

INTRODUCTION

The United States (U.S.) international military training programs may very well be the most important and longest lasting security cooperation programs that we have with other countries. Long after a country buys an American military system, uses it, and then disposes of it, what remains in the hearts and minds of the country's military are those perceptions they gathered during training in the U.S. The value to the U.S. of the military relationships established when international students attend the full range of professional military education (PME) offered to other countries is tremendous. The influence on international military students (IMS) as they are exposed to our democratic society and way of life can be quite extensive. The exposure to the international student of the commitment of our society and our military to universal human rights concerns is paramount. In summary, the development of the professional and personal relationships established when military personnel from other countries study in the U.S. is surely the longest lasting and most valuable influence the U.S. will have with the country.

There are many considerations involved in our very complex international training programs. This chapter will examine many of them, including:

- The ever increasing number of training programs managed by the security cooperation community
- International military education and training (IMET) program
- Types and categories of training provided
- Training program development and implementation
- Financial considerations of the training program
- Student administration
- Organization and management of the training program
- Training program automation

INTERNATIONAL TRAINING PROGRAMS

Today, the U.S. international training program consists of training under the security assistance program and an ever increasing number of security cooperation programs. All training provided by U.S. military forces must be authorized by federal law. When no other law authorizes an international military training event, then security assistance laws and regulations apply to that event.

Security assistance (SA) training includes training of foreign personnel authorized under the Foreign Assistance Act (FAA) of 1961 and the Arms Export Control Act (AECA), as amended. Thus, the components of the security assistance training program are as follows:

- IMET authorized by the FAA includes education and training provided for which the military departments (MILDEPS) are reimbursed from annual foreign operations appropriations. The IMET program is intended to provide long-term strategic benefits to both the U.S. and partner nations where limited partner defense funding would likely preclude training with the U.S. military.
- Foreign military sales (FMS), funded by either U.S. government (USG) or recipient nation funds and authorized by the AECA to eligible foreign governments and international organizations.
- Training authorized by Section 506, FAA, Emergency Drawdown Authority, and both AECA and FAA-authorized exchange training.

The U.S. military conducts a wide variety of other security cooperation training programs which are managed by security assistance training personnel and/or systems. These programs were discussed in some depth in Chapter 3, “U.S. Government Organizations for Security Assistance.” Significant security cooperation training consists of:

- International Narcotics and Law Enforcement Affairs (INCLE) training authorized by Section 4891, FAA, to be funded by the annual foreign operations appropriations acts
- Originally authorized by Section 1004, P.L.101-510, 5 November 1990, for counter-narcotics training to be funded by subsequent annual Department of Defense (DoD) appropriations acts
- Counter-narcotics program training authorized by Section 1033, P.L.105-85, 18 November 1997, to be funded by subsequent annual DoD appropriations acts
- The combating terrorism fellowship program (CTFP) training is authorized by 10 USC 1051b, funded by annual DoD appropriations acts
- The aviation leadership program (ALP) training authorized by Section 544(b), FAA
- Various memoranda of understanding in effect with the U.S. Coast Guard (USGC)

The U.S. military also conducts other international military training which is not managed by security assistance personnel. The latter need to be aware of these other programs, although the details of these programs are outside the scope of this text. These would include:

- U.S. military academy international students
- The DoD regional centers for security studies which include:
 - The George C. Marshall European Center for Security Studies located in Garmisch, Germany focusing on Europe
 - The Asia-Pacific Center for Security Studies, located in Honolulu, Hawaii focusing on the Pacific and East Asia
 - The Center for Hemispheric Defense Studies at the National Defense University (NDU) focusing on the Americas
 - The Africa Center for Strategic Studies at the NDU focusing on Africa

- The Near East-South Asia Center for Strategic Studies at the NDU focusing on the Near East and South Asia
- Special operations forces training of international students, primarily joint combined exchange training (JCETS)
- Various USG humanitarian assistance programs
- Caribbean support tender training programs conducted by the U.S. Coast Guard (USCG)

Total Package Approach

Military training provided to other countries through U.S. DoD resources is a vital element of security cooperation programs. Countries which purchase or otherwise receive U.S. military equipment are encouraged to simultaneously consider the training requirements while planning for integrating the new equipment or weapons systems into their inventory. Failure to do this will result 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 (TPA), 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 (refer to Figure 14-1). The letter of offer and acceptance (LOA) contains footnote codes to this effect.

**Figure 14-1
CONUS-Overseas - Training Considerations**



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 should 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, and Chapter 5, “The Foreign Military Sales Process,” in this textbook.

THE INTERNATIONAL MILITARY EDUCATION AND TRAINING PROGRAM

IMET is the cornerstone of security assistance training. Most U.S. security cooperation partners begin their cooperative relationship with the U.S. via IMET funded training. The IMET program receives a disproportionate amount of oversight and attention and thus has more legal and regulatory constraints than other programs. Most developing U.S. partners have an IMET program. Because of these factors, the IMET program deserves special consideration in any text of security assistance.

International Military Education and Training Objectives

DoD 5105.38-M, *Security Assistance Management Manual (SAMM)*, Chapter 10, lists four areas of emphasis for IMET-funded training:

- 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 promote effective defense resources management
- To promote military professionalism

Within the above areas of emphasis, the objectives of providing IMET-funded training are:

- To develop rapport, understanding, and communication links
- To develop host country training self-sufficiency
- To develop host country ability to manage its defense establishment
- To develop skills to operate and maintain U.S. origin equipment

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 U.S. 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 field studies program (DoDFSP), which is designed to acquaint IMSs with the American way of life, is outlined in DoDD 5410.17, *United States Field Studies Program (FSP) for International Military and Civilian Students and Military-Sponsored Visitors*. U.S. international military student offices (IMSOs) at the various training

installations throughout the U.S. and abroad have been instructed to relate FSP activities to these underlying human rights considerations. Refer to Chapter 16, “Human Rights and Related Concepts,” for a further discussion of human rights.

Expanded International Military Education and Training Program

The expanded IMET (E-IMET) program was initiated in 1990 to provide new directions in response to a changing global political scene. The most significant expansion was to declare government civilian employees, legislative members, and non-government organizations eligible for IMET when such training fosters the objectives of the E-IMET program. 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. The specific objectives of these programs are to:

- Contribute to responsible defense resource management
- Foster respect for and understanding of democracy and civilian rule of law, including the principle of civilian control of the military
- Contribute to cooperation between military and law enforcement personnel with respect to counter narcotics law enforcement efforts
- Improve military justice system and promote an awareness and understanding of internationally recognized human rights

All courses taught under the E-IMET program will be held in U.S. military schools or will be conducted by mobile education teams (METs). These courses will focus on the previously stated E-IMET program objectives. Many DoD education and training activities have aggressively come out in support of the E-IMET program; particularly, the Defense Resource Management Institute, the Defense Institute of International Legal Studies, and DoD and military service schools.

Constraints

SAMM, Chapter 10, lists types of training requests which require specific approval by the U.S. combatant commands (COCOMs) prior to programming under IMET, although many also apply to 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 program 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. Security assistance organization (SAO) training managers must refer to the SAMM, Sections C10.5 and C10.6, for specific FMS and IMET constraints.

In accordance with Section 660, FAA 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 Defense Security Cooperation Agency (DSCA) and requires a certification by the country that the IMS would not be used in a civilian law enforcement role.

CATEGORIES OF TRAINING

Consistent with U.S. foreign policy, disclosure, technology transfer, and human rights considerations, international students are admitted to a wide range of courses available through the MILDEPs and DoD agencies.

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 development courses. For these types of courses the sponsoring country is asked to provide only career personnel who meet the required rank/grade criteria.

Flying Training

Flying training represents the largest cost of international training programs, and it accounts for a large portion of U.S. Navy, U.S. Air Force (AF), and U.S. Army training purchased by other countries. Because of the high costs associated with aircrew training, IMET programs no longer include this type of training; the bulk of such training is provided through FMS. The U.S. Air Force coordinates all Euro-North Atlantic Treaty Organization (Euro-NATO) fixed-wing flying training, and the U.S. Army is primary for Euro-NATO rotary-wing flying training.

Technical Proficiency Training

Training for officer and enlisted technicians and supervisors makes up the largest number of security assistance students. This category covers a wide range of courses, including maintenance training, technical courses, and 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.

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.

On-the-Job and Qualification Training

Formal school training is frequently followed by a period of on-the-job training (OJT), 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. The availability of on-the-job and observer training is limited due to the heavy commitments of today's active and reserve military components.

Observer and Familiarization Training

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 U.S. can benefit from observing U.S. techniques and procedures.

Orientation Tours

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 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 MILDEPs. 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 are no longer funded under IMET.

Formats for requesting orientation tours require a statement of the purpose of the tour, a proposed itinerary, and rank, background information, and English language capability of the participants. Escort officers are provided from continental U.S. (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 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 U.S. 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 problems 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 JSAT. All teams require specific approval by the combatant commander and DSCA prior to programming. Current guidance restricts the use of IMET as a funding source for mobile training teams, favoring FMS funding instead.

SAO training managers must make every effort to identify all training team requirements at the annual COCOM-hosted 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 and Mobile Education Teams

Mobile training teams and METs (MTT/METs) consist of DoD military and civilian personnel on temporary duty 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 normally up to 179 days including travel time. 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 E-IMET is normally referred to as 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 further explained in the JSAT.

Field Training Services

Field training services (FTS) is the common term for extended training services specialists (ETSS) provided from DoD resources and for contract field services (CFS) provided under MILDEP contract from U.S. civilian sources. These teams provide advice, instruction, and training in the installation, operation, and maintenance of weapons, equipment, and other systems. FTS teams are normally programmed for a period of up to one year. Military members may be assigned as a permanent change of station without 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 COCOM to be approved on a case-by-case basis.

Technical Assistance Field Teams

Technical assistance field teams (TAFTs) are DoD personnel deployed in a permanent change of station (PCS) status for the purpose of providing in-country technical or maintenance support to foreign personnel on specific equipment, technology, weapons, and supporting systems when MTTs and ETSSs are not appropriate for the purpose. Normally, TAFTs do not have training as a primary mission of the team. However, one must refer to the mission statement of the TAFT to see if the provision of training, formally or informally, is included. A TAFT may not be funded under the IMET program.

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 IMS 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 training-military articles and services list (T-MASL) and in the respective military service catalogs. 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 (ELT) is available, the SAO programs the IMS 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 ECLs 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 ELT program for other countries. Assistance in support of ELT in country may be obtained by requesting a DLIELC language training detachment to assist the country's ELT staff and faculty. DLIELC can also provide a survey team to help the SAO determine status of a country's ELT program and capabilities.

Students from several native English speaking nations are exempt from all English language testing, and the requirement for in-country testing has been waived for a number of other countries. All students from countries other than those who are native English speakers must also be tested 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, or they may be programmed for English language instruction at DLIELC. In certain 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 by the SAO from the MILDEP providing the training.

Although many students achieve the ECL 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 T-MASL to reflect the required ECL and whether SET training is coded as required (SR) or advised (SA).

Training Requiring an Oral Proficiency Interview

An additional requirement has been established (primarily for flight training programs) that provides for the conduct of an oral proficiency interview (OPI) of the prospective candidate by the DLIELC. 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 his oral proficiency interview, a 16 week OPI 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.

Classified Training

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 U.S. and the recipient country. Refer to Chapter 7, "Technology Transfer, Export Controls, and International Programs Security," in this textbook for further discussion on the national disclosure policy and the transfer of technology.

TRAINING PROGRAM DEVELOPMENT AND IMPLEMENTATION

The COCOMs host annual training program management reviews 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). SAO country training representatives attending these reviews are required to submit all international training program requirements on the behalf of the host nation. Representatives from agencies responsible for international training within DSCA and the military service (MILSVCs) also attend these meetings to review and approve country program presentations, and to initiate programming and allocation actions for approved training courses. Any projected training using FMS is also addressed during the TPMRs. The country SAO representative must be prepared to present, justify, and defend all country training requirements in accordance with the SAMM, Chapter 10.

Combined Education and Training Program Plan

Prior to the TPMRs each SAO completes a combined education and training program plan (CETPP). The format for the CETPP is found in Chapter 10 of the SAMM. The CETPP is completed on-line in the SAO web CETPP tool. The CETPP is available to the Department of State (DoS) and appropriate DoD activities and informs them as to the SAOs training goals and plans for their assigned nation. This document provides vital information to ensure that all training activities properly plan and execute country-specific training programs.

International Military Education and Training Program

Following the TPMRs, approved IMET training programs are entered into the cognizant MILSVC computer training files by the following offices:

- Security Assistance Training Field Activity (SATFA)
- Naval Educational and Training Security Assistance Field Activity (NETSAFA)
- Air Force Security Assistance Training (AFSAT)
- Security Cooperation Education and Training Center (SCETC)
- U.S. Coast guard (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 or 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 for 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 trans-oceanic 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.

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.

Foreign Military Sales Funded Training

FMS training cases are developed between the MILSVC country desk officers at SATFA, NETSAFA, AFSAT, SCETC, and USCG and the country representative, with coordination by the SAO in country. FMS system sales cases may contain a line for training in support of that system sale or a blanket order training case may be written in support of a range of training requirements. Training should not be requested as specific defined lines on an FMS case because changes are inevitable and would result in case amendments or modifications. Blanket order FMS cases provide much more flexibility and are thus highly desired 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 identifier. 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-Indianapolis Center (DFAS-IN) 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.

Foreign Military Financing Program Funded Foreign Military Sales Cases

Many SAO training managers do not realize that they can encourage their country to request a blanket order FMS training case that is to be funded by foreign military financing program (FMFP) funds. The value of doing this is that the myriad constraints and restrictions placed on the IMET program do not apply to FMS training cases. Thus, for instance, there would be no requirement to obtain a waiver for a MTT on an FMFP-funded FMS case. And, most importantly, this additional source of funds will provide for much needed training beyond the scope of a country's IMET program. SAOs should attempt to influence the use of FMFP funds to provide for support items (training, repair parts, etc.) as opposed to simply the acquisition of a new end item with no support. Implementation of the FMFP-funded case is similar to a cash funded sale, except that a USG fund citation is paying for the training. Thus, it is common to fund the IMS travel and living allowance on FMFP-funded cases.

Combating Terrorism Fellowship Program

The CTFP is developed and implemented quite differently from the other training programs. First of all, the management of the program is highly centralized, with the office of the assistant secretary of defense for global security affairs [ASD (GSA)] reserving approval authority for each and every student by name and the training that person is to receive. SAOs are provided guidance each year by ASD (GSA) as to the amount of CTFP funding they can expect to receive. Then the SAO is to identify actual country personnel whose training would in turn benefit our combating terrorism efforts. These candidates and the specific courses desired for them are then input using the on-line Security Assistance Network (SAN) SAO web system student nomination document, which will be further discussed in the automation section of this chapter. The on-line nomination document is submitted to

the COCOM CTFP manager for approval and is then forwarded on to ASD (GSA) for final approval. ASD (GSA) does provide program advice and guidance at the annual TPMR.

Other Security Cooperation Training

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 security cooperation programs are a reality and must be managed by the very same international training managers that are busy managing the FMS and IMET security assistance programs. Thus, INCLE 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 limited to 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 to accomplish International Narcotics Law (INL) 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 COCOM 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 between the ever increasing number of training programs that are now managed by the international training community.

SANCTIONS AND TRAINING PROGRAM SUSPENSIONS

Never before has U.S. international training program experienced as much disruption in implementation of international training as began with fiscal year 2004. The American Service Members Protection Act (ASPA) of 2002, Title II, P.L.107-206, 2 August 2002, resulted in the suspension of IMET and FMFP funds for many countries who did not sign a bilateral Article 98 waiver agreement with the U.S. as provided for within the applicable international Rome Statute. Plus, the DoS only authorized IMET program funding on a month-by-month basis for almost the entire fiscal year, even for countries where ASPA did not apply or where an Article 98 waiver agreement had been signed. In addition to ASPA, IMET funding suspensions were levied for any unpaid parking fines in Washington D.C. and New York City, which produced further reduced IMET program funding for any affected country [Section 543, Division D, P.L.108-447].

Additionally, political sanctions, Brooke Amendment sanctions [Section 512, Division D, P.L.108-447], and Section 620q, FAA, sanctions resulted in IMET and FMFP funding suspensions. Refer to Chapter 2, "Security Assistance Legislation and Policy," in this textbook for further discussion on these sanctions. It is only natural to ask if there is a published list of what countries are on sanction or are suspended. There is an informal list of these countries that is only available to DSCA country desk officers and cannot be distributed outside of DSCA. So, all are advised to contact their DSCA desk officer for final guidance as to their country's suspension. This information can only be released to U.S. citizen employees of the USG. This excludes foreign service national employees and contract personnel.

Training program implementation issues imposed as a result of a country being under sanction or having their program suspended must be addressed by the U.S. training program managers for the affected country. If a country comes under sanction, whether political or economic, no new IMET

or FMFP-funded students may travel to the U.S. or other locations to initiate training. Students who have already reported to training may complete the course they are attending and may continue on to any additional courses that were already programmed and scheduled. No new training may be added for them. A country whose IMET program has been suspended as a result of ASPA no longer qualifies for the FMS incremental price for training. Thus, if they wish to purchase training using their own national funds for an FMS case, the price of the training will be at the highest, full cost FMS price. A country that is under suspension can still receive DoD program funds such as CTFP program and counter drug program funds.

ANNUAL INTERNATIONAL MILITARY TRAINING REPORT

The report of international 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 DSCA, but requires a significant amount of work by persons at all levels of the international training community. All U.S. funded training, excepting NATO partners, must be listed in this report.

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 not in the NATO category and do not have an IMET program. These are full cost cash customers.
- **FMS/NATO.** The FMS case price charged member countries of NATO, Australia, Japan, and New Zealand.
- **FMS incremental.** The FMS case price charged for training purchased by countries concurrently receiving IMET assistance. Countries whose IMET program has been suspended by ASPA or other political sanction, no longer qualify for this price. Rather, they must pay the full cost FMS price.
- **FMS/NRC.** The FMS case price formerly charged to Israel. Israel is now charged the grant price for training.
- **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, this price will be charged for all DoS INL and DoD CTFP program and other DoD-funded training.

These separate rates for the same course differ because various cost elements have been authorized by law 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 DoD 7000.14-R, *Financial Management Regulation (FMR)*, Volume 15, Sections 710 through 712.

Total Cost of Training

The total cost of training includes all associated costs to include the T-MASL tuition 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. TLA costs are normally funded by the other DoD and DoS grant programs.

Cancellation Penalties

Because of the shortage of training spaces and the difficulty experienced by the MILDEPs in adjusting to changes in student input, DoD has instituted a penalty charge for IMS 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, during training, and post training.

Predeparture Phase

The predeparture phase is the responsibility of the overseas 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 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. Of particular importance is the student vetting process - ensuring that the student complies with all requirements for training provided by the U.S. Such vetting is country specific and each SAO follows strict guidance provided at the embassy by the DoS. Once the SAO training officer is assured that the selected IMS meets all the training requirements and the SAO has

received authority from the U.S. MILSVC to have the IMS proceed; travel arrangements can be made, the ITO can be prepared, and the student can be briefed.

Student Selection Criteria

Synthesizing 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
- 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 follow-on training 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 are asked to apply the same criteria.

Student Screening

The most sensitive task that an SAO training manager faces is to insure that proper screening of the student has been accomplished by appropriate U.S. embassy personnel. This is a DoS requirement and instructions have been issued to all stations requiring them to establish a suitable vetting process to insure that no student with a criminal or adverse human rights record is sent to the U.S. for training. This includes a requirement to insure that the student has never been assigned to a unit that has a documented adverse human rights record. Chapter 2, "Security Assistance Legislation and Policy," and Chapter 16, "Human Rights and Related Concepts," provide further discussion of this vetting process.

Arrival Message

The timely notification of the international military student office (IMSO) at the first training location by the SAO of when and where a student will arrive is absolutely essential. The JSAT requires that notification be received by the training activity fifteen days before student arrival. If the student is to be accompanied by dependents the notification should arrive thirty days prior to student arrival. Late arrival messages, or none at all, continue to be a serious problem for the training site IMSO. SAOs now have accurate point-of-contact information for all training activities on the SAO web system and in Training Management System (TMS). There is no excuse not to provide timely arrival information either by data upload to the SAN or via direct e-mail message.

Invitational Travel Orders

An IMS is entered into programmed training through the issuance of an ITO generated by an overseas SAO using the TMS system. Attachment 14-1 provides a copy of a sample ITO for an IMET-funded student. The MILSVCs provide course start dates to the SAO through the TMS standardized training list report and authorize the SAO to implement the training by preparing the ITO. Invitational travel orders are required for all students who are to receive U.S. training. Most recently, by policy change, the MILSVCs now have made the issuance of ITOs mandatory, even if the training is at a contractor training facility. Other student processing requirements are as specified in the JSAT.

Student Pre-Departure Briefing

The JSAT requires the SAO to provide each IMS with a thorough out pre-departure briefing that would be appropriate to the needs of a student from the country concerned. To assist in doing this, Defense Institute of Security Assistance Management (DISAM) has prepared and distributed a CD Rom disk with an excellent briefing that fulfills the JSAT requirement. It makes use of internet-based materials and is available in both English and Spanish. Contact the DISAM distance learning specialist via E-mail at richard.rempes@disam.dsca.mil to obtain a copy of this CD.

Training Phase

The IMS receive essentially the same instruction that is provided to U.S. students. In fact, the majority of all IMS are integrated directly into classes with U.S. students. Occasionally there may be international-only courses, where different material must be presented to the international students than that provided to 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 computer assisted training, and/or through orientation tours. Training for an IMS takes place in almost every location where U.S. military personnel are based. Almost every DoD installation in the U.S. has had an IMS at one time or another. 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 MILSVCs have directed that each installation or training activity involved in international military training designate an individual to serve as its international military student officer.

International Military Student Office

IMSOs play a key role in international training. The IMSO's basic responsibilities include coordinating and monitoring the training of the IMS at the training activity. Thus, the IMSO is responsible for ensuring that adequate billeting, messing, and all other IMS support requirements are satisfied. Most training activities with a large number of IMS have dedicated professional offices that handle all IMS support issues. The IMSO is truly responsible for the complete care and feeding of the IMS while at the training activity. Included in these responsibilities is the important task of conducting the DoD FSP. The IMSO essentially functions as the training installation point-of-contact for international training issues.

Department of Defense Field Studies Program

In accordance with DoDD 5410.17, *United States Field Studies Program (FSP) for International Military and Civilian Students and Military-Sponsored Visitors*, commanders of DoD and MILSVC installations are responsible for establishing, operating, and administering a field studies program for international students attending security assistance sponsored training at their installations. The new DoD FSP is the significantly redesigned former DoD informational program (IP) to better complement formal training and provide students with 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 FSP are generated by charges included in the training tuition price.

Country Liaison Officer

Country liaison officers (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 while the next level of command is assumed to be the country's defense, military, Navy, or AF attaché or ambassador assigned to the U.S. If student disposition is in question, U.S. channels of communication are through the MILSVC SATFA, NETSAFA, AFSAT, SCETC, or USCG to the SAO for resolution of problems and/or clarification of the sponsoring country's desires.

Post Training Phase

To close the loop with the returning 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 issued to the student will be shipped from the training activity to the SAO. SAOs are advised to keep a log of when these materials are turned over to the country to be provided in turn to the IMS. Likewise, the student's academic report will be sent to the SAO to be forwarded to the country and student.

TRAINING MANAGEMENT ORGANIZATIONS

Training Policy Community

Management of the security assistance training program is guided by a small group of policy makers in the MILSVCs. The DoS representative also plays a role in this group, particularly as pertains to formulation and allocation of the IMET program funding. Refer to Figure 14-2 as the U.S. training management organizations are described.

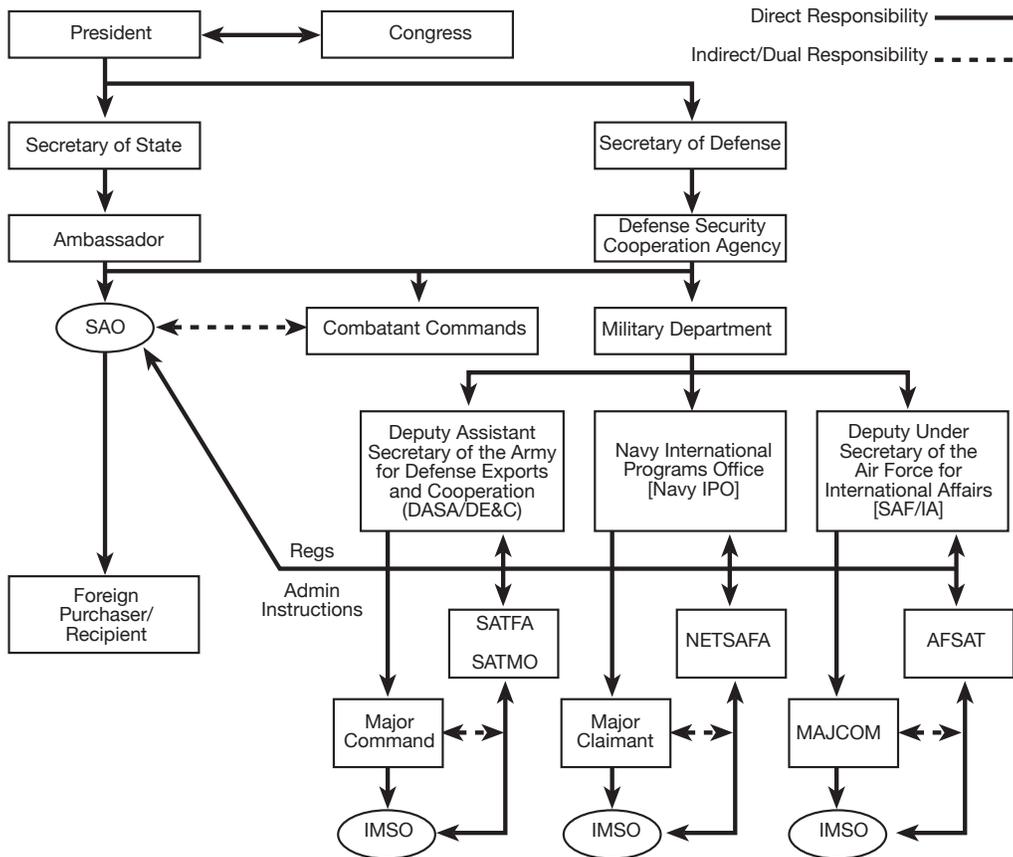
Department of State

The DoS'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 DoS'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 DoD to implement.

Defense Security Cooperation Agency

Within the DoD, the principal agency for implementation of the various international training programs is the DSCA, which provides direction to the COCOMs and the cognizant MILDEPs. Policy coordination and support is provided by the Management Division of the Programs Directorate in DSCA. This office formulates policy for conduct of the Security Assistance Training Program (SATP), issues IMET program guidance, and exercises oversight of the DoD field studies program. Matters involving conduct of the training program and approval authority for exceptions to policy rest with the individual country managers in the DSCA regional operations divisions.

**Figure 14-2
Training Management Organization**



United States Army

At the Department of the Army level, the deputy assistant secretary of the Army for defense exports and cooperation (DASA-DE&C) 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, to Army agencies involved in security assistance training programs.

The Security Assistance Training Division provides policy guidance for:

- International military training (CONUS and outside of the continental United States (OCONUS))
- Professional military education exchanges
- Army War College and Command and General Staff College nominations for international military personnel
- Security assistance legislation and non-country specific joint actions

United States Navy

The Navy International Program 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 training program, and is the principal point of contact for foreign nationals. With respect to international training, policy and oversight responsibility resides at the SECNAV level, while program execution is directed to the field level.

United States Air Force

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 international training programs, SAF/IA functions include the following:

- Developing, coordinating, and issuing AF-wide SA training policy and procedures
- Acting as the AF representative and focal point for training policy and procedural issues
- Preparing any 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 DLIELC
- Acting as the AF focal point for policy matters involving the Inter-American Air Forces Academy (IAAFA)

United States Marine Corps

The U.S. Marine Corps (USMC) is a major partner in the Department of the Navy international training programs. The SCETC of the U.S. Marine Corps Education and Training Command is responsible for policy, administration, and implementation of USMC international training requirements.

United States Coast Guard

The USCG is also a major partner in the Department of the Navy international training. Policy, administration, and implementation of USCG training are conducted by Coast Guard Headquarters, International Programs (G-CI).

Military Departments and Services

The MILDEPs and military services manage all aspects of international training, consolidate training requirements, allocate course spaces, and have fiscal management responsibilities.

Security Assistance Training Field Activity

The 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 SATFA's responsibilities includes:

- Reviewing international training requirements and the Army's CONUS capability to provide such training
- Implementing, supervising, administering, and executing international training
- Developing support of special equipment purchases for training
- Preparing, implementing, and managing FMS cases for all CONUS Army training and for MTTs and FTS
- Acting as point of contact for all country attaches, SAOs, and U.S. country representatives for established training programs
- Developing course costs for inclusion in the T-MASL
- Planning and coordinating CONUS orientation tours funded under IMET and FMS
- Ensuring that training activity commanders appoint IMSOs and that the DoD FSP 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
- Army Materiel Command: Technical training within the functional areas of AMC major subordinate commands
- U.S. Forces Command: Unit training

Naval Education and Training Security Assistance Field Activity

The NETSAFA implements three separate but interrelated functions as the principal support and coordination activity for Navy training.

NETSAFA is the single point of contact between SAOs 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 Chief of Naval Operations (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 agent for security assistance. In this role, NETSAFA is responsible for managing international shore-based education and training conducted at Navy Education and Training Command activities.

Finally, NETSAFA is the principal support agent for the entire Department of the Navy international training program. 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 ITOs, financially administers

the training program, and provides billing services (except for USCG and Navy fleet commands). NETSAFA is responsible for providing IT support in the form of management information systems for publishing training program related documents, and for conducting the annual IMSO workshop.

Air Force Security Assistance Training Squadron

The AFSAT, as a component of the Air Education and Training Command (AETC), 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 international training
- Monitoring the progress of training and the welfare of all USAF-sponsored IMS and supervising their administration and movement
- Administering and accounting for international training funds allocated for the training, administration, and support of IMSs in CONUS and for MTTs furnished from Air Force CONUS resources
- Providing guidance for the implementation of the DoD FSP for all IMS in CONUS approving fund estimates and providing funds to support all AF FSP activities

United States Coast Guard

U.S. Coast Guard (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 Navy training activities. USCG training requirements are to be addressed to USCG, with NETSAFA as information addressee.

United States Marine Corps Security Cooperation Education and Training Center

The U.S. Marine Corps Security Cooperation Education and Training Center (SCETC) coordinates all training and education conducted at USMC activities

- Coordinates USMC MTTs and ETSSs,
- Controls inputs to the USMC PME courses,
- Grants ECL and rank waivers for USMC training, and
- Coordinates USMC matters with other Department of the Navy SATP activities.

All international training issues and requirements are to be addressed directly to SCETC, with Navy IPO, and NETSAFA, as information addresses.

United States Army Security Assistance Training Management Organization

U.S. Army Security Assistance Training Management Organization (USASATMO) 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:

- 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 to include
 - MTTs
 - TAFTs
 - Mobile training assistance teams
 - Quality assurance teams
- In conjunction with this, USASATMO assists field agencies in structuring these teams to meet international customer 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
- Ensure all selected team members receive antiterrorism training

United States 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. Recently, Navy IPO also issued specific guidance on how contractor-provided training is to be managed.

United States Army Materiel Commands

In recent times, more and more training is being included or imbedded in Army FMS materiel cases managed by the various life-cycle management commands of the Army Materiel Command. Normally, specific contractors provide training that cannot be provided by specific DoD schools. In other words, training that is not otherwise available in Army schools or training that is beyond the capacity of those schools. The Army also has recently issued specific guidance that all future contractor-provided training will be managed by SATFA and reported in their automated management systems.

Combatant Commands

The COCOMs maintain directorates dedicated to security cooperation functions, including international training. A list of the responsibilities of these directorates for international training is as follows:

- Provide training policy guidance; monitor, coordinate, and evaluate approved country training programs; and assist SAO and defense attaché and embassy personnel in establishing and implementing country IMET and FMS training programs
- Provide training data and other inputs to Joint Staff and Secretary of Defense (SECDEF) on special actions and studies pertaining to international training programs

- Recommend allocations/monitor student quotas for those courses/schools which MILDEPs designate as having limited quotas requiring COCOM determination-of priorities
- Coordinate use of COCOM (component) assets in support of country training requirements
- Conduct security assistance briefings/orientations for SAO personnel
- Plan, coordinate, and conduct annual TPMRs
- Coordinate and approve all exceptions to policy requiring a waiver

Besides the training provided from CONUS-based resources, the service components of the COCOMs are able to meet some international training requirements within their respective theaters. Nearly all of the types of training discussed above may be requested through the COCOM: formal school training, OJT qualification training, observer and familiarization training, and ship crew training. Country requests for MTTs are frequently filled from COCOM 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.

Security Assistance Offices

Since the international training program (IMET, FMS or other) is developed in country and personnel scheduled for training come from the country military establishment, the overseas security assistance organization has a much greater role in managing training than it does in managing materiel acquisitions. The international training 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 U.S. 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 U.S.

Defense Language Institute English Language Center

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

Defense Institute of Security Assistance Management

The Defense Institute of Security Assistance Management (DISAM) is responsible for providing international training management instruction for U.S. and international military, civilian, and U.S. industry 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. training requirements, course quotas, METs, ECL waivers, etc, from the international customer for DISAM must be directed through the in-country SAO training officer to AFSAT with an information copy to DISAM.

TRAINING PROGRAM AUTOMATION

Today, the modern security assistance training managers have access to the international training management (ITM) web site, the security assistance network (SAN), a wide range of MILSVC school web sites, and may have the TMS and/or the defense security assistance management system/training module (DSAMS/TM) installed on their computers. Figure 14-3 will help in understanding the training management information flow. By using these automated SA resources the SA training manager can research training courses, obtain up to date information on MILSVC training activities and schools, view the entire country training program, and generate required invitational travel orders. The ability for the SA training manager to access the training databases and then use that data off line to completely manage the training program has provided the basis of the current training program automation for the past fourteen years. In the past few years, a new SAN module has been developed that provides the IMSO with complete visibility of the incoming international military student population. The IMSO can now submit on-line arrival and completion reports and actually update the training database with the latest international training information about the training location and the courses taught there. Two of the latest training management features made available on-line on the SAN are the CTFP nomination form and the TPMR–required CETPP.

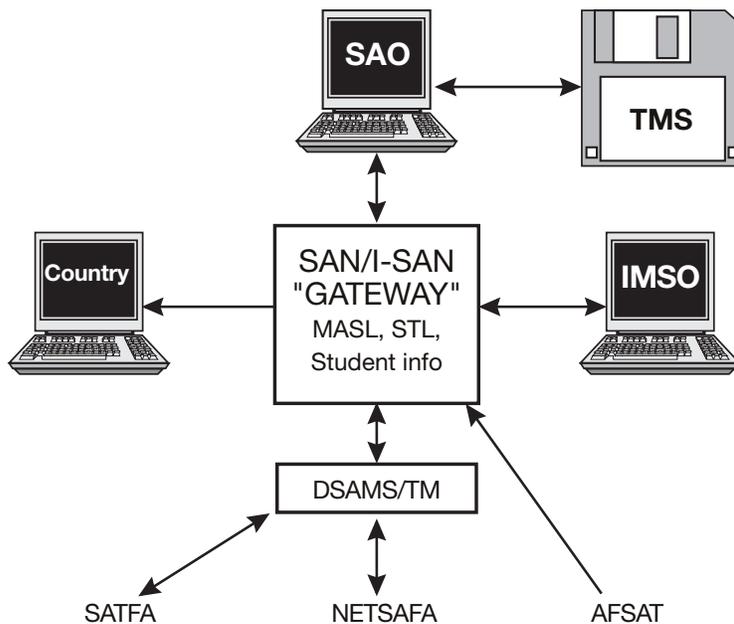
International Training Management Web Site

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 today. All other international training or security assistance web sites can be accessed from the ITM web site. Every training management reference, message, article, guide, and any other publication about the training program is available on 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 students and international training managers. It provides access to the largest collection of materials available today for the international training manager, both U.S. and international. The international military training web site is available at <http://www.disam.dsca.mil/itm/>.

Defense Security Assistance Management System Training Module

DSAMS/TM is the new DoD joint security assistance training management system for use by MILDEP organizations. It was implemented by the maritime services and the Army in October, 2006 and the Air Force is scheduled to implement it in 2008. DSAMS provides significantly enhanced functions for country training program managers and greatly increases information flow between SAOs and MILDEPs.

**Figure 14-3
International Training Management Data Flow**



* Army and Navy data updated daily - Air Force 3 times per week

Security Assistance Network and Training Management System

The security assistance network (SAN), managed by DISAM, is the internet-based system that hosts the international military security assistance training program for the U.S. The SAN is the controlled access system that is used to access all country training program data and specific course information. A current list of international training management points-of-contact and lists of the MILSVC country training managers are provided on the SAN main training menu. 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 COCOM user group administrator, but requests for assistance can also be directed to DISAM. See Appendix 3, "Security Assistance Automation," in this textbook for further information on the SAN.

DISAM developed the 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 ITO, the IMS information (IMSI) form, and special formats required in the management of security assistance training. The system enables the SAO training manager to capture IMS data and consolidate it with the other databases to include T-Masl and the the standardized training list (STL).

International Security Assistance Network and International Training Management System

The international SAN (I-SAN) is an evolution of the SAN system. The I-SAN provides an entirely separate systems for use by the international training clients. The use of the I-SAN gives the client country's training managers access to the very same training data that the overseas SAOs have

access to. Any SAO that wants its host country to have access to these international systems should request that access from the SAN main menu.

Security Assistance Network Web Systems

The most recent automation innovations for the international training community are provided via the SAN web systems. The IMSO web was the first on-line system made available on the SAN. This was then followed by giving the SAO training manager access to his country's data on-line and then giving access to the country itself. These three on-line, web-based functions are provided only for registered SAN and I-SAN users. In this way access to the data provided in these systems on the international military student population is protected by controlled access to the secure SAN system.

International Military Student Officer Web

The IMSO web provides access to the training data on the incoming student population at all training activities or schools. The schoolhouse IMSOs 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 can also review all of the individual course data and course descriptions for their courses that are contained in the MILDEP T-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 travel and training status. Convening/arrival, and completion reports can also be submitted by the IMSO.

Security Assistance Officer Web

The SAO web provides an on-line view function for SAO training managers and on-line instant access to the data that is entered by the IMSO offices. 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. The on-line CTFP student nomination form and process allows the SAO to nominate an international student, identify the training to be received, and forward this to the COCOM CTFP manager and on to ASD (GSA) for final approval. The CTFP is also prepared as an on-line document in SAO web.

International Security Assistance Network Web

The third SAN web system is the international SAN web. This on-line system provides much needed access to a country's training program data by the international client. Use of the international version of TMS by the country proved to be very difficult. Now a country training manager, resident in his country, can actually view and use on-line the very same data that is available to the SAO training manager.

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. international training effort.

REFERENCES

All international training references are now available via the ITM web site at <http://www.disam.dsca.mil/itm/>.

Department of Defense (DoD)

DoDD 5410.17, *United States Field Studies Program (FSP) for International Military and Civilian Students and Military-Sponsored Visitors*.

DoD 5105.38-M, *Security Assistance Management Manual (SAMM)*.

Joint Security Assistance Training (JSAT) Regulation (AR 12-15/SECNAVINST 4950.4A/AFJI 16-105).

DSCA, *Security Assistance Health Affairs Handbook*.

Defense Language Institute English Language Center (DLIELC)

DLIELC *Catalog of Materials, Courses, and Support Services* (Published Annually).

DLIELC Instruction 1025.7, *Planning and Programming Security Assistance English Language Training*.

DLIELC Instruction 1025.9, *Management of DLIELC Oral Proficiency Interview (OPI)*.

DLIELC 1025.11, *American Language Course Placement Test (ALCPT)*.

DLIELC Instruction 1025.15, *Guidelines for Obtaining, Controlling, and Administering the English Comprehension Level (ECL) Test*.

English Language Training Handbook for Security Assistance Officers (SAOs).

English Language Training Planning Aid (circular plastic scale).

Defense Institute of Security Assistance Management (DISAM)

The Management of Security Assistance (The “Green” Book).

The DISAM Journal (Published Quarterly).

Security Assistance Network User’s Handbook, Volume I, SANweb.

Security Assistance Network User’s Handbook, Volume II, Training Management, TMS

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),

U.S. Navy

NETSAFA - *U.S. Navy International Training & Education Catalog*. Available via CD and at the NETSAFA web site at: https://www.netsafa.navy.mil/catalog/table_contents.asp.

Catalog of Navy Training Courses (CANTRAC), <http://www.cnet.navy.mil/netpdtc/cantrac/>.

U.S. Air Force

AFSAT, *SAO's Users Guide*. Available on CD.

SAF/IA, *International Military Student Officer's Handbook*.

Education and Training Course Announcements.

U.S. Marine Corps

SCETC, *U.S. Marine Corps Security Cooperation Education and Training Desktop Guide*.

U.S. Coast Guard

COMDTINST 4950.2 (Series), *International Training Program*.

USCG, G-CI, *U.S. Coast Guard Department of Homeland Security International Training Handbook*.

ATTACHMENT 14-1 SAMPLE INVITATIONAL TRAVEL ORDER

INVITATIONAL TRAVEL ORDER (ITO) FOR INTERNATIONAL MILITARY STUDENT (IMS)

1. **ITO Number:** BN04B11005 2. **Country:** BANDARIA 3. **Date:** 10-May-08
- The U.S. Government hereby issues this ITO for the IMS herein named to attend the course(s) of instruction herein listed, subject to the terms and conditions contained herein, and as may be amended by competent authority. This ITO is the only document that will be used and is valid only for the IMS entering U.S. training under the Foreign Assistance Act of 1961, as amended, or the Arms Export Control Act.

Definitions of acronyms and abbreviations contained in this document, and instructions for completing this form are provided in the Joint Security Assistance Training Regulation, JSATR (SECNAVINST 4950.4A/AR 12-15/AFR 50-29). This computer generated, letter format ITO is authorized in accordance with the Security Assistance Management Manual (SAMM), DoD 5105.38-M, Para 100401.

4. **Issuing Security Assistance Organization (SAO):**
- a. **Name of Organization:** Office of Defense Cooperation (ODC) Bandaria
 - b. **Mailing Address:** Unit 4095-PSC 80
APO AE 09765-1005
5. **Funding:** IMET 08
6. **IMS Information:**
- a. **Name:** VULKE, Hadin
 - b. **Sex:** Male c. **Country Service Rank.:** MAJ
 - d. **U.S. Equivalent Rank/Pay:** O-4 e. **Country Service:** Army
 - f. **Country Service No.:** OF 100096 g. **Date of Birth:** 10-Jan-58
 - h. **Place of Birth:** Harare, BANDARIA i. **Passport No.:** 382956
7. **Invitation:** The Secretary of the Department of the Army invites the IMS listed in item 6, this order, to proceed on or about 25-May-08 from BANDARIA to FT LEE VA 23801-1705 for the purpose of commencing training listed in item 8, below.

8. **Authorized Training:** No additional training to that specified in this order will be provided.
- | | | | | |
|----------|--|------------------|---|--|
| A | WCN: 1005A | RCN: KB00 | MASL: B159000 | TITLE: INTERNATIONAL OFF LOG PREP |
| | Military Service Course No.: ALMC-IL | | School: USA LOGISTICS MANAGEMENT COLLEGE | Report Date: 25-May-08 End Date: 11-Jun-08 |
| | Location: FT LEE VA 23801-1705 | | | |
| B | WCN: 1005B | RCN: KB01 | MASL: B171545 | TITLE: COMBINED LOG CPT CAREER |
| | Military Service Course No.: 8-10-C22 (LO | | School: USA LOGISTICS MANAGEMENT COLLEGE | Report Date: 14-Jun-08 End Date: 02-Aug-08 |
| | Location: FT LEE VA 23801-1705 | | | |
| C | WCN: 1005C | RCN: KB02 | MASL: B171360 | TITLE: COMBINED LOG CCC-QM |
| | Military Service Course No.: 8-10-C22 (LO | | School: US ARMY QM CNT & SCHOOL | Report Date: 04-Aug-08 End Date: 10-Sep-08 |
| | Location: FT LEE VA 23801-1509 | | | |
| D | WCN: 1005D | RCN: KB03 | MASL: B171546 | TITLE: COMBINED LOG CPT CAREER |
| | Military Service Course No.: 8-10-C22 (LO | | School: USA LOGISTICS MANAGEMENT COLLEGE | Report Date: 10-Sep-08 End Date: 28-Oct-08 |
| | Location: FT LEE VA 23801-1705 | | | |

Last line of training

9. **Fund Cite:** 4563-45UY-36300226 564 000 346ER 4567
10. **Language Prerequisites:** IMS completed the in-country DLI English language proficiency exam as follows: Exam No.: 36B Date Completed: 24Jan08 Score: 77
- Highest ECL:** 75SA
11. **Security:** U.S. security requirements have been complied with. The home Government has granted the IMS a security clearance. This of itself does not permit the disclosure of classified U.S. information. Such disclosure must be specifically authorized by an official delegated authority and U.S. foreign disclosure regulations or directives. Home Country: BANDARIA Equivalent U.S. Classification Level: SECRET
12. **Conditions:**
- a. **Dependents:** Dependents are authorized by the IMS's home country and the DOD Security Assistance Organization in-country to accompany IMS or join IMS while in training, but will not be transported nor subsisted at U.S. Government expense. IMET IMS is not authorized an increase in living allowance due to presence of dependents.

a.1. Accompanying Dependent's Name	Relation	DOB
Ms. Marta VULKE	Wife	01-Feb-60
Fatima VULKE	Daughter	14-Jan-93

ATTACHMENT 14-1 (CONTINUED) SAMPLE INVITATIONAL TRAVEL ORDER

ITO Number: BN04B11005

Country: BANDARIA

Date: 10-May-08

b. Medical Services:

IMs: IMET IMs: Charges for inpatient and outpatient care, immunizations, and medical examinations are chargeable to the IMETP.

Dependents: Authorized accompanying dependents of IMET and FMS IMs: Charges for outpatient and inpatient care, immunizations, and medical examinations will be collected from: IMS.

Singular Conditions: See item 15, "Special Conditions."

c. Participation in Hazardous Duty: IMS is authorized to participate in hazardous duty training.

d. Physical Fitness Training: Participation in physical fitness training is required.

e. Leave: Upon completion of training, IMS is authorized 15 days leave at no cost to the U.S. Government or IMETP. Upon completion of leave, IMS will proceed immediately to home country or as directed by competent authority.

f. Living Allowance: Living allowance is authorized during the period covered by this order, from the day of departure from, to the day of return arrival in, home country, excluding period covered by leave, in accordance with SAMM, Chapter 10, and is chargeable to the fund cite indicated in item 9, this order.

Singular Conditions: Not Applicable

g. Travel: Travel covered by this order, Overseas and CONUS, is chargeable to the fund cite indicated in item 9, this order.

Singular Conditions: Not Applicable

h. Travel by POV: IMS is authorized to travel by POV.

i. Baggage: *Baggage allowances outlined below are total allowances; excess being the difference between the baggage permitted by the transportation carrier and that stipulated below. Baggage sizes and dimensions will conform to carrier stipulations. These allowances apply for that portion of travel whose costs are paid from U.S. funds (see para g., above) and cost of authorized excess baggage is chargeable to the fund cite indicated in item 9, this order.*

Training is 12-23 weeks in total duration: IMS authorized 3 pieces, not to exceed 50 pounds (22.7 Kilograms) each.

13. Terms:

- a. Prior to departure from home country, the IMS listed herein is required to be medically examined and found to be physically acceptable in accordance with the health provisions of the Immigration and Nationality Act (8 U.S.C. 1182(a)(1)-(7)); Foreign Quarantine Regulations of Public Health Service, Department of Health, Education and Welfare, 42 CFR, Part 71; McCarran Act Sec. 212A, 1-7 Public Law 414, 82nd Cong.; applicable U.S. MILDEP regulations; and other U.S. laws or DOD directives and regulations which may be enacted from time to time.
- b. The home country will ensure that the IMS has sufficient funds in United States dollar instruments to meet all expenses while enroute to, and for the first 30 days of training pending receipt of applicable pay and allowances by the IMS.
- c. IMS will be responsible for custodial fees and personal debts incurred by self or family members. IMS's unable to meet these financial obligations may be withdrawn from training and returned to home country.
- d. The IMS will bring adequate uniforms and work clothing for field duty or technical work. U.S. fatigue uniforms and footwear will be purchased by the IMS in the event that the country work uniforms are inadequate. When flying training is involved, required special flight clothing and individual equipment will accompany the IMS, or provisions will be made by the home country or the IMS to obtain the use of all necessary equipment prior to start of training. The IMS will also possess adequate civilian clothing for off-duty wear.
- e. The Government of the United States is responsible for IMS travel which is part of the training program and for which costs are part of the course tuition.
- f. The IMS will comply with all applicable U.S. MILDEP regulations.
- g. The United States may cancel training and return to country IMSs who violate U.S. law or MILDEP regulations or who are found otherwise unsatisfactory. The IMS's government will be alerted to such action in accordance with U.S. MILDEP regulations.
- h. The Government of the United States disclaims any liability or financial responsibility for injuries received by the IMS listed herein while in transit to and from the training installation, while undergoing training or while in leave status, and any liability or financial responsibility for personal injury claims or property damage claims resulting from IMS's action.
- i. The IMS will participate in flights of U.S. military aircraft as required for scheduled course(s) or as specified in U.S. MILDEP regulations.
- j. The acceptance of this order by the host country constitutes agreement that the IMET student will be utilized, upon return to the host country, in the skills for which he was trained for a period of time sufficient to warrant the expense of the U.S. Government, in accordance with the SAMM.

Training is 12-23 weeks in total duration: IMS authorized 3 pieces, not to exceed 50 pounds (22.7 Kilograms) each.

ATTACHMENT 14-1 (CONTINUED) SAMPLE INVITATIONAL TRAVEL ORDER

ITO Number: BN04B11005

Country: BANDARIA

Date: 10-May-08

14. Implementing Authority:

a. U.S. MILDEP Document: Army STL

b. Date: 09-May-08

15. Special Conditions/Remarks:

- a. IMS must report 3 days in advance of normal report date due to limited transportation availability.
 - b. IMS has been provided one way ticket to first training activity; request provide return transportation.
 - c. IMS is free from communicable diseases, HIV, and other medical defects which could require treatment or hospitalization while in training.
 - d. The Defense Attache, Embassy of Bandaria, Washington DC has administrative control over all personnel of the Armed Forces of Bandaria.
 - e. Leave in excess of 15 days from graduation date is not authorized and training activity is not authorized to modify this ITO without written authorization of OMC-Bandaria.
 - f. The acceptance of this order by the host country constitutes agreement that the IMET student will be utilized, upon return to country, in the skills for which he was trained for a period of time sufficient to warrant the expense to the USG, IAW SAMM, Chapter 10.
 - g. Upon return from training, IMS will report to ODC-Bandaria when notified, for debriefing, processing of travel voucher, and issuance of instructional materials.
- MEDICAL EXAM: Medical examination, to include HIV Test, was completed on 3/1/2008. Program requirements have been complied with.
- MEDICAL COVERAGE: At the time the IMS's ITO was annotated to authorize accompanying family members, said IMS provided proof of qualifying medical insurance to the SAO Training Office. The IMS has been made fully aware that a 'lack' of medical insurance coverage for accompanying family members, revealed at any time during CONUS training could result in the IMS's removal from scheduled CONUS training and return to country.

16. Distribution:

5 - International Student
2 - SATFA
1 - Health Services Command
1 - Bandarian Embassy
1 - Training Activity IMSO
USA LOGISTICS MANAGEMENT COLLEGE
FT LEE VA 23801-1705
US ARMY QM CNT & SCHOOL

FT LEE VA 23801-1509

17. Command Line:

a. Signature of U.S. Authority Authenticating Orders:

John C. Smith, MAJOR US Army
Training Officer

b. Title:

