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# SECURITY ASSISTANCE TRAINING FIELD ACTIVITY

By

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*The U.S. Army Chief of Staff recently visited South America. The trip was highly successful, partly because almost all of his South American counterparts had been trained in the United States.*

*The United States once had 2,000 employees and family members who needed to be evacuated from an African country which had just experienced a coup. An Army officer from that country who had been trained at Fort Sill, Oklahoma, convinced his president to allow U.S. planes to land and leave with the Americans.*

*"It's not the place, it's the people you meet," said Captain Miroslaw Michalski. "Looking out the window, Poland and the United States are very similar. The people I've met are kind people, they make all the difference."*

*With a resounding chorus of "We Are The World," approximately 500 children in pre-kindergarten through second grade at Dinwiddie Elementary School in Dinwiddie, Virginia, welcomed LTC Mostafa Gouda from Egypt to their school. They learned what Egyptian children their ages did at home and in school, and also learned to count to ten in Arabic.*

*"I keep in touch with some of my classmates of AOAC (Armor Officer Advanced Course) and some of our neighbors too. . . . I also subscribe to the Armor Magazine: that way I have access to some knowledge from the Gulf War and feel updated about the U.S. Army."*

*Letter from a Spanish Army Officer*

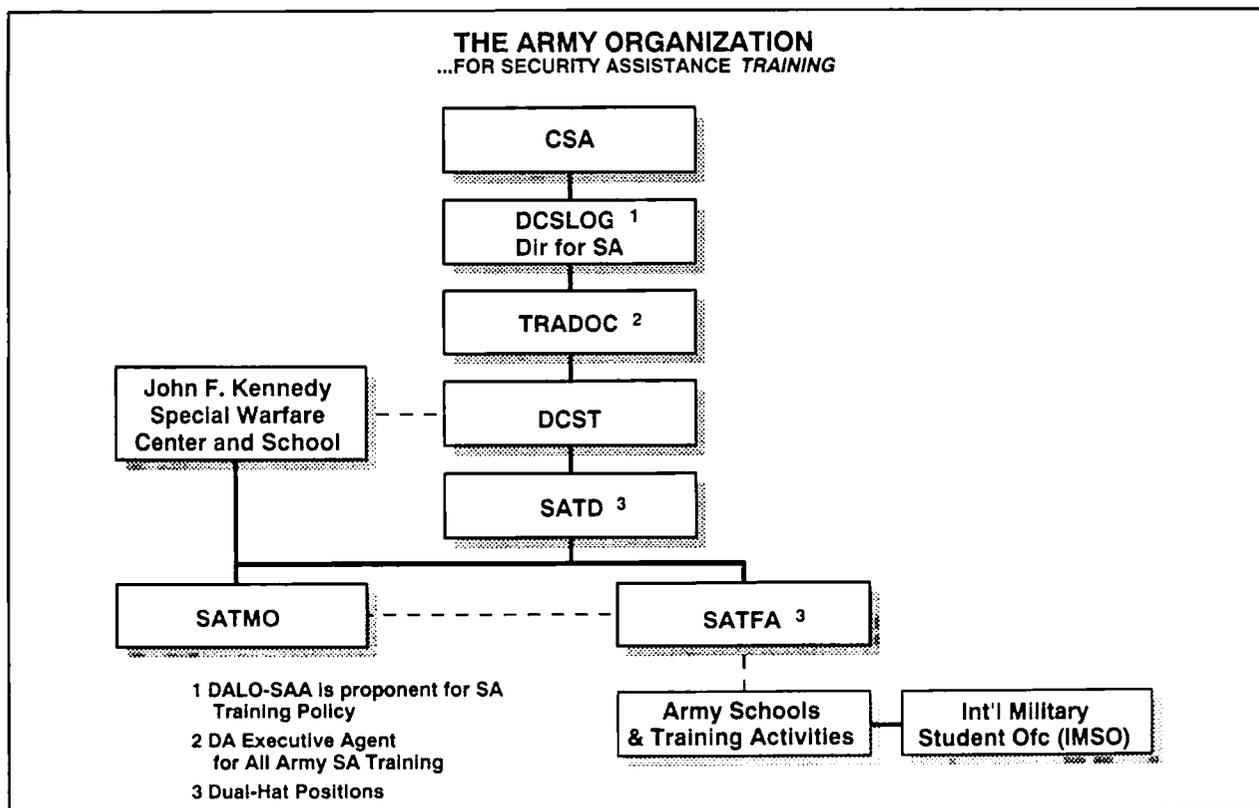


*Israeli student at Fort Knox, Kentucky and spouse teach American children about their country while learning about the U.S. educational system.*

Friends and instant access around the world; first-hand experience for U.S. soldiers working with soldiers from other nations; valuable and enriching intercultural experiences for people across the United States; jobs created due to the sale of military equipment to friendly foreign countries. All these are direct results of the efforts of employees of the Security Assistance Training Field Activity (SATFA). In its role as an integral part of U.S. foreign policy and national security, SATFA provides training experiences that foster democratic values and respect for human rights, as well as the finest technical training in the world.

## ARMY ORGANIZATION FOR SECURITY ASSISTANCE

SATFA is a key element within the Army organization for Security Assistance, shown in Figure 1. The Department of the Army Directorate for Security Assistance (DIRSA) is an element of the Office of the Deputy Chief of Staff for Logistics (ODCSLOG). Three Executive Agents interpret policy from DSAA: the Corps of Engineers works with construction projects, the Army Materiel Command (AMC) handles equipment and materiel, and the Training and Doctrine Command (TRADOC) is responsible for training. All are increasingly involved in supporting peacekeeping and providing humanitarian assistance.



TRADOC'S program manager for Army Security Assistance Training is the Security Assistance Training Directorate (SATD) within the Office of the Deputy Chief of Staff for Training (DCST). While organizationally part of Headquarters TRADOC, SATD implements and coordinates Security Assistance Policy developed by the Policy, Plans and Resources Division (DALO-SAA) within DIRSA. SATD implements CONUS training programs through the Security Assistance Training Field Activity (SATFA), located in Hampton, Virginia, and OCONUS training programs through the Security Assistance Training Management Organization (SATMO), located at Fort Bragg, North Carolina.

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## THE ARMY SECURITY ASSISTANCE TRAINING PROGRAM

The Army trains more International Military Students (IMSs) in the Security Assistance Training Program (SATP) than the other services combined. Over 6000 IMSs from 133 countries participated in 784 formal courses in FY 1994. An additional 1600 took part in observer/on-the-job training. SATFA worked with 83 training and coordinating activities in planning and executing this training. IMSs participated in five types of formal training: professional military education; officer management-related training; officer postgraduate and degree-related training; undergraduate pilot and other flight training; and technical training, including operations, maintenance, medical, and enlisted training. In addition to formal training, IMSs participated in orientation tours, on-the-job/qualification training, and observer training.

IMSs generally receive professional military training in the same courses with U.S. soldiers. Some technical training, usually for a particular weapons system, is conducted in all-IMS classes. Classes are conducted in English except at the U.S. Army School of the Americas at Fort Benning, Georgia. This school, located in Panama until 1984, conducts a wide range of courses in Spanish for students from Latin America and the Caribbean.



*Bolivian students from School of the Americas in a Medical Assistance Course practical exercise.*

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Army schools training the most IMS last year were the Air Defense Artillery School at Fort Bliss, Texas; the School of the Americas at Fort Benning, Georgia; the Aviation School at Fort Rucker, Alabama; the Aviation Logistics School at Fort Eustis, Virginia; and the Armor School at Fort Knox, Kentucky. Countries sending the largest student inputs were Japan, Saudi Arabia, Egypt, Israel, and Colombia.



*International and U.S. students assemble a medium girder bridge section during their Engineer Officer Basic Course training at Fort Leonard Wood, Missouri.*



*Slovenian officer flanked by Slovenian flag talks with U.S. classmates at Fort Bliss, Texas about his country.*

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Last year FMS students comprised 76% of Army SATP students, compared with 63% in fiscal year 93 and an average of 55% in the previous five years. Although this is due partly to a decrease in IMET students caused by the reduction in IMET funding by Congress, it is also partly because of major weapons sales in recent years.

### **IMSO--THE BACKBONE OF SECURITY ASSISTANCE TRAINING**

SATFA's link to the IMSs at the Army training installation is the International Military Student Officer (IMSO), who has administrative and support responsibilities for IMSs. The IMSO typically meets the IMSs at the airport, escorts them to living quarters, and briefs them on military and civilian policies and regulations, on their training programs, and on all the things people temporarily residing in a foreign country need to know. The IMSO helps IMSs with personal, family, or training-related problems they may have, and arranges opportunities for students to meet typical Americans and learn first-hand about the American way of life. The IMSO also assists family members who sometimes accompany IMSs, and frequently becomes good friends with both the student and his or her family members.



*Missouri state representative Jim Mitchell explains the legislative process to Fort Leonard Wood IMSs seated in the Missouri House of Representatives.*

SATFA trains IMSOs by (1) obtaining quotas in the DISAM Security Assistance Management Training Officer Course and conducting the Army-unique training portion of the course; (2) arranging orientation visits to SATFA; (3) making liaison visits to training installations; (4) conducting the annual U.S. Army IMSO Training Program. The Training Program provides SATP updates from SATFA and higher headquarters, offers a variety of workshops conducted by experienced IMSOs and other personnel, and also affords opportunities for IMSOs to exchange ideas.



*Fort Gordon Informational Program Coordinator with one of 25 IMSs visiting the Vogtle Nuclear Plant in Waynesboro, Georgia.*

## UNIQUE PROGRAMS

Over the years SATFA and our Army schools have developed many innovative training options to meet unique customer needs. Here is a small sample of such programs.



*Japanese students participate in their Annual Service Practice at Fort Bliss, Texas.*

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### *Japanese Annual Service Practice*

Each year the Japanese bring over 1300 military personnel to Fort Bliss, Texas for Annual Service Practices (ASP), involving training for and conducting live fires of PATRIOT and HAWK missiles. The missiles are made in Japan under a joint production agreement, and the firing offers a chance to test production quality as well as to train and evaluate personnel. The Japanese consider the \$3.5M for the ASPs both desirable and cost effective because of limited space in their country. The Japanese Air Self Defense Force uses over 700 people to fire 29 PATRIOT missiles over a three month period, while the Japanese Ground Self Defense Force uses over 600 people to fire 17 HAWK missiles. Germany and other countries having missiles but limited range capability participate in similar programs.

### *SWORD Project*

The SWORD Project is the program through which the United States sold 315 M1A2 Abrams Main Battle Tanks to the Kingdom of Saudi Arabia. The total case value is approximately \$2.9B. The SWORD Project has been a major undertaking for the Army and for TRADOC, both because of its size and because the Army developed a tailor-made training program for Saudi cadre, crew members, and maintainers. The latter was a major departure from the way the Total Package Approach worked in the past. SATP customers previously received essentially the same training as U.S. personnel, and normally trained with them. However, when the sale was made, the U.S. had not yet committed to purchasing the M1A2. Unique instruction had to be developed at Fort Knox, Kentucky, to train 197 Saudi Arabian soldiers as cadre capable of conducting instruction at the Armor and Ordnance Schools of the Royal Saudi Land Forces. The Armor School at Fort Knox is also training 64 armor crew members and 133 maintainers. The maintainers will receive additional instruction at the Ordnance School, Aberdeen Proving Ground, Maryland. SATMO has fielded MTTs to provide additional training in country.



*Saudi Arabian Project SWORD students with their M1A2 tank at Fort Knox, Kentucky.*

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The SWORD Project is of great benefit to Saudi Arabia and to the United States as well. By the end of the SWORD Project, Fort Knox will have received reimbursements amounting to approximately \$22M, and Aberdeen Proving Ground \$9M for conducting the training. Eighty-four civilian personnel have been employed in the program at those installations. Because of foreign country purchase demands, the U.S. has been able to add the M1A2 to its inventory.

Project SWORD has not been an easy program to manage. Large numbers of personnel from a culture very different from our own meant a lot of work from personnel at the two installations as well as those in the SAT community. The Fort Knox and APG IMSOs played key roles in preparing installation personnel and key figures in the civilian communities for the program. Because of IMSO involvement, Saudi students and their families have been made to feel welcome and are learning about the United States and its people.

Project SWORD now serves as a model for the future. Already the government of Kuwait has decided to purchase 218 M1A2 tanks at a total package value of \$2.5B. TRADOC expects that future major weapons sales will involve country-specific training that will not negatively impact TRADOC instruction for U.S. military personnel.

### *Human Rights Curriculum*

Human rights instruction is an integral part of the curriculum at the U.S. Army School of the Americas (SOA) at Fort Benning, Georgia. SOA trains approximately 800 students per year in professional military education courses such as the Command and General Staff Officer Course and the Civil Military Operations Course, and technical training such as the Countermining Operations and Medical Assistance courses. The school has developed a systematic approach which identifies human rights learning objectives for all courses at the school. An intensive two day Human Rights Certification Course is required for all instructors at the school, which conducts all training in Spanish. Human rights tasks are included in field training activities as well as classroom instruction. SOA emphasizes evaluation of the effectiveness of the human rights training, with human rights scenarios being discussed prior to each course. Each course ends with an After Action Review with the human rights instruction documented, and the school's Department of Evaluation and Standardization conducts formal evaluations of all training. SOA instruction focuses on the role of the military professional in a democratic society. It reinforces the belief that a military force that strongly supports human rights and democratic values is a disciplined, professional, and effective force that earns the public trust. SOA is currently proposing two new courses, Peace Operations and Democratic Sustainment, designed to fit in with the shift in SAT toward building democracy and promoting peace.

### *IMS Volunteer Efforts*

Some IMSOs include in their Informational Program activities opportunities for IMSs to have "hands-on" involvement in local volunteer efforts. IMSs participate in feeding homeless people, working with local Habitat for Humanity affiliates in home construction, working with sports activities for underprivileged youth, and processing bulk food for a local food bank. Several School of the Americas students and family members helped central Georgia citizens with flood relief. At some schools, IMSs participate in the same kind of activities with their U.S. counterparts.

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### *SAT Program Management Review Automation Efforts*

SATFA concluded several years ago that it could not continue to support the SAT Program Management Reviews (SATPMRs) with the resources previously expended. The SATPMRs are an integral part of the program planning and development process, with the country program reviews playing a key role. Numerous hours were required to run, collate, and distribute the reams of Standard Training Lists (STLs) required for the manual line-by-line reviews.

SATFA operations personnel independently developed and prototyped a database, management-driven, automated program review process which was used for the first time at the 1993 CENTCOM SATPMR. The prototype was successful, and the collective SAT community decided to accept the automation program review process and join with SATFA in improving it for use by all. PACOM provided invaluable automation assistance in this endeavor.



*Two of five IMS enrolled in courses at Fort Bragg, NC assist the Fayetteville, NC Habitat for Humanity chapter in a remodelling project.*

The automated review process being used at the 1995 SATPMRs is a great improvement over the initial version. It provides overseas Security Assistance Organizations (SAOs) an instantaneous look at their current and planned two-year training plans and shows them whether they are within their anticipated program allocations. The program automatically computes travel and living allowances as well as course costs. The process also provides the Unified Commands and the Defense Security Assistance Agency (DSAA) with a multitude of individual country and total CINC summary reports, such as updated country training programs and expanded IMET figures--something not possible with manual program reviews.

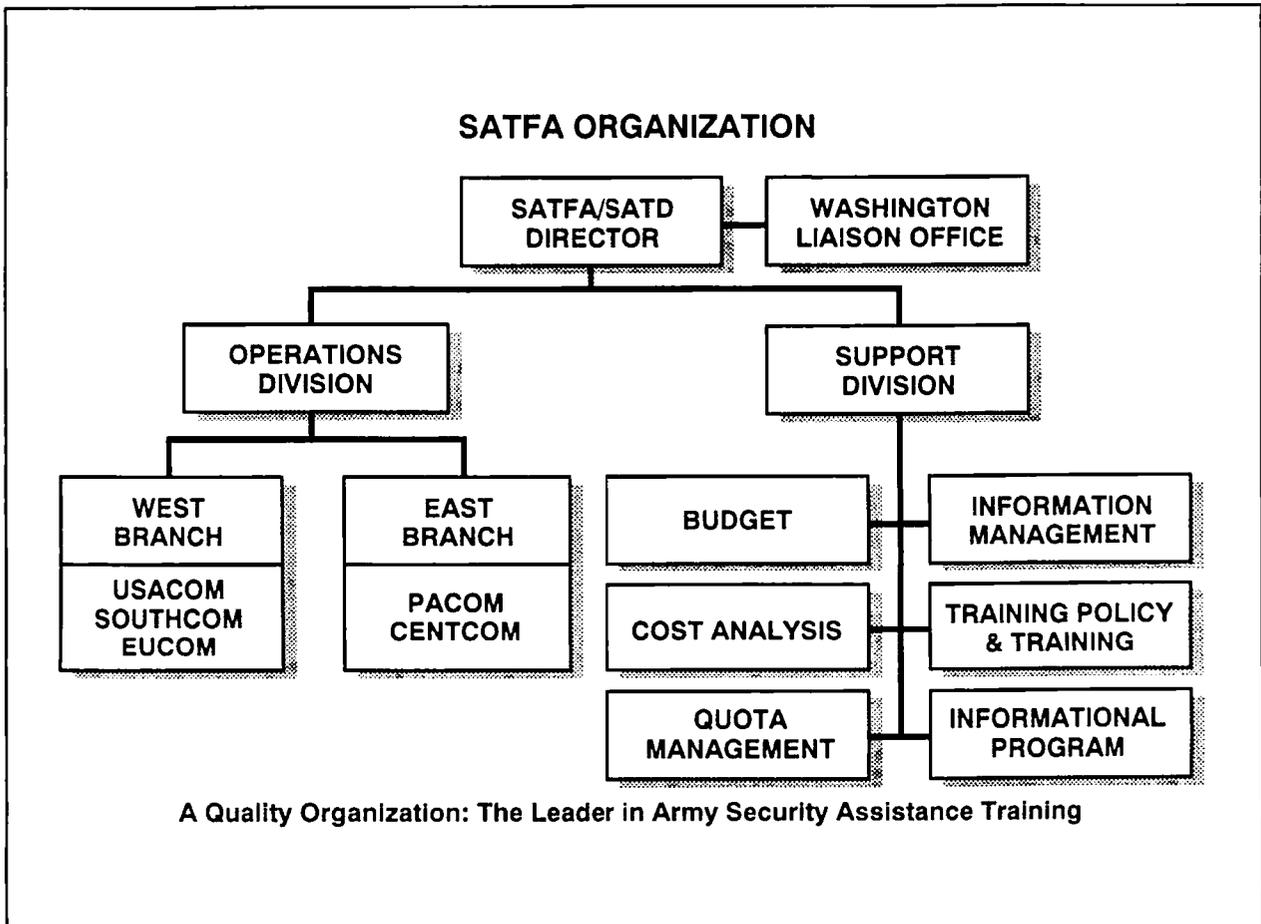
Additional enhancements are necessary to keep abreast of additional notification/earmark requirements. SATFA remains committed to supporting efforts to improve this process, which greatly assists in the overall management of country training programs as we continue to streamline to meet budget constraints and shifting emphases. The automated SATPMR program review initiative is one of the more significant improvements in the Security Assistance Training community in recent years.

## SATFA ORGANIZATION

SATFA's vision is to remain a vital element of U.S. foreign policy and national security, recognized throughout the world for providing the quality training and support that make Department of the Army the leader in security assistance. SATFA accomplishes this with a small, dynamic organization.

Figure 2 shows SATFA's organizational structure. SATFA, which recently became a totally civilian organization in response to severe military personnel reductions within the Army, currently has 57 employees, five of whom are case-funded. Accounting personnel, still physically located at SATFA, are a part of the Defense Finance and Accounting Service (DFAS). SATFA is headed by a GM-15 Director who is dual-hatted as Director, SATD. In that capacity he is an integral part of the DCST staff and plays a significant role in the Security Assistance aspect of TRADOC's global outreach.

SATFA is located in Hampton, close to TRADOC Headquarters at Fort Monroe, Virginia. Proximity to Fort Monroe facilitates schools management, quota control, disclosure and coordination. SATFA has won several Equal Employment Opportunity awards, and is recognized throughout Fort Monroe and TRADOC for its upward mobility efforts. Although currently located off post, SATFA is an integral part of the TRADOC community and has sponsored highly successful Women's History and African American History Month programs in the past. SATFA has volunteered to develop an Hispanic Month program this year.





*Former Buffalo Soldier Carroll Cuffee, LTG Alonzo Short, and then-TRADOC Commander GEN Frederick Franks dedicate Fort Monroe's Buffalo Soldier statue during African American History Month.*

SATFA maintains a Washington Liaison Office (WLO) collocated with the U.S. Army Security Assistance Command (USASAC) in Alexandria, Virginia. WLO serves as a bridge between the Security Assistance materiel and training communities, serving as TRADOC's Washington area Security Assistance Training (SAT) point of contact and providing training advice and assistance to USASAC. WLO works to ensure that training is an integral element of total package sales, so that countries purchasing U.S. Army equipment will be able to properly operate and maintain it.

SATFA's Operations Division develops, plans and executes Security Assistance, counternarcotics and peacekeeping training programs conducted through Security Assistance channels. The division is organized regionally, with a west branch responsible for the Southern, Atlantic and European unified commands and an east branch responsible for the Central and Pacific unified commands. Country Program Managers (CPM), as the name implies, work closely with Security Assistance Organizations (SAO) in planning training that meets the needs of the foreign countries and is consistent with U.S. government policy. They also work with IMSOs at Army training installations concerning the needs of IMSs who have arrived for training. The Operations Division is also responsible for preparing and processing all FMS cases, both CONUS and OCONUS.

SATFA's Support Division supports the SATP in the areas of financial management, funds distribution, pricing, quota management, information management, training policy, and the Informational Program.

The Budget Branch develops and supervises the execution of the FMS administrative budget, the Foreign Military Financing Program (FMFP) and the Operations and Maintenance Army budget for both SATFA and SATMO. The Budget Branch distributes FMS resources for CONUS/OCONUS training and funding for International Narcotics and Law Enforcement training. The branch also serves as the Army appropriation manager and point of contact for the

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distribution of International Military Education and Training (IMET) resources, including execution of the program. The Budget Branch also distributes and accounts for IMET and FMS Travel and Living Allowance (TLA) funding. Branch personnel are responsible for FMS case financial management, and for issuing fund cites for Army wide Orientation Tours and DA Washington DC Schools Tours conducted as part of the DoD Informational Program.

The Cost Analysis Branch gathers information, develops and computes Foreign Military Training resident tuition prices for TRADOC schools, and reviews and validates tuition pricing for non-TRADOC schools. Cost Analysis develops cost methodology and estimates for OCONUS training teams and disseminates policy and guidance to SATMO for the determination of appropriate charges. Personnel also review and validate costs for special training requirements.

The Quota Management Branch projects international training requirements three years out for the Total Army Centralized Individual Training Solicitation (TACITS). Personnel defend international requirements and programs at the annual Structure Manning Decision Review (SMDR), which finalizes requirements two years out, and then plots and distributes approved quota allocations. They maintain international reservations in the Army Training Requirements and Resource System (ATRRS), requesting monthly program adjustments through the Training Requirement Arbitration Process (TRAP). Quota Management establishes and maintains course data for the Military Articles and Services Listing (MASL) and distributes the Training Activity Program Roster (TAPR) to Army schools. They develop, publish, and disseminate to SAOs the U.S. Army Security Assistance Handbook containing policy and guidance for international training, information about training installations, and course prerequisites and descriptions of content. All of this requires constant interaction with HQ TRADOC activities.

Training Policy and Programs personnel review and disseminate SAT regulations, policy, and procedural guidance for integrating IMSs into CONUS training, advise IMSO and other ARMY training installation personnel on matters related to SAT, plan and conduct the U.S. Army IMSO Training Program, publish the Army SAT brochure and manage the execution of the Army's DOD Informational Program (IP).

The SATFA Information Management Office is composed of three sections: Plans, Projects and Acquisition; Systems and Training Support; and Systems Integration and Applications. Personnel provide the technical expertise required to plan, design, develop, implement, and maintain all SATFA-based automated systems. The Army Security Assistance Training Management System (ASATMS) supports the planning, scheduling and execution of all Army security assistance training programs. Additionally, this office maintains the hardware and communications required to interface with security assistance organizations worldwide.

## **FUTURE OF ARMY SECURITY ASSISTANCE TRAINING**

Security Assistance Training will continue to be an essential Army mission in the future, but there will be changes. The Army has seen significant personnel reductions, both military and civilian. The military reductions reduce flexibility at the schools and also in the resourcing of OCONUS teams. Consolidation of schools and of military occupational specialties along with reduced numbers of U.S. soldiers is resulting in smaller, fewer classes with reduced quotas for IMSs. Some training is shifting from schools to units. Because of these trends, SATFA is continuing to look at new ways of meeting customer needs. At the same time, traditional Security Assistance is giving way to building democracy and promoting peace. We will concentrate on the role of the armed forces in the democratic process as we foster military relations and build coalition partnerships while always focusing on respect for internationally accepted human rights.

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## ABOUT THE AUTHOR

Dr. Judith C. Damewood is an Instructional Systems Specialist in Training Policy and Programs, and serves as SATFA's liaison with Army training installations. Before coming to SATFA, she was employed in the Directorate of Training and Doctrine at the U.S. Army Infantry School, Fort Benning, Georgia.

*The DISAM Journal* cover was designed by Tom Kuftic, SATFA Administration Section, and Thomas E. Schnurr, Director, SATFA.