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# The New Army Security Assistance Training Management Organization

By

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and

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## ACKNOWLEDGMENT

What follows is an update and revision of an article written by Major Scotty Paul, USA, entitled *WHAT IN THE WORLD IS A SATMO* which appeared in the Spring 1988 issue of *The DISAM Journal*.

## INTRODUCTION

“Hello! SFC Track? My name is LTC Hardcase from SATMO at Fort Bragg. You’ve been nominated by your unit to receive a one-year all-expense paid trip to beautiful Bandaria, land of sunshine and sand.”

“Well, Bandaria is not the end of the earth—although when you stand on the beach, you can see the edge! As for what’s a SATMO—we’re the folks that are gonna get you there. By the way, I see you’re a master gunner? Hey, that’s great, ’cause while you’re there I’ve arranged for you to conduct classes on the fire control systems of the M1A2 Abrams Tank. Uncle Sam just sold them two battalions worth of tanks and you (and a few other guys) are going to teach them how to shoot, move, and communicate.”

“Before I tell you more about that, I have to ask you a few routine questions about yourself, OK? Oh yes, your group? The M1A2 Tank Mobile Training Team—kind of a catchy name, don’t you think?” Also, let me tell you a little more about SATMO and how we fit into the security assistance business. When you understand how we operate you will also better understand the importance of your mission and how it supports our government’s objectives to help our friends and allies ensure their national security.

## WHY SECURITY ASSISTANCE AND HOW TO GET IT

When a country is unable to provide the training its soldiers need to improve its own security, the country has to go shopping. U.S. allies and other friendly foreign governments have the opportunity to acquire a broad variety of military training from the U.S. Armed Forces. Such training, as part of the overall U.S. Security Assistance Program, may be furnished through the Foreign Military Sales (FMS) Program (financed by the requesting country in cash), or the Foreign Military Financing (FMF) Program using U.S. appropriated funds to furnish grants/credits, to finance FMS training, or the all-grant International Military Education and Training (IMET) Program. Many of our friends need our monetary assistance to help themselves, but many of them also pay their own way for the services they need.

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Under existing security assistance regulatory guidance, it is important to note that both methods of payment—FMS and IMET—for our services translate into opportunities for U.S. soldiers to train international counterparts who may be coalition partners on a future battlefield, while also providing opportunities for American defense industries, jobs for U.S. citizens, and reduced end item costs for the U.S. military.

Requests for U.S. military training or technical expertise which are generated by foreign governments are usually submitted to the American Embassy's Security Assistance Office (SAO). SAO is a generic term for the various forms this Organization may take in different countries, e.g., Military Assistance Advisory Group (MAAG), Office of Military or Defense Cooperation (OMC or ODC), U.S. Liaison Office (USLO), and so on. Many SAOs also add the first letter of the host-country name to their acronym, but their functions are the same as all of these titles imply. If an embassy does not have an SAO, then the Defense Attaché Office (DAO) may perform the SAO functions.

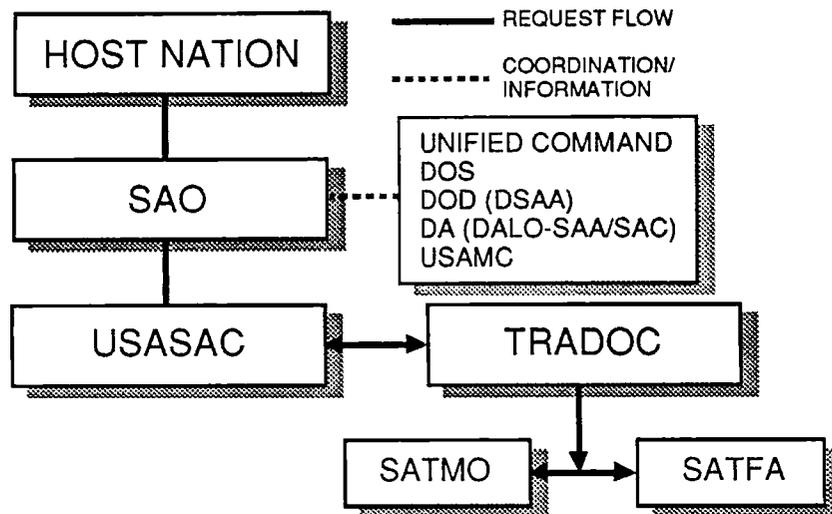
The SAO forwards the request to the appropriate U.S. Government military department (MILDEP) executive agency. The Unified Command Commander in Chief (CINC) responsible for that area of operations (AOR) may also be informed in this process to ensure that requested support is a coordinated part of the security plan for the Area of Responsibility (AOR), and to give the command the opportunity to monitor and support the process as appropriate.

The MILDEPs have the ability to provide instruction on any piece of equipment in their inventories or on any aspect of U.S. military doctrine or tactics. For the Department of the Army (DA), all requests are submitted through the DA executive agent, the U.S. Army Materiel Command (AMC), to its execution agency, the U.S. Army Security Assistance Command (USASAC). In addition, these requests are monitored at DA headquarters by the Assistant Deputy Chief of Staff for Logistics-Security Assistance (DALO-SAA/SAC) and his staff. If the requested assistance is in the mutual interest of both governments, and if the services or equipment are available and the funding can be arranged, then the request is approved. Upon this approval, the request becomes a requirement. Under the Total Package Approach (TPA) policy for security assistance, USASAC then passes any training requirements to the Army's Training and Doctrine Command (TRADOC).

## HOW TRADOC HANDLES REQUESTS FOR SECURITY ASSISTANCE

When the training requirement reaches TRADOC, it is routed to the Deputy Chief of Staff, Training, who passes it to the Director, Security Assistance Training Field Agency (SATFA). SATFA determines if the requirement involves foreign students coming to the continental United States (CONUS) for training, or if DoD military or civilian personnel are needed outside CONUS (OCONUS). Managing training provided within CONUS is the responsibility of the SATFA. If the requirement involves training outside the continental United States (OCONUS), it is passed to the Security Assistance Training Management Organization (SATMO). The charter for the SATMO makes it responsible for managing all U.S. Army OCONUS foreign military training and technical assistance coming from U.S. Army CONUS assets. By virtue of their missions and interrelationship within TRADOC, SATFA, and SATMO are often confused with each other. The easy way to remember the difference is to remember that SATFA equals CONUS and SATMO equals OCONUS training. Both organizations work closely together and keep each other informed about their respective security assistance training programs. SATFA is currently responsible for the overall management of all funds provided for SA training and does this function for SATMO with the assistance of a small SATMO budget section. Figure 1 shows the flow of training requests from country to SATMO.

FIGURE 1



## THE SECURITY ASSISTANCE TRAINING MANAGEMENT ORGANIZATION

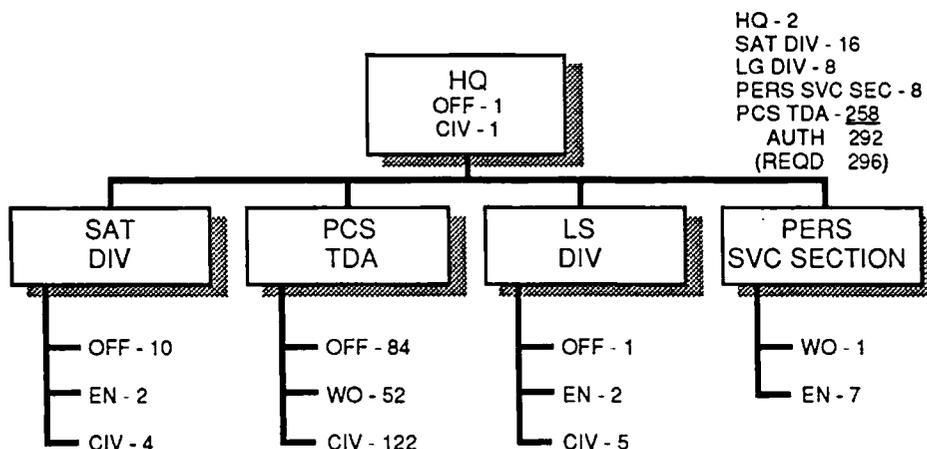
So what's a SATMO really? The Security Assistance Training Management Organization is a TRADOC unit whose operations can best be equated to a Major Army Command (MACOM) combined Operations/Logistics Directorate. SATMO is located at Fort Bragg, NC; the operational control (OPCON) of SATMO has been passed to the United States Army Special Operations Command (USASOC) by the Commander TRADOC. The Commander USASOC has passed that OPCON to Commander, USA John F. Kennedy Special Warfare Center and School (USAJFKSWCS). SATMO has had a special relationship with JFKSWCS since the birth of SATMO in 1974 as a special staff element of the then Institute for Military Assistance (IMA). The Commander, TRADOC, through a Memorandum of Understanding (MOU) with the Commander USASOC, has delegated to the Commander, USAJFKSWCS, the responsibility for overseeing the management of OCONUS foreign military training and technical assistance. He has provided SATMO as the unit for coordination and execution of those OCONUS security assistance requirements. SATMO's mission requires it to use CONUS assets to train, process, and deploy as security assistance training teams (SATs) to OCONUS locations and to provide training-related assistance to U.S. SAO personnel.

In fulfilling requirements for SATs, SATMO routinely gets involved with the FMS, FMFP, and IMET security assistance programs. When SATMO receives a mission to deploy a SAT, the requirement has already been approved at the national level all the way down to the executor, the SATMO. In order to complete requirements, SATMO has been given direct tasking authority over all CONUS major Army commands (MACOMs) and every TRADOC installation, command, and agency. SATMO ultimately obtains personnel assets from PERSCOM, USASOC, FORSCOM, TRADOC, and the other CONUS MACOMs, as appropriate to the designated task, and deploys them to the requesting nation to accomplish a specified mission. If however, assistance is provided from a unified command's own resources (e.g., EUCOM, PACOM, or SOUTHCOM), SATMO does not get involved unless requested to do so by the unified command.

To accomplish its mission, SATMO is organized into two divisions: the SAT Division, containing the country desk officers (SAT managers) plus a personnel services section, and the Logistics Support Division (LSD), which provides training support, automation support, plus a budget section which conducts the day-to-day funds-management for SATMO internal operations

as well as in support of security assistance teams. The unit has a Table of Distribution Allowance (TDA) of 296 personnel; 31 positions are assigned to the unit headquarters and comprise the action element of the unit, and 265 positions comprise the soldiers who will be deployed on OCONUS training missions on a Permanent Change of Station (PCS) of 179 days or more. As you can see SATMO is not a large organization and is authorized only 27 personnel, military and civilian, in its headquarters: 12 field-grade officers, 1 Warrant Officer, 4 NCOs, and 10 civilians. The 7 NCOs which augment the Personnel Services Section are counted against the OCONUS authorizations, therefore the total number of personnel engaged in security assistance training management is only 34. Nine of the officers and three civilians are the SAT managers. These SAT managers comprise the Security Assistance Team (SAT) Division. LSD is authorized one field-grade officer, five civilians, and two NCOs. As a whole the SATMO is responsible for deploying between 800 to 1000 soldiers on OCONUS security assistance training missions annually. Figure 2 shows the SATMO task organization.

**FIGURE 2**  
**SATMO ORGANIZATION**



The SAT Division is divided into three branches, each responsible for areas of the world which fall under one or more of the Unified Commands. The SOUTHCOM/LANTCOM branch deploys teams to Central and South America and the Caribbean. This is the branch which is also heavily involved in deploying teams to support the counterdrug training effort in that region. The CENTCOM branch deploys teams to the countries of the Mid-East, and was very involved in providing teams, on very short notice, to support Operations Desert Shield/Storm. This branch remains very busy supporting military modernization efforts in Saudi Arabia, the United Arab Emirates, Bahrain, and Kuwait.

SATMO serves as the point of contact for OCONUS foreign military training between the TRADOC training establishment on the one hand and SAOs on the other. In the area of logistics support, SATMO's LSD coordinates and expedites actions to satisfy requests for logistical assistance to SAOs and to deploying or deployed SATs. Specifically, LSD can perform the following functions:

1. Assist SAOs in obtaining non-standard training publications and instructional material prepared by TRADOC or other DoD training activities and not listed in the DA 25-series indices or available through normal distribution channels.

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2. Assist newly formed SAOs in obtaining basic "start-up" publications until a pinpoint distribution account can be established.

3. Handle requests for information on appropriate training aids needed to develop an in-country training program.

4. Provide support to deployed SATs (training aids, literature, organizational clothing, and equipment, special or non-standard equipment). For SAT equipment requirements, in-country support systems should be utilized first. If required items cannot be so obtained, the SAO can request that SATMO obtain them for the SAT.

In FY 1992, the LSD was able to fill 434 support requests from various SAOs and SATs. Each request can vary in size from several to several hundred line items, and this translates into thousands of pieces of equipment ordered, packed, and shipped each year. For training publications and literature, LSD can go to any agency in the Army to get what an SAO or SAT needs. Training films and video tapes can be provided on a loan basis from joint audiovisual activities to SAOs or SATs, but not for their host-country counterparts. U.S. Government agencies are prohibited by law and regulations from providing such materials free to foreign governments. Host countries may pay for these items with a fund cite associated with a related FMS case or establish their own publications and training aids accounts in much the same manner as U.S. Army units.

For publications, requests should be submitted directly to the LSD rather than to a service school. If a service school receives a request directly from an SAO, all they will do is send it to SATMO for action. Finally, the more complete and detailed the information provided, the quicker LSD can get what is required, and it will be more accurate.

## TYPES OF SECURITY ASSISTANCE TEAMS

SATMO also recommends SATs to HQ DA, upon request, including recommendations of the appropriate organization and equipment, and it schedules periodic coordination visits to the unified commands and SAOs. But SATMO is primarily responsible for the formation, training, processing, and deployment of U.S. Army sponsored security assistance teams. The first type of SAT that can be deployed by SATMO, and the most common, is the Mobile Training Team (MTT). An MTT is composed of trainers and can vary in size from one man to more than a hundred. Since a principal objective of security assistance is to enable a country to provide its own security, TRADOC and SATMO prefer to see an MTT train a host-country cadre with the objective of establishing an in-country training base. Since cadre training is not always feasible, an MTT can conduct unit or individual training if that is required.

The fact that the U.S. Government sells its equipment to other nations is well known. What is not as well known is that it also deploys MTTs to train personnel on equipment which a country has purchased. Even less well known is that MTTs may be provided to instruct on procedures such as supply operations, or logistics management, or tactics, or medical techniques—in essence any skill inherent to soldiers of the U.S. Army. Frequently, these types of MTTs require an in-country survey prior to MTT formation to determine what has to be done and how best to do it.

MTTs are managed by SATMO from their inception to their completion, and, they must be able to accomplish their missions in less than six months. They can be funded under either the FMS, FMFP, or the IMET programs. When IMET funds are used, a waiver is required from the Defense Security Assistance Agency (DSAA) to use those funds for OCONUS training. MTTs can also be funded by unit Operations & Maintenance (O&M) funds when the President of the

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United States so directs. Periodically, it is determined at the highest levels that the interests of the United States are better served by such an unprogrammed expenditure.

SATMO has the capability of forming an MTT to teach any skill possessed by the U.S. Army. However, this does not mean we can send an MTT if or when the country wants one. Some areas may be politically sensitive, or the training may be prohibited from export by national disclosure policy. All requests, therefore, must be approved at the highest levels of our government. Then, too, assuming approval to field the MTT, the availability of sufficient qualified personnel to fill the MTT can only be determined when the country's request is received. These stipulations are true no matter what type of SAT is requested.

A second short-duration team is the Technical Assistance Team, or TAT. These are technicians as opposed to trainers. While an MTT provides instruction on how to do something, a TAT does the work. TATs can be used to repair equipment, or they can establish a supply system or maintenance facility. Like an MTT, a TAT is managed by SATMO and is limited to 179 days, but it can be funded only under FMS. The line between an MTT and TAT is not always clear. Each, of necessity, often performs the other's mission in accomplishing its own, and this is permissible. Sometimes a team will have both purposes as its stated mission and may even be called a New Equipment Training Team (NETT). SATMO uses the team's primary mission to determine whether to call it an MTT or TAT.

Another type of team is the Survey Team. A country may request a survey team to come in and analyze an existing system and make recommendations. As an example, a signal survey team recommended the composition and duration of a follow-on repair TAT. These survey teams are managed by SATMO and normally spend two to four weeks in country, although they can spend more time if required. Surveys can be funded only through FMS. DoD may also direct a survey, such as a Defense Requirements Survey. These teams may have representatives from DoD, State, and the three MILDEPs, and they are managed by DoD or one of the MILDEPs. SATMO may be tasked to provide the Army representative, but that is usually its only involvement in these joint survey teams.

The fourth type of team is called a Program Requirements Determination Team (PRDT). This team is part of the Army's Total Package Approach (TPA) for a major weapons sale. When the Army Material Command (AMC) is tasked by DA to prepare a Letter of Offer and Acceptance (LOA) for a major item of equipment new to a particular country, SATMO will be asked to determine in-country training requirements for the program. The SATMO also is often tasked to staff the team with experts from appropriate AMC commodity commands and TRADOC installations and to do all the coordination necessary to prepare the team and then deploy it. The PRDT makes recommendations pertaining to equipment, logistics, maintenance, and training packages for the country. The PRDT will also determine what the country has to do, such as construction of facilities, to successfully introduce the system into its inventory. For example, if a country is buying the Cobra helicopter, a PRDT will be formed to assist in absorbing the new technology.

There are other types of short-duration SATs which are often deployed, although usually not by SATMO. The Quality Assurance Team (QAT) is managed by the applicable AMC commodity command, such as U.S. Army Missile Command (MICOM) or U.S. Army Transportation TACOM. SATMO's only involvement is to monitor the team's progress should a follow-on MTT or TAFT be required. English Language Training Teams (ELTT) are deployed by the Defense Language Institute. SATMO has deployed these teams in the past, but not regularly.

All of the SATs discussed so far are provided on a temporary duty, or TDY, basis (179 days or less). For missions which require longer, more permanent deployments, there are two other

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types of SATs which may be used. A Technical Assistance Field Team (TAFT), or an Extended Training Service Specialist (ETSS—formerly known as an Engineering and Technical Service Specialist) may be deployed into a country on a permanent change of Station (PCS) basis. TAFTs provide technical support to foreign personnel on specific equipment, technology, weapons, and supporting systems when MTTs are not appropriate for the purpose requested. Similarly, ETSSs are defined as DoD military and civilian personnel technically qualified to provide advice, instructions, and training in the installation, operation, and maintenance of weapons, equipment, and systems. For both TAFTs and ETSSs, team members may be trainers, technicians, or both, and their tours may be either accompanied or unaccompanied depending on the SAT's mission, duration, and location. The acronyms TAFT and ETSS are really interchangeable in their purpose; the only difference is in the area of the world where they are used. In the SOUTHCOM AOR the ETSS has been the familiar term and is still used in lieu of TAFT. In all other areas the team is known as a TAFT.

SATMO also manages these SATs from inception to completion. All personnel deploying on a SAT on a PCS basis are assigned to SATMO and attached to the SAO which has requested the SAT. Personnel and finance records for the SATs are maintained at Fort Bragg and are managed by the SATMO personnel services section.

### **FORMING A SECURITY ASSISTANCE TRAINING TEAM**

SATMO is usually made aware of a requirement for a SAT when the SAO forwards the country's "call-up" request to DoD. The Joint Security Assistance Training (JSAT) Regulation, AR 12-15, provides a format for MTT requests; also, AR 12-7 contains sample requests for TAFTs and TATs. Although SATMO is only an information addressee on the call-up message, the SAT manager immediately begins the development process for the SAT. He goes to a proponent school, such as Fort Knox for armor, or to another U.S. Army MACOM which has the required expertise for the mission, to get its recommendations on team composition and duration of deployment. At the same time the SAT manager also begins to identify possible sources of personnel to fill the team positions, and to plan for the procurement of required team equipment, as well as to coordinate required predeployment training. The more information provided by the country SAO in the call-up request, the better SATMO and the selected subject matter expert will be able to determine the best team composition and mission duration. In this regard, even when a desired composition and duration is identified in the request, the SAT manager will negotiate with the requestor and the executor to determine the best team composition and mission duration.

When SATMO has the recommended team composition, where the team members might come from, and what special training and equipment will be needed by the team, the SAT manager and the SATFA funds manager develop the cost data. Obviously, somebody has to pay for whatever's required—whether the foreign government picks up the entire tab (FMS) or it comes out of U.S. tax dollars (FMF/IMET). The SAT manager then provides the estimated cost of the SAT, along with the team's mission, composition, deployment duration, and special requirements, to TRADOC or to USASAC for input to the Letter of Offer and Acceptance (LOA). If the team is IMET-funded, SATMO provides the data to both TRADOC and the SAO for programming with the IMET funds available to the country. If the country is only interested in obtaining a cost estimate, the costs are reported as Price and Availability (P&A) data. A P&A estimate is a comprehensive cost analysis and personnel availability estimate, and it is provided at the country's request to show what a desired SAT will cost. The SATMO will also provide such an estimate to an SAO to help in planning for a potential SAT request.

Once the LOA cost input data has been submitted, the SAT manager begins to find people to become team members. The more special qualifications required, the harder it is to identify qualified personnel available to fill the team positions. Although SATMO has Army wide

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personnel tasking authority, the SAT manager normally starts out by requesting support from appropriate CONUS assets. If the call-up request has any restrictions as to the type of personnel or specific qualifications required (such as language capability or experience with a particular item of equipment), SATMO needs as much lead time as possible. The SAT manager is tasked to find the best qualified persons for each mission. He will directly task Army MACOMs for short-duration, temporary-duty SATs (TDYs of less than 180 days), and the U.S. Total Army Personnel Command (PERSCOM) for all SATs over 180 days in duration.

If SATMO sends out a tasking and all MACOMs respond in writing that they can not provide the requested support, then SATMO will inform the Department of the Army Assistant Deputy Chief of Staff for Logistics in accordance with AR 12-15. The ADCSLOG will revalidate the requirement and determine if the Army will support it or not. If the decision is that the Army will support the requirements, ADCSLOG will task the SATMO recommended MACOM to field the team. In the event the Army is unable to support requirements, SATMO can also coordinate with its counterpart agencies in the other MILDEPs to see if they have people available and qualified to accomplish the mission. If another MILDEP accepts the requirement, SATMO will coordinate with that MILDEP counterpart agency to field the SAT. In the event military personnel are not available for a requested SAT, SATMO can also arrange for the use of civilian contractor support to field a SAT.

Table 1 is a model development sequence for a programmed TDY SAT (MTT or TAT). Surveys and unprogrammed requests also require at least 90 days from call-up notification to deployment. This is the time the SAT manager needs to properly determine team composition and duration, select the best qualified people available for the team, and allow the team adequate time to prepare for the mission. This does not mean that SATMO can not react in less time. It can, and frequently does; but the more time allowed for preparation, the better will be the quality of the team the country receives.

Because TAFTs and ETSSs are PCS assignments, SATMO must go directly to PERSCOM for team nominees. Assignment procedures are similar to any other PCS assignment, but the SAT manager approves the nominees and provides instructions to PERSCOM for publication of official orders. Table 2 is the model TAFT/ETSS deployment sequence. Although it's much longer than for TDY deployments, the sequence is driven primarily by PERSCOM and the amount of time required for identifying nominees and issuing PCS orders to the selected team members. As with MTTs, the process can be speeded up. Given 10 months, SATMO can do a good job. When the available time is less than six months, the system is pushed, but selection and deployment can be done if required. A very important point to remember in this time of military force reductions is that once PERSCOM provides the SATMO a nominee they have fulfilled their personnel requisition cycle obligation. If for some reason that nominee, who has been selected based on selection criteria provided by the SAO, is rejected, a replacement will not be forthcoming until the next PERSCOM personnel requisition cycle 8 to 10 months out. What that means to the SAO is that prior planning and mission criteria determination are paramount to the timely arrival of the SAT and to keeping the in-country training plan on track.

**TABLE 1**  
**MODEL TDY TEAM DEVELOPMENT SEQUENCE—**  
**PROGRAMMED SECURITY ASSISTANCE TEAM (SAT)**

<u>TARGET DATES</u>	<u>ACTIONS</u>
D - 12 Months.	• SAO submits projected SAT requirement
D - 9 Months.	• LOA actions initiated
D - 90 Days.	• TRADOC (SATMO) receives the SAO call-up
D - 85 Days.	• Mission analysis conducted
D - 80 Days.	• Team source(s) identified
D - 75 Days.	• Team members selected
D - 70 Days.	• POI/program development • Training support requirements determined
D - 30 Days.	• POI/program support requirements to requestor (SAO) • Funding authorization received • Training materials prepared and shipped • Predeployment team training conducted (SATTOC)
D - 15 Days.	• Administrative processing complete
D - 14 Days.	• Final deployment preparation made
D - Day.	• Team departure for mission

**TABLE 2**  
**MODEL FOR TAFT/ETSS PCS DEPLOYMENT SEQUENCE**

<u>TARGET DATES</u>	<u>ACTIONS</u>
D-18 Months	• Concept approval by DOS, DoD, & DA • Finalization of cost estimate • P&A data provided by SATMO to SATFA • Request for LOA from country (SAO)
D-15 Months	• LOA preparation
D-14 Months	• Receipt/attendance of LOA by country
D-10 Months	• LOA implemented; funding authorization received • Personnel requisition sent to PERSCOM
D-90 Days	• Team chief predeployment TDY
D-30 Days	• Team assembly and preparation as of TDY • SATTOC
D-Day	• Team departure for mission

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While the preparation process is going on, the SAT manager is coordinating with the SAO in-country to insure that training aids, students, tools, and publications are available at the training location and that arrangements have been made for the team's logistical and administrative support. On expediting the host-country's signing of an LOA, the SAO should remember that SATMO cannot do anything requiring the expenditure of funds, including the team chief's predeployment survey and the team assembly, until after the SATFA affirms that funds are available. This process normally takes three to six weeks from the time the funds are deposited at the Security Assistance Accounting Center (SAAC) or the program data is received at SATFA. The SAT manager then provides administrative guidance (deployment instructions) to the team members' units and installations or to PERSCOM for the preparation of TDY or PCS orders. The deployment instructions cover passport/visa information, special authorizations, finance, transportation, and medical instructions—in short, everything necessary to prepare the deployment orders. Also included are requests for the team's country/area clearance from the SAO and from DoD (if required). A pre-deployment survey is required for all SAT missions in accordance with AR 12-15. SATMO has found through experience that in almost every case a predeployment visit or "survey" to the country by the team chief is well worth the additional expense involved. The chief can analyze the situation, determine equipment requirements, and perhaps make recommendations to the host country on facilities required or on changes to team composition to better accomplish the mission. The chief can also better prepare the team during the predeployment team assembly. A pre-deployment visit by the team chief is normally not conducted when the new team chief is coming in as a replacement for a mission which is already on-going.

## **PREDEPLOYMENT TRAINING REQUIREMENTS**

SATMO always conducts a team assembly for SATs prior to their departure. The assembly takes place under the SAT manager's direction at Fort Bragg, although it is sometimes conducted at the proponent school or installation. All teams going to "high-risk areas" such as El Salvador, Honduras, or Colombia are required to attend the Security Assistance Team Training and Orientation Course (SATTOC) conducted by the USA John F. Kennedy Special Warfare Center and School (JFKSWCS) at Fort Bragg. JFKSWCS tailors each SATTOC to the specific team and country to which they are deploying. How much of the full course the team receives is based upon the risk level—high or normal—of the country to which it is going. Course subjects include:

- Country orientation
- Intelligence/threat briefing
- Public Affairs briefing
- Legal briefing
- Medical briefing
- Fraud, Waste and Abuse briefing
- Anti-terrorism instruction
- Survival, evasion, resistance and escape, and code-of-conduct briefings
- Weapons orientation/range firing ( for high-risk areas only)

Classroom time is also scheduled for the SAT manager's orientation and any other preparations necessary for the team, such as writing programs of instructions (POIs) and lesson plans, acquiring and packing training aids, uniform issue, in-processing personal and finance records for PCS SATs, etc.

## **DEPLOYING THE TEAM**

Prior to calling the team forward, SATMO requests that the SAO certify that everything required for training is on site. When the SAO certifies that the country is prepared to receive the SAT, the team is finally deployed. This is to avoid any team "down time" or degradation of

training effectiveness due to lack of equipment. Since this is a rule that saves time, money, and effort, it is a rule that the SAT managers must adhere to. Like many rules in security assistance, however, there can be exceptions if the situation so dictates. For example, an armor MTT was to go to a country with no tracked vehicle experience. The team went in with the equipment to assist in off-loading tanks from the ship and driving them to the training site.

Once the team departs CONUS, control of the team is transferred to the in-country SAO. SATMO monitors and assists where possible, but the in-country management, administrative, and logistic support of the team is the responsibility of the SAO. The SAO also provides arrival and departure messages to SATMO and to the team members' installations. The team chief is required to give a survey or training-effectiveness report to the SAO prior to departure from the country. A copy of the report is sent to the appropriate unified command and to SATMO. The SATMO brings each team chief back to Fort Bragg for an outbriefing and to ensure the after action report requirement is completed. A final note to remember is that personnel deploying on a PCS SAT are assigned to SATMO and personnel deploying TDY are still assigned to their unit. In either case the SATMO will be the life-line for all deployed personnel. The SATMO will track SAT progress, be available to take care of personal or professional problems, and will take care of each team and team member until their return to CONUS and their home station.

### IMPACT ON THE ARMY

While the number of teams requested and deployed is a good measure of the SATMO workload, it doesn't indicate the impact the SATs have on the Army. A positive impact is that team members return to units more experienced than when they left. SATs give DoD military and civilian personnel the opportunity to use many of their specialty skills that are not often employed in U.S. units. SAT members use these skills and have the opportunity to work with soldiers in countries which may be coalition partners in the event U.S. forces are employed in some contingency operation or conflict. Recent examples of such potential employment are Operations Desert Shield/Storm and Restore Hope. Table 3 reflects the impact SATs, in terms of numbers of personnel, had on the Army in FY92.

TABLE 3

<u>TRADOC</u>	Personnel	<u>FORSCOM</u>	Personnel
Aberdeen Proving Ground	38	Ft Benning	4
Brooke, Ft Sam Houston	1	Ft Bliss	4
Carlisle	1	Ft Bragg	4
Ft Benning	9	Other	2
Ft Bliss	13	Ft Campbell	3
Ft Bragg	5	Ft Carson	6
Ft Dix	3	Ft Devens	1
Ft Eustis	15	Ft Eustis	11
Ft Gordon	13	Ft Hood	11
Ft Jackson	1	Ft Knox	2
Ft Knox	42	Ft Lee	2
Ft Leavenworth	9	Ft Leonard Wood	2
Ft Lee	26	Ft Lewis	8
Ft Leonard Wood	20	Ft McPherson	3
Ft Mc Clellan	14	Ft Polk	3
Ft Monroe	2	Ft Riley	1
Ft Rucker	8	Ft Sill	2
Ft Sam Houston	2	Ft Stewart	2
Ft Sill	10		
Redstone Arsenal	8		
Rock Island IL	1		

TABLE 3 (CONTINUED)

	Personnel		Personnel
<b><u>USASOC</u></b>		<b><u>AMC</u></b>	
Fort Campbell (5th SFGA)	2	Ft Bliss	1
Fort Bragg (USASOC)	197	Ft Carson	1
		Ft Monmouth	1
		New Cumberland	3
		Picatinny Arsenal	8
		Rock Island IL	2
		Warren MI	1
<b>OTHER COMMANDS</b>			
<b><u>DOD</u></b>		<b><u>INSCOM</u></b>	
Ft Belvoir	3	Ft Belvoir	3
<b><u>HQDA</u></b>		<b><u>NAT GUARD</u></b>	4
Ft Clayton (Panama)	2	<b><u>OTHER</u></b>	
Ft Sam Houston	2	Corpus Christie AD	4
Washington DC	1	Ft Ben Harrison	3
MacDill AFB FL	1	Ft Bragg	42
Tobyhanna Army Depot PA	1	Ft Campbell	4
Walter Reed Medical Center	1	Ft Clayton Panama	1
Washington DC	1	Ft Lee	1
<b><u>HSC</u></b>		Ft Monmouth	4
Europe	1	Other	6
Ft Bliss	1	Picatinny Arsenal	2
Ft Carson	1	Rock Island IL	1
Ft Detrick	2	St Louis	3
Ft Gordon	1	Washington	2
Ft Hood	1	<b><u>USAF</u></b>	1
Ft Leavenworth	1	<b><u>USAR</u></b>	1
Ft Lewis	1	<b><u>USMC</u></b>	2
Ft Sam Houston	8	<b><u>USN</u></b>	
Ft Stewart	1	HQN	1
MacDill AFB FL	1	Other	3
Tobyhanna Army Depot PA	1		
Walter Reed Medical Center	1		
Washington DC	1		

Table 4 shows where SATMO deployed teams in FY92. During the first quarter of FY93, 27 more teams were deployed and 116 teams were in various stages of preparation. Since SATMO's establishment in 1974, through 31 December 1992, SATMO has deployed well over 2100 SATs to every country in the world friendly to or allied with the United States.

**TABLE 4**  
**SATs DEPLOYED: FY 1992**

Bahamas	2	Egypt	5	Oman	2
Bahrain	3	El Salvador	17	Peru	1
Bangladesh	1	France	1	Philippines	1
Barbados	2	Greece	1	Saudi Arabia	28
Bolivia	3	Honduras	7	Senegal	5
Brazil	1	India	1	Sierre Leone	1
Canada	6	Jamaica	2	Thailand	1
Chad	2	Kuwait	2	Turkey	4
Taiwan	1	Madagascar	1	UAE	5
Colombia	27	Mali	1	Uruguay	2
Costa Rica	2	Mexico	1	Venezuela	2
Djibouti	1	Netherlands	1	Zimbabwe	1
Ecuador	2	Niger	2	Total	148

## SUMMARY

SAT mission analysis and the goals stated in the original country request are of primary importance in preparing the SAT for deployment. Proper composition of the team and selection of personnel hinges on a complete understanding of mission requirements among the host country, SAO, SATMO, and the SAT. Experience has shown that the team members return more knowledgeable in their specialties, and for many host-country students, it is their first personal encounter with representatives of the United States. The amount of goodwill these teams have generated, and the outstanding jobs they have done, can be attested to by the many favorable comments received from American ambassadors and host-country military in those nations. Seeing the magnitude of this effort, one can recognize why it is becoming more and more difficult, and more time-consuming, to fill teams with high-caliber people. Again, in requesting a team, SATMO needs as much time as possible to satisfactorily fill requirements.

Whether the SAT is conducted in civilian clothing or military uniform, the team, the U.S. Army, and the U.S. Government will be judged by the professionalism displayed by team members and the training or technical assistance provided, regardless of the circumstances encountered in the host country. These teams are a direct reflection of present U.S. foreign policy and our government's initiative in providing for the common defense. SATMO is in business for one reason—to provide the highest quality OCONUS training to foreign countries in support of United States security interests.

## FINALE

“Well, Sergeant Track, now that I know all about you and you know all you ever wanted to know about SATMO, what are your questions? Sounds like you're just the right man for the job, but I will talk, of course, to your boss first before making my final decision. Unless he has anything negative to say about you, you're the man for the mission! You have my telephone number, so call me if you have any more questions or any problems come up. Don't forget to get

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the paperwork started for your passport. I'm looking forward to meeting you when you come through Fort Bragg. Good-bye."

### ABOUT THE AUTHORS

Colonel Jerald Thompson, the current Commander of the SATMO is a Special Forces officer who, before coming to the security assistance business, commanded the 1st Battalion, 5th Special Group during Operation Desert Shield/Desert Storm. Lieutenant Colonel Michael Ross, the Deputy Commander and Chief SAT Division, SATMO, is a Special Forces officer who previously served as a SAT manager and Chief of the SOUTHCOM/LANTCOM Branch of SATMO's SAT Division.