
Education and Training

An Example to Emulate: Teamwork Contributes to the Successful Relationship between DISAM and Australia

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“The United States places great value on its unique relationship...with Australia, whose forces stand with the U.S. military in Iraq, Afghanistan and many other operations. These close military relations are models for the breadth and depth of cooperation that the United States seeks to foster with other allies and partners around the world.” This statement from the U.S. DoD *2006 Quadrennial Defense Review Report* gives a strong indication why the DISAM was once again invited back to Australia. The relationship between U.S. and Australia is as strong as ever, but the partnership formed between DISAM and Australia Support Office Foreign Military Sales (SOFMS) is equally as strong. This working relationship, to be described in detail, is one that other international partners can strive to achieve and even copy in order to provide valuable training to the intended audience. DISAM courses in Australia have been an annual event since at least 2001 and have evolved to ensure that the following three major objectives are met:

1. Define and describe the U.S. Foreign Military Sales (FMS) process as an acquisition tool for the Australian Department of Defence
2. Define unique Australian Government acquisition policies and procedures
3. Describe how Australian Government acquisition policies and procedures fit in the U.S. FMS process

This year’s mission was to teach two Security Assistance Management International Purchasers’ Courses for military officers and civilian government employees. Each class was a modified security assistance introductory course with logistics and financial management emphasis.

Mobile Education Team Preparation

The members of the DISAM Mobile Education Team (MET) were Ms. Joanne Hawkins, Logistics Instructor Team Lead, Mr. John Smilek, Technology Transfer/Export Controls Functional Coordinator, and Mr. Christopher Krolikowski, Foreign Military Sales Process/Finance Instructor. Ideally, the DISAM instructor team is selected six months prior to the scheduled course dates. Proper preparation is an essential component for any successful MET, and six months ensures appropriate time for coordination with the host nation and extensive research by the



team. Coordination with the host nation and research of customer programs are not exclusive of each other and, in fact, are interdependent.

In preparation, the team developed a draft course schedule based on Australia's requested requirement to emphasize financial and logistics management aspects. The draft schedule was then proposed to the host nation for review and concurrence. Host nation acceptance/concurrence is important because the proposed schedule included sessions led by both DISAM instructors and Australian Government personnel. Including subject matter experts from the host nation is not always done but should always be considered by the DISAM team and host nation. While the DISAM team will provide detailed instruction on the U.S. FMS process and infrastructure, incorporating host nation expertise helps build a bridge between USG and host nation policies and procedures. Showing the students how both countries' processes compliment each other provides a great advantage to ensure students take away important knowledge and achieve learning objectives. Examples of how Australia's subject matter experts participated will be discussed later.

Additionally, with concurrence, the host nation has confirmed that the schedule includes any unique country requirements in the lessons. The confirmed schedule by the host nation is invaluable for instructors as it serves as the basis for research. Research to support METs should encompass both macro and micro levels of information. Prior to developing the lessons for the MET, the team researched many aspects of Australia's programs. They looked at everything from background information and overall U.S. relations to political history to economic status. This information can be found through many sources, but the DISAM library is a perfect source for general country information. The DISAM library has traditional reference books and texts, but the library also has access to online references. In preparation for the trip to Australia, the DISAM team utilized those online references. Specifically, the following services were utilized to provide a cultural, political, and economic orientation:

- Global Information System (<http://128.121.186.46/gis/index.html>)
- CultureGrams™ (<http://www.culturegrams.com>)
- Congressional Research Service Reports for Congress (<http://www.gallerywatch.com>)

These are subscription research services that can be accessed by contacting the DISAM library at <http://www.youseemore.com/disam/>.

In addition to these traditional resources, the DISAM team researched current security cooperation issues and programs specific to Australia. The team made first contact with the U.S. Defense Security Cooperation Agency (DSCA) Country Program Director and Country Finance Director of Australia. The directors were able to provide insight into FMS issues raised during the 10th Australia Ministry of Defence Acquisition (ADAC) meeting. Three major concerns were raised by Australia and addressed by the U.S. Under Secretary of Defense for Acquisition, Technology, and Logistics (AT&L). This real-time knowledge was used by the DISAM team to bring a real-world perspective to the students. In addition to contacting DSCA, the team contacted the U.S. Defense Finance and Accounting Service, Security Assistance Accounting (DFAS, SAA). The team accessed DFAS' Defense Integrated Financial System (DIFS) to summarize program financial data by individual U.S. military department. The team also accessed the U.S. Air Force Security Assistance Center (AFSAC) International Programs Community of Practice (CoP) and the U.S. Navy eBusiness Suite, Laserfiche for executive summaries of Australia's programs supported by the U.S. Air Force and U.S. Navy. These types of country specific resources, along with many others, are utilized by the DISAM team to ultimately develop curriculum that meets partner specific learning objectives on each individual MET.



Mobile Education Team Execution

The DISAM team arrived in Melbourne on 8 May 2008 to begin their preparation for the course and was welcomed to the SOFMS at the Royal Australian Air Force (RAAF) Williams, Laverton, Victoria on 9 May 2008. SOFMS comes under the administrative control of the Assistant Director-Overseas Procurement and is the centre of knowledge for Foreign Military Sales (FMS) within the Australian Defence Materiel Organisation (DMO). The office is responsible for a wide range of enabling activities in support FMS procurement, including but not limited to:

- The provision of a Help Desk facility for users of the Standard Defence Supply System (SDSS) FMS Module
- Processing and monitoring of Supply Discrepancy Reports (SDR)
- SDSS Data Correction
- Provision of policy and procedural advice for the use of the FMS process by Australian Defence Organisation (ADO) agencies

Spending the day with SOFMS personnel prior to the commencement of scheduled courses allowed the DISAM team a glimpse of the Australian FMS support process and the ability to incorporate those observations into the formal instruction.

Thirty-five students from the Australian Government, Department of Defence, and Defence Materiel Organisation and five students from the New Zealand Government successfully completed the first course hosted in Melbourne, Australia from 12 through 16 May, while thirty-nine Australian students from the same organizations successfully completed the second course held in Canberra, Australia from 19 through 23 May. To open both courses, Mr. Bruce Howlett, the Assistant Director-Overseas Procurement (DMO), outlined the importance of the course in his prepared remarks. He emphasized that FMS is one option to be considered when fulfilling program requirements via procurement and a full understanding of the FMS process helps make decisions in the acquisition process that much easier. He further stressed the importance of adjusting to new management models and the value of education and training to learn alternative ways of supporting the programs of the Australian military.

In addition to Mr. Howlett, other representatives from the Australian SOFMS, Australian comptroller, Australian embassy and freight forwarder, and Navy Inventory Control Point International Programs Directorate (NAVICP-OF) Australian Liaison Officer supplemented DISAM instruction. These experts in their respective fields were integrated into the training schedule so that the subject matter for the Australian processes followed the instruction of related U.S. policy and procedures. Particularly, Mr. Craig Savage provided Australian perspectives on customer interface with the U.S. DoD. Mr. Jim Podmore

provided a DMO (Comptroller) financial perspective. Ms. Anne Burke represented the Counsellor Defence Materiel (CONDMAT), Australian Embassy in Washington DC. Ms. Vi Darling represented the Australian freight forwarder, DHL Global Forwarding; and SQNLDR Tony Birch, RAAF, provided an Australian Liaison perspective to the students.

The Office of Defense Cooperation (ODC), U.S. Embassy in Canberra also provided outstanding assistance to the DISAM team in both administrative and academic support. Specifically, ODC Chief, COL Eric Lorraine, U.S. Air Force, presented a class on the role of the ODC and an overview of the ODC responsibilities and activities to both the Melbourne and Canberra courses. Moreover, the DISAM team received exceptional support from the SOFMS for the entirety of both courses. The success of the courses were a direct result of Ms. Lisa Bubb and Ms. Jan Ryan, who were responsible for requesting, planning, and coordinating the training with DISAM; receiving and delivering the training materials; and assisting the team each day in Australia.

Based on DISAM team member observations, student feedback, and comments from the Australian representatives, the course satisfied the educational objectives and met the mission of providing students with an overview of the Security Assistance program and an in-depth understanding of FMS logistics and financial issues. The instruction, discussion, and audience interaction gave students an understanding of the entire system from both U.S. and Australian viewpoints. As the Australian Department of Defence continues to consolidate their logistics activities under the DMO and with nearly 550 implemented FMS cases worth over \$11 billion, the Australian Government has a high demand for understanding Security Assistance and Foreign Military Sales process. Hopefully, DISAM can continue to have the opportunity to provide that understanding, thus nurturing the strong Australian-U.S. partnership. As noted earlier, this type success is not a matter of chance. Early coordination, refinement of course objectives, and customer participation are the keys to ensure the maximum benefit for the students to be trained.



About the Author

Christopher Krolikowski is an instructor of Security Assistance Management at DISAM with a concentration on the FMS Process and FMS Financial Management. His field experience includes work as a defense contractor supporting security assistance programs at the U.S. Air Force Security Assistance Center (AFSAC) and the U.S. Air Force Aeronautical Systems Center (ASC) International Programs Office. Additionally, as a government civilian, he was an Acquisition Program Manager in the ASC, Mobility Systems Wing, FMS New Business Office. He was awarded a Master of Business Administration (International Business) degree from the Wright State University in Dayton, Ohio and a Bachelor of Science (Biomedical Engineering) from Tulane University in New Orleans, Louisiana.