

CROSS-SERVICE TRAINING

BY

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INTRODUCTION

Training provided to international military students has some unique management aspects that are not encountered in the training of U.S. personnel. One area that invites special attention is cross-service training. This is the training provided to international military students of one service within the training activities of another service. The management aspects can be divided into several areas of concern: the first involves programming and scheduling requirements; secondly, there are student administration concerns; and finally, there are financial considerations.

PROGRAMMING

Programming international military students is the process of requesting a course or courses of instruction in the specified format which, when accepted and approved, become a line of training in the FMS case or in the IMET Detail Listing.

The following procedures are cited from the Military Assistance and Sales Manual, DoD 5105.38M, for guidance in requesting and programming cross-service training:

2. Cross-Service Training. Cross-service training will be programmed as follows:

a. When a trainee from one military service is selected for training exclusively within schools of another military service such training will be requested in the program of, and administered by, the military service providing the training. [Example: A student from the foreign country's Air Force who will take a series of air defense courses sponsored by the U.S. Army.]

b. When a trainee is selected for training involving courses of more than one military service, the training will be programmed in the program of the service providing the majority of the training (excluding English Language Training). [Example: A student from one of the foreign country's military services undertakes a series of courses sponsored by one of the U.S. military departments and then takes a course provided by another of the U.S. Military Departments.]

c. The overseas Security Assistance Organization (SAO) is responsible for amendments to original travel orders and arrangements for course quotas when subsequent cross-service training is required.

d. Orientation tours to U.S. military installations of more than one military service will be programmed and administered by the SAO section corresponding to the trainee's service branch; or when identifiable with a military service, or by the service having predominant interest, [or as designated by DSAA].

e. Cost of training courses conducted by the Unified Commands will be distributed insofar as possible to country programs.

f. Joint courses will be included in the program of the service having administrative agency responsibility for the course.

When cross-service training requirements are known prior to the annual Unified Command Training Workshops, the SAO training officers should insure that the respective MILDEP representatives are made aware of these requirements so that initial determination of availability may be made. The respective representatives can then acknowledge the requirements to provide quotas for attendance to the requesting SAO/MILDEP after the quota has been obtained. Out-of-cycle requests (other than during the workshop) will be submitted to the appropriate MILDEP which will then request the quotas for the training and advise all concerned. Once the availability/quota has been issued, the MILDEP managing the student will include this information in its student management documents, i.e., the Country Project Record (AF), the Country Program Listing (Army), or Student Training Analysis and Tracking Information System (STATIS) (Navy). Additionally, for IMET students the MILDEP will provide programming information to DSAA for inclusion in the country's IMET Detail Listing.

To identify cross-service training that has been approved, the SAO and MILDEP training managers should use the DSAA Detail Listing for the IMET program. One data field on the Detail Listing must be used to verify the cross-service training. The Program Originator Code (PO) in card column 30 indicates the in-country using service, not the U.S. service providing the training.

Appendix A, Part I of the MASM identifies the Program Originator codes as follows:

- B -- MAAG (Army)
- P -- MAAG (Navy)
- D -- MAAG (Air Force)
- K -- MAAG (Marine Corps)
- C -- MAAG (Coast Guard)
- X -- MAAG (Other, Defense Organizations/Activities) (e.g. Militia, National Guard)
- T -- MAAG (Joint Service) (e.g., Joint Command, Joint Staff)
- S -- DSAA (Used by DSAA Only)

To identify the military department or agency which will implement the training, the Executive Agency Identifier Code (EXA), card column 66-68, should be used. The first digit of the EXA is an alphabetic letter identifying the U.S. Military Department or other agency responsible for implementing the

training. Appendix A, Part I of the MASM identifies the first letter of the EXA codes as follows:

- B -- Army
- P -- Navy
- D -- Air Force

Note: The Marine Corps and Coast Guard are major claimants of the Department of the Navy and are included under the Navy EXA code P.

For purposes of cross-service training, the term implement/implementing means the U.S. military department responsible for managing the financial aspects of the training. DSAA will release the IMET funds and SAAC will issue Obligation Authority to the military department indicated by the alpha character shown in the first digit [position] of the Execution Agency Code. That military department will then issue fund cites (if required) and will reimburse other military departments for any cross-service training provided.

On the separate MILDEP management documents, identification of cross-service training can be verified as follows. The first data field to look for is the MASL ID number. The alphabetic letter that starts the number will designate the military department responsible for the training (B,D,P, as above). The next data field to look at to complete the identification of cross-service training is the location code. It will either be the Execution Agency Code or the training location. Using the documentation described above, the SAO should be able to identify the cross-service training so that he can properly brief and prepare the students prior to departure from their country. This will also provide the SAO with the necessary information so that copies of the ITOs can be mailed, as required, to the training activity's Foreign Training Officer (FTO).

The MILDEP training managers responsible for managing the student will provide copies of their management documents to their respective FTOs. This provides the FTO with the necessary information to send arrival messages to the gaining FTO of whichever MILDEP will provide the next phase/course of instruction.

APPROVAL/QUOTA CONTROL

The MILDEP responsible for managing the international student is responsible for obtaining the quota from the respective MILDEPS for cross-service training, upon receipt of a training requirement either at the Unified Command workshops or directly from the country concerned. Part of the process of approving the training and granting quotas is the releasability/disclosure determinations. Each of the MILDEPS have internal procedures to notify the FTO of the training activity when a quota is granted. This is the first indication that his activity will be receiving international military students. Normally the next notification will be that of the receipt of the copy of the Invitational Travel Orders. Subsequent notification should be the arrival message either from the SAO or the FTO of the preceding training installation.

One problem that the FTO has in knowing that he will be receiving international military students in cross-service training is the fact that they

are not included in the Country Program Listing, the STATIS, or the Project Record of his service. Therefore, the FTO only has the above ways of knowing that he will be receiving students under cross-service training.

When quotas are provided, the information is made available to the training activity; therefore, the FTOs should establish a system at their activity to insure that they are informed and then establish a suspense file so that they can track potential students who may receive training at their location under cross-service training.

Due to the turnover of FTOs at some locations, the arrival message from the losing FTO to the gaining FTO is the single most important means of communication to preclude problems. When an FTO is not sure of where a student is going, the FTO should call his service desk officer to find out so that he can send the arrival message. This notification can be either in message form or telephonic.

If the SAOs make distribution of the ITO to all concerned and the FMTs send arrival messages, most of the current problems encountered with cross-service training will be eliminated.

ABOUT THE AUTHOR

Mr. Michael L. Layton has been a member of the DISAM faculty since 1978, following his retirement from the U.S. Army as a Lieutenant Colonel. He has had 13 years of overseas security assistance management experience in six countries, and holds an MS in International Relations (Boston University, 1972).