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## *COVER FEATURE*

# The Air Force Security Assistance Training Squadron

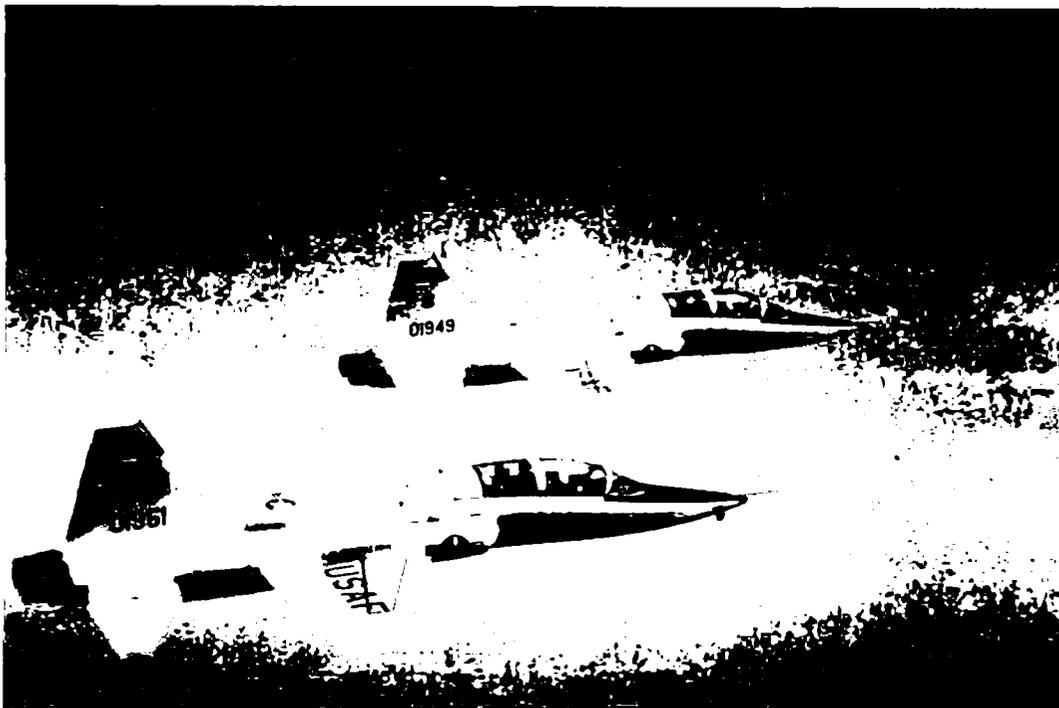
By

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### INTRODUCTION

During this time of dynamic changes in the international community, the United States, and the Department of Defense, the role and functions of the Air Force Security Assistance Training (AFSAT) Squadron continue to evolve to better perform its unique mission. Located at Randolph Air Force Base, San Antonio, Texas, AFSAT is the central management agency for all USAF-sponsored security assistance training. At last count, that involved training management for approximately 5,000 students from 110 countries each year, with new countries being added to the list regularly.

This article describes AFSAT's background, current mission and organization, and the overall training development process, along with the current and future challenges facing AFSAT.



Training provided by the Air Force covers a wide range, from pilot training as shown here, to Professional Military Education and multiple types of technical training.

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## AFSAT'S BACKGROUND

The air forces of the United States have evolved dramatically from the time of World War I, when the French and British helped train the pilots and mechanics of our fledgling air arm. By World War II, the pattern had reversed itself and Americans had become the primary trainers, not the trainees, for many of the air forces of the world. That trend continues today. Since its inception in July 1943, the Air Training Command (ATC) has been actively involved in most of the flying training the United States Air Force (USAF) provides to other countries.

Because of the increasing scope and complexity of the foreign training mission, the USAF activated the Foreign Military Training Affairs Group (FMTAG) on 1 June 1976. It replaced the earlier Office of Foreign Military Affairs which had existed within ATC Headquarters. FMTAG became the central USAF agency for the scheduling, implementation, and financial management of all Air Force-sponsored security assistance training programs within the United States. FMTAG essentially performed a similar function for the Air Force to that performed by the Security Assistance Training Field Activity (SATFA) for the Army and the Naval Education and Training Security Assistance Field Activity (NETSAFA) for the Navy.

On 1 Oct 90, FMTAG changed its name to the Air Force Security Assistance Training Group (AFSAT). The new name was more in keeping with the changing role AFSAT plays in the security assistance arena. More and more of the training-related functions formerly performed by the International Programs Directorate (HQ USAF/PRI) in the Pentagon (now Deputy Undersecretary of the Air Force, International Affairs, SAF/IA) was transferred to AFSAT.

This includes the management of Foreign Military Sales (FMS) training cases and the management of all Extended Training Services Specialists (ETSS) and Mobile Training Teams (MTTs) sent to other countries to provide training. As part of the massive reorganization the USAF is currently undergoing, the designation for AFSAT was changed, based on unit size rather than mission scope, from a *group* to a *squadron* on 15 Sep 1992. Although still organizationally within ATC, AFSAT remains the executive agent for all USAF-sponsored security assistance training, regardless of which command is actually providing the training.

Throughout the various name changes and the internal and external restructurings affecting it, AFSAT has remained dedicated to the goals of security assistance training. These goals include helping the customer countries attain self-sufficiency, improving relations between countries, enhancing relations between individuals, standardizing doctrine and weapons, and increasing foreign customer understanding of the United States. These goals continue to provide the customer orientation AFSAT focuses on.

## AFSAT'S MISSION

While AFSAT's overall mission continues to evolve in support of security assistance training goals, the mission is still basically twofold: to act as executive agent for all USAF security assistance training, and to act as SAF/IA's and ATC/CC's security assistance training consultant. As executive agent, AFSAT is deeply involved from the time a country initially requests training, to the return of a fully qualified international student to his/her home country. AFSAT assists customer countries in long term planning that ascertains training requirements, develops the actual programs, identifies and schedules the appropriate training courses under the Foreign Military Sales (FMS), International Military Education and Training (IMET), or International Narcotics Matters (INM) programs, and administratively manages the students while they participate in training. While in training the students are actively involved in the DOD Informational Program (IP), also managed for the USAF by AFSAT. In addition, AFSAT manages all the associated financial activities that support a student's training, from writing the Letter of Offer and Acceptance (LOA) if under FMS, issuing Invitational Travel Order (ITO) authorization, and finally, the settling

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of all financial accounts. AFSAT also maintains the computer system, data base, and all historical records and files supporting USAF security assistance training, dating back to 1954.

As SAF/IA's and ATC/CC's training consultant, AFSAT is actively involved in advising and helping plan for the effects which current and ongoing changes will have on its customer countries. These changes include such diverse items as the retiring of weapons systems from the active USAF inventory, base closures, the development of security assistance programs with new countries, and the ongoing reorganizations both within and surrounding the USAF.

## **AFSAT'S ORGANIZATION**

While AFSAT's size fluctuates, average personnel strength is 100. With the exception of the Liaison Office (AFSAT/OL-A) located at the Pentagon in Washington D.C., all AFSAT personnel are located in three buildings on Randolph AFB, San Antonio, Texas. To accomplish its mission, AFSAT has two major branches, the Training Operations Branch (AFSAT/TO) and the Resource Management Branch (AFSAT/RM). Each has undergone considerable internal reorganization over the past year.

As mentioned previously, AFSAT/OL-A is located at the Pentagon, where it plays a critical role despite its limited size—only three people. Key is its role as training advisor to SAF/IA. In addition AFSAT/OL-A manages all Air Force-sponsored Distinguished Visitor Orientation Tours (DVOTS) and is in charge of Washington D.C. tours in support of the Informational Program.

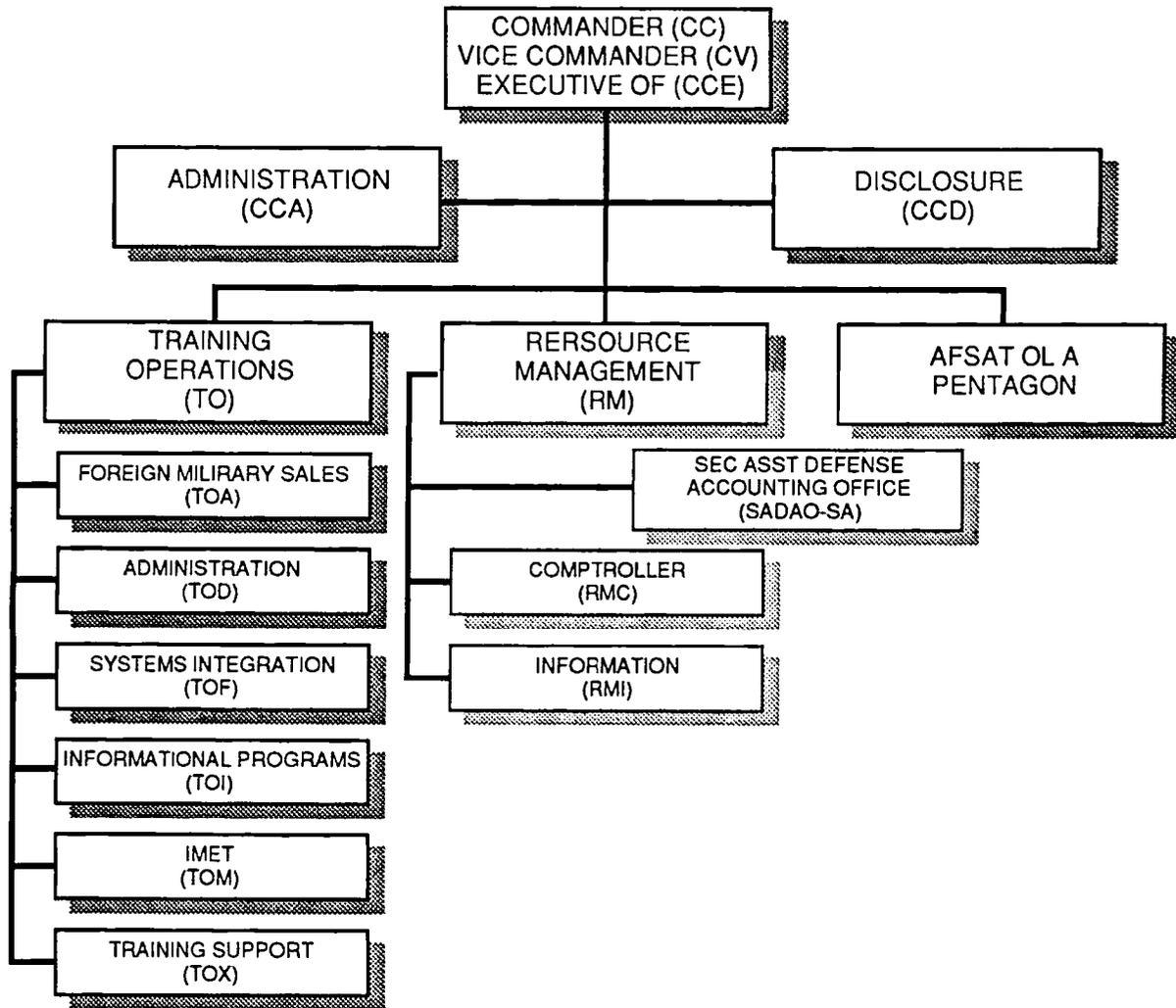
The AFSAT Training Operations Branch (AFSAT/TO) at Randolph AFB, averages just under 50 personnel. It is subdivided by function into six sections, as illustrated in Figure 1.

The FMS Programs Section, AFSAT/TOA, was recently formed to consolidate the management of FMS training. The training program managers respond to requests from Security Assistance Organizations (SAOs), write LOAs for their assigned countries, program appropriate training, attend Program Management Reviews (PMRs) and Management Action Team (MAT) meetings, and perform the day-to-day management of the international students while they attend training. Each training program manager manages between 5 and 13 countries, depending on the number of programs and student load.

The Systems Integration Section, AFSAT/TOF, was also recently formed when security assistance personnel assigned to HQ ATC/TTOF moved under AFSAT. This was the first step in an ongoing effort to build a single USAF security assistance function under ATC. These people work closely with the FMS Programs Section in the initial development of FMS training programs, particularly in support of new systems sales involving contractor-provided training. From the initial site survey, to the writing of the Statement of Work, through monitoring of the training, to final certification that the customer receives the quality of training contracted for, the AFSAT/TOF personnel are kept very busy with the many varied programs.

Another new section in AFSAT is the IMET Section, AFSAT/TOM. This section manages USAF-sponsored training under the International Military Education and Training (IMET) program for all countries. The IMET program is usually one of the first forms of security assistance the United States provides to newly emerging countries. With the fall of communism and the breakup of the former Soviet Union, this branch has been kept particularly busy. In addition to consolidating AFSAT's IMET training operations expertise, this section also manages any International Narcotics Matters (INM) funded Air Force training.

FIGURE 1



Another specially dedicated section is the Informational Program (IP) section, AFSAT/TOI, which oversees the entire Informational Program for the Air Force. The IP affords international military students an opportunity to become familiar with the United States, its social customs, cultural and political institutions, and its people and ways of life, while attending various military and contractor schools. The IP manager works closely with each of the International Military Student Offices (IMSOs) located at each of the training installations. Each IMSO runs the Informational Program for the international students attending training at their installation, and the IP manager approves each activity and its funding to ensure the overall goals of the program are met.

The newly renamed Training Support Section, AFSAT/TOX, combines many different activities. The AFSAT schedulers interface with the Air Force Training Management System (AFTMS) and with other commands to obtain the required training quotas for the training program managers. Managers for the USAF MTTs, ETSS, and Language Training Detachments (LTDs) send people into other countries to provide training. In addition, the document preparation personnel who prepare the LOAs, modifications, and amendments using the Case Management Control System (CMCS), are a vital part of the Training Support Section.



The Informational Program is a critical part of the security assistance training that AFSAT manages. It helps international students get a better understanding of the U.S. and its people.

The final section in the Training Operations Branch is the centralized administration section, AFSAT/TOD, which provides administrative support for each of the other sections.

The Resource Management Branch, AFSAT/RM, has two major sections to provide financial and automated data processing services for AFSAT. These services are in direct support of the worldwide Air Force-sponsored Security Assistance Training Program (SATP). AFSAT/RM has undergone a great deal of organizational and operational change over the last 9 months.

The Comptroller Section, AFSAT/RMC, provides comptroller services for AFSAT, other Air Force staffs, the Defense Finance and Accounting Service (DFAS), the Department of State, Defense Security Assistance Agency (DSAA), other government agencies and military departments, and the foreign countries. These financial services include budget, cost accounting, audit, and overall management and analysis of SATP funds, whether IMET, FMS, or INM.

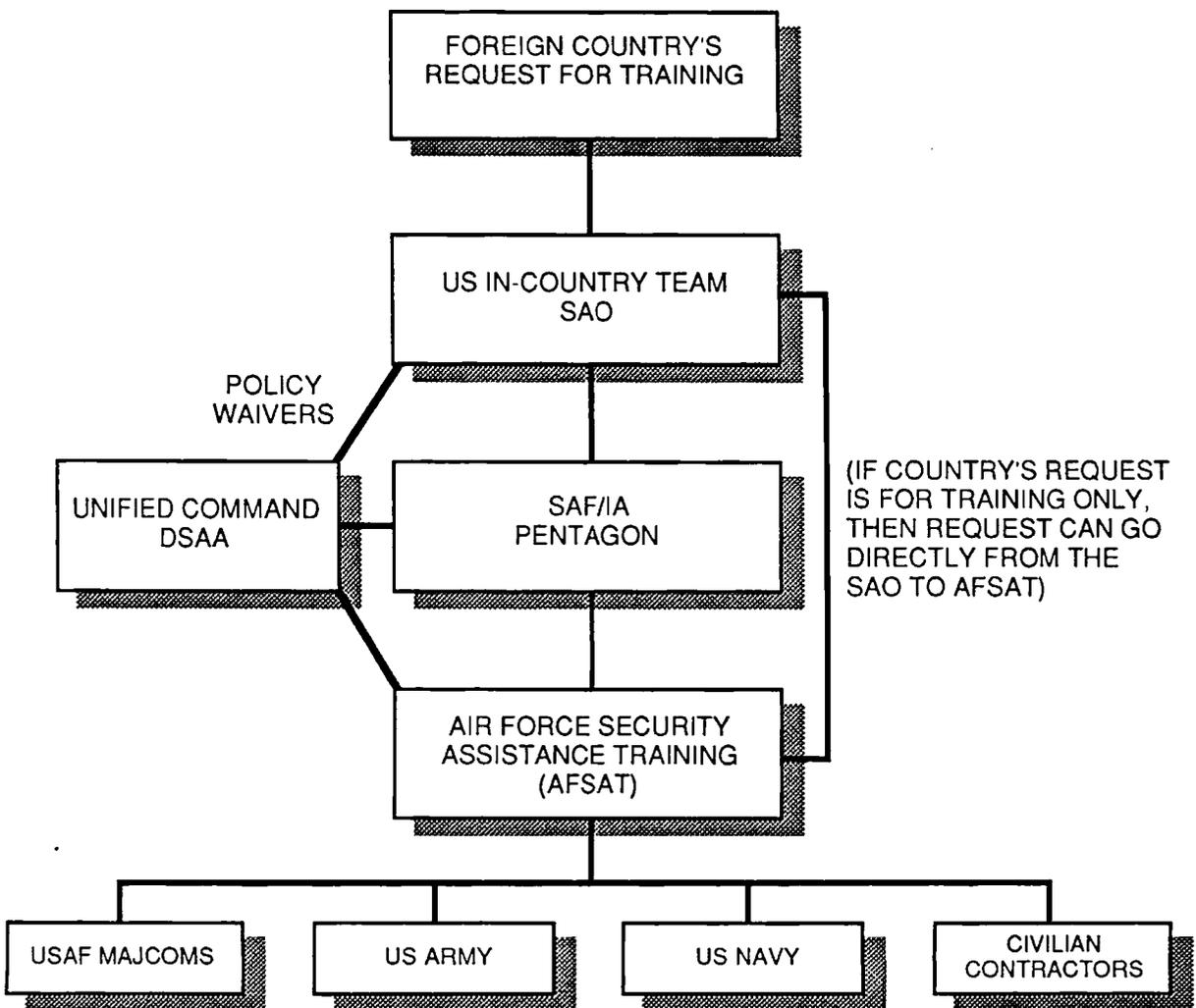
On 18 Oct 1992, HQ DFAS capitalized 25 of the 32 comptroller positions engaged in accounting and finance work at AFSAT. Although ownership of these positions changed, the accounting support mission is unchanged. DFAS reports operationally to the AFSAT/CC and continues to provide the primary services of funds certification, financial accounting (FMS & IMET), centralized ticketing, customer billing, centralized reimbursements, financial reporting, and systems administration. The Security Assistance Defense Accounting Office-San Antonio (SADAO-SA) is collocated at AFSAT.

The Information Systems Section, AFSAT/RMI, is responsible for all Air Force-sponsored Security Assistance automated training systems and is custodian of the Air Force's security assistance training historical records. Utilizing a state-of-the-art, fourth generation computer system, this section supports SATP users worldwide. Its customer services include design, development, maintenance, acquisition, communications, and database administration, as well as the generation of all requested managerial, statistical, and financial ADP reports. Key information systems used by AFSAT include the Training Control System (TRACS), used for programming and managing student training for each country; the TRACS Financial System (TFS) which budgets, reimburses, manages and reports funds associated with FMS and IMET training projects;

the CMCS, used for developing and managing FMS cases; and the Security Assistance Network (SAN) used to communicate with SAOs, Unified Commands, and other security assistance activities.

## THE TRAINING DEVELOPMENT PROCESS

Providing the necessary training to the customer countries involves the entire AFSAT organization and the process is illustrated in Figure 2. The training development process begins with the initial request from the country going through the US Security Assistance Office (SAO) in that country. Depending on the country, the SAO may be a Military Assistance Advisory Group (MAAG), a Defense Attaché Office (DAO), an Office of Defense Cooperation (ODC), or something similar. The SAO then relays training requests either directly to AFSAT if the request is strictly for training, or through SAF/IA if it is for a weapons system sale that will likely incorporate training. Requests for Air Force training under existing IMET programs are likewise normally transmitted directly from the SAO to AFSAT.



Under FMS, training in support of a major system sale, for example an F-16 aircraft sale, can either be provided by means of a separate training case or more than likely by means of a training line on the systems case. If provided by a separate training case, the case management is done at AFSAT. If provided by means of a training line on a systems case, AFSAT acts as a line manager.

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Whether in support of a training line on a systems case, or in developing a separate training case, the training program managers in the Systems Integration Section (if contractor-provided training is involved), FMS Programs Section (if generally USAF-provided training is involved), and Training Support Section (if an ETSS, MTT, or LTD are involved) will staff the requirement. This staffing often involves AFSAT participation in site surveys for the more complex programs. Price & Availability Data (P&A) or LOA Data is developed as required. Training LOAs are written at AFSAT using CMCS, while data for training lines on systems cases are forwarded to the Security Assistance Program Manager (SAPM) to be included on the systems case.

Before training is provided to any country, AFSAT staffs the releasability of all material included in the training program. The ATC Foreign Disclosure Officer at AFSAT determines the releasability of ATC-specific training. Releasability of other than ATC courses is determined by the command providing the training.

AFSAT training program managers enter all training requirements into the TRACS computer system, which produces the Standardized Training Listing (STL) for use by SAOS and the training program managers, and the Location Training Listing (LTL) used by the IMSOS at each military base. TRACS also provides DSAA the financial data necessary for overall management of the IMET program. The Security Assistance Network (SAN), which is steadily linking more and more of the SAOs, Unified Commands, and other security assistance activities, is updated bi-weekly with an extract taken from TRACS. Combined with similar extracts from the Army and Navy, it forms the Integrated Standardized Training Listing (ISTL) which SAOs can access directly by means of the Training Management System (TMS), a PC-based database management system. Upon implementation of decentralized IMET funding, TMS will also be used to manage the Air Force portion of the IMET program.

The majority of international students obtaining training from the USAF attend the same training classes USAF trainees attend. However, particularly for weapons systems sales or for training not available from USAF sources, many international students attend contractor-provided training that is also managed by AFSAT. Training is normally provided in English, requiring thereby that most students will need to receive English language training at the Defense Language Institute English Language Center (DLIELC) located at Lackland AFB, Texas. A unique exception is the training taught in Spanish by the Inter-American Air Forces Academy (IAAFA), which recently relocated from Homestead AFB to Lackland AFB due to Hurricane Andrew and the total destruction of its Homestead facilities.

The key to making the process work is frequent communication between all the players. SAOs are in constant communication with AFSAT personnel through messages, faxes, phone calls, and most recently by means of the Security Assistance Network (SAN). Electronic mail (E-Mail) is now available in the Interoperability Decision Support System (IDSS), which is the host for the SAN. Thus training managers, not only at AFSAT and at the SAOs, but also at the Defense Security Assistance Agency, Unified Commands, and soon at Air Force schools, can communicate with ease regardless of time zones or busy phones. AFSAT remains dedicated to improving and speeding the communications flow between itself and its customer countries and training suppliers.

## **TRAINING CHALLENGES**

AFSAT's role in the international security assistance and USAF training communities is steadily growing in importance. Internationally, there is a realization that without properly trained people to maintain and operate it, the most sophisticated piece of equipment becomes nothing more than an expensive static display. One of our ongoing challenges is to educate the rest of the USAF on what AFSAT does for the team. In addition, there are several other considerations that continue to impact Air Force security assistance training.

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Effect of Desert Storm. Desert Storm showed the world the quality of U.S. weapons systems and training. It also showed that perhaps more important than having up-to-date equipment is having personnel properly trained to use that equipment. Since the beginning of the war, overseas requests for undergraduate USAF pilot training have increased by nearly 100 percent. AFSAT calculates that by 1995 over one quarter of all undergraduate pilot training slots will be filled by international students.

Effect of U.S. Military Drawdown. The drawdown of the U.S. military is challenging the ability of AFSAT to meet the increasing international training demand. The closures of Chanute AFB, Lowry AFB, and Mather AFB are causing courses to be rescheduled, moved, and in some cases, canceled entirely. Scheduling flexibility has decreased in many instances, particularly since courses that were previously taught several times a year to meet the high USAF demand, are now offered on a very limited basis due to fewer classes and training locations. Likewise, the phase-out of USAF weapon systems still in operation in allied countries requires more innovative ways of providing training. MTTs help fill some of the gaps in this training capability; however, that pool of trainer expertise is shrinking too, especially with the older systems. The Guard and Reserves have become an important source of trainer expertise, and an increased use of contractors is also helping satisfy the international customer requirement.

USAF Reorganization. Restructuring/realignment continues to occur at a rapid pace within the USAF, affecting AFSAT and international training. Three Air Force bases are coming under Air Training Command's umbrella; these include: Tyndall AFB in Florida, Luke AFB in Arizona, and Altus AFB in Oklahoma, with their associated F-15, F-16, C-141, and C-5 aircrew training. Likewise, Air Training Command, headquartered at Randolph AFB in Texas, and Air University, at Maxwell AFB in Alabama, are combining on 1 July 1993 to become the Air Education and Training Command. AFSAT is expected to pick up new responsibilities as ATC operationally controls new weapons system training and specialized education programs.

The Inter-American Air Forces Academy (IAAFA). IAAFA has been a vital training source for South and Central American countries, particularly since its courses are taught in Spanish. When Hurricane Andrew destroyed IAAFA at Homestead AFB, most of these countries had to place their training on hold. With IAAFA's temporary relocation to Lackland AFB, the startup of partial training is again going a long way toward meeting Latin America's training needs. However, there remains a large backlog of training that needs to be caught up. Increased use of MTTs has helped fill training gaps.

The Defense Language Institute English Language Center (DLIELC). DLIELC remains a critical source of English language training for international customers. Teaching approximately 2500 students each year, DLIELC is usually the first taste international students get of U.S. training. DLI's ambitious program of bringing language training into the 21st century has resulted in improved facilities, new English language training materials, and the incorporation of new teaching methodologies. Combined with their ongoing program to improve Specialized English Training (SET), these innovative efforts are paying big dividends in increased customer satisfaction. DLIELC was the first agency AFSAT tasked to provide training, in the form of language surveys and language training detachments, to the countries created by the breakup of the Soviet Union.

The Training Control System (TRACS). A high priority project at AFSAT is the refining of TRACS to simplify system use and improve the timeliness and especially the accuracy of the financial data contained in the system. Because TRACS generates the STL used by training program managers and SAOs, accuracy of the data is critical to performance of their jobs. At present, AFSAT TRACS is not providing the service we must have.



Many of the international students managed by AFSAT attend English language training at DLIELC. At DLIELC the students practice their English in the language laboratory.

Embedded Training. A continuing challenge AFSAT faces is the control of embedded training, training that is sometimes included in an FMS systems contract for a country. AFSAT works closely with other agencies to ensure that such training is properly staffed through AFSAT to insure that the training provided is appropriate, the costs are correct, the students are properly managed and cared for, and the customer gets what he pays for.

Quality Improvement. AFSAT continues to aggressively promote the Quality Air Force. Recent Quality Improvement Teams/Process Action Teams have addressed improvement of the releasability staffing process and the development of a new Air Force Security Assistance "User's Guide" for SAOs. Ongoing projects include the improvement of TRACS and the search for a new site that is large enough to house all AFSAT personnel in a single, first class facility. With the addition of new training missions at Randolph AFB, i.e., Undergraduate Navigator Training (UNT), AFSAT is scheduled to move out of its current building in the near future. Another facet of Quality Improvement (QI) being continuously worked is the increasing and ongoing effort to improve training of all AFSAT personnel, both in QI principles and in the DISAM and Cross Cultural Communication training that enables them to better do their jobs.

## CONCLUSION

Changing as necessary to meet the many challenges it faces, AFSAT remains customer-oriented and dedicated to the goals of security assistance training. Determined to put together the best, most cost-effective training package available for its customers, AFSAT continues to develop new and innovative methods to obtain needed training. Working closely with SAF/IA and the Air Force Security Assistance Center (AFSAC), AFSAT is a key member of the security assistance team. International military training remains a vital instrument of U.S. foreign policy with long term and far reaching positive effects.

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## ABOUT THE AUTHOR

Major Roy R. Sawyer II is currently Chief of the Training Support Section at AFSAT. His experience in security assistance training began several years ago as an instructor at the Air Force's Squadron Officer School and Academic Instructor School. From 1986-1988, he served as International Training Officer at JUSMMAT, in Ankara, Turkey. He has been assigned to AFSAT since 1988. He is a graduate of DISAM's Overseas, Training Manager, and Case Manager courses.