

CHAPTER TWENTY-TWO

SECURITY ASSISTANCE TRAINING

The International Education and Training (IMET) program is a low cost, highly effective component of U.S. security assistance that provides training on a grant basis to students from over 130 allied and friendly nations.

Training provided under the IMET program is professional and non-political, exposing foreign students to the U.S. professional military organizations, procedures and the manner in which military organizations function under civilian control. IMET's mandatory English language proficiency requirement establishes an essential baseline of communication skills necessary for students to attend courses. It also facilitates the development of important professional and personal relationships that have provided U.S. access and influence in a critical sector of society which often plays a pivotal role in supporting, or transitioning to, democratic governments.

Congressional Budget Justification for
Foreign Operations, Fiscal Year 2002

SECURITY ASSISTANCE TRAINING PROGRAM

The Security Assistance Training Program (SATP) consists of U.S. military training assistance to eligible countries. Security assistance (SA) training includes training of foreign personnel authorized under the *Foreign Assistance Act (FAA) of 1961*, as amended, and the *Arms Export Control Act (AECA)*, as amended. The two components of the SATP are as follows:

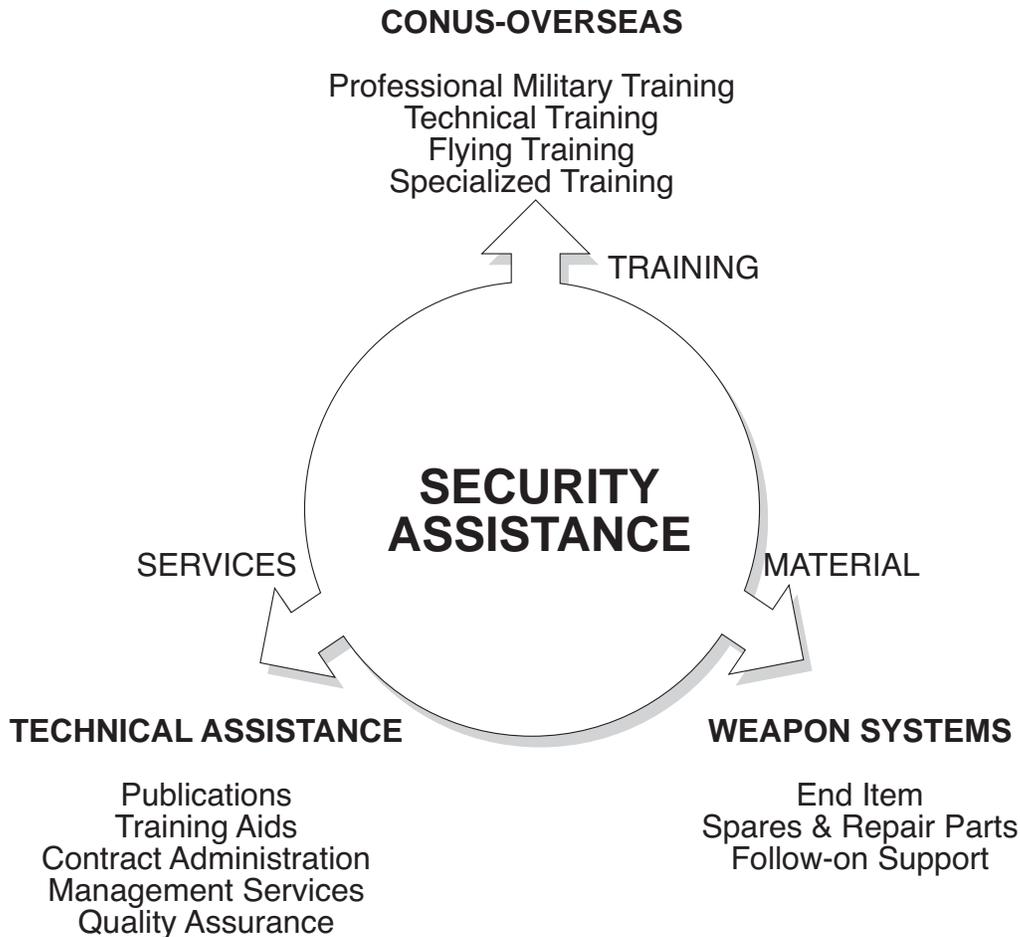
- International Military Education and Training (IMET) (under the FAA) includes education and training provided for which the military departments (MILDEPS) are reimbursed from foreign assistance appropriations.
- Foreign Military Sales (FMS) (under the AECA) covers the sale of defense articles, services, and training to eligible foreign governments and international organizations. These sales are reimbursed to the MILDEPs as required by law.
- Training is also conducted as a result of funding from various other programs, such as: FAA, Sec 506-*Emergency Drawdown Authority*, *Peacekeeping Operations (PKO)*, the *International Narcotics and Law Enforcement Affairs (INL)* program, Section 1004 of the annual *Defense Appropriations Act-Counter Narcotics Program*, the *Aviation Leadership Program (ALP)* of the *FY94 Defense Authorization Act (Sec. 1178, P.L. 103-160)*, other DoD programs, and various Memorandums of Understanding in effect with the United States Coast Guard.

TOTAL PACKAGE APPROACH (TPA)

Military training provided to other countries through U.S. Department of Defense resources is a vital element of security assistance. Countries which purchase U.S. military equipment are encouraged to simultaneously consider the training requirements associated with the acquisition of the equipment along with their planning for integrating the new equipment or weapons systems into their inventory. Failure to do this results in needless delays in attaining and maintaining operational readiness once the new equipment arrives in country. Thus, training should be viewed from the perspective of the "total package approach," and definitive steps should be taken to ensure that materiel cases are not prepared without due consideration of the training requirements

by the U.S. and international personnel involved (Figure 22-1). The Letter of Offer and Acceptance (LOA) contains footnote codes to this effect.

Figure 22-1



All acquisition team members, and others involved in the management of FMS programs, should consider training requirements in any alteration to the procurement plan, and coordinate all such training requirements. Planning and programming follow-on training support is an extremely important part of a viable training program. FMS training is provided through the LOA process. Stand-alone FMS cases, Blanket Order cases, and the training line on a system sale case can fund the continuance of a FMS training program. Blanket Order Training cases are favored, are usually easier to manage, and offer a greater degree of flexibility. The LOA process for training may require as much as six months (or longer) lead time from request through case implementation. (Additional information on the LOA process for training is found in the Joint Security Assistance Training Regulation (JSAT), Chapter 6.

In addition to the training purchased under FMS, which exceeds \$200 million annually, the International Military Education and Training (IMET) program will make available \$70 million in fiscal year (FY) 2002 (\$80 million in FY 2003) through congressional appropriations to recipient nations as identified by DoD and the Department of State. A straight comparison of these dollar amounts with the total value of all FMS transactions in a given year does not begin to reflect the importance of security assistance training as an element of U.S. foreign policy.

OBJECTIVES

Chapter 10 of DoD 5105.38-M, *Security Assistance Management Manual (SAMM)*, lists five areas of emphasis in international training, particularly IMET-funded training as:

- Demonstrating the proper role of the military in a civilian-led democratic government;
- To promote effective military justice systems and emphasize understanding of internationally recognized human rights;
- To focus on individuals likely to hold key positions in government;
- To promote effective defense resources management;
- To promote military professionalism.

Within the above areas of emphasis, the objectives of providing IMET-funded training are: to create skills needed for effective operation and maintenance of equipment acquired from the U.S.; to assist the foreign country in developing expertise and systems needed for effective management of its defense establishment; to foster development by the foreign country of its own indigenous training capability; [and] to promote military to military rapport and understanding leading to increased rationalization, standardization, and interoperability.

To these, one should add further the dual objectives of supporting U.S. regional security interests through particular country programs, and the overall security assistance goal of supporting U.S. foreign policy.

According to the SAMM, all of the objectives stated above should be pursued simultaneously, with emphasis shifting progressively from operations and maintenance to the management of in-country capabilities, and finally to preserving military rapport and understanding of the United States. The ultimate objective is to limit programs to the latter and should be pursued as rapidly as possible consistent with the achievement of overall objectives.

In emphasizing the last of the above objectives, Congress has advocated the use of military training programs to increase the awareness by international students of the basic issues associated with internationally recognized human rights. Conduct of the DoD Informational Program (DoDIP), which is designed to acquaint international military students (IMs) with the American way of life, is outlined in DoDD 5410.17. U.S. international military student offices (IMSOs) at the various training installations throughout the U.S. and abroad have been instructed to relate Informational Program activities to these underlying human rights considerations. Refer to Chapter 23 for a further discussion of human rights.

EXPANDED IMET PROGRAM

The Expanded IMET Program is expanding and taking new directions in response to the changing global political scene. In the past decade, significant changes in the program have taken place to align program objectives with U.S. foreign policy interests in the post-Cold War environment. For example, a number of new and meaningful courses have been added to meet U.S. foreign policy objectives as important bilateral relations are developed with emerging democracies around the world. Some specific objectives of these programs are to:

- Foster greater respect for and understanding of the principle of civilian control of the military;

- Improve military justice systems and procedures in accordance with internationally recognized human rights;
- Introduce military and civilian participants to the U.S. judicial system, the two-party system, the role of a free press and other communications media, minority issues, the purpose and scope of labor unions, the U.S. economic system, educational institutions, and the way in which all of these elements of American democracy reflect the U.S. commitment to the basic principles of internationally recognized human rights;
- Assist in the development of civil-military relations by instructing key military and civilian leaders how to break down barriers that often exist between armed forces, civilian officials, and legislators of competing political parties; and
- Modify existing civil-military mechanisms used by democracies to meet a country's own unique circumstances.

Congressional Budget Justification for
Foreign Operations, Fiscal Year 2002

Civilian Personnel. The categorization of IMET eligible civilian personnel has been expanded in the FAA, as follows:

Such civilian personnel shall include foreign government personnel of ministries other than ministries of defense, and may also include legislators and non-governmental organization personnel, if the military education and training would (i) contribute to responsible defense resource management, (ii) foster greater respect for and understanding of the principle of civilian control of the military, (iii) contribute to cooperation between military and law enforcement personnel with respect to counternarcotics law enforcement efforts, or (iv) improve military justice systems and procedures in accordance with internationally recognized human rights. (Sec. 541, FAA).

Expanded IMET Courses. All courses taught under this program will be held in U.S. military schools or will be conducted by Military Education Teams (METs). These courses will focus on the previously stated Expanded IMET program objectives. Many DoD education and training activities have aggressively come out in support of the Expanded IMET; particularly, the Defense Resource Management Institute, the Defense Institute of International Legal Studies, and the military service war colleges/command and staff colleges. A catalog of all courses that qualify as Expanded IMET is provided at the following internet address on the International Training Management web site: http://disam.osd.mil/intl_training/Resources/References/EIMET-HB.pdf

ANNUAL FOREIGN MILITARY TRAINING REPORT

The report of foreign military training instituted for the first time in fiscal year 1999 has now been established by law as an annual reporting requirement due 31 January each year. (Section 656, FAA) This report contains substantial detail on each training activity: foreign policy justification and purpose of the training, number of foreign military personnel provided the training and their unit of operation, location of the training, aggregate number of students trained for the country and the cost, the operational benefits to U.S. forces, and the U.S. military units involved in the training. The report is now accomplished by Defense Security Cooperation Agency (DSCA), but requires a significant amount of work by persons at all levels of the security assistance training community.

STUDENT SELECTION CRITERIA

Synthesizing Department of Defense (DoD) guidance on the type of person to be given preference for training under security assistance, one can construct a composite of student requirements: leadership potential-individuals who are likely in the future to occupy key positions of responsibility within the foreign country's armed forces; retainability-career personnel in the case of professional level schools; and utility-persons who will be employed in the skill for which trained for a sufficient period of time to warrant the training expense. To broaden the training capability of the foreign military establishment, consideration should also be given to training persons with instructor ability, either as the prime reason for training, or as a follow-on to technical instruction. SAO personnel are instructed to follow the above guidance and emphasize these criteria when projecting country IMET program requirements. Countries requesting FMS training apply much the same criteria for the same reasons, i.e., proper and effective utilization of human and materiel resources.

CONSTRAINTS

Chapter 10 of the SAMM lists types of training requests which require specific approval by the U.S. Unified Commands prior to programming under IMET and FMS. Underlying these constraints are the concerns for preserving the integrity of security assistance as a military program, as well as for realizing the maximum return on IMET and FMS money expended in terms of utility and retainability of students, and for limiting police and intelligence training to purely military applications consistent with human rights considerations. SAO training managers must refer to the SAMM, Chapter 10, Section 1001, for detailed IMET policy constraints that require Unified Command approval prior to programming the training. The following are some of the more important constraints.

Military. The training of civilians under the IMET program was previously restricted to employees of the ministries of defense. That restriction has now been lifted for civilians trained under the Expanded IMET Program.

Technology. The country must have purchased or received the system, or intend to buy the system before technical training on the operation, maintenance, and repair of that system will be provided.

Disclosure. Attendance in classified courses or blocks of instruction is on a "need to know" basis for technical training on the operation and maintenance/repair of an item or system. Attendance authorization and instruction materials provided to the student involve a separate disclosure determination made on a case-by-case basis in accordance with National Disclosure Policy (NDP-1) and the separate MILDEP implementing regulations and procedures, as well as a security agreement between the United States and the recipient country.

Human Rights. In accordance with Section 660 of the FAA, as it pertains to human rights, it is prohibited to use U.S. appropriated IMET funds to fund police training or related programs. Additionally, this type of training, when requested under FMS, must be approved by DSCA and requires a certification by the country that the International Military Student (IMS) would not be used in a "civilian" law enforcement role for at least two years after completion of such training.

CATEGORIES OF TRAINING

Consistent with U.S. foreign policy, disclosure, technology transfer, and human rights considerations, international military students are admitted to a wide range of courses available through the U.S. military departments (MILDEPs), as follows:

PROFESSIONAL MILITARY EDUCATION

Professional military education (PME) includes the war colleges, for which international participation is by invitation only; command and staff level schools; and other career courses. The sponsoring country is asked to provide only career personnel for these types of courses, who meet the required rank/grade criteria for each course of study.

FLYING TRAINING

Flying training represents the largest dollar cost of the various types of training provided under the Security Assistance Training Program (SATP), and it accounts for a large portion of U.S. Navy and Air Force training purchased by other countries. Because of the high costs associated with aircrew training, IMET programs normally do not include this type of training; the bulk of such training is provided through FMS. The U.S. Air Force coordinates all Euro-NATO fixed-wing flying training, and the U.S. Army is primary for Euro-NATO rotary-wing flying training.

TECHNICAL PROFICIENCY TRAINING

In terms of numbers of students, training for officer and enlisted technicians and supervisors makes up the largest portion of the security assistance training effort. This category covers a wide range of courses, including maintenance training, technical courses, and skill level training courses oriented toward developing a specific level of skill required to operate and/or maintain weapons systems or to perform required functions within a military occupational specialty.

ON-THE-JOB/QUALIFICATION TRAINING (OJT)

Formal school training is frequently followed by a period of on-the-job, or hands-on, training to allow the student to gain proficiency in newly-acquired skills. The requesting organization must furnish detailed information on the type and duration of training desired before such training can be programmed; such information serves to insure that the training matches the needs of the customer country and can be provided from U.S. resources.

OBSERVER/FAMILIARIZATION TRAINING (OBT)

Observer training is provided when no formal course covering the desired training is available, or when it is impractical or otherwise undesirable for international students to perform the tasks being demonstrated. An obvious example is medical training where doctors and medical technicians who are not licensed to practice medicine in the United States can benefit from observing U.S. techniques and procedures.

ORIENTATION TOURS (OT)

Tours can be arranged to meet a variety of requirements, but they require a statement of need by the U.S. Ambassador, prior approval by the Defense Security Cooperation Agency (DSCA), and considerable detailed planning if they are to be effective.

This category includes distinguished visitor (DV) tours for personnel of the rank of chief of staff of their respective military departments. Only one DV tour per country is conducted by each MILDEP annually, so requests must contain supporting documentation and concurrence by the U.S. Ambassador in country. The most frequently requested type of tour is the more operational or functional orientation tour. Cadet orientation tours (COT) are no longer funded under IMET.

Formats for requesting OTs require a statement of the purpose(s) of the tour; a proposed itinerary; and rank, background information, and English language capability of the participants. Escort officers are provided from CONUS resources, and associated expenses are programmed and charged against the FMS case or the country IMET program. These and other aspects are specified in the SAMM and the Joint Security Assistance Training Regulation (JSAT).

EXPORTED TRAINING

At times, it may be more convenient and cost effective to request U.S. personnel to conduct training in a country to meet specific requirements rather than to send a large number of students to the CONUS or to a U.S. military installation overseas. This is especially true when the availability of equipment is a factor, e.g., the equipment is no longer in the U.S. inventory. Security assistance training teams may be requested for a specific training task for a specific period of time. If country and U.S. personnel in country need help in identifying problem areas and developing training requirements and objectives, a survey team may be requested from the cognizant U.S. MILDEP as the preliminary step in the process. However, with or without a survey team, the request must specify the training objective, the number of personnel to receive training, skill levels to be achieved in each specialty area, equipment required and/or available, and the desired length of training. Such details, including constraints, are listed in the SAMM, and the Joint Security Assistance Training Regulation (JSAT). All teams require specific approval by the Unified Command/DSCA prior to programming; current guidance restricts IMET as a funding source for mobile training teams (MTTs), favoring FMS funding instead.

SAO training managers must make every effort to identify all training team requirements at the annual Unified Command Training Program Management Review (TPMR). With the current training personnel shortfalls in the armed services, there is little chance that out of cycle training team requests can be fulfilled.

Mobile Training Teams (MTT) and Mobile Education Teams (MET). Mobile education and training teams consist of DoD military and civilian personnel on temporary duty (TDY) to train international personnel. The team members may be from CONUS or overseas units/organizations, and the training may be conducted in the CONUS or overseas, using equipment owned by or allocated for delivery to the purchaser/recipient country. MTTs and METs are authorized for specific in-country training requirements, training associated with equipment transfer, or to conduct surveys and assessments of training requirements, and may be programmed for periods of up to six months (179 days, including travel.) IMET-sponsored MTTs must be programmed to terminate on or before 30 September of the fiscal year in which they are to perform their duties; FMS-sponsored teams may span fiscal years, if necessary. An MTT that qualifies for Expanded IMET is normally referred to as a mobile education team (MET).

When the MTT data sheet is received and approved for programming, the MILDEP will verify that it has the capability to provide the training requested. Verification involves identifying team members against the equipment and specialties involved, determining any pre-deployment training requirements for team members, and computing the cost.

Provisions must also be made in advance for purchasing associated tool sets, training aids, and other support items needed from the CONUS, and having them in place in the country when the team arrives. When the SAO “calls up” the MTT, the MILDEP sets the wheels in motion to deploy the team. Once in country, the team is responsible to and comes under supervision of the SAO chief. Other requirements and the formats for MTT reports are explained in the Joint Security Assistance Training Regulation (JSAT).

Field Training Services (FTS). Field training services is the common term for extended training services specialists (ETSS) provided from DoD resources and for contract field services (CFS) provided under contract from U.S. civilian sources. FTS teams are normally programmed for a period of up to one year; military members may be assigned PCS (permanent change of station) without PCA (permanent change of assignment) for participation on an ETSS team. All requests for FTS under IMET, and all requests for exceptions to the length of time for which teams are normally provided, must be justified by the requester and submitted to their Unified Command where they are approved on a case-by-case basis.

ENGLISH LANGUAGE TRAINING

The SAO training manager is responsible for ensuring that all students meet all course prerequisites and are fully qualified in terms of English language capability. The adverse impact of language difficulties encountered by some students continues to be a significant problem that hinders the effectiveness of training.

It is imperative that the need for the student to be able to speak English adequately be recognized. Prior to attending a U.S. school, most IMSs (see exceptions below) must be tested by SAO personnel to determine their English Comprehension Level (ECL). ECL minimums are established for each course and are listed in the Military Articles and Services List (MASL) for training and in the respective service school catalog. An IMS with less than a minimum ECL for a course would have great difficulty in successfully completing the course. In those countries where little or no English language training is available, the SAO programs the trainee into the Defense Language Institute English Language Center (DLIELC) at Lackland Air Force Base, Texas, prior to his entering CONUS formal schools. DLIELC's primary purpose is to raise individual English comprehension levels by providing additional training employing language course materials and techniques developed at DLIELC. However, in the event the IMS has no comprehension of English, DLIELC can teach English from the beginning level. Besides providing the IMS with English language training, DLIELC has the capability to train language instructors and to assist in developing an English language-training program for other countries. Assistance in support of English language training in country may be obtained by requesting a DLIELC language training detachment (LTD) to assist the country's English language training staff and faculty.

Students from Australia, Canada, Ireland, New Zealand, the United Kingdom, Malta, and selected Caribbean nations are exempt from all English language testing. The requirement for in-country testing has been waived for a number of other countries, but all students from countries other than those listed above must be tested (or retested) by the first CONUS training installation. Test scores are reported to the cognizant MILDEP training organization and to DLIELC. Each year, DLIELC reviews the list of countries for which testing is waived; individual countries may be removed from the list by mutual agreement with DLIELC during the course of the year, but no additions will be made until the new list is approved and published.

For in-country testing, the SAO is responsible for appointing a test control officer (TCO) to receive and safeguard the English language testing materials provided by DLIELC and to administer tests to prospective students to determine their ECL. Those who fail to achieve the required ECL when tested in country may receive additional English language instruction in country and be retested subsequently, or they may be programmed for English language instruction at DLIELC. In extreme circumstances, a waiver may be granted if the prospective trainee is within a few points of the required ECL and if time and allocation of resources is critical. Requests for waivers are discouraged, since some degradation is bound to result in terms of comprehension and retention of course material. These waivers are requested from the MILDEP providing the training.

Although many students achieve the English comprehension level specified in the course prerequisites, they are unable to adequately assimilate information with sufficient speed to cope with courses dealing with the detail of technical subjects such as mathematics, electronics, or aviation training. To overcome this handicap, Specialized English Training (SET) instruction has been prepared for most functional areas and is also taught at DLIELC. SET instruction may be programmed separately, and course requirements are expressed in the MASL to reflect the required ECL level and whether SET training is coded as “required” (SR) or “advised” (SA). SET training is nine weeks in duration.

Oral Proficiency Interview (OPI). An additional requirement has recently been established (primarily for flight training programs) that provides for the conduct of an Oral Proficiency Interview (OPI) of the prospective candidate by the Defense Language Institute English Language Center. This “interview” to verify the candidate student’s English speaking ability, takes place via telephone in the SAO training office prior to the student’s departure. If the student fails a 16 week OPI a prep course is available at DLIELC.

Sponsoring countries, SAO personnel, and DLIELC must continue to work together to eliminate the major problems associated with the English language program. These recurring problems are: inadequate language training in-country, lack of familiarization with technical terminology, and significant differences between the in-country ECL test score and the ECL test score at the first training location. Also, of significant importance, is the realization that the acquisition of an English language laboratory alone (without the provision for trained instructors, a lab manager, and English language lab tapes and publications) is a disaster waiting to happen. Contact DLIELC for advice when planning a language lab acquisition.

ORGANIZATION FOR THE MANAGEMENT OF SECURITY ASSISTANCE TRAINING

TRAINING POLICY COMMUNITY

Management of the security assistance training program is guided by a small, rather unique group of security assistance training policy makers in the Washington area. This policy group is headed by the DSCA training policy officers and includes: Army, Navy, Air Force, Marine Corps, and Coast Guard. The Department of State representative also plays a role in this group, particularly as pertains to formulation of the IMET program.

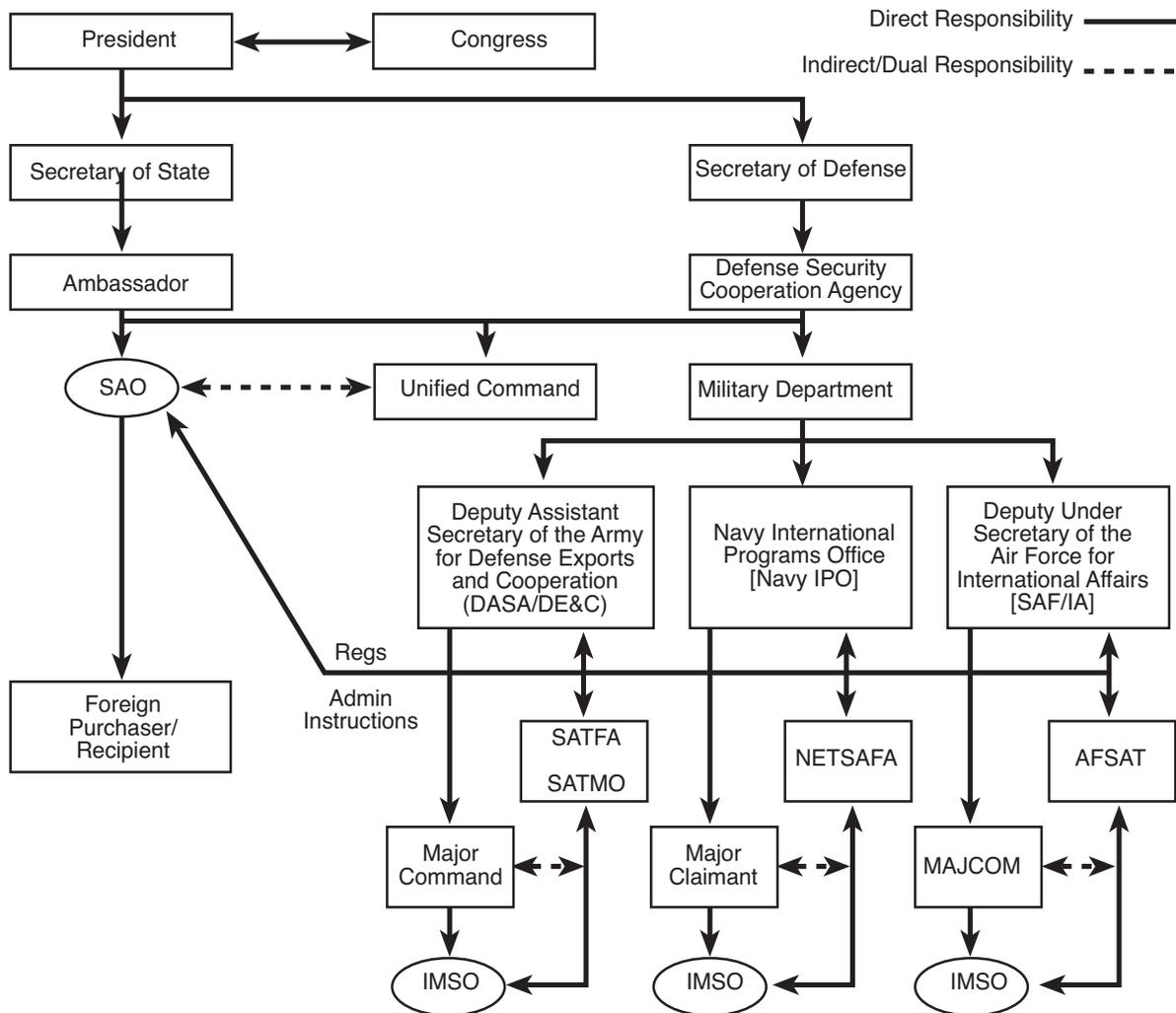
Department of State The Department of State’s role in training is basically the same as for all other aspects of security assistance—deciding a specific country’s eligibility for training and the size and type of the program to be authorized. The decision reflects the Department of State’s analysis of the country’s needs in terms of U.S. foreign policy and national security objectives, and the concurrence of Congress is obtained by its approval in applicable legislation. After the analysis, decision, review, and legislative process is complete, the resulting security assistance program is given to the Department of Defense to implement.

Department of Defense. Within the Department of Defense, the principal agencies for implementation of the security assistance training program (SATP) are the Assistant Secretary of Defense for International Security Affairs and the Defense Security Cooperation Agency, which provides direction to the unified commands and the cognizant MILDEPs (Figure 22-2).

Defense Security Cooperation Agency. Policy coordination and support for the SATP is provided by the Policy and Plans Division of the Policy, Plans, and Programs Directorate in DSCA. This office formulates policy for conduct of the SATP, issues IMET program guidance, and exercises oversight of the DoD Informational Program. Under the new DSCA reorganization,

matters involving conduct of the training program and approval authority for all exceptions to policy rest with the individual country managers in the DSCA regional operations divisions.

**Figure 22-2
Training Management System (TMS)**



U.S. Army—DASA-DE&C. At the Department of the Army level, the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation provides oversight of all Army security assistance/cooperation policy, including training policy. DASA-DE&C discharges security assistance training policy responsibilities through the Director, Armaments Cooperation, office symbol SAAL-NC, to Army agencies involved in security assistance training programs.

The Security Assistance Training Division provides policy guidance for: (1) international military training (CONUS and OCONUS); professional military education exchanges; Army War College and Command and General Staff College nominations for international military personnel, and (2) security assistance legislation and non-country specific joint actions.

The **U.S. Navy International Programs Office (Navy IPO)** provides centralized management for the Secretary of the Navy (SECNAV) of technology transfer, disclosure, security assistance, and international program policy. Navy IPO establishes policy, maintains oversight, deals with political issues, signs LOAs, monitors, and tasks subordinate commands in implementing the SATP, and is the principal point of contact for foreign nationals. With respect to the Security Assistance Training Program (SATP), policy and oversight responsibility resides at the SECNAV level, while program execution is directed to the field level.

U.S. Air Force—SAF/IA. Within the Air Force organization, the Deputy Under Secretary of the Air Force (International Affairs) (SAF/IA) is responsible for the policy direction, integration, guidance, management, and supervision of international programs and activities affiliated with the Department of the Air Force.

As part of these general responsibilities for Security Assistance Training Programs, SAF/IA functions include the following:

- Developing, coordinating, and issuing AF-wide SA training policy and procedures;
- Acting as the Air Force representative and focal point for SATP policy and procedural issues;
- Preparing Memoranda of Understanding/Memoranda of Agreement required for international training;
- Monitoring the execution of approved training programs;
- Acting as Executive Agent and Service Program Manager for the Defense Language Institute English Language Center (DLIELC) and,
- Acting as the Air Force focal point for policy matters involving the Inter-American Air Forces Academy (IAAFA).

U.S. Marine Corps—MCCDC. The U.S. Marine Corps (USMC) is a major partner in the DON SATP. The Marine Corps Combat Development Command (MCCDC) is responsible to the Commandant for the Marine Corps Security Assistance Training Program. The Coalition and Special Warfare Division of the MCCDC is responsible for policy, administration, and implementation of USMC training in fulfillment of security assistance training requirements.

U.S. Coast Guard-G-CI. The U.S. Coast Guard (USCG) is also a major partner in the DON SATP. Policy, administration, and implementation of USCG training is conducted by HQ CG/G-CI (International Programs).

MILITARY DEPARTMENTS/SERVICES (MILDEP/MILSVC)

The MILDEPs and MILSVCs manage various aspects of the SATP, consolidate training requirements, and allocate course spaces to international students based on resources and availability.

SATFA. The Security Assistance Training Field Activity (SATFA) at the U.S. Army Training and Doctrine Command (TRADOC) is responsible for planning, developing, and executing the SATP, including central financial management and the distribution of FMS training funds for all operating agencies and IMET funds for TRADOC activities. The scope of these responsibilities includes:

- Reviewing SATP requirements and the Army's CONUS capability to provide such training;
 - Implementing, supervising, administering, and executing the SATP;
 - Developing support of special equipment purchases for training;
 - Preparing, implementing, and managing FMS cases for all CONUS Army training and for MTTs, FTS, etc.;
 - Acting as point of contact for all country attaches, SAOs, and U.S. country representatives for established SATPs;
 - Developing course costs for inclusion in the MASL;
 - Planning and coordinating CONUS orientation tours funded under IMET and FMS;
- and,
- Ensuring that training activity commanders appoint International Military Student Officers and that the DoD Informational Program (DODIP) is implemented.

SATFA tasks other Army major commands (MACOMs) to carry out training according to the country's specific needs. SATFA coordinates the programming, scheduling, implementation, and funding of training provided by other major commands. Responsibility for training within the Army is as follows:

- TRADOC - All formal individual training.
- Health Services Command - All medical training.
- AMC - Technical training within the functional areas of Army Materiel Command major subordinate commands.
- U.S. Forces Command (FORSCOM) - Unit training.

NETSAFA. The Naval Education and Training Security Assistance Field Activity (NETSAFA) carries out three separate but interrelated functions as the principal support and coordination activity for Navy training.

- First, NETSAFA is the single point of contact between security assistance organizations and U.S. Navy training. In this role, NETSAFA has the lead in programming all U.S. Navy related training with Navy major claimants. It establishes foreign training requirements for all U.S. Navy training programs, including the review of Navy Training Plans and maintaining an interface with CNO (OP-01) and the Manpower and Training Divisions of the CNO Warfare Sponsors to coordinate foreign requirements. It oversees the submission of Navy course classified data to Navy IPO for release authority.

- Second, NETSAFA is the Chief of Naval Education and Training's (CNET's) agent for security assistance. In this role, NETSAFA is responsible for managing international shore-based education and training conducted at NAVEDTRACOM activities.

- Third, NETSAFA is the principal support agent for the entire Department of the Navy (DON) SATP. In this role NETSAFA prepares training ("T") case LOAs, acts as "T" case

manager or case administering officer, coordinates pricing, computes travel and living allowance, interfaces with DSCA for IMET programming, authorizes the issuance of Invitational Travel Orders (ITOs), financially administers the SATP, provides billing services (except for USCG and Navy Fleet Commands), and manages the Automated Centralized Ticketing System (ACTS). NETSAFA is responsible for providing ADP support in the form of management information systems for publishing DON SATP related documents, and for conducting the annual DON IMSO workshop.

AFSAT. The Air Force Security Assistance Training Squadron (AFSAT) is a component of the Air Education and Training Command, is the Air Force executive agent for managing all CONUS security assistance training. AFSAT is charged with:

- Implementing all approved and funded Air Force CONUS security assistance training;
- Monitoring the progress of training and the welfare of all USAF-sponsored IMSs and supervising their administration and movement;
- Administering and accounting for SATP funds allocated for the training, administration, and support of IMSs in CONUS and for MTTs furnished from Air Force CONUS resources; and,
- Providing guidance for the implementation of the DoD Informational Program (IP) for all IMSs in CONUS and for SATP visitors; approving fund estimates and providing funds to support all Air Force DoDIP activities.

Coast Guard, G-CI. G-CI is responsible for training and education conducted at all USCG activities, coordinates USCG MTTs and ETSSs, grants ECL and rank waivers for USCG training, and coordinates Coast Guard matters with the other DON SATP activities. USCG training requirements are to be addressed to USCG, with NETSAFA as information addressee.

Marine Corps, MCCDC. MCCDC coordinates all training and education conducted at USMC activities, coordinate USMC MTTs and ETSSs, control inputs to the USMC PME courses, grant ECL and rank waivers for USMC training, and coordinate Marine Corps matters with other DON SATP activities. All SATP training issues and SATP training requirements are to be addressed directly to MCCDC//CSW//, with Navy IPO, NETSAFA, and MARCORSSYSCOM//PSL-SA// as information addressees.

SATMO. The United States Army Security Assistance Training Management Organization (USASATMO), located at the U.S. Army John F. Kennedy Special Warfare Center and School at Fort Bragg, North Carolina, is the interface between the Department of Army and the SAO for the conduct of overseas Army training supported by CONUS based teams and the provision of training support and literature. USASATMO's main functions include but are not limited to:

- Assisting SAOs in the development of in-country training programs;
- Providing staff assistance to DASA-DE&C, U.S. Army Security Assistance Command (USASAC), and SATFA in developing FMS training packages;
- Coordinating the planning and deploying of Security Assistance Teams (SATs) to include; Mobile Training Teams (MTTs), Technical Assistance Field Teams (TAFTs), Training Assistance Teams (TATs), and Quality Assurance Teams (QATs). In conjunction with this, USASATMO assists field agencies in structuring these teams to meet foreign needs and follows up on team visits;

- Coordinating the formation of TAFTs and FTS services in support of country requirements;
- Processing requests from field agencies for training documents, literature, programs of instruction, and information on training aids; and,
- Ensure all selected team members receive antiterrorism training (SAATOC).

Navy Systems Commands. The U.S. Navy systems commands, NAVSEA and NAVAIR, each have organic training managers who are responsible for training associated with that command's system sales. Thus, they are responsible for the development of price and availability data for training lines on FMS cases and the actual implementation of that training. Navy IPO has directed that this training be coordinated with NETSAFA so that the training data will be included in the SAO's training database.

Army Materiel Commands. In recent times more and more training is being included or imbedded in Army FMS cases managed by the various Major Subordinate Commands of the Army Materiel Command. Normally, this is training that is being provided by specific contractors. In other words, training that is not otherwise available in Army schools or training that is beyond the capacity of those schools. Unlike training the Navy, Army has not yet directed these commands to coordinate this training with Army SATFA, and as a consequence training data has not been included in the SAO's training database.

UNIFIED COMMANDS

The Unified Commands maintain directorates dedicated to security assistance functions, including training. A list of the responsibilities of these directorates for the SATP follows:

- Provide training policy guidance; monitor, coordinate, and evaluate approved country training programs; and assist SAO/Defense Attaché/Embassy personnel in establishing and implementing country IMET and FMS training programs.
- Provide training data and other inputs to Joint Staff/SECDEF on special actions and studies pertaining to security assistance training.
- Recommend allocations/monitor student quotas for those courses/schools which MILDEPs designate as having limited quotas requiring Unified Command determination of priorities.
- Coordinate use of Unified Command (component) assets in support of country training requirements.
- Conduct security assistance briefings/orientations for SAO personnel.
- Plan, coordinate, and conduct annual SA Training Program Management Reviews (TPMR).
- Coordinate/approve all exceptions to policy requiring a waiver.

Besides the training provided from CONUS-based resources, the service components of the unified commands are able to meet some security assistance training requirements within their respective theaters. Nearly all of the types of training discussed above may be requested through the unified command: formal school training, OJT/qualification training, observer/familiarization

training, and ship crew training. Country requests for MTTs are frequently filled from unified command resources. Service components may be required to provide escorts for orientation training tours. Student processing for training from this source may be complicated by the fact that the student will be transiting or residing in a third country while undergoing training, e.g., Germany in the USEUCOM/USCENTCOM area. Procedures for meeting these additional theater-specific requirements are disseminated to the SAO in country.

The component commands of the Unified Commands have varied roles in the SATP, depending on the area/theater. In addition to their ability to provide mobile training teams in support of theater IMET and FMS training requirements, U.S. Army Europe (USAREUR) and U.S. Air Force Europe (USAFE) conduct formal training courses which are available to other countries. Such courses are described in USAREUR and USAFE catalogs, and are listed in the training MASLs.

The applicable of the servicing Unified Command must approve requests for training from resources under his command, and the training directorates mentioned earlier coordinate and monitor all training programmed for countries within their area of responsibility.

SECURITY ASSISTANCE ORGANIZATION (SAO)

Since the training program (IMET, FMS or other) is developed in country and personnel scheduled for training come from the country military establishment, the SAO has a much greater role in managing the SATP than it does in managing materiel acquisitions. The SATP management functions are normally assigned to a training officer within the SAO. Sometimes referred to as the “training manager,” the training officer is responsible for assisting the country in identifying, planning, and programming U.S. training that will meet host country requirements, and then conveying those requirements to the appropriate MILDEP agency, often in a computer format. The training officer must then accomplish all of the administrative tasks required to send the student to the United States for training or to bring that training to the country. In short, the training officer must effectively manage a dynamic security assistance program that provides both professional military training and training in support of materiel acquired from the United States.

DEFENSE LANGUAGE INSTITUTE ENGLISH LANGUAGE CENTER (DLIELC)

DLIELC has a unique place in the overall scheme of international military training. DLIELC, although operating under the command and control of the Air Education and Training Command (AETC), is tasked by all military services with the implementation of DoD Directive 5160.41, *Defense Language Program (DLP)*. This directive describes and defines the DLP, including all foreign language training plus English Language Training (ELT). Basically, DLIELC is responsible for the conduct, supervision, and control of all English language training for international and U.S. service personnel. DLIELC conducts general and specialized English language training to prepare international students for follow-on military service schools. In addition, DLIELC conducts extensive English language instructor/management courses and fields English language teams for in-country requirements.

DEFENSE INSTITUTE OF SECURITY ASSISTANCE MANAGEMENT (DISAM)

DISAM is responsible for providing security assistance management training for U.S. and international military, civilian, and contractor personnel. These U.S. personnel fulfill international training management responsibilities in SAOs, the military service training agencies, DoD agencies, and at military training facilities and schools. International personnel trained are normally the country training counterparts of the SAO training manager, as well as country embassy staffers in the U.S.

PROGRAM DEVELOPMENT AND IMPLEMENTATION

The unified commands host annual Security Assistance Training Program Management Reviews (TPMRs) between March and May to project IMET requirements for the budget year (the next fiscal year) and the first plan year (the year following the budget year). Country training representatives attending these reviews are also required to report all known FMS training requirements for planning and programming purposes. Representatives from agencies responsible for security assistance training within DSCA and the MILDEPs also attend these meetings to review and approve country program presentations, and to initiate programming and scheduling actions for approved training courses. The country SAO representative(s) must be prepared to present, justify, and defend all host country training requirements in accordance with the SAMM, Chapter 10.

IMET IMPLEMENTATION

As a result of the PMRs, approved IMET training programs are entered into the cognizant MILSVC computer training files by SATFA, NETSAFA, AFSAT, MCCDC, and USCG. Each line in the program for each country is identified by a Worksheet Control Number (WCN), assigned when the training is requested by the SAO. Sequential training programmed for the same individual is indicated by an alphabetic suffix to the WCN.

The MILSVC training office then coordinates the approved training request with the major command/major claimant which will provide the training to confirm student quotas and schedule entry/start dates. Scheduled training is reported to the SAOs for acceptance. Implementation of the scheduled training involves selecting a student against each WCN programmed, accomplishing all required documentation, including the invitational travel order (ITO) when obligational authority is received from the MILDEP, and sending the student on his/her way. Round trip transoceanic and/or CONUS travel and student living allowances while in training status may be charged against the country IMET program or paid by the sponsoring country. IMET-recipient countries are encouraged to participate in “cost sharing” as much as possible by paying student travel and/or living allowances, to stretch IMET dollars against training tuition costs. IMET students receive medical care funded by a medical line in the country IMET program, with \$35 per trainee per course set aside for anticipated medical costs during CONUS training.

IMET training lines are funded by the MILSVCs according to the fiscal year quarter and priority of individual training. The MILSVC offices then relay specific authority by message or letter to the SAO for WCNs funded. Only upon receipt of this authorization can the SAO prepare the ITO to implement the training.

FMS TRAINING IMPLEMENTATION

FMS training cases are developed between the MILSVC country desk officers (SATFA, NETSAFA, and AFSAT) and the country representative, with coordination by the SAO in country. FMS cases for training may be written for one or more courses or for a particular type of training (e.g., MTT, C-130 Simulator Training) to meet a specific training deficiency on an as-required basis. A defined line or blanket order FMS case may be prepared in conjunction with a major weapon system purchase or as an annual training program. Once defined, FMS training programs are also entered into the MILSVC computer file by FMS case number. The FMS implementation procedures are similar to those for IMET: MILSVC training offices schedule the training and track the implementation, relaying FMS obligational authority received from the Defense Finance and Accounting Service-Denver Center (DFAS-AY/DE) to the SAO which thereby authorizes the preparation of ITOs for students. FMS cases do not normally include

travel and living allowances, as these are the responsibility of the country and are provided to students directly, without U.S. involvement. FMS training cases may include money for anticipated medical costs, or the bills for such services may be sent to the country embassy for payment. Arrangements must be made in advance to cover associated costs such as special clothing and personal equipment, either by including such items in the FMS case or having the student or his government pay for them upon issue at the training installation.

OTHER TRAINING REQUIREMENTS

The security assistance training community is also called upon to establish and carry out training programs that result from the various other sources of funding, previously mentioned. While these other programs change greatly from year to year, training requirements resulting from these programs are a reality and must be managed by the very same security assistance training managers that are busy managing the FMS and IMET programs. Thus, International Narcotics and Law Enforcement Affairs (INL) training requirements are handled just like IMET and FMS training requirements. They are identified in the annual TPMR by the SAO training manager, are captured by the MILDEP/MILSVC training manager, training spaces are allocated, and the training is conducted along with the security assistance funded training. To date, published guidance on the conduct of these “other” training programs has been by very limited message traffic, only. Various mechanisms of the existing security assistance training “system” are used to document, fund, and carry out these training requirements. A “pseudo” FMS case may be established using the three-character FMS case designator INL (or other designator) to accomplish International Narcotics Law funded training. A special Country Code may be set up for a specific country in addition to their established country code (i.e., D5 for Colombia). Thus, training can be identified by the SAO, formalized via the Unified Command TPMR process, entered into the training database by the MILDEPs, and then executed when the training spaces become available. More and more, there is the possibility of conflicting training priorities of SATP requirements and the “other” programs.

BROOKE AMENDMENT AND FAA, SECTION 620(q), SANCTIONS

Whenever a country has arrearages in excess of six months on the repayment of FAA authorized loans, the sanctions under the FAA, Section 620(q), come into force. Furthermore, arrearages in excess of one year on any assistance loan (including FMFP authorized by the AECA) are accompanied by sanctions under the Brooke Amendment. See Chapter 3 for more discussion.

In both instances, new U.S. funded (IMET or FMFP) students may not travel to the United States or other locations to initiate training. Students outside their country whose courses of study or training programs began before the effective date of the sanction may complete such courses. This includes already funded sequential courses. However, no new courses may be added to a student’s existing sequence of training.

Although loan arrearage status messages are transmitted from the Department of State or Department of Defense to the U.S. embassy, the six-month and one-year arrearage dates (and not the announcement messages) triggers the respective sanctions. Consequently, non-receipt of a sanction message cannot be used as an excuse to “send” the student.

PROGRAM BALANCE

A “balanced” training program is one that does not devote an inordinate or excessive portion of funds to any one requirement at the expense of others. Host country needs should be satisfied by an appropriate mix of IMET, FMFP, and national resources, subject to the availability of funds.

TRAINING PROGRAM AUTOMATION

Today, the modern security assistance office (SAO) training office has access to the wide range of internet web sites that provide international military training information and the Security Assistance Network (SAN). Thus the SAO training manager can research training courses on-line, obtain up to date information on Military Service training activities, and download his country's training program. This ability for the SAO training manager to access his/her training databases and then use that data off line to completely manage the training program provides the basis of our current training program automation.

The SAN Web System, managed by DISAM, is the internet based system that hosts the international military security assistance training program for the United States. The SAN is the controlled access system that is used to access all country training program data and other valuable training information. The two year training plans required by the *Security Assistance Management Manual* are also available on the SAN. Information on countries that are on Brooke or 620q sanction is provided via the SAN. Use of the SAN also provides a modern E-mail system for the overseas SAO if that SAO does not have a local E-mail provider. SAO support on the SAN is provided by the unified command user group administrator, but requests for assistance can also be directed to DISAM. See Chapter 9 for further information.

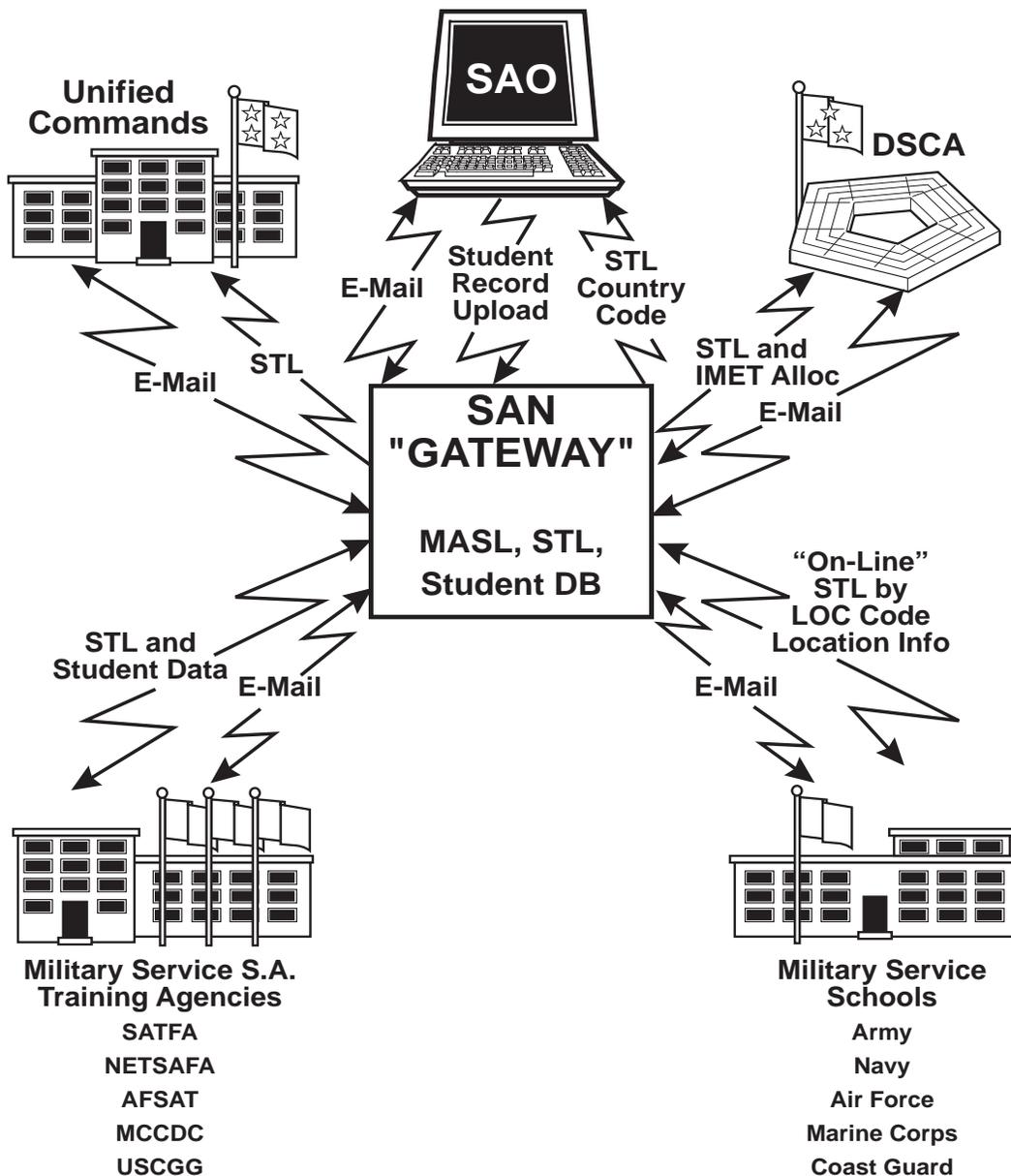
The DISAM developed **Training Management System (TMS)** is the database management system that operates in a stand alone PC environment at the SAO level. This software allows the SAO to manage the training program using an off-line, modern database management system that has been totally customized for SAO training management needs. The program generates standard and custom reports, manipulating the data for the total convenience of the SAO. The system generates the Invitational Travel Order, the International Military Student Information form, the Two-Year Training Plan, and special formats required in the management of security assistance training. The system enables the SAO training manager to capture International Military Student (IMS) data and consolidate it with the other databases (MASL and STL). A recent feature allows for the first time, the automatic upload of international military student data to the Security Assistance Network. Thus the SAO will be able to provide Invitational Travel Order data, biographical data, and arrival information via data upload.

The SAN and Training Management System have replaced the manual system which consisted of a hard copy printout of the Standardized Training Listing mailed monthly to the SAO and the MASL provided in hard copy on an annual basis. The manual system required the generation of DoD forms completed in a typewriter. The planning, requesting, programming, scheduling, and administration of approximately 16-20,000 International Military Students annually was long overdue for automation. Another version of the TMS system is now being distributed to military service schools for their use in managing the international students at the training activity level. TMS is also being used at the annual TPMR to automate that process International SAN (I-SAN). A recent evolution of the SAN and TMS is an entirely separate system for use by our international clients themselves. Thus today, if desired, international users can be registered on the International SAN and can be provided the International version of TMS (I-TMS). The combination of the International SAN and International TMS now gives country training managers access to the very same training data that our overseas SAOs have access to. Any SAO that wants its country to have access to these systems should request that access from DISAM. There is an actual menu item on the SAN that provides information for any interested SAO and the request for access can be initiated via the this SAN menu item.

The DISAM hosted **International Training Management (ITM)** web site has become a very valuable tool for the international training manager. This extremely successful web site now functions as a portal to provide one stop access to the vast amount of international military

training information that is available. All other international training or security assistance web sites can be accessed via the ITM web site. The intended audiences for this web site are: all overseas SAOs, the training activity/school IMSOs, DoD and military service training managers, and international military student candidates who will be attending training in the U.S. The ITM web site was placed on-line in January 2001 and had over 10,000 hits in its first year of existence. Check out this extremely valuable resource tool, as it provides access to the largest collection of materials available today for the international training manager. The International Military Training web site is available at the following internet address: <http://disam.osd.mil/intl.training>

**Figure 22-3
Training Management System (TMS)**



IMSO and SAO Training Webs. The most recent automation innovations for our international training community are the IMSO and SAO Training Webs. These two on-line, modern web based functions are provided only for registered SAN users. Thus access to the data provided in these systems on our international military student population is protected by controlled access to the secure SAN system.

Fielding of the IMSO web began in January 2002. The IMSO web provides access to the training data on the incoming student population at all training activities or schools. The school IMSO offices are provided data input screens where they can enter point of contact and detailed training location information for their training activity. This accurate training location information is then made available to the overseas SAO training manager via data download from the SAN. The IMSO office can also review all of the individual course data and course descriptions for their courses that are contained in the MILDEP MASL databases. This allows for the much needed review of course data on the part of the IMSO training expert. The IMSO web also provides access for the IMSO data on individual students as well as providing updates on that student's status. Convening (arrival) and completion reports can also be submitted by the IMSO.

The SAO Training Web provides the much needed on-line viewing function for our SAO training managers that we have not previously had on the SAN. Fielding of this system was just begun in February 2002. It provides on-line instant access to the data that is entered by the IMSO offices above. It does not replace in any way use of the TMS system and the data downloaded from the SAN. Rather, the SAO Training Web supplements and provides access to that country training program data in a modern web based environment.

FINANCIAL CONSIDERATIONS

TUITION PRICING

The FAA and AECA prescribe a multi-tier pricing structure for training provided under the U.S. Security Assistance Program. The present course pricing structure for security assistance training provides for five separate tuition rate categories:

- FMS, the FMS case price charged to countries that are neither in the NATO category nor have an IMET program. Full cost cash customer.
- FMS/NATO, the FMS case price charged member countries of the North Atlantic Treaty Organization (NATO) and countries having reciprocal training agreements with the United States (Australia and Japan).
- FMS Incremental, the FMS case price charged for training purchased by countries concurrently receiving IMET assistance.
- FMS/NRC, the FMS case price charged to Israel.
- FMS/Grant and IMET. The FMS case price paid by countries which use U.S. FMFP or other grants to purchase training. The price charged for training provided under the IMET program. In addition, the IMET price will be charged for all INL funded training.

These separate rates for the same course differ because various cost elements have been authorized to be excluded from some rates and others are charged only on an incremental cost basis.

DoD policy for developing the tuition price for each military course of instruction is contained in Sections 710, 711, and 712 of DoD 7000.14-R, Volume 15, *DoD Financial Management Regulation*.

TOTAL COST OF TRAINING

The total cost of training includes all associated costs: tuition (the MASL price), travel and living allowances (TLA) paid to students, medical and dental costs, special clothing, and personal equipment items not included in the tuition, etc. Any of these articles and services to be furnished by the U.S. training facility, which are not included in the tuition price, must be identified and included as specific items to be funded in the FMS training cases, or reimbursed in cash by the student or the participating government. Authorized IMET expenditures include tuition, overseas and CONUS travel, and baggage allowances, student living allowances while in training and IMET-paid travel status, and medical care. When specifically authorized on a case by case basis by DSCA, these TLA costs can be included as a cost element on an FMS case funded by FMFP (grant) funds.

CANCELLATION PENALTIES

Because of the shortage of training spaces and the difficulty experienced by the military departments in adjusting to changes in student input, DoD has instituted a penalty charge for no-shows and for late-notice cancellations. Country training programs are subject to a penalty charge of 50 percent of the tuition price of canceled courses, if notification is not received at least 60 days prior to scheduled course start dates. The penalty is applied based upon determination by the cognizant MILDEP that lack of timely notification was the fault of the country. A pro-rata charge of not less than 50 percent of the tuition price is assessed for students who fail to complete scheduled training due to illness, academic deficiency, or for disciplinary reasons. A cancellation penalty of 100 percent of the tuition price may be assessed if the training is going to be provided by a contractor or a “dedicated” military service training activity that trains only international military personnel. Cancellation of training during the 5th Quarter of the IMET program will also result in a 100 percent cancellation penalty fee.

STUDENT ADMINISTRATION

Once the requested course of instruction has been approved, or even before, the administration of the student must begin. This administrative process can be separated into three distinct phases: Predeparture, Training, and Post Training.

PREDEPARTURE PHASE

The predeparture phase is the responsibility of the SAO training manager in conjunction with his host country counterpart. It begins with the selection of the prospective IMS. The requirements for selection include: leadership potential, retainability, utility, and instructor potential.

SAO personnel are instructed to follow the above guidance and emphasize these criteria when projecting country IMET program requirements. Countries requesting FMS training apply much the same criteria for the same reasons, i.e., proper and effective utilization of human and materiel resources. In addition, the IMS must meet the prerequisites established for the course, or additional training must be arranged.

Other aspects of the predeparture phase include the testing and examinations required, i.e., language, physical, medical, etc. Once the SAO training officer is assured that the selected IMS

meets all the training requirements and the SAO has received authority to have the IMS proceed, he can then prepare the Invitational Travel Order (ITO), brief the IMS prior to departure, and make appropriate travel arrangements.

Arrival Message. The timely notification of the IMSO at the first training location by the SAO is absolutely essential. The JSAT Regulation requires that notification be received by the training activity fifteen days before student arrival (thirty days if the student is accompanied by dependents). Late arrival messages, or none at all, continues to be a serious problem.

Invitational Travel Orders (ITOs). An IMS is entered into programmed training through the issuance of a DD Form 2285, Invitational Travel Order (ITO) by an overseas SAO. The MILDEPs (SATFA, AFSAT, and NETSAFA) provide course start dates to the SAO through the STL and notify the SAO when obligatory authority is received. Other student processing requirements are as specified in the Joint Security Assistance Training (JSAT) Regulation.

TRAINING PHASE

For security assistance training, the same modes of classroom presentation are used as those for U.S. students. In fact, the majority of all IMSs are integrated directly into classes with U.S. students. These classes are conducted either in a formal classroom setting, in a functional job site through on-the-job training, through self-teaching via correspondence courses, and/or through orientation tours.

Training for IMSs takes place in almost every location where U.S. military personnel are based. Almost every DoD installation in the U.S. has had IMSs receiving training at one time or another. Additionally, the Unified Command components provide IMS training, and when the situation warrants, such training is also conducted in the recipient's country.

Although IMSs are integrated into the U.S. military education and training system as fully as possible, they still have many unique requirements. To assist the IMS, each of the MILDEPs have directed that each installation or training activity involved in international military training appoint an individual to serve as its International Military Student Officer.

International Military Student Office (IMSO). International military student offices play a key role in the SATP. The international military student officer's basic responsibilities include coordinating and monitoring the training program at the MILDEP training installation level. Included in these responsibilities are the important tasks of conducting the DoD informational program and overseeing the administration, welfare, and support of the students. The IMSO also functions as the training installation point of contact for the implementing agencies.

DoD Informational Program (DoDIP). In accordance with DoD Directive 5410.17, An Informational Program for Foreign Military Trainees and Visitors in the United States, commanders of DoD and MILDEP installations are responsible for establishing, operating, and administering an informational program for international students attending security assistance sponsored training at their installations. The Informational Program is designed to complement formal training and provide students a balanced understanding of U.S. institutions, goals, and ideals, and to increase their awareness of how these reflect the U.S. commitment to the basic principles of internationally recognized human rights. Funds for conducting the Informational Program are generated by the DODIP charges included in the training tuition price.

Country Liaison Officer (CLO). CLOs are assigned by the country to be responsible for country student administration and discipline during their training. CLOs are not normally in training themselves; they may accompany a particular group of students for a specified course of

training, or they may be assigned on a more permanent basis with responsibility for all of their countrymen in training. If no CLO is assigned for a particular country, that country's senior student at each training installation is assumed to be in charge of his country's personnel in training for required administrative or disciplinary actions; the next level of command is assumed to be the country Defense, Military, Navy, or Air Force attaché or ambassador. If student disposition is in question, U.S. channels of communication are through the MILDEP (SATFA, NETSAFA, or AFSAT) to the SAO for resolution of problems and/or clarification of the sponsoring country's desires.

POST TRAINING PHASE

To close the loop for the IMS, the SAO training officer or representative should debrief the returning student, thus performing a quality assurance check as to the student's training experience. The retainable instructional material (RIM) will be shipped from the training activity to the SAO, to be provided in turn to the IMS. Likewise, the student's academic report will be sent to the SAO.

SUMMARY

Training has been called the people side of security assistance. People fly airplanes, drive tanks, and conn ships; people install, test, calibrate, and repair equipment; people manage information systems, fill requisitions, devise force postures, and implement operational plans and strategies. As long as people do all of these things, individual training will be an indispensable part of the U.S. security assistance effort.

SECURITY ASSISTANCE TRAINING REFERENCES

Virtually all of the security assistance training references are now available via the Defense Acquisition Deskbook (DAD) system and the International Training Management web site at <http://disam.osd.mil/intl.training>.

Department of Defense

- DoD Catalog 5010.16-C, *Defense Management Education and Training*.
- DoD Directive 5410.17, *An Informational Program for Foreign Military Trainees and Visitors in the United States*.
- DoD Manual 5105.38-M, *Security Assistance Management Manual (SAMM)*.
- DoD Manual 7000.14-R, Volume 15, *DoD Financial Management Regulation*.
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- DSCA, *Expanded IMET Handbook*.
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- DLIELC Catalog of Materials, Courses, and Support Services (Published Annually).

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- DLIELC Instruction 1025.9, Management of DLIELC Oral Proficiency Interview.
- DLIELC 1025.11, *American Language Course Placement Test (ALCPT)*.
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- *English Language Training Handbook for Security Assistance Officers (SAOs)*.
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- *The DISAM Catalog* (Published Annually).
- *Security Assistance Network User's Handbook*, VOL I, SAN Web.
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U.S. Army

- SATFA, *U.S. Army Security Assistance Training Program Handbook*.
- SATFA, *International Military Student Officers' Handbook*.
- The Army Training Requirements and Resources System (ATRRS), <https://www.atrrs.army.mil/U.S. Air Force>.
- AFSAT, *USAF Security Assistance Training Program Users' Guide*.
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U.S. Coast Guard

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- International Affairs Staff, G-CI, *Coast Guard International Training Handbook*. SA Training (Chapters 22–24)
- Security Assistance Training, Chapter 22 of this book.

