuous training, international collaboration, and leadership development, the AFP strengthens its mission capability and regional partnerships.
- We are committed to deeper cooperation with Indo-Pacific partners.

Reference: Circular Number 6 GHQ, AFP dated 30 September 2015: AFP Enlisted Personnel Professional Military Education Framework

