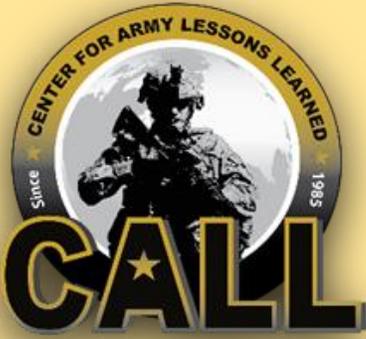


NEWS FROM THE FRONT



Multinational Noncommissioned Officer Professional Development: U.S. Army South and the Colombian Army



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Photos: U.S. Army South photos taken and released by SGM Alejandro Pereyra-Alaniz, U.S. Army South Command surgeon sergeant major, assistant chief of staff-medical (ACS-MED).

**Multinational Noncommissioned Officer
Professional Development:
U.S. Army South and the Colombian Army**

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**Colombian Army Sergeants Major Academy PISAJ No. 12 (Acronym in Spanish for
“Programa Integral Para Suboficiales de Alta Jerarquia No. 12”)**

Overview

The Programa Integral Para Suboficiales de Alta Jerarquia No. 12 (PISAJ) program is a semi-annual event as recorded in U.S. Army South-Colombian Army (COLAR) bilateral staff talks agreed to actions through 2023. Specifically, it is a military-to-military engagement with the Colombian Military Joint Sergeants Major Academy. PISAJ 12 was held at Joint Base San Antonio (JBSA)-Fort Sam Houston, TX, from 21 OCT to 01 NOV 2019. The U.S. Army South conducts two PISAJ engagements per year with COLAR and other partner-nation armies at Colombia’s discretion.

Purpose

PISAJ is a geo-strategic military engagement focusing on developing, advancing, and professionalizing the COLAR’s noncommissioned officer (NCO) corps. This is accomplished through mutual objectives, shared knowledge, and relationship building among Army and joint institutions.

Colombia has determined NCO development as one of the fundamental pillars of its overall Army transformation program. A professional NCO corps is recognized as an essential component of any future COLAR combined arms force, capable of deploying alongside the U.S. Army worldwide. The U.S. supports and prioritizes Colombia’s transformation by increasing initiatives to enhance interoperability. This includes NCO professional development and collaborating on issues such as human resource reform, human rights, and gender integration.

During the 12th iteration of PISAJ, U.S. Army South orchestrated and facilitated specialized training to build on senior NCO leader competencies and increase the medical capabilities and knowledge of the COLAR sergeants major. The focus was to educate Colombian joint force senior NCOs on best practices for developing a core curriculum for their future sergeants major academy, support to transformation initiatives, and synchronizing efforts to meet the U.S. Southern Command

(USSOUTHCOM) Theater Campaign Plan. Twenty-five sergeants major participated in this engagement. Among them were the COLAR senior enlisted advisor, chairman, Joint Chiefs of Staff Office; COLAR sergeant major of the Army; and the Colombian Air Force command sergeant major. The 13th iteration is projected to be conducted at Fort Bliss, TX, from 24 MAY to 06 JUN 2020.

Engagement Objectives and Geographic Combatant Command Linkages

The PISAJ engagement directly supports U.S. Army South Line of Effort 1.2.3 (select partner-nation armies develop a professional NCO corps), a country campaign plan, and objectives to support COLAR transformation; specifically, COLAR reform efforts in its NCO development institutions. This engagement also supports USSOUTHCOM's military imperatives of gender integration, NCO professional development, human rights, and joint force operations.

Desired End State/Outcomes

- Build on senior leader competencies and instill the necessity of joint operations in a complex world
- Improve Colombia's military senior NCO development systems and strengthen knowledge by preparing Colombian leaders while supporting the transformation initiatives of the COLAR and the USSOUTHCOM Theater Campaign Plan
- Continue promoting regional security by degrading transregional and transnational threat networks, responding rapidly to crises, and building relationships to meet global challenges

Execution/Agenda

Day 1: 21 OCT 2019

Day 1 of PISAJ 12 served two purposes. First, it allowed COLAR students to understand the complexity, task, purpose, and capabilities of the various service component commands that help shape the USSOUTHCOM area of responsibility (AOR). Second, it enabled COLAR sergeants major to form dialogue and relationships with senior enlisted leaders (SELs) from USSOUTHCOM component commands and across select U.S. Army Training and Doctrine Command centers of excellence (CoEs). Multiple SELs provided overview briefs and facilitated discussion with the COLAR Sergeants Major Course (SMC) students. Briefers included:

- USSOUTHCOM: Sgt. Maj. Bryan K. Zickefoose, USSOUTHCOM command sergeant major
- Joint Task Force Bravo (JTF-B): CSM Alexander E. Aguilastratt, JTF-B command sergeant major
- Noncommissioned Officer Leadership Center of Excellence: Mr. Juan J. Ortiz, Jr. (representing CSM Jimmy J. Sellers), U.S. Army Sergeants Major Academy (USASMA)

- Center for the Army Profession and Leadership (CAPL): SGM Kenya Jabob Dugger, CAPL sergeant major, Mission Command Center of Excellence
- Western Hemisphere Institute for Security Cooperation (WHINSEC): SGM Jose Carlos Bueno Saenz (representing CSM Jose Salvador Lopez), WHINSEC operations sergeant major
- U.S. Air Force South (USAFSOUTH): Chief Master Sgt. John G. Storms, U.S. Air Force Air Combat Command, 12th Air Force, USAFSOUTH command chief master sergeant
- San Antonio Medical Center (SAMC): CSM Thomas R. Oates, SAMC command sergeant major
- Joint Interagency Task Force-South (JIATF-S): U.S. Coast Guard Master Chief Petty Officer Sean C. Edwards, JIATF-S command master chief
- Colombian National Army: SMC Jaime Salomon Ibañez, Sargento Mayor de Comando, Ejército de Colombia

Day 2: 22 OCT 2019

During Day 2 of PISAJ 12, three highly educated and seasoned USASMA course writers trained, mentored, and educated COLAR SMC students on the requirements to build a core curriculum for a professional NCO educational institution. USASMA is the premier military education institution that focuses on providing the Army with agile and adaptive SELs. USASMA instructors strive to provide the Army with adaptive SELs of character and competence who are prepared to be effective leaders. The Army depends on these leaders, grounded in Army and joint doctrine, to seize opportunities by leveraging and applying Army resources after graduating from the 10-month course.

The USASMA instructors educated COLAR SMC students on the fundamentals of applying the analysis, design, development, implementation, and evaluation (ADDIE) model to begin building a core curriculum framework for their future Sergeants Major Academy. The USASMA course instructors provided a three-hour didactic portion on the use and application of the ADDIE model, followed by five hours of work group assignments. Each of the small groups had three hours to develop tasks and objectives for their future Sergeants Major Academy core curriculum.



Figure 1. USASMA course writer with students during a working group

After completing the three-hour exercise, COLAR SMC students collectively created a purpose statement based on critical tasks and objectives. The purpose statements were shared and reviewed by USASMA staff, the U.S. Army South command sergeant major, and other select senior NCOs. CSM William Rinehart, U.S. Army South command sergeant major, provided guidance to COLAR SMC students for creating their final product, which was presented on the final week of PISAJ 12.

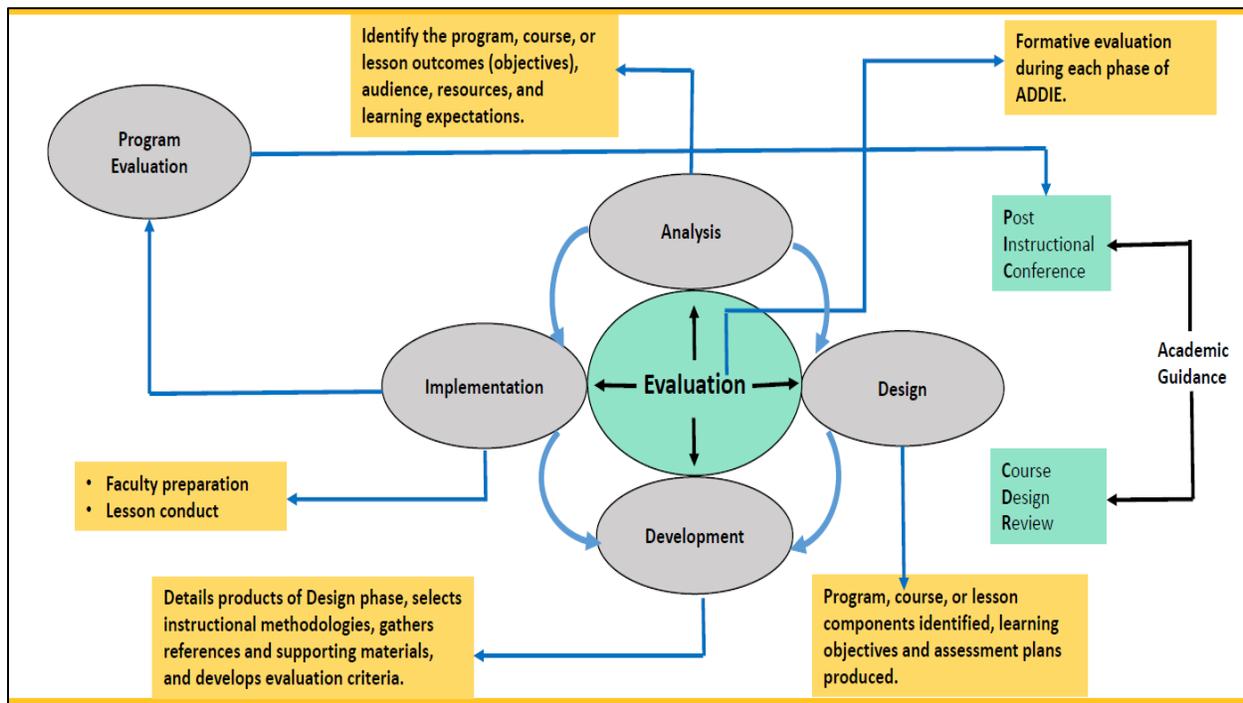


Figure 2. ADDIE model

DAY 3: 23 OCT 2019

Medical Center of Excellence CSM Buck O'Neal briefed COLAR SMC students. The purpose of the presentation was to provide a broad understanding of each military occupational specialty (MOS) within the 68 Series career management field (CFM) and to gain a shared understanding of the U.S. Army's medical continuum of career-long education for medical professionals.

In addition to the CMF overview, CSM O'Neal articulated the importance of each of the nine enlisted corps functional programs offered by the Medical Center of Excellence and the enlisted combat medic career cycle, including the following:

- Army Medical Department (AMEDD) Executive Skills Course
- NCO Decision Science Course
- Joint Medical Executive Skills Course
- Basic Health Care Administrative Course
- Enlisted to Medical Degree Preparatory Program
- AMEDD Enlisted Commissioning Program
- Training with Industry Program
- Professional Postgraduate Short Course Program
- Enlisted Degree Program (respiratory specialist [MOS 68V], occupational therapy specialist [MOS 68L], cytotechnology [MOS 68KM2])

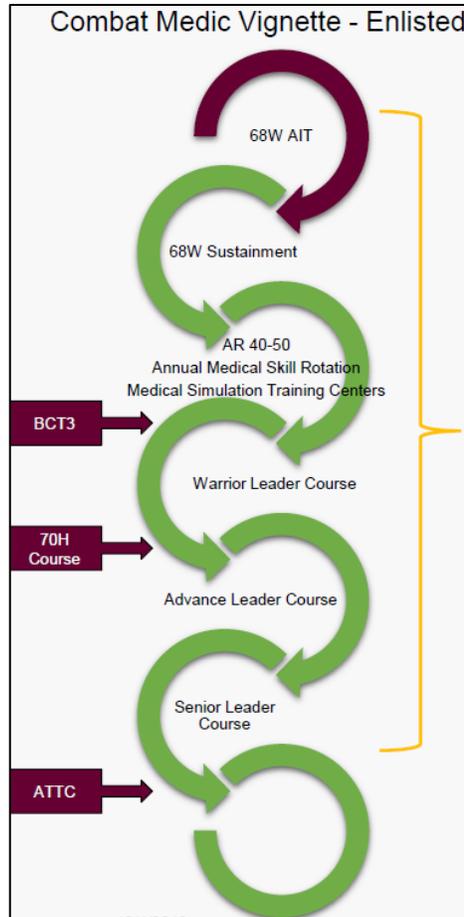


Figure 3. Example of enlisted combat medic training progression

Following the presentation, COLAR SMC students visited the AMEDD NCO Academy and were greeted by its former Commandant, CSM Napoleon Noguera Payan. There, the students received a presentation on the Advanced Leaders Course (ALC)/Senior Leaders Course (SLC) framework and enlisted promotions. Following the presentation, students familiarized themselves with the new classroom design and technology used to educate ALC/SLC students during a facilities tour.

Afterward, SGM Scott W. Cutter, senior enlisted U.S. Army National Guard advisor to U.S. Army South, gave a presentation regarding the State Partnership Program (SPP). The SPP is a joint Department of Defense (DOD) program managed by the U.S. Army National Guard and executed by geographic combatant commanders supporting their theater security cooperation plan with forces provided by aligned states. The SPP links a state's National Guard with a partner nation's military/security forces in a cooperative, mutually beneficial relationship. The SPP began in 1993 with partnerships between U.S. states and newly independent former Soviet republics, in coordination with U.S. European Command. The first USSOUTHCOM partnership in the SPP was Panama/Missouri, in 1996. The SPP has grown significantly since then, with 76 worldwide current partnerships.

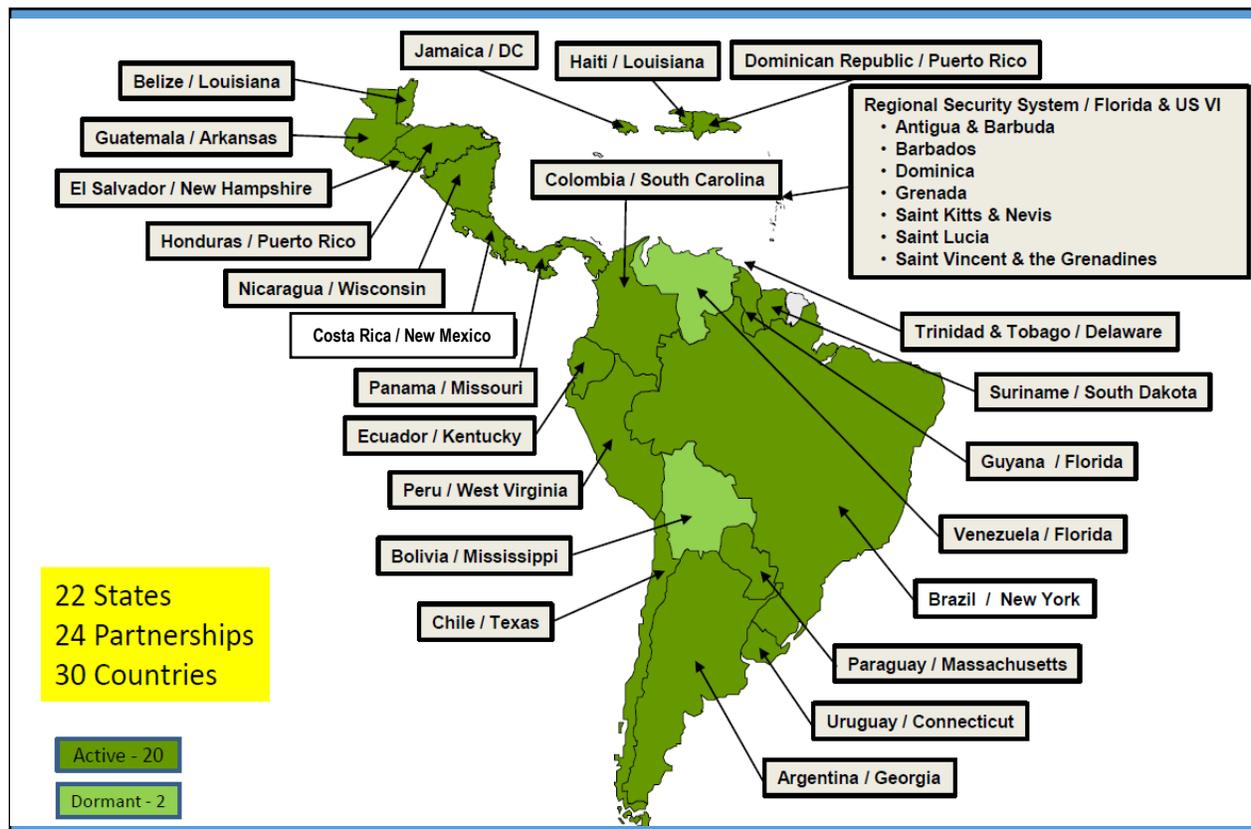


Figure 4. SPP state-to-country alignment in USSOUTHCOM AOR

The day concluded with a tour of the AMEDD museum. The goal of the AMEDD museum is to preserve the rich history of the evolution of military medicine and showcase the Soldiers who gave their lives to preserve the lives of others. The galleries and outdoor exhibit areas contain the 200-plus year history of AMEDD in both peace and war. The medical museum touches on themes such as battlefield medicine, patient evacuation, the evolution of medical equipment, and the care and treatment for wounded Soldiers from 1775 to present day.



Figure 5. COLAR SMC students touring the AMEDD museum

DAY 4: 24 OCT 2019

The COLAR SMC students traveled to Camp Bullis, TX, to observe the combat medic (68W) culmination field exercise at Forward Operating Base (FOB) Courage. This high-profile key-leader event was reported on by the U.S. Army South Public Affairs Office and the Command Protocol Office. Also, Univision and the local JBSA Legacy newspaper provided media coverage for the event. During the four-hour event, COLAR SMC students observed tactical combat casualty care evaluations, base aid station operations, and patrol operations and actions during and following an indirect fire attack on the FOB. The students gained an appreciation for the resources and training methods employed to educate and train combat medic professionals.



Figure 6. COLAR SMC students training at FOB Courage, Camp Bullis, TX

In the afternoon, the following five presentations were provided to students on various U.S. Army South programs:

- Inspector General
- Sexual Harassment and Assault Response Program (SHARP)
- Victim Advocate (VA)
- Equal Opportunity
- Retention

The presentations were added to the PISAJ 12 schedule in response to the PISAJ 11 after action report (AAR) comments requesting they be added. Of note, COLAR SMC students demonstrated interest in the SHARP and VA programs and plan on instituting these programs into their military.

DAY 5: 25 OCT 2019

COLAR SMC students toured the Combat Medic Training Simulation Laboratory (SIM LAB) within the Medical Education and Training Campus (METC). The students were divided into two groups with each group viewing distinct scenarios within the combat trauma patient scenario (CTPS) lanes. Each lane was designed to provide practice for the beginner combat medic in dealing with multiple trauma patients in a simulated combat environment. Every mannequin used in the SIM LAB is valued at \$50,000 to \$80,000 and has the ability to simulate breathing, bleeding, execute full movement of arms and legs, blink, and display distinct vital signs.

The tour provided everyone first-hand experience on assessing battlefield injuries and best practices for training the beginner combat medic. Realistic scenarios were demonstrated that could cause medical personnel to become potentially overwhelmed with trauma casualties.



Figure 7. COLAR SMC students at CTPS

After completing the CTPS lanes, COLAR SMC students toured the newly built METC campus where personnel in various MOSs are trained and educated. The students observed the following MOS courses:

- Dental specialist
- Biomedical maintenance
- Radiology
- Operating room technician
- Orthopedics

In the afternoon, LTC Diana Hare, U.S. Army South Secretary of the General Staff, and MSG Araceli Pineda, U.S. Army South G-1 SEL, gave presentations on gender integration and women in the military. The presentations brought to light topics such as the history of integrating women into combat roles, family care plans, single parents in the military, and equal opportunity for women. Additionally, LTC Hare and MSG Pineda provided and discussed regulatory information regarding separation under Chapter 8 and deployment readiness.

Following the presentations, COLAR SMC students engaged in dialogue with a panel of five command sergeants major, including:

- CSM Rinehart, U.S. Army South
- CMSgt Flores, Inter-American Air Forces Academy

- CSM Noguera Payan, Noncommissioned Officer Academy
- CMSgt Blazier, 363 Intelligence, Surveillance, and Reconnaissance Wing
- Command Master Chief Byrd, U.S. Navy South

Panel leaders and students engaged in a two-hour discussion concerning topics important to both nations, including:

- The type of leaders required to serve at the highest levels
- Paths to success
- Maintaining good order and discipline in units
- Mentoring officers
- Building trust
- Mission command principles
- The command sergeant major selection process
- How to become a part of an efficient command team
- Advice from each command sergeant major on expectation management for newly promoted students



Figure 8. Joint command sergeants major panel

DAY 6: 26 OCT 2019

The COLAR sergeants major participated in a cultural event where they visited downtown San Antonio, including seeing the Alamo and Riverwalk areas. They enjoyed a day out on the town with their peers and were able to eat Mexican cuisine, visit cultural arts stores, and appreciate cultural events at the Old Market Square.

DAY 7: 27 OCT 2019

The COLAR sergeants major worked on their project of building a core curriculum framework for the future U.S. Army Sergeants Major Academy. No significant activities with U.S. Army South took place on this date.

DAY 8: 28 OCT 2019

CSM Karim M. Mella, U.S. Army Special Operations Command, gave a presentation to COLAR SMC students on the Wounded Warrior Program. CSM Mella explained that in 2005, policies were established to fill care gaps and provide a lifetime of advocacy for wounded warriors in the U.S. military. He also pointed out that in 2013, the National Defense Authorization Act recognized the care coalition as one of five DOD warrior care programs that provides collaborative cross-service and interagency warrior care. The presentation was informative for the COLAR because its military shares many of the same wounded warrior issues and challenges the U.S. military currently faces.

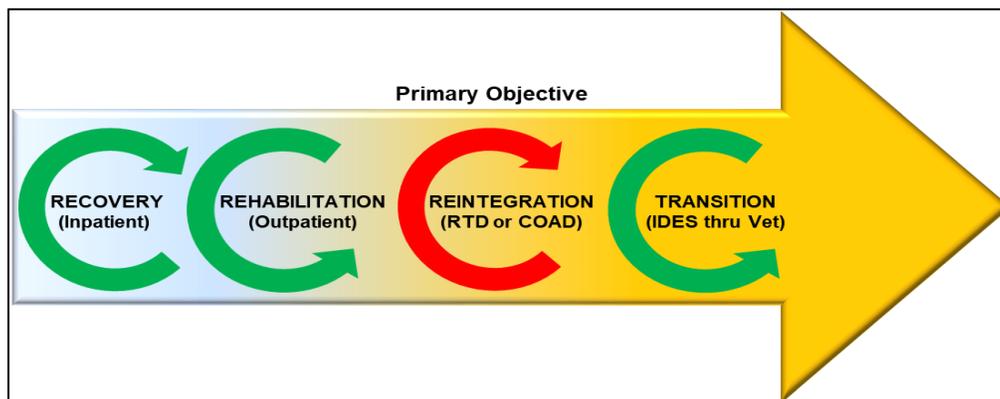


Figure 9. Four phases of the wounded warrior program

Following CSM Mella's wounded warrior presentation, Mr. Warman provided an overview of the COLAR Lessons Learned Program known as "Project Daniel." In Colombia, the program is known as "Dirección de Lecciones Aprendidas (DILEA)."

Mr. Warman explained that DILEA's mission involves compiling and analyzing experiences originated in military operations, training, and administrative activities. Based on these findings, DILEA's mission is to develop lessons, best practices, and timely solutions to improve the performance of the operational force and impact the capacity of the institutional Army. DILEA supports these goals by:

- Collecting on operational, training, and administrative events that occur within the fulfillment of the national Army's mission
- Proposing changes in the doctrine of the force, based on the experiences analyzed
- Analyzing lessons learned from other forces, nationally and internationally, to identify effective practices
- Using computer programs and a database to collect, store, and disseminate the experiential memory of the force



Figure 10. Mr. Warman, center, with PISAJ participants

In the afternoon, COLAR SMC students toured the Center for the Intrepid and Institute of Surgical Research Burn Center on the SAMC campus. Representatives of each facility outlined services offered to the enrolled wounded Soldiers.

DAY 9: 29 OCT 2019

In the morning, COLAR SMC students conducted a tour of the Vogel Resiliency Center on JBSA-Fort Sam Houston. The center's staff prepared three resiliency exercises for

the COLAR SMC students over a three-hour period. Students learned various resiliency concepts and how to be better leaders through the use of mindfulness and community.

For example, the “teaching kitchen” exercise allowed the Colombian military to see a different dimension by using food as a metaphor representing significant life issues.



Figure 11. Working groups participating in the “teaching kitchen” exercise

In the afternoon, COLAR SMC students visited the Medical Center of Excellence Flight Paramedic Course and toured the flight paramedic training facility. Students had an opportunity to see the various helicopter simulators, in-flight mannequin training aids, and advanced medical interventions used by flight paramedics to save lives.

Following the flight paramedic demonstration, students received a presentation on the international program where they learned about the medical programs offered by the Medical Center of Excellence to various partner-nation militaries.

The day culminated with a presentation on mission command by SGM Michael Berry, U.S. Army South G-3. The briefing and discussion illuminated the value of the six mission command principles and the importance of trust between the commander and his subordinates. Most importantly, emphasis was placed on the criticalness of ensuring solid communication exists when the commander explains his vision and the importance of adding the end state of the mission to each of the mission orders, including the warning order and fragmentary order.

DAY 10: 30 OCT 2019

This day was spent exclusively at Lackland Air Force Base, TX, and began with a military working dog (MWD) demonstration by the 37th Training Wing. MWD instructors demonstrated how animals are cared for, trained, used, and maintained. Following the demonstration, COLAR sergeants major toured the U.S. Air Force Airman Heritage

Museum & Enlisted Character Development Center where they learned about Airmen enlisted history and the evolution of Air Force equipment.

In the afternoon, COLAR sergeants major toured the Inter-American Air Force Academy (IAAFA). IAAFA staff members presented information on various programs, including a brief history of the academy.



Figure 12. COLAR SMC students at Lackland Air Force Base, TX

DAY 11: 31 OCT 2019

This was a critical and culminating day of instruction and dialogue. COLAR SMC students conducted a formal AAR of PISAJ 12 by giving a presentation of their consolidated AAR comments. Following the AAR, the COLAR sergeants major participated in a certificate presentation ceremony in Blesse Auditorium at the Medical Center of Excellence. Senior Master Sgt. Ernesto Otero from G-6, Medical Center of Excellence, and Tech. Sgt. Sanchez, IAAFA, led and facilitated the ceremony.

After the certificate presentation ceremony, COLAR SMC students received a shocking personal life experience presentation by SFC John Hoxie, U.S. Army South, who was severely injured in combat during an improvised explosive device incident. SFC Hoxie's personal account brought all the PISAJ 12 events full circle because his experience touched on many of the themes discussed throughout PISAJ 12. Topics included point-of-care injury by combat medics (68Ws), flight paramedics, San Antonio Medical Center of Excellence facilities, Wounded Warrior Program, and all the elements of resiliency. COLAR sergeants major then discussed topics and programs they would like to see included for the next iteration of PISAJ.



Figure 13. Group photo of the PISAJ 12 graduating class