A GUIDE FOR NEW SAT MANAGERS

The U.S. Army Security Assistance
Training Management Organization (SATMO)

SECURITY ASSISTANCE
TRAINING MANAGEMENT MANUAL

Center for Army Lessons Learned

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CONTACT US

10 Meade Ave. Bldg 50 Fort Leavenworth KS 66027

DSN: 552-9533 913-684-9533

DIRECTOR
COL Scott Allen

ANALYSTS/AUTHORS
MAJ Erik Patton
MAJ Robert Fry
MSG Andrew Ireland
MAJ Patrick Macri
Robert Schafer

INFORMATION DIVISION CHIEF
Eric Hillner

PUBLIC AFFAIRS OFFICER
Michael Hagen

EDITOR
Michaela Pursley

ILLUSTRATOR
Jorge Sainz

SECURITY
Sandra Griffin

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ROLE OF THE SAT MANAGER

Security Assistance Team (SAT) managers direct the development, management, execution, and support of U.S. Army SATs provided to friendly foreign governments and U.S. allies in support of U.S. Department of State (DOS) foreign policy objectives and Geographic Combatant Command (GCC) priorities. Put simply, SAT managers manage non-institutional security assistance training programs for countries within a designated region of the world. They identify, request, and manage allocation of training resources needed by SATs and project future, worldwide security assistance training requirements to resource and prepare these teams. The SAT manager supervises preparation of training-related information to be incorporated into legal contracts known as Letters of Offer and Acceptance (LOA), committing the U.S. government to provide materiel and services (e.g., training, either alone or as part of an equipment sale or transfer) to other nations and monitors completion of financial arrangements for all training activities related to these LOA cases.

SAT managers are part of the Security Assistance Training Management Organization (SATMO) at Fort Bragg, North Carolina, which is subordinate to the U.S. Army Security Assistance Command (USASAC) at Redstone Army Arsenal, Alabama.

Higher Headquarters (Two Levels Up) – The U.S. Army Security Assistance Command

USASAC "develops and manages security assistance programs and foreign military sales cases to build partner capacity, support COCOM (Combatant Command) engagement strategies and strengthen U.S. global partnerships."[1]

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[1] U.S. Army Security Assistance Command.

Although much of USASAC's focus is on delivering materiel solutions (i.e., weapons systems) to partner and allied nations, USASAC has a Directorate of Training Integration (DTI, G7) that serves as the USASAC lead for SAT efforts across the Army Security Assistance Enterprise (ASAE). The G7 is led by an O5 military officer and a GS-14 Department of the Army civilian (DAC). The SATMO commander and staff work closely with the USASAC G7 to ensure security assistance training requirements are considered for all security assistance programs and foreign military sales (FMS).

USASAC is structured around three Regional Operations (RO) directorates led by an Army O6 and aligned with Geographic Combatant Commands (GCCs). Each RO has country program managers (CPMs) who oversee all security assistance programs within their assigned countries. At the USASAC echelon (two levels up), SAT managers occasionally work with CPMs and the USASAC G7.

Security assistance training project managers (SAT-PMs) serve as the center of gravity for the USASAC G7 and are the primary conduit for support to USASAC RO directorates for all aspects of security assistance training. SAT-PMs are assigned to the G7 but integrated into RO directorate operations and work directly with the RO directorate team, including the CPMs. The SAT manager works with SAT-PMs, who are generally the first to identify training requirements in upcoming cases and work to integrate training into larger USASAC security assistance missions. A list of G7 and SAT-PM duties and responsibilities is available in Appendix A.
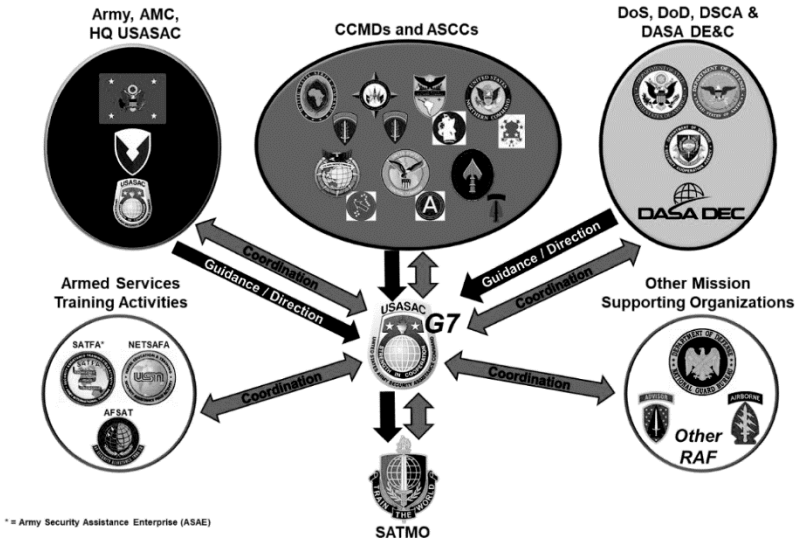
Figure 1-1. USASAC integration across the security cooperation enterprise.[2]

Higher Headquarters (One Level Up)—The Security Assistance Training Management Organization

The SAT manager works within SATMO, a brigade-level organization. SAT managers are the center of gravity for the SATMO team in the same way that an infantry company is the center of action in a brigade combat team (BCT).

SATMO accomplishes its mission and purpose through the employment of SATs, facilitated and supervised by the SAT manager. SATMO has three key tasks:

1. Man, train, equip, support, and mission command SATs for security assistance training missions worldwide.
2. Advise and recommend security assistance-related training solutions to the Army Security Assistance Enterprise, U.S. diplomatic missions, and the GCCs.

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[2] Security Assistance Training Management Organization.

3. Coordinate and collaborate with security cooperation stakeholders to ensure unity of effort across the Army and Joint Force.
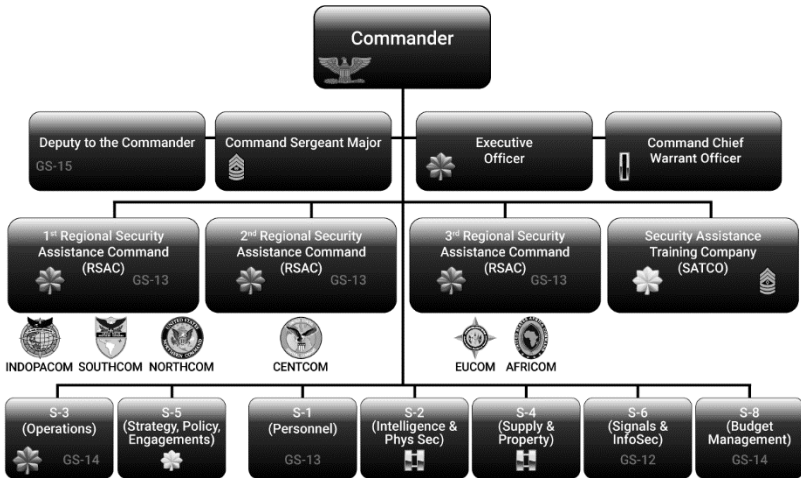
Figure 1-2. SATMO organizational structures. SAT managers work within the RSACs. Regional alignment shown below each RSAC.[3]

SATMO consists of a Command Group (O6 commander, E9 command sergeant major, GS-15 deputy to the commander, O5 executive officer, and CWO5 command chief warrant officer), headquarters staff, three Regional Security Assistance Commands (RSACs), a Security Assistance Training Company (SATCO), and deployed SATs.

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[3] Security Assistance Training Management Organization.

THE REGIONAL SECURITY ASSISTANCE COMMAND

The RSAC is the battalion-level echelon to which SAT managers are assigned. RSACs are tasked to plan, form, prepare, deploy, sustain, mission command, and redeploy tailored continental United States (CONUS)-based SATs to execute outside the continental United States (OCONUS) security cooperation missions that support the Army Security Assistance Enterprise in assigned areas of responsibility (AORs). SATMO includes three RSACs, each with a unique regional alignment as follows:

- 1st RSAC supports the Indo-Pacific Command (INDOPACOM), Southern Command (SOUTHCOM), and Northern Command (NORTHCOM) AORs.
- 2nd RSAC supports the Central Command (CENTCOM) AOR.
- 3rd RSAC supports the European Command (EUCOM) and Africa Command (AFRICOM) AORs.

RSACs are nominally standardized across SATMO and consist of an O-5 RSAC commander, GS-13 deputy commander, E-7 senior enlisted advisor, and five SAT managers (three O-4s and two GS-12s). RSACs may have additional temporary SAT managers funded on a case-by-case basis (through Tech Assist lines, discussed in Chapter 3).

The RSAC commander executes mission command of SATs. Their duties are regionally aligned with assigned GCCs and USASAC Regional Operations Directorates (ROs). The primary focus of the RSAC, and by extension the SAT manager, is current operations (CUOPS), but they are also integral to future operations (FUOPS) planning and preparation and assist USASAC ROs with nascent cases in development. Military SAT managers are typically rated by the RSAC commander and senior rated by the SATMO commander.

The RSAC deputy is the key leader responsible for establishing overseas SATs. RSAC deputies are subject matter experts (SMEs) for SAT design and management and provide knowledge continuity when RSAC commanders rotate through assignments. Their primary focus is FUOPS planning and resourcing with secondary responsibilities of ensuring logistical support to current SATs (CUOPS support) and assisting the RSAC commander as appropriate. DAC SAT managers are rated by the RSAC deputy commander and senior rated by the RSAC commander.

The RSAC commander and deputy form the RSAC command team.

RSACs also have a senior enlisted advisor who advises the RSAC commander and deputy commander, especially regarding military manning and management of SAT members.
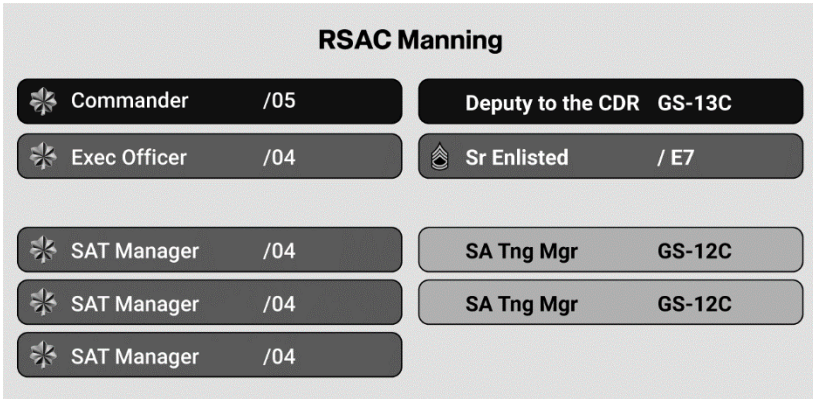
Figure 1-3. Regional Security Assistance Command manning (notional).[4]

THE SECURITY COOPERATION ORGANIZATION

The Security Cooperation Organization (SCO) office is not part of USASAC or SATMO but is central to security assistance missions. The SCO is the office within an embassy responsible for planning, coordinating, and managing security assistance programs. SAT managers work directly with personnel in the embassy SCO office to ensure SAT mission success.

SCO offices go by many names, including:

- Office of Defense Cooperation (ODC) in most EUCOM countries
- Office of Security Cooperation (OSC) in most AFRICOM countries
- U.S. Military Group (USMILGP) in some SOUTHCOM countries
- Office of Military Cooperation (OMC) in most CENTCOM countries
- Other; sometimes a country has a unique, one-off name for its local SCO-equivalent office (e.g., the Military Assistance Program [MAP], Jordan)

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[4] Security Assistance Training Management Organization.

Regardless of name, SCO offices have similar responsibilities. The SCO is a Department of Defense (DOD) element located in a foreign country that plans and executes security assistance and security cooperation activities under the Foreign Assistance Act (FAA), the Arms Export Control Act (AECA), and other authorities.

From the SAT manager perspective, SCO office personnel, in coordination with the USASAC G7, are the primary interface with the host nation and U.S. embassy in developing and implementing the security assistance cases that SATMO conducts. They are the U.S. touchpoint within the partner nation. They also provide routine administrative and logistical support for SAT members deployed in the partner nation.
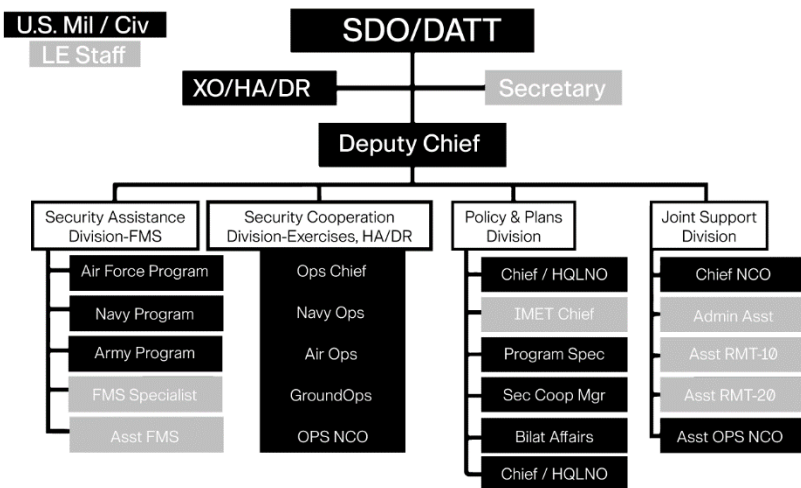
Figure 1-4. Notional SCO organization. This diagram represents a hypothetical large SCO office. Smaller SCO offices have a simplified structure.[5]

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[5] Fort Leavenworth ILE course A520, Lesson 2, 2023.

There is an important distinction between the SCO (military members running the SCO office) and the Senior Defense Official/Defense Attache (SDO/DATT). The SDO/DATT is the overall senior military official in the embassy and reports directly to the ambassador. The SCO chief is subordinate to the SDO/DATT, even if holding the same rank. SAT managers will have more interaction with the SCO office than with the SDO/DATT. Exactly who the SAT manager interacts with largely depends on the size and organization of the local SCO. Large SCOs (like shown in the example) may have Army-specific teams to handle just FMS cases, while other SCO offices may have smaller military teams (from any service) who run all types of security assistance cases. Within SATMO, the term "SCO" may often mean either the office as a whole or the individual within the SCO office whom the SAT manager interacts with on security assistance training cases (e.g., "Based on my conversation with the SCO…").

In countries with small embassies (i.e., very small or no SCO), the SDO/DATT may fill the role of SCO chief.

SAT Manager Duties and Responsibilities

SAT managers are responsible for their assigned SATs. There are five primary duties and responsibilities of SAT managers:

1. **Mission Management.** Plan, deploy, and support SATs to execute security assistance missions in assigned GCC AOR that support GCC Theater Security Cooperation Plans (TSCP) and DOD security cooperation programs using contractors, DACs, and/or military personnel.
2. **Technical Expertise.** Develop and sustain professional and collaborative relationships with internal SATMO staff and relevant external offices and organizations. Provide technical evaluation, price and availability (P&A), and LOA data (LOAD) within established suspense date. Provide oversight and guidance on request for personnel actions (i.e., position establishment on the SATMO Table of Distribution and Allowances (TDA), recruit/filling for SATs, SAT member assignment requirements, etc.). Execute fiscal responsibilities within established timelines and in accordance with applicable regulations, per the principles of Army audit readiness.

3. **Letter of Request (LOR) and Letter of Offer and Acceptance (LOA) Development.** In coordination with SAT-PMs, perform pre-LOR and post-LOR work for development of new SATs including, but not limited to, development and submission of Rough Order of Magnitude (ROM) price estimates, P&A data, and LOAD. Assist the SAT-PM (primary) and SCO from the U.S. Country Team (as needed) with formulation and submission of DD Form 2964, Security Cooperation Education and Training Team (SCET) requests. SCETs often serve as the authoritative manning document for SATs, describing the rank requirements, special skills (e.g., language), and military occupational specialty (MOS) structure for SAT members.

4. **Manning and Planning SATs.** Support SAT-PMs in identifying and informing the RSAC command team of potential future missions. Identify and recommend temporary duty (TDY) SAT manning requirements, whether manned through external sources (e.g., contracted teams) or organically through SATMO elements. For permanent change of station (PCS) SATs, identify and recommend manning solutions including military/DAC manning in communication with the SATMO S1 and contract manning in communication with the contract management support officer. Coordination with the SAT-PM to determine delivery timeline(s) of equipment in support of identifying and coordinating SAT deployment scheduling. Develop the Special Instructions (SPINS) required for inclusion in PCS orders for future OCONUS SAT personnel.

5. **Execute SAT operations.** Exercise oversight of SAT activities, including but not limited to, leading logistical support effort (e.g., Integrated Computerized Armed Services Supply System) for current SATs and serving as the contracting officer representative (COR) for contract SAT cases. Identify requirements and coordinate for Ground Government Flight Representative (GGFR) and Government Flight Representative (GFR) for aviation cases.

In-Processing, Unit Onboarding, and Training

Before assuming their role, SAT managers complete an extensive onboarding and training process. A full list of required training is available from the SAT manager, by asking the RSAC deputy, or by checking with the training and development manager from the SATMO S3. The training and development manager tracks required training completion for all SATMO personnel, including SAT managers. Requirements can be grouped into four general categories as follows:

1. **SATMO in-processing and preparatory requirements.** These tasks will be familiar to any new SAT manager who has been part of an Army organization. Tasks include completing requirements to obtain network access; receiving and setting up a computer account; obtaining or transferring a Government Travel Charge Card (GTCC) and Defense Travel System (DTS) account; obtaining or validating security clearance; and other relevant account access requirements.
2. **Contracting Officer Representative (COR) training.** SAT managers serve as the COR for SATs with contracted personnel. There are online training courses that must be completed before this duty can be performed. SAT managers with aviation experience who serve as COR for aviation cases that include flight training must also complete the Government Flight Representative (GFR) course. New SAT managers must understand the role of Army Contracting Command-Orlando (ACC-Orlando), complete Procurement Integrated Enterprise Environment (PIEE) account request form to establish an account, and schedule Phase I training with ACC Quality Assurance. SATMO S3 includes a contract management support officer (CMSO) that is the focal point for all contract matters.

Table 1-1. Initial training requirements for a contracting officer.[6]

Training	Refresher Training
DAU CLC 106, Contracting Officer's Representative with a mission focus (basic).	Minimum of 16 hours of COR-specific training every 3 years
DAU COR 222/CLC 222 or ALU or equivalent course.	OR
DAU CLC 206, COR in the contingency environment, when applicable (competency 14).	Before assuming COR responsibilities if the individual has not served as a COR within the previous 24 months.
New entrant minimum of one hour acquisition ethics training DAU ACQ 0030 or agency-provided training annually.	Minimum of one hour of acquisition ethics training DAU ACQ 0030 or agency-provided training annually.
New entrant combating trafficking in persons training is required before appointment. DAU DOD 002.	Three-year completion of combatting trafficking in persons training.
Additional training mandated by the contracting activity (e.g., WAWF).	Any additional training mandated by the activity.

3. **Mission-relevant training.** SAT managers are expected to attend the two-week Security Assistance Training Team Orientation Course (SATTOC) within the first three months of being assigned as an SAT manager. SATTOC consists of two parts, including:

    a. **FACT-E:** The first week is Foreign Affairs Counter Threat – Equivalency (FACT-E), a DOS course conducted by the SATCO. FACT-E is required for all personnel "who are the security responsibility of the Secretary of State on official duty abroad for 90 or more cumulative days in a 12-month period".[7] Most SAT managers meet this threshold because of foreign travel trips to check on team or performing COR/GGFR/GFR duties.

    b. **SAT operations:** The second week of SATTOC is the Security Assistance Training Operations Course (SAT Ops), an orientation to the Army Security Assistance enterprise, USASAC, SATMO, and training on key aspects of the SAT member mission.

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[6] DAU COR Training Center, https://www.dau.edu/cor/training-center.
[7] Department of State Foreign Affairs Manual 13 FAM 301.4, 2025.

Additional training may be required based on assigned region. For example, SAT managers operating in SOUTHCOM are required to conduct trafficking in persons training, and AFRICOM requires an Individual Anti-Terrorism Plan.

Working FMS cases requires additional training provided by Defense Security Cooperation University (DSCU). Table 1-2 is a breakdown of the FMS practitioner program of study. Check with RSAC leadership on what courses must be completed before beginning SAT manager work.

Table 1-2. FMS Practitioner certification program of study.[8]

Core Education and Training	**CD 201** Capability Development for Practitioners **TFSD 201** Technology Security Foreign Disclosure, and End-Use Compliance for Experts **PMA 201** Political Military Activity for Practitioners **REG 301** Orientation to Regional Security for Practitioners
Primary Functional Training	**FMS 251** FMS Process **FMS 252** FMS Process Capstone And choose two of the following course options listed below: **FMS 253** FMS Case Management **FMS 265** FMS Logistics **FMS 291** Financial Management of FMS Cases **FMS 230** Multinational FMS
Secondary Functional Training	Complete one of the following per supervisor instruction: **SCO 120** SCO Basic Operations **BPC 150** Foundational BPC **SPP 101** Foundational State Partnership Program **AME 110** Foundational Assessment, Monitoring, and Evaluation **PR 101** Foundational Policy and Resourcing
Leadership Training	Lead teams and projects
Experience and Performance Requirement	One year in a practitioner SC billet or satisfactory performance

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[8] Table modified from Defense Security Cooperation University Course Fact Sheet, https://www.dscu.edu/fact-sheets?fa=2&pl=2.

4. **Staff Integration and Training.** The SAT manager must understand how each of the SATMO sections supports their mission. New SAT managers arrange office calls with each staff section. The three staff sections most critical for supporting SATs are listed below:

    a. **S8 Training.** SAT managers meet with the S8 team to understand how the financial management section supports SAT missions. A new SAT manager should meet, at a minimum, their assigned budget analyst to discuss the case load they will assume. The intent of this meeting is for the SAT manager and budget analyst to understand how their interactions enable case management success and review current case funding. Roughly 70 percent of a SAT manager's interaction with SATMO staff is with the S8 section.

    b. **S1 Training**. Meeting with the S1 team allows the SAT manager to assess the current SAT manning and identify any upcoming personnel rotations, gaps, and challenges in filling the required training team. Next to the S8 team, the S1 team is the SATMO staff section a SAT manager interacts with most.

    c. **S6 Training.** Meeting with the S6 team allows the SAT manager to discuss any communications challenges ongoing with deployed teams. The SAT manager should understand the level of support the CONUS S6 team can provide to deployed SATs. SAT managers must also understand the procedure for procuring information technology (IT) equipment for SATs.

    d. **SAT-PM Integration.** SAT managers should make time for an initial virtual office call with the RSAC SAT-PM. This office call should be scheduled in coordination with the RSAC deputy after the new SAT manager has a basic understanding of their duties and the SATMO organizational structure.

5. **Initial RSAC Job Training.** Given SATMO's unique mission, much of a SAT manager's training is through on-the-job experience. Because SATMO is a niche organization, existing military security cooperation training programs are generally only partly applicable to the unique role a SAT manager has.

SAT managers are expected to review all the documents below, understanding that some of this doctrine is out of date:

- Army Regulation (AR) 12-7, *Security Assistance Teams*, 23 June 2009.
- Department of the Army Pamphlet (DA PAM) 12-1, *Security Assistance Procedures and Operations*, 31 March 2016.

At the direction of the RSAC deputy, SAT managers will review portions of the following:

- AR 12-1, *Security Assistance, Training, and Export Policy*, 29 February 2024.
- AR 12-15, *Joint Security Cooperation Education and Training*, 3 January 2011.
- Sections of the E-SAMM, electronic Security Assistance Management Manual.
- DA PAM 11-31, *Army Security Cooperation Handbook*, 21 March 2013.

RSAC deputies will provide additional training not listed here. An example of such training is how to develop an Independent Government Cost Estimate (IGCE) for training aspects of new missions under development. Developing IGCEs is done using controlled worksheets maintained with each RSAC and updated yearly. Worksheets contain cost estimate information unique to each security assistance location and mission.

The Center for Army Lessons Learned (CALL) provides a unique service to the force by providing research and answers on a wide variety of topics.

Chapter 2
Security Assistance Training Basics

AUTHORITIES: U.S.C. TITLE 10 VERSUS TITLE 22

Security Assistance Teams (SATs) may operate through either Title 10, Department of Defense (DOD) or Title 22, Department of State (DOS) authorities. Operating under Title 22 and select Title 10 authority allows SATs to directly train partner nations as part of a security assistance case. Such direct training is not usually allowed under Title 10 authorities except through the unique cases Security Assistance Training Management Organization (SATMO) supports.

Table 2-1. Title 10 versus Title 22 authorities.[9]

Title	Title Name	Administration	Examples
Title 10 USC	Armed Forces	Department of Defense	Building Partner Capacity (also known as "333" for the section of Title 10 USC Code)
Title 22 USC	Foreign Relations and Intercourse	Department of State with DOD Execution	Foreign Military Sales, Foreign Military Financing, and Excess Defense Articles

[9] Marine Corps Security Cooperation Group training documents; E-SAMM, https://samm.dsca.mil/listing/esamm-tables.

SAT managers oversee two primary types of cases (listed below), although missions under other authorities are occasionally implemented.

1. Foreign Military Sales (FMS) operates under Title 22, DOS authority. FMS cases use partner nation money administered through the Defense Security Cooperation Agency (DSCA) to purchase defense articles, services, and training. SATs usually support FMS cases by providing the knowledge and training required for a partner nation to develop expertise on a purchased weapon system. Partner nations occasionally use FMS cases to purchase training (which SATMO provides) without an associated materiel purchase.

Note: Foreign Military Financing (FMF) is a funding source for FMS. The difference between FMS and FMF cases is FMF is U.S. congressionally appropriated grants and loans; in other words, the U.S (as opposed to the partner nation) provides the funding for a partner nation to purchase defense articles, services, and training.

2. Building Partner Capacity (BPC) operates under Title 10, Section 333, DOD authority. This authority allows U.S. forces to provide training and equipment to the security forces of a partner or ally for the purpose of building a capability in support of U.S. National Security objectives. This training is initiated and funded by the Geographic Combatant Command (GCC) with DOS concurrence. An active example of a BPC case is the aviation training program run in Country G, designed to build Country G's aviation capacity.

Note: The restrictions for Title 10, 321 authorities are listed in Table 2-2. Training provided under 321 authorities must support U.S. unit mission-essential tasks (METs); therefore, SATs (which do not have METs) do not operate under this authority.

Table 2-2. Typical authorities a SAT manager will encounter.[10]

Authority	Title 22 FMS/FMF	Title 10 333	Title 10 321
Purpose	Sales and grants of defense articles, services and training.	BPC to conduct one of nine specific operations.	Train with military forces of a friendly foreign country. Fund developing countries' participation in exercises.
Primary Funding	Foreign government funds (FMS) Congressionally appropriated grants and loans (FMF).	ISCAP account (Congressionally appropriated).	DOD/GCC O&M.
Costs Allowed	Defense articles acquisition; supplies and maintenance; training; and construction.	Training; defense articles provision; supplies; and small-scale construction.	Deployment expense; incremental expenses of developing nation; and small-scale construction.
Restriction	State Department approval and congressional notification for some cases.	Nine mission types; State Department concurrence; Leahy vetting required; and limited-time use (generally two years max).	Incremental expenses limited to developing nations; training must support U.S. unit METs; and no new capabilities.

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[10] Security Force Assistance Command and Security Assistance Training Management Organization.

UNDERSTANDING TYPES OF PARTNER TRAINING

SATMO has a role in one type of training: non-institutional training. Unless specified, this document uses the term "training" as synonymous with "non-institutional training", because a SAT manager is only concerned with non-institutional training. Non-institutional training can cover a broad range of activities, from basic operator training to strategic-level planning and advanced medical training.

Aside from non-institutional training, other types of training are commonly provided to partner nations. These other types of training are not provided by SATMO but are important parts of developing a partner nation capability. The first type of training is new equipment training (NET). This training is generally provided by the manufacturing company (e.g., Boeing or Raytheon) and covers basic user-level tasks, such as how to turn the system on and fundamental operating steps. SATMO non-institutional training often extends this basic user training, especially when supporting the fielding of a new weapon system.

Training courses for U.S. military personnel are provided by Training and Doctrine Command (TRADOC) schools (there are some exceptions, such as Special Operations Forces [SOF] training programs). These are known as institutional training programs (e.g., Ranger school, Bradley Leaders Course, and Command and General Staff Officer Course). Institutional training is provided to partner nations by SATMO's counterpart agency, the Security Assistance Training Field Activity (SATFA), in TRADOC. SATFA reserves seats in U.S. military institutional training courses for foreign military students. SATMO does not provide institutional training.

Stryker Leader Training Vignette

The difference between institutional (SATFA) and non-institutional (SATMO) training can be exemplified by considering Stryker vehicle training. A partner nation wishing to train a unit on Stryker tactics may use SATMO to develop and train a program like the Stryker Leader Course (SLC). However, the official SLC program of instruction must be taught by TRADOC-certified SLC instructors following the SLC Program of Instruction (POI). To certify foreign nationals as SLC, graduates likely require sending partner nation military personnel to Fort Benning, Georgia, to attend the formal course (less commonly, an SLC mobile training team [MTT] can be sent to the partner nation to provide instruction according to the approved SLC POI).

However, this requires a major commitment by SLC cadre and likely reduces throughput of U.S. military students). SATMO's ability to provide non-institutional training means more foreign military students can be trained and SATMO can customize training programs to meet local requirements and conditions, providing near-equivalent training even if no formal SLC certificate is awarded.

Fielding a partner nation new capability likely requires a robust training program that includes SATMO and SATFA. For example, a typical progression for fielding the Patriot weapons system may include a few partner nation leaders attending TRADOC schools (e.g., Air Defense Basic Officer Course), followed by NET provided by industry, then follow-on operator training provided by SATMO (as the functional equivalent of Air Missile Defense crewman course) and initial unit training, also provided by SATMO.

Ideally, developing a partner nation's capability follows a training progression. Institutional training is first provided to key foreign military leaders who attend U.S. courses through SATFA and gain an initial understanding of the capability and a basic "train the trainer" ability. NET training is next provided by the equipment manufacturer after the weapon system is delivered, followed by a SAT conducting non-institutional operator training. Once the partner nation has mastered the weapon system at an operational level, regionally aligned forces (RAF) or other U.S. military training and partner efforts (e.g., Security Force Assistance Brigades [SFABs] or the National Guard State Partnership Program [SPP]) continue training and ensure U.S.-partner national interoperability.

SECURITY ASSISTANCE TEAMS

SAT managers may manage several different teams and must understand the differences. There are six different types of SATs, including:

1. **Technical Assistance Field Team (TAFT).** TAFT provides in-country, long term (180+ days) technical support to foreign personnel on specific equipment, technology, doctrine, weapons, and supporting systems. The TAFT is often the bridge between technical assistance and training and is the most common type of SAT employed by SATMO. TAFT team members almost always do a permanent change of station (PCS) to the partner nation.

2. **Extended training services specialist (ETSS).** The ETSS provides advice, instruction, and training in the installation, operation, and maintenance of weapons, equipment, and systems. Without prior approval, ETSS teams have a one-year time limit. Because of the one-year limitation, this type of SAT is less often employed by SATMO.

3. **MTT.** The MTT are composed of personnel on temporary duty assignment (TDY) for the purpose of training foreign personnel for limited periods of time (less than 180 days). MTT conduct in-country training when it is more effective to bring the training to the country. MTT provide training, rather than technical assistance.

4. **Requirements survey teams (RST).** The RST deploy TDY to an outside the continental United States (OCONUS) location to determine specific country needs and are often the first SAT deployed. The RST assesses the country's capabilities and determines requirements for equipment, team composition, and duration of future training or assistance missions.

5. **Technical assistance teams (TAT).** The TAT deploys TDY to provide technical assistance other than training. The TAT maintains or repairs U.S. equipment that has been provided to the host government.

6. **Pre-deployment site survey (PDSS).** The PDSS are generally five-day TDY by the SAT team chief that precedes deployment of a SAT to ensure preparations (such as billeting, classrooms, ranges, interpreters, training equipment, etc.) are in place, and to perform other advance party functions.

Figure 2-1 provides a generic overview of a PCS SAT. Later chapters cover these steps in detail.
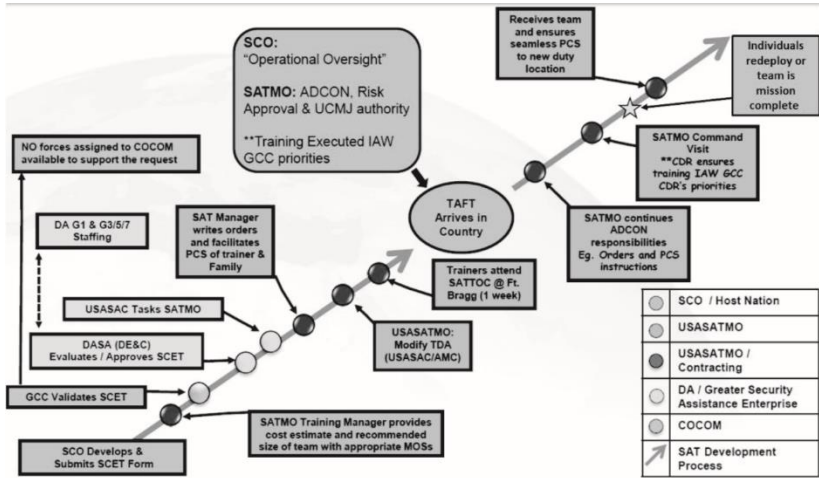
Figure 2-1. Key points in a PCS SAT case (TAFT example shown).[11]

DEFINED ORDER AND BLANKET ORDER CASES

Training mission (sometimes referred to as "cases") can be provided as either a defined order (DO) or blanket order (BO) case. For the SAT manager, the type of case does not affect fielding and management of SATs, but different types are important to understand when developing cases (more on this in the following chapters).

DO cases are characterized by orders for specific defense articles and services separately identified by line items in the Letter of Offer and Acceptance (LOA). They can be thought of as one-time purchases for unique materials or services. Major weapons systems are often purchased as DO cases, such as a country purchasing a Patriot missile system and the associated material and training required to operate it. Although common for material purchases (which often include a SAT training component), training-only services can also be purchased through DO cases. SAT managers will generally have earlier awareness of DO cases compared with missions executed under BO cases.

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[11] Security Assistance Training Management Organization.

BO cases are an agreement between a foreign customer and the U.S. government for a specific category of items or services (including training) with no definitive listing of items or quantities. The case specifies a dollar ceiling against which orders for materiel or training may be placed. BO cases can be thought of as a line of credit the partner nation can draw down to fund training (within a general category) as required without having to go through the requirements to implement a new case every time. For example, a country may request that the U.S. provide a certain type of training (e.g., maintenance training to ground forces) to create a capability and then execute several SAT iterations, each focused on unique training to create the desired capability (e.g., a SAT for logistics training at a warehouse and another, later SAT to train wheeled vehicle mechanics).

THE SECURITY ASSISTANCE TEAM LIFECYCLE

The following chapters detail key aspects of a SAT lifecycle and the role of the SAT manager in each.

GCC planning cycles and event names vary across commands. For a SAT manager, the timing of the annual Security Cooperation Education and Training Working Groups (SCETWGs) is important, since SCETWGs are one of the planning events where SATMO-provided training is most likely to be considered (Figure 7). SCETWGs are annual GCC conferences conducted for the purpose of establishing security assistance and security cooperation training programs. Attendees are the Security Cooperation Organization (SCO) training manager and representatives from DSCA, the military department (MILDEP), training agencies, and other SC training management personnel. During security cooperation lifecycle planning events, FMS training programs are submitted, reviewed, and prioritized by the GCC. U.S. Army Security Assistance Command (USASAC) ROs, the USASAC G7, and, occasionally, SATMO Regional Security Assistance Commands (RSAC) personnel attend these events, which shape emerging SAT requirements.

Table 2-3. Example of SCETWG locations and dates. SCETWGs occur annually.[12]

COCOM	2025 Dates	2025 Location	2026 Dates	2026 Location
AFRICOM	6 to 11 April	Garmisch, Germany	19 to 24 April	Garmisch, Germany
CENTCOM	17 to 20 March	Tampa, Florida	16 to 19 March	Tampa, Florida
EUCOM	5 to 9 May	Garmisch, Germany	13 to 17 April	Garmisch, Germany
INDOPACOM	31 March to 4 April	Clackamas, Oregon	2 to 6 March	Clackamas, Oregon
NORTH/SOUTHCOM	28 April to 2 May	Doral, Florida	23 to 27 March	Doral, Florida

Planning, resourcing, and executing SAT missions follows a standard sequence of steps. Timelines associated with each step can vary widely, but as a rule new cases take at least 24 months to implement.

HOW SATMO DEFINES A SAT MISSION TIMELINE
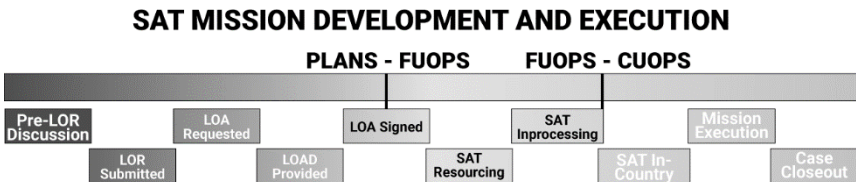
Figure 2-2. SAT planning and execution horizons.[13]

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[12] Security Assistance Training Management Organization.
[13] Ibid.

Pre-Letter of Request Activities

Pre-Letter of Request (pre-LOR) activities are activities necessary to assist the customer in defining requirements in sufficient detail to produce a complete and actionable Letter of Request (LOR). The role of the SAT manager in pre-LOR activities is generally limited to answering requests for information from the USASAC G7 team that is working to scope an LOR request from a partner nation. Occasionally, requests to scope or initiate pre-LOR activities come directly to SAT managers from SCOs, GCCs, or Army Service Component Commands (ASCCs). These requests should be routed to the USASAC G7 team for prioritization and to ensure a synchronized response.

Letter of Request

The LOR is a formal ask by a partner nation for scoping a potential case. These can be general in nature, asking for the availability and price of an item or service (known as an LOR for Price and Availability [LOR for P&A]), or more detailed, asking for all the information needed to submit a formal request for an item or training (known as an LOR for LOA). LORs are covered in detail in the next chapter. The SAT manager will have a role in reviewing and providing input for LORs that have training missions. All pre-LOR and LOR activities are classified as in the planning horizon.

Letter of Offer and Acceptance

The LOA is a formal letter by which the U.S. government offers to sell to a foreign government or international organization U.S. defense articles and defense services pursuant to the Arms Export Control Act. The LOA lists the items and/or services, estimated costs, and the terms and conditions of sale. SAT managers are responsible for estimating costs and drafting terms for training detailed in the LOA, which are then approved by the RSAC commander. The LOA is the document signed by a foreign government official to indicate partner nation acceptance, and signature of an LOA by the United States and partner nation creates a binding international agreement.

LOAs for items or services with non-institutional training requirements can be thought of as the execution document for SATMO. USASAC, through SATMO and the RSACs, must provide training to the partner nation as defined in the LOA. LOAs are covered in Chapter 3. All activities associated with building, resourcing, and preparing a SAT to execute missions associated with an LOA are classified in the future operations (FUOPs) horizon. This includes pre-deployment activities conducted at SATMO on FLNC.

Deployment

SATs officially begin when the first team member arrives in country. The first "boots on ground" transition the SAT from FUOPs to current operations (CUOPs). The duration of SAT missions varies greatly. MTTs may deploy for as little as a few days, while the current longest-running TAFT (the Baltic Defense College) has been ongoing since 1997.

Sustainment and Evaluation

SAT sustainment requires active oversight, especially with budgeting and management of case funds. The "working with S8" section in Chapter 5 covers this. If the SAT includes military personnel, sustainment also requires constant personnel resourcing to provide replacements as members PCS in and out. There are periodic reporting requirements, covered in Chapter 4.

Closure

Case closure involves returning all SAT members from the host nation. Equipment purchased with case funds for SAT training is turned over to the SCO office for subsequent handover to the partner nation. The SAT manager identifies and addresses any remaining invoices needed to be paid. The SATMO S8 works through USASAC financial management teams at New Cumberland, Pennsylvania, to ensure remaining case funding is returned to the partner nation. Case closure primarily involves funding activities, not training.
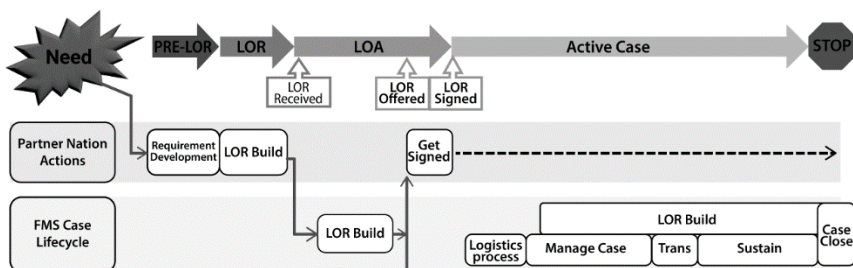
Figure 2-3. Steps in the FMS process. SAT managers have a role in all elements.[14]

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[14] U.S. Army Security Assistance Command.

Further reading: New SAT managers can find additional details about SATs, case development, and the role of SATMO in CALL publication No. 25-01 (768), *Understanding Security Cooperation*, October 2024, especially chapters 4 and 5. The document is available at: api.army.mil/e2/c/downloads/2024/10/17/faf2497c/no-25-01-768-understanding-security-cooperation-oct-24.pdf.

Chapter 3
The PLANs Stage
(Pre-LOR to LOA)

Case initiation and development includes Security Assistance Team (SAT) planning from initial mission identification through receipt of a signed Letter of Offer and Acceptance (LOA). The U.S. Army Security Assistance Command (USASAC) G7 is the primary lead in pre-Letter of Request (LOR) and LOR development. Many nascent cases identified in the PLANs stage will not progress to operational training missions.

Ultimately, the role of the SAT manager during this phase is to provide Letter of Offer and Acceptance Data (LOAD) to inform and scope non-institutional training of potential SAT missions in an LOA. The LOA is then offered to the partner nation, with acceptance moving the case out of PLANs and into future operations (FUOPs). However, there are additional supporting tasks the SAT manager performs to assist in scoping future SATs. Early and frequent communication with relevant parties, and particularly with Regional Security Assistance Commands (RSAC) leadership and the USASAC G7 SAT program manager (SAT-PM), on training aspects of potential SATs is critical to ensure future security assistance training can be successfully conducted.

The USASAC G7 takes lead during the PLANs phase. From the SAT manager perspective, case initiation starts with the USASAC G7 identifying the nascent case and tasking Security Assistance Training Management Organization (SATMO) to provide required information. The SATMO S3 sends a tasking to the RSAC. The only formal route for new non-institutional training case development is through the G7 to SATMO.

Note: Because the SAT manager is the public face of security assistance training, they are often asked directly to provide input for case development by entities in the security cooperation environment (e.g., the partner nation military, Security Cooperation Organization [SCO] office and embassy officials, or the Aviation Futures division of Army Aviation and Missile Command [AMCOM]). These requests, though common, come in "sideways" (i.e., outside the formal process), and SAT managers must route such requests through the USASAC G7 for prioritization and filtering.

Case development is explored in detail in Department of the Army Pamphlet (DA PAM) 12-1, Chapters 2 and 3. The Electronic Security Assistance Management Manual, Chapter 5, describes LOR actions for Foreign Military Sales (FMS) cases, which are also broadly applicable to non-FMS security assistance missions.

Case development does not always follow requirements survey teams (RSTs), but RSTs help ensure new cases align with training requirements.

LETTER OF REQUEST (OVERVIEW)

An LOR is a formal ask by a partner nation for the purchase of U.S. defense articles and services. The request must be detailed sufficiently so that USASAC and (for training services) SATMO can prepare an accurate cost estimate. It is not a legally binding agreement to execute the purchase of materiel or training but rather used primarily to explore purchase feasibility or shape a purchase. There are two types of LORs.

A LOR for Price and Availability (LOR for P&A) may precede a LOR for Letter of Offer and Acceptance (LOR for LOA). Both types of LORs share commonalities. A LOR for P&A is not always required, and case initiation may start with LOR for LOA, which includes the P&A information, and the Manpower Travel Data Sheet (MTDS) required to develop the case. LOR for P&A are generally more exploratory than LOR for LOA and do not contain a country code designator.

PRE-LOR ACTIVITIES

Pre-LOR activities allow FMS customers to obtain information before submitting a formal LOR. USASAC country program managers (CPMs) control pre-LOR activities, with USASAC SAT-PMs championing training requirements. The SAT manager has supporting roles during the pre-LOR process. Most importantly, the SAT manager supports the USASAC G7 and SAT-PMs as the subject matter expert (SME) on SAT management. The SAT manager must be comfortable with ambiguity in this stage, as many factors relevant to training can change before a case is implemented.
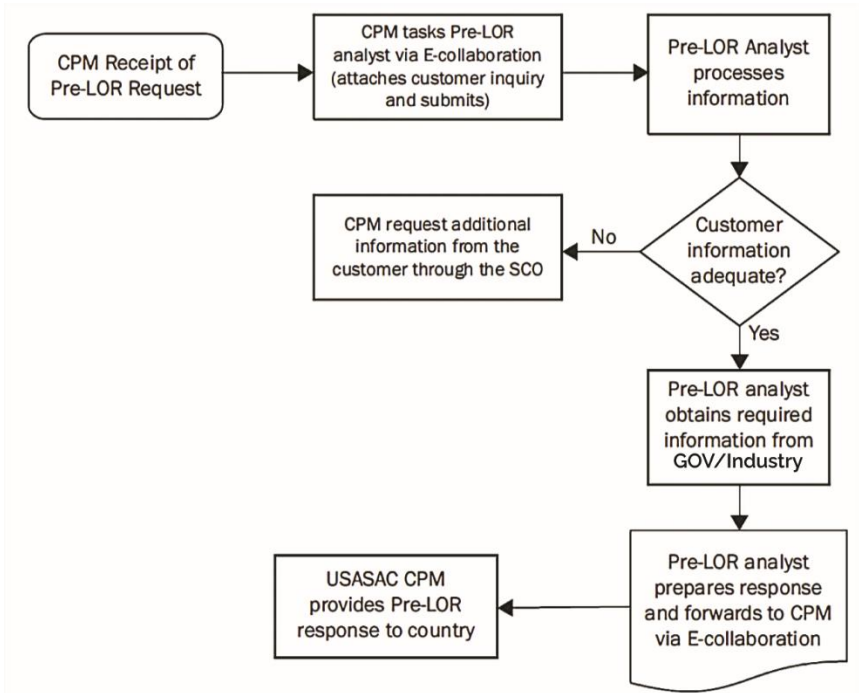
Figure 3-1. Pre-LOR activities. The USASAC CPM is assisted by the SAT manager, USASAC G7, and SAT-PM for training related elements of pre-LOR requests.[15]

USASAC SAT-PM regularly reach out to SAT managers with non-institutional training related pre-LOR taskings and requests for information may route from the G7 to the RSACs and on to SAT managers for action.
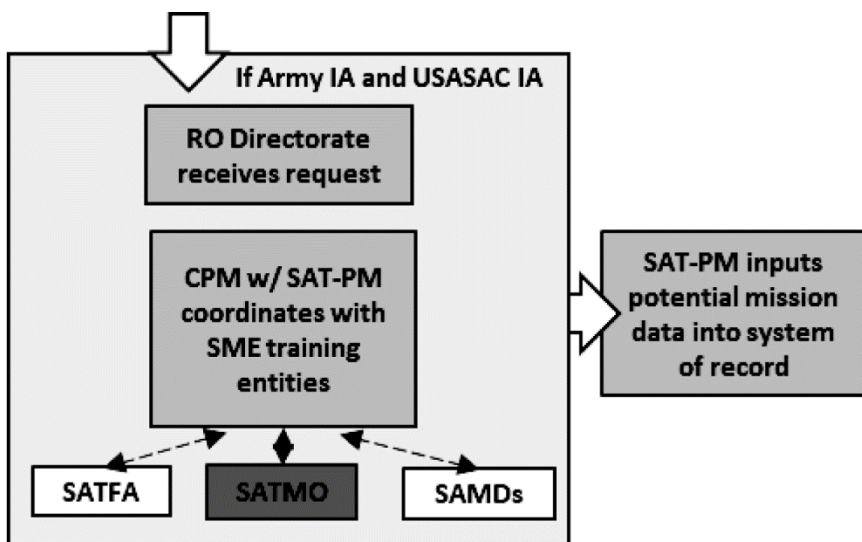
Figure 3-2. Pre-LOR request activities for a SAT manager.[16]

To facilitate dialogue on potential training-related SAT requirements (and other training-related actions), SATMO RSACs and USASAC ROs hold monthly sync meetings. SAT managers are expected to attend these meetings to maintain awareness and provide input on future SAT development.

To record potential future missions (even before an LOR is provided), USASAC SAT-PMs ensure new training missions (cases) are loaded into Security Assistance Training Mission System (SATMS) under the Plans tab. SATMS is SATMO's internal system of record for SATMO security assistance training operations. The system requires SAT manager review to ensure accuracy and a shared common operating picture (COP) with USASAC G7. The SATMO S6 can provide support in loading new cases and/or SAT into SATMS.

Note: SATMS is currently used primarily as a COP tool during weekly briefings to the SATMO commander and staff. Future iterations of SATMS are planned to integrate and automate personnel requirements and SAT resourcing and to automate and replace static PowerPoint slides currently used to provide weekly security assistance training updates to USASAC.

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[16] Security Assistance Training Management Organization.

DEFINING TRAINING REQUIREMENTS IN PRE-LOR

Program management reviews (PMRs) begin after an LOR has been submitted by the requesting nation. Other working groups like PMRs may occur at USASAC before an LOR is submitted. For materiel cases, PMRs are organized by the System Program Office associated with the equipment to be fielded (e.g., the SAMD for Tank and Automotive Command [TACOM] planned and executed PMRs for the Country B Tank case). The first PMR is usually hosted in the country requesting to purchase the item or service. For training only cases, PMRs are not generally held.

SAT managers attend PMRs to provide SME input to initial scoping on training-related aspects of new missions. Representatives of the partner nation making the purchase request may also attend PMRs. A SAT manager should be prepared to brief on how similar training missions have been conducted to support other countries' capability development in the past. SAT managers must be careful to protect foreign government information when discussing how training has been implemented in other countries.

USASAC SAT-PMs have primary responsibility for ensuring training requirements are included in initial planning. Generally, this amounts to providing USASAC CPMs the proposed training effort likely required to support the case. SAT-PMs may request SAT manager expertise in defining the initial proposed training effort. Early (pre-LOR) working groups often focused heavily on developing the material solution to cases (e.g., requirements to purchase a weapon system like Terminal High-Altitude Aerial Defense [THAAD] are complicated and occupy most of the early case development effort, so training requirements may be overlooked). The SAT manager is in support of USASAC SAT-PMs for initial working group discussions, but SAT managers should expect to attend initial PMRs because they will serve as the SME for training aspects of the case. If non-institutional training requirements do not exist, SATMO will not have a role in the case.

PMRs begin after an LOR is received from the partner nation. Along with the USASAC G7, SAT managers must attend the first PMR, if only to determine that no training will be required for the case. If non-institutional training is required, the SAT manager assists the USASAC SAT-PM in briefing the proposed training plan, timeline, and team composition. Not all training requirements are the same, and training required for new cases depends on several factors.

The type of training required is often determined in pre-LOR meetings. Countries may purchase more of an existing capability; in this case, additional training requirements are likely limited or nonexistent. Training may also focus on certain aspects of the capability, such as maintenance, and not directly on the equipment. The USASAC G7 ensures all aspects of non-institutional training required to employ a capability is considered. For example, fielding an M1 Abrams battalion requires training on the tank and associated logistics and maintenance training.

SAT managers have several tools they use to help define training requirements. The SAT manager should first see if the capability has been successfully fielded to another partner. The SAT composition, timeline, and program of instruction from the previous mission can likely be adapted to meet requirements for the new mission.

Example: Country "B" High-Mobility Artillery Rocket System (HIMARS)

SATMO previously trained Country A on the HIMARS system, which at the time was a new weapons system for that country. When Country B explored purchasing the same capability, the SAT manager presented the Country A training concept as a potential solution (later adopted) for the Country B case. SAT manager communication across RSACs can assist with these sorts of pre-LOR scoping activities. Training costs will be different for each mission (as these costs are country- and region-specific) but the manning, rank structure, and technical expertise of SAT members may remain the same.

Another tool the SAT manager can use to develop training requirements for a potential case is the Requirements Survey Team (RST). RSTs can be funded from a variety of sources, internal to USASAC or external (such as by the Geographic Combatant Command [GCC]). RSTs may occur before LOR, after an LOR is received, or later in case development to refine training requirements.

The goal of the RST is to determine the training requirements a partner nation has, given the goal of the case being developed. For example, a partner nation may want to develop a maintenance center of excellence program. The country may not require training for mechanics but instead needs logisticians and operational training to develop repair parts management. Without an RST to identify that mechanics are already proficient and that maintenance challenges arise from spare parts availability, the training focus may incorrectly be applied towards solving the wrong issue (in this example, mechanic training). The RSTs "ground-truth" the training requirements a partner needs to develop a capability.

The SAT manager is generally expected to travel as part of the RST, along with an SME, if required (e.g., aviation person travelling with a non-aviator SAT manager). Case development does not always follow RSTs, but RSTs help to ensure training requirements are aligned with cases that are developed by the implementing agency.

RSTs are a subset of Expeditionary Requirements Generation Teams (ERGTs). ERGTs have a broader scope than RSTs. SAT managers may be required to participate in ERGTs, but ERGTs are not initiated by SATMO or USASAC and often include organizations outside USASAC. ERGTs may be joint in nature.

IDENTIFYING TRAINING SOLUTIONS IN PRE-LOR

Working in support of the G7 and SAT-PM, SAT managers present a concept of the training capabilities that SATMO can provide. Training capabilities may vary widely between different cases. Some considerations include:

- Determining if a SAT will consist of military-only personnel, contractor-only personnel, or a hybrid team.
- The size and skill set of the SAT required to accomplish the training mission.
- A general concept of a training plan timeline needed to accomplish the mission goals.
- Any similar ongoing or previous SATs as examples of training SATMO can provide.

The partner nation ultimately decides the training a SAT will provide. If the partner nation does not want to purchase non-institutional training, SATMO is unlikely to have a role in the case. Total case price may dictate how much training the partner is willing to pay for and constrain the team size or duration of training provided. If funding constraints are known or anticipated, the SAT manager assists recommending how the training effort can be scoped.

Manpower is not resourced until an LOA or Security Cooperation Education and Training Worksheet (SCET) is signed, but a SAT manager should know the positions SATMO has on the Table of Distribution and Allowances (TDA) when scoping initial training requirements. If the required trainer position is not listed on the TDA (e.g., the mission likely requires an SFC Patriot Fire Control Operator, but the TDA does not have a 14E40 position), additional time to source manning is required because the TDA must be amended. The SATMO S1 can provide the current TDA.

Each case has a unique TDA paragraph, and SATMO has a "bench" paragraph on the TDA (paragraph 40) with commonly requested ranks and skills unassigned to current cases. Once the SAT manager knows what ranks and skills are likely required to support a mission, they ask the SATMO S1 if a corresponding TDA position is available. If the position is not included in the TDA, a TDA change must be requested, or a contracted trainer solution may be required (discussed in the next chapter). New cases also receive a new TDA paragraph (done by the SATMO S1).

RECEIPT OF LOR—TECHNICAL EVALUATION

SAT managers receive LORs electronically via ETMS2 sent to the RSACs by USASAC. The SAT manager works with RSAC leadership and as needed, other expertise in SATMO and USASAC during and after receiving the LOR to provide a response. LOR response deadlines differ based on the case category.

After receiving an LOR, the SAT manager may assist USASAC G7 in conducting a technical evaluation to determine if, and to what degree, the case described by the LOR requires training support. This is done during a technical evaluation of the LOR. Questions to address during technical evaluation include:

- Is there enough information in the LOR to begin planning training requirements?
- Does another organization exist that is the proponent for this type of training (e.g., Special Operations Forces [SOF] training programs for 18-series military occupational specialty [MOS])? Other organizations may be better suited than SATMO to address certain training requirements. If so, this is communicated to USASAC.
- Are military personnel expected to be available to fill the anticipated SAT, or will training need to be performed by a contracted team? For example, the availability of senior Army aviators is limited, and aviation training SATs are historically filled using a contracted solution.
- What type of SAT is required to support the training? This is often driven by the duration of training. Training over 179 is performed by a PCS team, while shorter duration training can be provided by MTTs.

The technical evaluation provides the foundation for responding to a LOR for P&A or LOR for LOA. In many cases, the SAT manager consults SMEs to help answer technical evaluation questions. Aviation, fires, and air defense expertise reside in the SATMO support cell (part of the S3 and detailed to the RSACs) and will respond to SAT manager requests for information (RFIs).

DEVELOPING A NEW SAT UNDER A BLANKET ORDER CASE

Developing a new SAT under an existing blanket order (BO) case is conceptually like developing a new case. The USASAC G7 team is the lead entity determining SAT training requirements, developing the SAT mission, and briefing potential SATs (like how they have lead responsibility for new case development in the PLANs stage). This includes the initial creation of the SAT in SATMS, with the difference that the potential SAT will be created as part of an existing case. The G7 team briefs PLANs stage SATs to the SATMO commander and RSACs during the PLANs operations and intelligence (O&I).

Developing a new SAT under a BO case is generally simpler than creating a new case because an international agreement for training already exists. One key difference is the transition point between the USASAC G7 team and SATMO team. For new cases, this transition occurs when a LOA is signed by the partner nation; before the LOA, the USASAC G7 has primary responsibility for case development. For new SATs operating under a BO training case, this transition point occurs when a new SCET is implemented.

The following chapter describes the SCET process and SAT development in more detail.

RECEIPT OF LOR FOR P&A
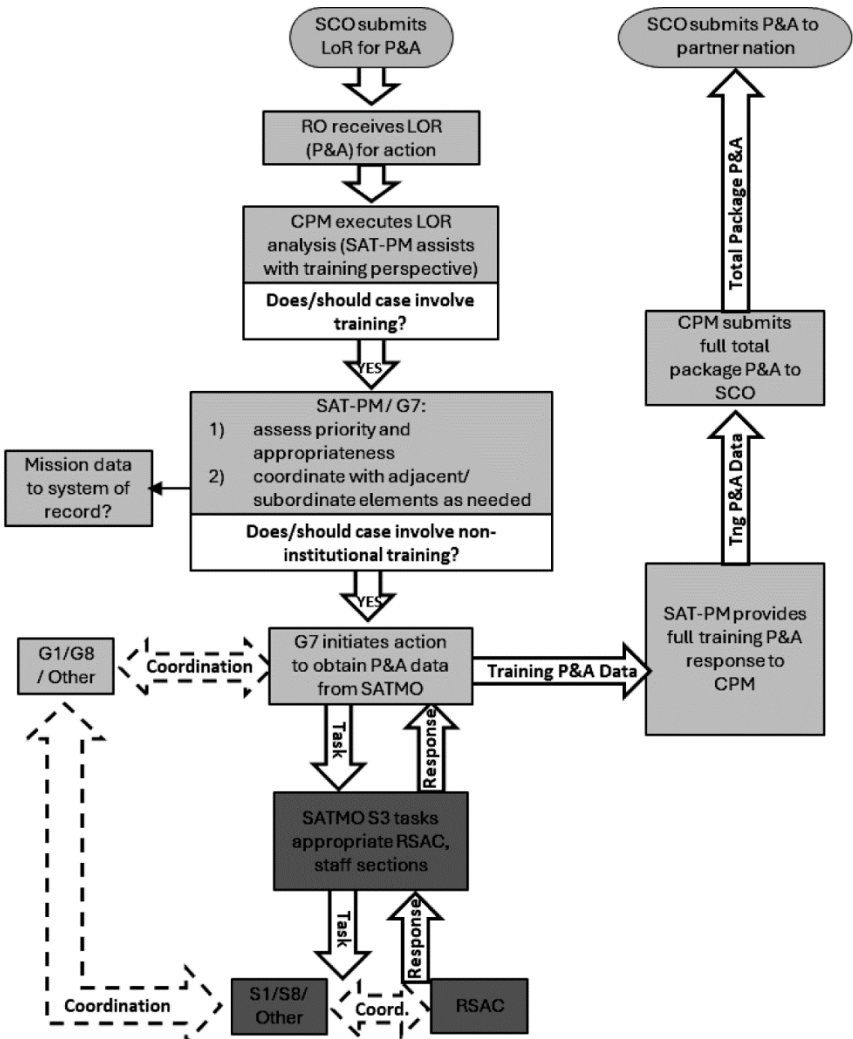
Figure 3-3. USASAC and SATMO steps for LOR and P&A.[17]

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[17] Security Assistance Training Management Organization.

P&A data are requested when preliminary data are required by a partner nation or international organization for planning or in anticipation of a purchase under FMS. P&A data are rough order of magnitude (ROM) estimates of cost and availability of defense articles or services. These estimates are sufficiently accurate for rough-order cost estimation purposes.

LOR for P&A are not commitments and do not obligate the partner nation to purchase an item or service. P&A data are not valid for use in preparing an LOA but assist the partner nation in determining if and how much of an item or service they may choose to purchase. The term P&A data is not used to reference data being developed for an LOA.

The SAT manager's role, in responding to LOR for P&A, is to determine the feasibility of providing the requested/required training and to provide a quote for a service.

The SAT manager should consider the following in response to an LOR for P&A:

- Identify the number of personnel, rank structure, and MOS or skill sets required to deploy a SAT to accomplish the training mission. This initial SAT is often immaterial of the feasibility/availability (i.e., a "best case" team not constrained by funding).
- Identify if military, contractors, or a hybrid team will be the likely training solution.
- An ROM cost for travel is required for the case.
- The P&A should be defined enough to be used as a starting point for a subsequent LOR for LOA.

LOR for P&A sometimes includes not to exceed (NTE) prices, meaning estimates must be scoped considering the training that can be accomplished within a price constraint. SAT managers may need to apply judgement or justification when making trade-off decisions about training effort or SAT composition to remain under the NTE price. For example, the SAT manager may propose reducing the number of personnel on a SAT to continue the training effort over a longer timeframe or may propose a fully manned SAT for a shorter duration.

In developing the ROM, SAT managers work with SMEs (e.g., air defense or aviation) to determine correct grades and MOS to ensure personnel are selected with the correct technical area of expertise. They reference previous cases for SAT makeup, training timelines, and issues. The full SAT may not be required for the entire lifecycle of the training.

SAT managers must consider rank requirements, which can depend on local preferences and/or the anticipated interactions the SAT members will have with senior partner nation defense establishment figures. In general, partner nations expect senior and experienced trainers providing training they purchase. In many countries, there is a preference for commissioned officers rather than noncommissioned officers (NCOs). Such cultural considerations can assist in justifying manning requirements when filling SAT trainer positions.

RECEIVING THE LOR FOR LOA

If the LOR for P&A can be thought of as an exploratory LOR, the LOR for LOA is more concrete in the sense that the partner nation is asking for an offer they can sign to create a binding agreement to purchase an item or service. The goal of a LOR for LOA is to provide all the information required for the implementing agency to write an LOA. An LOA is a DOD letter by which the U.S. government offers to sell to a partner nation defense articles or services. Once agreed to, an LOA signed and implemented by the partner nation and U.S. government provides the authority and funding to execute security assistance missions.

There are a minimum of three distinct meetings held when developing an LOR for LOA. These are discussed in the *Integrated Master Schedule Playbook* (currently in development).

For the SAT manager, a key difference between an LOR for P&A and an LOR for LOA is the inclusion of Letter of Offer and Acceptance Data (LOAD) with case and line notes in the latter. The SAT manager still assists with performing basic research for case development (e.g., what level of training will be required for the case) but also includes a more detailed breakdown of the training-relevant costs associated with LOAD. This detailed breakdown allows the partner nation to understand the cost and scope of the training they are purchasing. Although it is possible to add money to a case by amending an implemented LOA, underestimating the training costs will create frustration and problems in the partner nation relationship.

SAT managers must take care, including all costs associated with the training. Pay and entitlements for SAT members will be region- and potentially even case-specific. For example, hazardous duty pay, sea and flight pay, and language pay are examples of additional entitlements authorized for SAT members. These costs are paid out of case funds provided by the partner nation.

To estimate the costs associated with contractor personnel (the actual cost will be based on the selected company's bid), the SAT manager uses a cost estimate for the equivalent military rank and experience.[18] An additional contract administrative fee (as a percentage) is applied when estimating costs for contractor personnel and contracted SATs.

The SAT manager uses cost estimates to develop line notes (lines associated with individual aspects of cases, generally associated with price) and case notes (generic instructions for the case). These notes may need to be changed, based on mission requirements, by SAT managers. Notes are incorporated into the text of the LOA. Care should be used in developing case notes; SAT managers must strike a balance between specificity, which reduces flexibility in filling teams and executing case training, and requirements in current regulation for specificity. Best practice is to avoid overly detailed team composition within LOA case notes whenever an SCET can be used to fill in team composition details.

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[18] The DOD comptroller general maintains data on costs associated with military personnel here: https://fcom.cape.osd.mil/user/default.aspx. (CAC login required.)
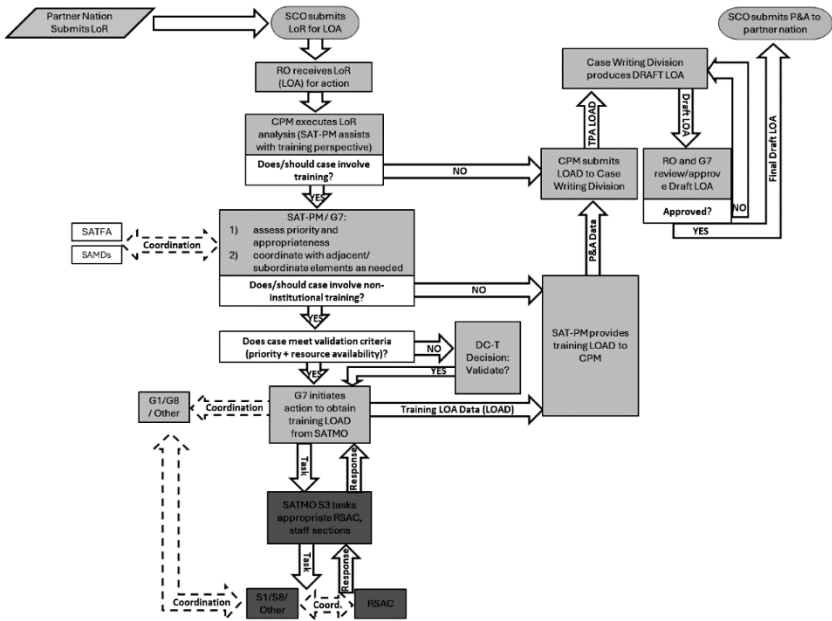
Figure 3-4. USASAC and SATMO steps for LOR and LOA.[19]

GENERATING LOAD

LOAD is generated following receipt of the LOR for LOA. LOAD is the cost and relevant information required to establish the training line of a materiel case or a training case. It consists of all line notes, Army notes (standardized case notes), and funding. For a SAT manager, there is little difference in the LOAD provided for the training aspect of a materiel case (usually a DO case) and a training-only case (which can be either DO or part of a BO case).

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[19] Security Assistance Training Management Organization.

THE INDEPENDENT GOVERNMENT COST ESTIMATE WORKSHEET

SAT managers use a SATMO-restricted independent government cost estimate (IGCE) worksheet provided by RSAC leadership to estimate the cost of training activities to develop LOAD. To fill out this worksheet, the SAT manager must know the following:

- The number of personnel required to conduct training, including ranks and MOS/skill set.
- The estimated duration each person will spend on the case.
- The number of trips to and from the training locations. This includes pre-training trips (e.g., PDSS), trips required to rotate military personnel in and out of country, and trips anticipated for SAT manager or SATMO leadership site visits during case execution.
- Additional costs unique to the case.

Once the basic information is filled in, much of the government cost estimate is automatically generated, assisting in generating the final cost estimate.

This worksheet is maintained at the RSAC level, reflects region-specific costs, and is updated annually by the comptroller general to reflect changes in costs applicable to all cases (e.g., annual pay and allowances increases). Cost estimates developed by the SAT manager are unique to each mission because of a variety of factors, such as geographic location and team composition. The RSAC command team reviews the worksheet produced by the SAT manager before finalizing the LOAD. Once finalized, LOAD is sent to the USASAC SAT-PM (for cases where training is a part of the LOA) or case writing (for standalone training missions).

Accuracy is important when developing cost estimates. Underestimating the cost may result in an inability to provide the training agreed to with the partner nation, while overestimates may result in less training provided because of case price caps or training cuts because of high cost.

CASE AND LINE NOTES

There are typically four lines that may be included to describe the training aspects of a case, including:

1. Military personnel-provided training
2. Contacted training

3. A Tech Assist line
4. SATMO travel

An example of a line note would be the cost associated with SATMO personnel travel or contractor personnel costs. If multiple SATs are included in the same case (e.g., a TAFT and MTT on the same case but providing different training efforts), additional lines may be used to create a distinction between the SATs. SATMO travel is sometimes combined with Tech Assist and broken out with a unique Primary Category Code (PCC), which defines what funding is used for. Tech Assist lines, which provide funding for a temporary SAT manager hire, have historically not been included in every case. Breaking out and defining the cost for these lines is the main effort in developing LOAD.

Customer reference continued: Support Letter, IU/ZZZ/7141/21, 4 August 2021.

Case description continued: sustainment to the Country of ▆▆▆▆ HIMARS program.

Items to be Supplied (costs and months for delivery are estimates):

(1) Itm Nbr	(2) Description/Condition		(3) Qty, Unit of Issue	(4) Costs (a) Unit	(b) Total	(5) SC/MOS/ TA	(6) Ofr Rel Cde	(7) Del Tm Cde
001 U 3	N0O 00000SATM0TNG FMS TRAINING, SATMO OCONUS SATMO Training provided by USG Military. (Note(s) 1)	(N)(N)(R)(IX)	XX		$1,283,934	S(-) TA3	-	-
002 U 3	N0O 00000SATM0TNG FMS TRAINING, SATMO OCONUS SATMO training provided by Contractors (Note(s) 2)	(N)(N)(R)(IX)	XX		$5,522,786	P(-) TA5	-	-
003 U 3	N0O 00000SATM0TNG FMS TRAINING, SATMO Military MTT Training and Travel for Training (Note(s) 3)	(N)(N)(R)(IX)	XX		$3,000,000	S(-) TA3	-	-
004 U 3	M1E 0205000TAUSGP OTHER TECHNICAL ASSISTANCE - US GOVERNMENT PERSONNEL (NOT TECHNICAL ASSISTANCE TEAMS) United States Government (USG) U.S. ARMY Security Assistance Training Management Organization (U.S. ARMY SATMO) Technical Assistance (Note(s) 4)	(N)(N)(R)(XXI)	XX		$373,326	S(-) TA3	-	-
005 U 3	R9Z 079Z000THSERV OTHER SERVICES Travel for SATMO Training (Note(s) 5)	(N)(N)(R)(XXI)	XX		$268,406	S(-) TA3	-	-

Figure 3-5. Example LOA.[20]

Figure 3-5 shows five lines developed for the Country C HIMARS LOA. The first two lines are the cost estimates for SATMO military personnel (line 001) and contractors (line 002) for the SAT. The third line is a related but separate training effort conducted by a SATMO MTT. The fifth line covers the cost of travel for SATMO personnel.

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[20] Security Assistance Training Management Organization and U.S. Army Security Assistance Command.

The fourth line (004; "OTHER TECHNICAL ASSISTANCE") is a technical assistance (Tech Assist) line and deserves special mention. Inclusion of the Tech Assist line provides case funding for SATMO to hire a temporary SAT manager to assist with case management. Additional hires on Tech Assist lines are generally funded part time but can work multiple cases, functioning as a full-time SAT manager. Historically, the use of Tech Assist lines varied between regions, with some partner nations objecting to the additional cost that comes with including Tech Assist. SATMO's policy is to include Tech Assist lines in all new cases and in all amendments to existing cases. Authorization for exceptions to this policy because of partner nation cost objection is held by the SATMO commander and must be pre-coordinated with the USASAC G7.

Funding lines have associated notes. These notes define how the money associated with each line item is spent or the basic terms of the case. There are two types of notes. Most are standardized case notes required to be included as part of all LOR for LOA to set basic standards. There are currently 26 standard case notes, shown in Figure 3-6. DSCA occasionally changes the wording of these standard case notes, so it is a best practice to check that the most current set of case notes is being used.

Table 3-1. The 26 required case notes as of October 2024.[21]

Team control	SAT composition
Team support/ICASS	SAT deployment
Adverse conditions	SAT deployment (additional notes)
Assistance-in-kind	Translation
Availability of equipment for training	Training support requirements
Classrooms for training	Transportation
Emergency leave	Area clearance
Environmental and morale leave	Non-recuring costs do not apply—FMS
Interpreter support	Personnel protecting and related costs
Office space, furniture, and supplies	Status of forces agreement
Pre-deployment	Case closure
Pricing (contractor estimates)	Supply discrepancy report (SDR) time limits
Pricing (out year)	Contract Administration Services (CAS) surcharge—waiver
Range training	Administrative surcharge

*These notes describe terms and conditions required in all FMS cases. For example, the "Pre-deployment" case note includes language that SAT members will attend SATTOC before deployment.

Line notes associated with specific funding lines describe how the money is spent and are created by the SAT manager and RSAC team. They are included before case notes. The number of line notes and what they discuss depend on the individual lines.

Figure 3-7 provides an example of line and case notes associated with the costs in our example LOR of LOA. The first five notes correspond to the previously discussed lines 001-005 (for brevity, only notes for line 002 and 003 are shown). Standard case notes then follow (only the first three case notes, listed as Note 6 through Note 8, are shown for brevity).

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[21] Security Assistance Training Management Organization.

Line Notes Associated with Cost Estimates (two examples shown).

Note 2. LINE 002 - FMS TRAINING, SATMO - CONTRACTOR.

Line 002 will provide services to provide training, advisors, and sustainment to the Ministry of Defense of Poland in order to train them to be able to independently conduct all operations. All training programs developed will consist of contractor-provided courses of instruction. Support services will be conducted by civilian contractor personnel deploying in-country on a temporary basis as part of one or more Security Assistance Team(s). Actual deployment dates, locations, lesson descriptions, and other specific details are directly dependent upon the future requests of the Polish Military and will be finalized during subsequent definitization efforts following LOA implementation. NOTE that this line DOES NOT include the costs of any major end item, but is meant to be a standalone document to provide future training.

Note 3. LINE 003 - OCONUS FMS TRAINING - MTT.

Line 003 will provide services to provide training, advisors, and sustainment to the Ministry of Defense of Poland in order to train them to be able to independently conduct all operations. All training programs developed will consist of Military provided and/or government-provided courses of instruction. Support services will be conducted by U.S. military personnel deploying in-country on a temporary basis as part of one or more Security Assistance Team(s). Actual deployment dates, locations, lesson descriptions, and other specific details are directly dependent upon the future requests of the Polish Military and will be finalized during subsequent definitization efforts following LOA implementation. NOTE that this line DOES NOT include the costs of any major end item, but is meant to be a stand-alone document to provide future training.

Standard Case Notes Included in All LOR for LOA (first three shown).

Note 6. TEAM CONTROL.

The Security Cooperation Officer (SCO), AMAC-REA-CMA will provide operational oversight and administrative support to the deployed Security Assistance Team(s). (T3)

Note 7. TEAM SUPPORT/ICASS.

In the event the purchaser cannot provide services, facilities, equipment, and other in-country team support requirements, the security assistance organization, in accordance with current embassy policies and standards for U.S. personnel, will arrange for the provision of these requirements. The expenditures will be charged to this LOA. (T5A)
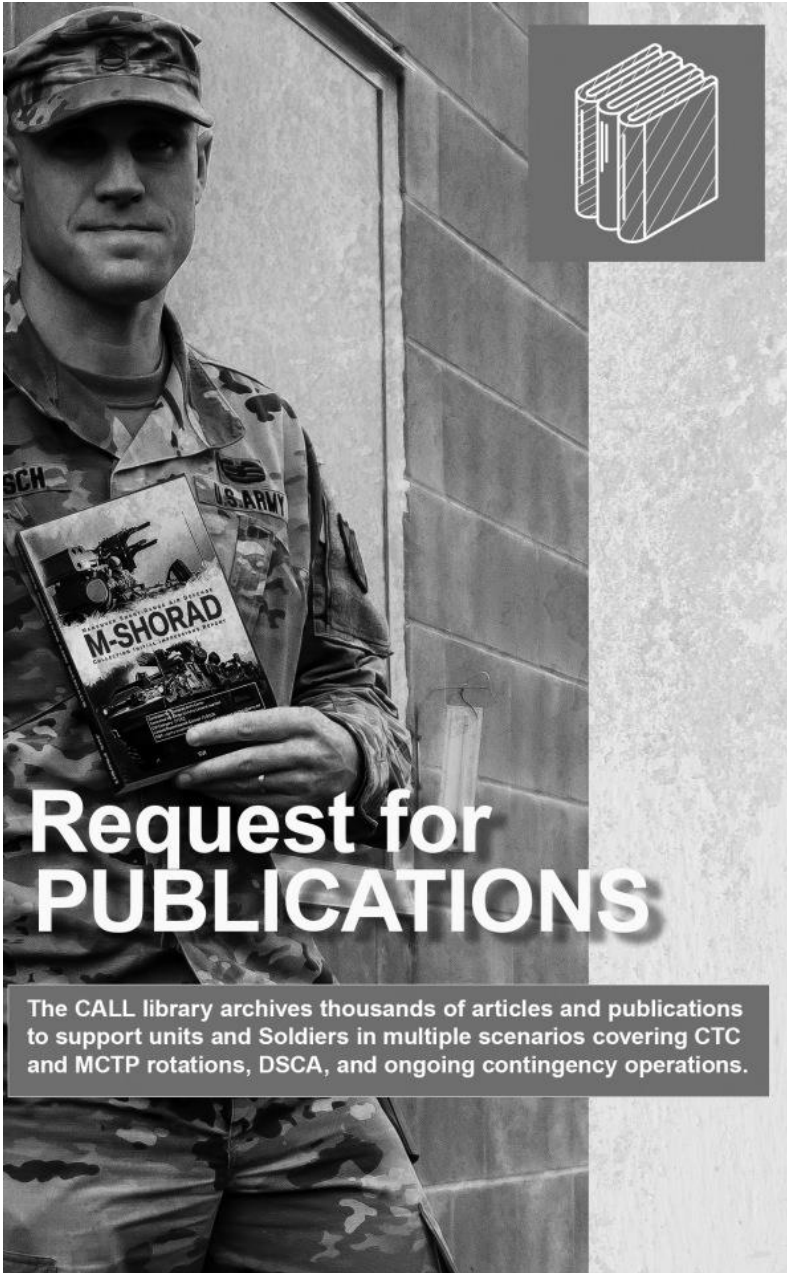
Note 8. ADVERSE CONDITIONS.

In the event the U.S. Government determines that, due to war, armed conflict, insurrection, civil or military strife, or other adverse conditions, the safety, health, or welfare of U.S. personnel is threatened, the purchaser shall be responsible for any additional costs incurred by the U.S. Government to retain such personnel or to return such personnel and their dependents to the United States and secure replacements thereof, as applicable. In lieu of retention or replacement, the U.S. Government may elect to terminate services being provided by those personnel. Whether to retain, replace, or terminate services of such personnel under the foregoing circumstances shall be within the sole discretion of the U.S. Government. (A6.3)

Figure 3-6. Case notes for a Polish SAT LOR for LOA.[22]

[22] Security Assistance Training Management Organization and U.S. Army Security Assistance Command.

Once complete, LOAD is signed by the RSAC commander or deputy before it is sent to case writing for review. Case writing uses this information to draft the LOA, incorporating the LOAD provided by SATMO (along with all other relevant material, the non-institutional training effort is a small part of the overall case). Case writing inputs LOAD into the Defense Security Assistance Management System (DSAMS) and provides the SAT manager a draft LOA for review before sending the LOA out for follow-on routing. Ideally, this results in authorized representatives in the partner nation and U.S. government signing the LOA to execute the purchase of items or services.

Request for PUBLICATIONS

The CALL library archives thousands of articles and publications to support units and Soldiers in multiple scenarios covering CTC and MCTP rotations, DSCA, and ongoing contingency operations.

Chapter 4
The Future Operations Stage
(Post-LOA, Pre-Deployment Case Implementation)

Security Assistance Training Management Organization (SATMO) considers a
case to be in the planning stage until a Letter of Offer and Acceptance (LOA) is
signed. A case moves to the future operations (FUOPs) planning horizon once
the LOA is signed and transitions to current operations (CUOPs) when Security
Assistance Team (SAT) members begin working with the partner nation.
This chapter covers the FUOPs planning horizon. For SAT managers, FUOPs
involve SAT resourcing and preparing to execute the mission. Considerations
move from the abstract to the detailed. Appropriate personnel must be recruited,
orders cut, and contractor requirements written. In short, in the FUOPs planning
horizon, the case gets real for the SAT manager.

From the SAT manager perspective, money flows to SATMO from the Country
Case Manager (CCM), which is part of U.S. Army Security Assistance
Command (USASAC). The SAT manager contacts the appropriate CCM to
coordinate a direct charge (DRCH) to transfer funds into SATMO's cost center
(a cost center is a targeted account). The DRCH is accepted by the SATMO S8.
The SAT manager's role is to coordinate the flow of case funds from the CCM
to the S8. Once the SAT manager has confirmed with the budget analyst that the
correct amount was received and applied to the correct Primary Category Codes
(PCCs), money can be used to develop the SAT.

Note: No contracts or military personnel requested until money is in SATMO's
accounts.

SOURCES OF INFORMATION WHEN DEVELOPING A SAT

There are many questions a SAT manager must answer to prepare an SAT,
especially for a new SAT going into a country where SATMO has not recently
operated. Three main sources of information are:

1. The U.S. embassy in the host country
2. The Foreign Clearance Guide
3. Records from ongoing and historical SATs in the same or nearby areas

Most information can be obtained from the U.S. embassy within the host nation. Questions are generally answered during the Pre-Deployment Site Survey (PDSS) using the site survey checklist (recall that the PDSS is the pre-site survey a SAT manager is expected to conduct in the partner nation). An example PDSS checklist can be found in Appendix B. Completing the PDSS requires input from the host nation, embassy, and SATMO staff sections. The SAT manager must have direct contact with the Security Cooperation Organization (SCO) to assist in defining in-country requirements.

In some cases, it is a best practice to ensure the budget analyst travels to the partner nation to discuss contract and budget requirements with the partner nation and embassy personnel. Ideally, this visit occurs after the initial PDSS but before case execution. The SAT manager and budget analyst conduct this trip. Example outcomes of this visit are:

- Establish financial reporting and requirements for supporting the case
- Ensure documentation is in order between the Department of State (DOS) and Department of Defense (DOD) finance system (a "financial crosswalk")
- Ensure a shared understanding of points of contact and their roles and responsibilities

The electronic Foreign Clearance Guide (FCG) (DOD FCG requires Aircraft and Personnel Automated Clearance System [APACS] registration) is another source of information the SAT manager should review to answer questions about entry requirements and in-country contacts for SAT members. The FCG contains sensitive information based on bilateral arrangements between U.S. and foreign government officials. The information contained within should not be released without the approval of the Chief of Mission (Ambassador or Chargé d' Affaires).

Note: The Chief of Mission is the ambassador or, if no ambassador is assigned, the Chargé d' Affaires. The ambassador is the senior U.S. representative in the country, but the position is occasionally unfilled. Ambassadors require appointment by the president and confirmation by the Senate. Chargé d' Affaires are career DOS diplomats and are second in rank (behind the ambassador) within the embassy. If the ambassador position is not filled, the Chargé d' Affaires is the senior U.S. representative in the country.

Historical SATs performed in the same country are another source of information for preparing a new SAT. However, SAT managers must be aware that SAT requirements may vary greatly even within the same country because of differing training requirements or physical location.

Key personnel contact rosters are maintained for many countries in which SATMO operates. Regional Security Assistance Commands (RSACs) have the responsibility to update these rosters for countries in their area of operation (AO) and SAT managers assist by reviewing these rosters monthly (per requirement in SATMO base operation order [OPORD]). Contact rosters are maintained on the SATMO SharePoint.

THE SECURITY COOPERATION EDUCATION AND TRAINING WORKSHEET TEAM REQUEST

A DD Form 2964, Security Cooperation Education and Training Worksheet (SCET) Team Request, outlines SAT mission and manning requirements and should be received by SATMO no less than 18 months (and ideally 2 years) before a new SAT mission. This timeline allows resourcing the requested personnel at the correct rank(s) and skill(s). In practice, the final version of the SCET may not be signed until well after 18 months before the mission starts and the SAT manager may begin resourcing using a draft SCET.[23]

For a new case, work on the SCET may begin concurrently with work on the LOA to identify SAT requirements early but cannot be finalized until the LOA is signed. For existing blanket order (BO) cases, the SCET is used to initiate a new SAT. Every SCET includes language stating the partner nation agrees with the mission as outlined in the SCET (block 1a of the SCET request form). Informed partner nation concurrence is especially important when initiating new SATs under BO cases.

Note: The SCO is responsible for drafting the SCET, and the USASAC G7 is the SA entity with primary lead-in development of new SCETs (because, as an unsigned document they are, by definition, in the PLANs stage), but knowledge and experience with the SCET process varies widely between countries.

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[23] DD Form 2964, *Security Cooperation Education and Training (SCET) Team Request Form*, https://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2964.pdf.

It is critically important for the SAT manager to know the SCO has coordinated the SCET request with the partner nation and with the USASAC G7. SCET forms do not route through the partner nation, and the SCO is only required to certify the SCET mission supports objectives of the Combined Education and Training Plan for the host nation.[24] Without a procedural step including the partner nation, it is possible to expend case funds on training that the partner nation never requested. When discussing the implementation of a new SCET, the SAT manager should confirm with the G7 that the request is desired by the partner nation.

SCET use varies between GCCs. In the past, many LOAs clearly specified individual manning requirements within case notes (particularly for cases in the [CENTCOM] area of responsibility [AOR]). However, a best practice is to avoid overly specific LOA training lines (e.g., listing each SAT member rank, military occupational specialty [MOS], and special qualifications) and detail SAT manning requirements through the SCET, taking care to ensure manning and training defined later in the SCET complies with the scope of the LOA. This creates flexibility to adjust resourcing requirements if certain skills sets or ranks are unavailable, which is not possible if rank and skill set requirements are defined in the LOA. Recall the LOA is a binding agreement with the partner nation, i.e., requirements defined in LOAs cannot be easily modified, but SCETs, which are U.S. government internal documents, can be.

The SAT manager advises and assists the USASAC G7 and, if directed by the G7, the country team drafting the SCET. Ideally, a SCO writes a SCET independently based on understanding of the partner nation's requirements, and communication is between the SCO and USASAC G7. There are other opportunities in the SCET process where the SCO may seek assistance in drafting the SCET from the GCC, Army Service Component Commands (ASCC), and other organizations.

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[24] DSCA Manual 5105.38-M, *Security Assistance Management Manual*, 31 January 2025.

In practice, SCET creation is often influenced by USASAC and SATMO because no higher organization has the required knowledge and experience forming non-institutional training teams. It is not appropriate to have SATMO draft SCETs on behalf of the SCO, but lack of understanding of the SCET process often requires some level of SATMO involvement. This involvement can ensure personnel with the ranks and skill sets proposed on draft SCETs are available to resource the SAT. If the SAT manager has a role in drafting the SCET, the draft is routed through the USASAC G7 to the SCO team for finalization and signatures—SATMO never independently creates a SCET. The SCO obtains SCET signatures from the GCC and Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA DE&C) and routes the document back through the USASAC G7 before implementation by SATMO.

SAT managers review the SCET for defined objectives, feasibility, completeness, and inclusion of goals and end state. A SCET can be considered the five-paragraph OPORD for the SAT. Ensuring the SCET is correct is one of the most fundamental duties of an SAT manager, because the SCET is a foundational document for SAT manning and the mission.

Note: SATMO created the SCET as a more efficient (time and specificity) tool than the Training Team Request Memorandum (TRM) outlined in the 2009 version of Army Regulation (AR) 12-7. DASA DE&C proposed it as a multi-service form and DSCA adopted it, but its adoption and use vary across all services.
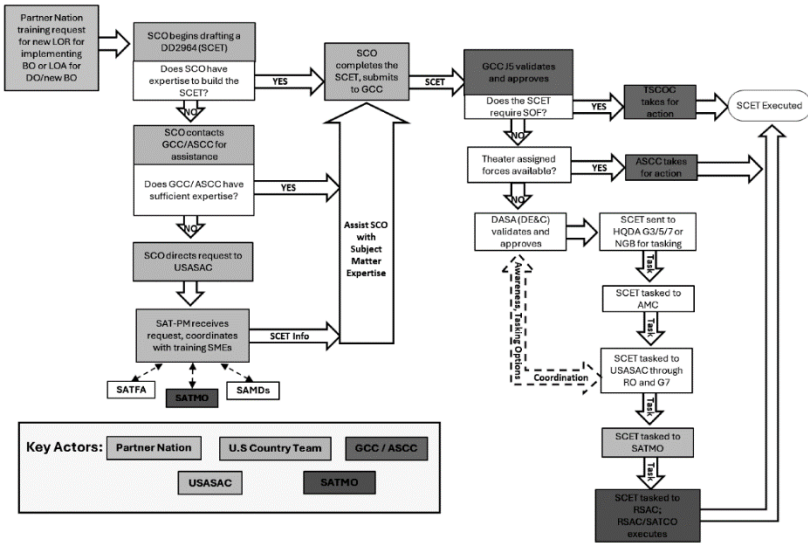
Figure 4-1. The SCET process.[25]

RESOURCING SAT MEMBERS

When filling in a new SAT, a best practice is to first check if a contractor option is acceptable to the partner nation and/or if military positions already exist on the SATMO Table of Distribution and Allowances (TDA) that can be used to fill the new SAT.

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[25] Security Assistance Training Management Organization.

Military Personnel—Request Process

Although the SAT manager is not directly responsible for obtaining military personnel to fill a SAT, they must understand how SATMO uses the Army Manning Cycle to fill required SAT positions. SATMO is a TDA organization; the TDA is the document that prescribes the authorized manning. The TDA can be modified to meet mission requirements. The SATMO S1 reviews the TDA every 90 days with SAT managers to identify new requirements and request TDA changes twice a year (and can conduct off-cycle change requests or reviews as needed). The SATMO TDA includes a bench of vacant military positions for commonly requested ranks, qualifications, and skill sets. If a SAT needs a military member that is not included on the TDA, a change request must be submitted, potentially adding to the time required to fill the SAT.

For requesting military personnel, a best practice is for SAT managers to provide the rank and skill structure requested to the SATMO S1 as soon as these requirements appear near final. This should be no less than 18 months before the expected mission execution.

Note: SATs should be created in the Security Assistance Training Mission System (SATMS) as soon as sufficient information is available. Information loaded into SATMS includes SAT manning requirements. Future versions of SATMS will automatically report these position requirements to the SATMO S1.

After the appropriate slot exists on the TDA, SATMO requests that Human Resource Command (HRC) fill the position. HRC must first validate officer and warrant officer positions, putting the position on track to be manning at the appropriate grade and skill set (MOS). Because the Army generally has fewer people than it has requirements (especially true for many of the senior technical positions required for SATs), HRC will not validate all positions. SAT managers must work with the SATMO S1 to identify required SAT positions not validated by HRC so that other manning pathways can be explored.

Once an officer/warrant officer position is validated, the job appears in the Assignment Interactive Module (AIM) manning cycle (i.e., the marketplace) for all movers (i.e., military personnel identified for permanent change of station [PCS] in that cycle). Interested candidates view and preference the SAT position. The role of the SAT manager in this process is to create a duty description to appear in the AIM marketplace. Detailed duty descriptions highlighting the unique conditions and strategic effect of SAT missions help potential movers understand what the job entails. These duty descriptions are given to the SATMO S1, including in the AIM marketplace.

Officers and warrants in the AIM cycle read the SAT member duty description and special remarks and preference the position to show interest. These candidates are generally interviewed by the RSAC commander; depending on RSAC leadership preference and the degree of interest in open positions, a SAT manager may pre-screen candidates and/or assist the RSAC commander with interviews. For positions the SATMO commander rates (e.g., team leaders on a SAT), the SATMO commander may elect to interview the candidate.

Enlisted SAT positions are managed by the nominations branch and do not follow the enlisted manning cycle (EMC). This provides some flexibility when requesting enlisted positions. Requests for enlisted manning should occur no less than 10 months before the in-country requirement; for a one-year PCS, a replacement should be requested shortly after an enlisted SAT member arrives in country.

The nominations branch runs a suitability review for potential enlisted SAT members from eligible personnel with appropriate rank and the nominations branch then chooses a candidate and provides the candidate packet to SATMO for concurrence. SATMO interviews the candidate to make sure they meet the required criteria and accepts/rejects the applicant. If rejected, the SATMO S1 contacts the nominations branch for a new candidate.

For SATs in execution (CUOPs phase), the SATMO S1 automatically requests personnel backfills based on a SAT member date estimated return from overseas (DEROS) and year/month available to move (YMAV), unless requested otherwise by the SAT manager.

Note: If an SAT position does not require a backfill, the RSAC must inform the S1 section.

Manning Cycles and Other Considerations

Some considerations for selecting SAT members include language requirements, the degree of experience the candidate has on the weapon system being fielded, and relevant experience with foreign partners or strategic-level roles. SATMO follows the officer manning cycles but is exempt from the enlisted manning cycle. All SAT member enlisted fills are sourced through the nominations branch. The "summer" officer cycle runs from October through March (to accommodate PCS in the summer) and the "winter" cycle runs from April through September, with PCS occurring in winter.
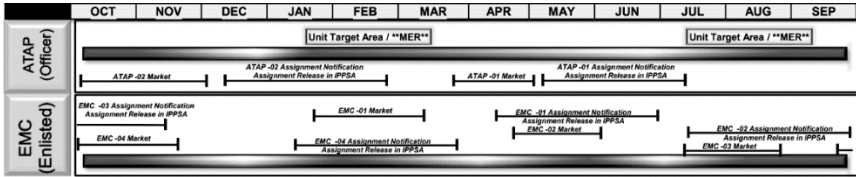
Figure 4-2. The HRC manning cycle.[26]

SAT managers must identify SAT member positions on a new team no less than 12 months (but ideally 24 months) before the "boots on ground" date to ensure a military person can be resourced in time to perform the SAT mission. This leads to a situation where a SAT manager may request a backfill (at about 18 months out) to replace a SAT member who may not have yet arrived in country on a SAT that has not started.

As a rule, resourcing military personnel requires less initial SAT manager time and effort (Army systems and SATMO S1 do the bulk of the work) but requires more time and attention over the long run, because military personnel rotate in and out of a country regularly.

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[26] Security Assistance Training Management Organization.
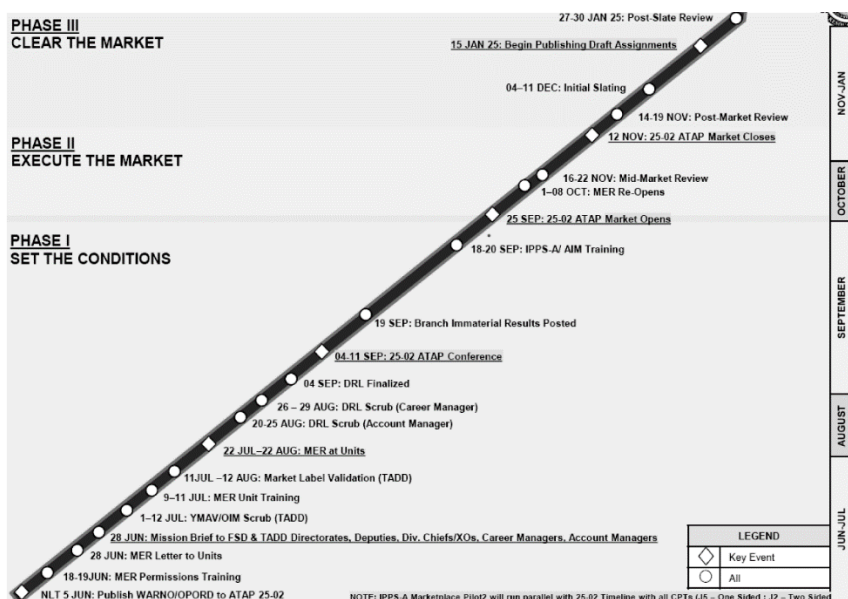
Figure 4-3. An example officer manning cycle (cycle 25-02) with key dates annotated.[27]

NATIONAL GUARD PERSONNEL

The National Guard Bureau (NGB) and the Army Reserve provide additional pools of manpower that can be used to man SATs. NGB personnel can be used for Foreign Military Sales (FMS) SATs. Use of NGB personnel on SATs funded by other authorities (e.g., Foreign Military Financing [FMF], Building Partner Capacity [BPC]) may be prohibited. Before exploring National Guard personnel as a SAT manning solution, check with the RSAC leadership or SATMO S1 on the feasibility of this option. Reserve personnel do not have this limitation.

NGB and reserve personnel (Compo 2/3) are requested through a process called Personnel Force Innovation (PFI). The difference is largely in the authorities that can be applied when using each, but the request process is similar.[28] For details about the process, there is a "contact PFI" link provided, or see the SATMO S1. PFI is run through Defense Finance Accounting Service (DFAS) Indianapolis.

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[27] Security Assistance Training Management Organization.
[28] A description of PFI can be found here: https://www.dfas.mil/PFI/Service-Member-Overview/Service-Member-FAQs/.

An overview of the process to request Compo 2/3 personnel includes the following steps:

1. Submit a position order form (provided by the PFI team) detailing the position duties and requirements.
2. The position is advertised to NGB and/or Reserves and can be tailored as desired (e.g., including personnel only from the State associated with the partner nation through the State Partnership Program [SPP]).
3. Selection of the individual from the options who volunteer through several channels, including the "Tour of Duty" website. This may involve the SAT manager during an interview process.
4. Command release must be sought by the selected individual. This is a potential issue that can stop the process—the selected NGB noncommissioned officer (NCO) or officer must get the State leadership to agree that they can depart and serve with SATMO on active duty. The SAT manager must have a good feeling that this will be granted to the person being offered the SAT position.
5. The packet goes to Army Materiel Command (AMC); Army HRC; Army Budget Office; and Headquarters, Department of the Army (HQDA) G1 for concurrence and approval. The timeline associated with this can be relatively quick (e.g., if prioritized, within days to weeks).

Only after orders are cut can passport issuance begin, so the SAT manager must consider the manning timeline accordingly to ensure passport and visa requirements are met before the planned "boots on ground" date.

Compo 2/3 personnel require a mobilization period before joining an SAT. SAT managers incorporate mobilization as part of the temporary duty assignment (TDY) to Fort Bragg (i.e., partly funded by SATMO and considered in the onboarding timeline) but the process is handled through the Compo 2/3 (PFI coordinates these activities). After mobilization occurs, Compo 2/3 personnel in-process SATMO in the same manner as active-duty members. For a SAT manager, once Compo 2/3 are brought on board, they are treated the same as anyone from the Active component. At the end of the mission, demobilization is handled in a manner like mobilization.

MILITARY PCS TEAMS AND EMBASSY LIFE SUPPORT

SAT members operate under the authority of the Chief of the U.S. Diplomatic Mission (i.e. the ambassador or Chargé de Affairs). When filling a new SAT with military personnel, the SAT manager needs to identify if the arrival of military personnel into the partner country requires action(s) in accordance with National Security Decision Directive (NSDD) 38. This is determined by diplomatic agreements between the U.S. and the country in which the SAT will be operating.

The NSDD 38 is a presidential directive that mandates the process by which the chief of mission (COM) approves "the size, composition, and mandate of all executive branch agency" full-time, permanent positions subject to COM authority. There are formal processes to request changes to the size, composition, or mandate of staff elements within the U.S. Embassy (i.e., new SATs operating in a country). Annexes to the NSDD 38 provide additional instruction on how life support (e.g., housing) is to be provided. NSDD 38 requirements may restrict locations that U.S. military personnel can operate and/or actions they can perform. Nuances exist depending on the country and mission.

An NSDD-38 smart book, including an overview of the processes the SAT manager must follow, is provided in Appendix C.

Although seemingly excessively bureaucratic, understanding NSDD 38 requirements prevents avoidable challenges. It is therefore critical that SAT managers work with the SCO personnel at the embassy to understand what, if any, NSDD 38 requirements must be met. For example, the Bandarian government wants to retain the right to station the same number of Bandarian military personnel in the U.S. as the U.S. has in Bandaria. A military SAT member in Bandaria may therefore trigger an equal increase in the number of Bandarian military personnel in the U.S. These considerations are handled by the embassy, not the SAT manager, with NSDD 38 requirements ensuring the COM is aware of, and approves, changes to elements (like SATs) that operate under his or her authority. Not all SATs will require compliance with all/some of NSDD 38—it is country dependent.

Listing on the NSDD 38 enables the U.S. Embassy to pay for services (e.g. housing or vehicle rental). For every service provided by the embassy, there is payment, typically made through case funds. Payment to the embassy is done through International Cooperative Administrative Support Services (ICASS). It is the policy of the DOS to "provide shared administrative services for U.S. government agencies at posts abroad [i.e., SATs] using a voluntary interagency mechanism [i.e., ICASS] for managing and funding those services, and using a full-cost recovery system which is transparent, fair, and equitable". In essence, payment through ICASS buys SAT members the use of embassy resources and is the agreement between SATMO and the embassy defining the level of support and associated cost.

ICASS is billed to SATMO, not the local SAT, and ICASS charges can be high. SAT managers must ensure SAT team leaders are communicating with them before entering an ICASS or payment agreement with the embassy (or better, the SAT manager can work on details before the SAT arrival in country). SAT managers are required to ensure ICASS bills are paid, unless there is a prior arrangement for the bill to be paid by a different organization (e.g., some CENTCOM SATs have a different arrangement with a third-party contractor to provide life support). ICASS payments are included as part of determining the cost of a SAT.

Sometimes life support may need to be procured outside of the embassy; this will be country dependent (e.g., lodging, vehicles, cell phones, etc.). This is done through a purchase request (PR). SATs may operate in regions where the embassy cannot or does not provide life support, or only provides some required life support (e.g., an embassy may require a driver to use their vehicles, which might not be feasible to meet SAT travel requirements). Each embassy provides different levels of support, so an SAT manager must know exactly what can be provided and what must be arranged. These considerations are identified during the PDSS and in conversation with SCO. If the embassy cannot support a requirement, the SAT manager ensures contracts with local entities are established to support the SAT. The contracting agency the SAT manager will work with depends on the SAT location.

In some locations, lodging rates for approved hotels may exceed the approved per diem. This is more likely for MTT teams that deploy for short periods and use local hotels. For these situations, the SAT manager submits a request through the RSAC leadership to approve full reimbursement (example in Appendix D).

DEPARTMENT OF THE ARMY CIVILIAN PERSONNEL

Although not often used, SATs may deploy Department of the Army Civilians (DACs). Most of the requirements are the same as for military SAT members, but DAC pay and allowances comes from case funds.

Contractor Personnel

Resourcing contractor personnel is different than resourcing military or DAC personnel. Individuals are not identified and resourced, instead, a contract is signed with a company to provide security assistance training. This contract stipulates the number of personnel required and their skill set. This type of manning solution is common for SATs that need trainers with low density and/or high demand skill sets (e.g., aviation cases).

Although there is less direct planning required by an SAT manager, conducting a PDSS with contractor personnel is a best practice. Embassy requirements for contractor personnel vary depending on country, but in general contractor personnel are not subject to the same sort of NSDD 38 requirements that military or DAC personnel are.

Generally, resourcing contracted personnel requires more initial SAT manager effort. The scope of the contract must be accurate and detailed enough that Army Contracting Command (ACC)-Orlando can write the contract, solicit bids, and contractor companies understand the mission requirements. However, contracted SATs require less time and effort over the long run, because the company awarded the contract handles day-to-day aspects of personnel management. Contracted SATs have additional considerations during mission management (e.g., contracting officer representative [COR] requirements), covered in the next chapter.

When resourcing contractors, the SAT manager estimates costs for the contract using an Independent Government Cost Estimate (IGCE). An additional administrative fee (as a percentage of the contract cost) is added to the case value to pay for SATMO personnel labor in managing the contracted SAT.

The SAT manager ensures contractors are enrolled in the Synchronized Pre-Deployment and Operational Tracker (SPOT). SPOT is the DOD method to track contingency contractors. The SAT manager has approval authority for the contract within SPOT. Contractor names are put into SPOT and validated by the SAT manager. SPOT generates a letter of authorization that allows contractors to request DOD ID cards. The SAT manager or COR validates contractors require a DOD ID card and, if required, send a complete and signed request form to the SATMO S1.

SAT managers monitor contractor completion of the request in Mission Partner Identity Credential and Access Management (MP ICAM) system. The SATMO S1 again approves the request. A DOD ID issuing facility can then issue the card. The DOD ID card issue process can take as little as a few days if all information is accurate but can take substantially longer if there are discrepancies. Some common problems include using nicknames, listing the wrong ID number, or the contractor not cancelling previous sponsorship. Contractors must turn in their common access card (CAC) ID to the SAT team lead, SAT manager, or Defense Enrollment Eligibility Reporting System (DEERS) section when they leave the SAT.

Note about MP ICAM: The MP ICAM application provides sponsorship and credential management capabilities for non-DOD mission partners, including the ability to sponsor the issuance of DOD credentials (e.g., Common Access Card [CAC]) for physical and/or logical access or use of the non-DOD Personal Identity Verification (PIV) credentials for DOD logical access. The MP ICAM application allows for the initiation, sponsorship, and management of the DOD and non-DOD credentials. The sponsorship enables applicants to have logical and/or physical access to DOD systems and facilities, depending on credential type and sponsorship. A detailed description of the program is available here.

The SAT manager also ensures contracts include the Defense Base Act (DBA). This is the contractor insurance policy and a requirement for contracting with the federal government.

SOS Insurance is another requirement for contractors. This covers the cost of emergency evacuation for injured contractors. The SAT manager ensures this coverage is also included in the contract.

Finally, Security Assistance Training Team Orientation Course (SATTOC) attendance is required for contractor personnel and the time and costs of attendance must be included in the contract.
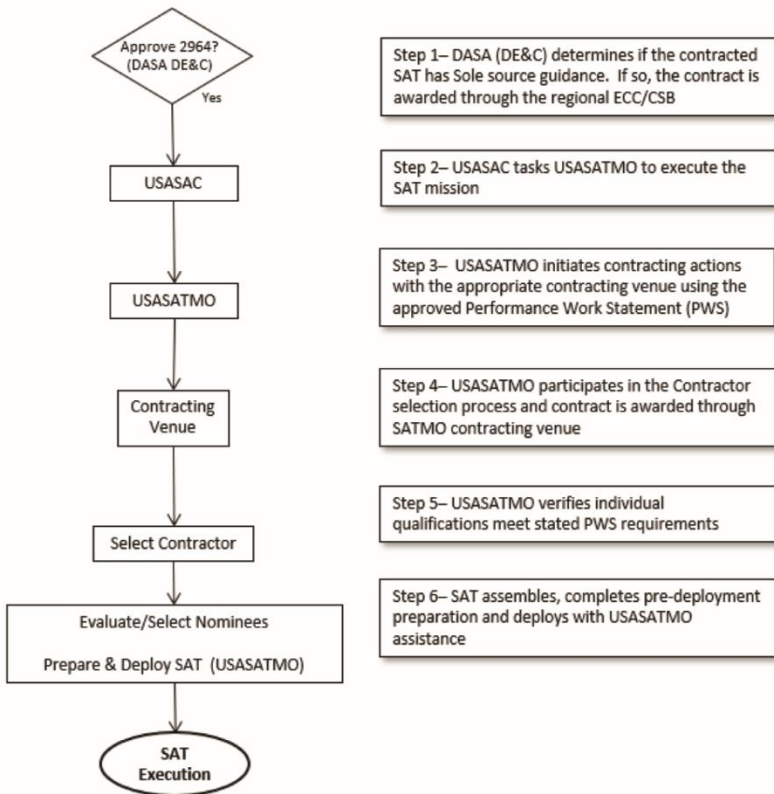
Figure 4-4. Overview of contracted SAT resourcing.[29]

MTT TEAMS

Mobile Training Teams (MTTs), a type of SAT, are used for training missions shorter than 180 days. These personnel deploy on TDY orders; an MTT assignment is TDY, not a PCS. MTTs can be rotational or semi-persistent if short duration training is repeated with breaks in between 179-day (or less) deployments. All MTTs have a requirement to leave the country and close out TDY before 180 days have elapsed.

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[29] Security Assistance Training Management Organization; Department of the Army Pamphlet 12-1, *Security Assistance Procedures and Operations*, 31 March 2016.

Tasking for MTTs differs from filling PCS SATs. For MTTs not executed by SATCO personnel, MTT members do not belong to SATMO, and they do not join SATMO's TDA. They are not resourced through HRC but are tasked by various Army organizations. Realistically, these nuances have little effect on the SAT manager; personnel still require resourcing, MTT members report to the SAT manager and attend SATTOC, and the difference at the SAT manager level is limited to identifying the organizations that can fill MTTs.

Note: Current Army Regulations regarding SATs refer to a process that tasks the Army to fill SATs, but this Army tasking process does not work as intended. The Army staff, specifically the DCS G-3/5/7, must authorize a task to an Army unit. There is no compelling authority to make such taskings happen, especially for manning security assistance missions. This is an enduring issue that the SATMO leadership, USASAC, and DASA DE&C are engaged in correcting. However, the absence of a dependable tasking process requires SATMO, and SAT managers in particular, to use networking and creative solutions to fill MTTs. Often, RSAC deputies have established networks to exploit to acquire Army talent, but such ad-hoc arrangement is not how the process to fill MTTs is intended to work.

MTTs are commonly resourced from the following organizations:

- **SATCO.** One of SATCO's primary missions is to perform MTTs in support of SATMO and they are the first and most common resourcing unit for SAT MTTs. SATCO maintains a bench of deployment-ready senior NCOs with various skill sets. More on resourcing SATCO MTTs can be found in Chapter 7.
- **Training and Doctrine Command (TRADOC).** Especially for personnel with skill sets found in training units (e.g., Stryker Leader Course) or at branch Centers of Excellence (e.g., Armor School), TRADOC provides a resourcing option for filling MTTs.
- **Forces Command (FORSCOM).** Individuals for MTTs can be sourced from FORSCOM units across the Army. Often, units local to Fort Bragg can provide individuals for short-duration SATs.

MTT members get paid per diem. In many cases, lodging for MTTs is done using hotels. SAT managers need to ensure MTT members are filing interim TDY vouchers to get payments, especially for missions lasting longer than 30 days. The SAT manager may need to provide coordination between MTTs and the SATMO S8 to ensure TDY money is paid on a timely basis.

IN-PROCESSING SAT MEMBERS

SAT managers sponsor SAT members arriving to SATMO. The SATMO S1 maintains the in-processing checklist for new SAT members. Early communication with incoming SAT members is key. SAT managers begin communication with military SAT members upon nomination and selection to the SATMO team. A key subject matter expert (SME) available to assist in-processing new SAT members is the RSAC senior enlisted advisor.

Before arrival, the SAT manager should ensure the following:

- The SAT member has a CAC valid for the entire duration of the assignment.
- The SAT member GTCC is valid and set to "mission critical" (no overdue payments).
- The SAT member is eligible to receive a no-fee passport (i.e., diplomatic or official passports). The type of passport issued differs by mission, but there are some general eligibility requirements. For example (non-inclusive), the member must not:
  - Be in arrears in child support
  - Have a major legal issue that would prevent entry to the partner nation (e.g., felonies)
- After receiving a passport, the SAT manager requests the travel visa on behalf of the SAT member.
- The SAT member is a U.S. citizen (not a dual citizen or a foreign national in the U.S. Army). There are options for the SAT member to renounce second country citizenship, if required.
- Special considerations from the embassy and country team are identified, such as foreign or international driver's license requirements and theater and country clearance requirements (e.g., force protection responsibilities).

ORDERS AND SPECIAL INSTRUCTIONS

Generating the orders assigning SAT members to SATMO and their respective missions are tailored to each member and mission. The SAT manager ensures that relevant special instructions (SPINS) are included in the orders generated for new team members. SPINS are specific to mission, region, and family situation for each SAT member, and the SAT manager sends SPINS to the SATMO S1 team, including in SAT member orders. An example of SPINS is included in Appendix E. When reviewing this appendix, remember that each SAT will require unique SPINS and orders generation across different SATs cannot be done by "copy and paste".

Some examples of items that go into SPINS:

- Diplomatic or official passport requirements
- Clothing and equipment requirements, which will depend on the team
- Special pays and entitlements (e.g., clothing allowance, cost of living allowance [COLA]).

Note: One-year unaccompanied tours usually authorize the SAT member to be eligible for the Homebase/Advance Assignment Program (HAAP). This allows the Soldier to select a follow-on assignment location of choice. Qualification for the HAAP program should be written into SPINS whenever eligible; check with the SATMO S1 if there are questions. SAT managers should be prepared to follow up and assist with redeploying SAT members to ensure HAAP agreements are honored by branch managers.[30]

The SAT manager should review the Foreign Clearance Guide requirements for the partner nation. Foreign Clearance Guide requirements may generate the need for additional SPINS to ensure the SAT member is compliant with country entry requirements.[31]

If the North Atlantic Treaty Organization (NATO) orders are required, the SAT manager informs the SATMO S1. The SATMO S1 can generate NATO orders.

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[30] An example of the HAAP statement is available here: https://home.army.mil/lewis-mcchord/7915/3919/6956/HAAP-Statement.pdf.
[31] DOD Foreign Clearance Guide is available here:
https://apacs.milcloud.mil/fcg/index.html (CAC login required).

SAT member families must establish or maintain their existing residence if not accompanying the SAT member (i.e., unaccompanied one-year PCS SATs; most SATs are unaccompanied tours). This is usually, but does not have to be, within the continental United States (CONUS), especially if the SAT member is arriving to SATMO from an outside the continental United States (OCONUS) assignment. Family members usually reside at either the current location (i.e., no family movement) or the home of record (i.e., family relocates to the home of record when the SAT member PCSs to the SAT mission). Family moves supporting unaccompanied PCS SAT moves are covered by Army funds, not case funds. To draw basic allowance for housing (BAH), the family must reside in the location they establish residency at.

IN-PROCESSING

SAT managers ensure that team members complete SATMO in-processing during the time they are physically at Fort Bragg. The last two days of the SATTOC course are usually reserved for completing in-processing and may require the SAT manager to escort the new team member to the various SATMO staff sections.

The SAT member in-processing checklist is provided in Appendix F. Examples of staff in-processing tasks include actions like foreign travel briefs (conducted by the SATMO S2), equipment issue or draw (with SATMO S4), and validation or assistance with establishing Azure Virtual Desktop (AVD) accounts (with the SATMO S6). With prior coordination, in-processing new members can also occur during SATTOC on other days if there is time between training sessions. SAT managers may arrange for new team members to arrive a few days before SATTOC or remain a few days after, if required to complete in-processing.

SAT managers should pay special attention to the medical readiness of deploying SAT members. To address any deficiencies, new SAT members can use the Fort Bragg Solider Support Center Medical One-stop.

Table 4-1. Significant requirements during in-processing and out-processing.[32]

First Phase In-Processing	Second Phase In-Processing	Out-processing
• All incoming personnel must have a completed 5434 form (sponsorship form) • SAT managers will escort overseas personnel to in-process SATMO directorates • In-processing will be completed during SATTOC • One day for overseas personnel	• Completed after Soldier arrives in country • Contact SATMO S1/finance office to start allowances and complete virtual in-processing • Submission of travel voucher to SATMO S1 finance office	• All Soldiers will out-process in person • Soldiers are notified by SATMO S1/RSAC leadership of pending assignment • Overseas personnel will contact SATMO S1 for only Levy Brief • SATMO S1 receives SM's absence request and processes and approves PCS orders • CONUS Soldiers will submit a request for installation clearing papers to SATMO S1

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[32] Security Assistance Training Management Organization.

SECURITY ASSISTANCE TRAINING TEAM ORIENTATION COURSE

The first face-to-face interaction a SAT manager has with SAT members likely occurs when the SAT member arrives at Fort Bragg, North Carolina, for SATTOC. SAT members attend SATTOC before deploying to satisfy the DOS requirement for Foreign Affairs Counter Threat (FACT) training (conducted during SATTOC week one) and AR 12-7 requirement for SATTOC training. SAT managers must ensure incoming SAT members are registered for FACT-E. SAT members who have completed FACT or FACT-E within 6 years do not have to retake the FACT-E portion of SATTOC.

The SATMO commander can waive the requirement for individuals to attend SATTOC. Waiving the SATTOC requirement for entire SAT teams is retained by the USASAC CG.

SATCO conducts SATTOC monthly, and the SAT manager must align SAT member in-processing with one of these options. If timing does not support attending SATTOC as TDY-en-route, SAT members may attend SATTOC training as TDY-and-return to their previous duty location until it is time to PCS to their assigned country. SAT managers should attempt to schedule SATTOC attendance just before PCS travel while taking care that SAT members arrive in country to begin their training mission by the assigned start date.

Phase I (FACT-E)					Phase II (SAT Operations)				
Monday	Tuesday	Wednesday	Thursday	Friday	Monday	Tuesday	Wednesday	Thursday	Friday
		Travel	Travel	Travel			ACFT (military only)		
		In-process							
Accountability Course Overview	Accountability			Fire as WPN	Intro to SA, FMS Process, and Funding	Understanding Your Operational Environment and Legal Brief	Elevator Brief and Media	PR Planning	
Inprocessing	Command Brief		Vehicle Dynamics						
Legal	Security Mindset & Stress	9mm Fam			Country Team Introduction				SAT Manager final check and member departure
ISOPREP/Title 22 /Threat Brief	Risk Management			Tactical Medical Refresher	DTS		Preventative Medicine/		
Lunch		Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	
	Isolating Events								
	Lunch			Vehicle Search	In-Processing Briefs	Introduction to Instructional Design and Methodology	Preventative Medicine/ Medical Care and Tricare	PLB	
Security Awareness Threat Prevention	Self Defense for Overseas Travel	Attack Recognition	Tactical Medical	CULEX	Command Relationships and Reporting			Elevator Brief and Media Interaction	
					Dip Passports	Military Advisor	Digital Force Protection and Remote Desktop		
		Driving Brief			Contractor Working				

Figure 4-5. SATTOC schedule (notional).[33]

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[33] Security Assistance Training Management Organization.

PURCHASE REQUESTS AND EQUIPPING THE SAT

SAT managers identify equipment requirements that the SAT members will need to perform their mission. This is typically done during the PDSS site survey. Mission critical requirements must be identified early to be resourced in time for training to start.

Training Aids

Purchased equipment should be identical to items the host nation uses or can procure. SATs cannot purchase unique or high-end training aids if the partner nation will not be fielding the same equipment. This is especially relevant for expendable training aids such as medical equipment. Put simply, training aids must replicate the equipment set that the partner nation will use. For example, humanitarian assistance and disaster relief (HADR) training may require emergency equipment purchases such as chainsaws (a common tool) but should not include high-end communications equipment or disaster response kits that the host nation does not already have in their inventory.

Purchasing training aids cannot be done as a method to outfit a partner nation unit. For example, three mechanics toolboxes may be purchased to train a maintenance company, but buying twelve toolboxes (to provide one for each squad) would exceed the scope of a "training aid" purchase if training could be accomplished with only three.

Training aid purchase does not require SCO approval, however, obtaining SCO concurrence is a best practice to prevent questions about training aids purchased on case funds. Missions may have restrictions on what can be purchased with case funds.

The SAT manager ensures the SAT turns over all equipment purchased with case funds to the SCO upon completion of training. The SCO subsequently distributes the equipment to the host nation. When purchased with case funds, training aids are not the property of the SAT team.

Communication Equipment

The SAT manager needs to understand how the SAT will communicate and provide the necessary tools. Usually, computers and phones are used. Some SATs may operate in areas without cell coverage and require satellite phones. The need for advanced communications must be identified and may be purchased with case funds, but the equipment is not always turned over to host nation (especially if purchased with Section 333 funding). Communications and information technology (IT) procurement involves several steps and must be planned accordingly.

IT-related purchases are made through the SATMO S6. Procurement requires routing through USASAC G6, and only approved vendors can be used.
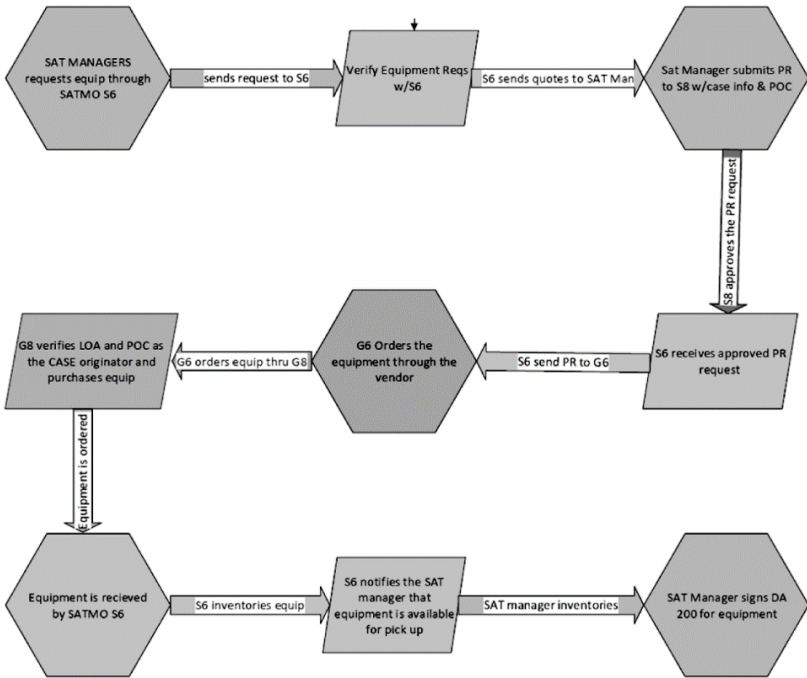
Figure 4-6. Workflow process for procuring IT equipment.[34]

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[34] Security Assistance Training Management Organization.

Additional questions about purchases should be cleared with SATMO Judge Advocate General's Corp (JAG), especially regarding the requirement to turn equipment over to host nations. Communications equipment questions should be sent to SATMO S6, who receive guidance from the USASAC G2/6. Primary, alternate, contingency, emergency (PACE) plans in country generally follow SCO procedures (follow the existing plans when available).

Other Equipment

Other equipment is occasionally purchased with case funds. For example, vehicles required for transportation have been purchased by previous SATs and turned over to the partner nation upon completion of the mission. If there is a legitimate need for something, the SAT manager should check to see if it can be purchased. Unique cases (like buying a car) must be cleared with the RSAC leadership and SATMO JAG.

PREPARING IN-COUNTRY REQUIREMENTS

The SAT manager is responsible for the overall welfare of their assigned SAT members. The embassy, through the SCO, provides administrative and logistical support. The details of this support must be determined, planned, and resourced before a new SAT arrives in country. This requires the SAT manager to coordinate directly with the embassy SCO team.

In the case initiation phase, the SAT manager must provide SAT members with solutions to a wide range of logistical challenges. These challenges will vary based on mission and geographic location, but some common challenges include:

- Where will the SAT members live? Typically, SAT members are provided hotel accommodations or embassy-arranged housing near training locations. It is important to ensure housing is coordinated and approved through the embassy before entering a lease.
- What is the legal status of SAT team members, the local threat level, and force protection considerations?
- Where will SAT members receive medical and dental support?
- How will SAT property accountability be conducted?
- For accompanied SATs, how will dependents be supported (e.g., what local schools are accredited for U.S. dependents)?

Many of these questions can be answered by researching what worked for previous SAT missions in the same or nearby locations by working with the in-country SCO to identify how U.S. personnel assigned to the embassy are supported, or by reviewing the SCET. The answers are likely to vary significantly depending on location and mission. These considerations are included on the site survey checklist.

Accompanied tours are less common but do exist. Accompanied tours are only for two-year or longer PCS SATs and incur additional costs against case funds for items like dependent schooling.

Some considerations for accompanied SATs that must be scoped into training costs:

- SCO office coordination is required to identify dependent-related costs.
- Housing must be suitable for dependents as well as service members.
- Medical and dental care solutions for dependents must be identified.
- DOD school accreditation requirements must be met. There are often accredited local schools that meet DOD requirements (e.g. the American school or international schools). There is a significant pay entitlement for schooling dependents that must be included when developing the case training costs.
- Family and environmental leave opportunities are provided and paid for on case funds (i.e., leave back home is authorized and is distinctly included in the LOA for SAT members on accompanied tours).

SAT members on a one-year SAT, while not accompanied, can volunteer for a consecutive follow-on year(s) and are entitled to Consecutive Overseas Tours (COTS) leave between assignments. This is a free ticket back home between SAT tours.

ISSUING THE SAT OPORD

The RSAC commander issues new SATs as a five-paragraph OPORD. A copy of the OPORD format is available in Appendix G. The SAT manager assists in preparing this OPORD. Commander's intent two levels up come from the SATMO commander; one level up is the RSAC commander's intent. When writing the OPORD, reference the SATMO base OPORD and include nuances specific to the SAT mission for reference by the SAT on the ground (primarily in paragraphs 3 through 5; e.g., command and signal and the support provided by embassy or contracted companies in country).

OPORDs are issued for each new SAT and reissued when a new SAT team leader deploys to the mission (i.e., a yearly reissue). OPORDs should be uploaded to SATMS.

Each SAT OPORD includes a baseline risk assessment. Base risk assessments must be periodically reviewed (a good technique is when writing the SAT semi-annual report), maintained by the SAT manager and SAT team leader, and a copy sent to the SATMO safety officer. Specific SAT training events may require individual risk assessments (e.g., live fire training with partner nation forces). For contracted SATs, the Performance Work Statement (PWS) functions as the OPORD.

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Chapter 5
The CUOPs Stage
(Post-Deployment Mission Management)

CASE MANAGEMENT

Security Assistance Teams (SATs) transition to current operations (CUOPs) when SAT members begin working with the partner nation. Typically, this occurs when the first SAT member physically arrives in the partner country, but occasionally a case transitions to CUOPs when SAT members start training with partner nation members within the continental United States (CONUS). At this point, U.S. Army Security Assistance Command (USASAC) G7 involvement with the SAT is minimal, and the SAT manager's interactions with USASAC G7 are primarily to keep the G7 aware of developments and milestones so the SAT-program manager (PM) can maintain the Worksheet Control Number (i.e., training pipeline) within Defense Security Assistance Management System (DSAMS). In the CUOPs stage, the SAT manager has primary lead and primary responsibility for SAT management.

Note: All cases have unique challenges. The SAT manager must think flexibly to solve challenges as they arise and present solutions to new situations. The first resource when encountering a challenge is to check with Regional Security Assistance Commands (RSAC) leadership and other SAT managers to see if similar situations have been handled in the past. Security Assistance Training Mission System (SATMS) maintains a list of current and past cases and the S6 team can assist with data mining this repository. Other sources that can assist with solving unique challenges include USASAC's country program managers (CPMs), division chiefs, Regional Operations (RO) deputies, and the G7. Institutional memory also resides in the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA DE&C) International Training Division.

SAT MANAGEMENT—THE FIRST 30 DAYS

Immediately upon arriving in country, the SAT team leader (or first to arrive) sends a note back to the SAT manager confirming "boots on ground". Often, the SAT manager will accompany the initial SAT members on a new mission— recall the SAT manager has previously been in country as part of the site survey team (and potentially earlier during case development), but SAT members have likely not. The SAT manager facilitates the initial meeting between the Security Cooperation Organization (SCO) and the SAT team leader.

The SAT team leader is required to conduct an in-person in-brief with the SCO no later than 30 days after arrival in the country. An example SCO report is available in Appendix H. Briefs should be tailored to each mission. In these first days, the SAT manager assists the SAT with developing this in-brief.
The SAT manager also confirms that SAT members have filed travel vouchers and are receiving correct pay and allowances. SAT members conduct financial in-processing through SATMO—they do not conduct financial in-processing at the embassy. Examples of pays and entitlements the SAT manager should ensure are paid to military members include:

- DD Form 1610 (for mobile training teams [MTTs]).
- A manual DD Form 1610 and DD Form 3151 (Travel Voucher) for permanent change of station (PCS) SATs. This is similar to how service members file travel vouchers after completing a PCS but is processed and sent directly from the SATMO S8 to Defense Finance Accounting Service (DFAS) (no installation travel office required).
- Entitlements like civilian clothing allowance (CCA), cost of living allowance (COLA), hazardous duty, hardship, separation allowance, dislocation allowance. In rare cases, hostile fire pay may be authorized. Historically, CCA has been the most difficult entitlement to get approved and requires SAT manager attention.
- Foreign Language Proficiency Bonus (FLPB), also known as Foreign Language Incentive Proficiency Pay (FLIPP) or just "language pay". (As for early 2025, only certain Southern Command [SOUTHCOM] positions are authorized this entitlement).

- Miscellaneous Pay covers anything not covered by the Defense Travel System (DTS) or DFAS. These are reimbursable expenses under case funds, such as gas or international plans on personal phones. Fuel used by a PCS SAT is reimbursed by country-specific methods (e.g., quarterly gas receipt submissions, the embassy fuel station, or fuel coupons). Such considerations should have been identified in the future operations (FUOPs) phase but require SAT manager attention to ensure they are appropriately paid.

Government Travel Charge Cards (GTCC) should be placed on mission critical status with an increased credit limit. SAT managers must ensure this mission critical status is requested by the SAT member.

Starting bonus and incentive pay is challenging but so is ensuring extra pay and entitlements are turned off. The SAT manager should remind SAT members to request appropriate entitlements that are stopped when they redeploy.

COMMAND RELATIONSHIP BETWEEN DEPLOYED SAT MEMBERS AND THE SAT MANAGER

Each embassy differs in level of support to SAT members. Ultimately, it is the SAT manager's responsibility to ensure appropriate life support is arranged for the SAT, and the embassy's requirement to provide the support (for MTTs operating under Title 10/Department of Defense [DOD] authority, there may be less support provided by the embassy). The first contact for resolving in country SAT life support challenges is the embassy Government Support Office (GSO). The GSO is an embassy section roughly analogous to an S4 section.

SAT Manager and SAT Member Touchpoints

SAT managers communicate at least once a week by phone and (more commonly) email with SAT team leaders. Communication protocols vary by SAT depending on level of access to communication equipment. Ideally, meetings with SAT members are conducted on MS Teams. Other platforms like the Signal app can also be used. A formal situation report (SITREP) is required a minimum of every other week (some RSAC command teams require weekly SITREPs from SAT members). SITREP requirements for contracted SATs are defined in the contract. The SAT manager must also be notified by the SAT team chief any time personnel arrive or depart the host country.

In-person meetings are held between the SAT, SAT manager, and RSAC leadership on a case-by-case basis. For contractor and hybrid teams, the contracting officer representative (COR) visit serves as SAT manager visits to SATs. For military teams, visits are more varied. SAT managers should plan one trip every six months, dependent on SAT location, COR requirements, and case funds. For example, requirements to visit SATs in Iraq are difficult to arrange, and SAT managers may only visit once a year. General planning factors are two trips a year for SAT managers, one trip for RSAC leadership, and one additional trip for the SATMO command team or other VIPs to visit the SAT.

Travel planning and approval using FMS-Admin or Operations and Maintenance, Army (OMA) funds are conducted by SATMO on a quarterly basis. Most SAT manager travel will be done on case funds, which are approved as required at the RSAC commander level.

Semi-annual assessment reports are required from SATs. The standard format is available in Appendix I. This report routes from the SAT team lead directly to the RSAC commander, but SAT managers need to be included and must ensure timely completion.

SAT Manager and SCO Touchpoints

The SAT manager remains in regular contact with the SCO office when an SAT is in country. These engagements may occur as often as weekly syncs, especially if the SAT manager and/or SAT team leader is asked to attend SCO battle rhythm updates.

Otherwise, SAT manager and SCO touchpoints occur as needed. The frequency and agenda are often dependent on how important the case is considered to the SCO and/or the GCC (e.g., GCC or Army Service Component Commands [ASCC] priority to "fix the partner nation operational readiness [OR] rate" means the maintenance SAT will get extra attention).

SAT manager (and RSAC leadership) embassy visits are coordinated through the SCO office. The foreign clearance guide details timeline requirements for submitting travel requests. This is typically 30 days, but good relationships between the SAT manager and the SCO office can speed this up. These trips are conducted using case funds.

SAT training integration with other partner training initiatives should be attempted whenever possible. The SAT manager may have a role in integrating SAT training with New Equipment Training (NET) (generally preceding SAT training) and/or Security Force Assistance Brigade (SFAB) training (generally concurrent with or following SAT training). Training integration is coordinated through the SCO office, which discusses the training with the partner nation. The SAT managers may need to present recommendations for how non-institutional training can be integrated. NET teams conducting initial partner nation training have occasionally also trained the initial SAT members (e.g., for qualifications on specific version of an airframe). SAT managers' role in such coordination will vary on a case-by-case basis.

SAT Manager and USASAC Touchpoints

In addition to the SCO office, RSAC leadership, and other SATMO personnel, the SAT manager can contact USASAC personnel for assistance with SAT issues. The following USASAC positions exist to support security assistance cases:

- **The SAT-PM.** Previously referenced in case development and case initiation, the SAT manager can reach out to the SAT-PMs in the USASAC G7. There is one SAT-PM for each USASAC RO (USASAC ROs have the same geographic areas of responsibility [AORs] as RSACs). Because of the inter-related mission set, SAT managers and SAT-PMs will be in regular contact about upcoming mission sets and SAT-PMs may be able to help with SAT issues.
- **The CPM-Forward (CPM-Fwd).** This position is filled by a USASAC person assigned to the RO but with duty at the GCC headquarters. USASAC seeks to have a CPM-Fwd for each of the GCCs, but sometimes these positions are unfilled. The CPM-Fwd does not interact routinely with SAT managers but may be able to assist with SAT issues if the request is routed through RSAC leadership to the RO team at USASAC.

SAT Manager and Contracted SATs

If contracted SAT missions are scoped correctly, there is relatively less effort needed by the SAT manager to support contracted SATs in the CUOPs phase. The SAT manager must ensure no direction is given to a contracted SAT that is contrary to or not covered in the contractual agreement created during the FUOPs phase. In other words, contracted SATs typically will self-perform according to the contract requirements. Although the SAT manager still needs to be in touch with the SAT team lead (requirements for weekly SITREPs should be scoped into the contract), personnel rotations are handled by the contracted company, not SATMO.

Although daily mission management is less intensive for contracted SATs, there are several additional tasks the SAT manager performs when overseeing contracted SATs.

Acting as the COR

First, the SAT manager will usually serve as the COR for the contracted SAT. This carries a responsibility to monitor the monthly (or other cycle, contract dependent) billing submitted by the contracted company to make sure the contractor is authorized to be paid for everything they are submitting for payment. If there are questions, check with the S8 budget analyst assigned to the case.[35]

The COR is the individual authorized by the contracting officer (KO) to perform specific technical or administrative contract functions. The COR's role includes monitoring contractor performance, ensuring quality products and services, and communicating with the KO and contractor. They act as the eyes and ears of the KO, observing, documenting, and reporting on contractor performance during the contract lifecycle. Typically, the COR is a service member or Department of the Army civilian (DAC) appointed in writing by the contracting officer. Their responsibilities include tasks such as inspection, acceptance, and other contract administration-related duties.

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[35] The DOD Contracting Officer's Representative's Guidebook is available here: https://www.dau.edu/sites/default/files/Migrated/CopDocuments/COR%20Handbook%20Oct%202022.pdf.

SAT managers conduct COR visits in accordance with the contract requirements specified in the statement of work (or performance work statement) and according to the language in the COR appointment or designation letter from the KO. COR visit frequency is a product of several factors and can range from once every three months to once every six months (biannually) or, in some cases, even longer. This frequency is documented in the Quality Assurance Surveillance Plan (QASP) included in the contract. The QASP includes a checklist of inspections/surveillance to ensure the contract is performing according to the scope defined in the Performance Work Statement (PWS).

Note: SAT managers should conduct COR visits along with other activities to maximize the effective use of case travel funds. For example, a SAT manager may travel to meet with partner nation officials during the first live fire training event, and can conduct COR inspections during this trip, rather than making two distinct trips. COR visits should not be conducted as stand-alone events unless required to meet visit frequency deadlines, as described above.

For most SATMO contracts, Army Contracting Command-Orlando (ACC-Orlando) serves as the contracting office (i.e., where the KO resides). The SAT manager reports to the KO following COR visits. If the contractor is not performing to standard, the KO must be notified immediately, but SAT managers cannot unilaterally impose changes to the contracted scope of work.

Contracts determined to not meet partner nation training needs can be modified through coordination with the contract management support officer (CMSO) in the SATMO S3. CORs must be aware that no actions outside the contracted scope can be conducted without the KO approval and should reinforce this with local embassy officials and the partner nation. Local personnel, either from the embassy or partner nation, may interact with the contracted SAT frequently and are likely to notice training gaps before the SAT manager. It may seem natural for these entities to attempt to direct contractor actions, but doing so is likely to violate the terms of the contract.

For COR visits that require expertise beyond what the SAT manager can provide (e.g., non-aviation background SAT manager serving as COR for an aviation case), an additional subject matter expert (SME) can accompany the SAT manager for COR visits. Check with the SATMO S3 on personnel availability of these personnel in the SATMO Support Cell.

The SAT manager has a role in amendments and modifications to the contractor's PWS. These are required if a partner agrees to extend a mission, or the partner nation decides to modify the scope of training. The SAT manager drafts these amendments and coordinates with ACC-Orlando based on what the partner nation wants.

Some activities that will get a COR in trouble:

- Telling the contractor employee to run an errand (this is not part of the scope of work).
- Telling the contractor to take the rest of the day off (the SAT manager does not run the day-to-day scheduling—this is done by the company).
- Talking to the contractor about possible job openings for a friend (presents conflict of interest).

The SAT manager is responsible for writing the contractor's annual evaluation. Chapter 6 includes a section on COR records requirements.

HYBRID SATS

Some SATs include military members and contractors, which are known as hybrid SATs. When managing hybrid SATs, the SAT manager ensures the military members do not create government-imposed change requests by directing the contracted team members to perform work outside the scope of their contract.

In many hybrid SATs, it is natural for the partner nation to want to discuss training effort or scope with military members, believing the military members will then direct the actions of the contracted team. To avoid this, a best practice is to ensure military members on the team understand they cannot unilaterally direct contractor actions. Another method to avoid uncertainty with roles and responsibilities between military and contracted members is to have a distinct mission scope for the two groups. For example, military members may provide operational training at the battalion and up while contractors work technical and operator level company and down training (actual roles and responsibilities will differ between individual cases).

The SAT manager ensures the relationship between military members and contractor members is clearly defined. The day-to-day scope of work for contractors is always in accordance with the contract. Military SAT members do not have the authority to manage day-to-day activities of contractors.

PROPERTY AND WEAPONS ACCOUNTABILITY

Not all SATs have assigned property. If they do, the SAT maintains a pseudo-property book. This property book is a formal, itemized list of equipment belonging to the team, required for mission execution, and often purchased with case or FMS-A funds. The SAT manager maintains a copy of this property book and ensures it is updated as equipment is purchased or divested back to the partner nation. During visits, the SAT manager should review the SAT's property book and conduct spot checks.

SATs will occasionally need to purchase equipment. The SAT manager should validate equipment purchases with the S8 to ensure they are authorized to use case funds (there may be restrictions on what can be purchased). Purchased equipment must be recorded in the SAT property book.

Property that costs $50.00 or more and is purchased with case funds becomes the property of the customer country. This property will be added to the team property book/hand receipt. This effectively makes the team leader the steward of a foreign government's property, responsible for maintaining accountability and ensuring supplies and equipment are properly used. The SAT manager's record of property book items serves as a duplicate and check on the team leader's property accountability. Because SATs are funded with security assistance funds, teams are subject to audit and/or IG inspection by the appropriate GCC headquarters.

Most SATs are not issued weapons; SAT members carrying weapons may be explicitly forbidden by the host country. Rules vary on a case-by-case basis. Weapons are not issued by SATMO. When required, weapons issue is often done through the SCO office in the embassy, but rules and procedures differ between countries. If SAT members will need access to weapons, the SAT manager's first stop is to check the RSAC's "institutional memory"—the RSAC deputy.

For teams that are issued weapons, a suitable location must be established to store weapons. In many situations, the SAT manager can work with the embassy to arrange for weapons to be stored and drawn from the same location used by the embassy security detail (usually a contingent of U.S. Marines). For cases where the SAT is located away from the embassy and weapons issue is authorized, the SAT manager may need to source a storage solution (e.g., a gun safe) for the SAT member residence.

COMMUNICATIONS

Most communication with SAT members is done through email. SAT members can access Army Enterprise solutions through the Azure Virtual Desktop (AVD), which connects to a secure, remote workstation over commercial internet.[36] SAT members have access to Army Teams and Outlook when on commercial internet systems using AVD.

SAT managers ensure each SAT member has an active AVD account before deployment. Meeting time with the SATMO S6 is part of every new SAT member's in-processing procedure.

MEDICAL

Military SAT members must enroll in TRICARE Overseas. This allows them to coordinate care through approved medical treatment facilities and to be tracked by the SATMO Senior Medic. In person medical and dental care is provided by the resources identified and coordinated for during the pre-deployment site survey (PDSS) and/or through the embassy.

SAT members can use the virtually integrated patient readiness and remote care clinic (VIPRR) clinic, a telecon medical service, to complete periodic health assessment (PHAs), post-deployment health assessment (PDHA), and post-deployment health reassessment (PDHRA). A best practice is to ensure military SAT members complete or renew all medical requirements immediately before deployment. Since many medical requirements are annual, the SAT member should remain current for the duration of a one-year (or shorter) assignment.

SATMO has a senior medical noncommissioned officer (NCO) in the S3 to assist SAT managers with checking on the medical readiness status of SAT members.

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[36] An overview of AVD with access instructions can be found here: https://cybercoe.army.mil/Portals/131/Army%20Enterprise%20AVD.pdf.

ROTATING SAT MEMBERS

SAT managers must be aware of SAT members' rotation timelines. For contracted SATs, backfills are handled through the contracted company, although the SAT manager must be aware of team member movement to ensure prerequisite training (e.g., Security Assistance Training Team Orientation Course [SATTOC]) has been conducted. For military members, there are additional planning requirements.

SAT managers know a team member is due to rotate by tracking their date estimated return from overseas (DEROS). Generally, this is one year from the in-country start date. Identifying DEROS allows forecasting backfills and working within the Army manning cycle to ensure replacements are identified, resourced, and deployed in a timely manner.

Whenever possible, the SAT manager arranges for one to two weeks of in-country overlap between outgoing and incoming personnel. This practice minimized mission disruption by allowing a good handoff during rotation. In some cases, such extended overlap and handoff may be impossible. For example:

- Availability of personnel is a common limiting factor in achieving overlap and can be mitigated through early identification and planning within the Army manning cycle.
- SAT managers must forecast and reserve SATTOC dates for incoming SAT members, understanding personnel may not be available to attend the monthly SATTOC course and deploy on a timeline that allows overlap.
- The host nation may not want to fund two personnel at once. Expenses for SAT members are covered by the host nation; to achieve in-country overlap, two personnel are filling a single authorized slot.

Because the preponderance for military moves occur during the summer cycle, it may not be possible to find a replacement during non-summer months. This is especially true for officer moves, while the enlisted DEROS management usually has more flexibility.

When rotating military members, the SAT manager works with the RSAC leadership to ensure officer evaluation report (OERs) and noncommissioned officer report (NCOERs) are completed. The SAT manager can find SAT member rating scheme maintained by the SATMO S1 to assist in determining the rating scheme for out-processing members. If the SAT manager is a military member, they may fall into the rating scheme as a rater or senior rater.

SAT member awards must be completed before the military SAT member rotates out of country. Tracking awards is the responsibility of the RSAC senior enlisted advisor, with SAT manager assistance. Joint Awards, processed through the GCC, are occasionally submitted for SAT members. If a joint award is proposed, the SAT manager must ensure they know the status of the award submission, because it will not route through SATMO. A copy of the award must be sent to the SATMO S1 to be uploaded to the SAT member's military file.

For out-processing SAT members, the SATMO S1 issues PCS orders taking the member out of the country. Unless there are unique issues with orders production, the SAT manager maintains visibility on the process but has a limited role in this action.

LEAVE, TRAVEL, AND EMERGENCY SITUATIONS

Leave

Approval authority for travel on case funds (e.g., SAT manager traveling to visit a SAT) is delegated from the SATMO commander to RSAC commanders and deputies. Travel on other types of funds (e.g., FMS admin funds) is retained at the SATMO commander level.

SAT managers assist with and track SAT member requests for leave. There are several types of funded leave unique to SATs and some special situations that may require SAT members to take leave or depart the country early.

Generally, SAT members can apply for and take leave at no cost to the case if it does not influence the mission. The SAT team leader should be the first person to evaluate leave requests, and the SAT manager must understand where the member is requesting to travel and for how long.

Funded environmental and morale leave is available for members on a PCS SAT longer than one year in duration.[37] This leave is paid for using case funds.

A second type of funded leave is Consecutive Overseas Tour (COT) leave. This leave is authorized for military SAT members who agree to serve another tour of duty with a SAT following completion of a one-year tour (also known as extending). The extension does not have to be with the same SAT but must be a consecutive OCONUS PCS assignment.[38]

SAT members may require emergency leave because of family emergencies. Red Cross messages will route through the chain of command in SATMO. SAT manager involvement during emergency leave situations includes ensuring the SAT member can make it out of the country (e.g., helping with DTS). For emergency leave situations, the government will fly the service member to the closest port of entry, and the SAT member may need to arrange travel from there.

Unscheduled, Rapid Departure from Country

There are several reasons an SAT member may need to leave the host country quickly. Medical evacuations are worked through the SCO at the embassy. The SAT manager role in medical evacuations is limited (see emergency situations below).

For unscheduled departures, the SAT manager works with the SATMO S1 to arrange for SAT members to depart the mission and report to follow-on assignments. Four other cases may require SAT members to rapidly leave a country, including:

- A gap in funding, most likely for Title 10-funded SATs, because funding comes in tranches, which may not be approved and distributed in time to maintain continuous SAT operations. If current funding runs out, the SAT must depart, even if additional funding is anticipated but not yet available.

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[37] Available as part of the Joint Travel Regulation (JTR) Supplement—Authorized FEML Locations and Destinations:
https://www.travel.dod.mil/Portals/119/Documents/JTR/Supplements/AP-FEML-01.pdf.
[38] Army Regulation (AR) 600-8-10, *Leaves and Passes*, 3 June 2020. (This AR describes COT leave).

- Governmental disputes may require the SAT to end its mission early. One example is FMF funding freezes, which may occur because of human rights violations by the host nation government. In such cases, the SAT mission ends, and the SAT manager ensures personnel depart.
- Ordered departure because of increased threat level. Title 22 funded SATs are generally prohibited from engaging in combat. Such a situation occurred immediately before the 2022 Russian invasion of Ukraine; SATs within Ukraine had to depart.
- A SAT member can be asked to leave the country by either the host nation or the embassy. This is almost always because of misconduct or otherwise inappropriate actions by the SAT member. Because SAT members are highly visible representatives of the U.S. military, even the perception of their actions or behavior will be viewed as a threat to the embassy may get them removed from the country.

Emergency Situations

For true emergency situations, the SAT member should immediately contact the embassy SCO office and/or embassy regional security officer (RSO). SAT members should contact the SAT manager as soon as the situation allows.

Emergency contact procedure:

1. **Primary (Immediate):** SAT member contacts the SAT team leader. The SAT team leader contacts the embassy RSO.
2. **Alternate (Secondary):** SAT team leader contacts the SAT manager. The SAT manager identifies if the situation is Commander's Critical Incident Requirements (CCIR)/Security Assistance Incident Reports (SAIR) and informs the RSAC and SATMO commander, as appropriate.

Note: Steps 1 and 2 should be followed in all emergency situations. Embassy personnel should not be expected to contact SATMO.

3. **Contingency (Alternate SATMO contact 1):** RSAC leadership (deputy and commander) if SAT manager is unavailable.
4. **Emergency (Alternate SATMO contact 2):** Contact the SATMO staff duty phone if RSAC personnel are unreachable.

CASE MANAGEMENT

Funding

Managing case funds is fundamental to the SAT manager's role. Mismanagement of funds is perhaps the quickest way to get in trouble as a SAT manager. The next chapter covers SAT manager interaction with the SATMO S8 in detail.

Following these two rules will prevent most issues with case funds:

1. Do not obligate funds the case does not have.
2. Do not approve purchases that are not legitimate.

To help SAT managers with case funding, the SAT team leader provides a monthly rollup of funds spent to the SATMO S8. The S8 will highlight items that are unclear or potentially unauthorized. The RSAC, supported by or through the SAT manager, then runs down the details of these purchases with the SAT team leader. The SAT manager may be required to attend financial management reviews conducted by USASAC. Such reviews are designed to "balance the books" and track spending.

Modifications and Amendments

SAT managers have a role in shaping case amendments. Amendments add or subtract money from a case and, like initial case development, are executed through the CPM at USASAC. Like developing a case, the SAT manager may be required to create Letter of Offer and Acceptance Data (LOAD) for the training aspect of a case amendment (see previous chapter for the lines that SATMO works in the Letter of Offer and Acceptance [LOA]).

The USASAC RO is responsible for signing the letter sent to the partner nation requesting case amendment changes. Amendments may be done at the request of the host nation or USASAC but require approval by both parties. One example of an amendment is changing the rank structure on a SAT if the structure was defined in the LOA. Changing rank structure will affect the overall cost (increasing, if higher grades are proposed, or decreasing if lower grades are proposed). Cost changes require host nation approval. Many LOAs specifically do not define a rank structure to avoid this situation, instead using the Security Cooperation Education and Training Worksheet (SCET) to define grade plate and skill requirements (refer to Chapter 4 for details about the SCET).

Modifications are like amendments but do not require a formal country-to-country renegotiation. Up to 15 percent of the value on a case line can be reallocated through modification. Modifications move money from one line on the case to another but do not change the overall cost of the case. An example of a no cost modifications is hiring a DAC instead of a military member. Because there are separate case funding lines for military and DAC members, money must transfer between lines in the case, even if the total cost to hire the trainer does not substantially change (this example assumes hiring the DAC does not result in a change of more than 15 percent of the case line value).

The SAT manager, with RSAC leadership concurrence, can interact with the host nation SCO to discuss changes that do not require modification to the LOA. In such cases, the USASAC G7 team must be an informed partner. For example, on a case that defines rank requirements using a SCET, the SAT manager can propose downgrading the rank structure of the SAT by modifying the SCET if personnel at the higher rank cannot be sourced.

Chapter 6
Records Management and SAT Evaluation

SAT TEAM LEADER IN-BRIEF

For all new Security Assistance Teams (SATs), and anytime a new SAT team leader rotates, a mission brief should be scheduled with the embassy Senior Defense Official/Defense Attache (SDO/DATT) and/or Security Cooperation Organization (SCO) chief. The intent of this brief is to provide introductions, ensure shared understanding of the mission purpose, and discuss the training activities designed to produce a partner capability aligned with U.S. interests.

Team briefs to the SDO/DATT and SCO should be concise but include, at a minimum, the team mission, a summary overview of the SAT, major milestones, and a qualitative assessment of progress. Appendix H provides an example of a two-page in-brief that can be used as a template for initial SAT team leader briefs and any other time a report is provided to the SDO/DATT.

Depending on the SDO/DATT's level of interest, reports may be requested on a recurring basis, infrequently, or even not at all. The SDO/DATT may also delegate receiving SAT briefs to the SCO or another entity in the embassy. If the SDO/DATT is not interested in receiving the SAT team leader brief, it should be offered to the SCO. Regardless of the SDO/DATT and SCO interest, initial team leader in-briefs should be attempted.

SEMI-ANNUAL REPORTS

SAT managers collect semi-annual reports from SAT team leaders using the format provided in Appendix I. These reports are consolidated by Regional Security Assistance Commands (RSAC) leadership and briefed to the Security Assistance Training Management Organization (SATMO) commander on a semi-annual basis. The timing of individual report submission is determined at the RSAC and SAT manager level.

Semi-annual reports follow a prescribed, standardized format provided by the SATMO S3. Historical records are archived for continuity and progression.

Individual Trip Reports

Individual trip reports are submitted within five days following travel that (1) generates request for information/requests for support (RFI/RFS) coordination outside SATMO or (2) when the trip results in significant information or due outs affecting organizations outside SATMO. Given the strategic effect of SAT training, this means trip reports are usually required (essentially, all RSAC leadership travel generates a requirement for a trip report). Because SAT managers often travel to conduct business that affects organizations outside SATMO (e.g., a local embassy), they must be aware of this requirement. Trip reports are submitted through RSAC leadership to the SATMO S3 for routing to U.S. Army Security Assistance Command (USASAC).

CONTRACTOR COR VISITS

In most cases, the SAT manager is the contracting officer representative (COR). There are several reporting requirements the COR must be aware of. The Quality Assurance Surveillance Plan (QASP), part of the contract with the company providing training, outlines COR visit frequency. Visits occur, at a minimum, annually, but actual frequency is determined by what the budget allows (generally up to quarterly).

There is a monthly reporting requirement to Army Contracting Command (ACC) through Procurement Integrated Enterprise Environment (PIEE) on performance deliverables defined in the Performance Work Statement (PWS). This can be thought of as a periodic check on contract completion and recent activities.

The contractor submits invoices on a pre-determined schedule (usually, but not always, monthly). The COR audits these contractor invoices. Invoices are structured as specified by contract line-item number (CLIN) (meaning the invoice will be subdivided into subordinate parts). The COR verifies the billed amounts match the distribution schedule and reviews substantiating documents before approving the invoice (e.g., labor charge submissions, travel charges, etc.). Invoice submission is done through wide area workflow (WAWF) in PIEE and the SATMO S8 budget analyst should be CC'd on all approved invoices. The COR records any deficiencies noted during visits. Deficiencies noted during COR visits are corrected by notifying the contracting officer (KO). The KO issues a corrective action request (CAR) to the contractor. Contractors respond to the CAR with a plan of action addressing the issue, and the COR follows up to monitor the corrective plan is completed for the remaining duration of the contract.

The COR is also responsible for contractor evaluations. If a contract exceeds one million dollars, a contractor performance assessment reporting system (CPARS) report must be completed and submitted. The report is an evaluation of past performance and is analogous to an officer/noncommissioned officer report (OER/NCOER) for the contractor. CORs should receive a notification from CPARS when a report is due (CMSO will also notify the COR when a report is due; typically, yearly and at contract completion).

EVALUATIONS

Letters of Input

SAT managers ensure that military SAT leaders request Letters of Input (LOI) from the SDO/DATT or SCO chief for military SAT members rated or senior rated by the SATMO commander. These LOIs support the SATMO leadership in writing OERs and NCOERs. The SAT leader requests the LOI, but LOIs should be sent directly to the RSAC commander from the SCO chief or the SDO/DATT.

The SAT manager does not have a direct role in the LOI process but assists by reminding military SAT members to request the LOI (if required) and tracking completion. A request for LOI should be included as part of the initial in-brief to the SDO/DATT or SCO when a new SAT team leader takes over or a new SAT begins. A reminder request can be provided to the SDO/DATT or SCO no later than one month before the SAT member departs the team.

The SAT Assessment Survey (Customer Satisfaction Survey)

SAT assessment surveys are bi-annual reports on SAT performance solicited from the partner nation's military and the SDO/DATT and/or SCO. SAT managers have an active role in soliciting these surveys. Survey responses should take no more than 10 to 15 minutes of embassy personnel time.

SAT assessment survey results from the last six months should be presented during the semi-annual report brief to the SATMO commander. SAT managers must ensure survey requests are submitted at least one month before the semi-annual report brief to allow sufficient time for response and evaluation.

The RSAC, SAT manager, or SAT team leaders solicit SAT assessments by email (the SAT manager should recommend the entity best positioned to solicit the assessments on a case-by-case basis). This email contains a link to a survey accessible from any computer (i.e., government network not required). The email should respectfully request a response within 21 calendar days. SAT managers work through the S6 by submitting email addresses and points of contact (POCs) to ensure responses are appropriately tracked and aggregated by SAT.

SAT assessments are sent to two groups:

1. Select partner nation military leadership who have direct interaction with the SAT (e.g., the commander of an artillery battery being trained).
2. The SDO/DATT, SCO chief, or other U.S. military personnel directly related to the SAT training case.

Host nation and SDO/DATT or SCO responses are sent to the S6 and S3. Response metrics and results are briefed to the SATMO commander (e.g., SAT had responses from partner nation and SDO/DATT with aggregate performance rated 8/10 from three partner nation responses and 3/10 from two U.S. personnel responses).[39]

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[39] The partner nation military leadership survey is available here: https://forms.osi.apps.mil/pages/responsepage.aspx?id=D9fm-kuVEUiStgUw1vhMQ9b7bj8EhMJIopj0TyrZvUZUQ1hQMU9NQkQ0RDRSU0lSWkZKUTlWVE9NSi4u&route=shorturl. The SDO/DATT and SCO survey is available here: https://forms.osi.apps.mil/pages/responsepage.aspx?id=D9fm-kuVEUiStgUw1vhMQ9b7bj8EhMJIopj0TyrZvUZURDRZQlYwM0xQRzY0N0ZMWThTVU1ZTFJUQi4u&route=shorturl.

3. Partner feedback about TAFT performance is positive.

More Details

8.20
Average Rating
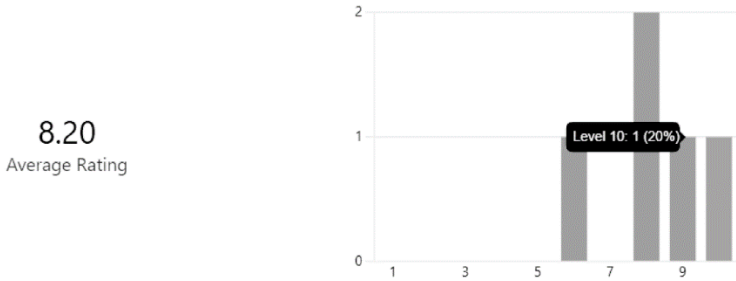
Figure 6-1. Example of partner nation survey response. In addition to quantitative metrics, written responses can also be provided.[40]

SAIR and CCIR

SAT members must submit Security Assistance Incident Reports (SAIR) and Commander's Critical Information Requirements (CCIR) to the SAT manager and RSAC leadership. SAT managers ensure SAT members understand reporting criteria for SAIR and CCIR events.

RECORDS MANAGEMENT

The SATMO SharePoint is the primary knowledge management repository for SAT mission-related records, and updating this repository is primarily the responsibility of the SAT manager (in coordination with the SATMO S3). Personnel records are maintained by the S1, Foreign Military Intelligence Collection Activities (FORMICA) debriefs, and similar records are handled by the S2, and case financial records are maintained by the S8.

Security Assistance Training Mission System (SATMS) is the primary knowledge management tool for upcoming and current security assistance cases and SAT missions. SATMS is a SATMO and USASAC G7 internal tool.

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[40] Security Assistance Training Management Organization.

SAT managers and SAT project managers (PMs) use the Defense Security Assistance Management System (DSAMS) and DSAMS-Training Module (DSAMS-TM). DSAMS is the Department of Defense (DOD) system used for the development and implementation of all unclassified cases for Foreign Military Sales (FMS) and Building Partner Capacity (BPC).[41] The DSAMS-TM is "the system of record to program, manage, execute, and track the security cooperations International Military Student (IMS) training program and associated financial management."[42] These systems provide information required by higher echelons for case planning and management (and by extension must be updated by the SAT manager) but do not necessarily provide the level of detail required for mission management at the RSAC level.[43]

CASE HANDOFF

Case Management

SAT managers, especially military SAT managers, change out. Ideally, five weeks are provided for a structured SAT manager handover to allow for incoming and outgoing SAT managers to attend one repetition of monthly events.

A minimum of 14 days should be expected to learn the basics of the security assistance world and review case load. An additional week should be provided for COR and contract requirements (applicable for contracted SAT management). New SAT managers should also attend Security Assistance Training Team Orientation Course (SATTOC) (ideally during the transition process, but SATTOC may occur within three months of arriving at SATMO).

RSAC deputies provide continuity during SAT manager transitions. They also validate that a new SAT manager is ready to take case work. The SAT manager should be able to answer, at a minimum, the following topics:

- Demonstrate access to DSAMS and SATMS accounts.
- Provide an overview of current and anticipated active cases (i.e., cases in the current operation [CUOP] stage, including team composition, rotational schedules, case timeline, and location of case documents.)

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[41] E-SAMM, Chapter 15, 2025.
[42] E-SAMM, Chapter 13, 2025.
[43] Defense Security Cooperation University provides a four-hour online DSAMS training course available at: https://www.dscu.edu/course-catalog/course/16151.

- Provide an overview of current and anticipated Letters of Offer and Acceptance (LOAs) for future operations (FUOPs) state cases the new SAT manager is taking on.
- Provide an overview of current and anticipated Letters of Request (LORs) for PLANs stage cases the new SAT manager is taking on.
- Battle rhythm review emphasizing RSAC-specific recurring calendar events (like regularly scheduled touchpoints with SAT team leaders).
- Case and SAT documents (what and where are they, at a minimum. SATMS is used as the formal repository).
- Completion of, and certificates for, required training (see Chapter 1).
- Review of outside organizations and POCs with whom they interact. POCs will be country specific but all should include:
  - Country program managers (CPMs)
  - SAT-PM
  - Embassy and SCO office personnel
  - SDO and DATT at each embassy a team is located
  - RSAC-internal POCs, such as names and contact information for site lead and contract specialist for contracted cases

SATMS is a good continuity tool and should be used as a continuity binder because SAT managers update this as the SATMO system of record. Line-by-line review of cases and SATs in SATMS should be done with the outgoing SAT manager to check for accuracy and update notes. SATMS should also have all required documents uploaded (e.g., LOA, LORs, contracted documents).

Some documents are not currently uploaded to SATMS. The incoming SAT manager may have to request these specifically. Examples include:

- Minutes from the program management reviews (PMRs), which may be provided from the outgoing SAT manager or the SAT-PM. These are signed by the partner nation and the CPM and are valuable sources of information in understanding the case, especially one in development. Knowing what was discussed during PMRs avoids "he said, she said" confusion.
- RSACs and outgoing SAT managers may have legacy files in MS Teams folders; the incoming SAT manager should request a review of these documents, as applicable.
- POCs for each of the cases. On some cases, SAT managers may interact with Geographic Combatant Command (GCC) personnel, partner nation military officials, or even other organizations like Security

Assistance Training Field Activity (SATFA) and Training and Doctrine Command (TRADOC).

- Each case timeline. This is particularly important regarding manning cycles and the need to rotate in new military SAT members, or when a contract is due to expire.

COR Duties

Handing over case COR duties is different than case management because the COR works for the KO.

The incoming SAT manager must self-nominate as the COR within WAWF. Only one COR representative can be assigned to a case at a time. Switching out as COR is a deliberate process and requires coordination with Army Contracting Command-Orlando (ACC-Orlando) to update the assigned COR on the case, a process that can take time. At least one COR cycle (e.g., processing monthly reports or invoices) should be conducted with the incoming and outgoing SAT managers. Steps to assume and begin COR duties include:

- All Defense Acquisition University (DAU) courses complete and uploaded; certificates saved in PIEE.
- Self-nominate for each case.
- Receive SATMO S8 approval.
- Receive RSAC deputy approval.
- Receive ACC-Orlando approval and designation (this allows access/log in).
- Invoices and Contractor Deliverable Report List (CDRL, Appendix J) received from the company (start of each month; contractors generally are required to submit by the 5th of the month) are reviewed and approved (CORs have until the 10th of the month).
- ACC-Orlando provides COR monthly report to be filled out.
- Monthly acceptance/rejection form emailed to KO and contract support (CS), returned to SAT manager.
- Finally, the COR goes into PIEE and the Surveillance and Performance Monitoring (SPM) module within PIEE to add a new smart form to create the COR monthly report. Upload documents as PDFs (may need to be combined to keep upload to <10 documents, e.g., weekly situation reports [SITREPs]).

Given the complexity in successfully submitting a single COR monthly report, the incoming SAT manager should follow these steps with the assistance of the outgoing COR at least once during SAT manager transitions.

Chapter 7
Special Situations

REQUESTING AND DEPLOYING SATCO MTTS

Fully manned, Security Assistance Training Company (SATCO) retains 20 officers and senior noncommissioned officers (NCOs) to provide manpower for executing Mobile Training Teams (MTTs). SATCO MTTs provide flexible and rapid training solutions for emerging and short-term, high-priority requests. These teams can be deployed within 90 days of a mission request, although 180 days of notification before mission execution is ideal (this supports a pre-deployment site survey [PDSS] about 120 days before mission execution). Using SATCO MTTs simplifies many manpower sourcing and logistical challenges associated with deploying military members sourced from other units.

SATCO's MTT manpower is arranged in two security assistance training detachments. SATCO's bench of senior NCOs can cover a broad spectrum of training categories, from tactical operations to humanitarian assistance/disaster relief (HA/DR) and leadership development. Training usually falls into one of four broad categories shown in Figure 7-1.

Tactical – Maneuver
1. Small Unit Tactics
2. Pre-Ranger
3. Infantry Mortar Leader Course
4. Basic Infantry Skills
5. Basic Drill Sergeant Operations
6. Land Navigation
7. Personal Security Detail
8. Basic Rifle Marksmanship
9. Advanced Rifle Marksmanship
10. Mounted/Dismounted Patrol Operations
11. Battle Drills
12. Basics of Close Quarters Combat
13. Basic Battlefield Reconnaissance

Medical
1. Tactical Combat Casualty Care
2. Combat Life Saver
3. Medical Evacuation Procedures
4. Prolonged Field Care
5. CPR/BLS/AED

Support/Training
1. Training Development
2. Basic Engineering Operations
3. Basic Maintenance Operations
4. Basic Communications Operations
5. Basic Leaders Course
6. NCO Development

Planning
1. Troop Leading Procedures
2. Military Decision Making Process
3. Battle Staff/Basic Staff Operations
4. Medical Planning & Logistics (Tactical/Operational Level)

Figure 7-1. Examples of training provided by SATCO MTTs.[44]

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[44] Security Assistance Training Management Organization.

A limiting factor in using SATCO MTTs relates to the military occupational specialty (MOS)/skill sets of personnel assigned to SATCO. Skill sets are skewed to combat arms type MOSs (infantry, artillery, medical, engineer, signal) and include only select low-density skills that are often in demand for training missions (e.g., air defense artillery and aviation – subject to changes based on demand and subsequent Table of Distribution and Allowances [TDA] changes). SATCO has a relatively limited bench of officers available for MTTs (nominally, two CPT/O3s and two CW3 180As). If required, and if the need is identified early, SATCO MTTs can be supplemented with military personnel from other organizations. Hybrid teams incorporating outside contractors can be led by SATCO personnel, providing a broader range of skills and capabilities while maintaining command and control (C2) under SATCO. Security Assistance Teams (SATs) may temporarily depart their assigned mission and form an MTT to supplement SATs in different countries, but this requires approval through the Security Cooperation Organization (SCO) in the losing nation to approve the temporary absence of personnel.

SA TNG DET 1 (Para 008A)		SA TNG DET 2 (Para 008B)	
Det Commander	CI/02A00	Det Commander	CI/02A00
Asst Det CDR	SF/180A0	Asst Det CDR	SF/180A0
Operations Sgt	IN/11Z5V	Operations Sgt	IN/11Z5V
Cmbt Eng NCO	EN/12B4O	Cmbt Eng NCO	EN/12B4O
Master Gunner	AR/19K4O	Master Gunner	AR/19K4O
Fire Spt SGT	FA/13F4O	Fire Spt SGT	FA/13F4O
Health Care NCO	AE/68W4O	Health Care NCO	AE/68W4O
Cbt Arms Tng NCO	IN/11B4V	Cbt Arms Tng NCO	IN/11B4V
Sig Ops NCO	SC/25U48	Sig Ops NCO	SC/25U3L
Cbt Arms Tng NCO	OD/91X40	Cbt Arms Tng NCO	OD/91X40

Figure 7-2. SATCO MTT personnel, rank, and skill set structure.[45]

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[45] Security Assistance Training Management Organization.

SATCO MTT training missions generally focus on the battalion level or lower and aim to develop local trainers through a "train the trainer" approach. Most SATCO MTT training is done as standalone training cases. For example, to train Country D on a type of mortar system, an SATCO MTT deployed and provided training like the Mortar Leader Course.

MTTs can also support larger Foreign Military Sales (FMS) or Foreign Military Financing (FMF) missions by providing supplementary training to aspects of these missions, such as leadership development or medical training for partner nation units also receiving training by permanent change of station (PCS) SATs. For example, a partner nation's Patriot unit might receive leadership training on the military decision-making process (MDMP) from an MTT, while standard training is provided by the Technical Assistance Field Team (TAFT). MTT training may be conducted progressively as a series of discrete deployments. For example, SATCO MTTs have historically supported the nation of Vanuatu with several separate month-long deployments each year.

Operational control (OPCON) and administrative control (ADCON) for MTTs is carefully managed to ensure mission success. Although SATCO retains ADCON, the Regional Security Assistance Commands (RSAC) holds OPCON during the mission, executed through the SAT manager. This structure allows for historical continuity within SATCO for teams redeploying to the same location and/or allows teams to deploy with the same personnel and ensures new missions undergo preparatory actions like those conducted for PCS teams.

In country, MTTs normally fall under the Chief of Mission (COM) authority, akin to other SATs. The relationship between the SCO and MTT SAT can be best described as a tactical control (TACON) relationship. The SCO does not task-organize the SAT but does have the ability to influence missions (e.g., a diplomatic dispute comes up requiring military partnerships to pause, and the SCO directs the MTT to pause training). The TACON analogy, while useful, is limited; for example, the SCO cannot reassign the SAT to a new location in the area of operations (AO) because the SAT is providing training defined through the Letter of Offer and Acceptance (LOA).

MTT SATs generally operate under COM authority (i.e., Title 22) but can work under Combatant Command (COCOM) authority (i.e., Title 10) in some cases depending on authority of the case (again, like other non-MTT SATs).

For MTTs deploying to a new location for the first time, the processes described in the case development chapter (e.g., sending a requirements survey team [RST] and conducting a site survey) apply for SATCO MTTs, with the addition that a SATCO Soldier will accompany the pre-deployment site survey.

Initiating a SATCO MTT mission is usually done with a Security Cooperation Education and Training Worksheet (SCET) request (see Chapter 4) under an existing blanket order (BO) case or to execute a training line of a defined order (DO) case (a new DO case can be written exclusively to provide training services using a SATCO MTT, but this is less common). During mission planning, the SAT manager plays a crucial role in coordinating with SATCO to assess capability and prepare for execution. SAT manager involvement in requesting a team from SATCO follows the following general steps. Throughout these steps, the planned mission is briefed during future operations (FUOPs) operations and intelligence (O&I) sessions. These steps include:

- The SAT manager discusses capabilities available from SATCO. Because of other mission requirements or unfilled slots, the correct personnel to fill a team may not be available from SATCO, and the SAT manager will have to explore other options to resource the training.
- U.S. Army Security Assistance Command (USASAC), in coordination with the G7, drafts an ETMS2 (also known as "TMT") tasker to SATMO to resource the training. The SATMO S3 forwards this tasker to SATCO and the appropriate RSAC.
- The SAT manager drafts a Concept of Operations (CONOP) to the SATCO leadership team describing administrative and operational requirements to be met.
- Based on information provided in the CONOP, SATCO conducts an internal mission brief and troop leading procedures to prepare the team.
- The SATCO MTT team leader provides a mission brief to the SAT manager and RSAC leadership. SAT manager concurrence of the concept brief enables the execution of a PDSS (if required).
- A final mission brief back plan is provided by the SATCO MTT team leader to the RSAC leadership based on the results of the PDSS and other pre-deployment planning. The SAT manager assists with the drafting of this final mission plan in coordination with the SCO.
- SATCO executes a final deployment checklist before mission execution.

The MTT transitions to CUOPs when the MTT arrives in the host country. The SAT manager and RSAC leadership oversee mission progress, ensuring coordination and adherence to the plan. The SAT manager is responsible for receiving reports and routing information to the RSAC leadership and SATMO. RSAC leadership and the SAT managers are responsible for MTT execution with SATCO in support of administrative requirements. After the mission, the SAT manager and MTT team leader compile after-action reports (AARs) and trip reports, archiving valuable feedback for future missions.

AVIATION CASES

The SATMO command chief warrant officer (CCWO) is SATMO's senior aviation expert and senior advisor to the commander for all things flight related.

Timelines

Aviation cases are among the most complex training cases because of the large number of subsystems on an airframe; highly structured training and safety requirements; and long timelines for case development and initiation. In addition to training the equipment (e.g., flight or maintenance training), mission planning training may also be provided. Aviation cases are commonly planned and resourced years in advance. This is primarily because of airframe production timelines, but resourcing training personnel (especially military aviators) can also take longer than a year. SAT managers working aviation cases must be aware that planning timelines and contracts are complicated.
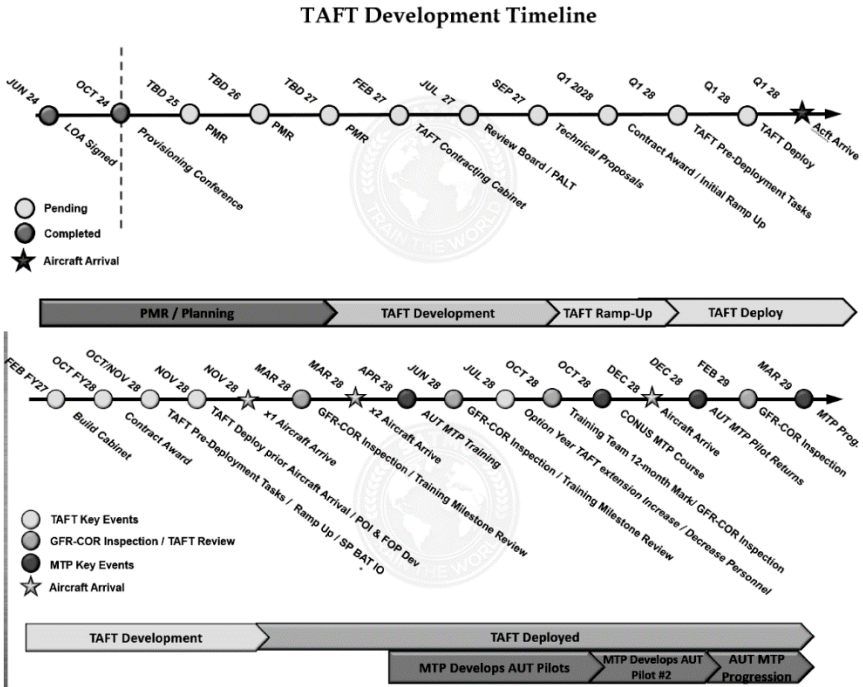
Figure 7-3. Example UH60 aviation case timeline.[46]

*Note the five-year timeline only shows activity post-LOA. Prior case initiation activities can take several more years.

Personnel

The aviation world consists of many specialized skill sets. Maintenance and aviation personnel typically have unique and non-overlapping (but complementary) skills provided by MOS-specific training. The SCO office and partner nation might not understand the nuanced differences in aviation MOSs and request incorrect skill sets. Defining requirements during RST, PDSS, and program management reviews (PMRs) is critical for sourcing the proper personnel.

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[46] Security Assistance Training Management Organization.

WARRANT OFFICERS

Scout-Attack Pilots_152BCDEFGH	Lift Helicopter Pilot_154CEF
Utility Helicopter Pilot_153ABDELM	Air Traffic and Air Space Management Tech_150A
Aviation Maintenance Technician_151A	

ENLISTED

Aircraft Powerplant Repairer_15B	Aircraft Powertrain Repairer_15D
Aircraft Electrician_15F	Aircraft Structural Repairer_15G
Aircraft Pneudraulics Repairer_15H	OH-58D Armament-Avionics Systems Repairer_15J
Aircraft Components Repair Supervisor_15K	Armament-Avionic Systems Repairer_15L
Avionics Mechanic_15N	Aviation Operation Specialist_15P
Air Traffic Control (ATC) Operator_15Q	AH-64 Attack Helicopter Repairer_15R
OH-58D Helicopter Repairer_15S	UH-60 Blackhawk Repairer_15T
CH-47 Helicopter Repairer_15U	AH-64 Armament-Avionics Systems Repairer_15Y
Aviation Senior Sergeant_15Z	

Figure 7-4. Aviation MOS list.[47]

Site Surveys and Case Development

Before SATMO conducts a PDSS, a site survey is typically done by the Program Management Offices—utility helicopters project office (UHPOs), project manager-cargo (PM-cargo), or International Apache Program Office (IAPO)-Apache—to ensure the partner nation has the infrastructure to support the requested airframes. Additional requirements to support an aviation case might include facilities (requiring work with U.S. Army Corps of Engineers [USACE] for assessing and building hangers, etc.). SAT managers may get asked about these work requirements and need to be able to redirect the question to the correct PM. The program management office site survey is often done years before the case is implemented (i.e., well before SATMO is involved in the case).

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[47] Security Assistance Training Management Organization.

To plan the training aspects of the case, the SAT manager needs the site survey report, which is completed before the LOR is submitted by the partner nation. The program management office site survey report includes information about the runways, hangers, tooling, maintenance kit, etc. It may also define the level of maintenance required, with implications for fielding a training team (e.g., depot-level maintenance training does not require MOS 15B). Limitations identified during the site survey may affect what training effort SATMO should provide.

The site survey report can be obtained from Army Aviation and Missile Command (AMCOM) Security Assistance Management Directives (SAMD), Futures Aviation.

When a SAT manager conducts the PDSS, if he or she is not an aviation manager, they must bring someone with aviation experience. During this PDSS, the SAT manager (and/or additional aviation expert) discusses the training plan. Training considerations include the availability of classroom space, office space, and determining if flight equipment will be provided by the partner nation (and if so, if such equipment is appropriate or sufficient).

During the first PMR with the partner nation, a common understanding of the training effort must be obtained to ensure the mission is feasible. SAT managers should attempt to talk with seasoned partner nation pilots and maintainers to get an idea of their baseline training and capabilities. The SAT Checklist has a tab for aviation-specific considerations.

Other Considerations

There is a difference between certification and equivalency training. As a rule, SATMO cannot provide certification training and only provides equivalency training.

Aviation SAT members may require additional training before deploying. This is most common when the partner nation is receiving a version of the airframe that is not in current use with the U.S. Army. Such training may require additional coordination before the SAT departs for the partner nation or (occasionally) can be conducted alongside partner nation forces during new equipment training (NET).

Government Flight Representative Visits

COR visits are done in conjunction with government flight representative (GFR) visits, so each contracted aviation case requires two inspections—COR and GFR. COR checks on aviation cases are performed like any other case to validate the contractor is following the Performance Work Statement (PWS). GFR checks are conducted for flight, safety, and maintenance operations. These checks occur at a minimum on a semi-annual basis, while three to four times a year is ideal. Actual frequency will depend on the level of training difficulty. The Defense Contracting Management Agency (DCMA) can provide primary outside the continental United States (OCONUS) GFRs if requested through Army Contracting Command (ACC). SATMO has service-level GFRs.

GFRs require a course, and SATMO aviation personnel must attend if they have not worked a case within three years. There is a recertification requirement after five years. This course is listed as CMA-241. GFRs also require an annual flight evaluation. GFRs are assigned to each SAT on a memorandum for record (MFR) approved through ACC-Orlando. If the SAT manager/GFR changes, the MFR must be updated with the new name. Each case can have more than one GFR (up to five) and a best practice to build an alternate bench. When developing Letter of Offer and Acceptance Data (LOAD), if the SAT manager is not able to perform GFR duties, they must include funding for two personnel in travel planning for each inspection visit (because the SAT manager will be accompanied by a GFR).

GFRs use a check list from DCMA 8210-1D (the "combined instruction") chapter 5 and 6 or 4, depending on case. Additional checks are required if the SAT is training in the continental United States (CONUS). The whole manual is inspectable because the hanger, runway, etc., must meet U.S. standards, so these checks may require additional inspection personnel.

An annual air worthiness release (AWR) or recognized Military Aviation Authority (MAA) identified in the Host Nation Acceptance List (HNAL) is required to allow U.S. personnel to fly on the aircraft. The AWR rating must be current.

The GFR conducts a checklist surveillance report. A follow up MFR based on this report is provided to the SCO, partner nation team, RSAC leadership, SAMD-PM, and ACC-Orlando (routing chain is in the DCMA 8210). The report is uploaded to Procurement Integrated Enterprise Environment (PIEE) along with COR reports.

GFRs approve the Flight Operations Procedures (FOP), aircrew qualifications (which match the labor category provided in the PWS (i.e., standardization instructor pilot [SIP], instructor pilot [IP], and maintenance examiner [ME]), SAT member flight authorizations, and the risk common operating picture (RCOP) (risk). GFRs can approve moderate-level and below risk, and the SATMO commander must approve high risk events. Extreme high risk requires the USASAC commander to authorize. This approval only applies if an SAT member is flying on the mission. As a best practice, the training CONOP and a desk side (virtual) brief should be held before the first iteration of some new training (e.g., live body hoist training, live fire training) to review risk and mitigation. Non-aviation SAT managers cannot approve flight schedule or risk assessments for aviation missions.

SAT managers and the GFR must remember contracted SATs operate on a PWS and the contract needs to include weekly reports for flight schedules. Contractors do not do work that is not in their PWS.

SAT managers with experience with one type of airframe should cross talk with experts on different airframes. Aviation SAT managers may serve as GFR for airframes they are not qualified for. To do so requires the GFR to be a "super briefer". The CCWO can provide a class that aviation SAT managers review to learn the unique capabilities of different airframes, preparing them to inspect unfamiliar airframes. The GFR is then listed on a memo authorizing them to act as the GFR on this airframe.

CONUS TAFT

CONUS TAFTs are a special situation. Nearly all SATMO SATs are forward deployed in the host nation, but occasionally training is provided CONUS. Examples include initial training for the Country B main battle tank at Camp Shelby, and a historical case where Tunisian pilots conducted CONUS flight training on OH-58s.

In addition to arranging SAT member CONUS travel, the SAT manager must ensure tickets and funding are provided for foreign nationals so they can reside in the U.S. for the training. The U.S. Embassy travel office provides such funding. Foreign military students must be in compliance with DSCA 5105.38-M.[48] Obtaining proper documentation and invitational travel orders is a common difficulty—the SCO office is responsible for these items, but the SAT manager must anticipate and assist with working through any issues.

Like identifying requirements for training in foreign nations, the SAT manager must confirm facilities are available at the proposed CONUS training location and arrange for their use. This may involve deconfliction with operational Army units competing to use the same training land and infrastructure.

Working with the S8—SAT Funding

Good communication between the SAT manager and the assigned budget analyst is crucial for developing SATs, mission execution, and avoiding problems. The level of S8 involvement varies by case, especially during case initiation. The S8 does not create budget estimates; this responsibility lies with the RSAC and SAT manager. Individual case lines are different 'pots' of money which cannot be mixed without authorization for an amendment or modification.

The SAT manager must know the funding status of their cases and have an accurate idea of how much money is available on each line. Balancing funding left on each case line is conceptually like balancing a paper checkbook. Case funds are often used to pay other DOD organizations for services provided on behalf of the case. Lack of timely invoicing can pose challenges to a SAT manager trying to determine the dollar value left on each line. If the SAT manager has not seen an expected invoice for 180 days or longer, they should, in partnership with the S8, reach out to the agency executing the contract. The longer actions go unbilled, the greater the difficulty in ensuring prompt payment. In extreme cases, payment delays can be years.

For example, the Defense Language Institute (DLI) has historically been slow to invoice SATMO for services provided as part of security assistance cases. The SAT manager may be unsure exactly how much money is left on the case. Until this is resolved, potential residual funding cannot be re-allocated to other requirements because overspending might result in a deficit.

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[48] https://samm.dsca.mil/sites/default/files/2003%20SAMM/2006-01-06%20-%202003%20SAMM.pdf.

Different types of common funds (e.g., FMF, FMS, and Building Partner Capacity [BPC]) have different constraints on use; there are also one-off unique funding streams, like Combatant Commander Initiative Fund (CCIF) funding to support Ukraine. Understanding services or material that can be purchased with each often requires the S8's expertise. For example, BPC funds (which are provided by the U.S.) follow rules like Operations and Maintenance, Army (OMA) funds, but FMS funds follow a broader range of actions and activities because they are spent under Title 22 authority. Timelines for using different funds also vary, making it important for SAT managers to be familiar with the details for each funding type.

Spending or moving money requires formal memos and notifications to avoid errors. Copying and pasting from previous memos can lead to costly mistakes, so it is best to start from scratch.

When writing contracts, the SAT manager must work with ACC-Orlando contract specialists to ensure Contracting Lines (CLINs) are written correctly. Once correct, the proposed CLIN structure is provided to SATMO S8. The SAT manager is the primary link between ACC-Orlando and the S8. It is the SAT manager's case, and the S8 is not the expert in every unique case and its development. SAT managers collaborate with ACC-Orlando (or another assigned contract agency) contract specialists and S8 to ensure contract CLIN structures are feasible, and dollar amounts are accurate.

Adequate time should be allowed for budget review before transmitting purchase requests to Procurement Desktop Defense (PD2) or Army Contract Writing System (ACWS) for contract award. The funding memo must be accurate and match the contract details. Awareness of cost changes (especially with the FACT-E portion of SATTOC), Government Purchase Card (GPC) purchase legality, and budget analyst support are key to successful case management. Budget analysts play a crucial role in ensuring the appropriations law principles of time, purpose, and amount are followed when executing case funds.

A proposed CLIN structure must be reviewed by the budget analyst before the contract version is finalized. 24 hours before submitting the contract award is not sufficient time for the S8 budget analyst to review. The SAT manager should lead the coordination between themselves and the budget analyst (SATMO S8), the contract management support officer (SATMO S3), and the contract specialist (ACC). A week of review is a good rule of thumb before submitting the contract. SAT managers also produce an accompanying funding memo, and the funding memo must match what is written by the contract specialist.

Accuracy is important—not only for the total dollar amount, but all other numbers as well (e.g., how many instructors will be assigned to the case).

Another area of SAT development in which the SAT manager must work closely with the S8 is in developing the funding sequence for a mission. Funding is provided by lines that have associated Primary Category Codes (PCCs). Some actions need to be funded earlier than others. For instance, hiring a term SAT manager using Tech Assist funding may require funding on the Tech Assist line years before money is required to resource a contract TAFT. Other actions to consider while determining funding sequence include:

- Certain early travel (for example, to support PDSS before the SAT arrives)
- Military pay (which can wait until military members are needed to deploy to conduct training)
- Contracts (which need to be funded before the team arrives in country)
- Other travel needs (such as visits by the SAT manager and RSAC leadership)

Note: Formal quarterly reviews between SAT managers and budget analysts are a best practice, with a minimum of twice-yearly internal reviews required. Routine reviews and closeouts are vital for effective fund management. Addressing dormant case lines that have not had activity for a year or more can help identify and reallocate funds unlikely to be spent. Contracts can remain open for up to five years, so continuous follow-up on expenditures and invoicing is crucial (again, think of an old-style paper checkbook).

Purchases made with case funds must align with the scope of work outlined in the SCET or LOA. Changes to cases, such as amendments and modifications, should be discussed with S8 during case reviews. Amendments are required for significant changes (e.g., adding money to a case or moving substantial amounts between case lines). The timeline for processing a case amendment is akin to developing a new case (often 18 to 24 months).

Modifications are for minor adjustments (under 15 percent of case line value) within the current scope. Modifications cannot involve new item procurement. Keeping S8 informed when receiving money and when amendments or modifications are being considered ensures proper allocation and management. The timeline for modifications is typically around eight months.

Partner nations will audit case accounts, so the SAT manager must know how money is spent. SAT managers can expect to attend Program Management Reviews (PMR) or Financial Management Reviews (FMR) where they are responsible for accounting for case fund expenditures. The SAT manager is likely to attend many of these meetings without the direct support of the budget analyst, but they can always request budget analyst or contract specialist support if there is any contentious funding or contracting issues or questions.

Funding is returned to USASAC, and eventually the partner nation, once SATMO services are complete, case lines are reconciled, and no obligations remain. Obligating funding after the case period of performance has expired is not authorized, even if funding remains on the case, because the funding is unavailable after the period of performance has expired.

When in doubt, ask the budget analyst for the status of case funding available, understanding the answer will not always be 100 percent accurate (some funding actions might be processing) but the numbers should be generally accurate.

SAT managers need to understand how the funding is broken up by category codes. Personnel (in-country support, etc.) needs to be broken down appropriately. Table 7-1 shows common PCC codes.

Table 7-1. Common PCC codes used by SATMO.[49]

PCC	Svc DB	Active/Inactive	Primary Category Description	Item Srce	MTDS	DWCF	Price Elem	Fund Cd	IPC Ndr	IPC Description	Price Elem	Fund Cd
701	A	Active	Civ Per Svc - Service Line	OT	Yes		CP	8242	A0400	Leave and Holiday Costs	CP	8242
					Yes				A0420	Civilian Fringe Benefit Cost	CP	8242
					Yes				A0430	Unfunded Civilian Retirement Cost	CP	8242
					Yes				B0210	Administrative	TF	4EBT
702	A	Active	Military Composite Pay Rates	OT	Yes *		MP	8242	A0400	Leave and Holiday Costs	MP	8242
					Yes				A0460	Other Benefits - Enlisted	MP	8242
					Yes				A0470	Other Benefits - Officer	MP	8242
					Yes				B0210	Administrative	TF	4EBT
703	A	Active	Travel	OT	Yes		OS	8242	B0110	Packing, Crating, & Handling	TF	4EBT
					Yes				B0210	Administrative	TF	4EBT
					Yes				B0410	Transportation	TF	4EBT
704	A	Active	Other Costs	OT	Yes		OS	8242	A1540	System First Destination Transportation	OS	8242
					Yes				A1550	Cooperative Program Partner RDTE Cost. The FMS case funding to pay for cooperative program partner RDTE Cost.	OS	8242
					Yes				B0110	Packing, Crating, & Handling	TF	4EBT
					Yes				B0210	Administrative	TF	4EBT
					Yes				B0410	Transportation	TF	4EBT
					Yes				B0610	Storage	TF	4EBT
					Yes				B0710	Staging	TF	4EBT
850	A	Active	Training	OT	Yes		TR	8242	B0210	Administrative	TF	4EBT
870	A	Active	Planning FMS Cases	OT	Yes		OS	8242	B0210	Administrative	TF	4EBT
					Yes				B0410	Transportation	TF	4EBT

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[49] Security Assistance Training Management Organization S8.

Support Agreements

The FS 7600A (General Terms and Conditions) and the FS 7600B (Order) are required for reimbursable agreements between Federal agencies for the purchase of goods or services. These forms serve as the standard for reimbursable agreements between federal agencies, including interagency agreements, agreements within an agency, grant-related agreements, and assisted acquisitions.

Transactions with many agencies (e.g., DLI, JSOU, RA/NG MTTs, embassies) may require support agreements (7600A only or 7600A & 7600B). As a rule of thumb, support agreements are not required for contracting actions with the ACC or Defense Travel System (DTS) transactions.

The FS 7600A (GT&C) form establishes the general terms and conditions for the agreement between the requesting and servicing agencies, including the period of performance, estimated costs, and other key details. SAT managers require a signed 7600A before submitting any reimbursable work orders (using the 7600B). A FS 7600B (Order) form is used to place a specific order for goods or services under the framework of the 7600A. Each 7600B represents a specific order and needs to be filled out completely, even if it's under a 7600A with a previous order.

When required, SAT managers work with the budget analyst and Command Judge Advocate (CJA) as early in the requirements development process as possible to ensure support agreements are drafted and in compliance with applicable regulations.

Additional Thoughts on Working with the G8

Estimating the cost of attending FACT-E, the first part of the two-week SATTOC course, is a common challenge, especially for cases involving contractors. SATMO updates the cost of providing FACT-E every six months, so the SAT manager must be aware of the current cost to send SAT members through that initial two-week mandatory training.

In-country purchasing with a GPC is possible using case funds. The S8 provides the funding but the approval to execute a GPC purchase with case funds is through the Judge Advocate General's Corp (JAG) and the S4. Do not assume that it is okay to make the GPC purchase just because case money is available.

Finally, budget analysts are a partner with case funds execution. They have the experience and knowledge to keep a case compliant with appropriations laws and regulations. Tell them the requirement and/or end state, and the budget analyst will work with the SAT manager to make sure funding is allocated and obligated appropriately.

REQUEST FOR INFORMATION

The Center for Army Lessons Learned (CALL) provides a unique service to the force by providing research and answers on a wide variety of topics.

Chapter 8
Case Closeout

SAT MEMBER CLOSEOUT

Security Assistance Team (SAT) members conduct a closeout after-action report (AAR) before out-processing Security Assistance Training Management Organization (SATMO).

Military SAT members must conduct a Foreign Military Intelligence Collection Activities (FORMICA) debrief upon returning from a mission. These debriefs are conducted through the SATMO S2 and must be scheduled before releasing the service member back to the unit (for mobile training team [MTT] members) or doing a permanent change of station (PCS) to a new unit (for PCS SAT members).

Military SAT members PCSing from the host nation have orders generated by the SATMO S1 section. The SAT manager works with the S1 section to ensure these orders are provided to the military member.

All SAT members on a PCS team must out-process SATMO. Appendix K includes SATMO's out-processing checklist. SAT managers sponsor the SAT member during out-processing, with rare exceptions made on a case-by-case basis for members to remotely out-process. During out-processing, SAT managers ensure that SAT members request entitlements and bonuses related to the case be stopped. Failure to stop incentive pay results in the service member being overpaid and eventually paying the government back (or getting money garnished from a paycheck).

For contracted SATs, case closure includes closing out the contract before returning money back to the country (i.e., paying all the bills before closing the bank account).

CASE CLOSEOUT

Case closeout involves ensuring that equipment and any remaining funding is returned to the partner nation.

The SAT program manager (PM) must be informed when a case is prepared to close so they can close the Defense Security Assistance Management System (DSAMS) training pipeline.

Equipment

Upon termination of the security assistance mission or a team leader's tour of duty, the team leader and the Security Cooperation Organization (SCO) will ensure any remaining equipment and supplies are properly inventoried and transferred to the next team leader or to the control of the foreign customer in accordance with the applicable contract (usually the Letter of Offer and Acceptance [LOA]) and appropriate security assistance regulations. Any equipment purchased with case funding is the property of the partner nation.

Before returning to the continental United States (CONUS), the team leader completes the following actions:

- Conducts a complete joint inventory of equipment and remaining supplies. Prepare a Lateral Transfer (DA Form 3161) listing of all non-expendable property and unexpended supplies to be transferred to new team leader or turn over to foreign customer.
- Provides a copy of the Lateral Transfer (DA Form 3161) document, transferring team equipment to SATMO's Logistics Branch (S4) and the SAT manager during out-processing.

Funding

When closing a case, the SAT manager first ensures that any outstanding invoices have been paid. Once all debits to the case account have been disbursed, any additional funding is returned to the partner nation. For the SAT manager, this is done in partnership with the SATMO S8 budget analyst. Keeping accurate records, especially of outstanding invoices (see the "Working with S8" section), ensures this task is accomplished quickly and accurately.

Appendix A
ASASAC G7 Terms of Reference

DIRECTORATE OF TRAINING INTEGRATION

The primary mission of the Directorate of Training Integration (DTI, G7) is to serve as U.S. Army Security Assistance Command (USASAC) lead for Security Assistance Team (SAT) efforts across the Army Security Assistance Enterprise (ASAE). The G7 plans, integrates, and deconflicts all aspects of partner nation training in support of the total package approach (TPA) for security assistance missions conducted by the USASAC, including:

- A focus on planning, resourcing, and deconflicting training support before the acceptance of a Letter of Offer and Acceptance (LOA) between the U.S. and a partner nation.
- Coordinating with a variety of stakeholders, principally at the Geographic Combatant Commands (GCC), Army Service Component Commands (ASCC), and partner nation embassies through the Security Cooperation Office (SCO) and similar organizations.
- Planning and deconflicting with other ASAE training elements to ensure deconfliction, synchronization, and integration of training efforts to deliver capacity and capability to allies and partners. This may include, but is not limited to:
  - o Assistant Secretary of the Army for Acquisitions, Logistics, and Technology Program Executive Offices (PEOs) and program managers (PMs).
  - o Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA DE&C) and the National Guard Bureau.
  - o Training and Doctrine Command's (TRADOC's) Security Assistance Training Field Activity (SATFA).
  - o Army Materiel Command (AMC) Lifecycle Management Command Security Assistance Management Directorates (SAMDs).
- The Director, G7 will:
  - o Lead the DTI, G7.
  - o Provide technical expertise on SAT to Regional Operation (RO) Directorates.

- o As directed, synchronize activities with the ASAE to develop requirements that meet customer training needs and ensure training delivery as specified in the LOA. Coordinate with SATMO, RO Directorates, life cycle management commands (LCMC) SAMDs, PEOs/PMs, SATFA, DASA DE&C, and other stakeholders to synchronize training requirements within the ASAE.
- o Integrate SAT efforts with other security cooperation train, advise, and assist elements, such as Security Force Assistance Command, as possible.
- o Coordinate with National Guard Bureau, DASA DE&C, and other Headquarters, Department of the Army (HQDA) elements as required for external training resource support beyond organic USASAC and AMC SAE resources.
- o Develop training management processes to support Security Cooperation Education and Training Plans and Theater Security Cooperation Plans.
- o Support RO/SAMD force integration and training integration analysis for complex case development and TPA using the doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) framework.
- o Represent USASAC during GCC and ASCC Security Cooperation Lifecycle Planning events.
- o Conduct readiness analysis and reporting.
- The deputy director, G7 will assist the director, G7 in all the above functions. The deputy director, G7 will also perform or supervise all personnel management functions for the G7 and perform other duties as assigned. In the absence of the director, G7, the deputy director will serve as acting director.
- The G7 SAT-PMs serve as the center of gravity for the G7 functionality and primary conduit for support to USASAC RO Directorates. SAT-PMs are assigned to the G7 but are fully integrated into RO Directorate operations and work directly with all elements of the RO Directorate team from RO leadership to action officers, primarily country program managers (CPMs) during case development (RO directors and CPMs should see the SAT-PMs as an integral part of their team). Other duties include:
  - o Coordinate directly with SATMO, USASAC RO/CPM, SCO, ASCC, GCC J5, HQDA, DASA DE&C, and other United States government (USG) agencies to facilitate SAT mission planning and execution.

o Develop potential resourcing strategies to meet validated GCC allied and partner nation SAT requirements.
o Coordinate pre-Letter of Request (LOR) feasibility analysis of training requirements upon receipt of requests for information and LOR Technical Evaluations.
o Coordinate directly with SATMO, USASAC RO/CPM, SCO, ASCC, GCC J5, HQDA, DASA DE&C, and other U.S. government (USG) agencies to facilitate SAT mission planning and execution.
o Coordinate Letter of Offer and Acceptance Data (LOAD) for training cases/lines in coordination with SATMO.
o Identify and communicate to the DC-T SAT mission requests where additional support, resources, or outside agencies are required to accomplish the mission. Reclama missions as required.
o Execute SAT priority of support concept in coordination with SATMO. Develop SAT priorities in coordination with SATMO to support USASAC resource decisions. Assist with security assistance mission execution in accordance with developed priorities.
o Coordinate with DASA DE&C for legal and policy review, including but not limited to, DD Form 2964 processing and revisions of governing regulations in coordination with RO and SATMO.
o Issue appropriate orders and directives upon Army/DASA DE&C training request approval.
o Develop, update, and close training pipelines in the ASAE DSAMS-Training Module.
o Conduct DSAMS training throughout SATMO to support training management and reporting.
o Enter training mission data into mission management systems to capture potential SAT cases for further analysis, coordination, and possible future action.
o Ensure training integration during RO/SAMD case development.
o Conduct training management assessment(s) upon execution of processes to ensure long-term sustainability of training performed in coordination with the RO, SATMO, SCO, ASCC, and GCC J5.
o Provide reports, briefings, and updates to senior leaders for situational awareness of case/line development activities, potential issues, and status of ongoing actions.

- o Ensure SAT integration through RO synch meeting attendance.
- o Coordinate foreign release requirements with USASAC's Foreign Disclosure Office for SAT on behalf of SATMO SAT managers.
- Security assistance training management specialists are responsible for the following:
  - o Augment and support the SAT-PMs in conducting their primary functions. This may include detailed SAT management analysis to assist in problem solving and key leader decision support.
  - o Provide data entry support to required training management systems to capture potential SAT cases for further analysis, coordination, and possible future action.
  - o Support G7 leadership with technical and administrative support for taskers, including but not limited to, managing tasking systems and ensuring suspenses are adhered to in accordance with G7 leadership direction.
  - o Manage all correspondence received for the USASAC G7 Directorate, including proper formatting and grammar in accordance with Army Regulation (AR) 25-50, *Preparing and Managing Correspondence*, 10 October 2020, and AMAC-DCT SUBJECT: *USASAC DC-T and G7 Key Leader Terms of Reference*.
  - o Determine which items to handle personally and forward remaining items with appropriate background material to G7 director and/or deputy director for necessary action. Acknowledge incoming correspondence, reports, invitations and other items sent to G7. Conduct analysis, coordinate, and prepare replies to general inquiries and other such correspondence as the G7 leadership should direct. Ensure all correspondence is accurate and meets professional criteria relative to a high functioning directorate. Responsible for maintaining adequate levels/state of office supplies and equipment.
  - o Use proficiency in multiple word processing, spreadsheet, and graphic design tools to support product development and refinement for the G7 Directorate.
  - o Fulfill duties of SAT-PM as required.
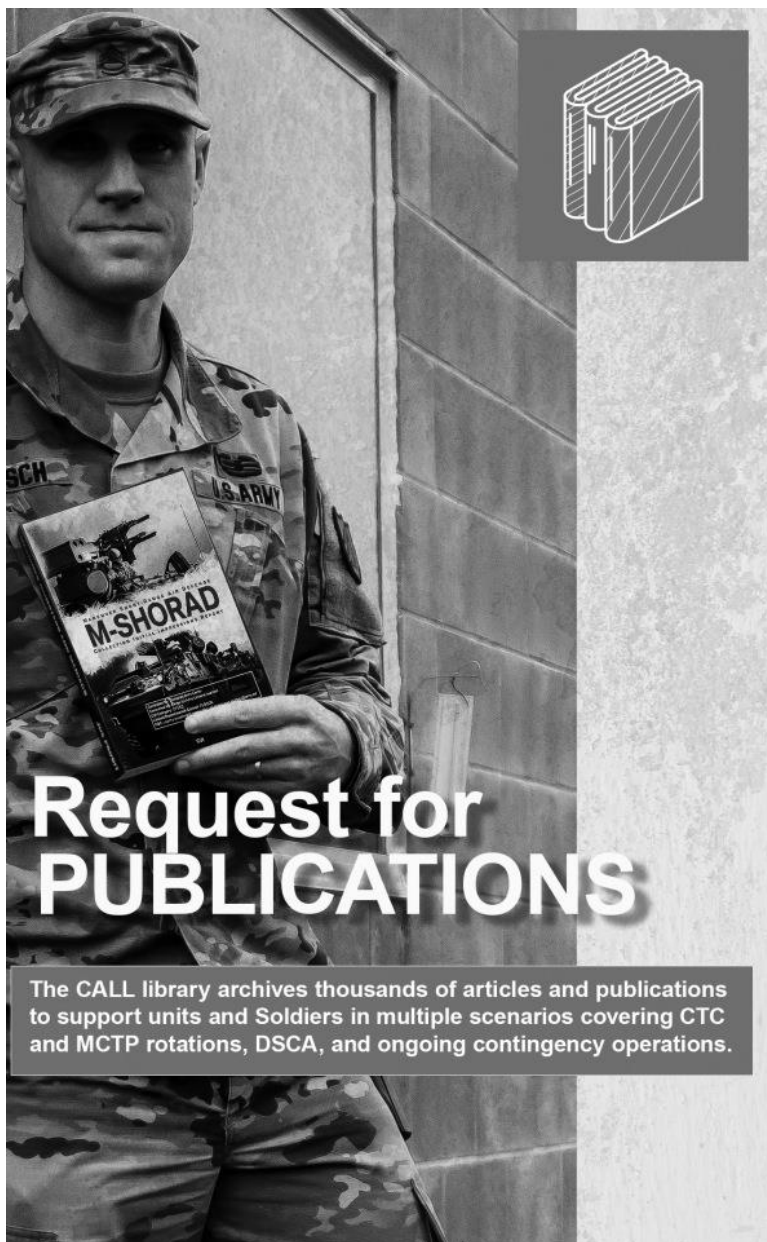
Appendix B
PDSS Checklist Example

Additional lines and actions should be added to this checklist as needed.

Pre-Deployment Site Survey (PDSS) Checklist Report

1. Mission data:
    a. Mission number:
    b. Specific mission type:
2. PDS personnel:
3. Country:
4. Unified Command/Higher Headquarters:
5. Summary statement of mission:
6. PDSS date of deployment:
7. PDSS deployment itinerary:
8. PDSS infiltration/entry into country:
    a. Method:
    b. Location:
    c. Documentation required for entry:
        o Passport:
        o Visa:
        o Country clearance:
    d. U.S. point of contact (POC):
    e. Brief description of entry procedures:
    f. Security at point of entry:
        o Internal:
        o External:
        o Security checks:
        o Method of search:
9. PDSS movement in country:
10. POCs in country for:
    a. Administrative support
    b. International Cooperative Administrative Support Services (ICASS)/United States Military Training Mission (USMTM) SUPPORT STRIP
    c. Mail Apache Program Office (APO) number set up
    d. Housing, lease, hotel, etc.
    e. Communications: internet, cell phone, etc.
    f. Water
    g. Food

      h.   Transportation: Rental car
      i.   Vehicle repair/maintenance
      j.   Television, Armed Forces Radio Network (AFRN), etc.
      k.   Power source
      l.   Medical support, embassy, local hospital
      m.   Force protection
      n.   Quality of life
      o.   Interpreter support
      p.   In-country operational funds, Military Interdepartmental Purchase Request (MIPR), credit card, etc.
      q.   Passport Visa
      r.   Driver license, international?

11. Movement to training area:
12. Basic description of training area:
      a.   Classrooms
      b.   Training materials
      c.   Training aids
13. Public and private transportation used, including cost, schedule, and routes:
14. Report radio, television programs, including language, format, and schedule:
15. Power sources, including current, voltage, transformers, and stability:
16. Exchange rate:
      a.   Official:
      b.   Commercial establishments:
      c.   ATM:
17. Ability to use credit cards:
18. Ability to use travelers' checks:
19. Local food sources: Local venders, commissary, class 6.
20. Local medical/dental services, including location:
21. Law enforcement locations:
22. Fire department locations:
23. Security agency locations:
24. Vehicle accident procedures:
25. Professional services (translators, secretarial, reproduction, film processing):
26. Recreational services available (diving, golf, fishing, sailing, camping, shopping, movies, etc.):
27. Sport facilities: Gym
28. Restricted activities:
29. Restricted locations:

30. Attitude of locals toward U.S. personnel:
    a. U.S. military:
31. Exfiltration/exit from country:
    a. Method:
    b. Location:
    c. Documentation required for exit:
        o Passport/Visa:
        o Exit card:
    d. Brief description of exit procedures:
    e. Security at point of exit:
        o Internal:
        o External:
        o Security checks:
        o Method of search:
32. Maps needed:
33. Reference material needed:
34. Field sanitation and cultural practices (e.g., acceptable bathroom and shower facilities):
35. Other important observations:

Request for PUBLICATIONS

The CALL library archives thousands of articles and publications to support units and Soldiers in multiple scenarios covering CTC and MCTP rotations, DSCA, and ongoing contingency operations.

Appendix C
NSDD 38 Smart Book

WHAT IS NSDD 38?

The National Security Decision Directive 38 (NSDD 38) is a Presidential Directive that mandates the process by which the Chief of Mission (COMs) approves "the size, composition, and mandate of all executive branch agency" (National Security Decision Directive [NSDD] 38, 2 June 1982) full-time, permanent positions subject to COM authority. This directive does not apply to positions that are under the authority of a U.S. Combatant Command (CCMD), executive branch personnel assigned to international organizations, or Voice of America (VOA) correspondents on official assignment abroad.

Positions covered include U.S. Direct Hire (USDH), civil service, military, U.S.-based Personal Services Contractor positions, and Local Employee Direct Hire positions.

Positions excluded are all legislative and judicial branch U.S. government (USG) employees and personnel, and third-party contractors (employees of private companies, non-government organizations [NGOs], Civil Society Organizations, or other partners).

WHO MANAGES THE NSDD 38 PROCESS?

By Presidential Directive, the U.S. Department of State (DOS); and the Office of Management, Strategy, and Solutions, is responsible for managing the NSDD 38 process for U.S. government executive branch agencies. Agencies may already have personnel designated to undertake the NSDD 38 process for the organization. Personnel internal to the agency should be consulted as soon as possible when NSDD 38 is being contemplated.

WHO CAN GET ACCESS TO NSDD 38?

NSDD 38 requests must be submitted by the agency's headquarters. Officials assigned to overseas locations cannot submit NSDD 38 requests. However, they can assist their agency headquarters officials with the development of a request. This provides assurance that requesting officials have the authority to commit full-time direct hire position (FTE) and the funds necessary to support those FTEs.

Certain agency officials who, because of their role or responsibilities, will need to see their agency's NSDD 38 position information, may be granted read only access.

WHAT ARE THE STEPS IN THE NSDD 38 PROCESS?

Before submitting the NSDD 38 position request, the federal agency headquarters should have completed consultations with the State Department personnel at the embassy (management, human resource, etc.) and know that the COM concurs, in principle, with the request. The NSDD 38 is the last step of the position request process with the goal of documenting the position request, position details, justification, support needed, and Post's approval. The steps of the NSDD 38 process are:

1. Agency headquarters' designated coordinator requests access to the NSDD 38 application (account and log-on) if they do not have access yet.
2. Agency's headquarters' coordinator fills out the NSDD 38 position request(s) in the NSDD 38 application and submits it to DOS management strategy and solutions (M/SS) making sure that it contains all required agency and position data and a detailed justification.
3. DOS M/SS's NSDD 38 analysts will review the request and may ask for additional information, if needed.
4. DOS M/SS will then draft a request cable for Post.

Note: The preparation of the request cable may take some time depending on the above-mentioned review and on the number of requests in the queue. The timely processing also depends on the accuracy and completeness of the submitted request.

5. After the cable is cleared and sent, the NSDD 38 analyst will provide a copy of the cable to the federal agency's requestor.
6. The embassy is requested to reply within three weeks (depending on embassy workload and staffing situation, responses may take longer).
7. After COM's consideration of the request, the embassy will send a reply cable to M/SS with the approval or disapproval decision. The cable may specify certain conditions. Disapprovals are infrequent if the federal agency has conducted appropriate consultations with the embassy.
8. The embassy's human resources officer (HRO) should update Post's personnel staffing pattern with the data on the approved position request(s) at the time the response cable is sent.

9. The embassy HRO will also record the cable's decision in the NSDD 38 case (within the NSDD 38 application).
10. M/SS will further record the response in the NSDD 38 application and send the federal agency headquarters' requestor a copy of the received response cable.

IS AN NSDD 38 REQUEST REQUIRED FOR POSITION CHANGES (E.G., CHANGES IN CLASSIFICATION [TITLE, SKILL/OCCUPATION CODES, OR GRADE LEVELS], FUNDING CHANGES, AND EMPLOYMENT AUTHORITIES)?

When a major element of a position changes, an NSDD 38 request is required. This applies to most changes (e.g., grade, position title, location, portfolio, and other modifications).

If a grade change is accompanied by a title and skill/occupation change, it needs to be documented with a new NSDD 38 request because these are changes to the composition and possibly the mandate of an agency.

Change in a position's funding source, in and of itself, does not require an NSDD 38 request. However, if the funding change is the result of a program change or decision to change how a position is filled, then it does require an NSDD 38 request. Examples of these types of changes include when an administration or a new law changes an agency's program priorities or requirements (e.g., Treasury's Customs Service is moved to Homeland Security and new programs are added), and when an agency decides to permanently fill a position with a U.S. Postal Services contractor (USPSC) instead of a direct hire.

HOW LONG WILL THE ENTIRE NSDD 38 PROCESS TAKE (FROM SUBMISSION OF THE NSDD 38 IN THE ONLINE APPLICATION TO RECEIPT OF THE COM'S DECISION)?

There is not a definitive time for processing or receiving a (cable) reply to an NSDD 38 request; however, the NSDD 38 analysts strive to transmit the NSDD 38 notification cable to the embassy within three weeks after arrival of the request in M/SS. The embassy is requested to respond to the request within three weeks of the date of the cable. The process can be prolonged for various reasons (i.e., if the submitted request is not clear, complete, or correct; workload; employee absence; and complicated considerations/circumstances at Post). However, if the agency requesting the position/changes has discussed the request with the Post leadership and received preliminary agreement, the formal approval process is much quicker.

WHAT SHOULD NOT BE DONE FOR NSDD 38?

It is important for agencies to undertake preliminary consultations with the respective embassy before initiating an NSDD 38. The preliminary consultation enables embassies to provide an initial assessment of the viability of the requested staffing change, relay information requirements, and outline considerations that the COM will account for before rendering a formal decision.

Agencies should have no expectations that an NSDD 38 be approved. The COM has full discretion by Presidential Directive to render a decision on any NSDD 38 action request for positions that are under COM authority. Agencies should not place positions that fall under COM authority into countries without the COM's official approval through the NSDD 38 process.

Appendix D
Example of Cost Over Per Diem Rate Memo

DEPARTMENT OF THE ARMY
SECURITY ASSISTANCE TRAINING MANAGEMENT ORGANIZATION
BLDG# C-3832 ARDENNES STREET
FORT LIBERTY, NORTH CAROLINA 28310-5000

ACTM-RCT   30 November 2024

MEMORANDUM FOR RECORD

SUBJECT: Use of Actual Lodging Cost (over per diem rate)

1. SFC Crist, James had to pay $22.01 over locality rate for 20241124 and $21.99 over locality rate for 20241125 - 202411128. The locality rate for Abu Dhabi, UAE is $328. The lodging selected was the only one vetted and approved for that location. All lodging cost are based off the USD conversion rate I was charged by the hotel and confirmed by reviewing my GTCC statement. All costs being claimed are verified and proper.

2. The point of contact for this memorandum is the 2RSAC SAT Manager at (910) 624-4177 or maurice.a.reid.mil@army.mil

Digitally signed by
SEXTON.CHARLES.
F.1072638405
Date: 2024.12.05
10:21:10 -05'00'

CHARLES F. SEXTON
EXECUTIVE OFFICER
2RSAC

OUR SERVICES

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WORKING FOR CALL

Work with us to drive Army change and impact Soldiers. Join us as a CALL Military Analyst (Forward) at a COMPO 1 active division or corps headquarters! Highly motivated self-starters currently serving in the rank of KD-qualified major or colonel (O4-O6) or master sergeant to sergeant major (E8-E9) are encouraged to apply. Soldiers selected will serve as a critical link between operational and institutional forces.

REQUEST FOR INFORMATION

CALL provides a unique service to the force by providing research and answers on a wide variety of topics. Reach out to us with your questions and your topics of interest.

REQUEST FOR PUBLICATION

The CALL library is home to thousands of articles and publications. Our materials support units and Soldiers in multiple scenarios covering CTC and MCTP rotations, DSCA, and ongoing contingency operations.

Appendix E
Orders with SPINS Example

AMAC-SAT-ROC   15 March 2024

MEMORANDUM FOR S1 (AMAC-SAT-HR)

SUBJECT: USASATMO Special Assignment Instructions for:

Name: [XXX]
Grade: [XXX]
SSN: XXX-XX-XXXX

1. **Assigned to:**
   Organization: WL4PAA, UNITED STATES ARMY SECURITY
   ASSISTANCE TRAINING MANAGEMENT ORGANIZATION
   (SATMO)
   Command Code: X1
   Station: **[City], [Country]**
   UIC: **W4PL06**
   DML: AMC - ARMY MATERIEL COMMAND (AMC)
   GEO: AREA
   DMSL: SEC - UNITED STATES ARMY SECURITY ASSISTANCE
   COMMAND (USASAC)
   MDTC: 4AE2
   Requisition ID: **017-01**
   Required MOS: **19A**
   Date Assigned: **20240422** (Do not report to Fort Bragg Welcome
Center).

2. **Duty at:**
   a. U.S. Army Security Assistance Training Management Organization
      (USASATMO) with as a Security Assistance Team Member, with
      duty at **[City], [Country].**
      o This is a **two-year accompanied tour.** Soldier does not have
        the option of electing tour length shorter than contract-
        specified duration. Soldier must turn in Foreign Service Tour
        Extension (FSTE) DA4187 within **90 days** of arrival to duty
        location if electing tour extension.

- o Final reporting date to the OCONUS duty location is o/a **20240510** or as determined by U.S. Army SATMO based on service member meeting pre-deployment requirements and completed visa application. Upon arrival in **[Country],** service member will in-process and be under the operational and administrative oversight of The United States Office of Defense Cooperation (ODC), U.S. Embassy, **[City], [Country].**
- o Service member authorized to report earlier to country upon coordination with USASATMO. The SAT manager assists service members with travel arrangements for travel from dependent home location or Fort Bragg, North Carolina to OCONUS duty location.
- o This is a Foreign Military Sales (FMS) Security Assistance mission.
- o Failure to comply with these instructions could delay PCS and cause embarrassment to the USG.
- o USASATMO primary point of contact (POC) is the Security Assistance Team (SAT) manager, **1) [name]; Email: [email].civ@army.mil; Office number: (910) xxx-xxxx and 2) [name]; Email: [email].mil@army.mil; Office number: (910) xxx-xxxx**

b. Service member is authorized TDY to attend the Foreign Affairs Counter Threat (FACT) course located at Fort Bragg, North Carolina, and will meet all requirements as outlined in FRAGO 9 to HQDA EXORD 210-20 (3.d.27.), to travel to **[City], [Country].** Service member will report to U.S. Army SATMO, Bldg. A-4148 near the corner of Butner and Collins Street, Fort Bragg, North Carolina, 28310: 0830 hours, **20240422** to attend FACT course **006-24 (22 – 26 APR 2024).**

3. **Service member is authorized to commence all actions necessary for accomplishing PCS actions using this message as interim authorization pending receipt of AHRC RFO and publication of orders.**

4. **Service member must complete the following pre-mission requirements:**
   a. Must possess a valid Diplomatic Passport for self and each family member (no-fee) passport. Service member will process passport request through their local transportation office.

b. Must also possess a valid tourist (blue) passport for self and each family member. Passport costs are authorized for reimbursement.

c. Must possess a valid (U.S.) state and international driver's license with photo for the entire assignment period. The driver's license may not expire at any time during the tour. The service member will be refused driving privileges in Europe without a valid U.S. and international driver's license.

5. **Service member authorizations and restrictions:**
   a. Is authorized:
      o Relocation of family members.
      o Shipment of household goods and privately owned vehicles in accordance with Army Regulation (AR) 55-71.
   b. Is required to wear military and civilian clothing in performance of his duties and may be authorized a civilian clothing allowance in accordance with AR 700-84. Additional details will be provided during USASATMO in-processing.

6. **Home station medical authorities must:**
   a. Ensure all personnel are medically (including dental) and psychologically fit for assignment USEUCOM and USAREUR Theater Medical Entry Requirements.
   b. Conduct all medical screening required by applicable regulations. All waivers for medically disqualifying conditions must be submitted and approved by the waiver authority before movement to Fort Bragg, North Carolina. Unit commanders cannot override the medical waiver authority.
   c. Administer all shots and immunizations required for travel to assigned country in accordance with AR 40-562.
   d. Ensure tuberculosis testing is performed and documented within 90 days of PCS.
   e. Ensure Soldier has current HTLV anti-bodies screening within 120 days of travel.
   f. Ensure female DOD members have a pregnancy test within 30 days of PCS.
   g. Ensure Soldiers have required prescription eye wear: minimum of one pair standard issue with clear lenses, one pair of "frames of choice" with clear lenses, at least one pair of spectacles with tinted lenses, protective mask inserts, and ballistic eyewear inserts.
   h. Ensure that Soldiers with hearing aids have sufficient batteries and supplies to last for the duration of the tour.

    i.   Provide Soldier sufficient quantity of all chronic medication to carry them through a minimum of 180 days. Personnel must use the TRICARE mail-order pharmacy for all chronic medication refills. Service member must complete on-line enrollment and registration before PCS. Medical device replacement parts, such as CPAP, should be in sufficient quantity to last one year.

    j.   Ensure that remediable medical, dental (must be category I) or physical conditions or defects which might reasonably be expected to require care during a normal tour of duty in the assigned area are corrected 30 days before departure from CONUS. All medical referrals/consultations must be completed before movement to Fort Bragg and assigned country.

    k.   Ensure Soldiers hand-carry medical, dental (including pantographic x-ray copy), international immunization records and SRP clearance form to Fort Bragg, North Carolina, and then to the new duty station.

    l.   Process all authorized dependents through the exceptional family member program (EFMP). Dependents will not be authorized travel without EFMP clearance.

    m.   Please complete Part I of the periodic health assessment (PHA). Failure to complete this requirement may delay your departure.

7.   **Travel information:**

    a.   Service member will comply with pre-mission requirements listed in the DOD Foreign Clearance Guide for official travel to their assigned country.[50]

    b.   Travel in civilian clothes directed.

    c.   Service member must make their own travel arrangements to Fort Bragg through home station ITO. Cat Z restrictions do not apply. Service member can be issued normal economy class ticket on non-U.S. flag carriers from CONUS to assigned country. USASATMO will arrange flight schedule and ticketing from Fort Bragg or family location point to assigned country and furnish tickets to service member at Fort Bragg.

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[50] https://www.fcg.pentagon.mil (CAC login required).

d.   Use of the Individual Billing Account (IBA) and Government Travel Charge Card (GTCC) is authorized in accordance with the office of the assistant secretary of the Army (financial management and comptroller) memorandum dated 9 June 2009, Subj: Use of The Government Travel Charge Card (GTCC) for Permanent Change of Station (PCS) expenses. The following charges are authorized while in a PCS status: (a) transportation, (b) lodging, (c) meals, (d) temporary quarters and subsistence expenses and (e) approved house hunting expenses. Reimbursement for travel and transportation expenses will be limited to the most direct GSA city pair fare available between the old and new permanent duty station. If GSA fares are not available, reimbursement will be based on the most cost effective, government procured, transportation available between the old and new permanent change of stations. The GTCC will not be used to purchase discretionary travel (i.e., leave), circuitous routes or travel to/from duty locations not stated in the orders. The Soldier must use a government travel office to personally procure travel arrangements. Purchase of travel through a commercial on-line service or commercial travel agent is not authorized.

e.   Service member is authorized reimbursement for four pieces of excess accompanied baggage, not to exceed 75 lbs. per piece for themselves and each family member authorized to travel on this order. Service member must be financially prepared to pay for the baggage charges when they check in with the airline. It is the service member's responsibility to obtain receipts from the air carrier for the baggage charges and provide the receipts when they file their final travel voucher.

8.   Funding information:
a.   This is an FMS funded mission. Contact USASATMO for clarification if necessary.
b.   All SAT members must have a Government Travel Credit Card (GTCC) before arrival. Contract the current agency program coordinator (APC) to ensure GTCC is in a PCS/mission critical status for the period that covers all travel time, TDY enroute, and PCS leave.

c. Service member will be provided a DD1610 for TDY travel enroute. Funds execution agency: CDR, USASATMO, AMAC-SAT-BGT, Fort Bragg, North Carolina, 28310 5000. SATMO TDY funds POC: Mr. Vincent A. Sturrup, Budget Analyst at COMM (910) 396-9447; DSN: (312) 337-9447; Email: vincent.a.sturrup2.civ@army.mil.

[NAME]
LTC, IN (<- this is the RSAC Commander)
USA-SATMO

Appendix F
SAT Member In-Processing Checklist

DATE:

Last Name	First Name	MI	Last 4 Rank	PMOS

Country assigned to:
SATCO in-processing: BLDG 4251 (SATTOC classroom)
usarmy.liberty.usasac.list.satmo-satco@army.mil

       Review in-processing week
       ACFT profiles
       SC-101 training
       Country brief
       Title 22 brief
       SC-101 certificates

Section POC Name:_____ Section POC Signature:_____

Human Resources Branch (S1): BLDG 4148 (2nd floor)
usarmy.liberty.usasac.list.satmo-s1@army.mil

       PCS Orders and Amendments
       Absence Request Form (IPPS-A)
       OER/NCOER/THRU DATE
       DD 93 / SGLV
       Biography/Personal Data Sheet/DA 3955
_____Certificate of Non-Availability
_____Add to rating scheme

Section POC Name:_____ Section POC Signature:_____

Security Branch (S2): BLDG 4148 Room 177
usarmy.liberty.usasac.list.satmo-s2@army.mil

      SF 312 NDA
      NATO Security Briefing
      TARP/CI/Foreign Disclosure Form
      DD Form 2760 Lautenberg Amendment
      ISOPREP Update
      Security clearance in process via DISS
      CAC access to SATMO building

Section POC Name:_____   Section POC Signature:_____

Operations Branch (S3): BLDG 4148 (2nd floor)
usarmy.liberty.usasac.list.satmo-s3@army.mil

_____Add to email distro
      AVN packet
      DTMS/SCWD
_____Safety Brief
_____H2F Intake Form

Training In-Processing (S3): BLDG 4148 (2nd floor)
usarmy.liberty.usasac.list.satmo-s3@army.mil

Turn in all training certificates (as stated on orders).

Section POC Name:_____   Section POC Signature:_____

Logistics Branch (S4): BLDG 4148 Room 181/183
usarmy.liberty.usasac.list.satmo-s4@army.mil

      Logistics
      Copy of CIF record (CIF in-processing)
      Sign for unit crests/patch
_____Draw equipment at CIF

Section POC Name:_____   Section POC Signature:_____

Resources Branch (S8): BLDG 4148 Room 130
usarmy.liberty.usasac.list.satmo-s8@army.mil

> PCS Orders and Amendments
> DD 1610
> Account Transfer Form
> Annex 1 Statement of Understanding (SOU)

Ensure DTS account has been released by losing unit—Mandatory to provide certificates for the following training:

_____Programs and Policies—Travel Card Program (Travel Card 101)
          [Mandatory]
_____DTS (Basic)—DTS Travel Documents (DTS 101)
_____DTS (Basic)—About DTS

*Personnel assigned to Country F (except ATAG) and Country E will do their in-processing in country.

https://www.defensetravel.dod.mil/site/trax.cfm

* TAFT team leaders must meet with their assigned budget analyst along with their SAT managers to be briefed on their responsibilities of funds management and documentation.

*For service members TDY and return, SAT managers and/or Soldiers must notify S8 when they start movement to country in order for in-processing of accounts to take place.

Section POC Name:_____   Section POC Signature:_____

RSAC (1st SOUTHCOM/INDOPACOM, 2nd CENTCOM, 3rd EUCOM/AFRICOM: BLDG 4148 [1st floor])

usarmy.liberty.usasac.list.satmo-1rsac@army.mil
usarmy.liberty.usasac.list.satmo-2rsac@army.mil
usarmy.liberty.usasac.list.satmo-3rsac@army.mil

_____SATTOC complete
Team briefing
Received orders
Coordinate for airline ticket pickup
Contact roster
Passport/Visa check and issue
DD 1610
Defense Enrollment Eligibility Reporting System (DEERS)/ID CARD (check expiration, if expired or will expire within 1 year, send service member to SSC)
Family Care Plan (Mandatory for single parents and dual military Soldiers)
CDR (Officers) or CSM (Enlisted) team leaders (only) in-brief (RSAC will schedule):

RSAC POC Name:_____   RSAC POC Signature:_____

MEDPROS: MEDIC VALIDATE THROUGH MEDPROS
usarmy.liberty.usasac.list.satmo-satco@army.mil

PHA Status

PHA Date:
Date will go MRC4:
(Service member should not go Red for 60 days after report date)

Dental Status

Dental Date:
Date will go MRC4:
(Service member should not go Red for 60 days after report date)

Appendix G
SAT OPORD Template

COPY 1 OF 1
COPY X RSAC, U.S. ARMY
SATMO FORT BRAGG, NORTH CAROLINA 28310

DDMMYY

OPORD XX-XX (COUNTRY) Security Assistance Team (MISSION) OPORD Template

References:

Task Organization: See Appendix A

1. **Situation.**
    a. **Provide country overview.**
    b. **Area of Operation.** See Annex C country map.
    c. **Enemy Forces.** SIPR Annex B (See S2 for threat brief).
    d. **Friendly Forces.**
        o **Higher Headquarters Two Levels Up.** SATMO.
            ➢ **Mission.** Deploy, sustain, and redeploy tailored Security Assistance Teams (SATs) to execute OCONUS security assistance missions that support Department of State (DOS) and Department of Defense (DOD) security cooperation initiatives and programs.
            ➢ **Commander's Vision.** Remain Department of Army's gold standard security assistance training provider expanding partner capacity, strategic readiness, and trust.
        o **Higher Headquarters.** X RSAC.
            ➢ **Mission.** Leads the AMC Security Assistance Enterprise, develops and manages security assistance programs and foreign military sales cases to build partner capacity, supports COCOM engagement strategies and strengthens U.S global partnerships.

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> ➢ **Commander's Vision.** Remain DOD's gold standard security assistance provider expanding partner capacity, strategic readiness, and trust.

2. **SAT Mission:** Provide SAT mission.

3. **Execution.**

    a. **Purpose:** Provide purpose statement.

        o **Key Tasks:** Provide key tasks.

    b. **End State:** SAT end state objective.

    c. **Concept of Operations:** Provide concept of SAT execution.

    d. **Tasks to SAT Team:**

        o Provide specified tasks of mission.

        o Provide report to the embassy every two weeks using Annex R SATMO SAT REPORT FORM.

        o Provide semi-annual reports to RSAC when designated (See Annex R).

    e. **Coordinating Instructions.**

        o **Commander's Critical Information Requirements.**

> ➢ SAT is responsible for providing required 5W information to RSAC commander and SCO depending on country requirements (email primary, phone secondary).
>
> ➢ Section supervisors are responsible for providing required 5W information to SATMO commander and S3 (email primary, phone secondary).
>
> ➢ SATMO S3 is responsible for completion of required SIR/CCIR report and submission to USASAC G3 or XVIII ABN Corps.

        o **Personnel Recovery Coordination Measures.**

        o **In-processing and out-processing of SAT members.**

> ➢ SAT managers have primary responsibility for ensuring that SAT members complete in-processing and out-processing.
>
> ➢ S1 is responsible for maintaining the in-processing and out-processing SOP and is responsible for training all SAT managers on procedures.

        ➢ All SAT members will complete out-processing survey and submit it to the SAT manager.

- **SAT member pre-mission training.**
  - ➢ All SAT members will attend SATTOC before conducting security assistance missions. Those who have attended FACT within the last five years are not required to attend phase 1 (FACT). RSACs must receive SATMO commander approval for any SAT members who do not attend SATTOC before conducting a security assistance mission.
  - ➢ All SAT members will receive initial counseling by their rater and senior rater if located at SATMO headquarters before departing FBNC. If rater or senior rater is not available, the SAT manager will coordinate for an alternate counselor or schedule VTC counseling.
- **SAT member management.**
  - ➢ SAT members fall under the management of their respective SAT manager. RSACs are responsible for ensuring SAT members always have an assigned SAT manager.
  - ➢ RSAC leadership will provide routine touchpoints with all SAT personnel monthly. As needed, RSAC leadership will consolidate issues and concerns to be reviewed during operations and intelligence (O&I) current operations (CUOPs) for support from SATMO staff.
  - ➢ RSAC leadership will coordinate command visits, ensuring either RSAC or SATMO leadership visits locations once yearly.
- **Travel Procedures.**
  - ➢ Provide guidance on TDY travel.
- **Reporting Procedures.**
  - ➢ SAT teams provide SITREPs to RSAC commanders to provide guidance

> ➤ RSACs will use the standardized SITREP format (Annex R – SATMO SIGACTS Template)
> ➤ Semi-annual reports are to be submitted to the RSACs using the SATMO format (see Annex R). Reports will be consolidated by RSACs, with RSACS developing an RSAC semi-annual report. RSACs will provide the SATMO commander a written semi-annual report and use the SATMO semi-annual brief format (See Annex R).

- **RSAC Battle Rhythm Procedures.**
  > ➤ Provide guidance on engagement plan with SAT.
  > ➤ Administrative updates.

4. **Sustainment.**
   a. **Concept of Sustainment.** Provide SAT guidance on sustainment resources.
      - **Logistics.** Provide guidance on logistics for SAT.
      - **Lodging.**
      - **Vehicles.**
      - **CCA.**
      - **Training aids.**
   b. **Personnel.**
      - **Awards.**
      - **Evaluations.**
      - **Personal Records Review (PRR):** Business processes that enable the completion of the Army Military Human Resource Record (AMHRR) review in accordance MILPER Number: 18-032—Changes to the Record Review Tool and Processes in the Interactive Personnel Electronic Records Management System PRRs will be completed: annually, during in-processing, and upon separation from service (e.g. birth month or 10 percent of unit monthly).

- o **SGLV Update:** SOES is an online, self-service application and can be found under the following link: milconnect.dmdc.osd.mil/. Using the self-service application. Soldiers will elect SGLI beneficiaries; change SGLI and family SGLI coverage amounts; restore, increase, or decline SGLI and family SGLI coverage if applicable. If no further updates are needed the Soldier will submit the SGLV for update. SOES will notify Defense Finance Accounting Service (DFAS) and deductions will automatically be deducted from payroll accounts if applicable. SOES is available 24 hours a day, 7 days a week, 365 days a year for Soldiers to access, change, and certify their SGLI coverage. All Soldiers are required to update their SGLV in SOES annually.
- o **DD93 update:** All Soldiers will update their DD93 annually with the S1. OCONUS Soldiers will be notified. View email, request to verify, sign, and return DD93 for upload into IPERMS annually.

c. **Legal Support.**
- o SATMO legal will provide services for Powers of Attorney and Wills as needed for SATMO ALL.
- o The Country Security Agreement will be provided by SCO with country-specific guidance.

d. **Health Service Support.**
- o Provide guidance to available in-country medical services and Tricare overseas.

5. **Command and Control.**
  a. **Command.**
  - o **Succession of Command.** U.S. Army SATMO commander, deputy commander, executive officer, director of operations (until one of the subordinate commands can assume), RSAC commander.
  - o **Chain of Command.** TAFT TM LDR – RSAC CDR – SATMO CDR.

> o Security assistance teams have coordination authority with the in-country Security Cooperation Organization for training management under the COCOM's authority.

    b. Control.

> o Commands at the O5 and O6 level will visit TAFTs annually IOT maintain good order and discipline.
> o Commands will maintain redundant voice and digital communications 24 hours a day, 7 days a week with the SAT team.
> o PACE Plan.
> o **Reports:** Semi-annual reports, SAT SCO Report, Commanders Critical Incident Requirements (CCIR), Security Assistance Information Requirements, Situation Reports.

6. Signal.

    a. SATs will maintain and report a primary and alternate form of Voice Communication and a primary and alternate form of Data Communication.

    b. SATMO maintains a Facebook page for unclassified updates and public relations to all SATMO personnel and their families.

    c. A virtual Family Readiness Group (FRG) is provided by SATMO S6 on Facebook.

POC for this order is:

ACKNOWLEDGE:

<div align="right">

RSAC CDR
RNK
RSAC

</div>

Appendix H
SCO In-Brief Slide Format Template

Note: CUI when filled.

Figure H-1. Slide format.[51]

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[51] Security Assistance Training Management Organization.

REQUEST FOR INFORMATION

The Center for Army Lessons Learned (CALL) provides a unique service to the force by providing research and answers on a wide variety of topics.

Appendix I
Semi-Annual Report Format

AMAC-SAT-ROC   27 February 2023

MEMORANDUM FOR Commander, 2nd Regional Security Assistance
Command, U.S. Army Security Assistance Training Management Organization
(SATMO), Fort Bragg, North Carolina, 28310

SUBJECT: Semi-Annual Assessment Report for Bandaria THAAD TAFT

1. **General TAFT information:**
   a. **Team Leader Name:** CW2 John Smith 140K
   b. **Key Dates:** CW2 Smith arrived at THAAD Technical Assistance
      Field Team (TAFT) Bandaria 31MAR2022. TAFT established in
      Bandaria, DEC 2015 with planned execution to DEC 2025.
   c. **Team Composition:** Two military members (0/1/1/0/0)

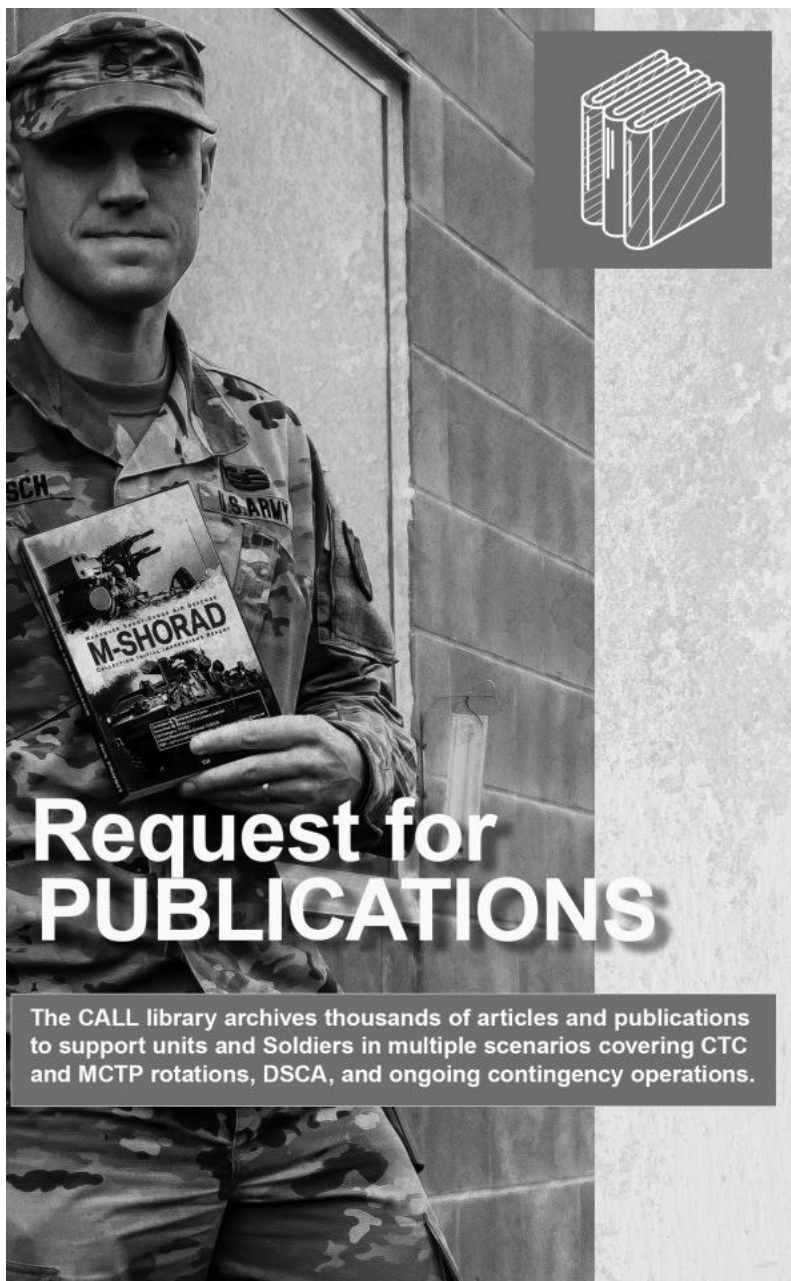| TEAM MEMBER	MOS	ARRIVED	DEPARTURE	REMARKS
CW2 Smith	140K	31 MAR 22	01 MAR 24	1 year tour (1 year extension)
SFC Doe	14T	11 AUG 22	10 AUG 23	1 year tour

   d. **Mission:** Train and advise Bandarian Air Defense Force on the
      tactical employment of the Terminal High Altitude Area Defense
      (THAAD) weapon system.
2. **Status/assessment of mission:**
   a. **TAFT training goals/objectives and assessed status:**
      o Conduct informal in-country THAAD weapon system
         training qualifying operators to serve as members of a
         crew—complete. Provide a basic preventative
         maintenance, march order, and emplacement classes to
         the Bandarian Airmen at both sites—complete. Present
         AMMO 45 and AMMO 67 course material to launcher
         crew members at both sites—complete. Assist with
         HAZWOPER course presentation for Missile Movement
         Certification—in progress 21/25 completed.

- o Conduct Mission Qualification (MQ) Certification of THAAD crews every 180 days—ongoing. The TAFT halted previous iteration of Mission Qualification (MQ) evaluations in October 2022 because of operational requirements. MQ Certifications are expected to resume March 2023.
- o Assist the Bandarian Air Defense Forces to establish organic, sustainable THAAD maintenance and logistic programs—ongoing. TAFT has advised Bandaria on proper THAAD system maintenance procedures and regularly inspects battery maintenance programs. Bandarian Airmen have demonstrated their ability to complete PMCS but rely heavily on contractor support from Raytheon and Lockheed Martin. Bandarian System Integrators request assistance from TAFT for fault isolation assistance although recurring issues have been resolved in the past. The TAFT is on track to accomplish this training objective before December 25 EOM.

b. **Projected End State.** I assess the TAFT will be successful in accomplishing their desired end state by the December 25 EOM. The TAFT and Bandarian Airmen continue to make progress on joint efforts of training; continue to assign highly technical and culturally aware personnel to team positions; and work closely with the ADA Branch at HRC to eliminate large coverage gaps amongst the TAFT personnel.

3. **TAFT Training Details:**

a. **Formal Training.** Because of the operational nature and heightened alert state of Bandaria THAAD, the Bandarian Master Evaluators and TAFT have been unable to coordinate formal training. The Bandarian crews maintain weeklong shifts on site and then are completely off the following week.

b. **Informal Training.** The TAFT and Bandaria Master Evaluators are ready to react to lowered postures on the sites and conduct Operation Readiness Exercises (OREs). OREs evaluate the crews on Alert State Assumption, Air Battle Management and Missile Reload. Maintenance sections and the overall site are also evaluated. The time available to conduct OREs is only available after all scheduled maintenance has been accomplished. TAFT has completed 2 OREs across both sites and administered 24 written examinations on doctrinal knowledge of equipment and gunnery standards. TAFT has presented AMMO 45 and 67 to all the required Bandarian Airmen.

    c.   **Projected Training Next Six Months.** Bandaria Master Evaluators and TAFT will continue to conduct OREs, written examinations and retraining as needed at both sites. TAFT is expecting to receive a large influx of initial entry Bandarian Airmen to receive basic gunnery instruction but finalized dates and numbers have not been provided. The new Bandarian Airmen will receive specific instruction tailored to their projected position within THAAD fire control and communications platoon, radar platoon, and launcher platoon.

4. **Issues and Concerns:**

    a.   **Passport/Visa Support.** The TAFT has faced issues with team members receiving the proper verbiage on their orders from SPINS. Losing MPD on losing installations have been unwilling to follow SPINS in RFO without SAT manager involvement. Delays in order generation lead to delays in Passport/Visa approval and ultimately arrival times.

    b.   **External Support.** External support is not required to execute the current mission and training objectives effectively and efficiently.

5. **Conclusion:**

    a.   The TAFT is effectively training the Bandarian Air Defense Forces and is on track to accomplish all listed training objectives before EOM in December 2025.

    b.   Because of the ongoing operational nature and heightened alert state of Bandaria THAAD, it is difficult to accurately forecast and coordinate formal training or even exact dates for crew evaluations, but TAFT is willing to react on short notices and conduct training and evaluations as alert states allow.

    c.   Recommend current TAFT team leads and SAT managers continue to have open dialogue and review potential new members before placing them on assignment to ensure they have appropriate experience and skills to effectively train Bandarian counter parts.

CF: JOHN SMITH
SAT Manager: CPT JOHN DOE II, CW2 AD, TAFT TEAM LEADER

Request for
PUBLICATIONS

The CALL library archives thousands of articles and publications to support units and Soldiers in multiple scenarios covering CTC and MCTP rotations, DSCA, and ongoing contingency operations.

Appendix J
Contractor Deliverable Report List

DATA ITEM TRANSMITTAL/ACCEPTANCE/REJECTION FORM
Contract W900KK-_____

CLIN/ELIN: _____/_____   TITLE: _____
Block 14 Distribution: _____
Other: CDRL Number

Doc. Ref. No.:_____   Date:_____
From:

Contractor section

To: U.S. Army Contracting Command - Orlando
     12211 Science Drive,
     Orlando, FL 32826-3224
     ATTN: _____
The above detailed CDRL item is forwarded for review and acceptance/ rejection. This item is due _____,
Government review period is _____ days.

Signature:
Typed Name/Title: _____

FIRST ENDORSEMENT: Date Received:

( ) Accepted.
( ) Accepted. Attached comments must be incorporated into the next
    scheduled submission. (This block is for use with periodically
    submitted items only.)
( ) Rejected, comments attached. Change pages ( ) are ( ) not sufficient
    for correction. Contractor is allowed ( ) 30 days or ( ) ___ days
    to resubmit.

COR section

Signature:
Typed Name/Title: _____   Date: _____

VIA: Date:

VIA: PD____   Date:

SECOND ENDORSEMENT:

( ) Accepted.
( ) Accepted conditionally. Attached comments must be incorporated in the
    next scheduled submission.
( ) Rejected, comments attached. Resubmit no later than _____

KO section

Signature:
Typed Name/Title: _____   Date: _____
              Contracting Officer

CC w/Encl.:

CC w/o Encl.:

Figure J-1. Report list.[52]

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[52] Army Contracting Command – Orlando [ACC-Orlando].

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REQUEST FOR PUBLICATION

The CALL library is home to thousands of articles and publications. Our materials support units and Soldiers in multiple scenarios covering CTC and MCTP rotations, DSCA, and ongoing contingency operations.

Appendix K
SATMO Out-Processing Checklist

DATE:

Last Name   **First Name**   **MI**   **Last 4 Rank**   **PMOS**

Security Branch (S2): BLDG 4148 Room 177
usarmy.liberty.usasac.list.satmo-s2@army.mil

Personnel Locator Beacon—Turn in (if applicable)
_____CI Brief/FORMICA BRIEF
_____DA FORM 137-1 S2 Position Complete

S2 POC Name:_____   Section POC Signature:_____

Operations Branch (S3): BLDG 4148 (2nd Floor)
usarmy.liberty.usasac.list.satmo-s3@army.mil

Security Assistance/Security Cooperation Course Certificates entered into DTMS
_____Flight records closed out and transfer

Logistics Branch (S4): BLDG 4148 Room 181/183
usarmy.liberty.usasac.list.satmo-s4@army.mil

_____OCIE Records
Key control log checked and all keys turned in (CONUS)
All personnel need to have cleared CIF and received the stamp before clearing S4
_____OCONUS TAFT Survey

S4 POC Name:_____   S4 POC Signature:_____

Information Management Branch (S6): BLDG 4148 Room 180A/B
usarmy.liberty.usasac.list.satmo-imo@army.mil

Mobile device(s)
*Apple ID removed
*Reset and turned-in (Check hand receipts)
Laptop turned over to hand receipt holder and cleared (Check hand receipts)
Network resource(s) permissions removed
Removed from distro-lists/shared mailboxes/shared calendars
Army 365 entitlement(s) set to transfer (DEPO) (Gaining MACOM_____)

S6 POC Name:_____   S6 POC Signature:_____

CENTER FOR ARMY LESSONS LEARNED
10 Meade Avenue, Building 50
Fort Leavenworth, KS 66027-1350

SECURITY ASSISTANCE TRAINING MANAGEMENT MANUAL

NO. 25-998
2025