
COVER FEATURE

NETSAFA

By

Robert B. Pemberton
Head, Program Management Department

and

Larry Surtees
Informational Program Coordinator

INTRODUCTION

Twenty years ago the newly established Naval Training Command assigned one man, assisted by a part time secretary and a part time accountant, to coordinate Navy Security Assistance Training. That same man is now the Deputy Director, Naval Education and Training Security Assistance Field Activity (NETSAFA) responsible for a staff of 77 personnel, three training activities, and two detachments which provide over 90 million dollars of training reimbursements annually for 5,000 students from 145 countries.

Despite the vast increases in program size, scope, and complexity over the years, the basic tenets underlying NETSAFA's success have not changed. The first tenet is to attract, hire, and retain good personnel to do what needs to be done and to keep from meddling with them while they do it. The second is that the overseas customer country, which is often far removed from any U.S. support, should have a single point of contact which will be responsible to provide an answer to any Navy training related question or problem no matter where it must go to get the issue resolved. Third, that priority correspondence is answered within two working days and routine correspondence is answered within five working days.

Over the last year alone; dramatic changes around the world and within the United States have had considerable impact on the entire Security Assistance Training Program (SATP) spectrum. The Navy Security Assistance Training community is facing a new challenge brought on by a renewed emphasis on democratization, civilian control of the government, and human rights which will influence the way we manage the training of international students under the SATP. However, security assistance continues to be one of the principal features of United States foreign policy. For the Navy, International Military Training is a growth industry.

This article describes NETSAFA's background, current mission, organization, and the overall Department of the Navy (DON) SATP, along with some of the current and future opportunities facing NETSAFA.

NETSAFA'S BACKGROUND

How NETSAFA evolved over the years from a one man staff to today's centralized and integrated command is in itself testimony to the important emphasis the Department of the Navy

places on Security Assistance; moreover, it closely parallels concerted efforts within the Navy to move Security Assistance oversight and policy to the SECNAV level and program administration and execution to the working level. This evolution took place roughly from 1984 to 1988 when the present Department of the Navy Security Assistance organizational framework was established. (The Washington side of this organization was described in the Fall 1989 *DISAM Journal* lead article on the Navy Office of Technical Transfer and Security Assistance, NAVOTTSA, now NAVY IPO).

Initially, the old OPNAV organization—OP63—handled overall Security Assistance matters with each major claimant within the Navy responsible for its own training related issues. Within the training community, the Chief of Naval Education and Training (CNET) functional commands, CNTECHTRA, CNATRA, COMTRAPAC, and COMTRALANT, handled their own International Training Programs. Overall coordination at the CNET level was split between the Training Operations and Financial Management Divisions. Training “T” cases for other than CNET activities were managed at NAVILCO, and IMET funding was managed in the NAVCOMPT office in Washington.

In 1982, CNET established a Foreign Training Division and assigned to it all those responsibilities formerly performed at the functional command level. Financial aspects of the program, however, continued to reside in the Financial Division although by this time CNET had been directed to take over the Financial Management responsibilities for all training “T” cases regardless of the Navy commands involved. Two years later, in February 1986, CNET merged the Foreign Training Division and the Security Assistance group from the Financial Management Division into one organization and established NETSAFA as a separate command. Six months later, NAVCOMPT transferred the International Military Education and Training (IMET) fund administration to NETSAFA.

The final step in the evolution of NETSAFA took place in October 1987 when the Deputy Assistant Secretary of the Navy transferred all remaining DON SATP administration and execution functions to NETSAFA, thereby establishing it as the Navy’s Systems Command (SYSCOM) for security assistance training. In this role, NETSAFA interfaces with all Navy commands and offices as well as the Coast Guard and Marine Corps to manage education and training programs for International Military Students. These programs are divided into two parts:

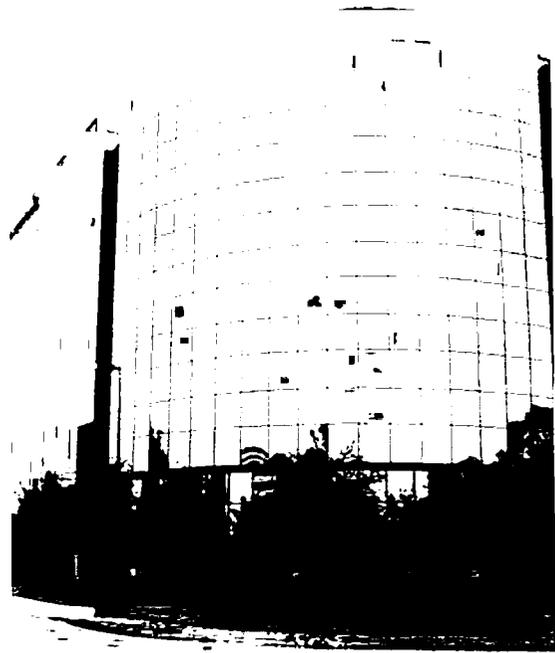
- Training conducted in the home country of the international customer.
- Training which is provided for International Military Students within the United States in education and training institutions. Programs provided to foreign countries encompass the entire naval warfare spectrum consisting of surface, subsurface, and air. In cooperation with the U.S. Marine Corps and the U.S. Coast Guard, the Navy program also includes courses in their respective areas of responsibility. Within the countries involved, the programs are under the direction and supervision of the U.S. Ambassador and are coordinated through the military service representatives in the security assistance offices, military missions, military assistance groups, etc. in U.S. Embassies.

Five types of formal programs are offered to international military students in Navy training areas. These are officer professional military education; officer management-related training; postgraduate and degree-related education; undergraduate pilot and other flight training, and officer and enlisted training in all fields of technical, operational, and maintenance training including technical medical training; and other training, including on-the-job training in almost every field, orientation tours to education and training activities for familiarization with U.S. Navy methods and techniques, and observership training in several specialties, including physicians in hospitals.

MISSION AND ORGANIZATION

NETSAFA, which reports administratively to CNET in Pensacola, Florida but works operationally for Navy IPO in Washington, D.C., occupies the sixth and seventh floors of a modern, glass enclosed office building in downtown Pensacola. All offices overlook either historic downtown Pensacola or Pensacola Bay. NETSAFA, which is the only Navy Command in Pensacola located off base, has been readily accepted by the civilian downtown community and many of our personnel actively participate in and support many community projects such as the Christmas Angel Tree project to provide needy families with Christmas presents, the Manna Food Bank which provides food for families, the local Adopt-A-School program, and all downtown area social and promotion activities.

As noted earlier, the net effect of the 1987 Navy Security Assistance reorganization, was to raise policy and oversight responsibility to the SECNAV level and direct program execution to the field level. It recognized the important role which the Marine Corps and Coast Guard play and established NETSAFA as the central support and coordination agency, or systems command, for training.



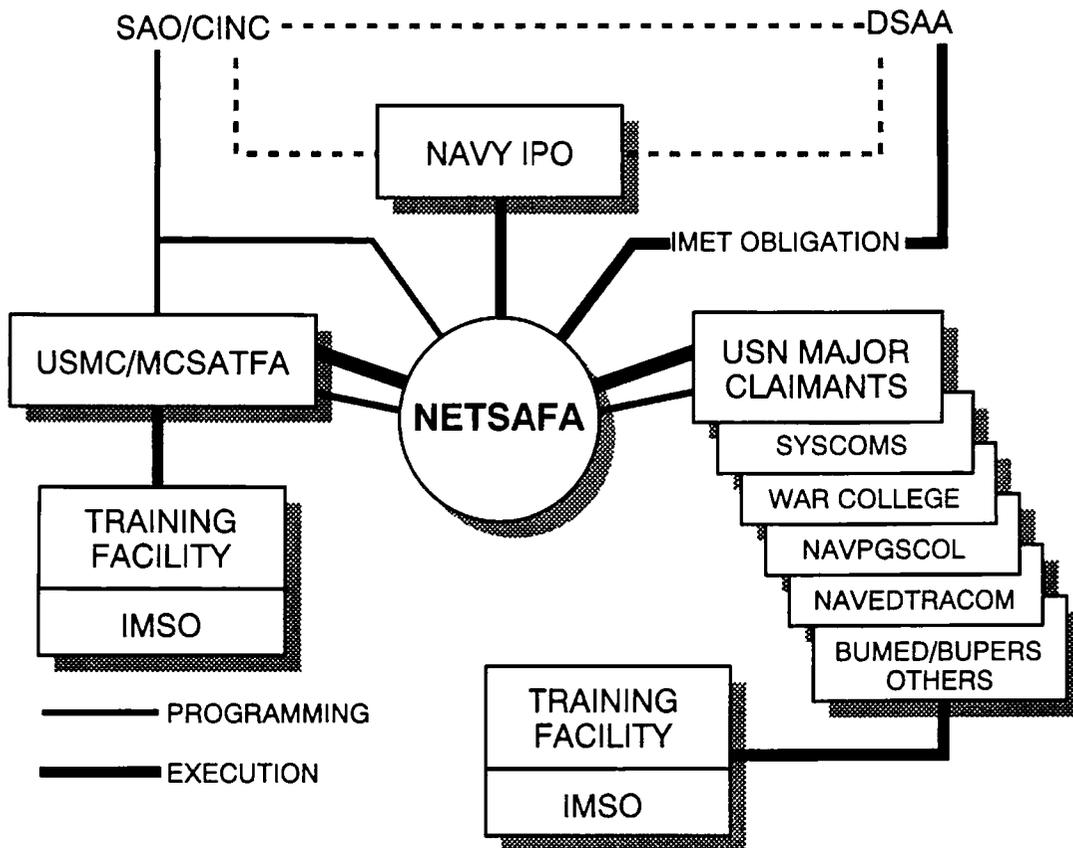
**NETSAFA Offices
Pensacola, Florida**

NETSAFA is in a unique position in the DON SATP since it carries out three separate but interrelated missions. First, NETSAFA is the single point of contact for Navy Security Assistance Training (as opposed to Marine Corps and Coast Guard training). In this role, NETSAFA has the lead in programming all Navy related training with Navy major claimants. It establishes international training input requirements for all Navy training programs, including review of Navy training plans, interfacing with the various Chief of Naval Operations staffs, and it ensures the accuracy of Navy course classified data submitted to Navy IPO for release authority. Second, NETSAFA is the agent for the Chief of Naval Education and Training (CNET) for security assistance education and training. In this role, NETSAFA is a major claimant responsible for managing international shore based education and training conducted at NAVEDTRACOM activities (approximately 50 percent of the total Navy SATP). In its third and most significant role, NETSAFA is the principal support agent for the entire DON SATP and acts as Navy IPO's agent. In this role, NETSAFA prepares Training ("T") Case LOA's, acts as "T" Case manager and case administering officer, manages the DON training MASL, coordinates pricing, computes travel and living allowances, interfaces with DSAA for IMET programming, authorizes the issuance of ITO's, financially administers the SATP, provides billing services (except for USCG and Navy Fleet Commands), and manages the Automated Centralized Ticketing System (ACTS). It is responsible for providing ADP support in the form of Management Information Systems, for publishing DON SATP related documents (Programming Guide, IMSO Handbook, IMSO Newsletter, etc.), for conducting the Annual DON IMSO Workshop, and for conducting the Navy unique training portion of the DISAM Training Officer (TO) course.

In summary, Navy IPO has overall responsibility for the Department of the Navy Security Assistance Training Programs, and through its regional and country desks it issues policy, signs

LOA's, directs implementation, and monitors and oversees the program. The Marine Corps, Coast Guard, and Navy Commands conduct training, field MTTs, and ETSSs; administer students; and provide data and reports necessary to run the program. NETSAFA, as the central coordination and support office for DON SATP training, takes programming actions, prepares P&As and LOAs, financially administers the program, and provides ADP and publication support products.

Figure 1
DON SATP Organization For
Programming and Execution



While NETSAFA is very much a military organization, the majority of the staff are civilians. Only the Commanding Officer, Protocol Officer, Ship Transfer Officer, and Supply Petty Officer are actual active duty military. However, many of the staff members are or have been in the Reserves or are retired military. This blend of military and civilians has enabled NETSAFA to have the knowledge, expertise, and continuity which is vital to the successful execution of the Security Assistance Training Program. NETSAFA is organized into six divisions: Program Management; Plans, Analysis, and Management Support; Financial Management; Systems Design and Development; Saudi Program Management; and Administrative Support.

The Program Management Section is responsible for managing and coordinating all Security Assistance training for the Department of the Navy, both in CONUS and overseas. This includes assessing education and training capabilities and needs, and programming pipelines and individual courses for foreign countries requesting training under the Department of the Navy's Security Assistance Training Program. The program managers perform the following: they respond to requests from security assistance organizations (SAOs); manage international quota acquisitions; write letters of offer (LOA) for their assigned countries; monitor acceptance and acknowledgement of obligational authority to ensure FMS fund obligations are within established parameters; manage and maintain international student files in the Student Training Analysis and Tracking Information System (STATIS); perform the day-to-day management of international students in training and interface with the IMSOs; and they attend Training Program Management Reviews.

The Plans, Analysis, and Management Support Department is responsible for advising higher authority on training policy, priorities, shortfalls, and training capabilities to support international training requirements and commitments. This Department also: administers the Security Assistance Training Programs through program management data bases and documents; conducts surveys and analyses of foreign navies, training organizations, training capabilities, and training shortfalls; researches, develops and publishes the Department of the Navy's Security Assistance Training Programming Guide; manages and maintains the Department of the Navy's MASL; manages the ACTS; coordinates the development, preparation, revision, and distribution of publications, forms, and printing in support of the SATP; serves as the DISAM Quota Control section for the Department of the Navy; coordinates and manages Orientation Training Tours and visits for the Naval Education and Training Command; and administers the Informational Program for the Naval Education and Training Command.

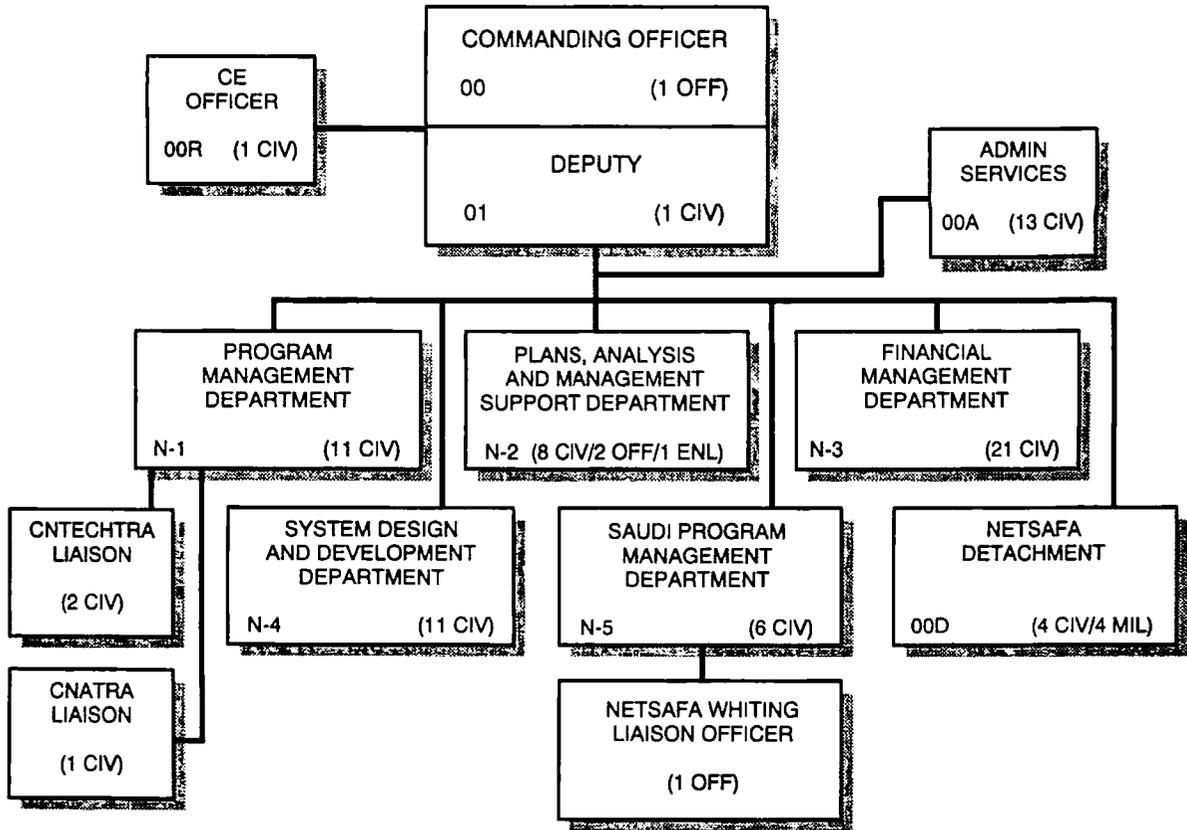
The Financial Management Department is responsible for planning, developing, coordinating, and processing all funding for the SATP. As such, it provides budget support for FMS training cases; receives, issues, and accounts for FMS training case obligational authority (OA); performs reporting for training cases; provides billing services for training performed by CNET, NAVWARCOL, NAVPGSCOL, DRMIC, BUPERS, CMC, NAVSUP, NAVMEDCOM, NAVRESFOR, NAVOCEANO; financially administers the DON IMET program, including TLA computation; and provides training MASL pricing for most Navy major claimants.

The Systems Design and Development Department is responsible for all International Training ADP needs. This includes equipment analysis, computer systems analysis, data base design, systems specification, software development and maintenance, and equipment procurement. Additionally, this department developed, and maintains and administers the Student Training Analysis and Tracking Information System (STATIS).

The Saudi Program Management Department provides training support to the Royal Saudi Naval Forces (RSNF) and the RSNF Naval Forces School implementing training and providing follow-on support in upgrading courses previously supplied by the U.S. Navy. This department develops and implements annual training programs for the RSNF, evaluates impacts of ship changes on curricula, and develops training plans and career training continuum to support weapons systems procurement, exercises, and ship transfers and sales. Additionally, they have developed and implemented the aviation preparatory schools for RSNF students enrolled in U.S. Navy flight training programs, air crew schools, and enlisted aviation maintenance training.

The Administrative Support Department is a centralized administration section which provides administrative support for each of the above departments.

**Figure 2
NETSAFA Organization**



WIDE RANGE OF NETSAFA ACTIVITIES

NETSAFA ensures that international military students meet the standards of the U.S. Navy schools in which they are enrolled. Every country, working through the SAO, selects prospective students based on the country's overall training needs, but the criteria for attendance and the selection of the actual training courses or series of courses suitable to meet the respective country's needs are determined by the NETSAFA country managers. This requires NETSAFA personnel to be intimately familiar with education and training programs available, and be able to match a particular country's needs to the programs available. The majority of international students attend classes with their American counterparts and thus develop friendships and contacts that often last a lifetime. Throughout the history of security assistance, as many as 1,000 personnel from other countries who have had education or training under the U.S. Navy's programs have become Chiefs of Naval Operations, Chiefs of Staff, Flag Officers, Ministers, or Heads of State in their respective countries.



**Tracking Exercise on
MK 92 Weapon Control Console**

Navy International Training involves every area of the Navy except nuclear propulsion. It involves professional military education; undergraduate and replacement flight training; technical and management training; postgraduate education; Expanded IMET with justice teams, resource management teams, and human rights training; international narcotics matters; biodiversity programs for Africa; ship transfer training; pilot and aircraft maintenance training; training in Spanish at the Naval Small Craft and Technical Training School in Panama; foreign only training when U.S. Navy courses are no longer available; and contractor supported training when the U.S. Navy no longer has the manpower assets to meet international commitments.

In addition to scheduling international military students into existing training and education courses NETSAFA also manages three schools, conducts training with its in-house staff provides management oversight and expertise for establishing in-country

training, and provides training logistical support in the way of curricula, training material, and aids. These functions are becoming an increasing area of emphasis and some are worth of mentioning:

- **Taiwan Frigate Program.** NETSAFA is not only training over 700 students who will operate and maintain the U.S. equipment and systems that are to be installed on Taiwan-built hulls, but is also managing an effort to provide Taiwan with self-sufficiency in training. This involves providing curricula, technical training equipment, and training devices.

- **Wildlife Conservation Support for Africa.** NETSAFA is coordinating an in-country training program for five countries to patrol and police their wildlife preserves. It involves teaching pilots how to fly O2A spotter aircraft with forward looking infrared systems, the operation and maintenance of air boats and 51 FT patrol boats, and training on how to establish and operate a command and control system to tie all these assets together.

• **Saudi Aviation Officer Preparatory School.** This 22-week school provides the skill, knowledge, and physical training background to prospective Saudi pilots prior to their enrollment in U.S. Navy undergraduate pilot training. This school, located at NAS Pensacola, has reduced average flight training attrition from nearly 70 percent to less than 15 percent.

• **Saudi and Kuwaiti Enlisted Aviation Maintenance Preparatory School.** These schools provide basic functional skills training for entry into USN basic technical schools in three primary areas: electronics, mechanics, and administration/supply. The program is in two phases and is 24 weeks long. The Saudi school is located at NAS Whiting Field and the Kuwaiti school is located at NAS Pensacola.

• **Training Management Programs.** Officers assigned to SAOs are often called upon by host countries to assist in recommending improvements to existing training facilities, equipment, curricula, and/or the management of these areas. Rarely is the SAO so completely versed in training management that it can satisfy such requests with little or no outside assistance. Consequently, over the past several years, numerous requests have been received from countries with varying degrees of training sophistication for NETSAFA to survey their training management systems, procedures, and facilities, to make recommendations for improvements, and to educate their managers and trainers accordingly. Prompted by this need for assistance, NETSAFA has designed two programs to assist other navies in their development and enhancement of training management: (1) the Training Assistance Survey in which a team reviews the indigenous training capability of the country and makes specific recommendations to upgrade or update training; and (2) the Training Management Review (TMR), a more recently developed course designed to teach the elements of management that apply to Navy training. These programs are suitable for large or small navies and modern or emerging navies; they are



Training on a
3 in. 50 cal. Gun Mount

suitable for training personnel with diverse training background and experience. The TMRs can be conducted in English or translated into the native language if the country provides a translator; also, the course can be conducted either in-country as an MTT or in the United States as a formal course with visits to appropriate training sites. Training Assistance Surveys are conducted in-country as Mobile Training Teams (MTTs).

- **Training in Support of Ship Transfers and Major Aircraft Sales.** As the U.S. Navy downsizes, many of the ships and aircraft being deactivated are being offered for lease or sale. NETSAFA is currently working the training aspects involving the transfer of 23 ships to eight countries and 200 aircraft to 11 countries. These efforts include Knox Class Frigates, Newport Class Landing Ship Tank, Minesweep Ocean, assorted Amphibious and Service Forces ships, P-3s, A-7s, A-4s, F/A-18s, AV8Bs, AH-1As, SH-2s, and SH-60s. Additional classes or types could be added at any time. For ship transfers, the CNO sends a letter (usually through the attaché channel) to the country CNO offering the sale or lease of a ship and inviting the country to send a team to the United States to look at it and to receive a briefing on the particulars of the transfer. If the country is interested, their team first looks at the ship and then goes to Navy IPO in Washington D.C. for briefings. NETSAFA is part of the briefing team and presents a detailed draft ship transfer training plan containing ships requirements and systems details, U.S. maintenance, manning and training philosophies, crew requirements, U.S. training pipelines, course descriptions, and estimated training costs. In-country meetings are held with the country training and manpower staffs to work out the country requirements which generally involve formal training, OJT, shipboard indoctrination, and underway training. NETSAFA then writes a training "T" case to cover the cost of the desired training and coordinates with all concerned to see that it is accomplished. Many ships are transferred on a hot ship basis with the U.S. ship decommissioning date driving the program. These types of transfers require a lot of quick coordination. Aircraft sales, on the other hand, usually have a longer planning lead time. In aircraft sales, NETSAFA supports the COMNAVAIRSYSCOM Training Division (PMA-205), and the training expense is included as a line in the overall material sales case. Once a sale is agreed to, COMNAVAIRSYSCOM sends a large site survey team to the country to examine all of the country's requirements to support that aircraft. NETSAFA may or may not be a member of the site survey team, but we have input to it and we are heavily involved with the next step which is the development of the training plan to support the sale. Once all parties agree to the plan, NETSAFA executes the plan and is responsible for student scheduling and administration. In both cases, NETSAFA will be the focal point for training related issues and will work with the country's security assistance training officer to get students into and through training.

- **Support Programs for the Royal Saudi Naval Force.** NETSAFA manages seven major RSNF cases with a total value of over \$250 million. In addition to the normal annual in-CONUS training requirements and the pilot and enlisted prep school discussed above, NETSAFA manages an in-country support team for the RSNF helicopter squadrons, provides contractor support for the RSNF in-Kingdom English language schools at Jeddah, Jubail, and Riyadh, develops curricula for the RSNF portion of the Saudi Joint Services College, Safety Combat Systems, Supply, and Electronic Warfare, and is assisting the RSNF in establishing a college level NROTC engineering program in the United States.

- **Informational Program and Community Involvement with the IMS.** Community involvement during the international student's stay in the United States is an extremely important element in creating a positive impression of our way of life and showing participative democracy in operation. In addition to the student sponsorship programs available within individual communities adjacent to Navy training facilities, the Security Assistance Program also offers a broad orientation to the American way of life through a formally conducted Informational Program. This program requires constant contact with the U.S. Navy International Military Student Officers who are tasked with carrying out this mission. Program managers and other support personnel in NETSAFA are in daily contact to ensure these programs are carried, and they

also conduct a yearly International Military Student Officer workshop which brings all these individuals together for a week-long familiarization and training period.

FUTURE OPPORTUNITIES

Military downsizing is having a drastic effect on the Navy training community as training capacity is being significantly reduced in concert with the deactivation of ships and aircraft squadrons. At the same time, Base Realignment and Closure (BRAC) actions have resulted in the closure, consolidation, or moving of many schools and courses. NETSAFA's aging ADP system is in need of a major rewrite to accommodate turn-of-the-century date calculations, and it is obvious that large reductions in security assistance personnel are just around the corner. All of this taken together dictates that in the future we must accomplish our jobs quicker, smarter, and with fewer resources. This is the challenge facing NETSAFA and the entire Security Assistance training community!

At NETSAFA, despite a 280 percent increase in workload since the 1988/1989 timeframe, we have forced ourselves to set aside the time and effort to completely define, review, and reorganize every process involved with security assistance training. This involves the process, where each function is accomplished within the organization, and the organization itself. We want our systems to be made open and flexible because continued change will become the norm. ADP programs or bureaucratic rules should not be allowed to drive us to reject good ideas.

As Navy training downsizes and security assistance training increases, we are finding that our requirements are becoming more accepted. First of all, security assistance is now a bigger part of the Navy training community, thus we can command a bigger voice. Second, we are a paying customer as FMS sales programs at full tuition rates, far exceed grant programs at incremental tuition rates. Third, because we have large requirements and are a paying customer, we can help pay the overhead and keep capacity online, such as airframes in the flight program. Fourth, and most important, as the U.S. Navy moves strictly from a blue water emphasis to a littoral emphasis with a joint or combined task force, interoperability and an understanding of other navies becomes increasingly important. Security Assistance Training is one of the primary methods to achieve a close working relationship with our present and future allies and to ensure mutual security through shared responsibility.

NETSAFA welcomes the challenges of today as it offers the opportunity to support our many security assistance customers worldwide in a more effective and efficient manner.

ABOUT THE AUTHORS

Mr. Robert B. Pemberton is a retired U.S. Navy Surface Warfare Officer and a graduate of the Command and Staff course at the Naval War College. He is currently the Head, Program Management Department, NETSAFA.

Mr. Larry Surtees retired from the U.S. Navy in 1990. His last active duty assignment was as the Admiral's writer for the Chief of Naval Education and Training. He is currently the Informational Program Coordinator for NETSAFA.

Cover Design by Ms. Daneen Goss, NETSAFA, DISAM Quota Control Coordinator.