

Army Regulation 12-7

**Security Assistance and International
Logistics**

Security Assistance Teams

**Headquarters
Department of the Army
Washington, DC
15 June 1998**

UNCLASSIFIED

SUMMARY of CHANGE

AR 12-7

Security Assistance Teams

This revision--

- o Incorporates various U.S. law changes as a result of revision to Title 10 and 22 United States Code (U.S.C.), establishes policies, and assigns responsibilities for providing security assistance teams to foreign governments under the provisions of the Foreign Assistance Act of 1961 as amended, and the Arms Export Control Act as amended.
- o Changes HQDA security assistance proponentcy from the Deputy Chief of Staff for Logistics to the Deputy Under Secretary of the Army (International Affairs).
- o Incorporates responsibilities established under General Order 10, dated 12 August 1997.
- o Revises the structure of the regulation to cover six types of security assistance teams.
- o Revises table 1-1 to identify the types of security assistance teams and a synopsis of their mission.
- o Covers permanent change of station (PCS) teams (chap 2).
- o Covers teams on temporary duty (TDY) (chap 3).
- o Covers contract field services (CFS) teams (chap 4).
- o Contains administrative data relevant to all types of SATs (chap 5).

Effective 15 July 1998

Security Assistance and International Logistics

Security Assistance Teams

assistance team management under one regulation.

Applicability. This regulation applies to the Active Army, the Army National Guard of the United States, the Army Reserve, Department of the Army civilians, and contracted employees serving on security assistance teams deployed by the U.S. Army.

Proponent and exception authority. The proponent of this regulation is the Deputy Undersecretary of the Army-International Affairs (DUSA-IA). The DUSA-IA has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The DUSA-IA may delegate this approval authority, in writing, to a division chief within the proponent agency in the grade of colonel or the civilian equivalent.

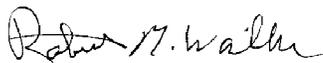
Army management control process. This regulation contains management control provisions in accordance with AR 11-2, but does not contain checklists for assessing

management controls. Alternative management control reviews are used for management controls.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA, DUSA-IA, ATTN: SAUS-IA-DSA-A, 102 Army Pentagon, Washington, DC 20310-0102.

Suggested Improvements. Users of this regulation are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA, DUSA-IA, ATTN: SAUS-IA-DSA-A, 102 Army Pentagon, Washington, DC 20310-0102.

Distribution. Distribution of this publication is made in accordance with Initial Distribution Number (IDN) 093105, intended for command levels C, D, and E for the Active Army, the Army National Guard of the United States, and the U.S. Army Reserve.



Robert M. Walker
Acting Secretary of the Army

History. The printing publishes a revision of the publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation implements changes in procedures and responsibilities for security assistance teams and brings security

Contents (Listed by paragraph and page number)

Chapter 1

General, page 1

Purpose • 1-1, page 1

References • 1-2, page 1

Explanation of abbreviations and terms • 1-3, page 1

Responsibilities • 1-4, page 1

Security Assistance Training Program (SATP) • 1-5, page 2

Chapter 2

PCS Teams, page 3

General • 2-1, page 3

Authorized use • 2-2, page 3

Request procedures • 2-3, page 3

Call-up message • 2-4, page 3

Support requirements • 2-5, page 3

Overseas tour lengths • 2-6, page 3

Personnel status • 2-7, page 3

Cost recovery • 2-8, page 3

Security Assistance Organization (SAO) responsibilities • 2-9, page 3

Relationships • 2-10, page 4

Selection of personnel • 2-11, page 4

Pre-Deployment Site Survey (PDSS) • 2-12, page 4

Pre-deployment training • 2-13, page 4

SAO mission • 2-14, page 4

Orders • 2-15, page 5

Flight physicals for team members • 2-16, page 5

Chapter 3

TDY Teams, page 5

General • 3-1, page 5

Call-up message • 3-2, page 5

Non-U.S. equipment • 3-3, page 6

Drawdown decision SAT requirements • 3-4, page 6

Selection of personnel • 3-5, page 6

SAO responsibilities • 3-6, page 6

Team chief responsibilities • 3-7, page 6

Team member responsibilities • 3-8, page 6

TDY Orders • 3-9, page 6

Pre-deployment training • 3-10, page 6

Team support • 3-11, page 6

Chapter 4

Contract Field Services (CFS) Teams, page 7

General • 4-1, page 7

Use and programming of CFS teams • 4-2, page 7

CFS request • 4-3, page 7

Team assembly • 4-4, page 7

Team chief actions • 4-5, page 7

Preparation for overseas deployment • 4-6, page 7

SAO actions • 4-7, page 7

Medical services for CFS team members • 4-8, page 7

Interpreter support • 4-9, page 7

Extensions • 4-10, page 8

*This publication supersedes AR 12-7, 15 February 1979.

Contents—Continued

Passports and visas • 4-11, *page 8*
Country or area clearances • 4-12, *page 8*
Pre-deployment training • 4-13, *page 8*

Chapter 5

General Administration, *page 8*

General • 5-1, *page 8*
SAT request procedures • 5-2, *page 8*
Addressees for call-up messages • 5-3, *page 8*
SAO general responsibilities • 5-4, *page 8*
Language requirement/interpreter support • 5-5, *page 8*
Team assembly • 5-6, *page 8*
Team support • 5-7, *page 9*
Civilian clothing • 5-8, *page 9*
Financial management support • 5-9, *page 9*
Disclosure of classified information • 5-10, *page 9*
Medical services for team personnel • 5-11, *page 9*
Extensions • 5-12, *page 9*
Correspondence • 5-13, *page 9*
Country and area clearances • 5-14, *page 9*
Passports and visas • 5-15, *page 9*
Personnel evaluation reports • 5-16, *page 9*
Reports • 5-17, *page 9*

Appendixes

- A. References, *page 10*
- B. PCS Team Development Sequence, *page 10*
- C. Format for Security Assistance Team (SAT) Request/call up, *page 10*
- D. TDY Team Development Sequence, *page 11*
- E. Instructions and Format for SAT Effectiveness Evaluation, *page 11*

Table List

Table 1-1: Types of Security Assistance Teams, *page 2*
Table B-1: PCS sequence dates and actions, *page 10*
Table D-1: TDY team dates and actions, *page 11*

Glossary

Index

Chapter 1 General

1-1. Purpose

This regulation establishes policies and assigns responsibilities for providing DA Security Assistance Teams (SATs) to foreign governments and international organizations under the provisions of the Foreign Assistance Act of 1961 as amended, and the Arms Export Control Act as amended.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. The Secretary of the Army will advise the Secretary of Defense on all Army security assistance matters and will procure and provide defense articles and services to meet approved Army security assistance team requirements. The Secretary of the Army is also responsible for providing information necessary to ensure proper SAT planning can be accomplished.

b. The Deputy Under Secretary of the Army for International Affairs (DUSA-IA) acts for the Secretary of the Army in security assistance (SA) team policy matters. The DUSA-IA exercises overall staff supervision in directing and coordinating the Army SAT program and will—

(1) Coordinate the development and issuance of Army-wide SA policy and the development of Army input to SA programs in conjunction with the Army Staff (ARSTAF).

(2) Exercise policy responsibility for SATs under International Military Education and Training (IMET); Foreign Military Sales (FMS); Foreign Military Finance (FMF); International Narcotics and Law Enforcement (INL); Nonproliferation, Antiterrorism, Demining and Related matters (NADR); and Presidential drawdowns.

(3) Monitor timely implementation of approved OCONUS training requirements.

(4) In coordination with in-country Security Assistance Organizations (SAOs), theater Army command, unified command, other DA Staff agencies, and TRADOC, validate Army SAT requirements and resource availability.

(5) Conduct comprehensive studies of SAT requirements, including follow-on requests forwarded by the SAO, and submit through appropriate channels to the Director, Defense Security Assistance Agency (DSAA).

(6) Approve the Army SAT concept and forward to CG, TRADOC for implementation.

(7) Exercise overall staff supervision in directing and coordinating all SAT matters.

(8) Resolve impasses among MACOMs, the U.S. Army Security Assistance Training Management Organization (USASATMO), Security Assistance Training Field Activity (SATFA), and foreign government representatives.

c. The Assistant Secretary of the Army Financial Management & Comptroller (FM&C) will provide guidance to DUSA-IA, U.S. Army Security Assistance Command (USASAC) and TRADOC on the supervision, direction, and control of financial management of the SAT program, to include budgeting, funding, accounting, management analyses, reporting, and cost recovery from the host government.

d. Major Army Commands (MACOMs) will identify and provide personnel to execute Security Assistance missions and will provide materiel and related support activities in response to requirements established by TRADOC.

e. Chiefs of Security Assistance Organizations (SAOs) will—

(1) Assist foreign countries in—

(a) Planning and programming SAT requirements.

(b) Submitting requirements to appropriate agencies.

(c) Administering approved programs in-country.

(2) Make recommendations concerning SATs.

(3) Provide appropriate services concerning training and technical assistance to recipient countries for the Security Assistance Training Program (SATP).

(4) Prepare necessary administrative documents related to SA training as required within this regulation.

(5) Provide administrative and operational control of deployed SATs.

f. The Deputy Chief of Staff for Operations and Plans (DCSOPS) will—

(1) Pass taskings from the U.S. Army Security Assistance Training Management Office (USASATMO) to the National Guard Bureau and the Office, Chief of Army Reserve, as necessary.

g. The Deputy Chief of Staff for Personnel (DCSPER) will—

(1) Recommend policies to procure, distribute, manage, retain, and separate U.S. military personnel in support of security assistance.

(2) Provide guidance throughout DA on the availability and provision of military (except Army Medical Department (AMEDD) officers) and U.S. civilian personnel to support proposed SAT programs.

h. The Deputy Chief of Staff for Intelligence (DCSINT) will—

(1) Approve disclosure of classified military information on all SATs required for release to foreign governments.

(2) Provide guidance and assistance to TRADOC for all military intelligence SAT programs.

(3) Oversee and monitor all intelligence-related security assistance missions.

i. The Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC) will—

(1) Act as executive agent for the management and implementation of Army-provided SATs.

(2) Administer the SATP through the Director, SATFA, and the Commander, USASATMO.

(3) Administer the central financial management and distribution of FMS training funds for all operating agencies as required by HQDA.

(4) Analyze and determine during the staffing of Letter of Offer and Acceptance (LOA), Army training installation capability to support SAT requirements.

(5) Exercise responsibility for coordination, preparation, and deployment of SATs and related support activities. CG, TRADOC will ensure that USASATMO and SATFA—

(a) Assist the SAO in developing the SAT concept.

(b) Obtain supporting organization designation and estimates of support costs.

(c) Direct and monitor the determination of price, availability, preparation, and negotiation of LOA for individual SATs.

(d) Coordinate with Personnel Command (PERSCOM) for military personnel selection for PCS SATs. Coordinate with the Office of The Surgeon General (OTSG) for AMEDD officer personnel.

(e) Develop, in coordination with PERSCOM, any special pre-deployment training requirements for PCS SAT personnel.

(f) Serve as point of contact for information provided to SAT selectees.

(g) Provide the required services to SATs and related support activities as specified by the FMS agreement.

j. The servicing Staff Judge Advocate (SJA), legal office, or The Judge Advocate General (TJAG), as appropriate, will review and approve LOAs, contracts, and negotiation documents to be used in establishing SATs to ensure agreement with legal standards and procedures.

k. The Director, SATFA, will—

(1) Serve as program manager for all Army-provided SA training for foreign personnel.

(2) Prepare LOAs and monitor FMS cases.

(3) Maintain the FMS LOA identifier register.

(4) Coordinate LOAs with Defense Security Assistance Agency (DSAA) as required.

- (5) Advise the SAO when case requires amendment.
- (6) Prepare amendments and modifications as required.
- (7) Ensure timely submission of billings against case.
- (8) Issue Obligation Authority (OA) for OCONUS SATs to USASATMO.
- (9) Task USASATMO for OCONUS SAT requirements.
- (10) Determine releasability of country requests for training in coordination with ODCSINT and USASATMO.
- l.* The Commander, U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS), as delegated by the TRADOC commander, through the USASOC commander, will maintain the operations of USASATMO.
- m.* Commander, USASATMO will—
 - (1) Implement approved SATs.
 - (2) Task lateral CONUS commands and other U.S. Army CONUS activities to field training teams provided to allied countries or to provide training support materiel as required.
 - (3) Coordinate informally with DSAA, other military departments, HQDA, overseas commands, and OCONUS security assistance elements on SAT matters.
 - (4) Develop, plan, deploy, and support SATs, except Quality Assurance Teams (QATs), calibration teams, repair and return (R&R) teams, and English Language Laboratory teams. Coordinate requirements for OCONUS SATs among security assistance elements.
 - (5) Manage the Table of Distribution and Allowances (TDA) for OCONUS PCS assigned SAT military personnel. Exercise UCMJ authority, and provide personnel actions and finance support to OCONUS team members assigned to PCS SATs.
 - (6) Conduct financial transactions associated with all aspects of team management, to include funds receipt, distribution, billing, collections, and reimbursements. Ensure implementation of OA before taking any action that requires funds.
 - (7) Coordinate responses to requests received from SAOs or Defense Attach Offices (DAOs) for training literature, programs of instruction, lesson plans, and other training materials in compliance with SAT missions.
 - (8) Capture, document, and maintain statistics on deploying SATs.
 - (9) Act as point of contact with all foreign attaches, SAOs, and U.S. country representatives for established SATs.
- n.* The Commanding General, U.S. Army Materiel Command (CG, AMC) will—
 - (1) Serve as the DA executive agent for the operation of approved materiel for the FMS and Foreign Military Financing Program (FMFP).
 - (2) Coordinate the release of materiel, publications, training aids, and training devices.
 - (3) Develop, plan, deploy, and support all Quality Assurance Teams, calibration teams, repair and return teams, and English Language Laboratory teams.

o. The Director, Army National Guard will identify and activate ARNG soldiers to execute SAT missions, as required.

p. The Chief, Army Reserve (CAR) will identify and activate USAR soldiers to execute SAT missions, as required.

q. The Surgeon General (TSG) will direct, control, provide policy, and supervise all medical teams provided by the Army Medical Department.

r. The Chief of the Army Corps of Engineers will identify and provide personnel and equipment to execute SAT missions, as required.

s. The Commanding General, U.S. Army Security Assistance Command (USASAC) will—

(1) Serve as country program manager and central case manager for approved materiel FMS missions.

(2) Develop, maintain, and distribute the FMS Total Package Approach (TPA) pamphlet to SAOs for use in assisting FMS customers in understanding the TPA concept and its importance to the successful operation and maintenance of end items and systems.

t. Based on guidance furnished by HQDA, heads of other MACOMs and Army Staff agencies, within their respective functional areas, will—

(1) Support and supervise the administration of SATs.

(2) Administer SAT funds and submit financial and training reports in accordance with governing regulations and standing operating procedures.

(3) Provide timely response to USASATMO taskings for individual SAT members or entire teams to meet SAT mission requirements.

(4) Ensure military and DA civilian SAT members meet qualifications specified in the taskings, and that these personnel are afforded sufficient time, guidance, and support to prepare for their OCONUS missions. Responses of non-support to OCONUS mission taskings from TRADOC's USASATMO must be approved at the General Officer level.

1-5. Security Assistance Training Program (SATP)

a. The SATP governs assistance the U.S. provides to friendly countries and international organizations in maintaining their defensive strength and military capability in the free world.

b. This regulation covers the types of security assistance teams within the overall Security Assistance Program: chapter 2 covers issues specific to PCS teams; chapter 3 covers issues specific to TDY teams, chapter 4 covers issues specific to Contract Field Services (CFS) teams, and chapter 5 contains administrative data relevant to all types of SATs. Table 1-1 shows the overall scope of security assistance teams.

c. This regulation should be used in conjunction with AR 12-1 and AR 12-15 for guidance in budgeting and programming.

Table 1-1
Types of Security Assistance Teams

Acronym	Definition	Reference	Duration of Tour	Owning Unit	Mission
TAFT	Technical Assistance Field Team	AR 12-7 AR 12-15	PCS (AR 614-30; Vol 1) JTR:(4005)	USASATMO	Technical assistance or training- 180 days or longer
ETSS	Extended Trng Service Specialist	AR 12-7 AR 12-15	PCS (AR 614-30; Vol 1) JTR: (4005)	USASATMO	Technical assistance or training- 180 days or longer
TAT	Technical Assistance Team	AR 12-7 AR 12-15	TDY up to 180 days	Home station	Technical assistance less than 180 days
MTT	Mobile Training Team	AR 12-7 AR 12-15	TDY up to 180 days	Home station	Training and instruction less than 180 days
CFS	Contract Field Service	AR 12-7 AR 12-15	According to terms of con- tract	Contractor	Training or technical assistance in country

Table 1-1
Types of Security Assistance Teams—Continued

Acronym	Definition	Reference	Duration of Tour	Owning Unit	Mission
RST	Requirements Survey Team	AR 12-7 AR 12-15	TDY up to 180 days	Home station	Determine country requirements

Chapter 2 PCS Teams

2-1. General

a. Technical Assistance Field Teams (TAFTs) are U.S. military and civilian DoD personnel who are used to provide in-country technical support to foreign personnel on specific equipment, technology, doctrine, weapons, and supporting systems when Mobile Training Teams (MTTs) and Extended Training Service Specialists (ETSSs) are not appropriate. TAFTs are often the bridge between purely technical assistance and pure training. TAFT members are technical experts in their fields and often provide formal and informal training to their counterparts as part of their primary mission of ensuring the continued operation of the equipment or support system. TAFTs are often used to set up operational maintenance and supply systems that will interface effectively with CONUS activities. In this sense, TAFT members are both doers and trainers. TAFTs set up and operate the systems, as well as train their counterparts to assume full operational control as quickly as possible. TAFTs cannot be provided under IMET funding.

b. Extended Training Service Specialist (ETSS) teams are U.S. military and civilian DoD personnel who are technically qualified to provide advice, instruction, and training in the installation, operation, and maintenance of weapons, equipment, and systems. Unless specifically approved by the Defense Security Assistance Agency (DSAA), ETSS teams will be provided for no longer than one year. These are the long term training teams utilized for in-country training of foreign military personnel.

c. Both TAFTs and ETSS teams provide services for specific purposes and periods of time on a fully reimbursable basis.

2-2. Authorized use

A TAFT or ETSS team will be considered only if the requirement cannot be satisfied by a TDY SAT. If the training requirement is too extensive to be fully satisfied by a TDY team, a TAFT or ETSS team will be considered rather than repetitive use of TDY SATs. A TAFT or ETSS team will not be provided as an augmentation to the SAO staff to perform duties which are normally the responsibility of the staff. They will not be used for follow-on retraining or in advisory roles, except in rare instances when the recipient country is not capable of providing qualified personnel from its own resources or hiring qualified personnel from non-indigenous sources, or the SAO recommends it is in the best interest of the United States.

2-3. Request procedures

Security Assistance Team request procedures are discussed in paragraph 5-2.

2-4. Call-up message

a. A TAFT or ETSS team programmed during the Training Program Management Review (TPMR) is not automatically a requested call-up. Specific action must be taken by the SAO to provide a minimum of 18 months notification to TRADOC with copies to the unified command and all interested activities and commands. Appendix B provides a PCS team development sequence. A short lead time should be avoided as it causes administrative and personnel difficulties associated with passports, itineraries, issuance of orders, and medical processing.

b. Addressees for the call-up message are found in paragraph 5-3.

c. Appendix C provides the format for the call-up message of a PCS SAT.

2-5. Support requirements

Unless otherwise provided, USASATMO, in coordination with SATFA, the SAO, the U.S. Diplomatic Mission, and other appropriate agencies, will ensure support is provided for Army TAFT/ETSS personnel and their family members. The level and quality of support will be equivalent to that provided to other DA personnel of equivalent grade in-country. Support will be provided on fully reimbursable basis in accordance with the TAFT or ETSS agreement or LOA.

2-6. Overseas tour lengths

AR 614-30 will govern overseas tours for military personnel. Paragraph C4005, volume 2, Joint Travel Regulations, will govern overseas tours for DA civilian personnel. Compatible with the duration of the TAFT or ETSS requirement and available support, accompanied tours are to be authorized and included in the FMS negotiations. A TAFT or ETSS team will be unaccompanied if provided for periods up to but not exceeding one year. If a TAFT or ETSS team is approved for longer than one year duration, the personnel may be accompanied if the threat environment permits. (Tour length policy for soldiers assigned to activities governed by "contracts" is included in AR 614-30. The soldier serves the tour prescribed by the contract.)

2-7. Personnel status

The LOA will contain an appropriate standard note on personnel status.

2-8. Cost recovery

a. All expenses for a TAFT or ETSS team will be borne by the foreign government. These expenses will include but not be limited to—

(1) Personnel pay, allowances, and differentials if the case providing the funding is a FMS cash/credit case.

(2) Special training of personnel (excluding primary qualifications training in the functional area to be assigned) needed to satisfy peculiar requirements of the TAFT or ETSS.

(3) Transportation and full range of support (including support for dependents if accompanied tour).

(4) Training aids and TDY travel in-country (as required).

(5) Travel TDY in CONUS prior to team deployment.

(6) Travel requirements under TDY from country to CONUS, if appropriate.

b. The designated administrative agency for the TAFT/ETSS or the Embassy's General Services Officer (GSO) will provide support cost data and will assist the SAO in negotiation of agreements or LOA as appropriate. If the nearest support activity is not under the theater commander, the SAO will notify SATFA.

c. Support costs incurred by designated supporting activities will be included in the TAFT/ETSS LOA, if appropriate. Supporting organizations will be reimbursed from the TAFT/ETSS LOA for such support cost (i.e., FMS billing, travel, and any administrative costs, etc.).

2-9. Security Assistance Organization (SAO) responsibilities

The Chief of the SAO is responsible for initial planning and coordination of in-country TAFT/ETSS activities. The SAO will—

a. In coordination with the Chief of the U.S. Diplomatic Mission, evaluate the request for training assistance by the foreign government, the validity of the requirements, and conformance with U.S. policy.

b. In coordination with the armed forces of the foreign government, develop a listing of required skills and the duration of the assistance, consistent with the country's development of self-sufficiency.

c. Develop and submit to SATFA through diplomatic channels, a detailed, time phase plan, which includes data as shown in appendix C. (The plan submitted by the SAO will be used primarily to evaluate the applicability of TAFT/ETSS concepts to the country's requirements).

d. Provide or arrange in-country support for TAFT/ETSS personnel and family members.

e. Ensure completion of the SAT effectiveness evaluation report prior to the team's departure from the host country and monitor the results of the services performed by the TAFT/ETSS in the host country.(USASATMO)

f. Submit plans, after local coordination, for any follow-on TAFT/ETSS requirements, through the unified command.

2-10. Relationships

a. TAFT/ETSS members, through their designated chiefs, will respond to host country requirements as established by each TAFT/ETSS mission or LOA.

b. TAFT/ETSS members will retain the title and rank held in the U.S. Army. They will conform with uniform and clothing regulations as prescribed by the SAO in-country. The comparison of military and civilian grades in AR 210-50, table 5-1, will be used as the criterion for precedence to be accorded any civilian team members. United States citizen civilian personnel administration will be in accordance with U.S. Office of Personnel Management (OPM) and DA civilian personnel regulations.

c. Local civilian labor requirements for the TAFT/ETSS will be met with the assistance of the American Embassy staff and the host government. Where a direct hire system is used the TAFT/ETSS will ensure that any direct hire local national's employment conditions, including pay and benefits, conform with U.S. Embassy policies and those established by the host government.

d. TAFT/ETSS members will have no command or functional authority or responsibility over personnel of the host nation armed services.

e. Administrative and logistical support for a TAFT/ETSS will be provided by USASATMO in coordination with the SAO or as specified in FMS agreements.

f. Military members of TAFT/ETSSs are assigned to the Security Assistance Training Teams, Table of Distribution and Allowances (TDA), managed by USASATMO, with duty in the respective country. Personnel accountability for TAFT/ETSS rests with USASATMO, and the Commander USASATMO retains UCMJ authority over TAFT/ETSS military personnel.

2-11. Selection of personnel

a. The Office of The Surgeon General (OTSG) (for medical personnel) or the DCSPER will ensure soldiers selected for assignment to TAFT/ETSS have the experience, technical ability, maturity, and personality to accomplish their duties in the best interests of the United States. Gender, race, ethnicity, religion, and other factors bearing no relation to ability to perform the mission, will not be considered when selecting personnel for assignment to SATs.

b. DCSPER will ensure that—

(1) Maximum effort is made to select soldiers who meet the desirable as well as the mandatory qualifications.

(2) Such soldiers will be highly qualified in their respective fields. They should be the best available who meet all other qualifications.

(3) Such soldiers will be capable of working with others and will have demonstrated their abilities to supervise effectively and conscientiously.

c. The SAO requesting a TAFT/ETSS will clearly state the mission requirement and any other qualifications the team members should possess. The SAO should also identify geographic or climatic conditions to be considered in selection of team members.

d. Team members will be medically fit to perform duty with the TAFT/ETSS in the designated country. Personnel with known physical disorders which may require medical attention or hospitalization will not be selected.

e. Soldiers selected for a TAFT/ETSS must have enough time remaining in the service before separation or retirement to complete the required period of PCS, and be fully qualified for overseas service before departing home station.

2-12. Pre-Deployment Site Survey (PDSS)

A PDSS is executed normally by the team chief approximately two months and NLT 30 days before the TAFT/ETSS deploys to the host country. The purpose of the PDSS is to establish initial coordination and liaison with the SAO and host nation representatives and to determine if all requirements for the TAFT/ETSS are in place prior to deployment of TAFT/ETSS. During the PDSS, the team chief will inspect the training site, determine requirements for special tools, equipment, and other support materials, and discuss the proposed training program with the SAO and host nation representatives.

2-13. Pre-deployment training

Special training of personnel (excluding primary qualifications training in the functional area to be assigned) needed to satisfy TAFT/ETSS peculiar requirements will be accomplished prior to TAFT/ETSS deploying to country.

2-14. SAO mission

a. The SAO will—

(1) Upon notification of the name of the individual selected, establish liaison with the TAFT/ETSS team chief to advise him of duties, travel conditions, clothing, and other requirements. The SAO will ensure TAFT/ETSS personnel, upon arrival, receive an orientation on the history, culture, and customs of the country, the threat environment, force protection requirements to include Rules of Engagement (ROEs) as appropriate, and on the organization and capabilities of the forces to be trained.

(2) When a replacement for a TAFT/ETSS member is required, the SAO will submit to USASATMO a request specifying the reasons and timing.

(3) Assist TAFT/ETSS personnel in receiving, dispatching, storing, and safeguarding military information, including classified information. It is the responsibility of the SAO to acquaint the TAFT/ETSS personnel with specific U.S. Embassy requirements to make certain that security violations do not occur.

(4) Assist TAFT/ETSS personnel in finding quarters in the immediate vicinity of the foreign training activity. Team personnel location will be in compliance with unified command force protection requirements/policies, etc., and with those of the Chief of the U.S. Diplomatic Mission.

(5) Notify the unified commander and USASATMO by message of the arrival and departure date of the TAFT/ETSS.

(6) TAFT/ETSS personnel are under the operational and administrative control of the SAO while in country; however, the team chief is solely responsible for the training mission.

(7) If TAFT/ETSS personnel are relieved for cause, prepare and forward a full report through channels to USASATMO.

(8) Ensure TAFT/ETSS personnel are not used by the foreign country for purposes beyond the scope of the approved mission statement. The SAO will emphasize to the country requesting a TAFT/ETSS that the purpose of the team is to provide training or technical assistance and instruction only and not to provide administrative support or labor intensive technical assistance such as installation or repair of equipment. TAFT/ETSS personnel will not be used to provide office services, chauffeuring services, messenger services, or services of a purely personal nature. If the team chief feels that the team's mission has been altered, an objective assessment of the situation will be sent by message or letter to USASATMO, with copies to the SAO, and the appropriate unified and component command.

(9) Take appropriate measures to ensure TAFT/ETSS case-funded property is appropriately controlled and transferred to foreign country representatives or to follow-on TAFTs.

b. The TAFT/ETSS Team Chief will—

(1) Before deployment, establish direct communication with the SAO when additional information is required to prepare for pre-deployment activities, PDSS and other factors affecting successful completion of the mission.

(2) While in the foreign country, report factors that affect mission success to the SAO to resolve problems. Issues that cannot be resolved at the local level will be reported to USASATMO.

(3) On completion of the team's mission and before departure from the foreign country, brief the SAO on the effectiveness of the TAFT/ETSS.

(4) On completion of the team mission, prepare an effectiveness evaluation report in accordance with appendix E and present a copy of the report to the SAO before leaving the country.

(5) Maintain accountability for property and its authorized use under the procedures established by the SAO.

(6) Maintain accountability of all in country support funds and provide monthly reports of funds usage through the SAO to USASATMO.

(7) Prepare and execute the TAFT/ETSS mission, and maintain responsibility for the actions of the TAFT/ETSS members.

(8) Ensure force protection requirements are met throughout the TAFT/ETSS mission.

c. Team members will—

(1) Submit applications for passports and visas as instructed by USASATMO.

(2) If on an authorized accompanied tour, complete all family member deployment screenings according to AR 600-8-11. Family travel decisions (concurrent or deferred) will be based upon the response from the overseas commander.

2-15. Orders

a. TDY. Travel instructions for pre-deployment activities not-enroute may be issued by the losing command or USASATMO. USASATMO will provide the losing command coordinating instructions to be included in the TDY orders which are peculiar to the specific activity, and funding information (fund cite).

b. PCS. PCS orders will be issued by the Personnel Service Battalion of the TAFT/ETSS team member's installation. USASATMO will provide to PERSCOM coordinating instructions to be included in the PCS orders which are peculiar to the TAFT/ETSS and funding information (PCS fund cite). The appropriate PCS fund cite must be included in the PCS orders.

2-16. Flight physicals for team members

A comprehensive annual flying duty medical examination (FDME) should be completed prior to departing home base. When aircrew are on duty at an OCONUS station with limited medical facilities, the FDME will be accomplished to the extent possible, and, IAW AR 40-501, paragraph 6-8d, a cover letter explaining facility limitations will be attached. A comprehensive FDME will be accomplished within 90 days of return to a station with adequate medical facilities. See AR 40-501, paragraph 6-8d for additional guidance.

Chapter 3 TDY Teams

3-1. General

TDY teams are comprised of U.S. Army soldiers, DA civilian personnel, civilian contractors, or a combination of the above, and perform services for specific purposes and periods of time under the Arms Export Control Act and the Foreign Assistance Act. These personnel are employed on a TDY basis to provide in-country technical assistance and training to the armed forces of a friendly foreign government in doctrine and on specific equipment, technology,

weapons, and supporting systems for a duration not to exceed 179 days. Predeployment Site Surveys (PDSS) — generally five-day TDYs by the SAT team chief — precede deployment of PCS or other TDY teams to ensure preparations are underway and adequate for the team. Types of TDY teams are:

a. Mobile Training Teams (MTTs). MTTs are composed of personnel on temporary duty for the purpose of training foreign personnel. MTTs are authorized to conduct in-country training when the requirement is beyond the capability of the SAO and it is more effective to bring the training to the country. MTTs are not authorized to provide technical assistance solely. MTTs may be drawn from CONUS or within theater. MTTs may be formed to train foreign recipients at U.S. installations and facilities. Equipment used for this training must be either owned by, or allocated for, delivery to the recipient country. Predeployment Site Survey Teams (PDSS) will deploy before MTTs upon concurrence of the SAO whenever the SAO does not have the subject matter expertise or capability to perform pre-deployment survey functions.

b. Requirements Survey Team (RST). RSTs are deployed TDY to an OCONUS location to determine specific country training needs. The purpose of an RST is to assess the country's capabilities and to determine requirements for equipment, team composition, and duration of future training or assistance service mission.

c. Technical Assistance Teams (TATs) TATs are deployed TDY to provide technical assistance, other than training. TATs are used to maintain or repair equipment that has been provided to the host government. These teams can be used to set up and place into operation such things as repair parts warehouses, personnel records systems, and technical libraries. TATs are often used when a country finds itself having problems in maintaining U.S. equipment or interfacing with U.S. management techniques. The primary purpose of a TAT does not normally include training, although some degree of training will be provided by virtue of the team performing its mission. Basic guidance on TATs can be found in the SAMM, section 10, chapter 1003, para 100305. For the purposes of this regulation, services provided by these teams are not considered training assistance even though OJT may occur incidental to their activities. TATs are deployed by USASATMO in accordance with the same procedures prescribed for TDY training teams.

d. Other TDY Teams. See AR 12-1 (Policy, Objectives, and Responsibilities).

3-2. Call-up message

a. A TDY team approved during the annual Training Program Management Reviews (TPMRs) is not automatically a requested call-up. Specific action must be taken by the SAO to provide a minimum of 180 days notification to SATFA and USASATMO with copies to the unified command and all interested activities and commands. A shorter lead time exacerbates many administrative and personnel difficulties such as processing passports, itineraries, travel orders, and medical screening, and must be avoided.

b. Requests for TDY SATs will be submitted no later than 180 days prior to the desired deployment date. Requests for teams with less than 180 days lead time will be endorsed by the regional unified combatant command and forwarded with justification to DUSA-IA (SAUS-IA-DSA-A) for review and disposition, with a copy provided to SATFA and USASATMO for initial coordination.

c. Appendix C provides the format for the call-up message for a TDY SAT.

d. The SAO will coordinate the development of the formal mission statement with USASATMO to ensure desired objectives are clear and are within the capabilities of Army commands and agencies.

e. Requests for IMET-funded TDY SATs will be forwarded by the SAO to the unified command for review and approval. Approval to use IMET funds for SATs requires a waiver request be forwarded from the unified command to DSAA for consideration and approval before the call-up message is sent. The SAO may request price and availability (P&A) information from SATFA and USASATMO for the IMET waiver request.

3-3. Non-U.S. equipment

a. TDY SATs are not normally provided for training or assistance on non-standard or non-US. end items. Requests for such assistance will be considered on a case-by-case basis.

3-4. Drawdown decision SAT requirements

Training and technical assistance related to Presidential Drawdown Determinations will be programmed and conducted IAW the Execution Order.

3-5. Selection of personnel

a. The SAO requesting a TDY team will identify the general expertise and qualifications that the team members should possess. The SAO should also identify geographic or climatic conditions or other conditions to be considered in selection of team members.

b. The providing command should nominate personnel in compliance with the tasking as soon as practical after receipt of the request. Personnel selected must be fully qualified for overseas deployment before departing home station.

c. Commanders of units selected to provide TDY SAT personnel will ensure selected individuals have the experience, technical ability, maturity, and personality to accomplish their duties in the best interests of the United States. It is also expected that these personnel will be goodwill ambassadors of the United States. Team personnel generate impressions among foreign associates which will be considered to be "typically American" and, whether favorable or unfavorable, will be lasting. Only the best-qualified and most personable individuals will be selected for this duty. When selecting personnel for assignment to SATs, gender, race, ethnicity, religion and other factors bearing no relation to mission performance will not be considered.

d. Commanders will ensure that—

(1) Maximum effort is made to select individuals who meet the desirable, as well as the mandatory, qualifications.

(2) Selected individuals must be highly qualified in their respective fields.

(3) Selected individuals will be capable of working with others and must have demonstrated their abilities to supervise effectively and conscientiously.

e. The senior member of the team will normally be designated as the team chief.

3-6. SAO responsibilities

a. Arrival or departure are as follows:

(1) The USASATMO will provide the following information by message to the SAO:

(a) Estimated time of departure from CONUS or home station.

(b) Estimated time of arrival in the host country.

(c) Travel information.

(2) The SAO will notify by message: USASATMO, the furnishing agency, and the unified commander of the arrival and departure dates of the team or of individual members of the team.

b. TDY teams are under the operational and administrative control of the SAO while in the foreign country. The team chief, however, is solely responsible for the mission. It is the responsibility of the SAO to offer all assistance possible so the SAT can accomplish its mission.

c. If team personnel are relieved for cause, a full report will be prepared by the SAO and forwarded through USASATMO to the parent command of the individual concerned.

d. TDY teams will not be used by the host country for purposes other than training or technical assistance as prescribed in the approved mission statement. TDY team personnel will not be used to provide office services, chauffeuring services, messenger services, or services of a purely personal nature. Teams will not be used to augment the SAO or American Embassy. If the team chief feels that the team's mission has been altered, he will prepare an objective assessment of the situation in a letter to USASATMO, with copies

of the assessment to the SAO, the appropriate unified command, and the component command.

3-7. Team chief responsibilities

a. Before deployment, the team chief will make direct communication with the SAO to obtain additional information required to prepare for TDY and to successfully complete the mission. The team chief will prepare and execute the mission and be responsible for actions of team members.

b. While in the foreign country, the team chief will work closely with the SAO to resolve any problems which may develop. Problems which cannot be resolved at the local level will be reported to USASATMO; those which cannot be resolved by USASATMO will be referred to DUSA-IA, or other appropriate commands or agencies, for resolution.

c. The team chief will maintain accountability for team support property and its authorized use under the procedures established by the SAO.

d. Upon completion of the mission and before departure from the host country, the team chief will orally brief the appropriate SAO authorities and prepare an effectiveness evaluation in the format prescribed by AR 12-15. (See app E)

e. The team chief will ensure force protection requirements are met throughout the mission.

3-8. Team member responsibilities

a. Immediately upon selection, team members will submit applications for passports and visas as instructed by USASATMO.

b. Family members are not authorized to accompany or join TDY team members. Should family members coincidentally be in the OCONUS area, team members will ensure family members do not interfere with performance of the team mission.

3-9. TDY Orders

TDY team orders will be prepared by the furnishing commands in accordance with AR 600-8-105. USASATMO will provide the furnishing command all coordinating instructions to be included in TDY orders which are peculiar to the specific team. The appropriate funding information will be provided to the furnishing command by USASATMO.

3-10. Pre-deployment training

Special training of personnel (excluding primary qualifications training in the functional area to be assigned) needed to satisfy mission-peculiar requirements will be accomplished prior to team deployment to country, with all costs borne by the requesting host country.

3-11. Team support

a. Unless otherwise provided, USASATMO, in coordination with SATFA, the SAO, the U.S. Diplomatic Mission, and other appropriate agencies, will ensure mission support is provided for TDY SATs. Support will be provided on a reimbursable basis in accordance with the training agreement or LOA. Mission support items (training aids, publications, training equipment, uniforms, etc.) must be purchased using case funds. When the mission is completed, all items purchased with case funds in support of the mission must be transferred to the host nation in accordance with the SAMM (DoD 5105.38-M).

b. The SAO must certify that all equipment on which training or technical assistance is to be conducted is available and operational, and that necessary tools, equipment, and facilities for operations and OJT are readily available at the training site. The team will not deploy until these conditions are met. The furnishing command may agree, in some instances, to provide limited specialized support items for team use. Such support is coordinated on a case-by-case basis.

c. When the foreign training location is outside the recipient country, the SAO chief requesting the TDY team will coordinate with the SAO chief in the country providing the location to ensure all team support required by this regulation will be furnished.

d. When a TDY SAT is to assist with operation or maintenance

of equipment which is new to the country, the deployment of an RST to assess the adequacy of training facilities, tools, special test equipment, and repair parts which will be available for team use should be considered.

Chapter 4

Contract Field Services (CFS) Teams

4-1. General

Contract Field Services (CFS) teams provide the same services as soldiers and DA civilian SATs, but are staffed by U.S. civilian personnel furnished under contract with U.S. private industry. These teams may be employed on either a short-term or long-term basis to provide in-country technical assistance and training to the armed forces of a friendly foreign government on specific equipment, technology, weapons, and supporting systems.

4-2. Use and programming of CFS teams

a. CFS teams will be used only when needed to accomplish a military mission. CFS teams may be comprised of contractor personnel along with military and DA civilians, or the team may consist of 100% U.S. contractor personnel.

b. Under the provision of a non-personal services contract, U.S. officers shall have no supervisory control over contractor personnel. The SAO is responsible for providing general directions and advising the contractor of regulations and procedures for receipt, dispatch, storing, and safeguarding military information, including classified information.

c. Contractors and their employees will not—

(1) Be placed in policy-making positions or in positions of command, supervision, administration, or control over DoD personnel or personnel of other contractors.

(2) Become part of the foreign government organization.

d. CFS personnel performing under the provisions of this regulation are entitled to privileges and support equivalent to that furnished to GS-12 grade civilians, where available. When agreements between the U.S. and the foreign government do not expressly authorize the U.S. to accord these privileges to such personnel, they will be extended only with the consent of the foreign government.

e. Security clearance for employees of contractors performing field services will conform the requirements of DoD 5220.22R and as specified in the contract. Other administrative requirements such as those involving certificates of performance, logistical support, travel, identification, privileges, and reports will conform with the appropriate provisions of Army regulations as incorporated within the contract for the services.

f. In accordance with the terms of the contract, the contracting officer may require the contractor to remove from the job site any CFS employee who endangers persons or property or whose continued employment under the contract is inconsistent with the interests of the U.S. Government as determined by the SAO.

g. CFS costs depend on the value of a negotiated contract with the civilian firm involved and include such costs as salary, in-country maintenance, travel, and overhead. The contract cost will be reflected as unit cost in the country program.

4-3. CFS request

a. SAOs will submit the normal request for a SAT to SATFA and USASATMO, as shown in appendix C, a minimum of 180 days prior to requested in-country arrival date for TDY training missions, and a minimum of 18 months for PCS missions. USASATMO will determine the availability of military or DA civilian personnel for the SAT. If soldiers or DA civilian personnel are not reasonably available in the Active Army, the Army National Guard of the United States, or the Army Reserve, USASATMO will inform the SAO of the need to use CFS. The SAO must obtain authorization from the requesting country before accepting a CFS team.

b. The CFS team will bring only those instructional items required to support the training. Ancillary tools and equipment, and training aids must be provided in the foreign country for the team to use.

c. If required, the host country will provide interpreter support.

d. TRADOC will ensure personnel furnished by the contractor meet, as closely as possible, qualifications and skills expected of their military counterparts.

e. The U.S. contractor providing the CFS team will designate a team chief. The team chief may deploy to the site to ensure all preparations for the training have been completed so training can begin shortly after arrival of the SAT.

f. CFS team members will be medically fit to perform duty with the CFS team in the designated country.

4-4. Team assembly

Upon the request of the U.S. contractor, CFS team members may assemble at Ft. Bragg, NC, for Security Assistance Training Team Orientation Course (SATTOC) before departure to the host country (see paragraph 5-6).

4-5. Team chief actions

a. While in the foreign country, the team chief will work closely with the SAO to resolve problems. Problems which cannot be resolved at the local level will be reported to the TRADOC Contracting Agency.

b. On completion of the team's mission and before departure from the host country, the team chief will brief the appropriate SAO authorities on the effectiveness of the SAT.

4-6. Preparation for overseas deployment

The U.S. contractor is responsible for the following:

a. Obtaining appropriate passports and visas, if necessary, for members of the CFS team.

b. Ensuring all immunizations are up to date, in accordance with AR 40-562, and as stated in the Statement of Work, prior to departure for the host country.

c. Ensuring physical/flight physical and certification required to perform the SAT mission are completed prior to departure for the host country.

4-7. SAO actions

a. The SAO may be required to act as the Contracting Officer Representative, ensuring CFS team compliance with the contract's Statement of Work.

b. When a replacement for a CFS team employee is required, the SAO should submit a request to the TRADOC Contracting Agency, Fort Monroe, VA 23651, with copies furnished to SATFA and USASATMO, specifying the reasons.

c. SAO regulations will provide guidance for CFS team personnel in receiving, dispatching, storing, and safeguarding military information, including classified information. It is the SAO's responsibility to acquaint the CFS team with these regulations to prevent security violations.

d. Requests for cancellation of the CFS SAT must reach USASATMO and SATFA at least 120 days before scheduled deployment of the SAT.

e. Neither the SAO nor the American Embassy will provide logistical or administrative support to the CFS team unless expressly specified in the contract signed by the U.S. contractor and the TRADOC Contracting Agency.

4-8. Medical services for CFS team members

Routine health services and emergency medical evacuation are responsibilities of the U.S. contractor under provisions of the contract signed by the contractor and the TRADOC Contracting Agency.

4-9. Interpreter support

Foreign language capability may be a determining factor in meeting

requests for SATs with CFS teams. The host country will be required to furnish necessary interpreter support if an otherwise qualified CFS team does not have a specified foreign language capability or requirement.

4-10. Extensions

Extension of the duration of a CFS SAT constitutes a change to the contract signed by the contractor and the TRADOC Contracting Agency, and must be requested by the SAO to the TRADOC Contracting Agency.

4-11. Passports and visas

When establishing the desired deployment date for a CFS team, the SAO must consider the time required to process applications for passports and visas (approximately 6-8 weeks).

4-12. Country or area clearances

Since the request for a CFS initiates within the country and is approved by the country team, unified command, HQDA, and DOD, the contractor is exempt from processing theater or area clearance requirements.

4-13. Pre-deployment training

a. Special or refresher training of personnel needed to satisfy basic skills required for mission accomplishment will be completed prior to team deployment to country. All costs for special or refresher training will be borne by the contractor since it is their responsibility to meet qualifications and skills expected of their military counterparts.

b. If any additional pre-deployment training is necessary (i.e. SATTOC, PDSS, liaison visits, briefings, attendance to special courses, etc.), it should be completed prior to team deployment to country and all costs will be borne by the host nation.

Chapter 5 General Administration

5-1. General

This chapter provides administrative information applicable to all SATs.

5-2. SAT request procedures

a. The SAO will develop and submit requests for SATs, as prescribed in appendix C, after obtaining approval of the American Ambassador for a SAT. The SAO may, if desired, request assistance from USASATMO concerning team composition and training concept, as well as cost information and general guidance on the availability of specific skills, before submitting a formal request.

b. The SAO will submit requests for SATs during the annual unified command SA Training Program Management Review (TPMR), as part of a customer's total package system purchase, or as soon thereafter as feasible. Specific training objectives and requirements will be stated in the SAT request. The data provided must be complete and detailed. This will enable USASATMO, furnishing commands, and agencies to properly select and prepare the team for the mission.

c. When calling forward a SAT, the SAO must ensure all necessary equipment, instruction facilities, and technical publications are on hand or available with the arrival of the team. This action should be accomplished through requisition of the necessary equipment and publications in advance of team arrival. Tools and ancillary equipment needed for the training or technical assistance must be on-hand and available for team use. SATs cannot bring special tool sets or equipment for instruction unless purchased with supporting case funds or voluntarily provided by CONUS commands for use by the TDY teams they provide.

d. The SAO must ensure foreign personnel to be trained meet the prerequisites necessary to comprehend the technical level of presentation.

e. The in-country arrival date must be realistically programmed (app B) and based on availability of trainees, facilities, and equipment.

5-3. Addressees for call-up messages

The call-up message should be sent for action to DIRSATFA FT MONROE VA//ATFA-R/ATFA-P// and for information, as a minimum to:

CDRSATMO FT BRAGG NC//AOJK-SA//

SECDEF WASHINGTON

DC//USDP-DSAA WASHINGTON DC//SAUS-IA-DSA-C//

(Respective Unified Command)

CDRUSASAC ALEXANDRIA VA//AMSAC//

HQDA FALLS CHURCH VA//DASG-HCOS// (for a medical TAFT/ETSS).

5-4. SAO general responsibilities

Ensure SAT personnel are thoroughly briefed on the following, as a minimum, within 24 hours of arrival in-country:

- a.* Training objectives.
- b.* Terms of reference.
- c.* Political situation.
- d.* Social customs.
- e.* Guidelines for official and personal associations with foreign personnel.
- f.* Currency control.
- g.* Logistics support.
- h.* Administrative support.
- i.* Legal status in relation to the foreign country.
- j.* Threat level, force protection, and individual and collective security requirements.

5-5. Language requirement/interpreter support

Requirements for team members with foreign linguistic ability will be honored to the extent possible. However, recipient countries must furnish the necessary interpreter support. SAT requests may indicate language capability is desired, but will not state a mandatory requirement.

5-6. Team assembly

Proper orientation of team members before departure for overseas assignment is required. SAT members will assemble, under the team chief, at a location designated by USASATMO to—

- a.* Confirm that the persons selected are capable of performing the mission.
- b.* Familiarize the team with the Security Assistance Training Program (SATP) and SAT mission.
- c.* Permit SAT members to become acquainted with each other and to form a cohesive training unit.
- d.* Obtain orientation on the history and culture of the country and the organization and capabilities of the forces to be trained.
- e.* Review training material or equipment to be used and set up methods of instruction.
- f.* Prepare the POI and lesson plans, and collect and prepare training aids.
- g.* Review terms of reference.
- h.* All SAT members deployed OCONUS under the SA program are required to attend the Security Assistance Training Team Orientation Course (SATTOC) conducted at Fort Bragg, NC. This training exposes SAT members to training on anti-terrorism and survival escape resistance and evasion techniques, country and intel/threat orientation, medical and legal conditions of the country and weapons familiarization. The Commander, USASATMO is authorized to grant constructive credit for attendance at SATTOC for SAT members when the host country SAO, the unified command, and the Commander, USASATMO are in agreement that attendance at SATTOC is not required. Should the Commander, USASATMO, the unified command, or the host country team not be in agreement, USASATMO will forward the request for constructive credit to HQDA (SAUS-IA-DSA-C) for final determination.

i. USASATMO will provide the following information, by message, to the SAO prior to the SAT deploying to the country:

- (1) Estimated time of departure from CONUS.
- (2) Estimated time of arrival in the host country.
- (3) Travel/flight information.

5-7. Team support

a. Unless otherwise provided, USASATMO, in coordination with SATFA, SAO, U.S. Diplomatic Mission, and other appropriate agencies, will ensure mission support is provided for the SAT. Support will be provided on fully reimbursable basis in accordance with the LOA. Mission support items (training aids, publications, training equipment, uniforms, etc.) must be purchased using case funds. When a SAT is terminated, all items purchased with case funds in support of the SAT mission must be transferred to host nation in accordance with the SAMM (DoD 5105.38-M).

b. Equipment for IMET-funded SATs should be purchased through FMS channels. If required support materials cannot be purchased through FMS channels, requests for waiver to use IMET funds must be forwarded to DSAA. Such requests should be included with the initial IMET waiver request for the SAT, if possible. Quality-of-life items will not be purchased with IMET funds. See AR 12-15 (JSAT) chapters 4 and 13 for additional information concerning IMET-funded SATs and use of IMET funds to purchase SAT support materiel.

5-8. Civilian clothing

An initial clothing allowance, in accordance with chapter 8, AR 700-84, may be authorized when civilian clothing is required for mission accomplishment. Costs, when approved, will be charged to the mission. USASATMO is responsible for determining the authorization for a clothing allowance and processing the civilian clothing allowance request.

5-9. Financial management support

SATFA manages all training case funds and other non-case funds (such as IMET, INL, etc.) for SATs. USASATMO manages mission funds in support of SATs. Once an FMS case is implemented and funded, the mission funds are made available to USASATMO. USASATMO provides funding for a SAT via travel orders, Advice of Obligation Authority (AOA) documents, Military Inter-departmental Purchase Request (MIPR), and direct fund cites.

5-10. Disclosure of classified information

Authorization may be required in the course of training or technical assistance for the team to disclose classified information to foreign country personnel. If so, disclosure must be authorized by the MIL-DEP before the SAT departs. In such cases, SAOs must ensure the recipients of classified information are properly cleared.

5-11. Medical services for team personnel

a. The LOA will contain a standard note on medical and dental care.

b. If a team member requires routine or emergency health services and does not have ready access to the U.S. Embassy health unit, or if the services required are not available at the health unit, the foreign government will be responsible for all costs incurred.

c. Referral decisions will be made by the U.S. Embassy's regional medical officer. If there are insufficient funds in the FMS case to cover expenses, the case must be modified to include these costs.

5-12. Extensions

Extension of the duration of a SAT constitutes a change to the supporting case and must be requested by the SAO with justification through the same channels as those for a SAT request. Requests for a Foreign Service Tour Extension for PCS SAT members must be submitted through the SAO, Commander USASATMO, to PERSCOM for approval. No extensions will be granted without PERSCOM approval. Requests for an extension for TDY SAT

members must be submitted through the SAO, Commander USASATMO, to the resourcing command for approval.

5-13. Correspondence

All significant communications concerning SATs will include the SAO, unified command, Army component command, SATFA, USASATMO, furnishing command, USASAC, and DUSA-IA (SAUS-IA-DSA-A) as information or action addressees, as appropriate.

5-14. Country and area clearances

USASATMO will process requests for theater or area clearances as specified in DOD Directive 4500.54 and DOD Directive 4500.54G.

5-15. Passports and visas

USASATMO will assist SAT members in processing passport and visa requests.

5-16. Personnel evaluation reports

a. SAOs will render personnel evaluation reports for military SAT personnel according to AR 623-105 and AR 623-205.

b. An OER/NCOER rating scheme must be established by the SAO, and provided to the soldier immediately upon his arrival at the SAT location. The SAO will ensure initial rating chain information and changes, as they occur, are reported to the USASATMO Personnel Branch to be incorporated into the SAT rating scheme.

c. Completed evaluation reports will be forwarded to arrive at USASATMO by established suspense dates.

5-17. Reports

a. Upon completion of an OCONUS SAT assignment, and before departure, the chief of each team will prepare a report in the prescribed format (app E) on effectiveness of the training or technical assistance rendered. The SAO, in his forwarding endorsement, will comment on the team's effectiveness and performance. As appropriate, the SAO is encouraged to make progress reports on team performance to USASATMO.

b. The team chief will submit the final report to the SAO before the SAT returns to CONUS.

(1) Original copy of the report will be given to the SAO.

(2) The SAO will endorse the report and address any problems or make recommendations which are within the SAO's purview. In his endorsement, the SAO will also evaluate the team's overall effectiveness and performance.

(3) The SAO will forward a copy of the team's evaluation and the after-action report through the unified command and the service component headquarters to USASATMO with information copies to SATFA and USASAC.

(4) Addressees will take action, as required, when the comments of the SAO and unified commands are received.

Appendix A References

Section I Required Publications

AR 12-1

Policy, Objectives and Responsibilities

AR 12-15

Joint Security Assistance Training (JSAT) Regulation

Section II Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

AR 40-501

Standards of Medical Fitness

AR 40-562

Immunizations and Chemoprophylaxis

AR 55-46

Travel Overseas (MPE)

AR 70-57

Military-Civilian Technology Transfer

AR 210-50

Housing Management

AR 600-8-11

Reassignment

AR 600-8-14

Identification Cards, Tags and Badges

AR 600-8-105

Military Orders

AR 614-30

Overseas Service

AR 623-105

Officer Evaluation Reporting System

AR 700-84

Issue and Sale of Personal Clothing

DOD 5105.38-M

Security Assistance Management Manual (SAMM)

DOD 7000-14-R, vol. 15

Financial Management Regulation

DOD Directive 4500.54G

DOD Foreign Clearance Guide

FORSCOM Regulation 350-12

Procedures for Tasking and Support From Active Component Installations and Units

Joint Federal Travel Regulations

Volumes 1 and 2

Section III Prescribed Forms

This section contains no entries.

Section IV Referenced Forms

This section contains no entries.

Appendix B PCS Team Development Sequence

Target dates and actions for PCS teams are listed in table B-1.

Table B-1
PCS sequence dates and actions

Target dates	Actions
D-18 Months	Concept Approval by DOS, DoD HQDA Finalization of cost estimate Request for LOA from SAO
D-15 Months	LOA Preparation
D-14 Months	Receipt/acceptance of LOA by host country
D-10 Months	LOA implemented and funding authorization granted Personnel requisition sent by USASATMO to PERSCOM
D-90 Days D-30 Days	Team chief PDSS in-country Team assembly and preparation conducted
D-10 Days	TDY at Ft. Bragg for inprocessing and SAT-TOC attendance
D- Day	Team departure for mission

Appendix C Format for Security Assistance Team (SAT) Request/call up

C-1. Instructions

The following format is from AR 12-15, figure 13-1. For the purpose of this format, the term "training" is used; however, requests must specifically state whether training or technical assistance, or both, will be required.

C-2. Format

Submit requests for SATs in the following format. If not all information is available, provide to the extent possible.

a. SAT identification. See AR 12-15 (JSAT), para 13-11 for coding.)

b. Team composition. (Indicate the quantity, rank, MOS/specialty, and title of each team member.)

c. Security clearance. (Indicate the type of security clearance required for the mission.)

d. Duration. (Indicate the duration of a PCS mission in months, and the duration of a TDY mission in weeks or days, as appropriate.)

e. Team restrictions. (Reflect any required limitations or exclusions on the type of personnel, uniforms, equipment, or methods of instruction.)

f. *Mission.* (Provide, in detail, the scope of instruction/assistance the team is to conduct.)

g. *Training goal.* (Include a statement of the results the team effort is expected to achieve. Provide justification for the team in terms of its effect on the security assistance objective. Do not restate the team mission.)

h. *Personnel to be trained.* (Indicate the technical qualifications of prospective foreign military trainees, to include educational level, and number of foreign military trainees by officers, enlisted personnel, and civilians.)

i. *Summary.* Summary of host country capabilities.

j. *Training equipment.* Equipment on which training is to be conducted and availability. (The equipment list must be detailed enough for the furnishing agency to identify it by make, model, or type.)

k. *Availability of tools and ancillary equipment.* (List tools and equipment required for the mission, and their availability in country.)

l. *Availability of training aids.* (List training aids required for the mission, and their availability in country.)

m. *Support.* Interpreter support.

n. *Training locations.* (If there is more than one training location, indicate the distance between locations, time requirements for travel to be performed, and modes of anticipated transportation.)

o. *Arrival date.* Desired in-country arrival date.

p. *Quarters.* Types of quarters available.

q. *Uniform and clothing.* (Describe requirements for both on and off-duty uniforms and civilian clothing.)

r. *In-country transportation.* (Indicate the means of in-country transportation to be provided to and from quarters, training locations, and dining facilities. Specify rental car authorization, if any.)

s. *Facilities.* (Indicate the availability of medical, dental, shopping, and laundry facilities.)

t. *Confirmation.* Confirmation of country team approval.

u. *Additional information.*

(1) Identify any important data requiring more emphasis or containing information useful to SATFA, USASATMO, or to the team chief in selecting and preparing the SAT.

(2) Include, if applicable, information on sensitive areas, subjects to avoid, taboos, and personalities involved.

(3) Reflect additional data such as availability of monetary facilities in-country for converting personal funds, cashing checks, using Government credit cards, etc.

(4) Make reference to any previous team effectiveness evaluations that contain data pertinent to this request.

(5) Indicate which type passport, if any, is required and whether a visa is required.

(6) When requesting PCS SATs, include estimates for in-country expenses for anything required by the PCS SAT which requires case funding (housing, transportation, security, medical/dental care, maintenance, telephones, schooling costs for family members, TDY, emergency leave, quality of life/mission sustainment items, International Cooperative Administrative Support Services (ICASS), etc.).

(7) If any data requires classification or special handling, it may be attached to the request as an annex.

v. *SAO point of contact.* (Indicate the name, grade, service, DSN and commercial phone/fax numbers, message and mailing addresses, and e-mail address for the SAO POC.)

Appendix D TDY Team Development Sequence

TDY team target dates and actions are listed in table D-1.

Table D-1
TDY team dates and actions

Target dates	Actions
D-12 Months	SAO submits projected SAT requirement

Table D-1
TDY team dates and actions—Continued

Target dates	Actions
D- 9 Months	LOA actions initiated
D-180 Days	TRADOC (USASATMO) receives the SAO's call up message
D-170 Days	Mission analysis conducted
D-120 Days	Team source(s) identified
D-75 Days	Team members selected
D-70 Days	POI/program development Training support requirements determined
D- 30 Days	POI/program support requirements to SAO Funding authorization received Training materials prepared and shipped Predeployment team training conducted
D-15 Days	Administrative processing complete
D-14 Days	Final deployment preparation completed
D- Day	Team departure for mission

Appendix E Instructions and Format for SAT Effectiveness Evaluation

E-1. Instructions

The following format is taken from AR 12-15.

E-2. SAT effectiveness.

SAT effectiveness evaluation format is as follows:

a. *Team information.* (Team type, designation number, and composition by name, grade, MOS/specialty, and parent unit/location.)

b. *Relevant dates.*

(1) Date departed home station.

(2) Dates and location of team assembly and orientation.

(3) Date of arrival in host country.

(4) Dates on which training/technical assistance started and ended.

(5) Date of departure from host country.

(6) Date of return to parent unit/agency.

c. *Mission.* (Indicate mission.)

d. *Locations.* (Indicate the locations at which training/technical assistance was conducted.)

e. *Number of trainees.* (Indicate the number of indigenous personnel trained by type. For example, maintenance, supply, instructor, etc. Indicate whether trainees were officers, enlisted, or civilians. Use actual number of individuals rather than unit designations such as battalion, company, etc.)

f. *Installations.* (Indicate schools, courses, or training installations/other facilities that were used or established.)

g. *Adequacy.* (Indicate the adequacy of foreign country training installations/other facilities relating to the mission of the team.)

h. *Materiel.* (Indicate the type, quantity, condition, and state of maintenance of materiel on which training/technical assistance was provided.)

i. *Interpreter support.* (Indicate the adequacy and effectiveness of interpreter support provided.)

j. Training conditions. (Provide a summary of training conditions as existed on arrival.)

k. Effectiveness. (Evaluate the effectiveness of training/technical assistance. Provide a summary of the success of the team effort to improve the effectiveness of the training program in the foreign country and qualification of foreign country personnel to carry on.)

l. Problems. (Discuss problems encountered that affected the mission.)

m. Preparation. (Indicate preparation for the mission. Answer the following questions:

(1) Did notification of the selection of the team provide adequate guidance on mission, type and level of training/assistance desired, training material, and training aids required?

(2) Were special or unusual problems anticipated?

(3) Was the lead time adequate for proper preparation for the mission?

n. Support. (Indicate the adequacy of the country team's support. Indicate any comments considered appropriate concerning accommodations, meals, medical facilities, transportation and overall treatment.)

o. Conclusions. (Indicate conclusions and recommendations. Provide the following:

(1) Indicate the necessity for the team as requested to accomplish the mission.

(2) Indicate if the mission was accomplished and how the team could have been more useful.

(3) Indicate follow-up actions the SAO might take.

(4) Provide recommendations for the further improvement of the foreign country's military that can be furnished by security assistance programs.

(5) Include essential information that should be passed on the future SATs to make the teams more effective.

(Signature)

Team chief or senior member

Glossary

Section I Abbreviations

AECA

Arms Export Control Act

AMC

U.S. Army Materiel Command/USAF Air Mobility Command

ASA (FM&C)

Assistant Secretary of the Army for Financial Management and Comptroller

CFS

contract field services

CG

commanding general

CONUS

continental United States

DA

Department of the Army

DCSINT

Deputy Chief of Staff for Intelligence

DCSOPS

Deputy Chief of Staff for Operations and Plans

DCSPER

Deputy Chief of Staff for Personnel

DOD

Department of Defense

DSAA

Defense Security Assistance Agency

DUSA-IA

Deputy Under Secretary of the Army-International Affairs

ETSS

Extended training services specialist

FAA

Foreign Assistance Act

FDME

Flight duty medical exam

FMF

Foreign Military Financing

FMS

Foreign Military Sales

FORSCOM

Forces Command

FSTE

Foreign service tour extension

HQ

headquarters

HQDA

Headquarters, Department of the Army

ICASS

International cooperative administrative support services

IMET

International Military Education and Training

JTR

Joint Travel Regulations

LOA

Letter of Offer and Acceptance

LOR

Letter of Request

MACOM

major Army command

MEDCOM

U.S. Army Medical Command

MTT

Mobile training team

NCO

Noncommissioned officer

OA

Obligational authority

OCONUS

outside continental United States

ODCSINT

Office of the Deputy Chief of Staff for Intelligence

ODCSOPS

Office of the Deputy Chief of Staff for Operations and Plans

ODCSPER

Office of the Deputy Chief of Staff for Personnel

OSD

Office of the Secretary of Defense

P&A

Price and Availability

PCS

permanent change of station

POI

program of instruction

SAMM

Security Assistance Management Manual

SAO

Security assistance organization/officer

SAT

Security Assistance Team

SATFA

Security Assistance Training Field Activity

SATMO

Security Assistance Training Management Office

SATP

Security Assistance Training Program

SAUS-IA-DSA-A

Directorate for International Development and Security Assistance, Office, Chief, Plans and Policy

SECDEF

Secretary of Defense

SJA

Staff Judge Advocate

TAFT

Technical Assistance Field Team

TAT

Technical Assistance Team

TDY

Temporary duty

TPA

total package approach

TRADOC

U.S. Army Training and Doctrine Command

TSG

The Surgeon General

USASAC

U.S. Army Security Assistance Center

Section II Terms

Case

A contractual sales agreement between the USG and an eligible foreign country or international organization.

Collections

Receipt in U.S. dollar currencies, checks, or other negotiable instruments from the purchasing foreign country to pay for defense articles, services, or training based on accepted FMS cases.

Contract field services

U.S. personnel furnished under contract with private industry who provide advice and training when skills are not available from DOD resources.

Defense Security Assistance Agency

The agency that performs administrative, management, and operational functions for SA programs at the DOD level under the policy direction of the Office of the Assistant Secretary of Defense International Security Affairs).

Disclosure authorization

Authorization by proper U.S. authority for the disclosure of U.S. classified information to IMSs who are APPROPRIATELY CLEARED and certified BY THEIR GOVERNMENT FOR ACCESS TO CLASSIFIED INFORMATION, as required, and in accordance with AR 380-10.

Extended training service specialists

Those services performed by DOD personnel (normally on a permanent change of station (PCS) basis) who are technically qualified to provide instruction and training in the engineering, installation, operation, and maintenance of DOD weapons, equipment, and systems. ETSSs are not the same as mobile training teams.

Familiarization training

Practical experience and job-related training for specific systems, subsystems, functional areas, or other operations that require hands-on experience, to include maintenance training conducted at the depot level. This training does not provide for skill-level upgrading, which is provided under OJT when special procedures are required.

Field training services

A generic term that refers to either engineering and technical services, contract field services, or both.

Follow-on-training

Sequential training following an initial course of training.

Foreign military sales

That portion of United States security assistance authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act as amended. This assistance differs from the Foreign Military Financing and the International Military Education and Training Program in that the recipient provides reimbursement for defense articles and services transferred.

Formal training

For the purpose of this regulation only, an officially designated course of instruction conducted or administered according to an approved course outline and training objectives.

In-country training

Training offered within the geographic boundaries of a recipient country and conducted by members of the U.S. Defense Department, other organizations, or contractors.

Installation

For the purpose of this regulation, the term installation is synonymous with base, post, camp, station, activity, squadron, ship, unit, school, and facility. International military education and training for the purpose of this regulation only, the portion of grant aid that includes formal or informal instruction of IMSs in the United States or overseas by

military or civilian personnel of the USG and contract technicians or instruction through informational publications and media of all kinds, training aids, orientation, and military advice to foreign military units and forces. IMET is authorized under the FAA.

International Military Education and Training (IMET)

Specific courses that have been identified as building democracies, promoting peace, and recognize human rights and are available to both military and civilian IMSs.

International military student

A national of a foreign government, with military or civilian status of that government, who is receiving education or training or is touring USG activities under the sponsorship of SATP. For the purpose of this regulation, the term trainee is synonymous with student.

Letter of offer and acceptance

The agreement by which the USG offers to sell to an eligible country or international organization defense articles, services, or training pursuant to the AECA. The LOA lists the items, estimated costs, and terms and conditions of sale. It provides for an authorized agent of the eligible country or international organization to sign as an indication of acceptance.

Mobile training team

For the purpose of this regulation only, a team consisting of one or more U.S. personnel from DOD resources on temporary duty (not to exceed 179 consecutive days away from home station) to train IMSs in the operation, maintenance, and employment of weapon systems and support equipment or in other special skills related to military functions. MTTs are not the same as technical assistance teams.

Obligational authority

Authority on a DD Form 2060 (FMS Obligation Authority) or other document passed from DFAS to implementing MILDEPs that allows obligations to be incurred against a given FMS case in an amount not to exceed the stated value in this authority.

On-the-job training

For the purpose of this regulation only, a training process whereby IMSs acquire knowledge and skills through the actual performance of duties under competent supervision in accordance with an approved, planned program.

Outside CONUS

All geographic areas not within the territorial boundaries of the continental United States. As used in this regulation, OCONUS includes Hawaii and Alaska.

Security Assistance Management Manual

The DOD manual that contains policy guidance and procedures for programming, implementing, and reporting SA activities.

Security assistance organizations

DOD elements located in a foreign country with assigned responsibilities for carrying out SA management functions under the FAA and AECA. The term SAO is used in this regulation generically and applies to all such activities regardless of the actual title assigned (for example, Military Assistance Advisory Group, Military Group, Military Mission, Defense Representative, Office of Military Cooperation, Office of Defense Cooperation, Defense Liaison Group, Security Assistance Organization, and Defense Attache personnel designated to perform SA management functions).

Security Assistance Training Management Office

A TRADOC agency that manages all Army activities related to formation, preparation, and deployment of MTTs, FTSSs, surveys, TATs, and TAFTs furnished from CONUS assets. It also coordinates replies to queries from the SAOs concerning training assistance.

Security clearance

For the purpose of this regulation only, determination of eligibility of an individual to have access to U.S. classified information. IMSs do not hold U.S. security clearances. The clearance specified in an ITO is that granted by the foreign government and not the United States. A disclosure authorization is required before granting an IMS access to U.S. classified information, and such access must be on an individual need-to-know basis.

Services

Support provided to a foreign government under security assistance, other than materiel items. Training is considered a service.

Technical assistance field team

A DOD team or individual deployed on a PCS assignment of more than 179 days (usually for 1 year or more) to a foreign country to provide assistance in the operation, maintenance, and tactical employment of weapons systems and support equipment or in other special skills related to military functions.

Technical assistance team

A DOD team or individual dispatched for up to 179 days' temporary duty to place into operation, operate, maintain, and repair equipment provided under FMS. TATs will not be used to provide technical training or instruction (except for OJT) that is necessary to transfer technical responsibility to the recipient country.

Total package concept

The planning methodology that requires identification of spare parts, follow-on support items, training, and services required from

USG or within the foreign country's resources to efficiently introduce and operationally sustain major items of equipment or systems.

Training

Instruction of IMSs in the United States or overseas by personnel assigned to or sponsored by DOD. It also includes correspondence courses, training publications, training aids, and orientation tours.

Travel and living allowance

Those costs associated with transportation, excess baggage, and living allowance (per diem) of IMSs authorized for payment under IMET.

Section III

Special Abbreviations and Terms

This section contains no entries.

Index

This index is organized alphabetically by topic and subtopic within topic. Topics and subtopics are identified by paragraph number.

Area Clearances, 4-12, 5-14
Arms Export Control Act, 1-1, 3-1
Army Materiel Command, 1-4
Army National Guard, 1-4, 4-3
Assistant Secretary of the Army (FM&C), 1-4
Call-Up Message, 2-4, 3-2, 5-3
Civilian Clothing, 5-8
Contract Field Services, 1-5, chapter 4
Contract Field Service Teams, chapter 4
Correspondence, 5-13
Cost Recovery, 2-8
Country Clearances, 4-12, 5-14
Defense Security Assistance Agency, 1-4, 2-1, 3-2, 5-7
Department of Defense, 2-1, 4-2
Deputy Chief of Staff for Intelligence, 1-4
Deputy Chief of Staff for Operations and Plans, 1-4
Deputy Chief of Staff for Personnel, 1-4, 2-11
Deputy Under Secretary of the Army -International Affairs, 1-4, 3-7, 5-13
Directorate for International Development and Security Assistance (SAUS-IA-DSA-A), 3-2, 5-13
Disclosure of Classified Information, 5-10
Evaluation Reports, 5-16
Extended Training Service Specialist, 1-4, Chapter 2
Extensions, 4-10, 5-12
Financial Management Support, 5-9
Flight Duty Medical Exam, 2-16
Flight Physicals, 2-16
Foreign Assistance Act, 1-1, 3-1
Foreign Military Financing, 1-4
Foreign Military Sales, 1-4
Foreign Service Tour Extension, 5-12
HQDA, 1-1, 1-4
International Cooperative Administrative Support System, appendix C
International Military Education and Training, 5-7
Interpreter, 4-3, 4-9, 5-5
Joint Travel Regulations, 1-5
Letter of Offer and Acceptance, 1-4, 2-7, 3-11, 5-7, 5-11
Major Army Command, 1-4
Medical/Medical Services, 2-4, 2-11, 3-2, 4-8, 5-11
Mission Responsibilities, 2-14
Mobile Training Teams, 1-5, 2-1, 3-1
Obligation Authority, 1-4, 5-9
Orders, 2-15
Overseas Tour Lengths, 2-6
Passports, 4-11, 5-15
Permanent Change of Station, 2-11, 2-15, 3-1, 4-3, 5-12, appendix C
Pre-deployment activities, 2-12, 2-13, 2-15,
Pre-deployment Site Survey, 2-12

Pre-deployment Training, 2-13, 3-10, 4-13
Preparation for Overseas Deployment, 4-6
Program of Instruction, 5-6, appendix D
Relationships, 2-10
Reports, 5-16, 5-17
Request Procedures, 4-2, 4-3, 5-2
Responsibilities, 1-4
Security Assistance Organization, 1-4, Chapters 2, 3, 4 & 5
Security Assistance Teams
CFS teams, 4-2, 4-9, 4-10, 4-11
PCS teams, 1-5
TAFTS, chapter 2, 5-3
TAT, 1-5, 3-1
TDY teams, 3-1, 3-2, 5-2
Security Assistance Training Field Activity, 1-4,
Security Assistance Training Management Office, 1-4, 2-19, 3-20,
Security Assistance Training Program, 1-5,
Secretary of Defense, 1-4,
Selection of personnel, 2-11, 3-5
Staff Judge Advocate, 1-4
Support Requirements, 2-5
Team Assembly, 5-6
Team Chief Responsibilities, 3-7
Team Member Responsibilities, 3-8
Team Support, 3-11, 5-7
Temporary Duty (TDY) Orders, 3-9
The Surgeon General, 1-4, 2-12
Total Package Approach/Concept, 1-4,
TRADOC, 1-4,
USASAC, 1-4
Visas, 4-11, 5-15

UNCLASSIFIED

PIN 038152-000

USAPA

ELECTRONIC PUBLISHING SYSTEM
TEXT FORMATTER ... Version 2.45

PIN: 038152-000

DATE: 08-06-98

TIME: 10:44:03

PAGES SET: 20

DATA FILE: r127.fil

DOCUMENT: AR 12-7

DOC STATUS: NEW PUBLICATION