

What in the World is a SATMO?

By

Major Scotty Paul, USA

INTRODUCTION

"Hello! SFC Track? My name is LTC Bill from SATMO at Fort Bragg. You've been nominated by your unit to receive a two-month, all-expenses-paid trip to beautiful Bandaria, land of sunshine and sand."

"What's that you asked? Where's Bandaria? And what's a SATMO?"

"Well, Bandaria is not the end of the earth--although when you stand on the beach, you can see the edge! As for what's a SATMO--we're the folks that are gonna get you there. By the way, I see you're a master gunner? Hey, that's great, 'cause while you're there I've arranged for you to conduct classes on the fire control systems of the M60A3 tank. Uncle Sam just sold them two battalions worth of tanks and you (and a few other guys) are going to teach them how to shoot, move, and communicate."

"Before I tell you more about that, I have to ask you a few routine questions about yourself, OK? Oh yes, your group? The M60A3 Tank Mobile Training Team--kind of a catchy name, don't you think?"

THE WIND-UP

When a country is unable to provide the training its soldiers need to improve its own security, the country has to go shopping. U.S. allies and other friendly foreign governments have the opportunity to acquire a broad variety of military training from the U.S. Armed Forces. Such training, as part of the overall U.S. Security Assistance Program, may be furnished through the Foreign Military Sales (FMS) Program [financed by cash, FMS credits, and/or Military Assistance Program (MAP) grants] or through the grant International Military Education and Training (IMET) Program.

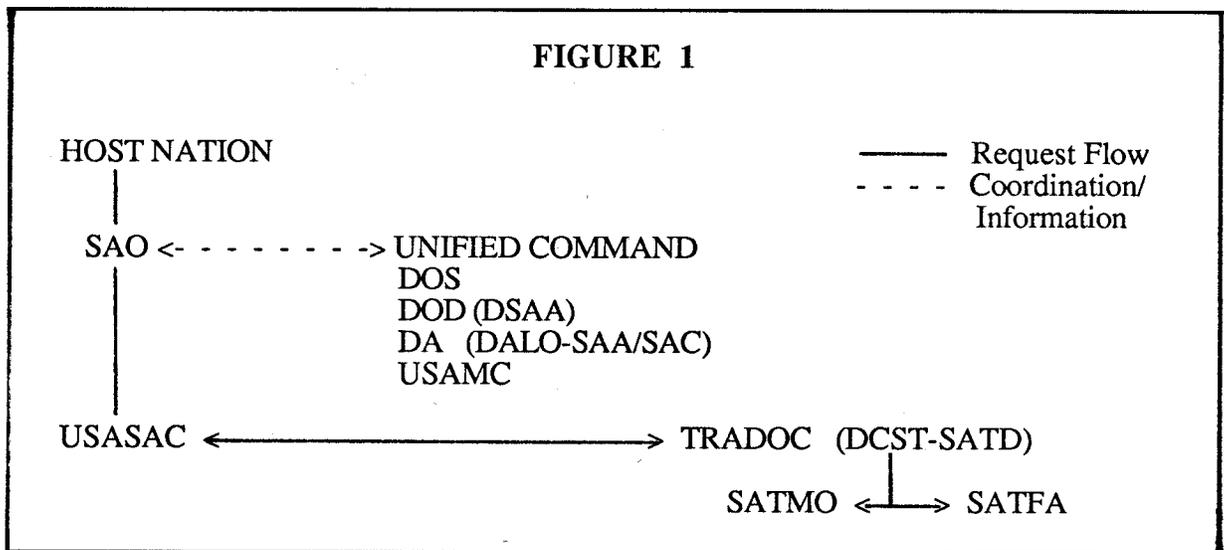
Requests for U.S. military training or technical expertise which are generated by foreign governments are usually submitted to the American Embassy's Security Assistance Office (SAO). SAO is a generic term for the various forms that this organization may take in different countries, e.g., Military Assistance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

After the ambassador concurs with a request, and depending on the type of services requested, the SAO forwards it to the appropriate U.S. government military department (MILDEP) executive agency. DOS and DOD are provided information copies as they are required to monitor all requests. The MILDEPs have the ability to provide instruction on any piece of equipment in their inventories or on any aspect of U.S. military doctrine or tactics. For the Department of the Army (DA), all requests are submitted to the DA executive agency, U.S. Army Security Affairs Command (USASAC), a subordinate command of Army Materiel Command (AMC). In addition,

these requests are monitored at DA by the Assistant Deputy Chief of Staff for Logistics-Security Assistance and his staff (DALO-SAA/SAC). If the requested assistance is in the mutual interest of both governments, the services or equipment are available, and the funding can be arranged, then the request is approved. Upon this approval, the request becomes a requirement. Under the Total Package Approach (TPA) policy for security assistance, USASAC then passes any training requirements to the Army's Training and Doctrine Command (TRADOC).

THE PITCH

When the requirement reaches TRADOC, the Deputy Chief of Staff, Training-Security Assistance Training Directorate (DCST-SATD), determines if it involves foreign students coming to the continental United States (CONUS) for training, or if DOD military or civilian personnel are needed outside CONUS (OCONUS). Managing training provided within CONUS is the responsibility of the Security Assistance Training Field Activity (SATFA). The charter for the Security Assistance Training Management Office (SATMO) makes it responsible for managing OCONUS foreign military training and technical assistance coming from CONUS assets. Neither the Navy nor the Air Force has a comparable agency. Because of their missions and interrelationship within TRADOC, SATFA and SATMO are often confused with each other. The DCST-SATD retains overall responsibility for both CONUS and OCONUS security assistance training programs and is kept informed of all SATMO actions. Figure 1 shows the flow from country to SATMO.



THE HIT

So what's a SATMO really? The Security Assistance Training Management Office is an action office. Its primary mission is to manage security assistance training requirements given to it by TRADOC. Thus the name! Located at Fort Bragg, NC, SATMO is special staff element of TRADOC's U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). The Commander, TRADOC, has given the Commander, USAJFKSWCS, the responsibility for management of OCONUS foreign military training and technical assistance and has directed the establishment of SATMO as the office for coordination and execution of those OCONUS security assistance requirements. SATMO's mission requires it to form, train, process, and deploy security assistance teams (SATs) and to provide training-related assistance to SAOs.

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

To accomplish its mission, SATMO is organized into two divisions; the SAT Division, containing the country desk officers (SAT managers), and the Training Assistance Division (TAD), which provides training support. In addition, a dedicated security assistance branch in the USAJFKSWCS Resource Management Office (RMO) provides funds-management support to SATMO. SATMO is not a large organization and is authorized only 25 personnel: 13 field-grade officers, three NCOs, and nine civilians. Ten of the officers and two civilians are the SAT managers. RMO is authorized seven civilian fund managers.

SATMO, in its role as TRADOC's informed broker, serves as the point of contact for OCONUS foreign military training between the TRADOC training establishment on the one hand and SAOs on the other. It has the authority to directly task the TRADOC training establishment to insure mission accomplishment. In the area of training management support, SATMO's TAD Division coordinates and expedites actions to satisfy requests for training assistance. TAD provides administrative and logistical assistance to SAOs and to deploying or deployed SATs. Specifically, TAD can perform the following functions:

1. Assist SAOs in obtaining non-standard training publications and instructional material prepared by TRADOC or other DOD training activities and not listed in the DA 25-series indices or available through normal distribution channels.
2. Assist newly formed SAOs in obtaining basic "start-up" publications until a pinpoint distribution account can be established.
3. Assist SAOs in the development of host-country approaches for the conduct of in-country training programs.
4. Handle requests for information on appropriate training aids needed to develop an in-country training program.
5. Provide support to deployed SATs (training aids, literature, organizational clothing, and equipment, special or non-standard equipment). For SAT equipment requirements, in-country support systems should be utilized first. If required items cannot be obtained, the SAO can request that SATMO obtain them for the SAT.

In FY 87, the TAD was able to fill 434 requests from various SAOs and SATs. For training publications and literature, TAD can go to any agency in the Army to get what an SAO or SAT needs. Training films and video tapes can be provided on a loan basis from joint audiovisual activities to SAOs or SATs, but not for their host-country counterparts. U.S. government agencies are prohibited by law and regulations from providing such materials free to foreign governments. Host countries may pay for these items with a fund cite associated with a related FMS case or

establish their own publications and training aids accounts in much the same manner as U.S. Army units.

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

SATMO also recommends SATs to HQ DA, upon request, including the appropriate organization and equipment, and it schedules periodic coordination visits to the unified commands and SAOs. But SATMO is primarily responsible for the formation, training, processing, and deployment of U.S. Army sponsored security assistance teams. These SATs may be mobile training teams, technical assistance teams, survey teams, program requirements determination teams, technical assistance field teams, and extended training service specialists.

TEAM TYPES

The first type of SAT that can be deployed by SATMO, and the most common, is the Mobile Training Team (MTT). An MTT is composed of trainers and can vary in size from one man to more than a hundred. Since a principal objective of security assistance is to enable a country to provide its own security, TRADOC and SATMO prefer to see an MTT train a host-country cadre in order to establish an in-country training base. Since cadre training is not always feasible, an MTT can conduct unit or individual training if that is required.

The fact that the U.S. government sells its equipment to other nations is well-known. What is not as well-known is that it also deploys MTTs to train personnel on the equipment which a country has purchased. Even less well-known is that MTTs may be provided to instruct on procedures such as supply operations, logistics management, light-infantry tactics, medical techniques, and so on. Frequently, these types of MTTs require an in-country survey prior to MTT formation to determine what has to be done and how best to do it. MTTs are managed by SATMO from inception to completion and must be able to accomplish their missions in less than six months. They can be funded under either the FMS or the IMET programs.

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

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

Another type of team is the Survey Team. A country can request a survey team to come in and analyze an existing system and make recommendations. As an example, a signal survey team recommended the composition and duration of a follow-on repair TAT. These survey teams are

managed by SATMO and normally spend two to four weeks in country, although they can spend more time if required. Surveys can be funded only through FMS. DOD may also direct a survey, such as a Defense Requirements Survey. These teams may have representatives from DOD, State, and the three MILDEPs, and they are managed by DOD or one of the MILDEPs. SATMO may be tasked to provide the Army representative, but that is usually its only involvement.

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

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

All of the SATs discussed so far are provided on a temporary, or TDY, basis (179 days or less). For missions which require longer, more permanent deployments, there are two SATs which may be utilized. A Technical Assistance Field Team (TAFT), or an Extended Training Service Specialist (ETSS - formerly known as an Engineering and Technical Service Specialist) are deployed into a country on a permanent change of station (PCS) basis. TAFTs provide technical support to foreign personnel on specific equipment, technology, weapons, and supporting systems when MTTs and ETSSs are not appropriate for the purpose requested. Similarly, ETSSs are defined as DOD military and civilian personnel technically qualified to provide advice, instructions, and training in the installation, operation, and maintenance of weapons, equipment, and systems.

For both TAFTs and ETSSs, team members may be trainers, technicians, or both, and their tours may be either accompanied or unaccompanied depending on the SAT's mission, duration, and location. SATMO manages these SATs from initial request until actual deployment. After deployment, SATFA provides funds management to all PCS teams. Once in country, team members (and their personnel/finance records) are managed by the SAO and appropriate unified command, although SATMO continues to monitor them and provides training support assistance upon request. Like TATs, TAFTs do not specifically provide security assistance training, so they can be funded only through FMS procedures. Neither TAFTs nor TATs can be used to provide technical assistance or advice to foreign forces in a combat situation.

TEAM FORMATION

SATMO is usually notified of a requirement for a SAT when the SAO sends the country's "call-up" request to DOD. The Joint Security Assistance Training (JSAT) Regulation, AR 12-15, provides a format for MTT requests; AR 12-7 contains sample requests for TAFTs and TATs. Although SATMO is only an information addressee on requests that will be filled by DA, the SAT manager immediately begins the development process for the SAT. He goes to the proponent school, such as Fort Knox for armor, to get its recommendations on team composition and duration of deployment. The SAT manager also begins to identify possible sources of personnel to fill the team positions and required team equipment and predeployment training. The more

information provided by the country or SAO in the call-up request, the better SATMO and the proponent school will be able to determine what the best composition and duration will be. Along this line, even when a desired composition and duration is given in the request, the SAT manager will go to the experts for their comments. If there is a difference of opinion, the SAT manager will negotiate until final team composition and duration are agreed on.

When SATMO has the recommended team composition, where the team members might come from, and what special training and equipment will be needed by the team, the SAT manager and the RMO funds manager develop the cost data. Obviously, somebody has to pay for whatever's required--whether the foreign government picks up the entire tab (FMS) or it comes out of U.S. tax dollars (MAP/IMET), or something in between (FMS-Credit). The SAT manager then provides the estimated cost of the SAT, along with the team's mission, composition, deployment duration, and special requirements, to TRADOC or to USASAC for input to the DD Form 1513, Letter of Offer and Acceptance (LOA). If the team is IMET funded, SATMO provides the data to both TRADOC and the SAO for programming with the IMET funds available to the country. If the country is only window shopping, the costs are reported as Planning and Review (P&R) or Price and Availability (P&A) data, depending on the amount of deployment research that is conducted. P&R provides a preliminary cost estimate for a possible SAT. Since a P&A estimate is a more comprehensive costs analysis and personnel availability study, it is provided only on an exceptional basis.

Once the LOA cost input data has been submitted, the SAT manager begins to find people to become team members. The more special qualifications required, the harder it is to find qualified personnel available to fill the team positions. Although SATMO has personnel tasking authority, the SAT manager normally starts out by requesting support from proponent CONUS assets. If the call-up request has any restrictions as to type of personnel (such as Special Forces) or specific qualifications required (such as language capability or experience with a particular item of equipment), SATMO needs as much lead time as possible. The SAT manager usually goes first to the proponent TRADOC school or agency for short-duration, temporary-duty SATs (TDYs of less than 180 days), or to the U.S. Total Army Personnel Agency (USTAPA-formerly MILPERCEN) for more lengthy SATs.

For TDY SATs, if Special Forces personnel are requested or have the capability to field the team, SATMO goes to the unified U.S. Special Operations Command (USCINCSOC). If TRADOC or Special Forces cannot provide the necessary personnel, SATMO then turns to the various Army MACOMs to fill the requirements. If it is still not possible to field the team, SATMO will ask DA to revalidate the requirement and then task as appropriate to fill the remaining slots.

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

TABLE 1

MODEL TDY TEAM DEVELOPMENT SEQUENCE - PROGRAMMED SAT

<u>TARGET DATES</u>	<u>ACTIONS</u>
D - 12 Months	<ul style="list-style-type: none">• SAO submits projected SAT requirement• LOA actions initiated• TRADOC (SATMO) receives the SAO call-up• Mission analysis conducted• Team source(s) identified• Team members selected• POI/program development• Training support requirements determined• POI/program support requirements to requestor (SAO)• Funding authorization received• Training materials prepared and shipped• Predeployment team training conducted• Administrative processing complete• Final deployment preparation made• Team departure for mission
D - 9 Months	
D - 90 Days	
D - 85 Days	
D - 80 Days	
D - 75 Days	
D - 70 Days	
D - 30 Days	
D - 15 Days	
D - 14 Days	
D - DAY	

Because TAFTs and ETSSs are PCS assignments, SATMO must go directly to USTAPA for team nominees. Assignment procedures are similar to any other PCS assignment, but the SAT manager approves the nominees and provides instructions to USTAPA for publication of official orders. Table 2 is the model TAFT deployment sequence. Although it's much longer than for TDY deployments, the sequence is driven primarily by USTAPA and the amount of time required for identifying nominees and issuing PCS orders to the selected team members. As with MTTs, the process can be speeded up. Given nine months, SATMO can do a good job. When the available time is less than six months, the system is pushed, but selection and deployment can be done if required.

TABLE 2

MODEL FOR PCS DEPLOYMENT SEQUENCE

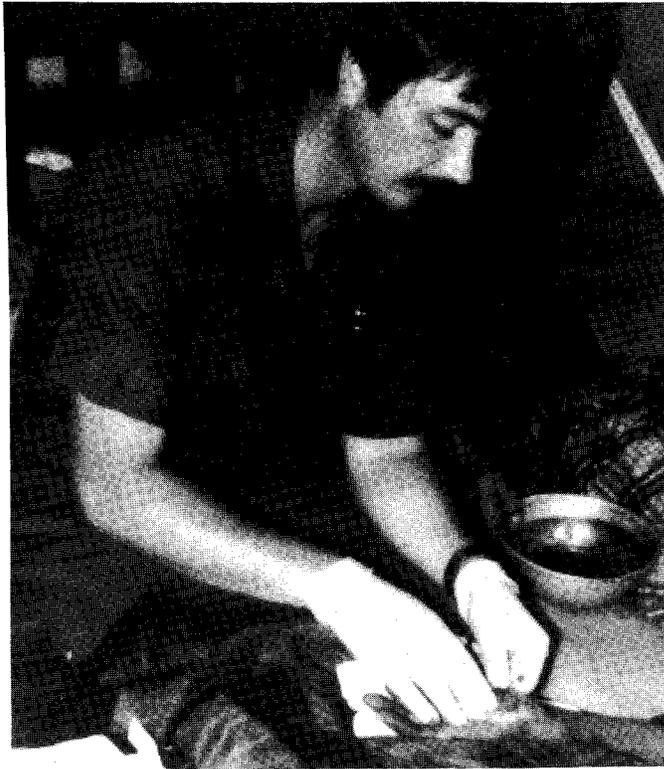
<u>TARGET DATES</u>	<u>ACTIONS</u>
D - 18 Months	<ul style="list-style-type: none">• Concept approval by DOS, DOD & DA• Finalization of cost estimate• P&A data provided by SATMO to TRADOC• Request for LOA from country (SAO)• LOA preparation• Receipt/attendance of LOA by country• LOA implemented; funding authorization received• Directed Military Overstrength (DMO) requested• Unit Identification Code (UIC) established by DA• Personnel requisition sent to USTAPA• Team chief predeployment TDY• Team assembly and preparation as for TDY• Team departure for mission
D - 15 Months	
D - 14 Months	
D - 10 Months	
D - 9 Months	
D - 90 Days	
D - 30 Days	
D - DAY	



M-16 rifle training during a Peacekeeping Operations MTT in the Eastern Caribbean.



TOW missile training during an MTT in Bahrain.



An MTT medic performs sick call for host country military personnel in North Yemen.



M-60 machine gun training during a light infantry MTT in Liberia.

While the preparation process is going on, the SAT manager is coordinating with the SAO in-country to insure that training aids, students, tools, and publications are available at the training location and that arrangements have been made for the team's logistical and administrative support. On expediting the host-country's signing of an LOA, the SAO should remember that SATMO cannot do anything requiring the expenditure of funds, including the team chief's predeployment survey and the team assembly, until after the funds have been received at SATMO's RMO. This process normally takes three to six weeks from the time the funds are deposited at the Security Assistance Accounting Center (SAAC) or the program data is received at TRADOC. The SAT manager then provides administrative guidance (deployment instructions) to the team members' units and installations or to USTAPA for the preparation of TDY or PCS orders. The deployment instructions cover passport/visa information, special authorizations, finance, transportation, and medical instructions--in short, everything necessary to prepare the deployment orders. Also contained are requests for the team's country/area clearance from the SAO and from DOD (if required).

SATMO has found through experience that in most cases a predeployment visit or "survey" to the country by the team chief is well worth the additional expense involved. He can analyze the situation and perhaps make recommendations to the host country on facilities required or on changes to team composition to better accomplish the mission. He can also better prepare his team during the predeployment team assembly.

THE SATTOC

SATMO almost always conducts a team assembly for SATs prior to their departure. The assembly usually takes place under the SAT manager's direction at Fort Bragg, although it is sometimes conducted at the proponent school or installation. All teams going to "high-risk areas," such as El Salvador, Honduras, Lebanon, and, more recently, Bahrain, are required to attend the Security Assistance Team Training Course (SATTOC) at Fort Bragg. SATMO schedules as many teams as possible to come to Fort Bragg because of the more directed and complete training that can be provided by the USAJFKSWCS. The SWCS, at SATMO's request, provides the five-day SATTOC to deploying teams, tailoring each SATTOC to the team and country. How much of the course the team receives is based upon the risk level--high or normal--of the country to which it is going. Subjects include:

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

Time is also scheduled for the SAT manager's orientation and any other preparation necessary for the team, such as writing POIs and lesson plans, acquiring and packing training aids, uniform issue, etc.

DEPLOYMENT

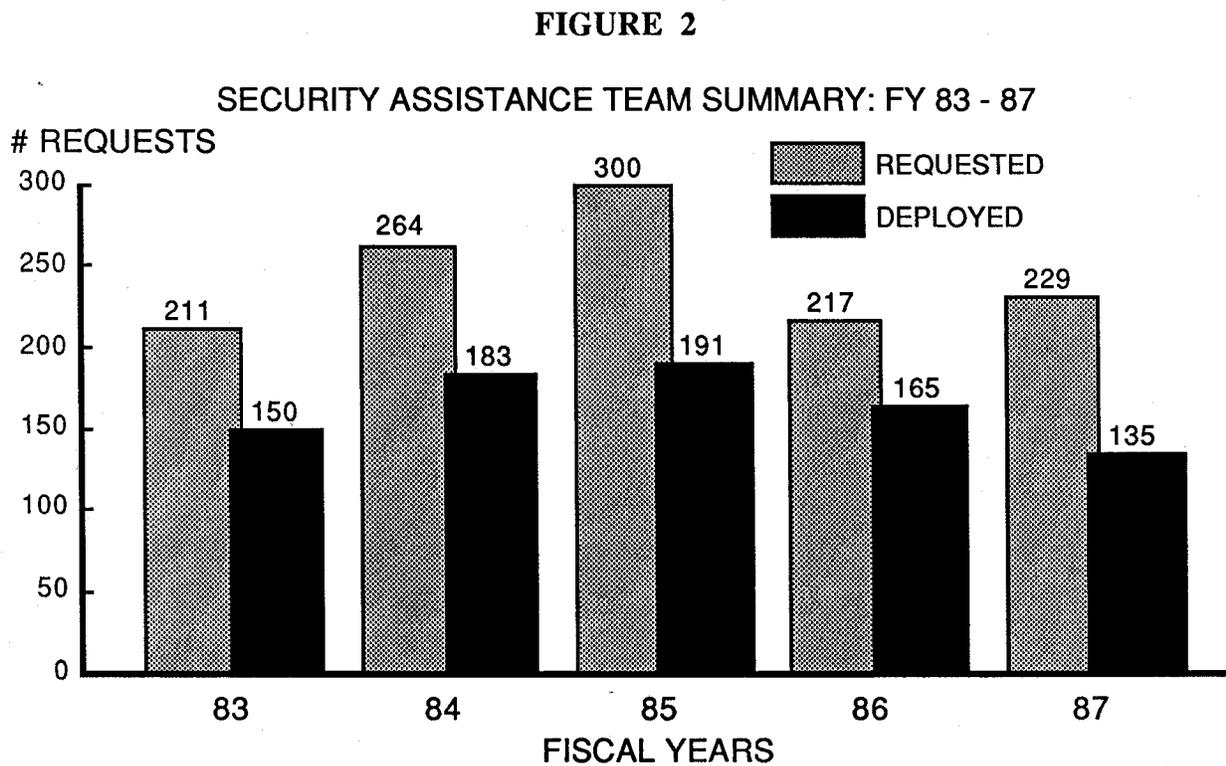
SATMO requests that the SAO certify that everything required for training is on site prior to calling the team forward. When the SAO certifies that the country is prepared to receive the SAT, the team is finally deployed. This is to avoid any team "down time" or degradation of training

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

Once the team departs CONUS, control of the team is transferred to the in-country SAO. SATMO monitors and assists where possible, but the in-country management and administrative and logistic support of the team is the responsibility of the SAO. The SAO also provides arrival and departure messages to SATMO and to the team members' installations. The team chief is required to give a survey or training-effectiveness report to the SAO prior to departure from the country. A copy of the report is sent to the appropriate unified command and to SATMO.

IMPACT

Figure 2 graphically illustrates the use of security assistance teams over the last few years.



While the number of teams requested and deployed is a good measure of the SATMO workload, it doesn't indicate the impact the SATs have on the Army. A positive impact is that team members almost always return to units more experienced than when they left. SATs give DOD military and civilian personnel the opportunity to use many of their specialty skills that are not often needed in U.S. units. Of course, while TDY SATs are deployed, the team members are unavailable to their commanders. PCS SAT team members are considered a permanent unit loss and are replaced through USTAPA channels. Table 3 reflects the impact SATs have had on the Army.

TABLE 3

SUMMARY OF SAT MANDAYS: FY 1983 - 1987

<u>FY</u>	<u>MANDAYS</u>
83	60,722
84	144,714
85	81,583
86	40,879
87	38,089

MANDAYS: FY 87 - MAJOR SOURCE INSTALLATIONS

<u>TRADOC</u>		<u>FORSCOM</u>	
Aberdeen Proving Ground	3,971	1st SOCOM	4,895
Ft Eustis	2,623	Ft Hood	1,464
Ft Lee	1,958	Ft Campbell	1,224
Ft Bliss	1,769	Ft Bragg	1,202
Ft Sill	1,565	Ft Sam Houston	690
Ft Benning	1,267	Ft Riley	510
Ft Knox	788	Ft Bliss	470
Ft Rucker	296	Ft Ord	407
Ft Gordon	295	Ft Carson	389
Ft Jackson	271	Ft Stewart	277
Other	927	Other	414
Other Commands--10,417			

Table 4 shows where SATMO sent teams in FY 87. During the first quarter of FY 88, 27 more teams were deployed and 133 teams were in various stages of preparation. Since SATMO's establishment in 1974, through 31 December 1987, SATMO has deployed 1,375 SATs to 75 countries.

TABLE 4

SATs DEPLOYED: FY 1987

Bahrain	3	Haiti	6	Philippines	3
Barbados	3	Honduras	4	Saudi Arabia	5
Bolivia	3	Indonesia	1	SHAPE	1
Botswana	1	Jamaica	2	Singapore	1
Cameroon	1	Jordan	2	Somalia	7
Canada	2	Lebanon	1	Spain	3
Chad	6	Morocco	2	Sudan	3
Classified	1	Niger	1	Tunisia	1
Costa Rica	5	Nigeria	1	Turkey	1
Dominican Republic	1	Oman	1	UAE	3
Egypt	2	Pakistan	2	Zaire	3
El Salvador	52	Portugal	1	TOTAL	135

SUMMARY

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

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

FINALE

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

ABOUT THE AUTHOR

The author is a major in the U.S. Army, currently serving in Bahrain as the Chief, M60A3 Tank Technical Assistance Field Team (TAFT). He has previously served as the Security Assistance Training (SAT) Manager at SATMO for Europe and North Africa.

SECURITY ASSISTANCE TRAINING MANAGEMENT OFFICE (SATMO)

OFFICE OF THE DIRECTOR (ATSU-SA)

COL Joel A. Gruwell, Director
Mrs. Barbara A. Carr, Secretary

TELEPHONE: AUTOVON 239-3602
WATTS and Commercial (919) 432-3602
DATAFAX SADFAN (AUTOVON) 239-3965
(Commercial) (919) 432-3695

MAILING ADDRESS: Commander
U.S.A. John F. Kennedy Special Warfare Center & School
(USAJFKSWCS)
ATTN: ATSU-SA-SD/TD
Fort Bragg, NC 28307-5000

MESSAGE ADDRESS: CDRJFK SPWAR CENSCH FT BRAGG NC//ATSU-SA-SD/TD//

SECURITY ASSISTANCE TEAM (SAT) DIVISION (ATSU-SA-SD)

TELEPHONE AUTOVON 239-9008/9108/5057
WATTS (919) 432-9008/9108/1714/5057
Commercial (919) 436-1121/0955

ADMIN BRANCH

LTC Henry F. Wenz, SAT Div Chief
Mrs. Linda O'Quinn, Administrative Clerk
Mrs. Faye Wharton, Administrative Clerk
Ms. Brenda J. Witcher, Administrative Clerk

AMERICAS BRANCH

LTC Vivian J. Villarreal, SAT Manager
Mr. Raphael S. Corella, SAT Manager

MIDDLE/FAR EAST BRANCH

LTC Thomas R. Simmons, SAT Manager
LTC Richard C. Anshus, SAT Manager
MAJ Stephen R. Nichols, SAT Manager
Mr. Adlof Knackstedt, SAT Manager

AFRICA/EUROPE BRANCH

LTC Al Kittredge, SAT Manager
LTC Oscar Lewis, SAT Manager
LTC Michael A. Ross, SAT Manager
Maj F. Lyn Ramey, SAT Manager

TRAINING ASSISTANCE DIVISION (ATSU-SA-TD)

TELEPHONE: AUTOVON 239-2362/8963
WATTS and Commercial (919) 432-2362/8963

LTC Mac Adams, TAD Div Chief
Mr. Jim Grastie, Training Analyst
MSG James R. Westbrook, Operations NCO
SSG James E. Sims, Senior Supply Sergeant
SP4 Rhonda Stewart, Administrative Specialist
Mr. Marvin T. Smith, Supply Clerk
Ms. Gerry Parks, Supply Clerk