

**Army Regulation 12-7**

**Security Assistance and International  
Logistics**

# **Security Assistance Teams**

**Headquarters  
Department of the Army  
Washington, DC  
23 June 2009**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 12-7

Security Assistance Teams

This major revision, dated 23 June 2009--

- o Expands responsibilities of the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (para 1-4b).
- o Limits the Security Assistance Team duration to a period not to exceed 3 years (para 3-2).
- o Modifies procedures for requesting and approving permanent change of station and temporary duty teams (chaps 3 and 4).
- o Makes administrative changes (throughout).

## Security Assistance and International Logistics


### Security Assistance Teams

---

By Order of the Secretary of the Army:

GEORGE W. CASEY, JR.  
*General, United States Army*  
*Chief of Staff*

Official:

  
JOYCE E. MORROW  
*Administrative Assistant to the*  
*Secretary of the Army*

---

**History.** This publication is a major revision.

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

**Applicability.** This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to Department of the Army civilians and contracted employees serving on teams deployed by the U.S. Army.

**Proponent and exception authority.**

The proponent of this regulation is Assistant Secretary of the Army (Acquisition, Logistics & Technology). The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

**Army management control process.**

This regulation contains management control provisions in accordance with AR 11-2, but it does not identify key management controls that must be evaluated.

**Supplementation.** Supplementation of

this regulation and establishment of command and local forms are prohibited without the prior approval from the Assistant Secretary of the Army (Acquisition, Logistics & Technology) (SAAL-ZA), 1777 North Kent Street, Suite 8200, Arlington, Virginia 22209.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Assistant Secretary of the Army for Defense Exports & Cooperation (SAAL-NP), 1777 North Kent Street, Suite 8200, Arlington, Virginia 22209.

**Distribution.** This regulation is available in electronic media only and is intended for command levels A, B, C, D, and/or E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

---

#### 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

Scope • 1-5, page 4

##### Chapter 2

###### General Security Assistance Team Administration, page 4

General • 2-1, page 4

Security Assistance Team command relationships • 2-2, page 4

Security Assistance Team Chief • 2-3, page 5

---

\*This regulation supersedes AR 12-7, dated 15 June 1998.

## **Contents—Continued**

Security cooperation officer or designated security cooperation representative (in-country) • 2-4, *page 5*  
U.S. Army Security Assistance Training Management Organization • 2-5, *page 7*  
Selection of personnel • 2-6, *page 7*  
Language requirements/interpreter support • 2-7, *page 7*  
Country and area clearances • 2-8, *page 7*  
Passports and visas • 2-9, *page 7*  
Civilian clothing • 2-10, *page 7*  
Mission-related travel • 2-11, *page 8*  
Pre-deployment team activities • 2-12, *page 8*  
Support for security assistance teams • 2-13, *page 8*  
Mission funding • 2-14, *page 8*  
Disclosure of classified information • 2-15, *page 9*  
Medical services for team personnel • 2-16, *page 9*  
Correspondence • 2-17, *page 9*  
Personnel evaluation reports • 2-18, *page 9*  
Reports • 2-19, *page 9*  
Relationships • 2-20, *page 10*  
U.S. Army Aviation Team • 2-21, *page 10*  
Non-United States equipment • 2-22, *page 10*  
Military justice jurisdiction • 2-23, *page 10*

### **Chapter 3**

#### **Permanent Change of Station Teams, *page 10***

General • 3-1, *page 10*  
Permanent change of station security assistance team request and authorized use • 3-2, *page 11*  
Permanent change of station team process • 3-3, *page 11*  
Request for team continuation • 3-4, *page 12*  
Support requirements and authorized Family members • 3-5, *page 12*  
Overseas tour lengths • 3-6, *page 12*  
Team members and authorized dependents legal status • 3-7, *page 13*  
Pre-deployment activities • 3-8, *page 13*  
Permanent change of station orders • 3-9, *page 13*  
Flight physicals • 3-10, *page 14*

### **Chapter 4**

#### **Temporary Duty Teams, *page 14***

General • 4-1, *page 14*  
Temporary duty security assistance team request and authorized use • 4-2, *page 15*  
Drawdown decision security assistance team requirements • 4-3, *page 16*  
Family members • 4-4, *page 16*  
Temporary duty orders • 4-5, *page 16*  
Pre-deployment activities • 4-6, *page 16*  
Team members legal status • 4-7, *page 16*

### **Chapter 5**

#### **Contractor-Staffed Teams, *page 17***

General • 5-1, *page 17*  
Provisions specific to contractors • 5-2, *page 17*

## **Appendixes**

- A.** References, *page 18*
- B.** Permanent Change of Station Team Dates and Actions, *page 19*
- C.** Temporary Duty Team Dates and Actions, *page 20*
- D.** Format for Security Assistance Team Request/Call-up, *page 21*

## Contents—Continued

- E. Instructions and Format for Security Assistance Team Effectiveness Evaluation, *page 23*
- F. Format for Quarterly Assessment Report, *page 25*
- G. Operation Reporting—3 Report Procedures and Format, *page 26*

### Figure List

- Figure 1–1: Types of security assistance teams, *page 3*
- Figure 1–2: Criteria for team composition, *page 4*
- Figure 3–1: Initial and continuation request for PCS teams, *page 13*
- Figure 4–1: Initial and extension requests for TDY teams, *page 15*
- Figure D–1: Team Request Memorandum (TRM), *page 21*
- Figure D–2: Format for submitting request for TRM, *page 22*
- Figure D–2: Format for submitting request for TRM- continued, *page 23*
- Figure F–1: Quarterly assessment format, *page 25*
- Figure G–1: OPREP-3 Report Procedures & Format, *page 26*
- Figure G–1: OPREP-3 Report Procedures & Format-continued, *page 27*
- Figure G–1: OPREP-3 Report Procedures & Format-continued, *page 28*

### Glossary



## Chapter 1 General

### 1–1. Purpose

This regulation establishes policies and assigns responsibilities for providing U.S. Army Security Assistance Teams (SAT) to foreign governments and international organizations under the provisions of the Foreign Assistance Act as amended, and the Arms Export Control Act as amended. This regulation also defines types of SAT teams (fig 1–1), discusses the process for requesting, programming, deploying teams, highlights quality of life and mission sustainment issues associated with team deployment. The SAT consists of U.S. Military, Department of the Army (DA) civilians, or contractor personnel, deployed to a foreign country on temporary duty (TDY) less than 180 days, or permanent change of station (PCS)/ temporary change of station (TCS) more than 179 days status. An exception to this would be deployment in continental United States (CONUS) to support training on major equipment purchases.

### 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. Assistant Secretary of the Army (Acquisition, Logistics & Technology).* The ASA (ALT) acts for the Secretary of the Army (SA) in team policy matters.

*b. Deputy Assistant Secretary of the Army for Defense Exports and Cooperation.* The DASA–DE&C discharges ASA (ALT) responsibilities for SAT and will—

(1) Develop, coordinate, and promulgate Army-wide SA policy, including the development of Army-wide input to specific country SA programs in support of Headquarters Department of the Army (HQDA) missions.

(2) Exercise policy responsibility for SAT under international military education and training (IMET); Foreign Military Sales (FMS), and Foreign Military Financing (FMF), and other applicable authority as directed by the Department of Defense (DOD).

(3) Receive, staff, and serve as final HQDA decision authority for resourcing requests for Army SAT from authorized command and agencies.

(4) Request and coordinate with Deputy Chief of Staff (DCS), G–3/5/7 for tasking responsible Army for approved SAT agencies and commands for execution.

(5) Return disapproved requests to the requesting command or agency.

(6) Be the final decision authority on discrepancies that occur between U.S. Army Training and Doctrine Command (TRADOC) and AMC on letter of request (LOR) and letter of offer and acceptance (LOA) issues.

(7) Use this regulation in conjunction with AR 12–1 and AR 12–15 for guidance in budgeting and programming.

*c. U.S. Army Training and Doctrine Command.* The TRADOC will—

(1) Serve as the Army lead command for the operation, development, offer and execution of security cooperation training LOAs (LOA are also called cases).

(2) Serve as the Army lead for the management and mission execution of HQDA approved SATs.

(3) Task TRADOC, CONUS Army Commands (ACOMs) (less U.S. Army Special Operations Command (USASOC)) and other Direct Reporting Units (DRUs) to provide personnel, supplies, and equipment to countries and/or to task training support materiel program of instruction (POI), and foreign disclosure in according with HQDA taskings.

(4) Provide centralized financial management and distribution of FMS and IMET program training funds for all operating agencies and training providers.

(5) As required, provide case/program funding to combatant commands (COCOMs) or Army Service Component Commands (ASCC) that resource SAT from their internal assets.

(6) Maintain security cooperation training execution data sufficient to reply to standard request for information (RFI).

(7) Maintains a capability to contract Army SAT.

(8) Comply with HQDA tasking suspense and requirements.

*d. Army Materiel Command.* The AMC will—

(1) Serve as the Army lead for the operation and execution of security assistance materiel LOA.

(2) Coordinate and advise TRADOC for training request to support United States Army-procured equipment.

(3) Serve as the Army central manager for all approved Army SA cases and exercise sole source approval for contracted Army SA training requirements.

(4) Develop, plan, deploy, and support all new equipment training (NET), quality assurance teams (QAT), calibration teams, repair and return teams.

(5) Coordinate all Army security assistance training team requirements with TRADOC during LOA development, except as listed in (4), above.

(6) Before conducting training, provide Airworthiness assessment and certification for SA flight training when host nation aircraft will be flown by U.S. DOD/contractor personnel. Provide funding by case or other Government sources.

(7) Provide timely response, and comply with tasking suspense and requirements from HQDA, DCS, G-3/5/7 designated SAT lead. If unable to support outside continental United States (OCONUS) SAT missions under this regulation, must respond to lead agent by memorandum signed by a general officer.

(8) Comply with HQDA tasking suspense and requirements.

*e. Deputy Chief of Staff, G-3/5/7.* The DCS, G-3/5/7 will—

(1) Set Army policy for international security cooperation to ensure compliance with Secretary of Defense Guidance.

(2) Develop, coordinate, and publish the Army Security Cooperation Plan and the Army Campaign Support Plan.

(3) Receive, assess, and provide DCS, G-3/5/7 position for Army security assistance team requests.

(4) At the request of DAS DE&C, tasks HQDA, Army Commands, and DRU as appropriate for the sourcing and support to TRADOC for execution of approved Army SAT.

(5) For HQDA approved Reserve Component and National Guard sourced teams, coordinates temporary tour of active duty (TTAD) funding for non-FMS (cash) SAT.

*f. Deputy Chief of Staff, G-1.* The DCS, G-1 will—

(1) Participate in the HQDA review and approval process for Army security assistance team requests.

(2) Provide guidance throughout the Army on the availability and provision of military (except Army Medical Department officers) and DA civilians to support PCS SAT.

(3) Comply with HQDA tasking suspense and requirements.

*g. The Chief, Army Reserve.* The CAR will—

(1) As directed by the DCS, G-3/5/7, identify and activate Security Assistance Training Management Organization (SATMO) Soldiers to execute SAT missions in accordance with AR 135-210.

(2) Coordinate with TRADOC G-3/ Security Assistance Training Field Activity (SATFA) and other Army agencies to fund temporary tours of Active Duty (TTAD) funding and travel costs.

(3) Comply with HQDA tasking suspense and requirements.

*h. The Chief, National Guard Bureau.* The CNGB will—

(1) As directed by DCS, G-3/5/7, identify and activate National Guard Soldiers to execute SAT mission in accordance with AR 135-210.

(2) Coordinate with SATMO and other Army agencies to fund TTAD and travel costs.

(3) Comply with HQDA tasking suspense and requirements.

*i. The Surgeon General.* The Surgeon General will—

(1) Participate in the HQDA review and approval process for Army medical SAT requests.

(2) Assist and provide guidance to TRADOC regarding HQDA approved medical team missions, composition, and training support requirements based on the SAT request.

(3) Comply with HQDA tasking suspense and requirements.

*j. The United States Army Corps of Engineers.* The COE will be the overall supervisor and coordinator for all engineering activities associated with, and in support of, assigned security cooperation programs and projects.

*k. Army Service Component Commands.*

(1) Receive, review, and assess requests for Army SAT and recommend to the COCOM for approval, disapproval or execution within ASCC assets.

(2) If the COCOM approves internal ASCC execution, coordinate any requirements external to the ASCC. For external funding, coordinate with the Security Cooperation Organization (SCO) and TRADOC.

(3) For ASCC-executed teams, the ASCC is responsible for all team preparation, pre-deployment, team support and re-deployment requirements.

*l. Other Army Commands, Army Staff agencies, and Direct Reporting Units.* For HQDA DCS, G-3/5/7 designated SAT lead tasking will—

(1) Provide military and DA civilian SAT members who meet qualifications specified in the taskings, and afford them sufficient time, guidance, and support to prepare for their OCONUS missions.

(2) Comply with HQDA tasking suspense and requirements.



| Acronym | Definition                       | Reference           | Duration                                     | MILPER Sourcing**       | Mission   |
|---------|----------------------------------|---------------------|--|-------------------------|---|
| TAFT    | Technical Assistance Field Team  | AR 12-7<br>AR 12-15 | PCS<br>( AR 614-30 ;<br>Vol 1)<br>JTR:(4005) | TRADOC<br>TDA<br>W4LPAA | Technical assistance or training 180 days or longer             |
| ETSS    | Extended                         | AR 12-7             | PCS  | TRADOC<br>TDA<br>W4LPAA | Technical   |
|         | Training Service Specialist Team | AR 12-15            | ( AR 614-30 ;<br>Vol 1)<br>JTR: (4005)       |                         | assistance or training 180 days or longer                       |
| TAT     | Technical Assistance Team        | AR 12-7<br>AR 12-15 | TDY up to 179 days                           | Unit of Assignment      | Technical assistance less than 180 days                         |
| MTT     | Mobile Training Team             | AR 12-7<br>AR 12-15 | TDY up to 179 days                           | Unit of Assignment      | Training and instruction less than 180 days                     |
| RST     | Requirements Survey Team         | AR 12-7<br>AR 12-15 | TDY up to 179 days                           | Unit of Assignment      | Determine country training or technical assistance requirements |
| PDSS    | Predeployment Site Survey        | AR 12-7<br>AR 12-15 | TDY up to 179 days                           | Unit of Assignment      | Perform advance party functions                                 |

Figure 1-1. Types of security assistance teams

| <b>Criteria for Team Composition</b> |   |   |  |
|--------------------------------------|---|---|--|
| <b>PRIORITY OF FILL</b>              | <b>TEAM COMPOSITION</b>                                 | <b>JUSTIFICATION</b>                                | <b>DURATION OF TEAM</b>  |
| <b>1</b>                             | CONTRACTOR  | None. Unless military required by requesting nation | In accordance with TRM; review every 3 years   |
| <b>2</b>                             | DOD CIVILIAN (as available)                             | Minimal Justification required                      | Maximum 3 years;<br><br>3rd year approval required.<br>Review 3rd year requirements at end of 2nd year |
| <b>3</b>                             | MILITARY  | Significant Justification required                  | Maximum 3 years;<br><br>3rd year approval required.<br>Review 3rd year requirements at end of 2nd year |
| <b>4</b>                             | Hybrid (mixed of military, DOD civilian and contractor) | Significant Justification required                  | Maximum 3 years;<br><br>3rd year approval required.<br>Review 3rd year requirements at end of 2nd year |

Figure 1-2. Criteria for team composition

## 1-5. Scope

a. This regulation authorizes the SAT to conduct training, education, and assistance to the Security Assistance (SA) community. The completion of the SAT missions contributes to the U.S. security interests and building partnership capacity objective. This training is conducted within the CONUS, primarily at military training facilities and outside the CONUS by mobile education or training teams and at selected U.S. facilities overseas.

b. This regulation covers the types of SAT and provides the policy and procedures of mission execution of SAT. Chapter 2 contains all administrative data relevant to all types of SAT. Chapter 3 covers issues specific to PCS teams. Chapter 4 covers issues specific to TDY teams, and chapter 5 covers issues specific to contract field service (CFS) teams.

c. This regulation will be used in conjunction with the DOD 5105.38-M (SAMM), AR 12-1, and AR 12-15 for guidance in budgeting and programming and does not apply to Army Title X programs.

## Chapter 2 General Security Assistance Team Administration

### 2-1. General

This chapter provides administrative information applicable to all SAT.

a. *Except for Army Service Component Command executed teams, HQDA will approve all security assistance training.* For HQDA approved teams, TRADOC is the primary execution agent. For TRADOC executed teams, TRADOC is given tasking authority to fill teams from supporting ACOMs and DRU. Final approval authority and conflict resolution resides with the ASA ALT (DASA DE&C).

b. *Prohibited security assistance team activities.* The SAT shall not engage in or provide assistance or advice to foreign forces in a combat situation. Additionally, SAT will not perform operational duties of any kind except as may be required in the conduct of on-the-job training in the operation and maintenance of equipment, weapons, or supporting systems. The SAT shall not perform SCO functions or be used to augment the SCO, except where specifically authorized by the host country in the LOA. Teams will not perform follow-on retraining or advisory roles, except in rare instances when the recipient country cannot provide qualified personnel from its own resources or hire qualified personnel from non-indigenous sources, or the SCO recommends it as in the best interest of the United States.

### 2-2. Security Assistance Team command relationships

a. The Chief of the U.S. Diplomatic Mission through the SCOs, oversees SAT in-country activities to ensure that the SAT receives required administrative and logistical support for mission accomplishment. The SCO is required to monitor SAT and host nation activities to ensure that the stated mission is accomplished, and that the SAT is not

diverted from its specified mission for activities or purposes outside the specific terms of the LOA, governing statutes, or other legal agreements.

*b.* The SCO is responsible for coordinating the teams' activities to ensure compatibility with other DOD elements in or directly related to other ongoing in-country activities. The SCO ensures compliance with directives and keeps the Combatant Commander informed of SAT activities and progress. The SCO will identify problems and recommend solutions to the SATMO.

### **2-3. Security Assistance Team Chief**

The SAT chief is the senior team member and assigns duties and responsibilities to team personnel. In accordance with the Security Assistance Management manual (SAMM), paragraph C11.13.4.1 the SAT chief is under the operational oversight of the SCO while in-country and is an integral part of the SCO in support of the overall SA mission. The team chief is responsible to the SATMO for the accomplishment of the SAT technical and/or training mission. Ensure Security Assistance Team chief is adequately trained. Responsibilities to supervise military, DOD civilian (General Schedule, National Security Personnel System, and other) and contracted personnel.

*a.* Before deployment, communicate directly with the SCO to obtain additional information required to prepare for deployment and to successfully complete the mission.

*b.* Prepare and execute the mission and be responsible for actions of team members.

*c.* Work closely with the SCO to resolve any problems that may develop while in country. The team chief will report problems that cannot be resolved in country to SATMO commander. The SATMO will refer problems that it cannot resolve to other appropriate commands or agencies for resolution.

*d.* Enforce force protection measures throughout the mission.

*e.* Ensure SAT personnel are not used by the foreign country for purposes beyond the scope of the approved mission statement. The SAT personnel will not provide office services, chauffeuring services, messenger services, or services of a purely personal nature. Teams will not augment the SCO or the U.S. Embassy. If the team chief determines that the team's mission has been altered, he will prepare an objective assessment of the situation by message or memorandum to TRADOC/SATMO, with copy of the assessment to the SCO.

*f.* Maintain property accountability and use properly in accordance with procedures established by SATMO, DOD and United States Army regulations.

*g.* Take appropriate measures to ensure the SAT case-funded property is appropriately controlled and transferred to the foreign country representative or follow-on SAT.

*h.* Manage and maintain proper accountability of all in-country support funds in accordance with SATMO policy, DOD and Army regulations. Provide monthly reports of fund use to SATMO.

*i.* Provides quarterly assessments to the SCO. Upon completion of the mission, and before departing country, brief SCO authorities and appropriate country team leadership and complete a mission after action report in the format at appendix E. The team chief will present the original to the SCO before leaving the country and a copy to SATMO. When completing the report while in country is not possible, complete the report no later than (NLT) 30 days from re-deployment.

### **2-4. Security cooperation officer or designated security cooperation representative (in-country)**

The SCO exercises operational oversight and provides administrative and logistical support to the in-country SAT and is responsible for coordinating the teams' activities to ensure compatibility with other ongoing activities in country under the oversight of the United States diplomatic mission. The SCO—

*a.* Assists foreign countries in planning and programming SAT requirements, submitting validated requirements to appropriate agencies, administering approved programs in country and determining required skills and the duration of the assistance, consistent with the coordinated country's objectives.

*b.* Evaluates the request for training assistance by the foreign government, validates the request, and ensures conformance with U.S. policy and compliance with National Security Decision Directive (NSDD) 38, in coordination with the Chief of the U.S. Diplomatic Mission. This specifically includes increases and decreases to team sizes or durations.

*c.* Makes recommendations concerning SAT.

*d.* The SCO-developed annual country combined education and training plan (CETP) to identify future SAT requirements and provide the Army long lead-time planning notification.

*e.* As specific SAT requirements solidify, as far in advance as possible, prepares a draft form team request memorandum (TRM) for coordination with the COCOM, ASCC and or TRADOC/SATMO.

*f.* In accordance with timelines at figures 3-1 and 4-1, submits final TRM for specific SAT for validation by the COCOM and Army decision. (See app D.)

*g.* Coordinates possible Special Operations Forces (SOF) SAT in accordance with paragraph 3-2*b* for PCS or paragraph 4-2*e*(4) for temporary duty (TDY).

*h.* Performs initial planning and coordination of in-country SAT activities.

- i.* Conducts and completes vetting requirements on all trainees prior to training, to ensure they meet prerequisites outlined in DOD/Department of State (DOS) policies and regulations, and maintains required trainee documentation.
  - j.* Enforces the chief of mission's weapons policy for SAT.
  - k.* Notifies the Combatant Commander and SATMO within 24 hours of the arrival and departure of the SAT members and dependents.
  - l.* Orients SAT personnel thoroughly on (as a minimum): training objectives; organization and capabilities of the forces to be trained; terms of reference; legal status in relation to the foreign country; political situation; history, culture and customs of the country; guidelines for official and personal associations with foreign personnel; currency control; logistics and administrative support international cooperative administrative support services (ICASS), general support office (GSO), civilian personnel office (CPO), and so forth); threat level, force protection, individual and collective security requirements, and ROE as appropriate, within 24 hours of their arrival in country.
  - m.* Deliberately and specifically evaluates the need to arm SAT members, and if so, coordinates with the in-country diplomatic leadership and the COCOM. States clearly in the TRM, all related rules of engagement (ROE) and force protection considerations.
  - n.* Ensures each SAT performs only the missions specified in the TRM. Strongly emphasizes to the country requesting a SAT 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. Security Assistance Team personnel will not provide office services, chauffeuring services, messenger services, or services of a purely personal nature.
  - o.* Provides or arranges in-country support (for example, medical/dental support) for SAT personnel and family members.
  - p.* Coordinates with the SATMO commander prior to taking any unfavorable personnel action on a SAT member. Prepares a full report and forwards to SATMO commanders (for example, team personnel relieved for cause).
  - q.* Establishes policy and procedures for the accountability and use of team property. Ensures the team chief establishes supply and/or equipment accountability records that provide a complete audit trail from item acquisition to disposal, and that all non-expendable, durable property costing \$50.00 or more is recorded on a property record.
  - r.* Periodically reviews team property and inventory records for accuracy. Maintains continuous in-country accountability by conducting a physical inventory prior to team and/or team chief departure from country. As a minimum, conducts an annual 100 percent physical inventory for all PCS teams.
  - s.* Ensures SAT case-funded property is appropriately controlled and transferred to foreign country representatives or to follow-on SAT.
  - t.* Acquaints the SAT personnel with specific U.S. Embassy requirements to make certain that security violations do not occur.
  - u.* Assists SAT personnel in receiving, dispatching, storing, and safeguarding military information, including classified information.
  - v.* Ensures SAT personnel have quarters in accordance with U.S. Embassy policy. Reviews residential leases to ensure quarters are appropriate for rank and dependent status of team members and comply with DOD and DOS standards. Ensures each lease request is submitted to the Embassy Interagency Housing Board for approval prior to signature by the appropriate contracting officer. If higher headquarters approval is required, ensure Embassy Interagency Housing Board reviews request before forwarding lease to the implementing agency.
  - w.* Submits a request to SATMO when a replacement for a SAT member is required, the reasons for the replacement and a recommended timeline to replace the SAT member.
  - x.* Submits all personnel actions for SAT members to SATMO.
  - y.* Oversees SAT in-country operational funds.
  - z.* At least monthly, the SCO or their designated representative will review the teams' monthly advice of obligation authority (AOA) report, ensuring they are adequately protected. Ensures all cash management is in accordance with U.S. Embassy budget and fiscal procedures. Assists SAT chief in establishing procedures with the Embassy for payroll support of any Foreign Service employees hired to support the SAT.
- (1) Ensures completion of quarterly assessments and forwards to DASA-DE&C. Ensures completion of the SAT after action report (AAR) (see app E) by the team chief, preferably before the team's departure from the country, but not later than 30 days after.
  - (2) Performs surveillance and quality control as the Government point of contact for contractor-staffed teams; sends requests for revisions, cancellations and terminations to SATMO in a timely manner to minimize or avoid penalties.
  - (3) For a contract SAT, ensures all support specified in the contract is provided to the SAT. The American Embassy does not provide logistical or administrative support for a contract team, unless it is expressly specified in the contract.
  - (4) Establishes procedures to review all team TDY and approves requests for in and out-of-country travel.
  - (5) Reviews SAT team chief's request for annual funding prior to submission to SATMO.
  - (6) Provides to SATMO and the combatant commander a list of recommended and/or required quality of life (QOL) and/or mission sustainment (MS) items to be included in the LOA. Reviews all purchase requests for items required to

execute the missions and ensures that all QOL and MS items are authorized by the LOA. Ensures that commercial vendor discussions and purchases are made through a United States Government contracting office.

(7) Ensures all host nation trainees are properly vetted prior to training execution and preferably prior to SAT arrival in country.

(8) The SCO in conjunction with the country is responsible for the aircraft air worthiness certification in accordance with AR 70–62.

## **2–5. U.S. Army Security Assistance Training Management Organization**

Implements the OCONUS portion of the Commanding General of TRADOC’s training missions. Plan, form, prepare, deploy, sustain and redeploy CONUS-based SATs to execute OCONUS Security Assistance missions in support of Secretary of Defense Security Cooperation Guidance, Combatant Command’s Theater Security Cooperation Plan and Ambassadors’ Mission Performance Plans. Manage all financial transactions in support of SATs. For HQDA approved and DCS, G–3/5/7 tasked SAT, TRADOC, through SATMO, is delegated tasking authority to further task lateral United States Army Commands, except SOC, and Direct Reporting Units for TDY teams, and Human Resources Command (HRC) for PCS teams. In addition, SATMO can request team members for both PCS and TDY teams from Army Reserves, National Guard, the Air Force, Navy, Marine Corps, and other U.S. government entities such as the Coast Guard. The SATMO commander is authorized to enter into a memorandum of agreement (MOA) with the country for the purpose executing SAT missions.

## **2–6. Selection of personnel**

a. The furnishing command (HRC, ACOM, or DRU) will ensure Soldiers selected for SAT duties have the experience, technical ability, maturity, and personality to accomplish their duties in the best interests of the United States. Accordingly, furnishing organizations will select only the best-qualified for this duty. Consistent with country-specified requirements, gender, race, ethnicity, religion and other factors bearing no relation to mission performance will not be selection criteria. Commanders will—

- (1) Make maximum effort to select personnel who meet the desirable, as well as mandatory, qualifications.
- (2) Select personnel who are highly qualified in their respective fields. They should be the best available who meet all other qualifications.
- (3) Select personnel who are capable of working with others and have demonstrated their abilities to train and supervise effectively and conscientiously.
- (4) Ensure selected personnel are fully qualified for overseas deployment before departing home station.
- (5) Schedule selected SAT members for school as required to meet special qualifications for the mission.
- (6) Select team members who are medically fit to perform duty with the SAT in the designated country. Personnel with known physical disorders that may require medical attention or hospitalization will not be selected.
- (7) Select Soldiers with enough time remaining in their service before separation or retirement to complete the required period of their contract.

b. Commander, SATMO, exercises final approval authority for all SAT members, and will ensure that all SAT members meet the qualifications of the TRM.

## **2–7. Language requirements/interpreter support**

The TRM may indicate a desire for language capability, but will not state a mandatory requirement. Furnishing organizations will to the extent possible, furnish team members with requested foreign linguistic ability. If team members with linguistic ability are not available, the SCO must coordinate for the necessary interpreter support to meet mission requirements.

## **2–8. Country and area clearances**

The SATMO will process requests for theater or area clearances as specified in DODD 4500.54.

## **2–9. Passports and visas**

Upon SATMO selecting the SAT members, they will submit passport and visa applications through their home station passport agencies. The SATMO will provide specific instructions and assistance with processing passport and visa requests.

## **2–10. Civilian clothing**

An initial clothing allowance, in accordance with AR 700–84, chapter 8, may be authorized when civilian clothing is required for mission accomplishment. Civilian clothing requirements must be stated in the TRM under uniform and clothing requirements. Costs, when approved, will be paid from case or program funds. The SATMO will validate the requirement and will process the civilian clothing allowance request.

## **2-11. Mission-related travel**

The SATMO will issue travel instructions and provide funding information to team members for all mission-related travel.

## **2-12. Pre-deployment team activities**

*a.* The SATMO will orient team members before departure for overseas assignment. The SATMO will designate a location for the SAT members to assemble to—

- (1) Confirm that the persons selected are capable of performing the mission.
- (2) Familiarize the team with the SAT mission.
- (3) Permit SAT members to become acquainted with each other and to form a cohesive training unit.
- (4) Obtain orientation on the history and culture of the country and the organization and capabilities of the forces to be trained.
- (5) Review training material or equipment to be used and set up methods of instruction.
- (6) Prepare the program of instruction and lesson plans, and collect and prepare training aids.
- (7) Review terms of reference and rules of engagement, if applicable.

*b.* All SAT members deployed OCONUS under the SA program must attend the Security Assistance Training Team Orientation Course (SATTOC) at Fort Bragg, NC. This training exposes SAT members to training on anti-terrorism, survival, escape, resistance, and evasion techniques (SERE), country intelligence/threat orientation, country-specific cross cultural considerations, medical and legal conditions of the country, counter-surveillance and driving techniques. The Commander, SATMO is authorized to waive attendance at SATTOC for individual SAT members when circumstances dictate. Should the combatant commander, or the host country team request that the entire team not attend SATTOC, a request with justification will be forwarded through Commander SATMO to TRADOC G-3 for decision.

*c.* The SATMO will provide the following information to the SCO 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.

## **2-13. Support for security assistance teams**

*a.* Unless otherwise provided, SATMO, in coordination with TRADOC G-3/SATFA, the SCO, the U.S. Diplomatic Mission, and other appropriate agencies, will ensure mission support of the SAT. The SCO must identify team support items in the SAT TRM. Such support will be fully reimbursable in accordance with the LOA. Mission support items that will be consumed or turned over to the country at mission completion, that is, training aids, publications, training equipment and materials, must be purchased using case/program funds. When the SAT is completed, the SCO will transfer all items purchased with case funds in support of the SAT mission to the host nation in accordance with the SAMM (DOD 5105.38-M). The level and quality of support provided to SAT members shall be equivalent to that provided to other in-country DOD personnel of equivalent grade.

*b.* Equipment and support materials required to support IMET-funded SAT must be approved prior to use of IMET funds. Requests for waiver to use IMET funds must be forwarded to DSCA. Such requests should be included with the initial IMET waiver request for the SAT, if possible. See AR 12-15, chapters 4 and 13 for additional information concerning IMET-funded SAT and use of IMET funds to purchase SAT support materiel.

*c.* Quality of life items may be purchased in accordance with AR 12-15, chapter 13 and morale, welfare, and recreation (MWR) policies. Prior approval by the country SCO and Combatant Command is required before QOL items can be purchased. The IMET funds will not be used for the purchase of QOL items. The QOL items are not authorized for TDY SAT.

*d.* The SCO must ensure that all host nation 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 on-the-job training (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.

*e.* The host country will furnish necessary interpreter support or fund this support in accordance with the LOA.

## **2-14. Mission funding**

The TRADOC G-3/SATFA centrally manages all OCONUS training case funds and other SA program funds for HQDA approved SAT.

*a.* For IMET-funded SAT, the SCO and/or Combatant Commander will get DSCA approved waiver prior to submitting the TRM to HQDA. See DOD 5105.38.M (SAMM) for waiver format.

*b.* The DOD Combating Terrorism Fellowship Program (CTFP) and DOD Counter Narcotics Program (CNP) funded teams require HQDA approval for personnel sourcing and DCS, G-3/5/7 tasking to TRADOC for execution.

c. The TRADOC provides pricing and availability (P&A) data to the SCO, and the SCO provides that information to the host country.

d. The TAFT/ETSS LOA will specify any support costs to be incurred by designated supporting activities in accordance with DOD 7000.14-R, Vol 15. Supporting organizations will be reimbursed from the LOA for such costs.

e. The LOA, TRM, type of funds or other agreements will determine which expenses the foreign government will bear as mission cost elements. These expenses may include—

- (1) Personnel pay, allowances, and differentials.
- (2) Special training of personnel needed to satisfy peculiar requirements of the SAT.
- (3) Transportation and full range of support.
- (4) Temporary duty travel.
- (5) Training aids, supplies, and equipment needed for mission sustainment and QOL items that the LOA or SAT request/call-up message specify.
- (6) Foreign national personnel, and/or local hires in accordance with U.S. Embassy policies.
- (7) Department of State ICASS Expenses.
- (8) The AOA is a financial instrument, which allows a team to establish a “line of credit” with the in-country financial officer at the U.S. Embassy (or USMTM in the case of Saudi Arabia) to pay for authorized expenses. Team chiefs will be issued an AOA and will be responsible for authorizing expenditures. You may delegated daily custodianship to a team member, but delegation must be in writing with prior coordination with the SATMO Resource Management Office (RMO). A copy of the memorandum is to be forwarded to the U.S. Embassy and the SATMO RMO. The team chief must retain and maintain receipts for all expenses incurred against the AOA for five years in electronic media form. Identify any doubtful or specific situations not covered by this memorandum to the SATMO RMO for further guidance or clarification. The team chief is responsible for the accountability of funds issued.

## **2-15. Disclosure of classified information**

Should the HQDA approved SAT mission include the use of U.S. classified information, TRADOC will obtain disclosure authorization preferably before the SAT deploys, but definitely before training begins. In such cases, SCO must ensure the recipients of classified information are properly cleared.

## **2-16. Medical services for team personnel**

- a. The LOA or other appropriate agreements will contain a standard note on medical and dental care.
- b. The U.S. Embassy’s regional medical officer will make any referral decisions. When time permits they should contact the U.S. Embassy physician for a referral.
- c. If a military team member requires routine or emergency health and dental services and does not have ready access to the U.S. Embassy health or if the services required are not available at the health unit, the LOA authorizes the government to pay all costs incurred for medical and dental care.

## **2-17. Correspondence**

All significant communications concerning SAT will include as addressees the SCO, Combatant Command, ASCC, TRADOC G-3/SATFA/SATMO, furnishing command (for all TDY SAT), and ASA(ALT) (SAAL-ZN) as information or action addressees, as appropriate.

## **2-18. Personnel evaluation reports**

- a. The SCO, in coordination with Commander, SATMO, will establish an officer evaluation report/noncommissioned officer evaluation report rating scheme, and provide it to the military team members immediately upon their arrival in country. The SCO will report initial rating chain information and changes as they occur to Commander SATMO.
- b. Unless otherwise stated in memorandum of understanding (MOU)/MOA, Commander USASATMO will be included in the rating scheme of SAT chiefs.
- c. For all Army SAT’s greater than 90 days in duration, the military members will receive ratings per the rating scheme at the intervals specified by AR 623-3 and the suspense established by USA SATMO HRM. For any assistance, the SCO should contact Chief, SATMO HRM.

## **2-19. Reports**

- a. The operation reporting (OPREP) 3- Serious Incident Report.
- b. Monthly Situation Reports, appendix F.
- c. The SAT chief will submit a quarterly assessment reports to Commander SATMO (see app F).
- d. Upon completion of an OCONUS SAT assignment, the team chief will prepare an AAR in accordance with appendix E on the effectiveness of the training or technical assistance rendered, and submits the original report to the SCO before the SAT returns to CONUS.
  - (1) The SCO will endorse and forward the AAR to the Combatant Command and HQDA, furnishing a copy to

SATMO, SATFA and to SATMOSAC. The endorsement will address any problems or make recommendations within the SCO's purview, and will evaluate the team's overall effectiveness and performance.

(2) The SCO will forward a copy of the team's evaluation and the after-action report through the Combatant Command and the service component headquarters to SATMO with information copies to SATFA and SATMOSAC.

(3) Addressees will take action, as required, when the comments of the SCO and combatant commands are received.

e. The SCO is encouraged to make progress reports on team performance to Commander, SATMO.

## **2-20. Relationships**

The SAT members will retain the title and rank held in the U.S. Army. They will conform to uniform and clothing regulations as prescribed by Army regulations and guidance from the SCO in country.

a. Department of Defense civilians' personnel administration will be in accordance with U.S. Office of Personnel Management (OPM) and DOD civilian personnel regulations.

b. The American Embassy staff and the host nation government will assist with local civilian labor to meet team requirements. The SAT will ensure that any directly hired local national's employment conditions, including pay and benefits, conform with U.S. Embassy policies and those established by the host nation government.

c. The SAT members will have no command or directive authority or responsibility over personnel of the host nation armed services.

## **2-21. U.S. Army Aviation Team**

a. Aircrew assigned to SAT will meet Flight Activity Category 2 (FAC 2) requirements, in accordance with Training Circular 1-210, Aircrew Training Program. If all available time and resources have been appropriately utilized, and some Aircrew Training Manual (ATM) requirements are still not met, Commander, SATMO may waive those specific ATM requirements as authorized by AR 95-1.

b. United States Army aviation team members and/or contractor aircrew members will not perform flight duties without aircraft airworthiness certification in accordance with DCMA Instruction 8210.1/AR 70-62 and/or CFR, Title 14.

## **2-22. Non-United States equipment**

A SAT does not normally provide training or assistance on non-standard or non-United States end items. The DASA DE&C must approve requests for exception to policy for training on non-standard or non-U.S. equipment.

## **2-23. Military justice jurisdiction**

The combatant commander has general courts martial convening authority over all military personnel under his or her command, that is, personnel assigned to the command's Joint Manning Document or attached for Uniform Code of Military Justice (UCMJ) purposes. However, since disciplinary action is normally administered by a commander of the same Service as the offender, the combatant commander should direct the Army Service Component Commander, or that commander's designee, to take courts-martial jurisdiction over PCS team personnel. If the Army Service Component Commander believes a case within their discretion should be referred to a court-martial at a level he is not authorized to convene, he should inform the combatant commander. In these situations, the combatant commander will have the authority to take disciplinary action or return the case back to the component commander for disposition. The combatant commander reserves the right to exercise military justice jurisdiction in those cases impacting the mission, or affecting external relations. Personnel assigned permanent change of station orders and carried on the authorization document (table of distribution and allowances (TDA), modification table of organization and equipment (MTOE), and so forth.) of the team management agency will remain under the military jurisdiction of that agency unless attached to the Combatant Command. The UCMJ jurisdiction over TDY team members resides with their parent organization commander, normally the SATMO commander. Article 15 jurisdiction for all personnel (both TDY and PCS) shall be exercised in accordance with Army regulations.

## **Chapter 3**

### **Permanent Change of Station Teams**

#### **3-1. General**

a. This chapter provides specific information on the initial request for and continuation of U.S. Army PCS SA teams. A PCS team is a long duration team (more than 179 days) which may contain any mix of military, government civilian or contractor personnel. An example of a PCS sequence of dates and actions is outlined in appendix B. There are two types of PCS teams—

(1) *Technical assistance field team*. The TAFT provides in-country technical support to foreign personnel on specific equipment, technology, doctrine, weapons, and supporting systems when mobile training teams (MTT), technical assistance teams (TAT), and extended training services specialist (ETSS) are not appropriate. The TAFT is



often the bridge between purely technical assistance and pure training. The 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. Additionally, TAFT is 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. Also, TAFT set up and operates the systems, as well as trains their counterparts to assume full operational control as quickly as possible.

(2) *Extended training services specialist.* The ETSS provides advice, instruction, and training in the installation, operation, and maintenance of weapons, equipment, and systems. Unless specifically approved by the DSCA, ETSS teams will be provided for no longer than 1 year.

b. These teams provide advice, training, technical assistance, or support to personnel of the hosting country. This assistance is provided to meet specific objectives in connection with development of a country's capability and the Combatant Commander's Security Cooperation Strategy. The deployment of these teams should be based on consideration of all of the advantages and disadvantages inherent in the use of this type of assistance, at a particular time, in a particular country, and should be consistent with DOD, Combatant Command, and Service security cooperation guidance or strategy. (SAMM), DOD 5105.38-M, table C10.T1- (Legislation for International Training), provides a listing of the various authorities for deploying teams.

c. The HQDA governing personnel sourcing principle is that all teams can be totally contractor, given that any team position that does not require military will be filled by a contractor or DA civilian.

d. The TRM must provide compelling justification why military personnel are required in lieu of contractors and/or DA civilians. The justification must include why each individual team member's task cannot be accomplished using a contractor or a DA civilian; and jeopardizes the team's overall mission success. The selection considerations for team composition and priority of fill are at figure 1-2.

### **3-2. Permanent change of station security assistance team request and authorized use**

A TAFT or ETSS will deploy for periods greater than 179 days and will not exceed three years in duration. A TAFT or ETSS team will be considered only if a short duration (less than 179 days) SAT cannot satisfy the requirement (see chap 4). Also, if the training requirement is too extensive for a short duration (less than 179 days) SAT, a TAFT or ETSS will replace the use of repetitive short duration SAT.

a. The primary purpose of a TAFT or ETSS is to support a FMS case by providing training or technical assistance to a host nation that result in a specific military capability. The AMC/USASAC works in coordination with TRADOC/SATFA in the development of the LOA to implement either a single case or separate materiel and training cases that support a total package approach (TPA).

b. In accordance with Title 10, United States Code, Chapter 167 (10 USC 167), the SCO will direct any requests for Army Special Operations Forces (ARSOF) personnel to the theater Special Operations Command (SOC) for validation, then to the theater combatant commander, who will then forward the request to USSOCOM for approval. Upon approval, USSOCOM will direct team sourcing.

### **3-3. Permanent change of station team process**

a. The PCS team request and Army decision process is depicted in figure 3-1. The process starts with the country team receiving a LOR or a country's request for a training team for an Army mission under an existing LOA. The country team will assist the country by preparing a detailed TRM. The TRM format is provided at appendix D.

(1) Before submitting the TRM, the SCO may request assistance from TRADOC concerning team composition, training concept, cost information and general guidance on the availability of specific skills.

(2) The TRM must be submitted 15 months prior to PCS team deployment.

(3) The requirements must be written to achieve a specific objective during a specific timeframe.

(4) The requirements must be tied into the current Combatant Commander's Theater Security Cooperation Plan or the country CETP to ensure specified objectives are achieved. Here are some examples of current COCOM and Army Strategic objectives:

(a) Enhance partner capability to conduct internal stability operations.

(b) Build partner capability to support COCOM missions with a focus on regional interoperability and stabilization operations, peace keeping operations, and humanitarian assistance.

(c) Deter aggression and counter coercion, and defeat adversaries.

(d) Develop capabilities of key allies and partners to dissuade potential adversaries.

(5) Requests for P&A must use the TRM format (draft) containing the planning information necessary to estimate costs and survey availability.

b. The country team will then submit a detailed TRM through the COCOM for validation to HQDA for decision. The TRM will clearly state the mission, training goals, end state of the mission, and the qualifications the team members should possess per paragraph 3-1. The SCO should also identify geographic or climatic conditions to be considered in selection of team members. For contractor-staffed SAT, the SCO will include, as part of the TRM, a statement of work (SOW) to be coordinated with TRADOC.

(1) The TRM will be submitted through the appropriate COCOM authority that works Security Cooperation programs to validate the requirements.

(2) Upon COCOM validation of the TRM, it will then be forwarded to HQDA for coordination and decision. The Army action agency address is DASA DE&C Suite 8200 (SAAL-NP), 1777 North Kent Street, Arlington, VA 22209.

(3) The DASA DE&C will coordinate with the DCS, G-1 and DCS, G-3/5/7 and make a decision on the TRM. If the TRM is disapproved, it will be sent back through the COCOM to the country team with applicable justification. If the TRM is approved, DASA DE&C will draft an Execution Message to DCS, G-3/5/7 ODO with a mission statement, metrics for measuring success, and a timeline for completion.

(4) The DCS, G-3/5/7 ODO upon receiving the draft execution message from DASA DE&C will send a tasker to the TRADOC G-3/5/7 Central Tasking Office, which sends to TRADOC G-3/5/7 SATD/SATMO to fill the request.

c. Given an approved and implemented LOA, TRADOC will execute the fill of the team and prepare them for deployment.

(1) The SCO, in coordination with TRADOC ensures that all necessary equipment, supplies, instruction facilities, and technical publications are on hand or available for the arrival of the team. Tools and ancillary equipment needed for the training or technical assistance must be on-hand and available for the team use when the SAT team arrives in country.

(2) The SCO ensures that foreign personnel to be trained meet the prerequisites necessary to comprehend the technical level of presentation and must vet them for training.

(3) The SCO programs the in-country arrival date in accordance with appendix B, and must consider the availability of trainees, facilities, and equipment.

d. The team chief, in coordination with SATMO and the SCO, will meet reporting requirements in paragraph 2-3.

#### **3-4. Request for team continuation**

Continuation of the duration of an Army non-contractor PCS SAT beyond 3 years requires HQDA approval. If a PCS team requires a continuation beyond 2 years, the SCO will submit a team continuation request memorandum (TCRM) through the same process as the TRM for approval. To meet Army personnel management timelines, the TCRM must be submitted by the end of the first year. No continuations will be granted without the HRC approval.

#### **3-5. Support requirements and authorized Family members**

In addition to Army PCS SAT support commitments provided in the TRM and LOA, supporting agencies will pay particular attention to the support requirements of authorized and approved team member dependents. If on an authorized accompanied tour, team members will complete all Family member pre-deployment screenings according to AR 600-8-11. Family travel decisions (concurrent or deferred) will be based upon the response from the overseas commander.

#### **3-6. Overseas tour lengths**

Non-contractor PCS teams' tour length will be in accordance with AR 614-30 and LOAs. If the Army regulation is in conflict with the LOA, the Army regulation will take precedence unless an exception is granted. The joint federal travel regulations govern overseas tours for DOD civilian personnel.

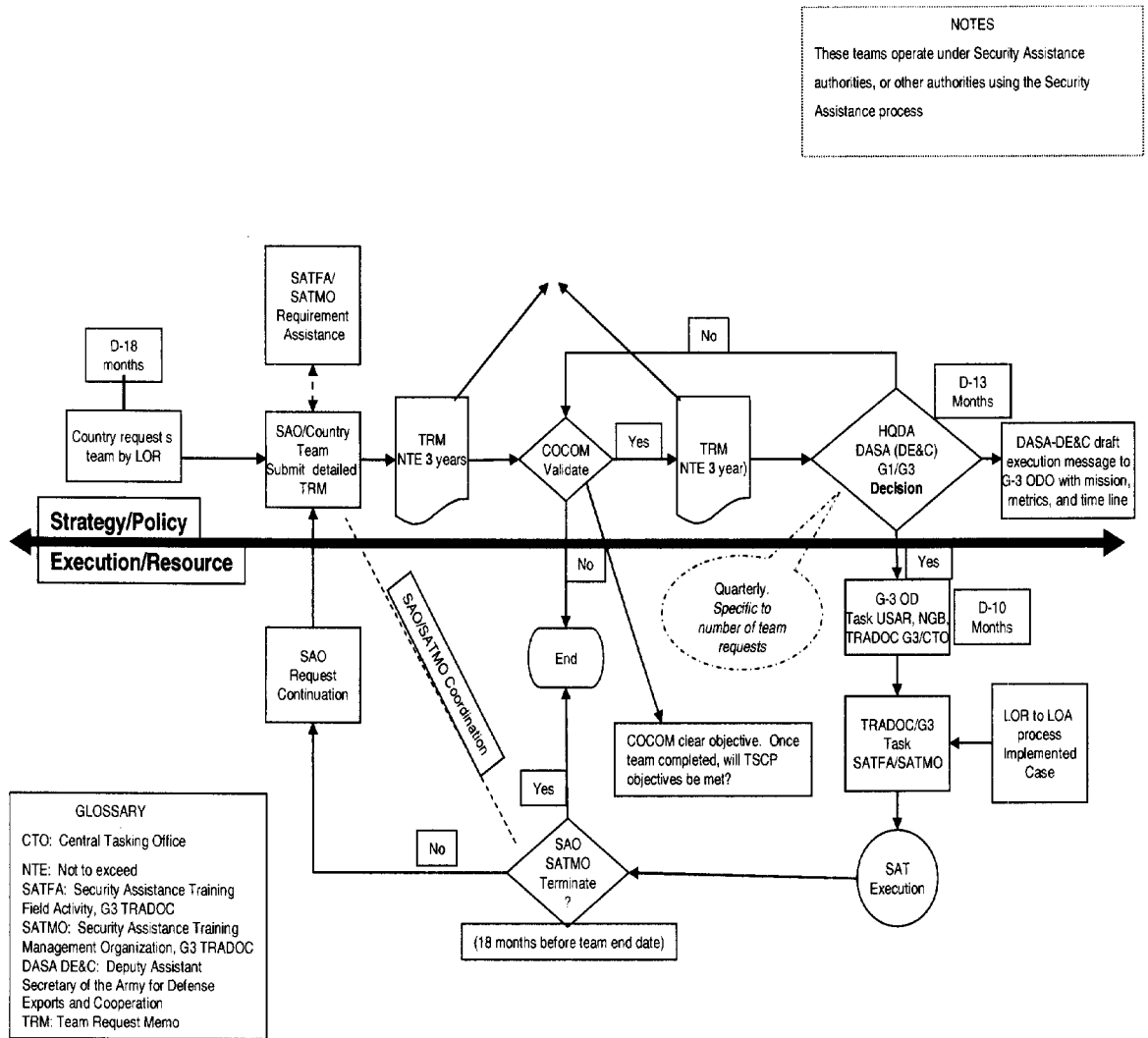


Figure 3-1. Initial and continuation request for PCS teams

### 3-7. Team members and authorized dependents legal status

The SCO will provide in the TRM the legal status to include any substantiating documents required for team members and their dependent while deployed in country. Additionally, the LOA may contain an appropriate standard note or footnote on the legal status of SAT personnel.

### 3-8. Pre-deployment activities

Pre-deployment activities will include but not limited to SATTOC, Soldier readiness processing (SRP), POI development, refresher training and any specific activities as identified by SATMO.

### 3-9. Permanent change of station orders

The SATMO will provide HRC with a funding citation and assignment instructions that are peculiar to the TAFT/

ETSS to include in the PCS orders. The personnel service battalion (PSB) of the TAFT/ETSS team member's installation will issue PCS orders with the appropriate funding citation, assignment instructions and any TDY en route.

### **3–10. Flight physicals**

All aircrew personnel will complete a comprehensive annual flying duty medical examination (FDME) prior to departing home base. When aircrew are on duty at an OCONUS station with limited medical facilities, they will accomplish the FDME to the extent possible, and, In accordance with AR 40–501, paragraph 6–8*d*, attach a cover letter explaining facility limitations. They will accomplish a comprehensive FDME within 90 days of return to a station with adequate medical facilities. See AR 40–501, paragraph 6–8*d* for additional guidance.

## **Chapter 4 Temporary Duty Teams**

### **4–1. General**

This chapter provides information specific to TDY SAT. Temporary duty teams perform services for specific purposes and periods of time not to exceed 179 days under the Arms Export Control Act (AECA) and the Foreign Assistance Act (FAA). They 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. There are 4 types of TDY teams which can be deployed into country; MTT, requirements survey teams (RST), TAT, and pre-deployment site surveys (PDSS). The TDY team request process is outlined in figure 4–1. The selection considerations for team composition and priority of fill are at figure 1–2.

*a. Mobile training teams.* The MTT are composed of personnel on TDY for the purpose of training foreign personnel. The MTT conduct in-country training when it is more effective to bring the training to the country. The MTT provide training, rather than technical assistance. The MTT may be drawn from CONUS or within theater. Under exceptional circumstances, MTT may 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. When the SCO does not have the subject matter expertise or capability to perform pre-deployment survey functions, and with concurrence of the SCO, PDSS will deploy before MTT.

*b. Requirements survey teams.* The RST deploy TDY to an OCONUS location to determine specific country needs. The RST assesses the country's capabilities and determines requirements for equipment, team composition, and duration of future training or assistance missions.

*c. Technical assistance teams.* The TAT deploys TDY to provide technical assistance other than training. The TAT maintains or repair U.S. equipment that has been provided to the host government. These teams may set up and place into operation such things as repair parts warehouses, personnel records systems, technical libraries and English language laboratories. The TAT often helps a country to maintain U.S. equipment or adopt U.S. management techniques. For the purposes of this regulation, OJT that is incidental to TAT activities is not considered training assistance. The SAMM, chapter 10, provides basic guidance on TAT.

*d. Pre-deployment site survey.* The PDSS are generally five-day TDY by the team chief that precede deployment of a SAT to ensure preparations (such as billeting, classrooms, ranges, interpreters, training equipment, so forth.) are in place, and to perform other advance party functions. The PDSS may inspect the training site, determine requirements for special tools, equipment, and other support materials, and discuss the proposed training program with the SCO and host nation representatives. The PDSS can occur from three months to 30 days before the SAT deploys.

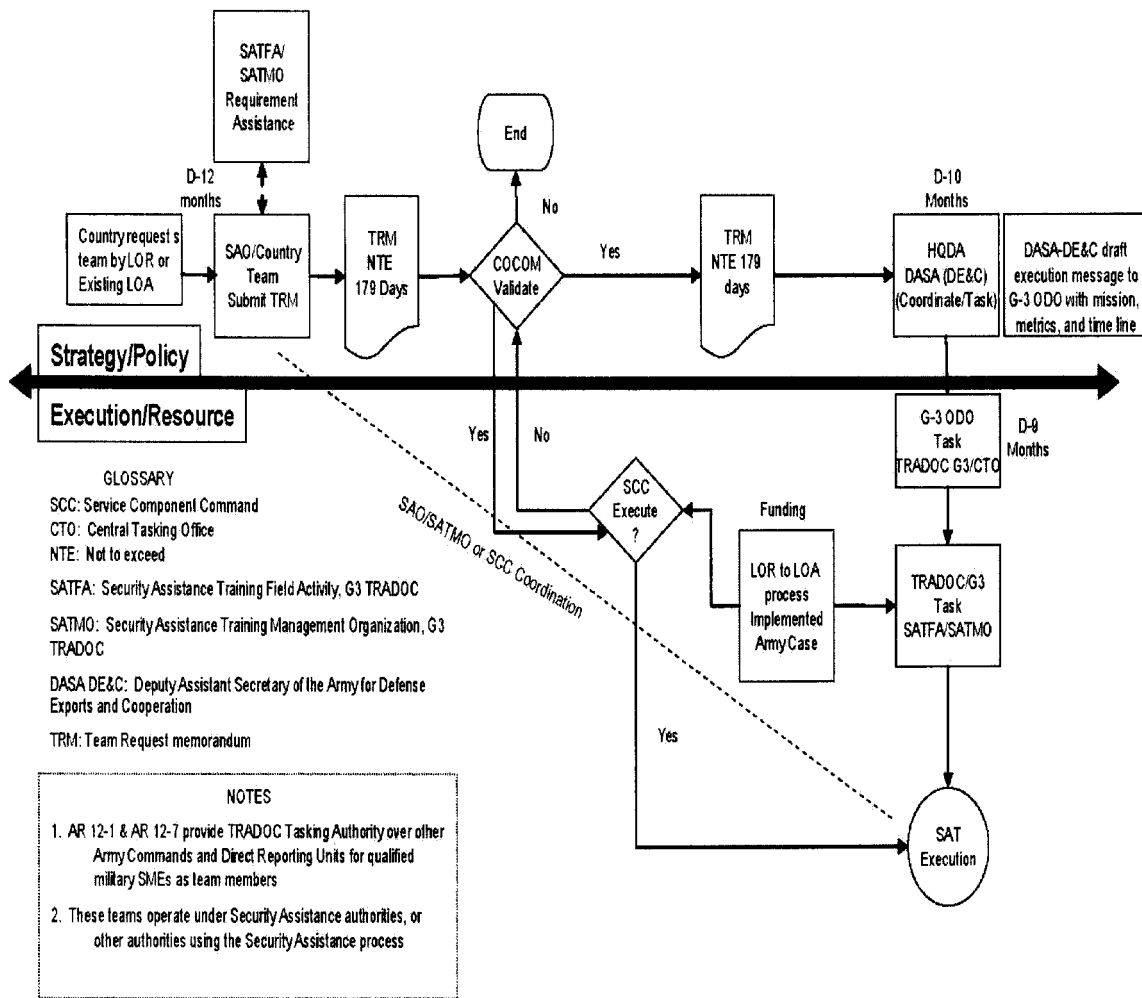


Figure 4-1. Initial and extension requests for TDY teams

#### 4-2. Temporary duty security assistance team request and authorized use

a. The TDY team request and Army decision process is depicted in figure 4-1. The process starts with the country team receiving a LOR or a country's request for an Army SAT under an existing LOA. The country team will assist the country by preparing a detailed TRM. The TRM format is provided at appendix D. The SCO must send the TRM (see app D) for a TDY team in accordance with figure 4-1 through the COCOM to HQDA a minimum of 10 months before the date of deployment. The COCOM will validate and endorse TRM that do not meet the timeline in paragraph 4-1(a), above and submit them with justification (operational requirements) to DASA DE&C for review and staffing to the Vice Chief of Staff of the U.S. Army (VCSA) for decision. Copies should be provided to TRADOC/SATFA and SATMO.

- (1) Before submitting the TRM, the SCO may request assistance from SATMO concerning team composition, training concept, cost information and general guidance on the availability of specific skills.
- (2) The requirements must be written to achieve a specific objective during a specific timeframe.
- (3) The requirements must be tied into the current Combatant Commander's Theater Security Cooperation Plan or

the country CETP to ensure specified objectives are achieved. Here are some examples of current COCOM and Army Strategic objectives—

- (a) Enhance partner capability to conduct internal stability operations.
  - (b) Build partner capability to support COCOM missions with a focus on regional interoperability and stabilization operations, peace keeping operations, and humanitarian assistance.
  - (c) Deter aggression and counter coercion, and defeat adversaries.
  - (d) Develop capabilities of key allies and partners to dissuade potential adversaries.
- (4) Requests for P&A must use the TRM format (draft) containing the planning information necessary to estimate costs and survey availability.
- b. The Country Team will then submit a detailed TRM through the COCOM for validation. The TRM will clearly state the mission, training goals, end state of the mission, and the qualifications the team members should possess per paragraph 3-1. The SCO should also identify geographic or climatic conditions to be considered in selection of team members. The SCO will include a Statement of Work to be coordinated with SATMO as a part of the TRM.
  - c. The applicable COCOM authorities will coordinate with the ASCC to determine if the mission can be satisfied from internal theater assets. If so, the mission is executed intra-theater with no HQDA involvement required.
  - d. If not, the COCOM will forward the TRM to HQDA for decision. The Army action agency address is DASA DE&C Suite 8200 (SAAL-NP), 1777 North Kent Street, Arlington, VA 22209.
    - (1) The DASA DE&C will coordinate with the DCS, G-1 and DCS, G-3/5/7 and make a decision on the TRM. If the TRM is disapproved, it will be sent back through the COCOM to the country team with applicable justification. If the TRM is approved, DASA DE&C will draft an Execution Message to DCS, G-3/5/7 ODO with a mission statement, metrics for measuring success, and a timeline for completion.
    - (2) The DCS, G-3/5/7 ODO upon receiving the draft execution message from DASA DE&C will send a tasker to the TRADOC G-3/5/7 Central Tasking Office to fill the request.
  - e. Given an approved and implemented LOA, SATMO will execute the fill of the team and prepare them for deployment.
    - (1) The SCO, in coordination with USA SATMO ensures that all necessary equipment, supplies, instruction facilities, and technical publications are on hand or available for the arrival of the team. Tools and ancillary equipment needed for the training or technical assistance must be on-hand and available for the team use when the SCT team arrives in country.
    - (2) The SCO ensures that foreign personnel to be trained meet the prerequisites necessary to comprehend the technical level of presentation and must vet them for training.
    - (3) The SCO programs the in-country arrival date in accordance with appendix C, and must consider the availability of trainees, facilities, and equipment.
    - (4) In accordance with 10 USC 167, the SCO will direct any requests for ARSOF personnel to the theater SOC for validation, then to the theater combatant commander, who will forward the request to USSOCOM for approval. Upon approval, USSOCOM will direct team sourcing.
  - f. Approval to use IMET funds for SATs requires that the combatant commander forward a request for waiver to DSCA for consideration and approval before sending the TRM to HQDA. The waiver request should include a cost estimate for training aids and training materials. The SCO can request P&A assistance from SATMO for the cost estimate for the IMET waiver.

#### **4-3. Drawdown decision security assistance team requirements**

Training and technical assistance related to presidential drawdown determinations will be programmed and conducted in accordance with the Execution Order.

#### **4-4. Family members**

Family members are not authorized to accompany or join military TDY team members in country.

#### **4-5. Temporary duty orders**

The SATMO will provide furnishing commands with coordinating instructions and financial information for the preparation of TDY team orders.

#### **4-6. Pre-deployment activities**

Pre-deployment activities will include but not limited to SATTOC, SRP, POI development, refresher training and any specific activities as identified by SAMTO.

#### **4-7. Team members legal status**

The SCO will provide in the TRM the legal status to include any substantiating documents required for team members

while deployed in country. Additionally, the LOA may contain an appropriate standard note or footnote on the legal status of SAT personnel.

## **Chapter 5 Contractor-Staffed Teams**

### **5-1. General**

This chapter provides information specific to SAT staffed by one or more contractors. Contractor staffed teams are the preferred means for filling a team unless specific circumstances and requirements dictate otherwise. The priority of fill for the team is contractor, DOD civilian and then military. Follow procedures in chapters 3 and 4 respectively for contractor staffed PCS and TDY teams, contractors may comprise all or part of a team. The SCO must obtain authorization from the requesting country before accepting a contractor staffed SAT. A statement of work (SOW) must accompany the TRM.

### **5-2. Provisions specific to contractors**

- a.* Contractors and their employees cannot—
  - (1) Work 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.
- b.* Contract team members 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.
- c.* Security clearance for employees of contractors will conform to the requirements of DOD 5220.22-R and as specified in the contract. Other administrative requirements such as those involving non-disclosure statements, certificates of performance, logistical support, travel, identification, privileges, and reports will conform to the appropriate provisions of Army regulations as incorporated within the contract for the services.
- d.* 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 SCO.
- e.* 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.
- f.* Commander, SATMO will ensure personnel furnished by the contractor meet, as closely as possible, the qualifications and skills expected of their military counterparts.
- g.* Contract team members will be medically fit to perform duty in the designated country.
- h.* 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 contracting officer.
- i.* The SCO must forward requests for extending contractor-staffed SAT duration through the combatant commander and HQDA. The HQDA will forward approve requests to TRADOC (SATFA & SATMO), and SATMO will coordinate a contract modification with the contracting officer.

## **Appendix A References**

### **Section I Required Publications**

#### **AR 11-31**

Army International Security Cooperation Policy (Cited in para 1-3b(7).)

#### **AR 12-1**

Security Assistance, International Logistics, Training, and Technical Assistance Support Policy and Responsibilities (Cited in para 1-3e(1).)

#### **AR 12-15**

Joint Security Assistance Training Regulation (Cited in para 2-13.)

### **Section II Related Publications**

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

#### **AR 11-2**

Management Control

#### **AR 40-501**

Standards of Medical Fitness

#### **AR 40-562**

Immunizations and Chemoprophylaxis

#### **AR 55-46**

Travel Overseas (MPE)

#### **AR 60-72**

Airworthiness Qualification of Aircraft Systems

#### **AR 70-57**

Military-Civilian Technology Transfer

#### **AR 95-1**

Flight Regulations

#### **AR 135-210**

Order to Active Duty as Individuals for Other Than a Presidential Selected

#### **AR 380-10**

Foreign Disclosure and Contacts with Foreign Representatives

#### **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 623-3**

Evaluation Reporting System

**AR 700-84**

Issue and Sale of Personal Clothing

**Training Circular 1-210**

Aircrew Training Program Commander's Guide to Individual and Crew Standardization

**DOD 5105.38-M**

Security Assistance Management Manual (SAMM)

**DOD 7000-14-R, vol. 15**

Financial Management Regulation Policies and Procedures, Security Assistance Policy and Procedures

**DODD 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**

**DD Form 2060**

FMS Obligation Authority (Available at <http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>.)

**Appendix B**

**Permanent Change of Station Team Dates and Actions**

**B-1. D-18 Months**

Concept Approval by DOS. SCO submits TRM to COCOM. SCO forwards request for LOA (if not already implemented).

**B-2. D-15 Months**

COCOM submits TRM to HQDA. LOA Preparation.

**B-3. D-14 Months**

Receipt/acceptance of LOA by host country.

**B-4. D-12 Months**

LOA implemented and funding authorization granted. HQDA tasks TRADOC to support SAT. TRADOC sends request for military personnel to AHRC.

**B-5. D-10 Months**

TRADCO initiates contract procedures and/or DOD civilian term hire procedures.

**B-6. D-90 Days**

Team Chief PDSS in country. POI/program support requirements sent to SCO.

**B-7. D-30 Days until D-Day**

Training materials prepared and shipped. Administrative processing completed. SATTOC completed at Fort Bragg. Final deployment preparation for completed.

**B-8. D-Day**

Team departure for mission.

**Appendix C  
Temporary Duty Team Dates and Actions****C-1. D-12 Months**

Concept Approval by DOS. DOD HQDA finalization of cost estimate. SCO submits LOR & TRM to COCOM.

**C-2. D-10 Months**

COCOM submits TRM to HQDA. LOA Preparation.

**C-3. D-09 Months**

HQDA tasks TRADOC to support SAT. LOA processed/implemented.

**C-4. D-210 Days**

TRADOC tasks supporting command/agency.

**C-5. D-120 Days**

SAT source(s) identified. Team members selected.

**C-6. D-90 Days**

POI/program development training support requirements determined. POI/program support requirements sent to SCO.

**C-7. D-30 Days**

Training materials prepared and shipped. Administrative processing completed. SATTOC completed at Fort Bragg. Final deployment preparation completed.

**C-8. D-Day**

Team departure for mission.

## Appendix D Format for Security Assistance Team Request/Call-up

### D-1. Instructions

The following format is from AR 12-15, figure 4-1. 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.

### D-2. Requests for teams

The format in figure D-1 provides guidance for officially requesting TRM.

---

Appendix D-1  
Team Request Memorandum

| File Symbol   | Date                               |
|---|------------------------------------|
| MEMORANDUM THRU ( <i>COCOM</i> )  |                                    |
| FOR Deputy Assistant Secretary of the Army for-Defense Exports and Cooperation (DASA DE&C), Suite 8200, ATTN: SALL-NP, 1777 North Kent Street, Arlington, VA. 22209   |                                    |
| SUBJECT: Team Request Memorandum (TRM) for ...  |                                    |
| 1. In accordance with Army Regulation 12-7, request the Army deployment of a Security Assistance Team (SAT) ( <i>MTT, TAT, PDSS, RST, TAFT, ETSS</i> ) to (host nation) to conduct ( <i>subject matter</i> ) ( <i>training or technical assistance</i> ).   |                                    |
| 2. The (name of office or person) of (host nation) has requested this team. It fulfills objectives of (document or policy, such as the theater cooperation strategy, Mission Performance Plan, training plan, etc.) and the Country Team has approved it. A contract or mixed Government/Contract team (is, is not) acceptable. |                                    |
| 3. Attached as Enclosure One are the specific facts that AR 12-7 and AR 12-15 require.  |                                    |
|   | SAO Name<br>Rank, Service<br>Title |
| Encl  |                                    |

---

Figure D-1. Team Request Memorandum (TRM)

---

---

## Format For Security Cooperation Team Request

### The following format is from AR 12-15 (JSCET)

- a. SAT identification. (See JSCET for coding.)
- b. Requirement. (In the following subparagraphs state what the team is to accomplish, rather than how it is to accomplish it.)
  - (1) Mission. (State the scope of instruction the team is to conduct.)
  - (2) Training goal. (State the purpose of the training in terms of the effect or benefit this team will provide to the host nation and the security assistance objectives it will accomplish.)
  - (3) Objectives. (State any actions or steps the team will take to accomplish the mission.)
  - (4) End state. (List the expected results from this training that can be quantified and measured. The measure of these results following training will provide an indicator of mission success.)
- c. Team composition. (Indicate the envisioned quantity, rank, MOS, and title of each team member.)
- d. Duration. (Indicate the proposed duration of a PCS mission in months and of a TDY mission in weeks.)
- e. Personnel to be trained.
  - (1) Technical qualifications of prospective foreign military trainees, to include relevant training and educational level.
  - (2) Number of foreign military trainees by officers, enlisted personnel, and civilians.
- f. Security clearance. (Indicate the type of security clearance required for the mission.)
- g. Team restrictions. (Reflect any required limitations or exclusions on the type of personnel, uniforms, equipment, or methods of instruction.)
- h. Summary of host country capabilities.
- i. 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.)
- j. Availability of tools and ancillary equipment. (List tools and equipment required for the mission, and their availability in country.)
- k. Availability of training aids. (List training aids required for the mission, and their availability in country.)
- l. Interpreter support.
- m. 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.)
- n. Desired in-country arrival date.
- o. Types of quarters available.
- p. Uniform and clothing. (Describe requirements for on and off-duty uniforms and civilian clothing.)
- q. 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.)
- r. Facilities. (Indicate the availability of medical, dental, shopping, and laundry facilities.)
- s. Confirmation of country team approval. Validate the SAT mission; verify that the Combatant Command and country team support the mission (NSDD38) ICASS, etc., and that it supports the Unified Command theater strategy and the country team MPP. Confirm ICASS will be provided for contractor SAT.
- t. PDSS. (State, if needed, the requirement for the team chief to conduct a PDSS to visit the training site, SCO and host nation to determine requirements prior to team deployment.)
- u. Additional information.
  - (1) Identify any important data requiring more emphasis or containing information useful to TRADOC (SATFA/USASATMO), or to the team chief in selecting and preparing the SAT.

Figure D-2. Format for submitting request for TRM

---

- 
- (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) Refer 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 SAT, include estimates for in-country expenses for anything required by the PCS SAT which requires funding (housing, transportation, security, medical/dental care, maintenance, telephones, schooling costs for family members, TDY, emergency leave, quality of life, ICASS, mailing address for SAT, etc.).
  - (7) If any data requires classification or special handling, attach it to the request as an annex.
  - (8) Force protection. (Address force protection provided to the SAT by host country/us embassy. State whether SAT is required to bring weapons and type of security provided for weapons/ammunition if required).
  - (9) Civilian contractors. (Indicate if country will accept civilian contractors if no DOD personnel are available. This will require submitting a statement of work or performance work statement (SOW/PWS)).
  - (10) ARSOF SAT. (Any SATs that may include ARSOF personnel must be coordinated with the respective TSOC. The SAT TRM will indicate degree of coordination and identify a TSOC OPR.) The Combatant Commander must direct ARSOF TRM to USSOCOM IAW paragraph 3-2a or paragraph 4-2e(4) of this regulation.
    - v. Type of funding and supporting case data.
    - w. SCO Point of Contact. (Indicate the name, grade, service, DSN and commercial phone/fax numbers, message and mailing addresses, and e-mail address for the SCO POC.)

Figure D-2. Format for submitting request for TRM- continued

---

## Appendix E

### Instructions and Format for Security Assistance Team Effectiveness Evaluation

#### E-1. Instructions

The following format is taken from AR 12-15.

#### E-2. Security Assistance Team effectiveness

The SAT effectiveness evaluation format is as follows:

- a. *Team information.* Include 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.*
- d. *Training goals.* Restate goals.
- e. *End state.* Restate end state. Discuss the mission's success or failure in achieving the end state and list reason why.

- f. Locations.* Indicate the locations at which training/technical assistance was conducted.
- g. Number of trainees.* Indicate the number of indigenous personnel trained by type, such as maintenance, supply, instructor, so forth. Indicate whether trainees were officers, enlisted, or civilians. Use actual number of individuals rather than unit designations such as battalion, company, so forth.
- h. Installations.* Indicate schools, courses, or training installations/other facilities that were used or established.
- i. Adequacy.* Indicate the adequacy of foreign country training installations/other facilities relating to the mission of the team.
- j. Materiel.* Indicate the type, quantity, condition, and state of maintenance of materiel on which training/technical assistance was provided.
- k. Interpreter support.* Indicate the adequacy and effectiveness of interpreter support provided.
- l. Training conditions.* Provide a summary of training conditions as existed on arrival.
- m. 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.
- n. Problems.* Discuss problems encountered that affected the mission.
- o. 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?
- p. Support.* Indicate the adequacy of the country team's support. Indicate any comments considered appropriate concerning accommodations, meals, medical facilities, transportation and overall treatment.
- q. Conclusions.* Indicate conclusions and recommendations. Provide the following:
- (1) 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) The follow-up actions the SCO might take.
  - (4) Recommendations for the further improvement of the foreign country's military that can be furnished by programs.
  - (5) Essential information that should be passed on to future SAT to make the teams more effective.

## Appendix F Format for Quarterly Assessment Report

Requesters must provide the information stated in the figure F-1.

---

### Quarterly Assessment Format

AOJK-SA

Date

MEMORANDUM FOR Deputy Commander, Chief Security Assistance Operations Division,  
U.S. Army Security Assistance Training Management Organization (USASATMO), Fort Bragg,  
North Carolina 28310

SUBJECT: Quarterly Assessment Report for (**Insert SAT name**)

1. Personnel status of Security Assistance Team (SAT): NOTE: List only changes since previous report.
  - a. Team Composition: List all team members along with duty status (LV, TDY, school, and health).
  - b. Dependent Status for PCS personnel: Include health, schooling or other concerns.
2. Mission status of SAT:
  - a. Principal Point of Contact with whom you work (identified by position) and any other persons you advise and/or assist (identified by position).
  - b. Significant accomplishment in the last ninety days (i.e. contacts made, programs established, SOPs/Documents/Policies written, training conducted to include number of personnel trained, and objectives achieved).
  - c. Projected activities over the next ninety days.
  - d. Changes to the mission as directed by the Security Cooperation Organization and/or Combatant Command and coordinated with/approved by TRADOC and/country officials.
3. Administrative concerns or issues of the SAT.
  - a. List any personnel, finance, logistical, travel, quality of life, administrative or other concerns you have that USASATMO can resolve.

CF:  
(NOTE: Your SAT Manager)

JOHN S. DOE  
LTC, AV  
Team Chief

FAX DSN 239-3695

---

Figure F-1. Quarterly assessment format

---

## Appendix G Operation Reporting–3 Report Procedures and Format

Provides guidance for Oprep-3 Report Procedures and format.

---

### APPENDIX G OPREP-3 Report Procedures and Format POLICY OR PRECEDENT

#### SUBJECT

#### DATE

Event/Incident Reporting (OPREP-3 Report)

#### SYNOPSIS:

1. **PURPOSE:** To establish policy for immediate reporting of events and incidents to Commander, USASATMO.
2. **SCOPE:** This policy applies to all personnel assigned or attached to the United States Army Security Assistance Training Management Organization (USASATMO) for the purpose of conducting Security Assistance missions.
3. **GENERAL:**
  - a. Personnel in charge of USASATMO missions will monitor events continuously to detect any possible incidents that can generate national or international interest and will promptly report this information to the USASATMO Commander, Senior leader in theater and SAT Manager using the OPREP-3 (Event/Notification) report. A sample of the format to be used is at Enclosure 1 to this Policy Letter.
  - b. A reportable event or incident is anything that causes bodily injury, loss of equipment, or embarrassment to the command. Personnel should report such incidents even if in doubt as to the severity or importance of the event or incident. Commander, USASATMO will determine whether the matter is reportable to higher headquarters.
  - c. For the initial OPREP-3 notification, SATMO-assigned personnel will immediately notify USASATMO headquarters by telephone at 910-432-9108 (DSN 239) during normal duty hours, and the United States Army Special Warfare Center and School (USAJFKSWCS) Command Center at 910-432-2201 (DSN 239) during off-duty, weekends and holidays hours.
  - d. Within six hours of the telephone notification, the reporting element should provide written clarification and validation by e-mail, FAX, or message. Both the initial telephonic and the clarification and validation shall answer the following questions:
    - (1) Who was involved / exact name, rank, unit of assignment of all persons in the entire report?
    - (2) What was the event?
    - (3) Where did the event occur?
    - (4) When did the event occur?
    - (5) How did the event occur?
    - (6) What actions have been taken at this time in response to the event?
    - (7) What actions have been taken by other personnel/agencies involved in the event?
    - (8) What is the highest level of the chain of command currently aware of the incident? Include exact name, unit, positions and contact phone information for all verifiers/releasers involved.
    - (9) Who is making the report?
  - e. Follow up. Reporting elements will update the initial report as additional information becomes available and submit a final report when the incident is closed.

#### PRESCRIBING DIRECTIVES:

C1 USASOC Regulation 525-1, 1 July 2002  
Amended C1, USASOC Regulation 385-1

---

Figure G–1. OPREP-3 Report Procedures & Format

---



---

AOJK-SAT

Date:

MEMORANDUM FOR Commander, US Army Security Assistance Management  
Organization (USASATMO) Fort Bragg, North Carolina 28310

SUBJECT: OPREP-3 (Event/Incident) Report

1. Who: (name / rank / SSN / MOS / unit)
2. What:
3. Where:
4. When:
5. How:
6. What actions have been taken by the command at this time in response to the event?
7. What actions have been taken by other personnel, units, or agencies involved in the event?
8. What is the highest level of the chain of command currently aware of the incident: (Name/Rank and DTG of notification)?
9. Who verified/released this report?
10. If incident is "spouse or child abuse," the following information will be received:
  - a. What actions have been taken to safeguard the victims/family members? (IAW AR 608-18, para 3-13dd)
  - b. What actions have been taken to notify the proper authorities? (IAW AR 608-18, para 1-7b(4))
11. If the incident involves "death or serious injury," the following information will be received:
  - a. What actions have been taken to ensure proper casualty assistance and what is the status of the proper notification to the next of kin?
  - b. What actions have been taken to ensure proper family readiness group assistance?
12. If the incident involves an incident with "public affairs implications," the following information will be received:
  - a. What external (to DOD) media is currently aware of the incident?
  - b. What DOD public affairs activities are aware of the incident?
13. **On the initial written report, units must provide details on what actions will be taken in the future regarding the incident. The details for further actions will follow one of these three examples:**
  - a. Final report with no future action or reporting required. Final reports will require a closeout authority (I.E. This is a final report as directed by the MSC commander).
  - b. Final report with future action and reporting through a specified separate channel (i.e. **This is a final report. Further reporting will be through (personnel, safety, legal, and/or medical channels, etc...)**)
  - c. Mandatory follow-up report every 24 hours until a final report is submitted. (**This is a follow-up report and an update will be sent within 24 hours.**)

CF:  
OMC, SCO, MIL GP

SAT Manager

//Original Signed//  
I.M. GOOD  
MAJ, IN

Team Chief

---

Figure G-1. OPREP-3 Report Procedures & Format-continued

---

---

## COMPLETED OPREP-3 EXAMPLE

AOJK-SAT

01 October 2008

MEMORANDUM FOR Commander, US Army Security Assistance Management  
Organization (USASATMO) Fort Bragg, North Carolina 28310

SUBJECT: OPREP-3 (Event/Incident) Report

1. PFC John J. Doe, 123-45-6789, MOS 74B, A Co, 528<sup>th</sup> SPT BN
2. During live fire training exercise, 7.62 round from M60 MG cooked-off during an immediate action drill procedure. No injury cook-off round went into the ground.
3. Range 29, Fort Bragg, NC
4. 011803z Aug 2003
5. During the live-fire a round jammed in the ejector. Immediate action was implemented and as soon as the ejector was released the round in the chamber cooked off. M-60 was pointed in the downward position. 7.62 round impacted the ground.
6. **Safety procedures on clearing a jam or misfire on M-60 MG has been reviewed by all unit members.**
7. N/A
8. COL Doe, SOSCOM Cdr, 011830Z Aug 03
9. MAJ Snuffy, SOSCOM S-3
10. N/A
11. N/A
12. N/A
13. This is a final report. Further reporting will be through the safety channels. Remarks/voice notification to USASOC Command Center at 011845Z Aug 03.

---

Figure G-1. OPREP-3 Report Procedures & Format-continued

---

## **Glossary**

### **Section I Abbreviations**

**AAR**

after action review

**ACOM**

Army Command

**AECA**

Arms Export Control Act

**AMC**

Army Materiel Command

**AMEDD**

Army Medical Department

**AOA**

advice of obligation authority

**ARNG**

Army National Guard

**ARSOF**

Army Special Operations Forces

**ARSTAF**

Army Staff

**ASA (ALT)**

Assistant Secretary of the Army (Acquisition, Logistics & Technology)

**ASA (FM&C)**

Assistant Secretary of the Army (Financial Management & Comptroller)

**ASCC**

Army Service Component Command

**ATM**

aircrew training manual

**AV**

aviation

**BN**

battalion

**CAR**

Chief, Army Reserve

**CDR**

commander

**CETP**

combined education training plan

**CFS**

contract field services

**CG**

commanding general

**CNP**

Counter Narcotics Program

**COCOM**

combatant commander; combatant command

**COE**

Corps of Engineers

**CONUS**

continental United States

**CPO**

civilian personnel office

**CTFP**

Combating Terrorism Fellowship Program

**DA**

Department of the Army

**DAMO-ODM**

Department of the Army military operations – Office of Deployment Management

**DASA-DE&C**

Deputy Assistant Secretary of the Army for Defense Exports and Cooperation

**DCS, G-1**

Deputy Chief of Staff , G-1

**DFAS**

Defense Finance and Accounting Service

**DOD**

Department of Defense

**DOS**

Department of State

**DRU**

Direct Reporting Unit

**DSCA**

Defense Security Cooperation Agency

**DSN**

defense switched network

**E-mail**

electronic mail

**ETSS**

extended training services specialist

**FAA**

Foreign Assistance Act

**FAC2**

flight activity category two

**FAX**

facsimile

**FDME**

flight duty medical exam

**FMF**

foreign military financing

**FMFP**

Foreign Military Financing Program

**FMS**

foreign military sales

**FORSCOM**

Forces Command

**FSTE**

foreign service tour extension

**FTS**

field training services

**GSO**

general service office

**HRC**

Human Resources Command

**HRM**

human resources management

**HQ**

Headquarters

**HQDA**

Headquarters, Department of the Army

**ICASS**

international cooperative administrative support services

**IMET**

international military education and training

**IMS**

international military student

**INL**

international narcotics and law enforcement

**ITO**

invitational travel order

**JCS**

Joint Chiefs of Staff

**JSCET**

Joint Security Cooperation Education and Training

**JTR**

joint travel regulations

**LOA**

letter of offer and acceptance

**LOR**

letter of request

**LV**

leave

**MICC**

Mission and Installation Contracting Center

**MILDEP**

military department

**MIPR**

military inter-departmental purchase request

**MOA**

memorandum of agreement

**MOS**

military occupational specialty

**MOU**

memorandum of understanding

**MPP**

mission performance plan

**MS**

mission sustainment

**MTOE**

modification table of organization and equipment

**MTT**

mobile training team

**MWR**

morale, welfare, and recreation

**NADR**

nonproliferation, antiterrorism, demining and related matters

**NET**

new equipment training

**NGB**

National Guard Bureau

**NRCC**

North Region Contracting Center

**NSDD**

National Security Decision Directive

**OA**

obligational authority

**OCAR**

Office Chief of the Army Reserve

**OCONUS**

outside continental United States

**OJT**

on-the-job training

**OPM**

Office of Personnel Management

**OPR**

office of primary responsibility

**OPREP**

operation reporting

**OSD**

Office of the Secretary of Defense

**OTSG**

Office of the Surgeon General

**P&A**

price and availability

**PCS**

permanent change of station

**PDSS**

pre-deployment site survey

**PDST**

pre-deployment survey teams

**POC**

point of contact

**POI**

program of instruction

**POM**

program objective memorandum

**PPBES**

Planning Programming Budget Execution System

**PSB**

personnel service battalion

**QAT**

quality assurance team

**QOL**

quality of life

**RFI**

request for information

**RMO**

Resource Management Office

**ROE**

rules of engagement

**RST**

requirements survey team

**SA**

security assistance

**SAAL–NI**

Director, Security Cooperation Integration

**SAAL–NP**

Director, Policy for Security Cooperation, Resources and Exports

**SAAL–ZN**

Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA–DE&C)

**SAMM**

Security Assistance Management Manual

**SAT**

Security Assistance Team

**SATFA**

Security Assistance Training Field Activity

**SATMO**

Security Assistance Training Management Organization

**SATP**

Security Assistance Training Program

**SATTOC**

Security Assistance Team Training and Orientation Course

**SC**

security cooperation

**SCO**

Security Cooperation Organization

**SCETP**

Security Cooperation Education and Training Program

**SCETWG**

Security Cooperation Education and Training Working Group

**SECDEF**

Secretary of Defense



**SERE**

survival, escape, resistance and evasion

**SJA**

Staff Judge Advocate

**SOF**

Special Operations Forces

**SOC**

Special Operations Command

**SOW**

statement of work

**SPT**

support

**SRP**

Soldier readiness processing

**SSN**

social security number

**TAFT**

technical assistance field team

**TAT**

technical assistance team

**TCRM**

team continuation request memorandum

**TCS**

temporary change of station

**TDA**

table of distribution and allowances

**TDY**

temporary duty

**TJAG**

theater judge advocate general

**TLA**

travel and living allowances

**TPA**

total package approach

**TRADOC**

U.S. Army Training and Doctrine Command

**TRM**

team request memorandum

**TSG**

The Surgeon General

**TSOC**

theater special operations center

**TTAD**

temporary tour of active duty

**UCMJ**

uniform code of military justice

**USAJFKSWCS**

U.S. Army John F. Kennedy Special Warfare Center and School

**USAR**

U.S. Army Reserve

**USASAC**

U.S. Army Security Assistance Command

**USASOC**

U.S. Army Special Operations Command

**USG**

United States Government

**USSOCOM**

U.S. Special Operations Command

**VCSA**

Vice Chief of Staff of the Army

**Section II****Terms**

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

**Defense Security Cooperation Agency**

The Defense Security Cooperation Agency is the principal DOD organization through which the Secretary of Defense carries out responsibilities for SA. 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 for Global Security Affairs.

**Disclosure authorization**

Authorization by proper U.S. authority for the disclosure of U.S. classified information to international military student (IMS) 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 PCS basis) who are technically qualified to provide instruction and training in the engineering, installation, operation, and maintenance of DOD weapons, equipment, and systems. The ETSS 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.

**Follow-on-training**

Sequential training following an initial course of training.

**Foreign military sales**

That portion of U.S. 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**

Specific courses that have been identified as building democracies, promoting peace, and recognize human rights and are available to both military and civilian IMS. International military education and training, for the purpose of this regulation only, is the portion of grant aid that includes formal or informal instruction of IMS in the U.S. 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. The IMET is authorized under the FAA.

**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 TDY (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. The MTT 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 MILDEP 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 IMS acquire knowledge and skills through the actual performance of duties under competent supervision in accordance with an approved planned program.

**Operational oversight**

Authority that may be exercised by the receiving organization or command at any echelon. Operational oversight is granted by the parent organization to the receiving organization to ensure supervision of the deployed team's daily operations and mission accomplishment of the specific/cooperation assignment within the parameters of the LOA and TRM. Operational oversight is the authority to perform limited functions of command over deployed teams to ensure the teams are equipped and operate within the regulations and policies for operations within the organization and country. Receiving organizations do not have the authority to organize and employ the teams, assign tasks, designate

objectives, and give authoritative direction, unless approved by the parent organization. The parent organization retains authoritative direction for logistics or matters of administration, discipline, internal organization, and team training. Exceptions to the authorities outlined in operational oversight will be documented in an MOA between the parent and recipient organizations prior to team deployment.

### **Outside the continental United States**

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 Cooperation Organization**

A DOD element located in a foreign country with assigned responsibilities for carrying out security cooperation functions under the FAA and AECA. The term SCO 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 Cooperation Organization, and Defense Attaché personnel designated to perform SA management functions). The acronym SCO also means “security cooperation officer,” the chief of any Security Cooperation Organization.

### **Security Assistance Training Management Organization**

A TRADOC agency that manages Army activities related to formation, preparation, and deployment of MTT, RST, PDSS, TAT, CFS, ETSS, and TAFT furnished from CONUS-based assets.

### **Security assistance training team**

A team comprised of U.S. Soldiers, sailors, airmen, marines, U.S. civilian personnel, contractors, or a combination of the above that provide in-country technical assistance and training to the armed forces of a friendly foreign government in doctrine or on specific equipment, technology, weapons and supporting systems.

### **Security clearance**

For the purpose of this regulation only, determination of eligibility of an individual to have access to U.S. classified information. The IMS do not hold U.S. security clearances. The clearance specified in an invitational travel order (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 other than materiel items. Training is considered a service.

### **Technical assistance**

Technical Assistance aids foreign personnel on specific equipment, technology, doctrine, weapons, and supporting systems. U.S. technical experts provide formal and informal training to ensure the continued operation of equipment or support systems. Technical assistance includes: setting up and operating systems, training host nation personnel to assume full operational control as quickly as possible; setting up maintenance and supply systems that will interface effectively with CONUS activities; setting up and placing into operation such things as repair parts warehouses, personnel records systems, technical libraries and English language laboratories; or helping to maintain U.S. equipment or to adopt U.S. management techniques. Technical assistance often bridges between purely technical assistance and pure training, including OJT that is incidental to the assistance. Technical assistance cannot be provided with IMET funding.

### **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' TDY to place into operation, operate, maintain, and repair equipment provided under FMS. The TAT will not be used to provide technical training or instruction (except for OJT) that is necessary to transfer technical responsibility to the recipient country.

**Temporary tour of active duty**

A TTAD is voluntary active duty performed by USAR, ARNG and SATMO Soldiers who possess special expertise needed for short-term support or completion of an essential active force mission. The TTAD will not normally exceed 139 days in length.

**Total package approach**

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 IMS 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 IMS authorized for payment under IMET.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

**UNCLASSIFIED**

**PIN 038152-000**