

Expanded IMET Handbook

November 2001

Note: All users of this *Handbook* who are using the **Training Management System (TMS)** to manage their **IMET** program, are urged to download their **MASL data** from the **Security Assistance Network (SAN)** and run a **MASL update** in their **TMS** system. The courses carried in this *Handbook* have been entered in the **TMS Expanded IMET data table** which is included in the **MASL and Other** download. So, you must accomplish a **MASL update** in **TMS** in order to have the *latest, most current E-IMET data table*. Your **Expanded IMET** reports in **TMS** will not be correct if you fail to update your **MASL** and **Expanded IMET** data table.

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Chapter 1--U.S. Army

Section I Expanded IMET Training and Education

Note: This edition of the Expanded IMET Handbook provides all courses in Section I, including: resident courses, mobile education team training, and courses that qualify for Expanded IMET *only* if the student is a civilian. Courses are listed under the applicable institute that conducts the training. The following are used to identify each course: **Course**=a resident course, **Course (MET)**=a mobile education team, and **Course (CIV Only)**=student must be a civilian.

National Defense University

General Information. The National Defense University, located at Fort McNair, Washington, DC, is a joint professional military education institution operating under the direction of the Chairman of the Joint Chiefs of Staff. The purpose of the National Defense University is to prepare military and civilian leaders for service at the highest levels of national defense and security. The National Defense University educates selected military and civilian leaders through teaching, research, and outreach in national security strategy, national military strategy, and national resource strategy; joint and multinational operations; information strategies, operations, and resource management; acquisition; and hemispheric defense studies. The university includes the Armed Forces Staff College, Industrial College of the Armed Forces, Information Resources Management College, Institute for National Strategic Studies, National War College and Center for Hemispheric Defense Studies.

Course

National Defense University International Fellows Program B171801, 52 Weeks

Scope

The National Defense University offers one-year fellowships to select senior officers and civilians from 35 nations, all personally invited by the Chairman of the Joint Chief of Staff. The fellowships provide an opportunity to study and conduct research in either the Industrial College of the Armed Forces or the National War College. The program includes extensive travel within the United States to military, cultural, and industrial locations, and is designed to acquaint the Fellows with U.S. institutions across the spectrum of American life. The Fellows along with the U.S. counterparts analyze the American political, social and economic infrastructure, along with the American decision making process. The program provides insight into factors and considerations that shape U.S. policy and strategy, the proper role of the military in a civilian-led democracy, and internationally recognized human rights. Qualified Fellows may be awarded a Masters degree at graduation.

Course

NATO Staff Officer Orientation Course B171799, 2 Weeks

Scope

A two phase course providing information that enables staff officers to become immediately effective in the NATO staff environment. The student becomes conversant with NATO terminology; NATO organization and functions; political, economic, and intercultural aspects of the Alliance; and international staff work.

The first phase consists of intensive instruction in the following subject areas: the Washington Treaty; NATO Headquarters Organization; Allied Command Atlantic Organization; Allied Command Europe Organization; Logistics and Standardization; Strategic Concept; The NATO Staff Environment. The second phase provides a unique opportunity for discussion with senior U.S., allied and Partnership for Peace guest speakers, including representatives from the Joint

Staff, OSD, State Department, the Intelligence Community, Capitol Hill, Military Attaches, and Senior Flag and General Officers and diplomats with current or recent NATO experience.

Course (MET)

NATO Staff Officer Orientation Course B271001, 1-2 Weeks

Scope

Provides information that enables staff officers to become immediately effective in the NATO staff environment. Instruction is tailored to the needs of the particular country. The student becomes conversant with NATO terminology; NATO organization and functions; political, economic, and intercultural aspects of the Alliance; and international staff work. Includes intensive instruction in the following subject areas: the Washington Treaty; NATO Headquarters Organization; Allied Command Atlantic Organization; Allied Command Europe Organization; Logistics and Standardization; Strategic Concept; The NATO Staff Environment.

Information Resources Management College

General Information. The Information Resources Management (IRM) College is part of the National Defense University at Fort McNair, Washington, DC. The College prepares leaders to direct the information component of national power by leveraging information and information technology for strategic advantage. Primary areas of concentration include business process reengineering, IRM policy, information technology, information security, acquisition reform, and management of acquisition processes. Students present multiple communities including functional managers planning for the use of information within their organizations, information managers performing systems integration functions, and military officers planning information operations or protecting elements of the Defense Information Infrastructure. The College accepts military and civilian students from the DoD as well as senior level officials from other government agencies and departments, foreign military officers, and private sector students from information systems firms doing business with the government.

Course

Advanced Management Program (AMP) Course B155420, 14 Weeks

Scope

The course provides a fundamental knowledge of Information Resources Management (IRM) from the perspective of the senior IRM official. The information resources and policy component of the AMP is concerned with the theory, principles, and practice of IRM, and their application in the current management environment, including national security, the federal government and the Department of Defense. Also included are issues relating to policy, planning, and IRM leadership. The functional management component of the AMP covers the roles and responsibilities of operational/functional managers in developing information requirements and applying technology to transform and improve the performance of functional units. Sessions on leading change examine and apply strategies for implementing cultural and organizational change in the IRM environment. Information technology is covered in two segments, decision technologies and systems technologies. Together these sessions focus on new and emerging technologies which can provide cognitive leveraging for decision making and those which underlie information system development, integration, and evolution. System acquisition sessions focus on factors critical to successful planning and execution of major information system development and acquisition efforts. Student seminars visit a particular area of the United States during the week-long domestic field study. Local field studies take advantage of similar opportunities within the Washington DC area. Students get first-hand opportunity to see how industry and government agencies strategically plan for information, apply information technologies, and cope with problems in these areas.

Center for the Defense Leadership and Management Program

General Information. The Center for the Defense Leadership and Management Program (CDLAMP) is a component of the National Defense University at Fort McNair, Washington, DC.

The Center educates selected defense civilians in leadership and decision making in national and international affairs.

Course

CDLAMP Professional Military Education (PME) Course B171798, 13 Weeks

Scope

The Center for the Defense Leadership and Management Program (CDLAMP) provides a compact, intense, fast-track version of senior professional military education (PME). The CDLAMP curriculum is comprised of a core program, specialized directive courses, and structured leadership and decision making exercises. The core program is required of all students and provides grounding in concepts of grand strategy and international security, international relations--assessing the geo-strategic context, national security policies and processes, defense economics, and leadership, military strategy, and war fighting. High-level guest lecturers, including Ambassadors, Military Attaches and Congressional persons, complement classroom teaching. Field trips include the White House, Capital Hill, CIA, State Department, Pentagon, Gettysburg, Norfolk (ACOM, SACLANT, TRADOC), FBI, Quantico, and Military Sea Lift Command. A series of highly structured national defense leadership and decision making exercises supplement and integrate the faculty-led core courses and specialized directives. Students work in small groups under their own direction (observed, but not directed, by CDLAMP faculty) to develop a national security strategy oriented ten years into the future or resolve a crisis critical to the national security of the United States.

Western Hemisphere Institute for Security Cooperation

General Information. The Western Hemisphere Institute for Security Cooperation (WHINSEC) is a Department of Defense school dedicated to the promotion of peace and cooperation amongst the nations of the Americas. The mission of the Institute is to provide professional education and training to eligible personnel of nations of the Western Hemisphere within the context of the democratic principles set forth in the Charter of the Organization of American States (such charter being a treaty to which the United States is a party), while fostering mutual knowledge, transparency, confidence, and cooperation among the participating nations and promoting democratic values, respect for human rights, and knowledge and understanding of United States customs and traditions. Courses are normally conducted in Spanish, however WHINSEC is planning to offer selected classes in English beginning in FY 02.

Course (CIV Only)

Command and General Staff Officer Course, B171425, 49Weeks

Scope

Prepares field grade officers for duty as commanders and general staff officers in their respective armed forces. Course is attended by students from Latin America and the United States. Curriculum is similar to that offered in English at Fort Leavenworth, Kansas, and awards full military education credit. Training focuses on teaching staff operating procedures, management techniques and resource management concepts, combined arms tactics, logistical support operations, strategic student and analysis, and internal defense operations. The curriculum contains elective material which can be adapted to the professional needs and interests of each student and includes topics in the following areas: U.S. government, internal defense and development, mathematics, military history, logistics, management, or computer operations. The course also introduces students to leadership principles and ethics, human rights awareness issues, and professional/personal values and standards as they apply to enlisted members, fellow officers, civil service employees, the U.S. Armed Forces, and the nation. The broad regional focus of the course is accentuated by a guest lecture program featuring U.S. Ambassadors to Latin America, members of the U.S. Congress, U.S. and Latin American flag rank officers, and Assistant Secretaries of State and Defense. Annually, the school invites prominent journalists to participate with students in an interactive forum to discuss and debate controversial issues. This demonstrates the operation of a free press, and clearly illustrates the sensitivity and seriousness with which the U.S. public regards efforts to suppress or infringe upon First Amendment

freedoms. Panels of distinguished scholars scheduled throughout the year provide additional forums for the exchange of ideas and perceptions on contemporary political, social and economic issues. Additionally, cultural orientation programs enable the students to visit major military installations, service schools and Washington DC. A concerted effort has been made to develop an extensive human rights awareness training program currently including approximately 200 hours of human rights instruction for the students.

Course

Civil Military Operations (CMO), B173015, 6 Weeks

Scope

Provides fundamental knowledge and training to prepare the student to plan and conduct civil military operations. Prepares the student to serve as an advisor to the field commander on civil military operations matters. This course is designed to prepare students to serve as Civil Military Operations (CMO) officers, either as military officer or as government civilians interacting with the military on CMO activities. Principal instruction consists of training in the proper role of a military in support of civilian authority, military civic action, civil defense, disaster assistance, and CMO support to counter narcotics activities. Training includes various in-depth case studies that are used to enhance student awareness of effective CMO activities.

Course

Departmental Resource Management Course, B169355, 5 Weeks

Scope

This course is designed to instruct personnel in resource-management concepts, principles, methods, techniques, systems analysis, and decision-making skills, culminating with a practical, hands-on resource-management case study. Instruction includes economic reasoning, management theory and group dynamics, quantitative reasoning, strategy/policy formulation, analytical decision-making, and program analysis, implementation, execution, and control.

Course

Democratic Sustainment, B179105, 6 Weeks

Scope

This course explores the role of the military within a democratic and constitutionally derived civilian-controlled government. Information and theoretical discussions are fully based upon the shared principles and cultures of this hemisphere. Instruction consists of governmental operations, legal/military law, historical foundations of regional democracy, and religious influences in both cultures. Instruction will be presented in a variety of formats, including student papers and oral reports, guest lectures, liaison visits with city and county leaders, political groups, and public administrators. Instruction is presented at the post baccalaureate level, with university credit applied from the Southern Association of Colleges and Universities.

Course

Human Rights Instructor Course, B166150, 3 Weeks

Scope

This course is developed to qualify students as human-rights instructors at the battalion level and to provide a pragmatic approach to the integration of human rights into actual training environments. The course includes in-depth discussions of relevant topics followed by practical exercises. Topics to be explored include a human rights core block of instruction, to include ethics, the doctrine of just war, the historical development of human rights, case law, pertinent documents and principles, the relationship between human rights and the law of armed conflict, and a case study on the My Lai Massacre. A systematic approach to training providing a "learning by doing" system will include performance-oriented instruction, learning analysis, test construction, and presentation techniques. Additional instruction will contain a seminar on current issues on human rights and practical exercises focusing on human-rights situations within a crisis operation center environment. All exercises are critiqued and terminated with thorough after-action reviews.

Course (CIV Only)

Logistics for Senior Leaders, B151950, 5 Weeks

Scope

The course provides an overview of the Army logistics system. The lifecycle management model is the common thread of the course. It is used to highlight the more significant considerations of research, development, test, and evaluation (RDTD); distribution; contracting; inventory management; maintenance; and disposal of army materiel. Management-skills instruction includes basic statistical and probability techniques, as well as aspects of interpersonal behavior. This instruction is oriented toward improving the decision-making abilities of the students by providing knowledge of the techniques and considerations involved herein.

US Army Special Warfare Center

General Information. The US Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) is located at Fort Bragg, North Carolina. USAJFKSWCS is the focal point for US Army Special Forces and Special Operations training, doctrine and force development. Fort Bragg is also home to the US Army Special Operations Command (USASOC), the US Army Special Forces Command, the US Army Civil Affairs and Psychological Operations Command (USACAPOC).

Course

Civil Affairs USAJFKSWCS 5D-F6/500-F4 B173637, 5 Weeks

Scope

Prepares active Army officers, active/reserve noncommissioned officers (NCOs) for duties at battalion through brigade or comparable levels in both divisional and nondivisional units; for civil-military operations responsibilities in tactical, combat support, and combat service support units; and/or for an advisory role in support of foreign internal defense, unconventional warfare, and civil administration operations. Course topics include working with international and U.S. voluntary agencies in emergency and disaster operations, civil defense and peacekeeping. A practical exercise enables international students to work with their U.S. military and civilian counterparts in the local community.

US Army Judge Advocate General (JAG) School

General Information. The Judge Advocate General School is located adjacent to the School of Law on the campus of the University of Virginia, Charlottesville, Virginia. The school provides top-quality legal education while meeting the growing and increasingly diverse needs for legal education in the Department of Defense. It offers resident and nonresident courses of study for the professional legal training of the Army, conducts research in military legal matters and prepares military legal publications.

Course

Law of War Workshop 5F-F42 B121568, 1 Week

Scope

Focuses on the international customary and treaty rules affecting the conduct of forces in military operations in all levels of hostilities. Topics include the Hague and Geneva Conventions and their application in military operations, to include problems on reporting and investigating war crimes; treatment and control of civilians; treatment and classification of detainees; the substantial change pending to the law of war as a result of the 1977 Protocols to the 1949 Geneva Conventions, including extensive new obligations of commanders and military attorneys. Practical emphasis is given to all levels of mission planning and accomplishment in accordance with the law of war; to the law of war responsibilities of attorneys, non-attorney staff officers and commanders, and to law of war instruction, including techniques and instructional aids.

Course

JAG Officer Basic 5-27-C20 B121569, 10 Weeks

Scope

The course stresses military criminal law and procedures, and other areas of military law which are most likely to concern a Judge Advocate in the first duty assignment. Specifically, it provides an introduction to the following: military criminal law and the practical aspects of criminal procedure and practice; personnel law (military and civilian); legal basis of command; claims; legal assistance; Army organization and management; federal contract and fiscal law; and the Law of War and Status of Forces Agreements

Course

JAG Officer Graduate 5-27-C22 B171560, 42 WEEKS

Scope

This course prepares career military attorneys for future service in senior judge advocate positions. The course requirements equal or exceed those of graduate programs at other law schools. The American Bar Association has approved the course as meeting its standards for specialized legal education beyond the first professional degree. Students who successfully complete the course are awarded a Master of Laws (LL.M.) degree in Military Law. The course is conducted over an academic year totaling approximately 40 credit hours. Core courses consist of 26 credit hours of criminal law, administrative and civil law, international and operational law, contract law, leadership and management, and professional writing and advocacy. Electives consist of 14 credit hours. Course is open to military personnel only and has a 3/3 Oral Proficiency requirement.

US Army War College

General Information. The U.S. Army War College, located at Carlisle Barracks, Pennsylvania, serves the nation as it prepares senior leaders to pursue mastery of the art of strategy, and apply strategic leadership in a unified, joint, or multinational environment. Each year, more than 300 students study in the 10-month resident Army War College class. These students and their families include representatives of all branches of the military, U.S. government agencies and about 40 nations worldwide. War College graduates leave with the intellectual capabilities to impact on the national strategy of the future. The institutes of the Army War College support the educational mandate, research operational and strategic issues, and conduct outreach programs that benefit the college, the U.S. Army, and the nation. They are the Army Peacekeeping Institute, Army Physical Fitness Research Institute, Center for Strategic Leadership, Military History Institute and Strategic Studies Institute.

Course (CIV Only)

Army War College International Fellows Program (Resident Course), 1-250-C15, B171800, 45Weeks

Scope

Approximately 40 senior officers from friendly nations are selected each year as International Fellows. The Fellows are integrated into all aspects of the US Army resident program, which enrolls senior US military officers and civilian students from various federal agencies each year. The program offers an opportunity for Fellows to participate in seminar groups, to enrich their professional qualifications, and to study, research and write on subjects significant to the security interests of their own and other nations.

The resident course includes analysis of military strategic concepts and capabilities; plans for employment of forces in operational theaters analysis of concepts, doctrine and organizations for future land warfare; examination of the domestic and world environment; and application of national power in support of national objectives. The faculty conducts instruction at the graduate level, using rigorous active learning techniques. Students are challenged to take positions on issues and to defend those positions against a wide range of challenging perspectives. Students improve skills -- analytical, synthesizing, and evaluative -- through case studies, exercises, and wargames as well as by seminar discussions. Class activities emphasize U.S. national military strategy and its links with geopolitical factors of national security strategy. A country wishing to send a civilian student to this course must first submit a resume on the prospective candidate

sufficiently in advance of the start date for review by the college to ensure that the candidate meets the criteria for entry into the program.

US Army Command and General Staff College

General Information. The US Army Command and General Staff College is located at Fort Leavenworth, Kansas. The Command and General Staff College (CGSC) is the senior education institution for teaching tactics and staff procedures for the United States Army. Within its four schools the college trains more than 22,000 resident and nonresident officers annually, including Army active and reserve components, international officers, and officers from the other services. CGSC educates company and field grade officers in the profession of arms across the entire spectrum of conflict.

Course (CIV Only)

Command and General Staff Officer Preparatory Course 1-250-C2 B171782, 3Weeks

Scope

Prepares International Officers for the Command and General Staff College Course (CGSC). Instruction includes U.S. military terminology, organization, tactics, logistics, and management. It also provides the international officers with an appreciation of the political, social, and economic factors which has bearing on U.S. people, their traditions, and their way of life.

Course (CIV Only)

Command and General Staff Officer Course 1-250-C2 B171768, 41 Weeks

Scope

Educates leaders in the values and practice of the profession of arms. Targets promotable captains and majors with emphasis on tactical and operational skills required for warfighting at the corps and division levels. Educate and trains officers for duty as field grade commanders and as principal staff officers at division and higher echelons. The Command and General Staff Officers Course curriculum combines the doctrine and principles of combat, combat support, and combat service support functions. The student will know doctrine and tactics, apply techniques, know staff procedures, and be capable of serving as a member of, or leading, a high performing staff organization. A Country wishing to send a civilian student to this course must first submit a resume on the prospective candidate sufficiently in advance of the start date for review by the college to ensure that the candidate meets the criteria for entry into the program.

US Army Logistics Management College (ALMC)

General Information. The Army Logistics Management College is located at Fort Lee, Virginia, which is also home to the US Army Quartermaster School. ALMC is committed to developing defense leaders and professionals through world-class educational programs. The college provides quality products and services in acquisition, logistics, management science, environmental management and related subjects.

Course (CIV Only)

Logistics Executive Development Course 8A-F17 B151779, 20 Weeks

Scope

Serves as the Army's senior logistics course to prepare civilian and military managers for key mid-level positions within the Army and DoD logistics systems. The course is designed to broaden the individual's logistics foundation developed by earlier logistics functional courses and personal experience; to provide insights into the multifunctional areas of logistics and their integration into the overall DoD logistics system; to expand and enhance the fundamental management skills of the individual; and to provide an understanding of the interface between the Army in the field, the logistics structure, and industry. The course Program of Instruction contains eight major blocks of instruction: Resource Management, Acquisition Management, Decision Sciences, Material Readiness, Managerial Economics, Development of Strategy and Logistics Policy, Logistics Military History, and Combat Logistics.

US Army Finance School

General Information. The US Army Finance School is located at Fort Jackson, South Carolina. Fort Jackson is home for the U.S. Army Soldier Support Institute (USASSI), the U.S. Army Chaplain Center and School (USACCS) and the U.S. Army Training Center (USATC). The USASSI is comprised of the Adjutant General School, the Finance School, the Army Recruiting and Retention School, and a NCO Academy.

Course (CIV Only)

Military Accounting 7D-44A/541-F4 B156533, 4 Weeks

Scope

Provides commissioned officers, enlisted personnel, and Department of Army civilian personnel with the knowledge and skills required by an accounting supervisor. Provides a general knowledge of Army Financial Management Accounting Systems and a working knowledge of the principles, rules, procedures, and reporting of the Operation and Maintenance and Family Housing Appropriations. Course design includes an installation model operating under the Standard Finance System (STANFINS), Standard Army Intermediate Level System (SAILS) and Standard Army Financial Inventory Accounting and Reporting System (STARFIARS).

Course (CIV Only)

Planning, Programming, and Budgeting Execution System Course 7D-45A/B B156535, 2 Weeks

Scope

Resource management organizations and functions; budgeting; review and analysis; RDA management; special appropriations management; commercial activities; cost analysis; economic analysis; installation management programs; PIP/PCIP; commitment and obligation principles and rules; manpower and force structure management; internal controls; auditing.

Course (CIV Only)

Resource Management Budget 7D-F23/541-F7 B156536, 2 Weeks

Scope

Provides the student with knowledge of budgeting procedures used in the Department of the Army. Includes budgeting from activity through Congressional levels and in different appropriations or commands.

United States Army Medical Department Center & School

General Information. The United States Army Medical Department Center & School, Ft Sam Houston, TX strives to be the nation's preeminent institution for preparing today's medical leaders for tomorrow's challenges through education, research, and outreach. It's mission is to provide a forum for integrating educational programs and training support focused on health issues within the Unified Commands.

Course

Medical Strategic Leadership: Joining Forces in the New Millennium, B175283, 4 Weeks

Scope

Prepares senior military medical leaders (generally O-5 and above) and civilian equivalents to become health care executives capable of improving health care for their countries in cooperation with others in their region and throughout the world. Understanding of and concern for human rights is an integral part of the course, which is offered to the both the International and DOD community. The program can be tailored to a particular region or to particular interests. The course complements the International Health Resources Management program.

Segment 1: Medical Strategic Leadership

Fort Sam Houston TX

2 Weeks

This segment is designed to prepare senior medical officers who are commanders, administrators or department chiefs in hospitals to function in leadership roles. Major areas of instruction include planning, organization and capabilities of hospitals, logistics, command and control, mental health and psychiatry and patient evacuation. A course study notebook serves as a central reference. Discussions focus on operations other than war, state and federal agency interaction, humanitarian and disaster preparedness planning (including follow on medical care required after the disaster), interaction with non-governmental agencies such as the World Health Organization and Doctors without Borders, etc. Guest speakers include former commanders and Joint Task Force Surgeons, participants in United Nations peacekeeping operations and operations other than war. Guest speakers from both military and civilian health care organizations also participate. Major areas of instruction include medical leadership management, strategic planning and decision making, military medical readiness and task force management. National disaster medical systems management and various kinds of multinational contingency planning support, including humanitarian assistance operations are also included. Health resources allocation and management, including financial, logistics and information management are also addressed

Segment 2: U.S. Army Medical Care Orientation

Fort Sam Houston TX

1 Week (can be extended)

This segment is tailored to the student's personal specialties, desires and specific country needs. Attendees receive an orientation to Army Health Care by visiting the US Army Medical Command Headquarters for further discussions on finance, personnel, logistics, operations and medical policy development. There is also an opportunity to spend time at Brooke Army Medical Center for Observer Training on the hospital ward or clinics. Participants may visit the U.S. Army Medical Department and School, the NCO Academy, Wilford Hall Army Medical Center and local San Antonio Medical Centers. Distance learning and telemedicine along with the Knowledge Management Network are demonstrated and discussed.

Segment 3: DOD Health Care, Present and Future

Washington, DC

1 Week

Participants meet with personnel in the Offices of Secretary of Defense for Health Affairs and The Army Surgeon General. Additional visits are scheduled to area facilities such as The Center for Health Promotion and Preventive Medicine, the Uniformed Services University of Health Sciences, Army Medical Research facilities, including the world renowned chemical and biological facilities, and the US Navy hospital ship the USS COMFORT. The political dimension includes visits with members of Congress. NOTE: Since the course will conclude in Washington, DC, participants will require an airline ticket from Washington, DC to home country or follow-on training location.

Section II

Guidelines, Procedures, and Responsibilities for U.S. Army Sponsored METS

For prerequisites and other details concerning U.S. Army sponsored METs, please see the instructions provided in the particular school handbook or catalog. For scheduling purposes, procedures, etc., METs are treated like other Army Security Assistance Teams, with arrangements being made by the Security Assistance Training Management Organization (SATMO). Please see the Joint Security Assistance Training Regulation (JSAT) Chapter 13 and/or AR 12-7, Security Assistance Teams.

Chapter 2--U.S. Navy

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Defense Resources Management Institute (DRMI)--PDR

General Information. DRMI's educational programs focus on analytical decision making rather than putting specific emphasis on training job-specific skills. DRMI's faculty stresses the concepts, techniques, and issues faced by defense resources management decision makers in most mid-through executive-level positions. The multi-disciplinary courses encourages participants to:

- Develop an understanding of concepts, principles, methods and techniques drawn from:
 - **Economic reasoning** -- topics dealing with the basic tenet of scarcity of resources relative to competing needs and wants; and
 - **Management theory** -- examination of the current state of management thought and organized action;
 - **Quantitative reasoning** -- the basic language and analytic tools which are the foundation of modern decision theory.
- Integrate these ideas into a systematic process for resources allocation decision making and effective resource utilization, and apply these concepts to illustrative examples of:
 - Allocating scarce resources to competing needs;
 - Analyzing and evaluating management systems, programs and policies; and;
 - Maximizing benefits within existing resource constraints, or minimizing resource consumption to achieve a predetermined level of benefit.

Course

Defense Resources Management Course (DRMC), P162002, 4 Weeks

Scope

The DRMC course applies basic concepts, techniques, and analysis to enhance the understanding, competence, and capabilities of U.S. and foreign military and civilian personnel in the allocation and use of scarce resources. Within the specified eligibility, the course is suitable for professional managers working in any functional field concerned with resource allocation. This could include a broad spectrum of fields (including operations, logistics, manpower, procurement, financial management, and related fields), and a wide range of professionals (for example, program managers, planners, engineers, evaluators, and systems analysts). In addition to the general objectives for all DRMI programs, this course is designed to apply the basic concepts and techniques of allocation and use of scarce resources to illustrations of: analysis and evaluation of programs and policies; and evolution and design of U.S. defense management systems. The course emphasizes the decision maker's broad perspective, which requires appreciation of the capabilities and limitations of a wide range of analytic concepts and systems, and awareness of the critical interdependence between and among such tools and specific decision making environments.

Course

International Defense Management Course (IDMC), P162003, 11 Weeks

Scope

The IDMC course applies basic concepts, techniques, and analysis of comparative resources management to enhance the theoretical knowledge, competence, and capabilities of foreign military and civilian officials. This course is suitable for managers working in any functional field concerned with resource allocation. The major curricular concept of this course is comparative resources management, i.e., the examination of theories and practices of various nations, not only those of the U.S. The Institute stresses that each country is unique and must choose resource management systems that meet its specific needs. To enhance comparative aspects of the curriculum, DRMI encourages broad national representation with a diversity of both military services/agencies and civilian government officials. A typical IDMC class has participants from 35 to 45 countries representing all services and defense and other ministries. Throughout the course DRMI encourages participants to share information and perspectives related to defense management in their own environments. This enables a critical examination of the relationships among management concepts discussed in the course and their applicability to various conditions found in other countries.

Course

Senior International Defense Management Course (SIDMC) P162004, 4 Weeks

Scope

The SIDMC course applies basic concepts, techniques, and analysis of comparative resources management to enhance the theoretical knowledge, competence, and capabilities of foreign general/flag officers and equivalent civilian officials. The major curricular concept of this course is comparative resources management, i.e., the examination of theories and practices of various nations, not only those of the U.S. The Institute stresses that each country is unique and must choose resource management systems that meet its specific needs.

Course

Mobile International Defense Management Course (MIDMC) P319016 (P262000 -- Regional MET), 2 Weeks

Scope

Mobile education teams, from the Defense Resources Management Institute (DRMI) in Monterey, California, teach MIDMCs. Faculty focus on resources management and analytical decision making, and will tailor the curriculum to meet specific needs of the host nation. Material for MIDMCs generally comes from the three courses taught at DRMI. DRMI provides course materials in English, or if available and requested by the SAO, in the language of the host nation. The host country determines class size. This course is designed to provide education and instruction for those officials whose high-level duties preclude extensive English language training and travel to the United States to attend similar courses.

**Center for Civil-Military Relations--CMR
(CCMR-NAVPGSCOL)**

General Information. The Center for Civil-Military Relations (CCMR) conducts intensive, high-quality education and training in civil military relations for U.S. and international military officers and civilian officials, both in the host country and at the Naval Postgraduate School in Monterey, California. CCMR's courses are structured to meet the following objectives:

- To help program participants overcome the specific challenges they face in civil-military relations. In this regard, the program has a strong problem-solving focus. Readings, lectures, simulation exercises, case studies, and small group discussions are included to help program participants analyze and resolve the civil-military conflicts they confront, and provide tools to strengthen civilian control and deal with the underlying causes of civil-military discord.
- To respond to the particular requirements and circumstances of each participating country, by tailoring course materials and discussions to address the specific concerns and needs of the country in question.

- To emphasize the mutual obligations of military officers and civilians for effective democratic civilian control.
- To clarify the specific roles of civilian officials and military officers within differing democratic systems of government.
- To bring together key military and civilian leaders, creating dialogue between the two communities and helping them meet the challenges that emerge with every democratic consolidation.

Although CCMR tailors each of its programs to the specific needs and interests of the participants, all of its courses share a common theme: the examination of the underlying sources of civil-military conflict confronted by all democracies and the exploration of alternative mechanisms to enhance civilian control of the military.

Course

Executive Program In Civil-Military Relations (CCMR-NAVPGSCOL), P170001, 2 Weeks

Scope

See General Information above. The EXECUTIVE PROGRAM IN CIVIL-MILITARY RELATIONS is a two-week program conducted every June at the Naval Postgraduate School in Monterey, California. The program has been restructured to emphasize the impact of change on modern defense establishments. Four main themes will be covered: The Changing International Environment After the Cold War; Managing Complex Contingency Operations; The Armed Forces and Society; and Integrated Civil-Military Defense Decision Making. The course is designed for senior (O-7 and above) military officers and their civilian counterparts from legislatures, government ministries, and non-governmental organizations. Participants will have the opportunity to meet and work with leaders from around the world on issues of defense decision making common to democratic nations. The curriculum has a strong problem-solving focus and draws examples from the experiences of many different countries. *Participants will be required to prepare and present briefings on civil-military relations and defense decision processes in their countries.* The Executive Program is presented in English (TOEFL score standard of 80 is waivable).

Course

Program on Civil-Military Relations (Conus) (CMR) (NAVPGSCOL) (CCMR) P171400, 5 Days

Scope

See General Information above. This program provides an intensive five-day seminar in civil-military relations. Designed for a mixed group of senior military officers, civilian officials, legislators, and non-government personnel, the course is tailored to address country specific civil-military relations issues, needs, and circumstances. Faculty teams are drawn from the Naval Postgraduate School and other academic institutions and frequently also include senior retired and active duty military officers as well as high-rank officials from a variety of government agencies, to fit the needs and interests of the host country. The curriculum features a strong problem solving focus designed to help participants analyze and resolve civil-military conflicts, build mechanisms strengthening civilian control, and deal with the many underlying sources of civil military conflict common to democracies. Most programs are tailored to emphasize the methodology for teaching civil-military relations and aim to develop host-nation capability to conduct their own civil-military relations seminars at home.

Course (MET)

Civil-Military Relations Regional Met (CCMR-NAVPGSCOL), P273001, Variable Duration

Scope

Same description as P309070, except that one country agrees to 'host' a MET to which other countries are invited. The hosting country will use IMET funds already programmed for P307090,

or it will be given additional funds with which to host the regional program. CCMR has conducted a regional MET for Central America and plans to offer that program each year, focusing on a consensus topic within the Defense Decision Making field. Other regional METs are welcome.

Course (MET)

Civil-Military Relations MET (CMR) (NAVPGSCOL) (CCMR), P309070, 5 Days (Variable?)

Scope

The program is a five-day seminar on democratic defense decision making in a wide variety of areas. The underlying theme of the course is the need for military officers and civilian officials to develop habits of cooperation within an interagency decision making process. The importance of developing effective civilian control of military forces is emphasized in each iteration of this course. The course relies heavily on interaction among participants during classroom exercises. Because of this, Security Assistance Officers are asked to draw participation from the widest possible spectrum of military and civilian officials, from mid-career to senior positions. Each seminar is tailored to the stated needs of the host nation, and every curriculum is unique. Host nation officials and US Embassy country team members will be asked to help shape upcoming programs and to request new material for follow-on programs. Variations on the central theme under this MASL number can include (but are not limited to) National Security Strategy Development, Legislative Aspects of Defense Decision making, Civilian Control of Intelligence, The Public Image and Legitimacy of Armed Forces, Defense Education and Personnel Systems, Military Support to Civilian Authorities, Defense Downsizing, and Structuring Ministries of Defense. Follow-on seminar work, or workshops, can be scheduled for delivery in Monterey, California. CCMR's goal is to build the capacity of host nations to develop and sustain their own capability to present similar material in seminars and conferences independent of US assistance. For that reason, CCMR prefers follow-on programs be scheduled for two years (though this is not a firm requirement). Follow-on seminar work, or workshops, can be scheduled for delivery in Monterey under MASL P309098 (Continuing Education).

Course (MET)

Civil-Military Relations Pre-Survey – (CCMR – NAVPGSCOL) P309073, (Variable)

Scope

In cases where CCMR has not conducted a program, or when the content for an upcoming CCMR must be shaped in person, SAOs might want to program a site survey several months in advance. This visit will normally be accomplished by one CCMR faculty member and will be financed from IMET money programmed under this MASL. It is during such surveys that embassy and host nation officials can participate in shaping future CCMR programs to the specific needs of their countries.

Course (MET)

Civil-Military Relations Continuing Education MET (CMR) (NAVPGSCOL) (CCMR) P309098, 5 Days

Scope

In addition to the courses listed above, CCMR is able to design special in-residence courses and METs to meet the specific needs and interests of a given country or organization. Normally these courses address one or more aspects of civil-military relations in depth. Each course is a variation on basic civil-military relations, with country-specific and topical content, worked out through dialogue among the SAO, host nation officials, and CCMR. Beyond the numbered listing, CCMR will consider requests for tailored continuing education programs on a case by case basis, again based on country needs and faculty expertise. This event can be structured as a workshop in lieu of a seminar, or as a combination workshop and seminar.

The Civil-Military Dimensions of Domestic Support Operations. The civil-military challenges of domestic support operations are manifold. This course is a comprehensive review of the use of military forces to support civilian authorities. Topics covered may include (but are not limited to) the place of the armed forces in a democratic society, the proper roles and missions of those forces (as opposed to police forces), the pitfalls of

using military forces internally, and the dilemmas faced by democratic governments faced with domestic strife. Additionally, the seminar investigates the use of military forces for disaster assistance at home and profiles ways in which governments can bolster the public image of their armed forces through contact with the population they serve. Classroom exercises, which require the formation of small discussion groups, are inserted into the program where appropriate. Case studies from around the world are examined for lessons-learned, and host nations are invited to discuss openly their own domestic operations challenges.

Defense Personnel Management and Civil-Military Relations. The systems by which civilians and military personnel are managed within a national security organization are critical to sustaining democratic civilian control of military forces. This seminar introduces principles of human resources management in a civil-military environment and offers basic information about the U.S. system. Topics covered may include (but are not limited to) recruiting, selection, leadership development, position analysis, compensation, separation, and professional education. Classroom exercises require the formation of small discussion groups. As with other CCMR courses, this program relies heavily on discussion of lessons-learned and examining the application of principles and lessons to the unique circumstances of the host country.

Public Affairs and Civil-Military Relations. This course explores the relationship between the mass media and defense establishments. The civil-military dimension of media's relationship to the military of a democratic nation has become an extremely important factor in all defense decision making. The gradual replacement of large-scale conflict by operations-other-than-war has exposed civilian and military components of the defense establishment to more ambiguous political environments and higher levels of public scrutiny. Transparency of all military operations and defense decisions will be the central theme of this course. Also treated will be the social dimensions of all-volunteer and conscripted military forces in democratic society. Through presentations by practical experts in military public affairs, ideas for successfully dealing with the media will be discussed thoroughly. Classroom exercises will complete the practical portion of the course. Academic experts will serve to maintain the vital connection among media strategies, democratic civil-military relations in general and civilian control of military forces.

Legislative Issues in Civil-Military Relations. This course examines the vital linkages between defense establishments and legislatures in democratic systems. Presentations will be made by academic functional experts who have served on the U.S. congressional staff. In some cases, current members of Congress will participate. Two topic areas that receive significant attention are legislative control of the defense budget and legislative oversight of the intelligence process. Legislative issues are among the most challenging in the field of civil-military relations, and the course will provide insight for both communities into methods for improving this essential interface. Within a broad spectrum of civilian and military participants, the attendance of serving legislators and military legislative liaison officers from the defense ministry should be mandatory.

The Civil-Military Challenges of Peace Support Operations. Peace support operations have become increasingly important missions for democratically constituted military forces in all regions of the globe. This course examines the civil-military dimension of these operations, focusing on the policy and strategy levels. The decision to send military forces to areas of conflict in support of international peacekeeping efforts is a political one, but it must be made with adequate military counsel and an awareness of what the nation can support over the long term. There is no greater civil-military challenge than preparing a democratic population for lengthy commitments of military forces. The multinational aspect of peacekeeping makes that commitment even more

difficult to sustain. This course will provide case-studies, presentations, and classroom exercises designed to stimulate discussion of vital issues and think about how each nation can manage their own variations of these challenges effectively.

Democratic Control of Intelligence Agencies and Operations. Civilian control of intelligence is a particularly vexing aspect of developing true democratic civilian control of military forces. Military organizations often prefer to maintain their own intelligence agencies, and the real need for secrecy in those organizations complicates civilian oversight. This course examines why those desires are inconsistent with democratic defense decision making. It attempts to explain why defense establishments actually benefit from placing their intelligence activities under civilian control, as well as executive and legislative oversight. Through a combination of theoretical and practical material, the seminar will explore the critical issues of transparency and political accountability, as well as the civil-military dynamics of intelligence operations. A classroom exercise will elicit new ideas on how governments can resolve the paradox of keeping secrets in a democracy.

Ministry of Defense Organization and the Roles & Missions of the Armed Forces. This course examines the reasons for having ministries of defense and their subordinate military forces. Through a combination of theoretical and practical presentations, augmented by a series of classroom exercises, the seminar will stimulate participants to question what democratic defense establishments are really for and think through the political challenges of employing military forces. The course will include an examination of the differences between military and civilian officials comprising integrated defense establishments. One major objective of the course will be to prove that the organization and purpose of a defense ministry cannot be detached from the commitment and sustainment of military forces in the field. Finally, the proper roles and missions of military forces will be examined in detail. Participants will be asked to share their own national and personal experiences in the extensive classroom discussion.

Defense Policy and Strategy Development in a Democracy. The formulation of defense policy and strategy should be an interactive process that yields clear guidance to military forces, while strengthening democratic civilian control. There is no aspect of civil-military relations where the need for mutual understanding and respect is more important. This course is conducted with case-studies and classroom exercises designed to stimulate in-depth discussion of policy and strategy issues between civilian and military participants. European countries who participate in the course will have ample opportunity to examine the NATO policy/strategy development process. The course is recommended for a broad spectrum of civilian and military practitioners but should include policy makers and strategists from both communities.

Beyond Peacekeeping - The Civil-Military Aspects of Peacebuilding. Peacebuilding - the creation of an institutional framework within which economic and political development can flourish - must become a cornerstone of future peacekeeping planning and operations. Before international peacekeeping forces can go home, in-country economic and political development can only occur within an improving security environment. Peacekeeping operations need to support the building of security-related institutions (and mechanisms for democratic oversight) that will make such development possible. This course will employ practitioners of both civilian and military sides of peacekeeping operations to help the audience sort out the best policies and strategies for enabling military forces to disengage, leaving in place the indigenous institutions necessary for sustaining long-term peace.

Defense Healthcare Management Institute--HRM

General Information. General Information. Recent health care reform efforts in the United States and abroad demonstrate the importance of health in national strategic planning and resource management. Economic impact and the complexity of health programs today provide unique challenges for policy makers, and create the need for increased management education. The Defense Healthcare Management Institute provides education to military and civilian healthcare professionals in the host country and at the Naval Postgraduate School in Monterey, California. The courses are structured to meet the following objectives:

- Assist foreign nations with resolution of military healthcare management challenges
- Assist with resolution of force protection/military readiness issues
- Provide graduate level education to facilitate development of military healthcare policies
- Increase awareness of the impact of healthcare services on military recruitment and retention
- Assist in the development of strategies and plans to execute sustainable, effective programs for HIV prevention and consequence management

Course

Executive Management Education (EME) Program for Health Care Managers (IHRM), P175466, 2 Weeks (Variable?)

Scope

This course is designed to address Strategic Planning, Managed Care Tools, and Specialized Leadership applications and process. Among the topics that will be discussed are: Population Health; Healthcare Market Dynamics; Healthcare Quality; Military Unique Challenges; Conflict Management/Negotiation; Use of Technology; Strategic Management; and Communication. Participants should be prepared to be active participants who are willing to share their experiences and insights relating to the above subjects. In addition, participants are requested to be prepared to give a 15 minute presentation on the health care delivery system (military and civilian) in their country.

This program has formed a partnership with the U.S. Navy Bureau of Medicine to include international students in the Executive Management Education (EME) course offered by the Systems Management Faculty of the Naval Postgraduate School. The EME program was created in response to the 1992 Congressional mandate that prospective Military Treatment Facility (MTF) commanders demonstrate the administrative skills necessary to lead and manage MTFs. This two-week course is designed to address Strategic Planning, Media Relations, and Specialized Leadership applications and processes.

Course

HIV/AIDS Planning/Policy Development, P175467, 5 days

Scope

The Defense Healthcare Management Institute course will enhance the ability of senior leaders to develop specific HIV/AIDS policies for military personnel. It will also assist with effective planning for implementation of sustainable HIV prevention programs. The program will promote a comprehensive, coordinated educational process to focus on strategic planning for the prevention of HIV/AIDS. Subject matter experts will provide country leaders with the tools to formulate their country's assessment and strategic plans. Using these tools, they can build a concrete strategic intervention plan that will reduce the spread of HIV among military personnel. Recognizing that each country is unique, the course is structured to provide leaders with country specific follow-up.

Course

International Health Resources Management Program (Program Design) (Conus Training) Phase II (IHRM), P175900, 3-5 Days,(Variable?)

Scope

The second phase of the IHRM Program focuses on training the country's delegates as facilitators in the collaborative pursuit process used in Phase III. Facility tours, lectures, videos,

and written material are provided to enhance learning and to refine the issues and goals for Phase III.

Phase II can be accomplished by extending Phase I by 3-5 additional days in-country or by the country's delegation coming to the Naval Postgraduate School in Monterey, California.

The choice of Phase II location is determined by the host country and the IHRM staff based on country-specific program objectives and available funding.

Course (MET)

Regional Health Resource Management MET, P275100, Variable Duration

Scope

To develop strategies for improving health resource management that will contribute to a country's national security interests. The regional concept is an effective way to lower costs. One country in a region will host the MET while other countries are invited to send students to participate.

Course (MET)

International Health Resources Management Program (Assessment) Phase I, P309071, 1 Week(Variable?)

Scope

Phase I is accomplished through data gathered from on-site observations, structured interviews and focus groups conducted by the IHRM team of military and civilian subject matter experts over a five day period. The usual target populations are those senior decision makers among the military medical administration and health care providers, government and private sector health care leaders, and non-governmental organizational officials.

The IHRM team members will acquaint all parties with the process and goals of the program as well as work with the country's point of contact to identify the curriculum goals and participating organizations for Phase III and the delegates for Phase II.

Course (MET)

International Health Resources Management Program (Strategic Action Development) Phase III, P309072, 5 Days (Variable?)

Scope

During Phase III, 30-35 senior military and civilian government and private sector leaders in the host country are guided through a five day process to develop a practical strategic action plan addressing the identified topic.

At the completion of Phase III, the participants will have:

- Identified the constraints and assets relative to health system improvements;
- Discussed their country's health care needs and market dynamics;
- Specified the resource management techniques appropriate for their country;
- Developed a strategic action plan for health care infrastructure improvements;
- Determined responsibilities for further collaboration; and
- Committed to a time line for financing and pursuing the proposed system changes.

Course (MET)

International Health Resources Management Program (Implementation)Phase IV (Optional), P309074, 5 Days (Variable?)

Scope

This phase of the International Health Resources Management Program provides 30-35 participants, over a five day period, with training skills they need as change agents to overcome internal barriers to the implementation of the strategic action plan developed in Phase III. The focus of the training is in the use of computerized business process reengineering software and skills to enhance team-building and change management. The expected outcome is to solidify the partnership between the military and civilian decision makers to achieve their collaborative goals. This phase is conducted in-country and is recommended to be scheduled approximately six to nine months after completion of Phase III.

Course (MET)

International Health Resources Management Program (Outcome Review) Phase V (Optional), P309075, 1-3 Days(Variable?)

Scope

During a one to three day seminar in-country the IHRM team presents an analysis of the country's progress implementing its strategic action plan and achieving program goals. Using this information, the participants reassess their strategy and establish a process of continued improvement. This phase should be scheduled six to nine months following Phase IV.

Course (MET)

International Health Resources Management Continuing Education, P309076, Variable Duration

Scope

The Continuing Education Program is a follow-on program to the first three initial phases, providing assistance to a country's leaders responsible for the management of how to improve the country's health care system. This phase of the program offers a variety of courses in health care. The course offered is based on the country's needs, as determined in the initial phase.

US Naval Postgraduate School--PGS

General Information. The Naval Postgraduate School (NAVPGSCOL) offers a wide range of programs specifically tailored to impart the scientific, engineering, operational and administrative knowledge needed by the Department of Defense. Officers from allied nations make up approximately 17 percent of the student body and attend along with U.S. officers and U.S. government civilians.

The faculty, the majority of whom are civilians, are drawn from a broad diversity of educational institutions and represent a prestigious collection of scholars. Faculty/student interaction is high. Every class is taught directly by a faculty member--over 99% of whom have a Ph.D. The Naval Postgraduate School offers classes leading to advanced degrees in a variety of fields.

Course

International Security and Civil-Military Relations Curriculum 689A -- M.A. U.S. Naval Postgraduate School, P171403, 65 Weeks

Scope

This five quarter curriculum (15 months) leads to the M.A. degree in INTERNATIONAL SECURITY AND CIVIL-MILITARY RELATIONS at the Naval Postgraduate School and provides the student with a comprehensive understanding of the real problems surrounding civilian oversight of a professional military in a democracy. The program is designed for military officers (O-3 to O-5) and equivalent civilian officials. International students in this curriculum are fully integrated with U.S. students at the Naval Postgraduate School. As part of the degree, the students are required to complete a thesis that deals with a significant civil-military issue for their country. The program is also designed to provide graduates with the tools they need to initiate and teach civil-military relations programs in their own countries.

Course

National Security Affairs Curricula (MA) NAVPGSCOL, P179031, and 32, 33, 34, 38, 78 Weeks

Scope

Provides students with a wide knowledge and thorough understanding of the complex inter-related environments pertaining to national security affairs, as well as addresses the interface between international politics, civil-military relations, and national security objectives. Places emphasis on the proper role of the military in a democratically elected government. Curricula focus is on the history, culture, and religion of a specific region or country and provides students with a knowledge of current issues, economic and political structures and institutions, military forces, including strategic capabilities and policy implications, and geopolitical influences.

Students receive extensive exposure to human rights issues. Curricula under this program include the following area studies:

- (1) Middle East, Africa, South Asia (P179031),
- (2) Far East, Southeast Asia, Pacific (P179032),
- (3) Europe and USSR (P179033 and P179038), and
- (4) Western Hemisphere (P179034).

Course

Financial Management Curriculum 837 (MA) NAVPGSCOL, P179127, 78 Weeks

Scope

The objective of the Financial Management Curriculum is to prepare officers for business and financial positions within the Navy. Financial Managers assist the services' decision-making processes at all levels by providing accurate, timely and relevant information. They are concerned with the optimal allocation of human, physical and financial resources to achieve the services' goals and objectives while assuring efficient and effective expenditure of public funds. Graduate courses cover topics such as financial reporting standards, cost standards, cost analysis, budgeting, internal control, auditing, management planning and control systems, quantitative techniques used in planning and control, and the Planning Program and Budgeting Systems used within the Department of Defense.

Graduates of the Financial Management Curriculum will be prepared for assignment to positions in budgeting, accounting, business and financial management, and internal control and auditing.

Course

Systems Management -- International Curriculum 818 (MA) NAVPGSCOL, P176002, 78 Weeks

Scope

This program is designed to provide the officers with fundamental interdisciplinary techniques of quantitative problem-solving methods, behavioral and management science, economic analysis and financial management and to enable the officers to evaluate the written research, study and analysis product of others throughout their careers. The curriculum will further provide the officers with the specific functional skills required to effectively manage.

The curriculum integrates mathematics, accounting, economics, behavioral science, management theory, operations/systems analysis and a subspecialty concentration area into an understanding of the process by which the defense mission is accomplished. Specialty concentration areas are selected by the student by their choice of course options.

The 818 curriculum allows students to design a program of course work specific to management effectiveness in the host country's military system. The student may elect to specialize in the relevant portion of a functional area such as financial, logistics, human resources and organization, or manpower and personnel analysis. Or, the student may choose to follow a general management program which would include an overall balance of courses from many areas.

Course

Information Systems Technology (Curriculum 370) (MS) (NAVPGSCOL), P179904, 104 Weeks

Scope

This curriculum provides officers with the knowledge of information systems technology to include computer and telecommunications systems, software engineering, networked and distributed applications, database management systems and decision support systems in the military services. Students will also gain proficiency in information systems, economics and management necessary for the critical management decisions needed in the development and utilization of complex and evolving computer-based military systems.

Information Technology Management is an interdisciplinary, graduate-level master's program integrating mathematics, accounting, economics, statistics, computer science, information systems, communications engineering, networks and management discipline.

Course

Resource Planning And Management For International Defense Curriculum 820 -- MS NAVPGSCOL P179905, 78 Weeks

Scope

This is an interdisciplinary program which integrates mathematics, accounting, economics, behavioral science, organization and management theory, operations/systems analysis, managerial communications, and international law into an understanding of the process by which the defense mission is accomplished. The course of studies explores the interface among international politics, national security objectives, civil-military relations, resource planning and management, and synthesizes the political, technological, economic, cultural, social and ideological forces influencing international defense. Students receive extensive exposure to human rights issues. It provides techniques of quantitative problem-solving methods, behavioral and management science, economic analysis and financial management which will enable graduates to evaluate the written research, study and analysis products of others throughout their careers. The course curriculum is conducted in two phases beginning with two quarters of management fundamentals and followed by four quarters of graduate level courses.

Course

Acquisition and Contract Management (Curriculum 815) (MS) NAVPGSCOL P179908, 78 Weeks

Scope

This is an interdisciplinary program which integrates mathematics, accounting, economics, finance, behavioral science, management theory, operations/systems analysis and specific courses in acquisition and contracting. Student input includes officers and civilians from all DoD services, the Coast Guard and other nations. The curriculum is designed to provide officers and civilians with the skills to serve effectively in hardware systems buying offices, field contracting offices, contract administration offices and contracting policy offices.

Course

Systems Acquisition Management (Curriculum 816) (MS) NAVPGSCOL P179909, 91 Weeks

Scope

This is an interdisciplinary program designed to integrate business principles, management theory, operations/systems analysis, and engineering applications. It is uniquely tailored to Defense acquisition management and intensive exposure to the fundamental principles of the acquisition environment. The courses in this curriculum present the structure of acquisition management, the decisions and problems facing the defense acquisition manager, the various forces at work within industry and Government, and the impact of acquisition policies and strategies. Student input includes officers and civilians from all DoD Services, the Coast Guard and other nations.

Course (CIV Only)

Manpower Systems Analysis -- MS Curriculum 847, S-00-2001 (NAVPGSCOL), P179105, 91 Weeks

Scope

Program is designed to fill the leadership roles in military manpower management. MPTA is an extremely analytical curriculum intended to develop skills necessary to perform and evaluate manpower analyses. As such, the curriculum emphasizes mathematical, statistical, and other quantitative methods. Areas covered include an understanding of MPT policy development, compensation systems, productivity analysis, enlistment supply and retention models, manpower requirements determination processes, career mix, enlistment incentives, reenlistment incentives, training effectiveness measures and hardware/manpower tradeoffs. Students gain familiarity with current models and methods of MPT analysis as well as military MPT organizations and issues.

Course (CIV Only)

Orientation Tour D/V, P181006, Variable Duration

Scope

Distinguished visitor orientation tour.

US Navy Oceanographic Office (NAVOCEANO)--NOS

General Information. The mission of the NAVOCEANO, the largest field activity of the Commander, Naval Meteorology and Oceanography Command, is to acquire and analyze global ocean and littoral data to provide specialized, operationally significant products and services for warfighters and civilian, national and international customers. NAVOCEANO is the Navy's Center of Hydrographic Expertise. The Cooperative Surveys Division of the Naval Oceanographic Office (NAVOCEANO) is responsible for the development of cooperative arrangements with other organizations and nations that result in hydrographic data collection projects. To facilitate this mission and to enhance hydrography worldwide, the International Hydrographic Management and Engineering Program (IHMEP) was established.

Course

International Hydrographic Management and Engineering Program, P169208, 27 Weeks

Scope

The International Hydrographic Management and Engineering Program is sponsored by the Management services and Training Department of the NAVOCEANO and was established to provide practical and professional knowledge in hydrographic survey management and engineering. The complete six-month course meets the International Hydrographic Organization (IHO) and the International Federation of Surveyors (FIG) certification requirements. The course is designed to accommodate a maximum of 16 students on a comfortable basis and is open to both military and civilian personnel. Students attend classes in civilian clothing. Military uniforms are required for orientation and graduation exercises only. The program offers a multidisciplinary curriculum with classes in mathematics, computer science, physical sciences, geodesy, global positioning, hydrography, oceanography, meteorology, cartography, photogrammetry/remote sensing and Law of the Sea. Therefore, students should have a general education of 11 or 12 years. They should also have a working knowledge and understanding of mathematics (minimum up to and including trigonometry required) and physics (recommended at the university entrance level). In addition, students should have knowledge and experience in maritime navigation and electronics. A certificate of field proficiency is awarded to successful academic students who present logbook records demonstrating completion of at least 24 months of supervised field experience in marine surveying, at least 50% of which is at sea. In addition, students are required to submit a project report to support the logbook. Application for attendance should be directed to the Office of Defense Cooperation (ODC) located in the sponsor country. In nations where there is no ODC, request for attendance should be directed to the U.S. Naval Attaché or the U.S. Embassy.

International Defense Acquisition Resource Management (ADARM) Program (NAVPGSCOL)-- ATM

General Information. Recent events have taken place in the United States and abroad which demonstrate the importance of effective management of the Defense Acquisition process. In many ways, the economic impact and complexity of defense acquisition programs create both opportunity and risk for policy makers. To address this issue, the International Defense Acquisition Resource Program at the Naval Postgraduate School (NPS) has developed the International Defense Acquisition Management Course Series. The series focuses on the development of efficient and effective strategies for creating and/or improving a country's defense acquisition process in a manner that will contribute to both national security and economic well-being. This is accomplished by studying, evaluating and discussing acquisition management issues within a national security context. For many countries, acquisition processes are newly emerging and the question of developing a systems engineering approach has not been fully

addressed. In other nations, improving the defense acquisition process is important to achieving fiscal stability. Additionally, the understanding of allied and friendly nations' processes can lead to increased opportunity for cooperative developments and concomitant reduced risk/costs. Accordingly, each course is designed to permit the discussion of issues that best meet the needs of the country.

Course (CIV Only)

Defense Acquisition Management P159200, 2 Weeks

Scope

Provides the student with an understanding of the underlying concepts, fundamentals and philosophies of the defense acquisition management process and the practical application of the program management methods within this process to achieve international security goals. The course addresses management characteristics and competencies, control policies and techniques, systems analysis methods, risk management, and functional area concerns. Techniques for interpersonal relationships are examined in team exercise settings. Topics include the evolution and current state of defense acquisition policies and management practices in a defense environment characterized by civilian control of the military; the systems acquisition life cycle; strategic planning and implementation; business and financial management; user-producer acquisition management disciplines and activities; contracting and purchasing; logistics; and program planning, organizing, staffing, directing and controlling. Case studies are used to analyze various acquisition issues.

Course (MET)

Acquisition Training Phase I, P309130, Variable Duration

Scope

Phase I for Acquisition Management Series courses is accomplished through data gathered from on-site observations, structured interviews and focus groups over a three to five day period. Target populations are senior managers in the various functional areas and working professionals in the specific technical disciplines of the course to be developed. Naval Postgraduate School, International Defense Acquisition Resource Management team members will acquaint all parties with the process and goals of the program as well as work with the country's point of contact to identify curriculum goals and learning objectives.

Course (MET)

Acquisition Management Phase II, P309132, Variable

Scope

Phase II for all Acquisition Management Series course is the curriculum development phase and builds on the information gathered in Phase I. Using the country's requirements and the latest instructional design techniques, a course curriculum is designed which will meet desired learning outcomes. Phase II is accomplished via MET or in CONUS. In either case, the tailored curriculum will be presented to the participating country's delegation for approval and any necessary modifications will be implemented. If desired, Phase II includes delivery of a pilot course. CONUS program design includes a visit by the participating country to a location in the United States which is best suited to course content development.

Course (MET)

Acquisition Management (Phase III), P309131, Variable

Scope

Phase III is accomplished via MET or in CONUS. Topics included in the series cover all aspects of systems life-cycle management, including Program Management, Financial Management, Contracting, Logistics, Test & Evaluation, Systems Engineering, and Production & Quality Assurance. This curriculum provides a full range of courses to support the career goals and professional development of a country's acquisition workforce. Each course provides students with an understanding of the theory and skills required to perform effectively in their chosen

career field. Designed for personnel involved in any aspect of the system acquisition process, each course is open to students from every career field.

Course (MET)

Acquisition Continuing Education MET, P309133, Variable Duration

Scope

After completion of the MET Acquisition Phases I-III, a country may request any amount of follow-on education concerning different topics and as extensions of the initial program.

Defense Institute of International Legal Studies (DIILS)--PDI

General Information. The Defense Institute of International Legal Studies provides expertise in the Rule of Law, Military Justice Systems, and numerous related topics with emphasis on the conduct of Disciplined Military Operations through both resident courses and mobile education teams.

Mobile Education Teams.

DIILS works closely with the embassy team and the host country to develop appropriate seminars that are practical, timely, and effective. Seminar topics concern legal-related topics, but the majority of audiences are non-lawyers who need a better understanding of how to operate within the parameters of international law and regulations. Participants should include all appropriate personnel – military and civilian – of appropriate rank for the seminar topic. There are an infinite range of possibilities once a relationship has been established with the host nation and specific needs identified. These include topics such as Peace Operations, Law of the Sea, Air Operations, Domestic Operations, Seminars for Instructors, Legal and Ethical Concerns in Public Agencies, and Quality Force Management.

Course (MET)

DIILS Assessment of Issues, P309050, 5 days

Scope

The Assessment of Issues is an initial determination of needs that a host nation has which DIILS can address. If there has been a significant gap since the last DIILS seminar, another Assessment of Issues may be in order before scheduling a follow-on seminar. This survey consists of a visit to the host nation, for approximately five days, by a team composed of two or three faculty members from the DIILS. The team explores issues and concerns facing the country in the administration and operation of its military forces. The DIILS team will visit members of the military, civilian government, and non-governmental organizations. The purposes are to learn about the country's institutions and experiences so that the introductory curriculum will be timely and relevant, and to acquaint all parties with the DIILS process and goals. The information gathered during this phase serves as a foundation for the development of all subsequent education programs that are offered by DIILS.

Course (MET)

DIILS Joint CONUS Planning, P176023, 5-10 days

Scope

The Joint CONUS planning phase is conducted in the United States. A delegation of four to eight members from the participating country will travel to the United States and visit military installations, both military and civilian legal institutions, and other appropriate government agencies. During the visit to the United States, the delegation will receive a variety of briefings on U.S. programs. The ultimate goal of this MET is to clearly define the curriculum for future seminars. A CONUS planning visit can be held in various appropriate locations throughout the United States.

Course (MET)

DIILS Seminars, P309061, Varying lengths, usually 5 days

Scope

Seminars are customized for each MET based on prior Assessments, Curriculum Planning, and communication between DIILS and the SAO. Topics will vary depending on the unique needs of the host country. Examples of recent specialized programs include Domestic Operations, Interoperability and Status of Forces Agreements, Advanced Law of the Sea, Peace Operations, Regulation Drafting, and Legal Aspects of Military – Media Relations. Audiences may be military, civilian, or a combination depending on topic and the specific country. DIILS strives to establish a continuing relationship with each participating country by developing follow-on programs that may repeat presentations of the initial seminar or are new programs that focus on any military-related legal subjects. DIILS Country Program Managers will develop future programs in coordination with the embassy team and the host country.

Course (MET)

DIILS Regional MET, P309062, Usually 5 days

Scope

Regional METS involve two or more nations participating in a DIILS program in a host country. Cost is apportioned among the participants. Seminar explanation for MASL 309061 applies to this MET as well. Individuals coming from other countries may be sent to the Regional MET utilizing MASL P273010.

Course (MET)

The Rule of Law and Disciplined Military Operations MET, 3-5 days

Scope

This course Provides line officers and senior enlisted personnel of any international military the basics of the rule of law, its impact on human rights, and how these considerations fit into the planning and conduct of military operations. The course includes consideration of such fundamental concerns as the Rules of Engagement, the Law of Armed Conflict, and the role of a military justice system in the accomplishment of disciplined operations. U.S. Military Judge Advocates who utilize a DIILS curriculum teach this course.

This course is available in English at:

- International Hydrographic Management and Engineering Program MASL P169208
- Coast Guard International Maritime Officer Course (IMOC) MASL P176038.

This course is available in Spanish at:

- Inter American Air Force Academy MASL D176006

This course is available in both English and Spanish at:

- Naval Small Craft Instruction and Technical Training School (NAVSCIATTS) MASL P176036.

Many of these schools will welcome international students who wish to attend the RULOPS course as part of a CONUS training pipeline and who are at another CONUS school.

Resident courses offered by DIILS.

Starting in FY 2002 international resident course formerly hosted by the Naval Justice School will be under the Defense Institute of International Legal Studies (DIILS). These courses will continue to be offered at the Naval Station, Newport Rhode Island.

Course

Conducting Military and Peacekeeping Operations in accordance with the Rule of Law, P176019, 5 Weeks

Scope

This program is a professional development course that looks at the various facets of conducting military and peacekeeping operations in accordance with the rule of law. The course curriculum focuses on coalition and peace operations, and also stresses the conduct of all military operations, including domestic operations such as disaster relief and riot control, within the rule of law. The course emphasizes current issues in conducting military operations, expert guest speakers, and visits to and presentations at the United Nations, the Pentagon, State Department and Capitol Hill. The course employs lecture, discussion groups, role playing, and simulation. A

special 4-day "mini" course on negotiating and mediation skills is offered by visiting instructors from the U.S. Institute of Peace (USIP). The course also features an active IP Program that supports the curriculum and provides U.S. family sponsors for each student.

Participants learn about the current coalition and peace operations issues, while interfacing with fellow professional officers and diplomats from around the world. The course is designed for non-lawyer senior civilians and military officers (grade O-5 and above or civilian equivalent). It has been particularly helpful for present and future peace operations contingent commanders, staff personnel charged with developing and monitoring peace operations policy, and commanders responsible for delivery of disaster assistance and humanitarian aid. Instructors or prospective instructors from national peacekeeping institutes, war colleges and other training centers attend the course for the latest subject matter information and for assistance in the preparation of teaching materials. Attorneys assigned to assist in any of these activities are also welcomed and have found the course helpful in their duties.

Course

Peacekeeping for Decision Makers, MASL P176017, 2 weeks

Scope

The course is designed for selected high ranking civilian and military officials who need to know and understand the operational impact of the legal considerations that influence their country's involvement in international peace operations. This training is designed to enhance international professionalism and participation in international peace and humanitarian missions.

The Peacekeeping for Decision-Makers course covers the following general topic areas:

- International law,
- UN and regional organizations,
- Legal structure and current status of Peace Operations throughout the world,
- The operational demands facing those involved in Peace Operations and how they must conduct themselves within the rule of law,
- National Peace Operations policy and
- Peace Building strategies.

The course will include a two-day visit to UN headquarters in New York. Guest speakers include representatives from the UN, U.S. State Department, Office of Secretary of Defense for Peacekeeping, and the Center for Civil Military Relations (CCMR). The curriculum will combine the most recent scholarly written and lecture material with learning techniques that will engage the participants in the educational process.

The key objectives of the course of instruction are to:

- National Increase international participation in Peace Operations.
- Enhance understanding of the concept of the Rule of Law and the operational impact it has on the conduct of Peace Operations.
- Facilitate international understanding of and coordination with the manner in which the UN conducts Peace Operations.
- Enhance understanding of U.S policy toward international Peace Operations.
- Improve cooperation and understanding between national international government organization (IGO) and non-governmental organization (NGO) participants in peace operations

Participation in the course is by invitation.

Course

Military Law Development Program (MLDP), P176026, 11 Weeks

Scope

This program is designed to assist international officers and civilian officials in the development and improvement of their own national military legal systems through a comparative study of U.S.

military law. Participants attend lectures offered as part of the regular Naval Justice School Basic Lawyer and Legal Officer courses and selected lectures offered in the DIILS course on Conducting Military and Peacekeeping Operations in accordance with the Rule of Law. MLDP students will also participate in Information Program activities in Boston, New York, and Washington, D.C. The MLDP covers the following topics:

- Military Justice, procedures, rules of evidence and crimes;
- Military Administrative Law, Administrative Separations and Investigations;
- Legal Assistance and law office management;
- court-martial administration;
- Law of Armed Conflict, basic treaty law and U.S. training programs.
- Law of the Sea, basic divisions of oceans and air space, and Law of the Sea Convention rules regarding common use; and
- Maritime Law Enforcement, jurisdiction issues and procedures.

Qualified participants will be licensed attorneys or those with university level legal education. The course is ideal for military legal professionals currently or soon to be involved in training or policy formulation in one or more of the topic areas listed above.

US Joint Forces Staff College--AFS

General Information. The Armed Forces Staff College focuses on joint and combined operations. The college curriculum is structured to develop understanding and appreciation of the various national, agency, and Service interests and concerns that bear on the common defense. The curriculum is designed to promote a spirit of cooperation and understanding that is critical to any joint or combined endeavor.

Course (CIV Only)

Joint and Combined Staff Officer School P171014, 12 Weeks

Scope

Provides study in joint and combined organization, planning, and operations and in related aspects of national and international security to enhance the preparation of selected military officers for duty in all echelons of joint and combined commands. Instruction includes: a) the characteristics, organization, and employment of the Armed Forces; b) the relationships of the Armed Forces to each other with adequate exposition of their respective capabilities and limitations; c) principles involved in the U.S. Unified Command organization, the organization of joint and combined commands and staffs, and procedures; d) organization, composition, and functions of joint and combined commands and staffs with respect to strategic, tactical, and logistic responsibilities of the commanders; e) emphasis on the conduct of combat operations, and the organization and composition of current major combined commands in which the United States participates; f) aspects of joint and combined operations, including command relationships, organization, and planning; g) military management with emphasis on current changes in defense management environment, fundamentals of management theory, concepts of decision making, and the description of latest tools and techniques available to the military manager; h) military, political, geographic, historical, economic, psychological, ideological, and other factors affecting U.S. national strategy and U.S./Allied security including the threat to that security.

Expeditionary Warfare Training Group, Pacific (EWTGPAC)--EWP

General Information. EWTGPAC is tasked with the responsibility for providing instruction and training for personnel and units of the U.S. Armed Forces and allied military personnel in order to achieve and maintain an optimum state of readiness for amphibious operations. This includes academic and practical training for international officer students in basic surface warfare officer

skill areas, coastal and riverine warfare operating procedures, and amphibious planning for senior international officers.

Course (CIV Only)

International Joint Maritime Tactical Development Course P122066, 8 Weeks

Scope

Provides international students with the tactical development skills required to support a joint force commander or the naval component commander in a multi-threat environment. The course stresses joint maritime planning, historical case studies of maritime operations, and wargaming. In addition, weapon systems information will be taught in order to integrate air, surface, and submarine platforms into a cohesive force. Emphasis is also placed on the law of peacetime naval operations, the laws of naval warfare and armed conflict, and the rules of engagement.

US Naval Supply Systems Command--SCS

General Information. The Naval Supply Systems Command (NAVSUP) has primary responsibility for providing supply support to U.S. Navy forces worldwide. The Command meets this responsibility by performing a variety of logistic services including supply operations, contracting, resale, information systems, fuel, transportation, support services, security assistance and conventional ordnance. NAVSUP sets the policies. The Navy Security Assistance Office of NAVSUP gives logistic and supply assistance to friendly and allied nations through the Foreign Military Sales program.

Course (CIV Only)

Supply Management for Senior Foreign Officers P171003, 8 Weeks(Variable)

Scope

This course gives senior foreign officers a better understanding and appreciation of the principles and techniques in major areas of supply and fiscal management; viz, integrated logistics support,, inventory management, transportation management, contracting, application of automated data processing, budgeting, etc. Also introduces senior foreign officers to the major projects on-going within the Naval Supply System and familiarity with U.S. life. The course is intended to mix a professional environment with experience in U.S. customs, thus engendering better personal understanding and fostering the development of lasting friendships.

Other

Course (CIV Only)

Training, Manpower, Personnel Management (TMPM), P179204, 1 – 8 Weeks (Variable)

Scope

Designed for personnel who plan, manage, and conduct training, as well as personnel involved in manpower, personnel and resources. Produces an awareness of the procedures of material readiness and operational readiness objectives. Explains techniques and identifies tools available for use in applying and implementing training management principles.

Section II

Guidelines, Procedures, and Responsibilities for U.S. Navy Sponsored METS

Defense Resources Management Institute Mobile Education Teams

I. -- Background.

The Defense Resources Management Institute (DRMI) conducts on-site METs in host countries as part of DSCA's Expanded IMET initiative. The DRMI MET is two weeks in duration and will be preceded by a two-day survey by a DRMI faculty member.

II. -- Programming

DRMI METs are programmed by one of the following methods:

- A. During the annual SATPMR, a representative from DRMI will be available to provide information with regard to the objectives of a DRMI MET. The SAO, in coordination with the Unified Command and DSCA, requests that the appropriate country program manager from NETSAFA add this training to the host country's program. NETSAFA programs the MET in the STL/ISTL by assigning a WCN (normally 0500 series). If a DRMI MET is requested during the SATPMR and it does not appear on the STL/ISTL by the July report, the SAO should notify NETSAFA.
- B. The SAO submits an official request to NETSAFA, info Unified Command, DSCA, Navy IPO and DRMI. Once it is determined by all concerned that the MET is feasible, NETSAFA will program it into the STL/ISTL.
- C. State Department and DSCA may provide funds for a particular country based on political situations during the current fiscal year requiring Expanded IMET programming. NETSAFA or DRMI may then contact the SAO to discuss dates and availability of training.

III. -- Implementation

Upon completion of the last SATPMR (early June time frame), DRMI submits a consolidated list of proposed METS to DSCA for approval, with information copy to Navy IPO and NETSAFA. Once the list is approved by DSCA, DRMI sends a coordination message to interested countries advising proposed dates and requests the SAO, in coordination with host country, determine feasibility of dates offered. As responses are received, the course dates of participating countries are confirmed. DRMI then begins the planning process and plans a survey, if necessary. Former graduates of DRMI resident courses represent a resource for providing assistance. If other countries are involved, see section on regional METS. The following list of logistics requirements is forwarded to the SAO for consideration:

A. **General Course Details --**

1. **Class size:** preferred 40, maximum 48, minimum 20
2. **Schedule:** 5, 6, or 7 45-minute periods per day plus lunch; start time TBD
3. **Participants:** Military and civilian leaders selected by host country, divided into discussion groups. Approximately 10 per group. One faculty member per group. Each group containing a similar mix of participants (i.e. rank, service, English language capability, etc.). Groups should be determined before team arrives. A list by name, rank and service of participants must be submitted to DRMI coordinator. English language is a real plus, although participants should be selected based on need for resources management education, not language skills since the course is translated. (See para D. below.)

B. **Classrooms and Equipment --**

1. **Lecture room:** must contain seats and tables for each class member, faculty and visitors. Must contain overhead projector, screen, and at least three power outlets. Must contain chalkboard/wetboard available for use

- simultaneously with screen. Can be used as discussion room if absolutely necessary.
2. **Discussion rooms:** one for each group (3 or 4) with enough seats and tables for approximately 10 participants plus faculty member, contains chalkboard or wetboard and one electric outlet, located close to lecture room.
 3. **Photocopying:** need limited photocopying capability during course.
- C. **Course Materials --**
1. DRMI will mail books and other course materials prior to start of course. All materials should be moved to the teaching site prior to the arrival of team. They will be distributed by the team on the first day of class.
 2. Team requires access to teaching site on weekend prior to start of course.
- D. **Language --** The course will be taught in English. Desire simultaneous interpretation in lecture (2 interpreters) and consecutive translation (2 translators) in discussion. English speaking participants should be balanced among discussion groups. Critical course materials will be in host country language. Faculty will desire meeting with interpreters/translators on weekend prior to start of course. Quality of course is directly tied to quality of interpreters/translators.
- E. **Accommodations --** faculty will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This arrangement has worked well in the past (e.g., neutral site for participants, easy access, low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO are required to resolve specific logistic issues.
- F. **Transportation/travel --** team requires transportation to/from teaching site daily. Desire assistance on arrival in passing through customs if deemed necessary. Team will travel on tourist passports whenever possible. If a rental car is recommended, please advise.
- G. **Communications --** timely communications between DRMI and SAO are critical to success of course (will use fax, telephone, letter, SAN and message). Following is applicable:
1. **DRMI MET POC:** Don Bonsper
 2. **Address:** Defense Resources Management Institute, 1522 Cunningham Road, Room 106, Naval Postgraduate School, Monterey, California 93943-5201
 3. **Telephone:** (408) 656-2224, Fax (408) 656-2139
 4. **SAN:** DBONSPER
 5. **Internet:** dbonsper@nps.navy.mil

IV. -- Costing and Funding

All costs directly associated to the MET are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. A cost estimate is provided the SAO upon programming of the DRMI MET for planning purposes only (normally \$64,000). This estimate will be reflected in the STL/ISTL until NETSAFA receives a more accurate cost estimate from DRMI and the SAO. Once DRMI receives confirmation from a SAO that the MET is accepted by the country, DRMI and the SAO begin the costing process.

There are three areas of consideration in costing a DRMI MET:

- A. **DRMI Survey (MASL P319015) -- Cost Estimation** (for planning purposes only):
 1. Survey includes one DRMI instructor's round trip transportation from the U.S. to participating country, per diem as authorized by the U.S. Joint Travel Regulation (JTR) and transportation required while in country. If DRMI has an instructor in the general vicinity at another MET or conference, every attempt will be made to schedule the survey so the participating country only pays part of the transportation costs.
 2. If the instructor is a civilian, the salary for the period of the survey will be included (equates to approximately \$400 per day).
- B. **DRMI MET (MASL P319016) -- Cost Estimation** (for planning purposes only)

1. Normally, there are four instructors on site for a period of two weeks. After the first week of instruction, some of the instructors will return to the U.S. and be replaced by other instructors for the second week. The initial cost estimate will include round-trip airfare for up to seven instructors, per diem as authorized by the U.S. JTR, and transportation required while in country.
2. Normally, the mix of instructors from DRMI is three civilians to one military. Salaries will be included for the two week period with some preparatory time. In FY98 this is approximately \$400 per day, per civilian instructor.
3. The DRMI staff, which handles the administrative tasks for each course, also requires additional days of preparatory time. This is estimated at approximately \$215 per day.
4. Course materials provided are approximately \$250 per student if the course is in English. Costs for other languages will depend on translation fees.
5. Shipping costs for course materials depend upon the number of student books to be shipped. A good rule of thumb would be approximately \$30 per student.
6. Book translation fees: DRMI has accumulated a small library of already translated books. If, however, there is a need to translate course material for the requesting country, this fee will be assessed.

C. ***Expenses incurred by SAO:***

1. Translation/interpreting fees
2. Equipment/technical support
3. Conference facilities
4. Printing/photocopying
5. Transportation (if applicable)

The SAO should be aware that historically the items identified in paragraph IV.C. above are the responsibility of the SAO. It should be determined approximately two-three months prior to the MET date who will be responsible for expenses incurred for the logistics support related items. In some cases the host country pays these expenses. This should be resolved between the SAO and the host country representative well in advance. The estimated cost should be submitted to NETSAFA for inclusion in the total cost of the MET. The total cost of a DRMI MET includes the survey, the two week MET and SAO expenses.

Approximately one month prior to scheduled start date of DRMI MET, NETSAFA issues a funding document (NAVCOMPT 2275) to DRMI for both the survey and MET. Once the SAO submits the in-country expenses to NETSAFA, a fund cite message is provided. This fund cite should not be exceeded without approval from NETSAFA. Within two weeks after completion of DRMI MET and associated bills are paid, the SAO will submit documentation to NETSAFA for close out of fund cite.

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure the DRMI MET is successful:

A. ***SAO (communicate):***

1. Request programming
2. Coordinate with country to provide objectives of the DRMI MET and assist DRMI team with identifying host country points of contact (senior leadership of the military, senior civilian officials)
3. Assist DRMI team with country clearance, lodging, and transportation (survey/MET)
4. Provide DRMI list of participants
5. Procure conference facilities
6. Procure interpreters/translators
7. Advise NETSAFA of SAO expenses
8. Receive course materials from DRMI and ensure these items are placed at the conference site the weekend prior to course start date
9. Within two weeks after DRMI MET is complete and associated bills are paid, submit documentation to NETSAFA for close out of fund cite

B. ***DRMI (communicate):***

1. Determine country eligibility
 2. Keep NETSAFA informed when communicating directly with SAO
 3. Provide SAO and NETSAFA proposed dates (survey/MET)
 4. Provide SAO with logistics requirements
 5. Develop DRMI MET related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 6. Request country/area clearances (survey/MET)
 7. Upon completion of MET, submit after action report advising DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. **NETSAFA (communicate):**
1. Program in STL/ISTL
 2. Enter financial data in STL/ISTL (DRMI/SAO)
 3. Provide funding document to DRMI
 4. Provide fund cite to SAO

VI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Defense Institute of International Legal Studies Mobile Education Teams

I. -- Background

The Defense Institute of International Legal Studies provides expertise in the Rule of Law, Justice Systems, and numerous related topics with emphasis on the conduct of Disciplined Military Operations. DIILS works closely with the embassy team and the host country to develop appropriate seminars that are practical, timely, and effective. Seminar topics concern legal-related topics, but the majority of audiences are non-lawyers who need a better understanding of how to operate within the parameters of law and regulations. Participants should include all appropriate personnel – military and civilian – of appropriate rank for the seminar topic. There are an infinite range of possibilities once a relationship has been established with the host nation and specific needs identified. These include topics such as Peace Operations, Law of the Sea, Air Operations, Domestic Operations, Seminars for Instructors, Legal and Ethical Concerns in Public Agencies, and Quality Force Management.

II. -- Programming

The seminars offered by the Defense Institute of International Legal Studies (DIILS) are programmed by any of the following methods:

- A. During the annual SATPMR, a representative from DIILS will be available to brief SAOs on seminar offerings. The SAO, in coordination with the Unified Command and DSCA, can program a DIILS MET through NETSAFA. This provides DIILS the earliest opportunity to schedule seminars as desired by the host country.
- B. The SAO may contact NETSAFA and DIILS to request this training be added out of cycle for the current, or a future fiscal year, IMET program.
- C. The State Department and DSCA may provide funds for a particular country, based on political situations, during the current fiscal year for programming. NETSAFA or DIILS may then contact the SAO to discuss dates and availability for seminars.

Regardless of the method, whenever a DIILS seminar is added to a country's IMET program, the SAO should review the monthly STL or ISTL to ensure that it is properly listed. DIILS seminars will be assigned a Worksheet Control Number (WCN) by NETSAFA. A DIILS Country Program Manager will be assigned to work closely with SAO in carrying out the seminar.

III. -- Implementation

- A. **Assessment of Issues (MASL P309050)**
The Assessment of Issues is an initial determination of needs that a host nation has which DIILS can address. If there has been a significant gap since the last DIILS seminar, another Assessment of Issues may be in order before scheduling a follow-on seminar. This Assessment of Issues consists of a visit to the host country, for about five days, by a team composed of two or three

DIILS faculty members. This team explores the issues and concerns facing the country in the administration and operation of its military forces. The DIILS team will visit members of the military, civilian government, and non-governmental organizations. The purposes are to learn about the country's institutions and experiences so that the introductory curriculum will be timely and relevant, and to acquaint all parties with the DIILS process and goals. The information gathered during this phase will serve as a foundation for the development of all subsequent programs offered by DIILS. Approximately three months prior to the quarter for which Assessment of Issues is programmed, DIILS will contact the SAO. The DIILS Country Program Manager will provide complete information regarding the Assessment of Issues, the proposed dates for the visit, and what the SAO should do to prepare. (Assessment of Issues requires much more effort on the part of the SAO than any other Phase). DIILS will indicate the appropriate people from both the U.S. country team and the host country (e.g., military leaders, military attorneys, civilian officials from the Ministry of Defense, Ministry of Justice and representatives of other government and non-government agencies) who should be contacted. The SAO will be expected to help ensure that these people will be available to meet with the DIILS faculty during the scheduled dates of the visit. Other SAO responsibilities include assistance with country clearance, lodging, and transportation within the country. The SAO may also choose to join the DIILS team while they visit any or all of the host country officials.

B. Joint CONUS Planning (MASL P309056)

The Joint CONUS Planning phase is conducted in the United States. A delegation of five to eight members from the participating country will travel to the United States and visit military installations, legal institutions, and other appropriate government agencies. During the visit to the United States, the delegation will receive a variety of briefings on U.S. programs. The ultimate goal of this phase is to clearly define the curriculum for future seminars. A CONUS Planning visit can be held in various, appropriate locations throughout the United States. The Planning visit is usually scheduled after completion of the Assessment of Issues.

The participating country will be expected to identify officials and military officers it wishes to send to the United States to help DIILS prepare a course tailored to the country's needs. The SAO is expected to provide DIILS with a list of approved delegates, coordinate dates for the visit, make round-trip international travel reservations, assist with obtaining U.S. visas, and provide DIILS and NETSAFA with arrival information. Detailed information on the process of sending international students to the United States is contained in the Joint Security Assistance Training Regulation (JSATR) and the Department of the Navy Security Assistance Officer Training Guide. The SAO should send copies of ITOs to both DIILS and NETSAFA. The SAO must also brief delegates on all pertinent issues regarding their travel, expenses, location of training, and what is required of them while attending training in the United States.

C. Initial Seminar (MASL P309051)

The Initial Seminar in the host country is presented by a mobile education team comprised of staff and adjunct faculty members from the Defense Institute of International Legal Studies (DIILS). It is designed for a mixed group of military officers, civilian officials, legislators and their staff, leaders of non-governmental organizations, and other persons who work for and with the host military. The curriculum is tailored to best meet specific needs of the host country. DIILS currently has in excess of 200 available topics and continually develops new, timely materials for use in seminars.

The following are meant only as a general guideline. Specifics vary depending on the host country, topic, and unique needs of each seminar.

1. **General Course Details –**
 - a. **Class size:** Minimum 30, maximum 80. Optimal size is 50-60.
 - b. **Schedule:** 7 meeting periods per day with periodic breaks and an hour for lunch. The schedule should follow the normal workday in the host country. Lunch and refreshments should be provided at the seminar facility so that discussions can continue during the meal break.
 - c. **Structure:** Large group presentations, panels, small group discussions, role playing, and other methods are utilized in order to ensure maximum interaction between participants and the DIILS team.
2. **Facilities and Equipment** -- one large room for presentations and four rooms for small group work are required. The large room should have electrical outlets to support computer and presentation equipment, a screen or suitable light colored surface for projection, and adequate, obstruction free, seating for participants and team. Small group rooms should have tables at which to work, and white boards or butcher block stands. The DIILS team coordinator will need information about the electrical power supply at the facility (voltage, frequency, and reliability).
3. **Seminar materials** -- DIILS will provide seminar materials prior to the start of the course. Materials will be distributed to participants by the faculty on the first day of the seminar.
4. **Language** -- DIILS faculty members will make presentations to the seminar and interact with other seminar participants in English. Qualified interpreters, therefore, will be required to assist the DIILS faculty throughout the seminar. DIILS can bring equipment for use in simultaneous translation.
Seminar materials will be provided to the SAO as soon as is practical after the schedule of the seminar is confirmed. Interpreters hired for the seminar should be familiar with all materials and visual aids provided. The DIILS team will require a meeting with all seminar interpreters in advance (usually on the weekend prior to the start of the seminar). The quality of the seminar is directly related to the quality of the interpreters provided.
5. **Participants** -- Government officials from the military, legislature, judiciary and civil service may participate. The expanded IMET program also permits attendance by leaders of non-government organizations, but their participation should be discussed specifically with DIILS in advance. Note that there are also limitations on the participation of police forces in IMET programs; any participation by members of the police should be identified and approved in advance.
6. **Accommodations** -- DIILS will require assistance from the SAO in making lodging accommodations for the team.
7. **Transportation** -- DIILS will require assistance from the SAO in arranging transportation within the host country.
8. **Communications** -- Timely communications between the SAO and DIILS are critical to the success of every phase of the seminar. SAOs should use the following as points of contact:
 - a. **Address:** Defense Institute of International Legal Studies, 360 Elliot Street, Newport, RI 02841-1523
 - b. **Telephone:** (401) 841-1524; DSN 948-1524
 - c. **Fax:** (401) 841-4570; DSN 948-4570
 - d. **Internet e-mail:** A particular staff member's address is that person's last name plus first and middle initial @jag.navy.mil
Example: munroeww@jag.navy.mil
 - e. **Message Address:** DEFINSTINLEGSTUDIES NEWPORT RI//
- C. **Follow-On Seminars** (MASL P309061)
Once the initial executive seminar is completed, similar or more advanced follow-on seminars are available. SAO responsibilities, and the processes, for implementing

seminars for continuing education will be similar to those described above for the Initial Seminar.

IV. -- Costing and Funding

All costs directly associated with a DIILS seminar are reimbursable. NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the participating country's total IMET allocation. A cost estimate is provided to the SAO, for planning purposes only, when a course is initially programmed. This cost estimate will be reflected in the STL/ISTL. Once specific dates for courses (or phases) and details (composition of team, translation, printing, travel, etc.) are confirmed, a revised cost estimate will be prepared by DIILS and reported to the SAO and NETSAFA. Funding will then be issued by NETSAFA to DIILS to pay all seminar expenses. DIILS will provide funding authorization to the SAO for expenses to be paid in the host country.

Cost estimates will be developed in the following manner:

- A. **Assessment of Issues --** (MASL P309050): Upon initial programming, NETSAFA will use an estimated cost for planning purposes. When the details of the Assessment of Issues are known (dates, travel itinerary, team membership, etc), DIILS will revise the cost estimate to include:
 1. Round trip transportation between each team member's duty station and the host country.
 2. Per diem for each team member as authorized by the U.S. Joint Travel Regulation (JTR).
 3. Excess baggage costs, if necessary.
 4. Transportation while in the host country.
 5. Interpreter fees.
 6. Course fee
- B. **Joint CONUS Planning --** (MASL P309056): Upon initial programming, NETSAFA will use an estimated for planning purposes. When the details of the delegation visit are known (dates, travel itinerary, membership of delegation, etc) DIILS will revise the cost estimate to include:
 1. Round trip transportation between the participating country and the U.S. for each member of the visiting delegation.
 2. Cost of the delegates' lodging in the U.S.
 3. Cost of the delegates' food allowance in the U.S.
 4. Transportation expenses while in the U.S.
 5. Interpreter fees, as needed.
 6. Travel expenses and per diem costs for DIILS instructors accompanying the delegation within the U.S., as applicable.
 7. Course materials.
 8. Course fee
- C. **Initial Seminar --** (MASL P309051): Upon initial programming, NETSAFA will estimate cost for planning purposes. When the details of the seminar visit are known, DIILS will revise the cost estimate to include:
 1. Round trip transportation between each team member's duty station and the host country.
 2. Per diem for each team member as authorized by the U.S. Joint Travel Regulation (JTR).
 3. Excess baggage costs (for course materials and equipment).
 4. Transportation while in the host country.
 5. Interpreter fees.
 6. Seminar material translation and printing costs.
 7. Conference facility costs, as applicable.
 8. Course fee
- D. **Follow-On Seminars --** (MASL , P309061)
Costs for follow-on programs conducted in the host country will be determined in a manner similar to that described above for Phase III.

Civil-Military Relations Mobile Education Teams

I. -- Background

The Center for Civil-Military Relations (CCMR) conducts on-site METs in international countries as part of the DSCA Expanded IMET initiative. The CIV-MIL Relations one-week MET is sometimes preceded by a two-three day survey.

II. -- Programming

CIV-MIL Relations METs are programmed by one of the following methods:

- A. During the annual SATPMR, a representative from CCMR will be available to provide information with regard to the objectives of a CIV-MIL Relations MET. The SAO, in coordination with the Unified Command and DSCA, requests the appropriate country program manager from NETSAFA add this training to the host country's program. NETSAFA programs the MET in the STL/ISTL by assigning a WCN (normally 500 series). If a CIV-MIL MET is requested during the SATPMR and it does not appear on the STL/ISTL with the July report, the SAO should notify NETSAFA.
- B. The SAO submits an official request to NETSAFA, info Unified Command, DSCA, Navy IPO and CCMR. Once determined by all concerned that MET is feasible, NETSAFA will program into the STL/ISTL.
- C. State Department and DSCA may provide funds for a particular country based on political situations during the current fiscal year requiring Expanded IMET programming. NETSAFA or CCMR may then contact the SAO to discuss dates and availability of training.

III. -- Implementation

Upon completion of the last SATPMR (May time frame), CCMR should submit a consolidated list of proposed METs to DSCA for approval, info Navy IPO and NETSAFA. Once the list is approved by DSCA, CCMR team starts the planning process. The SAO will be notified of proposed survey and MET dates. The following addresses logistics and administrative considerations:

- A. **Participants** -- The single most important MET course decision involves the selection of participants. This process must begin with the senior leadership of the military, senior civilian officials and legislators. Military and civilian leaders are selected by the host country. English language capability is a real plus, but primary selection should be based upon the need for the CIV-MIL Relations education and not on language skills since the course is interpreted. (See paragraph E.)
- B. **General Course Details** --
 1. **Class size:** 30 -- 50
 2. **Schedule:** 0900 -- 1630 (approximately) (5-7 45-minute periods per day plus lunch)
 3. **Course structure:** The course is presented in both lecture and small group discussion format. Faculty will present lectures to the entire class which will then be followed by a discussion period. Participants need to be divided/assigned to a discussion group which normally consists of approximately eight-ten participants plus one faculty. Discussion groups should be determined before the MET team arrives and should contain a similar mix of military, civilian officials and legislators. Avoid grouping like participants together; e.g., all legislators in one group, all military in another, etc. Participants with good English language capability should be spread across discussion groups to help with translation.
- C. **Classrooms and Equipment** -- Ideally available at hotel (see hotel accommodations below)
 1. **Lecture room:** one large room with enough seats and tables for the entire class plus faculty and visitors; a podium, overhead projector and screen, at least three power outlets, and chalkboard/wetboard. The lecture room can be used as one of the four discussion rooms if necessary.

2. **Discussion rooms:** one room for each group (three or four), with enough seats and tables for approximately ten participants plus a faculty member. Discussion rooms should contain chalkboard or wetboard, one electrical outlet, and be located close to the lecture room.
3. **Photocopying:** limited photocopying capability required
- D. **Course materials** -- CCMR will prepare a packet of lecture outlines, case studies, and faculty biographies for students' use during the MET. Normally these materials are faxed or mailed to the SAO one month prior to the start of the course. The SAO then arranges for translation and copying of course materials, which will then be distributed to participants by faculty on the first day of the course. If translation and/or copying facilities are not available in-country, CCMR can arrange to have materials translated in Monterey and hand-carried to the MET. The CCMR team will require access to the teaching site on the weekend prior to the start of the course.
- E. **Language** -- The course will be taught in English. It is critical that high-quality simultaneous interpretation be provided during the lectures and that consecutive interpretation be provided in the discussion periods. English speaking participants should be balanced among discussion groups. Critical course materials will be in the host country language. Faculty will need to meet with interpreters/translators for two-three hours on the weekend prior to the start of the course. The quality of the course is directly tied to the quality of interpreters/translators.
- F. **Hotel accommodations** -- The CCMR team will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This arrangement has worked well in the past (e.g., neutral site for participants, easy access, low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO and CCMR are required to resolve specific logistic issues.
- G. **Communications** -- Advance planning and timely communication (fax, telephone, letter, SAN and message traffic) between CCMR and SAO are important to the success of the MET. The following is applicable:
 1. **CCMR POC:** Mr. Richard Hoffman, Executive Director
 2. **Address:** The Center for Civil-Military Relations, Code CM, 1 University Way B80, Naval Postgraduate School, Monterey, CA 93943-5001
 3. **Telephone:** (408) 656-3171/3173/3497/3561, Fax (408) 656-3351
 4. **Internet:** rhoffman@nps.navy.mil

IV. -- Costing and Funding

All costs directly associated to the MET are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. A cost estimate is provided the SAO upon programming of the CIV-MIL Relations MET for planning purposes only (normally \$43,000). This estimate will be reflected in the STL/ISTL until NETSAFA receives a more accurate cost estimate from CCMR and the SAO. Once CCMR receives confirmation from the SAO that the MET is accepted by the country, CCMR and the SAO begin the costing process. There are three areas of consideration in costing a CIV-MIL Relations MET:

- A. **CIV-MIL Relations Survey** (MASL P309073) -- Cost estimation (for planning purposes only):
 1. Survey includes one CCMR instructor's round trip transportation from the U.S. to participating country, per diem as authorized by the U.S. JTR and transportation required while in country. If the CCMR has an instructor in the general vicinity at another MET or conference, every attempt is made to try to schedule the survey so the participating country only pays part of the transportation costs.
 2. If the instructor is civilian, the salary for the period of the survey will be included (for FY98, that equates to approximately \$450 per day).
- B. **CIV-MIL Relations MET** (MASL P309070) -- Cost Estimation (for planning purposes only)

1. Normally, there are four instructors on site for the one-week course. The initial cost estimate will include round-trip airfare for four instructors, per diem as authorized by the U.S. JTR, and transportation required while in country.
2. Normally, instructors are civilians. Salaries will be included for the one week period and for two days preparatory time. In FY98, this is approximately \$450 per day, per instructor.
3. The CCMR staff, which handles the research and administrative functions in preparation for each course, requires approximately ten days of preparatory time. This is estimated at approximately \$250 per day.
4. Course materials provided are approximately \$25.00 per student.
5. Shipping costs for course materials depend upon the number of students. A good rule of thumb would be approximately \$25 per student.
6. Translation fees. CCMR has accumulated a small library of already translated articles and books. If, however, they need to translate for the requesting country, this fee will be assessed.

C. **Expenses incurred by SAO:**

1. Translation/interpreting Fees
2. Equipment/technical support
3. Conference facilities
4. Printing/photocopying
5. Local transportation (if applicable)

SAO should be aware that historically the items identified above are the responsibility of the SAO. It should be determined approximately two-three months prior to the MET date who will be responsible for expenses incurred for logistics support related items. In some cases the host country pays these expenses. This should be resolved between the SAO and host country representative.

The estimated cost of all in-country expenses to be included in the final MET budget should be submitted to CCMR no less than two months prior to the MET date, and ideally prior to the pre-course survey. CCMR will prepare a complete budget with all costs (the survey, the one-week MET, and necessary SAO expenses) and forward it to NETSAFA.

Approximately one month prior to scheduled start date of a civil-military relations MET, NETSAFA will issue a funding document (NAVCOMPT 2275) to CCMR for all related expenses. CCMR will then provide the SAO with a fund cite to cover itemized country expenses. This fund cite should not be exceeded without approval from NETSAFA and CCMR. Within two weeks after the MET is complete and associated bills are paid, SAO will submit documentation to NETSAFA and CCMR for close out of fund cite.

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure CIV-MIL Relations MET is successful:

A. **SAO -- (communicate):**

1. Request programming
2. Coordinate with country to identify host-nation desired topics and provide objectives of the CIV-MIL Relations MET, and assist CCMR team with identifying country points of contact (senior leadership of the military, senior civilian officials, legislators)
3. Assist CCMR team with country clearance, lodging and transportation (survey/MET)
4. Provide CCMR with a list of participants by group
5. Procure conference facilities
6. Procure interpreters/translators
7. Advise NETSAFA and CCMR of SAO expenses
8. Receive course materials from CCMR, arrange for translation and copying if necessary, and ensure they are placed at the conference site the weekend prior to course start date

9. Within two weeks after the CIV-MIL Relations MET is complete and associated bills are paid, submit documentation to NETSAFA and CCMR for close out of fund cite
- B. **CCMR (communicate):**
1. Determine country eligibility
 2. Keep NETSAFA informed when communicating directly with SAO
 3. Provide SAO and NETSAFA proposed dates (survey/MET)
 4. Provide SAO with logistics requirements
 5. Develop CIV-MIL Relations MET-related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 6. Request country/area clearances (survey/MET)
 7. Provide SAO with fund cite for in-country expenses
 8. Upon completion of MET, submit after action report advising DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. **NETSAFA (communicate):**
1. Program in STL/ISTL
 2. Enter financial data in STL/ISTL (CCMR/SAO)
 3. Provide funding document to CCMR

VI. – Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program. Cancellations made prior to 60 days ahead will be assessed no penalty. Cancellations made within 60 days will be assessed a penalty of 50% of the total cost of the MET. For the CCMR Executive Program, no-shows will be penalized a full 100% of the proportional share of the cost for that country.

Defense Healthcare Management Institute

I. -- Background

The Defense Healthcare Management Institute provides education to military and civilian healthcare professionals in the host country as part of the DSCA Expanded IMET initiative. This in-country program is divided into five phases. All phases, with the exception of Phase II, are conducted in the host country. Phase II is conducted in CONUS, typically in Monterey, CA.

II. -- Programming of Phase I

Phase I consists of a survey team of two-three IHRM instructors who visit the host country for about five days. They make a personal assessment of the issues and concerns facing the country so that the Phase III seminar will be tailored to address those issues. Team members will meet with key health care leaders to gain a better understanding of the health resource issues facing the country. Typically time will be spent with key members of the public sector (federal, provincial and local government), and the private sector, to include buyers, users and providers of health care resources and NGOs (Peace Corps, USAID, Red Cross, and World Health Organization). The goal is to learn about the problems course members are facing so that discussions during Phase III are relevant and timely. This is initially scheduled by one of the following methods:

- A. During the annual SATPMR, a representative from IHRM will be available to provide information with regard to the objectives of this program. The SAO, in coordination with the Unified Command and DSCA, requests the appropriate country program manager from NETSAFA add this training to the host country's program. NETSAFA programs the MET in the STL/ISTL by assigning a WCN (normally 500 series). If Phase I is requested during the SATPMR and it does not appear on the STL/ISTL with the July report, the SAO should notify NETSAFA.
- B. The SAO submits an official request to NETSAFA, info Unified Command, DSCA, Navy IPO and IHRM. Once determined by all concerned that the MET is feasible, NETSAFA will program it into the STL/ISTL.
- C. State Department and DSCA may provide funds for a particular country based upon political situations during the current fiscal year requiring Expanded IMET

programming. NETSAFA or IHRM may then contact the SAO to discuss dates and availability of training.

Once training is added to a particular country's IMET program, the SAO should check the monthly STL or ISTL to see that it is listed. It will be assigned a Worksheet Control Number (WCN) by NETSAFA, usually in the 500 series. The STL/ISTL will also list the MASL Number (P309071), the quarter of the fiscal year it should occur, and an estimated cost (usually \$21,500).

III. -- Implementation of Phase I

Upon completion of the last SATPMR (May time frame), IHRM should submit a consolidated list of proposed METs to DSCA for approval, info Navy IPO and NETSAFA. Once the list is approved by DSCA, IHRM team starts the planning process. The SAO will be notified of proposed survey and MET dates. IHRM will provide complete information regarding the survey, the recommended dates for Phase I, and what the SAO must do to prepare. Phase I requires much more effort on the part of the SAO than any other Phase. IHRM will indicate the appropriate people both in the American Embassy (military and civilian), country's public sector (federal, provincial and local government) and the country's private sector (buyers, users and providers of health care resources) that must be contacted and how to approach them. The SAO must ensure that these people will be available to meet with the IHRM instructors during the scheduled dates. The SAO must also arrange for an interpreter if necessary. Other SAO responsibilities include assistance with country clearance, lodging, and transportation. The SAO may also chose to join the instructors while they visit any or all of the country officials.

IV. -- Costing and Funding of Phase I

All costs directly associated to the MET are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. Upon initial programming, NETSAFA estimates \$21,500 (includes in-country expenses) as the cost for funding purposes. Once dates are confirmed and IHRM instructor is identified, a more accurate cost is determined. Costs estimation (for planning purposes only) includes:

- A. ***Travel expenses for IHRM instructors.*** Travel expenses include estimated round-trip transportation, excess baggage if necessary, per diem as authorized by the U.S. JTR, and transportation expenses while in-country if necessary. The IHRM team will stay at a local, western-style hotel. If the IHRM has instructors in the general vicinity at another MET or conference, every attempt will be made to try to schedule all METs so that the participating country only pays part of the transportation costs.
- B. ***Civilian salaries.*** If any or all of the instructors are civilian, the salary for the period of the Phase I will be included (equates to approximately \$300 per day per person).
- C. ***SAO expenses.*** SAO expenses may include interpreter fees, transportation costs and meeting room space that must be paid prior to the arrival of the team. It should be determined approximately two-three months prior to the Phase I date who will be responsible for expenses incurred for logistics support related items. In some cases the host country pays these expenses. This should be resolved between the SAO and host country representative well in advance. The estimated cost should be submitted to NETSAFA for inclusion in the total cost of Phase I.

Approximately one month prior to scheduled start date of Phase I, NETSAFA will issue a funding document (NAVCOMPT 2275) to IHRM for Phase I. If the SAO has in-country expenses, NETSAFA will send a fund cite message. This fund cite should not be exceeded without approval from NETSAFA. Within two weeks after Phase I is completed and associated bills are paid, SAO will submit documentation to NETSAFA for close out of the fund cite.

V. -- Responsibilities of Phase I

The following is provided as a recap of responsibilities to ensure success:

- A. ***SAO (communicate):***
 1. Request programming
 2. Coordinate with host country to provide objectives of MET and assist IHRM team with identifying country points of contact

3. Arrange for interpreter if needed
 4. Assist team with country clearance, lodging and transportation
 5. Arrange for meeting room space (last day) to conduct a focus group, and coordinate logistical requirements.
 6. Advise NETSAFA of SAO expenses
 7. Within two weeks after Phase I is completed and associated bills are paid, submit documentation to NETSAFA for close out of the fund cite, if applicable
- B. **IHRM (communicate):**
1. Determine country eligibility
 2. Keep NETSAFA informed when communicating directly with SAO
 3. Provide SAO and NETSAFA proposed dates
 4. Provide SAO with logistics requirements
 5. Develop related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 6. Request country/area clearances
 7. Upon completion of MET, submit an after action report to DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. **NETSAFA (communicate):**
1. Program in STL/ISTL
 2. Enter financial data in STL/ISTL
 3. Provide funding document to IHRM
 4. Provide fund cite to SAO if necessary

VI. -- Programming of Phase II

The scheduling process is normally the same as Phase I and will be programmed at the same time. Occasionally, there is not sufficient time or funding remaining in the current fiscal year and Phase II must be programmed in the next year's IMET program.

Phase II is conducted in CONUS and is not a MET, rather it is the curriculum building phase. Five-six delegates plus an interpreter from the country will travel to the U.S. (normally to the NPS in Monterey, California) for a period of five days. They may also visit various military and civilian health care organizations and receive a variety of briefings on U.S. programs that are relevant to the issues identified in Phase I. They will then assist the IHRM instructors in determining important national health resource objectives and participate in creating a tailored seminar to be presented in the host country. Again, the SAO should check the monthly STL or ISTL to see that it is listed. It will be assigned a WCN in the 2000 series. The STL/ISTL will also list the MASL Number (P175900), the quarter of the fiscal year it should occur and an estimated cost. Phase II cannot be confirmed until the SAO identifies delegate(s) to arrive in CONUS and coordinates the dates with the IHRM.

VII. -- Implementation of Phase II

Phase II is usually confirmed soon after Phase I has been completed. The country identifies the delegate(s) they wish to send to the U.S. for one week to work with IHRM instructors to prepare a course tailored to that country. The delegates must be very familiar with the country's military, civil and (if appropriate) private sector health programs and should ideally be composed of a representative from each sector. Delegates should be excellent communicators (ECL of 80). The SAO must provide IHRM names of the delegates and their title, coordinate dates, make round-trip airline reservations, assist with visas and advise IHRM and NETSAFA of arrival information. SAO should have received a message from NETSAFA providing the authority to issue an Invitational Travel Orders (ITO). Detailed instructions are provided in the Joint Security Assistance Training (JSAT) Regulation and the Department of the Navy Security Assistance Training Program (DON SATP) Programming Guide. The SAO should send a copy of the ITO to both IHRM and NETSAFA and give each student an original and five copies. The SAO should also brief the students on all pertinent items regarding travel, expenses, the area of the U.S. (Monterey area, for example), and what is required of students attending training in the U.S.

VIII. -- Costing and Funding of Phase II

A cost estimate of \$29,000 - \$40,000 is programmed for planning/funding purposes. After the SAO identifies the number of delegates and IHRM identifies instructors, a more accurate estimate is determined. The approximate cost is based upon several students' travel from the participating country to the IHRM. The estimate includes round-trip transportation, cost of student lodging,

CONUS transportation expenses (rental van or air transportation), interpreter fees if required and the weekly course cost. If the IHRM requires assisting instructors from other locations in the U.S., their travel expenses and per diem costs are also included. NETSAFA will then provide a funding message so the SAO can purchase airline ticket(s), provide a travel advance and prepare ITO(s).

IX. -- Responsibilities of Phase II

Recap of responsibilities are as follows:

- A. **SAO (communicate):**
 - 1. Request programming
 - 2. Identify delegate(s) and coordinate dates with IHRM
 - 3. Make airline reservations and assist with visa(s)
 - 4. Issue ITO after receipt of authority from NETSAFA
 - 5. Provide delegate(s) with standard briefing before attending training in the U.S.
 - 6. Provide IHRM and NETSAFA with arrival information
- B. **IHRM (communicate):**
 - 1. Schedule course dates with SAO
 - 2. Keep NETSAFA informed when communicating directly with SAO
 - 3. Coordinate instructors and class schedule
 - 4. Make reservations for lodging and arrange transportation
 - 5. Conduct course
 - 6. Upon completion of course, submit an after action report to DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. **NETSAFA (communicate):**
 - 1. Program in STL/ISTL
 - 2. Provide ITO authority to SAO
 - 3. Enter financial data in STL/ISTL
 - 4. Provide funding document to IHRM

X. -- Programming of Phase III

Programming Phase III is very similar to Phases I and II. Phase III is the actual course taught for the first time in the host country. Phase III is usually confirmed during Phase II. The delegation sent from the host country should be prepared to make final arrangements during Phase II for the course and have the authority to do so. If not, the SAO must coordinate with IHRM soon after the representatives return to their home country regarding the scheduling of course dates. Again, the SAO should check the monthly STL/ISTL to see that it is listed. A WCN will be assigned by NETSAFA, normally in the 500 series. (If the Phase I was done in the same fiscal year, the Phase III may be reflected as the "B" line of the same WCN.) The STL/ISTL will also list the MASL Number (P309072), the quarter of the fiscal year it should occur (until dates have been confirmed) and an estimated cost.

XI. -- Implementation of Phase III

IHRM will send two-four instructors to host country. The following addresses logistics and administrative considerations:

- A. **General Course Details --**
 - 1. **Class size:** optimal size is 30-35.
 - 2. **Schedule:** 0815-1615 (five to seven 45-minute sessions daily, plus lunch)
 - 3. **Structure:** presented in lecture and small group discussion format. Small groups will consist of approximately eight individuals plus an interpreter. Groups should be divided prior to the class and should contain a representative mix of military and civilian participants. Participants with good English language skills should be spread across discussion groups to assist in translation.
- B. **Classrooms and Equipment --** IHRM will communicate advanced logistical requirements with the host country SAO.
 - 1. **Lecture room:** one large with enough seats and tables for the entire class plus IHRM faculty and participants; a podium, overhead projector and screen, at least three power outlets, chalkboard (or wetboard), and flip chart paper. The lecture room can be used as one of the discussion rooms if necessary.

2. **Discussion rooms:** one room for each group with enough seats and tables for approximately eight participants plus a host country facilitator.
 3. **Photocopying:** photocopying capability required
 4. **Admin support:** one dedicated support staff member is required during the seminar. This individual should have access to a seminar exclusive computer and printer.
- C. **Course materials** -- IHRM will mail and/or hand carry course materials prior to the start of the course. All materials should be moved to the teaching site prior to the arrival of the team. Materials will be distributed to the participants by the faculty on the first day of the course. The IHRM team will require access to the teaching site on the weekend prior to the start of the course.
- D. **Language** -- The course will be taught in English with course materials translated into host country language. IHRM will provide simultaneous interpretation equipment for the seminar. English speaking participants should be balanced among discussion groups. One-two translators will be required for the entire seminar.
- E. **Participants** -- Senior health care leaders representing various health care related agencies. May include high-level military and civilian government officials, as well as appropriate private sector health care leaders responsible for health care decision making in the host country.
- F. **Accommodations** -- The IHRM team will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. Discussions between the SAO and IHRM are required to resolve specific logistic issues.
- G. **Transportation** -- assistance is desired from SAO. If rental car is recommended, please advise.
- H. **Communications** -- communications between IHRM and DSCA/DAO/SAO/Training Officer are critical. Following information is applicable:
1. **IHRM POC:** Captain James A. Scaramozzino, MSC, USN, Ph.D., CHE, Director Health Resources Study Center, Don Summers, IHRM Program Manager, or Anne Bloesl, IHRM Country Manager.
 2. **Address:** International Health Resources Management Program, Institute for Defense Education and Analysis, Naval Postgraduate School, 101 North St., Bldg 211, Monterey, CA 93943-5301.
 3. **Telephone:** (408) 656-3558 (DSN: 878), Fax (408) 656-3547
 4. **Internet:** ihrm@nps.navy.mil

XII -- Costing and Funding of Phase III

All costs directly associated to the MET are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. A cost estimate is provided to the SAO upon programming of the MET for planning purposes only (normally \$44,000). This estimate will be reflected in the STL/ISTL until NETSAFA receives a more accurate cost estimate from IHRM and the SAO. Once IHRM receives confirmation from the SAO that the MET is accepted by the country, IHRM and the SAO begin the costing process. There are two areas of consideration in costing the Phase III:

- B. **IHRM Expenses**
1. Normally, there are two-three instructors on site for the one week course. The initial cost estimate will include round-trip airfare for the instructors, per diem as authorized by the U.S. JTR, and transportation required while in country.
 2. Normally, instructors are civilians. Salaries will be included for the one week period and for two days preparatory time. In FY98, this is approximately \$300 per day, per instructor.
 3. The IHRM staff, which handles the administrative tasks for each course, requires seven days of preparatory time. This is estimated at approximately \$215 per day.
 4. Course materials provided are approximately \$25 per student.

5. Shipping costs for course materials depend upon the number of students. A good rule of thumb would be approximately \$25 per student.
6. Translation fees. If presentation materials need to be translated for the requesting country, this cost will be incurred.

C. **Expenses incurred by SAO:**

1. Translation/interpreting Fees
2. Equipment/technical support
3. Conference facilities
4. Printing/photocopying
5. Transportation (if applicable)
6. Lunches for all participants
7. Breaks (coffee, tea, water)
8. Group photo (one for each participant)

SAO should be aware that historically the items identified above are the responsibility of the SAO. It should be determined approximately two-three months prior to MET date who will be responsible for expenses incurred for the logistics support related items. In some cases the host country pays these expenses. This should be resolved between the SAO and host country representative well in advance. The estimated cost should be submitted to NETSAFA for inclusion in the total cost of the MET. The total cost of a IHRM MET includes the survey, the one week MET and necessary SAO expenses.

Approximately one month prior to scheduled start date of Phase III, NETSAFA issues a funding document (NAVCOMPT 2275) to IHRM. Once the SAO submits the in-country expenses to NETSAFA, a fund cite message is provided. This fund cite should not be exceeded without approval from NETSAFA. Within two weeks after IHRM MET is complete and associated bills are paid, SAO will submit documentation to NETSAFA for close out of fund cite.

XIII. -- Programming of Phase IV

Programming Phase IV is very similar to Phases I-III. Phase IV is normally discussed and programmed at the SATPMR and is conducted in the host country six months after the conclusion of Phase III. This is accomplished by one IHRM faculty member providing intermittent reinforcement of the Phase III collaborative action plan by on-site coaching. Identification of barriers and how to overcome such barriers associated with implementing the plan are discussed. Again, the SAO should check the STL/ISTL to see that it is listed. A WCN will be assigned by NETSAFA, normally in the 500 series. The STL/ISTL will also list the MASL Number (P309XXX), the quarter of the fiscal year it should occur (until dates have been confirmed), and an estimated cost.

XIV. -- Implementation of Phase IV

IHRM will send one team member to the host country. He/she will monitor the implementation of the action plan and related host-country's training plan. This phase also reinforces the executive management skills taught in the prior phases. Concurrently, IHRM reviews the medical component of the country's training plan and looks for opportunities to reinforce the action plan. IHRM and the host country will determine the appropriate follow-on mission of Phase IV and will indicate the appropriate people that must be contacted to arrange for discussion on the status of the action plan. The SAO and IHRM country manager will identify and discuss all pertinent requirements one-two months in advance of Phase IV.

XV. -- Costing and Funding of Phase IV

A cost estimate of \$15,000 - \$17,000 is programmed for planning/funding purposes. Once dates are confirmed and the IHRM team member is identified, a more accurate cost is determined. Cost estimation (for planning purposes only) includes round-trip transportation, cost of lodging, per diem, and any training materials, if required. SAO expenses may include interpreter fees, or transportation costs.

Approximately one month prior to scheduled start date of Phase IV, NETSAFA issues a funding document (NAVCOMPT 2275) to IHRM. Once the SAO submits the in-country expenses to NETSAFA, a fund cite message is provided. This fund cite should not be exceeded without approval from NETSAFA. Within two weeks after Phase IV is completed and associated bills are paid, the SAO will submit documentation to NETSAFA for close out of the fund cite.

XVI. -- Responsibilities of Phase IV

The following is provided as a recap of responsibilities to ensure success:

- A. **SAO (communicate):**
 - 1. Request programming
 - 2. Coordinate with IHRM proposed dates
 - 3. Assist IHRM with country clearance, lodging and transportation
 - 4. Procure meeting space and schedule meeting(s), if requested by IHRM
 - 5. Procure interpreter/translator, if required
 - 6. Advise NETSAFA of SAO expenses
- B. **IHRM (communicate):**
 - 1. Determine country eligibility
 - 2. Keep NETSAFA informed when communicating with SAO
 - 3. Provide SAO and NETSAFA with proposed dates
 - 4. Provide SAO with logistical requirements
 - 5. Develop MET related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 - 6. Request country/area clearance
 - 7. Upon completion of MET, submit after action report advising DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. **NETSAFA (communicate)**
 - 1. Program in STL/ISTL
 - 2. Enter financial data in STL/ISTL
 - 3. Provide funding document to IHRM
 - 4. Provide fund cite to SAO, if applicable

XVII. -- Programming of Phase V

Programming Phase V is very similar to Phase IV and is typically discussed and programmed at the SATPMR. It is conducted in the host country twelve months after the conclusion of Phase III. Phase V is accomplished by one or two IHRM faculty members returning to review the overall status and viability of their plan as well as evaluating the outcomes of the entire project. Again, the SAO should check the monthly STL/ISTL to see that it is listed. A WCN will be assigned by NETSAFA, normally in the 500 series. The STL/ISTL will also list the MASL Number (P309XXX), the quarter of the fiscal year it should occur (until dates have been confirmed), and an estimated cost.

XVIII. -- Implementation of Phase V

IHRM will send one or two team members to the host country. They will present an analysis of the country's progress in achieving the program goals based on the indicators developed during the prior phases. Using this information, the participants reassess their strategy and establish a process for continued improvement, the action plan. The SAO and IHRM country manager will identify and discuss all pertinent requirements one-two months in advance of Phase V.

XIX. -- Costing and Funding of Phase V

A cost estimate of \$15,000 - \$17,500 is programmed for planning/funding purposes. Once dates are confirmed and the IHRM team member(s) are identified, a more accurate cost is determined. Cost estimation (for planning purposes only) includes round-trip transportation, cost of lodging, per diem, and any training materials, if required. SAO expenses may include interpreter fees, or transportation costs.

Approximately one month prior to scheduled start date of Phase V, NETSAFA issues a funding document (NAVCOMPT 2275) to IHRM. Once the SAO submits the in-country expenses to NETSAFA, a fund cite message is provided. This fund cite should not be exceeded without approval from NETSAFA. Within two weeks after Phase V is completed and associated bills are paid, the SAO will submit documentation to NETSAFA for close out of the fund cite.

XX. -- Responsibilities of Phase V

The following is provided as a recap of responsibilities to ensure success:

- A. **SAO (communicate):**
 - 1. Request programming
 - 2. Coordinate with IHRM proposed dates
 - 3. Assist IHRM with country clearance, lodging and transportation
 - 4. Procure meeting space and schedule meeting(s), if requested by IHRM

5. Procure interpreter/translator, if required
 6. Advise NETSAFA of SAO expenses
- B. **IHRM (communicate):**
1. Determine country eligibility
 2. Keep NETSAFA informed when communicating with SAO
 3. Provide SAO and NETSAFA with proposed dates
 4. Provide SAO with logistical requirements
 5. Develop MET related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 6. Request country/area clearance
 7. Upon completion of MET, submit after action report advising DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. **NETSAFA (communicate)**
1. Program in STL/ISTL
 2. Enter financial data in STL/ISTL
 3. Provide funding document to IHRM
 4. Provide fund cite to SAO, if applicable

XXI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Naval Postgraduate School (NPS) and the International Defense Acquisition Resource Management Program (IDARMP) Teams

I. -- Background

The Naval Postgraduate School (NPS) and the Int'l Defense Acquisition Resource Mgt Prog staffs teach the Acquisition Management Series as part of the DSCA Expanded IMET initiative. These courses vary in length from one day to four weeks and can be tailored to a particular country's need. As such, this program is divided into three phases. Phase I (needs assessment) is conducted in the host country. Phase II (Course Development), if desired, is conducted via MET or in CONUS. Phase III (Course Delivery) is conducted either in CONUS or in the host country.

II. -- Programming of Phase I

Phase I consists of a survey team of one-three instructors who visit the host country for about three to five days. During this time, the team meets key individuals to make a personal assessment of the acquisition issues and concerns facing the country, discuss the Series of Acquisition Management Courses, determine any requirements for customized or tailored courses, and develop a plan for follow-on phases of work. Typically, time will be spent with key members of the public sector (federal, provincial and local government). The goal of this Phase is to learn about the issues a country is facing as well as the philosophies of their Government relative to their Acquisition system thus determining the level and need for training. In particular, this Phase will determine whether Phase II is required. Phase I is initially scheduled by one of the following methods:

- A. During the annual SATPMR, a representative will be available to provide information with regard to the objectives of this program as well as answer questions relative to the curriculum. The SAO, in coordination with the Unified Command and the DSCA, requests the appropriate country program manager from NETSAFA to add this training to the host country's program. NETSAFA programs the MET in the STL/ISTL by assigning a Worksheet Control Number (WCN). If Phase I is requested during the SATPMR and it does not appear on the STL/ISTL with the July report, the SAO should notify NETSAFA.
- B. The SAO submits an official request to NETSAFA, info Unified Command, DSCA, Navy IPO and NPS/IDARMP. Once determined by all concerned that the MET is feasible, NETSAFA will program it into the STL/ISTL.
- C. State Department and DSCA may provide funds for a particular country based upon political situations during the current fiscal year requiring Expanded IMET

programming. NETSAFA or NPS/IDARMP may then contact the SAO to discuss dates and availability of training.

Once training is added to a particular country's IMET program, the SAO should check the STL or ISTL to see that it is listed. It will be assigned a WCN by NETSAFA. The STL/ISTL will also list the MASL Number (P309125), the quarter of the fiscal year it should occur, and an estimated cost.

III. -- Implementation of Phase I

Upon completion of the last SATPMR (May time frame), NPS/IDARMP should submit a consolidated list of proposed METs to DSCA for approval, info Navy IPO and NETSAFA. Once the list is approved by DSCA, the NPS/IDARMP team starts the planning process. The SAO will be notified of proposed visit and MET dates. NPS/IDARMP will provide complete information regarding the visit, the recommended dates for Phase I, and what the SAO must do to prepare. Phase I requires much more effort on the part of the SAO than any other Phase. NPS/IDARMP will work with the SAO and other appropriate people in the American Embassy to determine the type of personnel that should represent the country.

The SAO must ensure that these people be available to meet with the instructors during the scheduled dates. The SAO must also arrange for an interpreter if necessary. Other SAO responsibilities include assistance with country clearance, lodging, and transportation. The SAO may also choose to join the instructors while they visit any or all of the country officials.

IV. -- Costing and Funding of Phase I

All costs directly associated with the MET are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. Upon initial programming, NETSAFA estimates \$21,000 as the cost for funding purposes. Once dates are confirmed and team members are identified, a more accurate cost is determined. Costs estimation (for planning purposes only) includes:

A. ***Travel expenses for team members.***

Note: ***If NPS/IDARMP has another team member in the general vicinity at another MET or conference, every attempt will be made to try to schedule all METs so that the participating country only pays part of the transportation costs.***

B. ***Civilian salaries.***

C. ***SAO expenses.*** (**Note:** SAO expenses may include interpreter fees or transportation costs that must be paid prior to the arrival of the team). It should be determined approximately two-three months prior to the Phase I date who will be responsible for expenses incurred for logistics support related items. In some cases the host country pays these expenses. This should be resolved between the SAO and host country representative well in advance. The estimated cost should be submitted to NETSAFA for inclusion in the total cost of Phase I.

Approximately one month prior to scheduled start date of Phase I, NETSAFA will issue a funding document (NAVCOMPT 2275) to NPS/IDARMP for Phase I. If the SAO has in-country expenses, NETSAFA will send a fund cite message to cover these expenses.

V. -- Responsibilities of Phase I

The following is provided as a recap of responsibilities to ensure success:

A. ***SAO (communicate):***

1. Request programming
2. Coordinate with host country to provide objectives of MET and assist NPS/IDARMP team with identifying country points of contact
3. Arrange for interpreter if needed
4. Assist team with country clearance, lodging and transportation
5. Advise NETSAFA of SAO expenses
6. Within two weeks after Phase I is completed and associated bills are paid, submit documentation to NETSAFA for close out of the fund cite, (if applicable)

B. ***NPS/IDARMP (communicate):***

1. Keep NETSAFA informed when communicating directly with SAO

2. Provide SAO and NETSAFA proposed dates
3. Provide SAO with logistics requirements
4. Develop related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
5. Request country/area clearances
6. Upon completion of MET, submit an After Action Report to DSCA, Unified Command, SAO, Navy IPO and NETSAFA within 30 working days

C. **NETSAFA (communicate):**

1. Program in STL/ISTL
2. Enter financial data in STL/ISTL
3. Provide funding document to NPS/IDARMP
4. Provide fund cite to SAO if necessary

VI. -- Programming of Phase II

The scheduling process is normally the same as Phase I and is normally programmed at the same time as Phase I. However, the need to execute a Phase II will not be determined until the conclusion of Phase I and reported in the After Action Report. Ideally, Phase II will be scheduled within 90 days of the completion of Phase I which allows the NPS/IDARMP team sufficient time to prepare the draft version of the customized/tailored course. Occasionally, there is not sufficient time or funding remaining in the current fiscal year and Phase II may have to be programmed in the next year's IMET program.

Phase II may be conducted in CONUS or via a MET. This is the curriculum building phase. If Phase II is conducted in CONUS, one or more delegates from the country will travel to the U.S. (normally to either Norfolk, Virginia; Rock Island, Illinois; or Monterey, California depending upon the functional area) for a period of five days. They will review the draft course and assist the NPS/IDARMP team in any changes recommended to be included. If desired, Phase II includes delivery of a pilot course. Again, the SAO should check the STL or ISTL to see that it is listed. It will be assigned a WCN. The STL/ISTL will also list the MASL Number (P309129), the quarter of the fiscal year it should occur and an estimated cost. Phase II cannot be confirmed until the decision is made whether it will be performed in CONUS or in country. For CONUS, the SAO identifies delegate(s) to arrive in the United States and coordinates the dates with the NPS/IDARMP Team Leader.

VII. -- Implementation of Phase II

If Phase II is confirmed as desired at the completion of the Phase I effort, the decision on whether to conduct Phase II either via MET or in CONUS, whether a pilot course is desired, and the dates for this phase are usually determined as the NPS/IDARMP delegation leaves the country at the conclusion of Phase I and out-brief the SAO. Thus, there should be good coordination and communication between all parties as to the need for, objectives of, and timing of Phase II. If Phase II is to be conducted in CONUS, the country identifies the delegate(s) they wish to send to the United States for one week to work with the NPS/IDARMP staff and faculty. The delegate(s) must be very familiar with their own country's acquisition system and processes in order to guide the NPS/IDARMP personnel through the review of the proposed course. Unless delegate(s) are excellent communicators (ECL of 80), an interpreter will be required. The SAO must provide NPS/IDARMP names of the delegates and coordinate supporting requirements for the delegation 30 days prior to implementation of Phase II.

VIII. -- Costing and Funding of Phase II

A cost estimate is programmed for planning/funding purposes after the decisions regarding location and the desire for a pilot offering are made. If to be conducted in CONUS, the SAO identifies the number of delegates and NPS/IDARMP identifies staff and faculty, location of the effort, and whether a pilot offering is desired. The approximate cost is based upon course development costs plus other expenses. If in CONUS, it also includes the expenses for several delegates' travel from the participating country to the designated location with the United States. The estimate also includes the costs for an interpreter, if required. If NPS/IDARMP requires assisting faculty from other locations in the United States, their travel expenses and per diem costs are also included.

IX. -- Responsibilities of Phase II

Recap of responsibilities are as follows:

A. **SAO (communicate):**

1. Request programming
 2. If to be in CONUS:
 - a. Identify delegate(s) and coordinate dates with NPS/IDARMP
 - b. Determine ECL's and/or need for translator
 - c. Make airline reservations and assist with visa(s)
 - d. Issue ITO after receipt of authority from NETSAFA
 - e. Purchase round trip airline tickets for delegates to/from training location
 - f. Provide delegate(s) with standard briefing before arriving in the United States
 3. Provide NPS/IDARMP and NETSAFA with arrival information
 4. Ensure visiting delegation has the authority to commit to Phase III course delivery schedule.
- B. **NPS/IDARMP (communicate):**
1. Schedule review dates with SAO
 2. Keep NETSAFA informed when communicating directly with SAO
 3. Coordinate staff and faculty and schedule of events
 4. Make reservations for lodging and arrange transportation
 5. Conduct course development review
 6. Conduct pilot offering, if necessary
 7. Upon completion of Phase II review, submit an after action report to DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. **NETSAFA (communicate):**
1. Program in STL/ISTL
 2. Provide ITO authority to SAO
 3. Enter financial data in STL/ISTL
 4. Provide funding document to NPS/IDARMP

X. -- Programming of Phase III

Programming Phase III is very similar to Phases I and II. Phase III is the actual course delivery phase and can be via MET or in CONUS. This Phase will also be used to schedule and deliver follow-on offerings of the new course. Phase III is usually confirmed during Phase II. If Phase II was conducted in CONUS, the delegation sent from the host country should be prepared to make final arrangements during Phase II for the course and have the authority to do so. If not, the SAO must coordinate with NPS/IDARMP soon after the representatives return to their home country regarding the scheduling of course dates. Again, the SAO should check the STL/ISTL to see that it is listed. A WCN will be assigned by NETSAFA. The STL/ISTL will also list the MASL Number (P309127 for the MET), the quarter of the fiscal year it should occur (until dates have been confirmed) and an estimated cost.

XI. -- Implementation of Phase III

If via a MET, NPS/IDARMP will send 1 to 4 instructors to host country. The following addresses logistics and administrative considerations:

- A. **General Course Details --**
1. **Class size:** 20 to 30 students
 2. **Schedule:** 0815-1615 (five to seven 45 minute sessions daily, plus lunch -- can be adjusted to meet host country's desires)
 3. **Structure:** Each class has its own unique format; however, generally the courses are presented in lecture and small group discussions. Additionally, some courses require the use of high-technology computers with specific software packages. For these courses, the requirements will be identified during Phases I and/or II so that the country can provide the proper equipment.
- B. **Classrooms and Equipment**
1. **Lecture room:** one large room with enough seats and tables for the entire class plus faculty and visitors; a lectern, overhead projector and screen, at least three power outlets (unless more required for computers), and chalkboard (or wetboard). The lecture room should have good ventilation including proper cooling and heating. The lecture room can be used as one

- of the discussion rooms if necessary. **Note:** If computers are required, it is recommended that one computer be provided for each two students and that the lecture room be adequately sized to accommodate the computer space.
2. **Discussion rooms:** If discussion rooms are required, one room for each group (normally six) with enough seats and tables for approximately ten participants plus a faculty member.
 3. **Photocopying:** limited photocopying capability required
 4. **Telephones:** Access to telephones to communicate to United States counterparts as necessary.
- C. **Course materials** -- NPS/IDARMP will mail and/or hand carry course materials prior to the start of the course. All materials should be verified as received, checked for damage, and moved to the teaching site prior to the arrival of the team.
- D. **Language** -- The course will be taught in English. As required, high quality simultaneous interpretation should be provided during the lectures and consecutive translation be provided in the discussion periods.
- E. **Communications** -- Communications between NPS/IDARMP and DSCA/DAO/SAO/Training Officer are critical. Following is applicable:
1. **NPS/IDARMP POC:** Mr. Richard Ashford, Director, International Acquisition Training and Research.
 2. **Address:** 731 Austin Avenue, Sonoma, California 95476
 3. **Telephone:** (707) 938-4615, Fax (707) 938-3892
 4. **Internet:** train@nps.navy.mil or rfashfor@NPS.NAVY.MIL

XII. -- Costing and Funding of Phase III

All costs directly associated with this Phase are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. A cost estimate is provided to the SAO upon programming of the MET for planning purposes only. This estimate will be reflected in the STL/ISTL until NETSAFA receives a more accurate cost estimate from NPS/IDARMP and the SAO. Once NPS/IDARMP receive confirmation from the SAO that the MET is accepted by the country, NPS/IDARMP and the SAO begin the costing process. There are two areas of consideration in costing the Phase III:

- A. **NPS/IDARMP Expenses**
1. **Faculty:** The number of faculty vary from one to four for courses of one day to four weeks duration. The initial cost estimate will include relevant travel expenses. If conducted in CONUS, salaries and expenses may include those of faculty from other NPS/IDARMP sites. Salaries will be included for the course period and for preparation time
 2. NPS/IDARMP administrative staff preparation time
 3. Course materials as provided
 4. Shipping costs for course materials (depends upon the number of students and location)
 5. **Translation fees.** If, for any reason, NPS/IDARMP are asked to provide the translators, the practicality of this and associated fees will be assessed.
- B. **Expenses incurred by SAO:**
1. Translation/interpreting Fees
 2. Equipment/technical support
 3. Conference facilities
 4. Printing/photocopying
 5. Transportation (if applicable)

SAO should be aware that historically the items identified above are the responsibility of the SAO. It should be determined approximately two-three months prior to Phase III date who will be responsible for expenses incurred for the logistics support related items. In some cases the host country pays these expenses. The estimated cost should be submitted to NETSAFA for inclusion in the total cost of this Phase.

Approximately one month prior to scheduled start date of Phase III, NETSAFA issues a funding document (NAVCOMPT 2275) to NPS/IDARMP. Once the SAO submits the in-country expenses to NETSAFA, a fund cite message is provided.

XIII. -- Responsibilities for Phase III

The following is provided as a recap of responsibilities to ensure this Phase is successful:

- A. **SAO -- (communicate):**
 1. Request programming
 2. Assist NPS/IDARMP team with country clearance, lodging and transportation as required
 3. Provide NPS/IDARMP with a list of participants by group
 4. If a MET:
 - a. Procure conference facilities
 - b. Procure interpreters/translators
 - c. Receive course materials from NPS/IDARMP, ensure their condition, and ensure they are placed at the conference site
 - d. For computer-based courses, ensure that the host country provides the necessary hardware and software as outlined by NPS/IDARMP
 5. Advise NETSAFA of SAO expenses
 6. Within two weeks after the course is complete and associated bills are paid, submit documentation to NETSAFA for close out of fund cite
- B. **NPS/IDARMP (communicate):**
 1. Keep NETSAFA informed when communicating directly with SAO
 2. Provide SAO and NETSAFA proposed dates
 3. Provide SAO with logistics requirements
 4. Develop costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 5. Request country/area clearances if to be a MET
 6. If taught in CONUS take the lead on course logistics plus others as requested by the SAO
 7. Upon completion of course, submit after action report advising DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. **NETSAFA (communicate):**
 1. Program in STL/ISTL
 2. Enter financial data in STL/ISTL
 3. Provide funding document to NPS/IDARMP
 4. Provide fund cite to SAO

XIV. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Regional Mobile Education Teams

An effective way to cut costs for countries is to participate in a regional MET. One country must host the course while others are invited to send students. During the annual SATPMR, SAOs will be asked if they would be a host country for a Regional MET or participate in one. If a SAO agrees to schedule a MET as the host country, NETSAFA will add the MET to the country's IMET program. The SAO should check the STL or ISTL to see that it is listed. It will be assigned a WCN by NETSAFA. The STL will also list the MASL Number for the MET, the quarter of the fiscal year it should occur, and an estimated cost. (For SAOs in the countries who will participate in the MET, the WCN reflected on the ITO will normally be in the 9000 series. The MASL Number is P262000 for attendance at DRMI overseas course.) The estimated cost and responsibilities are similar to other METs with the following differences:

I. -- SAOs in Host and Participating Countries

- A. More attention must be paid to the number of participants. The Unified Command will normally send a message to all countries in the region requesting participation. NETSAFA will also make attempts to contact all countries in the region (including those possibly reporting to a different Unified Command). If the minimum class size is not met, the host country will be expected to provide additional students. Once the class size is known, the course cost will be determined by dividing the total course cost by the total number of participants.

- B. Students arriving from other countries are authorized to receive a living allowance. The cost of their travel is paid from the IMET program. However, students attending the course in their own country are not authorized payment for their travel or living expenses.
- C. The total cost of the MET (instructors' travel, conference fees, etc.) will be divided by the number of participants. Students from participating countries will be charged travel and living expenses as well as their portion of the total cost of the MET.

II. -- SAO in Host Country

- A. The SAO must reserve lodging for visiting students as well as for the instructors teaching the course and coordinate with the SAOs from other countries regarding information on visas, flight itineraries and transportation from the airport.
- B. NETSAFA will issue a message to the host country providing funds to cover lodging and meals (including \$10.00 for incidentals) for students from visiting countries only. Funds will also cover authorized costs associated with the MET. This fund cite should not be exceeded without approval from NETSAFA. A living allowance is not authorized for students from the host country. Billeting for visiting students will be determined by the SAO and host country. Students will not be required to personally pay for lodging or meals. U.S. Embassy of the host nation will disburse funds of \$10.00/day to each visiting student for incidental expenses, provide visiting students with vouchers for three meals a day and pay lodging for visiting students.
- C. The SAO should provide a roster of students and disbursement vouchers to NETSAFA within two weeks of completion of the MET.

III. -- SAOs in Participating Countries:

NETSAFA will send a message to each participating country providing a fund cite for the ITO (to be used for airline tickets). A \$100.00 travel advance should be issued to each student before departure. Students are also authorized to receive a living allowance. Incidental expenses, lodging and meals will be provided by host country. A point of contact should be provided to NETSAFA and host country SAO for each country participating.

IV. -- Cancellations

Cancellations made prior to thirty days of the start date will result in an increased adjustment to the course cost portion of charges for remaining student training lines. Once a cancellation notice is received, the MILDEPS will contact the other participating countries to inform them of the increase in the MET costs by student. If a cancellation is received within thirty days of the start date, the canceling country program will be charged the full course costs originally associated with their participation.

Chapter 3--U.S. Air Force

Section I Expanded IMET Training and Education

Note: This edition of the Expanded IMET Handbook provides all courses in Section I, including: resident courses, mobile education team training, and courses that qualify for Expanded IMET *only* if the student is a civilian. Courses are listed under the applicable institute that conducts the training. The following are used to identify each course: **Course**=a resident course, **Course (MET)**=a mobile education team, and **Course (CIV Only)**=student must be a civilian.

Defense Equal Opportunity Management Institute (DEOMI)

General Information. The mission of the Defense Equal Opportunity Management Institute (DEOMI) located at Patrick Air Force Base, Florida is to serve as the Defense Department's "Center Of Excellence" in human relations, equal opportunity (EO), and equal employment opportunity (EEO). Additionally, DEOMI's mission is to translate increased awareness of equal opportunity and diversity issues into improved leadership and enhanced mission readiness.

Course

The Equal Opportunity Staff Advisor Course DEOMI/Special D179009, 15Weeks

Scope

See General Information paragraph above; this course provides an intensive and comprehensive study of how to achieve a positive equal opportunity and human relations outlook throughout a diverse armed force to enhance unit readiness. Students are currently taught how to assess the organizational climate of a unit, develop programs to address any inequities noted and evaluate individual EO programs. This course improves the student's leadership and advisor skills by focusing on effective leadership, communication skills, cultural factors, and unit cohesion. Subject areas include individual, group and organizational behavior. Race, gender, religious and ethnic discrimination are discussed along with the impact of cultural/ethnic differences on an individual, institutional, and cultural levels. Extensive practical application exercises require the students to demonstrate prior learning in a duty-oriented work setting. Emphasis is placed on maintaining the highest degree of unit readiness while maintaining a reputation as a place where all individuals have infinite dignity and worth.

Course (MET)

DEOMI Mobile Education Team (MET) D309008, Various Lengths

Scope

Focusing on senior leader training, these seminars improve a student's leadership and staff skills by focusing on enhancing awareness of EO as a readiness and unit cohesion issue. Once a country's equal opportunity needs are known, the Defense Equal Opportunity Management Institute (DEOMI) will develop a tailored and specialized training program to be conducted by a team of DEOMI facilitators.

Defense Institute of Security Assistance Management (DISAM)

General Information. The Defense Institute for Security Assistance Management (DISAM) is located at Wright-Patterson Air Force Base in Dayton, Ohio. DISAM serves as the centralized DoD school for the consolidated professional education of personnel involved in the management of Security Assistance or Security Cooperation programs. In performing its mission, DISAM conducts resident and non-resident formal courses of instruction to prepare both U.S. and foreign military and civilian personnel for their Security Assistance/Cooperation functions. In addition, DISAM also conducts seminars and special tutorials in response to specific needs of the DoD Components or specific direction from the Director, Defense Security Assistance Agency. DISAM

also develops, fields, supports and provides training on various Security Assistance/Cooperation automated systems.

Course

Security Assistance Planning and Resource Management Course (SAM-P) D178221, 1 Week

Scope

The target audience for this course is mid to senior-level officers and equivalent civilian officials who are involved in defense budget/acquisition planning. The program addresses the planning and resource processes of requirements generation, budgeting, acquisition, and sustainment within a U.S.-host country security assistance relationship. The program should be especially beneficial to country officials involved in integrating the security assistance/sales process and overall host country resource planning, multi-year financial planning under defense system life cycle cost concepts, and sustainment planning for existing versus new defense systems. The program utilizes student group exercises which illustrate that scarce resource tradeoffs have to be made among various options and that such decisions should be made with a long-range vision. For host country members involved with security assistance planning, this program should complement other DoD resource management courses. This course can also be provided as an individual country or regional MET, subject to DISAM faculty availability.

Course (MET)

Security Assistance Planning and Resource Management Mobile Education Team (MET) D305013, 1 Week

Scope

This course is taught by METs from the Defense Institute of Security Assistance Management (DISAM) in Dayton, Ohio. Focuses on providing students an introduction to the statutory, policy, planning, and resource management foundations which are instrumental to a successful security assistance relationship with the United States. Examines the recipient country's responsibilities for establishing a defense planning and budgeting prioritization system which will optimize utilization of defense articles, services, and training acquired from the United States. Increases student awareness of key interface areas between U.S. defense acquisition, financial management, and logistics systems and the recipient country's planning and resource infrastructure.

US Air Force Special Operations School (USAFSOS)

General Information. The USAF Special Operations School, located at Hurlburt Field, FL, conducts resident and off-station courses emphasizing SOF missions and capabilities, regional orientation and cross-cultural communication, terrorism and force protection, and asymmetric warfare. Detailed information on all courses can be found at www.hurlburt.af.mil/USAFSOS.

Course

Civil-Military Strategy for Internal Development (CMSID)
D173063 (Latin America and Caribbean), D173066 (Africa), D173070 (Central Europe, Russia, and Central Asia), D173074 (Middle East and North Africa), D173075 (Asia/Pacific); 2 Weeks

Scope

CMSID is designed for mid- to senior-level civilian and military officials from several countries within a region to meet and discuss, at the strategic level, issues of national development and civil-military cooperation. The primary objective of the course is for participants to understand and appreciate how their nation's military capabilities can be integrated into a national development strategy. Participants engage in seminars, case studies, and simulation exercises led by distinguished civilian and military guest speakers. Topics include civil-military relations, making national security policy, economic development, civil and military legal systems, human rights, the environment and national security, and emergency planning and disaster response. Each CMSID is focused on a geographic region according to the MASL numbers listed above.

Each CMSID, with the exception of the Asia/Pacific iteration, features simultaneous translation. Translation is provided in Spanish for Latin America; French for Africa; Russian for Central Europe, Russia, and Central Asia; and Arabic for Middle East and North Africa.

Inter-American Air Force Academy (IAAFA)

General Information. The mission of IAAFA, located at Lackland Air Force Base, Texas, is to train and educate Latin American forces in Spanish to support US national interests, promote inter-Americanism with the region, provide interaction with regional and world-wide counterparts, allow students to compare differences in military roles and US lifestyles, it also serves as a catalyst for potential interoperability

Course

Company Grade Officer Professional Development Course Inter-American Air Force Academy (Special/Off) D171032, 7 Weeks

Scope

Course is taught in Spanish at the Inter-American Air Force Academy (IAAFA) and prepares Latin American (LATAM) company grade officers to better understand their individual responsibilities within the dynamics of leadership, officer-ship, and force interoperability. Course will broaden appreciation of key concepts regarding defense resource management, civilian control of the military, military and civilian armed forces interoperability, military justice, and human rights and dignity.

Course

Non-Commissioned Officers Professional Development Course Inter-American Air force Academy (Special/ENL) D171033, 7 Weeks

Scope

Course is taught in Spanish at the Inter-American Air Force Academy (IAAFA) and prepares Latin American (LATAM) Non-Commissioned Officers to better understand their responsibilities within the dynamics of leadership, follower-ship, and force interoperability. Course will introduce and expand key concepts regarding defense resource management, civilian control of the military, civilian and military armed forces interoperability, military justice, and human rights and dignity.

Course

Rule of Law and Disciplined Military Operations Course D176006, 1 Week

Scope

Course it taught in Spanish at the Inter-American Air Forces Academy (IAAFA) and prepares Latin American (LATAM) students to better understand the basics of the international rules of law and their impact on human rights, including how these international standard fit into the planning of military operations.

Air War College

General Information. The mission of the Air War College, located at Maxwell AFB, AL, is to educate senior officers to lead at the strategic level in the employment of air and space forces, including joint operations in support of national security.

Course (CIV Only)

Air War College (AWC) D171010 (Special), 44 Weeks

Scope

Places central emphasis on the integrated employment of aerospace power based on a thorough, critical analysis of policy, doctrine, and strategy and an in-depth evaluation of US and allied capabilities versus current and anticipated threats across the broad spectrum of conflict. Other key areas of instruction include national and international security affairs, resource management,

and executive leadership and fitness, augmented by a tailored program of research, electives, and field trips.

Air Command and Staff College

General Information. The mission of the Air Command and Staff College, located at Maxwell AFB, AL, is to educate mid-career officers to lead in developing, advancing, and applying air and space power across the spectrum of service, joint and combined military operations.

Course (CIV Only)

Air Command and Staff College (ACSC) (AU) D171002, 44 Weeks

Scope

Broadens the knowledge and increases the professional qualifications of future commanders and staff officers, emphasizing combat and combat support operations. Four areas of study: warfare studies, command and leadership, national security affairs, and staff communications.

Air Force Judge Advocate General School

General Information. The basic mission of the Air Force Judge Advocate General (AFJAG) School, located at Maxwell AFB, AL, is to educate judge advocates, civilian attorneys, and paralegals in the unique and complex areas of military legal practice.

Course

PME Judge Advocate Staff Officer (MAFJAG600) D176001, 9Weeks

Scope

Provides judge advocates with essential, basic, comprehensive instruction in military legal practice. The course is divided into three curriculum areas: military justice, civil law, and the judge advocate as a member of the Air Force.

Course

Staff Judge Advocate Course (MAFJAG610), D176007, 2 Weeks

Scope

Includes both a refresher course in military law and a study of Air Force leadership principles for judge advocates recently, or about to be, assigned to staff judge advocate positions. The course is designed to facilitate the transition of judge advocates from positions such as assistant staff officers or experts in some legal specialty to the position of staff judge advocate -- the senior legal advisor to a commander. The course curriculum is divided into four areas: military justice, civil law, electives, and command, staff, and leadership.

Course

Military Judges' Seminar (MAFJAG630), D176008, 1 Week

Scope

This course provides inter-service judges with a forum for discussion and resolution of commonly experienced problems affecting the judge's pretrial, trial, and post-trial role in courts-martial. Seminar topics include discussion and analysis of the judge's responsibilities at trial, courtroom procedures, the rules of evidence, and recent court decisions impacting significantly on judges.

Course

Air Force Claims and Tort Litigation Course (MAFJAG650) D176002, 2 Weeks

Scope

Provides advanced instruction to supervisory personnel assigned claims and tort litigation responsibilities. The course is divided into six curriculum areas: procedures, investigations, claims and tort litigation against the government, claims and tort litigation in favor of the government, claims office management, and computer applications.

Course

Federal Employee and Labor Law Course (MAFJAG660), D176009, 2 Weeks

Scope

Provides judge advocates and civilian attorneys advising and representing Air Force management on civilian personnel matters with an understanding of the principles and concepts of civilian personnel management and litigation of the Air Force organization, procedures, and management philosophy. The course is organized into six curriculum areas: principles of Federal Civilian Employment Law, litigation before the Merit Systems Protection Board, equal employment opportunity, labor-management relations, computer use in labor laws, and practice and procedures in administrative proceedings.

Course

Advanced Trial Advocacy Course (MAFJAG690), D176010, 1 Week

Scope

Provides experienced lawyers, serving or selected to serve, as circuit trial and defense counsel, with lectures and exercises designed to enhance and sharpen their advocacy skills. Technical areas such as forensic evidence, toxicology, expert testimony, demonstrative evidence, and psychiatry are addressed through lectures, demonstrations, and practical exercises. Students will receive a case file and related materials several weeks in advance of the course. Extensive preparation is required prior to the start of the course

US Air Force Institute of Technology (AFIT)**Course (CIV Only)**

Introduction To Life Cycle Costing (WQMT353) D178098, 2 Weeks

Scope

Combines formal lecture, discussion, and group simulation problems. The interdisciplinary nature of LCC analysis is stressed as the course examines LCC and the influences of economic analysis, reliability and maintainability, cost estimating techniques, LCC models, logistics support, and procurement.

Course (CIV Only)

Reliability (AF) (WQMT372) D178063, 2 Weeks

Scope

Provides the participant with an understanding of the principles and assumptions of reliability and maintainability (R&M) and their affect on life cycle costs. Provides the participant with the skills necessary to employ the techniques of reliability in solving problems and to carry out reliability programs. Includes a study of the statistical distributions used in reliability including the binomial, Poisson, normal, exponential and Weibull; reliability allocation and prediction techniques; test plans, O.C. curves and the use of military standards; data analysis and the construction and interpretation of confidence intervals; applications of mathematical models; reliability program management; and current problems of reliability. The concepts and philosophy of total quality management (TQM) and statistical process control (SPC) are presented to show how they can be used to improve product reliability. The participants spend the last week applying these principles and techniques to life cycle costing in a reliability management simulation exercise. Computer programs are used in the application reliability models to solve problems.

Course (CIV Only)

Logistics Executive Development Seminar (LOG 499), D178240, 2 Weeks

Scope

Provides senior logistics managers the opportunity to examine the interpersonal and organizational skills, management techniques, and values affecting Air Force logistics programs. Organizations, policies, and issues currently affecting logistics will be discussed within the context of Air Force and Department of Defense logistics systems. Enhances understanding of Air Force logistics doctrine, principles, organization, and environment within the broader context of national policies and objectives; offers the most effective ways of assessing and influencing organizational

and interpersonal behavior; provides innovative approaches to leadership, decision making, and problem solving; develops and improves executive level skills in communication, administration, and management; analyzes the moral and ethical impacts of the senior level logistics decision-making process; provides an opportunity to exchange ideas and assess common problems among the various logistics disciplines.

Defense Acquisition University

General Information. The mission of the Defense Acquisition University (DAU), located in Alexandria, VA, is to educate and train professionals for effective service in the defense acquisition system. Courses are offered at various locations (based on availability at the time the training is requested).

Course (CIV Only)

Principles of Contract Pricing (CON 104) D178078, 3 Weeks

Scope

Provides the foundation for the study and practice of cost and price analysis. Includes an estimation of the environment in which cost and price analysis takes place, sources of data for cost and price analysis, methods for analyzing direct and indirect costs, performing profit analysis, selected current pricing topics, and instruction on the fundamentals of the negotiation process including essential techniques, strategy, tactics, and individual and group negotiation workshops. An actual cost analysis is used to illustrate and integrate the various concepts and methods taught in the course. First and basic course in the DoD curriculum of courses in cost and price analysis. Students are taught contract negotiation skills and participate in simulated contract negotiations.

Course (CIV Only)

Fundamentals of Systems Acquisition Management (ACQ101) D178220, 2 Weeks

Scope

Introduces the DoD systems acquisition process including the basics of systems acquisition program management and the developmental life cycle of a system from inception to retirement. Covers system concept, exploration, development, production, and deployment. Uses examples and case studies of DoD acquisition organizations, DoD resource allocation processes, ethics, contemporary issues in acquisition strategy, and details of the phases of system development. Discussions are conducted on mission area analysis, directives, procedures, documentation and current issues. Designed for individuals with limited experience in DoD systems acquisition management. Useful to personnel in headquarters, program management and functional or support offices. (Note: Course content was previously included as part of the Acquisition Logistics course (LOG 201/Sys 225, MASL ID D178123). Country may want to schedule LOG 101, Acquisition Logistics Fundamentals, to obtain other information previously contained in the Acquisition Logistics course).

Course (CIV Only)

Financial Management Officer J30AR65F4-001 D156029, 5 Weeks

Scope

Trains career officers, senior NCOs, and key civilian employees for positions of greater responsibility in financial management. Input specialties include budget, accounting and finance, cost analysis and audit. Instruction includes planning, programming, and budgeting systems; quantitative analysis techniques; automated accounting and interface systems; and comptroller plans and systems. Comptroller functional interrelationships are stressed.

Course (CIV Only)

Basic Manpower and Quality Management Officer E30BR38MI-002 D162014, 7 Weeks

Scope

Provides training in methods, procedures, and fundamentals used in USAF manpower management program for developing manning standards and management studies including:

organizational analysis, work improvement techniques, work definition, correlation and regression analysis, human relations; statistical procedures to compute manpower standards; USAF policy and procedures on the control and utilization of manpower standards; and the principles, terminology, structure, and coding of AF organizations.

Course (CIV Only)

Acquisition Logistics (LOG 101) D178123, 2 Weeks

Scope

Students integrate logistics support policy, support performance requirements, and practices applicable to acquisition programs during the various defense systems' life cycles. Provides a broad overview of the acquisition logistics life-cycle process, the system engineering process, and the role integrated logistics support (ILS) plans and products play in these two processes. Presentations cover ILS-related subjects such as life-cycle costing, reliability, availability, maintainability, material acquisition processes, logistics support analysis processes, logistics-relevant test and evaluation, and technical information management. Guest lecturers will discuss real-world examples of developing and executing support for DoD programs and policies. (Note: Course content was previously included as part of the Acquisition Logistics Course (LOG 201/SYS 225, D178123). Country may want to schedule ACQ 101, Fundamentals of Systems Acquisition, to obtain other information previously contained in the Acquisition Logistics course.)

Course (CIV Only)

Provisioning Management (AF) (LOG 205) D178076, 2 Weeks

Scope

This course focuses on the management aspects of the provisioning process associated with the acquisition of new weapon systems and equipment entering the Air Force inventory. The course is designed for personnel in provisioning, equipment, standardization, requirements determination, and cataloging positions, as well as logistics and program managers at program offices, headquarters, and MAJCOM levels who actively participate in the provisioning process. Current DoD provisioning policies and management procedures are reviewed, interrelationships and interdependencies between logistics functions are emphasized, and new concepts and techniques are discussed openly. An overview of the entire flow of the provisioning process is emphasized to ensure a sound understanding of the normal sequence of events which occur in the provisioning of a system or end item. Instructional methods include participatory concepts as well as lectures and discussion. A computer-assisted exercise is conducted during which students play roles of staff and technical decision makers participating in the major segments of the provisioning process and the initial support environment.

Other (METs)

Leadership Program in Disaster Response and Trauma System Management

Course (MET)

Leadership Program in Regional Disaster Trauma System Management Mobile Education Team (MET) D309011, 6 Days

Scope

Disaster response and trauma systems are recognized as key elements that must be intact for a society to effectively manage man made and natural disasters. The objective of the Leadership Program in Regional Disaster Response and Trauma System Management MET is to provide international medical staffs and regional medical leaders a foundation for building such systems by acquiring the necessary theory, concepts, and educational tools. The MET is centered around a six-day core curriculum. The curriculum utilizes a team of Total Force subject matter experts to "train the trainers," integrating theory and concepts and providing a link utilizing practical training scenarios. The course aims to empower the attending leaders or "trainers" to implement strategic programs utilizing countries' and regions' intrinsic personnel and resources. The class maximum

is 42 and recommended to have teams of three medical personnel (surgeon, physician and nurse) to provide optimal training. Maximum MET would be fourteen teams. Some examples of training emphasis include the following: Managing critical care transport and evolving aero-medical evacuation resources, environmental health management, management of communication and public affairs assets for disaster response, disease control after natural disasters, establishing a framework for trauma systems training programs, field surgical management of various injuries and traumas, disaster response and trauma management field laboratory and exercise, legal, psychological, as well as many other blocks of instruction.

Section II

Guidelines, Procedures, and Responsibilities for U.S. Air Force Sponsored METS

Defense Equal Opportunity Management Institute

I. -- Background

The Defense Equal Opportunity Management Institute conducts on-site METs in international countries as part of the Expanded IMET initiative. The Senior Leader Equal Opportunity Seminar is generally taught as a two-day seminar that can extend to three. The MET can be tailored to accommodate individual customer needs.

II. -- Programming

The Senior Leader Equal Opportunity Seminar MET is programmed as follows: SAO submits request to AFSAT in accordance with the Joint Security Assistance Training (JSAT) Regulation, AFR 50-29, Figure 13-1. SAO will be advised of price and availability as soon as possible.

III. -- Implementation

A. **General Course Details --**

1. **Class size:** A maximum of 50 personnel in a theater style arrangement or a maximum of 36 with 6 round tables of 6 personnel each. It is important that the optimal class size is 36 or less for intrapersonal development reasons. Also DEOMI expects students to get up and move around for certain exercises which is not conducive in a theater style arrangement.
2. **Schedule:** 8 hours of instruction per day generally three to a maximum of four classes per day.
3. **Participants:** Military and MOD civilian personnel selected by host country. Civilians must meet eligibility requirements identified by the SAMM.
4. **Class Content:** We can provide a total of eleven classes. The core and minimum requirements are for the first three classes listed. Socialization, Communicating Across Differences, ISMs, Institutional Discrimination, Dynamics of Power, Victim Focus vs. System Focus, Extremism, Sexual Harassment, Leveraging Diversity, Military Affirmative Action, and an Action Planning Class to develop strategies within units.

B. **Classrooms and Equipment --**

1. **Lecture room:** Equipment required is a video data projector for multi-media presentations, screen, VCR, extension cord, surge protector with six outlets, speakers and microphone system, six to seven chart packs on easels with associated markers, and voltage converters for the appropriate outlets.
2. **Photocopying:** An initial workbook will be mailed for duplication. This product is 40 pages long and must be able to be reproduced for each participant at each training site.
4. **Administrative Support:** Host country or MILGP will provide required administrative support. Details will be coordinated in advance with SAO and MET team chief.

- C. **Course Materials --**
 - 1. A workbook aforementioned in the photocopying section will be needed for each participant at each training site as well as 5 x 8 cards, and #2 pencils.
 - 2. Team requires access to teaching site prior to start of course (one to two days).
- D. **Language --** The MET will be conducted in English and though an 70 ECL is required if translators are not available, it is important that in human relations type training where feelings and personal expressions are presented that there be a thorough understanding of the intricacies of the English language.
- E. **Accommodations --** The team will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This provides a neutral site for participants, which is not near there work location, easy access, and low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO are required to resolve specific logistic issues.
- F. **Transportation/travel --** The team requires transportation to/from the teaching site. Team will travel on official passports and VISAs and may need assistance on arrival in clearing customs, etc.
- G. **Communications --** timely communications between AFSAT and SAO are critical to success of the course. The following is applicable:
 - 1. **POC/Address:** DEOMI-DX Corporate Initiatives 740 O'Malley Rd Patrick AFB, FL 32925
 - 2. **Telephone:** (321) 494-2714/1608, Fax (321) 494-9924, DSN 854-2714/1608, Fax 854-9924

IV. -- Costing and Funding

Cost consideration in a DEOMI MET:

Cost of the MET will vary depending on the location. DEOMI can do more than one seminar in country, however transportation to each site must be taken into consideration. There will also be no more than five total seminars done in one MET. All costs directly associated with the MET are reimbursable. AFSAT must be notified of the MET requirement as soon as possible to ensure adequate funding is available based upon the Air Force's portion of the country's total allocation. AFSAT will provide a cost estimate to the SAO after coordination with DEOMI. Once AFSAT receives confirmation from the SAO that the MET is accepted by the country, AFSAT will begin necessary action to implement.

- A. **Transportation/Per Diem/Rental Car --** The MET requires three to four team members on each training site for a period of three to four days depending on the length of the seminar. The initial cost estimate will include round-trip airfare, per diem as authorized by the U.S. JTR, and transportation required while in country.
- B. **Translation --** Translation costs vary depending on the local cost of translators and translation equipment rental.
- C. **Salary --** There will be a mix of instructors (active duty/civilian) from DEOMI. If civilian instructors are requested, the civilian salary is included as part of the MET cost.
- D. **Course Materials --** Any course material translation fees are at the expense of the customer.

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure Senior Leader Equal Opportunity MET is successful:

- A. **SAO (communicate):**
 - All countries:
 - 1. Request programming.
 - 2. Coordinate with country to provide qualified team members to attend the MET
 - Host Nation:
 - 3. Assure classrooms and equipment required is available.
 - 4. Assist DEOMI team with country clearance, lodging, and transportation
- B. **DEOMI (communicate)**
 - 1. Keep AFSAT informed when communicating directly with SAO
 - 2. Provide AFSAT with proposed dates, names of team members and special requirements (training aids), etc.

3. Request country/area clearances (coordinated with AFSAT/TOT)
4. Upon completion of MET, submit after action report advising SAO, AFSAT, and appropriate SAF office and DASD (EO)

VI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Defense Institute of Security Assistance Management

I. -- Background

The Defense Institute of Security Assistance Management (DISAM) conducts on-site METs in international countries as part of DSCA's Expanded IMET Initiative. DISAM METs consist of the Security Assistance Planning and Resource Course (SAM FP). Class duration is one week. DISAM will tailor their course to meet individual customer needs.

II. -- Programming

DISAM METs are programmed using one of the following methods:

- A. During the annual SATPMR, a representative from DISAM will be available to provide information with regard to the objectives of a DISAM MET. The SAO, in coordination with the Unified Command and DSCA, requests AFSAT add this training to the host country's program. AFSAT will program the MET in the STL/ISTL by assigning a WCN (normally 0300 series). SAO must submit requirements listed in the *Joint Security Assistance Training (JSAT) Regulation*, AFR 50-29, Figure 13-1, before price and availability is provided.
- B. SAO submits out-of-cycle request to AFSAT in accordance with the *Joint Security Assistance Training (JSAT) Regulation*, AFR 50-29, Figure 13-1. Upon receipt, AFSAT will coordinate with DISAM to confirm availability. SAO will be advised of price and availability as soon as possible.

III. -- Implementation

- A. **General Course Details --**
 1. **Class size:** preferred 30, maximum 35, minimum 20
 2. **Schedule:** 6, 50 minute periods per day, plus lunch
 3. **Participants:** Military and civilian leaders selected by host country. Attendees are normally middle and upper-management personnel
- B. **Classrooms and Equipment --**
 1. **Lecture room:** Must contain seats and tables for each class member, faculty and visitors. Must contain overhead projector, screen, and at least three power outlets. DISAM would prefer use of a computer with compatible projector and PowerPoint 97 or greater. Room must contain chalkboard/wet board available for use simultaneously with screen. Can be used as discussion room if absolutely necessary.
 2. **Seminar rooms:** One for each group (4) with enough seats and tables for approximately 10 participants plus faculty member(s). Contains chalkboard or wet board and one electric outlet, located close to lecture room.
 3. **Photocopying:** Need limited photocopying capability during course.
- C. **Course Materials --**
 1. DISAM will mail books and other course materials prior to start of course. All materials should remain intact and moved to the teaching site immediately prior to the arrival of team. Team members will distribute training materials on the first day of class.
 2. Team requires access to teaching site prior to start of course (one to two days).
- D. **Language --** DISAM METs are conducted in English. Each student should possess an English Comprehension Level (ECL) of 80 or above. The United States Security Assistance Office (SAO) in the requesting country should be contacted for ECL testing assistance where required. Translators can be funded with E-IMET funds.

- E. **Accommodations** -- faculty will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This arrangement has worked well in the past (e.g., neutral site for participants, easy access, low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO are required to resolve specific logistic issues.
- F. **Transportation/travel** -- team requires transportation to/from teaching site daily. Desire assistance on arrival in passing through customs if deemed necessary. Team will travel on official passports. If a rental car is recommended, please advise.
- G. **Communications** -- timely communications between DISAM and SAO are critical to success of course (will use fax, telephone, letter, E-Mail and message). Following is applicable:
 - 1. **DISAM MET POC:** Robert Hanseman
 - 2. **Address:** Defense Institute of Security Assistance Management, 2335 Seventh St., Wright Patterson AFB, OH 45323
 - 3. **Telephone:** (513) 255-5851, Fax (513) 255-4319, DSN: 785-5851, FAX 785-4319
 - 4. **Internet:** robert.hanseman@disam.dsca.osd.mil

IV. -- Costing and Funding

All costs directly associated to the MET are reimbursable. AFSAT must be notified of the MET requirement as soon as possible to ensure adequate funding is available based upon the Air Force's portion of the country's total allocation. AFSAT will provide a cost estimate to the SAO after coordination with DISAM. Once AFSAT receives confirmation from the SAO that the MET is accepted by the country, AFSAT will begin necessary action to implement.

Cost considerations in a DISAM MET:

- A. **Transportation/Per Diem/Rental Car** -- Normally, three instructors are required on site for a period of one week. The initial cost estimate will include round-trip airfare, per diem as authorized by the U.S. JTR, and transportation required while in country.
- B. **Salary** -- There will be a mix of instructors (military/civilian) from DISAM. Estimated cost is approximately \$400 per day, per each civilian instructor.
- C. **Course Materials** -- Approximately \$100 per student.
- D. **Shipping Costs for Course Materials** --
 - 1. Approximately \$30 per student.
 - 2. Expenses incurred by SAO: None

Note: *Any book translation fees are at the expense of the customer.*

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure the DISAM MET is successful:

- A. **SAO (communicate):**
 - 1. Request programming
 - 2. Coordinate with country to provide objectives of the DISAM MET, and assist DISAM team with identifying host country points of contact (senior leadership of the military, senior civilian officials)
 - 3. Assure classrooms and equipment required are available
 - 4. Assist DISAM team with country clearance, lodging, and transportation
- B. **DISAM (communicate)**
 - 1. Keep AFSAT informed when communicating directly with SAO
 - 2. Provide AFSAT with proposed dates, names of team members and special requirements (training aids), etc.
 - 3. Request country/area clearances
 - 4. Upon completion of MET, submit after action report advising SAO, AFSAT, and appropriate SAF office, i.e., SAF/IAP, IAE, IAL, etc

VI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Leadership Program in Disaster Response and Trauma System Management

I. -- Background

The United States Air Force (USAF) conducts on-site METs in international countries as part of the Expanded IMET initiative. The Leadership Program in Regional Disaster Response and Trauma System Management MET is six days long. The MET can be tailored to accommodate individual customer needs.

II. -- Programming

The Disaster Response/Trauma MET is programmed using one of the following methods:

- A. During the annual SATPMR, a representative from AFSAT will be available to provide information with regard to the objectives of the Disaster Response and Trauma System Management MET. The SAO, in coordination with the Unified Command and DSCA, requests AFSAT add this training to the host country's program. AFSAT will program the MET in the STL/ISTL by assigning a WCN (normally 0300 series). SAO must submit requirements listed in the Joint Security Assistance Training (JSAT) Regulation, AFR 50-29, Figure 13-1, before price and availability is provided.
- B. SAO submits out-of-cycle request to AFSAT in accordance with the Joint Security Assistance Training (JSAT) Regulation, AFR 50-29, Figure 13-1. Upon receipt, AFSAT will coordinate with Wilford Hall Medical Center (WHMC) to confirm availability. SAO will be advised of price and availability as soon as possible.

III. -- Implementation

A. **General Course Details --**

1. **Class size:** maximum of 42, recommended to have teams of 3 medical personnel (surgeon, physician and nurse). Maximum MET would be 14 teams.
2. **Schedule:** 8.5 hours of instruction per day including a field exercise on the last day of the MET (day six).
3. **Participants:** Military and MOD civilian medical personnel selected by host country. Civilians must meet eligibility requirements identified by the SAMM. This is a train-the-trainer course, so it is recommended that personnel be in positions to effect proper resource management and provide training to others.

B. **Classrooms and Equipment --**

1. **Lecture room:** Must contain sets and tables for each class member, faculty and visitors. Equipment required is an overhead projector, screen, enfocus for powerpoint projection, microphone, podium, and appropriate outlets.
2. An inanimal lab is desired for surgical procedures.
3. **Photocopying:** Limited photocopying will be required.
4. **Administrative Support:** Host country or MILGP will provide required administrative support. Details will be coordinated in advance with SAO and MET team chief.

C. **Course Materials --**

1. The USAF team will take training and course materials to country as part of excess baggage. Team members will distribute training materials on the first day of class.
2. Team requires access to teaching site prior to start of course (one to two days).

D. **Language --** The MET will be conducted in English and an 80 ECL is required if translators are not available.

E. **Accommodations --** faculty will stay at a local, western-style hotel, or other suitable lodging, agreed to by both MILGRP and host country. If the hotel has conference facilities, these can be used to conduct the course. This provides a neutral site for participants, easy access, and low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO are required to resolve specific logistic issues.

F. **Transportation/travel --** team requires transportation to/from the teaching site daily as well as visiting students for regional METs. Team will travel on official passports and may need assistance on arrival in clearing customs, etc.

G. **Communications --** timely communications between AFSAT and SAO are critical to success of the course. The following is applicable:

1. **POC/Address:** AFSAT/TOC, 315 J Street West, Randolph AFB TX 78150-4354

2. **Telephone:** (210) 652-4572, Fax (210) 652-4573, DSN 487-4572, Fax 487-4573

IV. -- Costing and Funding

Cost consideration in a Medical MET:

Cost of the MET will vary depending on the location. All costs directly associated with the MET are reimbursable. AFSAT must be notified of the MET requirement as soon as possible to ensure adequate funding is available based upon the Air Force's portion of the country's total allocation. AFSAT will provide a cost estimate to the SAO after coordination with the Institute of Global Health (IGH). Once AFSAT receives confirmation from the SAO that the MET is accepted by the country, AFSAT will begin necessary action to implement.

- A. **Transportation/Per Diem/Rental Car** -- The MET requires ten team members on site for a period of six days. The initial cost estimate will include round-trip airfare, per diem as authorized by the U.S. JTR, and transportation required while in country.
- B. **Translation** -- Translation costs vary depending on the local cost of translators and translation equipment rental.
- C. **Salary** -- There will be a mix of instructors (active duty/reserve/national guard) from the Air Force medical community. If civilian instructors (i.e. from FEMA, etc.) are requested, the civilian salary is included as part of the MET cost.
- D. **Course Materials** -- Any course material translation fees are at the expense of the customer.

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure the Leadership Program in Regional Disaster Response and Trauma System Management MET is successful:

A. **SAO (communicate):**

All countries:

1. Request programming
2. Coordinate with country to provide qualified team members to attend the MET

Host Nation:

3. Assure classrooms and equipment required is available.
4. Assist IGH and USAF team with country clearance, lodging, and transportation

B. **WHMC (communicate)**

1. Keep AFSAT informed when communicating directly with SAO
2. Provide AFSAT with proposed dates, names of team members and special requirements (training aids), etc.
3. Request country/area clearances (coordinated with AFSAT/TOT)
4. Upon completion of MET, submit after action report advising SAO, AFSAT, and appropriate SAF office, i.e., SAF/IAP, IAE, IAL, etc.

VI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Chapter 4--U.S. Marine Corps

Section I

Expanded IMET Training and Education

Note: This edition of the Expanded IMET Handbook provides all courses in Section I, including: resident courses, mobile education team training, and courses that qualify for Expanded IMET *only* if the student is a civilian. Courses are listed under the applicable institute that conducts the training. The following are used to identify each course: **Course**=a resident course, **Course (MET)**=a mobile education team, and **Course (CIV Only)**=student must be a civilian.

U.S. Marine Corps Law of War Course

General Information. The Marine Corps Law of War program provides law of war training to the commanders and staffs of operational forces throughout the Marine Corps.

This course is comprised of three days of classroom instruction supplemented by appropriate seminars which analyze and discuss practical application of the rights and responsibilities of commanders under the law of war, addressing such topics as the Geneva Convention of 1949 (Wounded and Sick, Handling of Prisoners of War and Civilians), functions of non-governmental organizations, war crimes and command responsibility, means and methods of warfare, weapons, targeting considerations, rules of engagement, and application of the law of war in low-intensity. The seminars specifically address such issues likely to be encountered on the modern battlefield or in a low-intensity conflict environment.

Course

Marine Corps Law of War Course, P176010, MCB Camp Lejeune NC and P176012, MCB Camp Pendleton CA, 3 days

Scope

This course is taught as requested various times throughout the year. It is designed for Commanders, staff officers, and senior staff non-commissioned officers (E-7 - E-9) to ensure understanding of the requirements governing members of the armed forces in combat. It is of particular importance to those personnel involved in the planning and execution of missions throughout the spectrum of conflict including operations other than war.

Chapter 5--U.S. Coast Guard

Section I Expanded IMET Training and Education

Note: This edition of the Expanded IMET Handbook provides all courses in Section I, including: resident courses, mobile education team training, and courses that qualify for Expanded IMET *only* if the student is a civilian. Courses are listed under the applicable institute that conducts the training. The following are used to identify each course: **Course**=a resident course, **Course (MET)**=a mobile education team, and **Course (CIV Only)**=student must be a civilian.

US Coast Guard Training Center Yorktown; Yorktown, VA

General Information. The U.S. Coast Guard Training Center in Yorktown, VA is located at the eastern tip of Virginia's historic triangle of the colonial communities of Jamestown, Yorktown and Williamsburg. Yorktown is about 150 miles south of Washington, DC, and 50 miles north of Norfolk, VA. Training Center Yorktown offers a variety of training from basic entry-level to advanced and professional training in the Coast Guard core competencies of maritime law enforcement, marine environmental protection, marine safety, national security and operational/maintenance skills.

Course

Boarding Officer Course P173101, 5 Weeks

Scope

This course is designed for the lead officer in a maritime law enforcement boarding team. The course is designed to provide a basic foundation in applicable legal concepts; practical experience in fundamental and advanced boarding procedures and techniques stressing teamwork and officer safety; and practical exercises involving administrative inspections, search, seizure, arrest, use of force, crime scene processing, case file preparation and courtroom procedures, communication, and intoxication identification. Students are assigned to 2 and 4-person teams. Teamwork is strongly emphasized throughout the course to foster the team approach to problem solving.

Students must satisfactorily complete the physical fitness test that is described on page III-71 of the U.S. Coast Guard International Training Handbook. Students will be tested on the first day of the course, with one physical fitness retest (if necessary) within the first week. Students failing retest or not meeting the weapons qualification requirement will be disenrolled from the course. Students should be prepared for and expect a physically demanding course and should be in good physical condition.

Course

International Maritime Officer Course (IMOC) P171575, 10 Weeks

Scope

This program is designed for international, mid-grade, officer-level students (military and civilian) with maritime experience. The program provides professional military education for international students by providing an in-depth overview of the U.S. Coast Guard organization and the planning and management of its missions, while providing American cultural experiences in an environment that fosters the development of long lasting bonds of friendship. The program addresses the value of honor and integrity; effective leadership and management skills; and the rules, customs, and traditions that govern an officer corps. An overview of search and rescue concepts is provided. During the maritime law enforcement phase of training, students discuss international law, boarding procedures, hidden compartments, high-risk search tactics, drug identification and testing, prisoner processing, appropriate use of force, and the rule of law. The maritime law enforcement phase concludes with an operational planning exercise. Marine safety topics include marine environmental response, safety and occupational health, pollution response

techniques, contingency planning, marine licensing, and commercial vessel inspection. Leadership and management training consists of a senior managers seminar focusing on the habits of highly effective leaders in both the military and private enterprise. The USCG officer on the Defense Institute for International Legal Studies (DIILS) staff presents a one-week block of instruction dealing with rule of law and military operations. Each student is required to make an oral presentation during the first week of class explaining the highlights and customs of his/her home country. Solid navigational skills are essential for practical exercises and group discussions. This course is NOT appropriate for noncommissioned officer personnel.

Course (Civ Only)

Leadership and Management G-P-OLAM, P162225; 1 Week

Scope

The course objective is to enhance leadership skills in communication for understanding and exerting a positive influence. The curriculum is designed so that each concept is introduced, discussed, and applied in a measurable fashion using the instructional systems design (ISD) process. In addition, each student is given individual feedback on strengths and weaknesses in applying these skills. The training is experiential and relies heavily on role-playing, case studies, and group activities to facilitate the students' learning.

NOTE: This curriculum is included in the International Maritime Officer Course (IMOC) curriculum and may be attended as a stand alone course during that session under this MASL.

**US Coast Guard Training Center Petaluma
Petaluma CA**

General Information. The U.S. Coast Guard Training Center is located 12 miles west of Petaluma, CA, which is 50 miles north of San Francisco. Training Center Petaluma offers a variety of training from basic entry-level to advanced and leadership training in the Coast Guard core competencies of maritime law enforcement and operational /maintenance skills.

Course

Boarding Team Member P124401; 2 Weeks

Scope

This course is designed to prepare students for their role as maritime law enforcement boarding team members. The major subject areas are: defensive tactics techniques, use of force, administrative inspections, authority and jurisdiction, identification of possible violations of U.S. law, personal searches, initial safety inspections, and boarding procedures. Students must satisfactorily complete the physical fitness test described on page III-71 of the U.S. Coast Guard International Training Handbook. Students will be tested on the first day of the course, with one physical fitness retest (if necessary) within the first week. Students failing retest or not meeting the weapons qualification requirement will be disenrolled from the course. Students should be prepared for and expect a physically demanding course and should be in good physical condition.

Course (Civ Only)

Leadership and Management G-P-OLAM, P162223; 1 Week

Scope

The course objective is to enhance leadership skills in communication for understanding and exerting a positive influence. The curriculum is designed so that each concept is introduced, discussed, and applied in a measurable fashion using the instructional systems design (ISD) process. In addition, each student is given individual feedback on strengths and weaknesses in applying these skills. The training is experiential and relies heavily on role-playing, case studies, and group activities to facilitate the students' learning.

**US Coast Guard Regional Fisheries Training Center Gulf
New Orleans LA**

Course

Gulf Regional Fisheries Boarding Team Member, P124403, 2 Days

Scope

This course is instructor-lead, performance-based and designed to give students basic knowledge and skills to assist with fisheries boardings. It utilizes a combination of classroom instruction and hands-on application using mock-ups of the actual fishing gear found in the field. The course includes 5 blocks of instruction over two days. These blocks cover the following topics, focusing on fisheries issues found in the Gulf of Mexico:

- Inspection/Regulations for Turtle Excluder Devices (TEDS)
- Inspection/Regulations for By-Catch Reduction Devices
- Parker Soft TED
- Species Identification
- Different Permits required for Commercial Fishing
- Rules and different gear used in the hook and line industry
- Different traps used for fishing, lobster, and crabbing

US Coast Guard Operational Units

General Information. All Coast Guard maritime law enforcement (MLE) courses are approved under E-IMET. The MLE On-the-Job Training (OJT) provided at operational units throughout the Coast Guard reinforces and provides practical application of the theory, procedures and techniques taught in the classroom environment. A listing of those MASLs and locations follows:

Course(s)

Maritime Law Enforcement, Enlisted; Duration varies, but is usually two weeks.

- P179LEL Atlantic Area
- P179LE0 Northeast
- P179LE7 Southeast
- P179LE8 Gulf Coast
- P179LEP Pacific Area
- P179LE3 Northwest

Maritime Law Enforcement, Officer; Duration varies, but is usually two weeks.

- P179LO0 Northeast
- P179LO7 Southeast
- P179LO8 Gulf Coast
- P179LO3 Northwest
- P179LOL Atlantic Area

Scope

This program is conducted at operational units enabling participants to observe Coast Guard standard maritime law enforcement operations at the shipboard level, including counter-narcotics, fisheries law enforcement, weapons of mass destruction, or migrant interdiction. OJT is intended to supplement classroom training and to provide practical application of skills acquired. The actual training conducted is dependent upon the operational commitments and operational tempo of the providing unit. The training will not qualify a student in a particular rating, but does offer exposure to daily work situations and familiarization with Coast Guard capabilities. Providing information on the student's specific area of interest and next assignment will aid in the selection of the most appropriate unit for the desired training. Submission of detailed training objectives, using the form provided on page V-17 of the U.S. Coast Guard International Training Handbook, is required before a quota will be confirmed.

US Coast Guard Academy Leadership Development Center; New London, CT

General Information. In addition to a 4-year university curriculum, the Coast Guard Academy, located on the banks of the Thames River in New London, CT, hosts several short duration training classes in the Leadership Development Center.

Course (CIV Only)

Officer Candidate School (OCS) P164007, 17 Weeks

Scope

Officer Candidate School (OCS) is designed to train civilians and enlisted personnel in basic military principles, discipline, and fundamental professional skills in order to become commissioned as an officer. This intense military and academic training is designed to provide enough basic knowledge to allow the graduate to perform as an effective maritime officer. The course is rigorous and challenging. The cadet's desire to participate must be strong enough to adjust to the demanding regulations, heavy academic schedule, and physically strenuous routine. The 17-hour daily routine includes calisthenics, inspection, morning classes (4 hours), afternoon classes (4 hours), compulsory study period (2 hours), and meals. The leadership and management curriculum includes evaluation of self and subordinates, group dynamics, interpersonal communications, leadership styles, power and authority, and interviewing and counseling. Also included in leadership and management is a subsection on physical fitness, health, and well-being. Cadets will participate in a physical fitness program designed to improve their overall fitness level. A fitness test is given three times during OCS and includes the following events: a 1.5-mile run, a 12-minute swim, push-ups, sit-ups, and flexibility. Cadets are required to complete survival swim training. The academics curriculum provides training in junior officer skills including administration, nautical science, and Coast Guard missions of maritime law enforcement, marine environmental protection, marine safety and national security. As part of the training, cadets will conduct extensive research in a variety of Coast Guard publications; study Coast Guard history and present day missions; and participate in first aid training. Through hands-on training, cadets learn nautical science concepts including maneuvering board and relative motion, piloting, celestial navigation, nautical nomenclature, shipboard communications, ship handling, international rules of the road, damage control, and deck watch officer procedures. OCS cadets are required to wear Coast Guard uniforms, which are issued to all cadets upon arrival; uniform cost is included in the tuition. Cadets are required to successfully pass a general screening physical examination that is administered upon arrival. Cadets also must successfully complete survival swim training. See page III-120 of the U.S. Coast Guard International Training Handbook for physical training standards

Course (CIV Only)

Officer Indoctrination School (OIS) P164008, 16 Weeks

Scope

This course, which parallels the OCS program (P164007), is offered for junior commissioned officers. Officer Indoctrination School (OIS) shares the classroom professional curriculum with OCS, but does not have intense military indoctrination. OIS is divided into two segments: Leadership and Management and Academics [See Officer Candidate School (P164007) description for subjects.] OIS students attend the swimming portion of physical fitness training and are required to pass the survival swim. They are strongly encouraged to attend all phases of physical training including morning calisthenics. The officers must bring daily work uniforms and service dress uniforms for their respective service. Some winter clothing items are provided. International students must be commissioned officers prior to arrive and should be in the O-1 to O-3 range. This is an ideal course for officers transferring from Army or Marine forces into a maritime service.

Course (CIV Only)

Leadership and Management Course P162223, 1 Week

Scope

The course objective is to enhance leadership skills in communication for understanding and exerting a positive influence. The curriculum is designed so that each concept is introduced, discussed, and applied in a measurable fashion using the instructional systems design (ISD) process. In addition, each student is given individual feedback on strengths and weaknesses in applying these skills. The training is experiential and relies heavily on role-playing, case studies, and group activities to facilitate the students' learning.

Course (CIV Only)

Prospective Commanding Officer/Executive Officer (PCO/XO) P171300, 2 Weeks

Scope

This advanced course covers specific topics to enhance preparation of officer and senior enlisted personnel for command at sea. The course includes classroom and lab work, case studies and practical instruction in ship handling, rapid radar plotting, radar collision avoidance, military justice, stability, and public affairs. The value of this course is highly dependent upon active student participation. Two years experience as a conning officer or deck watch officer aboard a naval vessel 20 meters or greater in length is a course prerequisite.

US Coast Guard Mobile Education Teams (METs)

General Information. U.S. Coast Guard Mobile Education METs are one of the Coast Guard's most versatile international training tools. Several of the MET courses have been developed based on standard training requirements. These standard courses usually require only minor adjustments to meet host country needs, though more extensive tailoring is always possible. Coast Guard teams are deployed primarily from the Coast Guard International Training Division (ITD) which is part of the Training Center in Yorktown, Virginia. However, when necessary, the ITD will be augmented by other experts.

Coast Guard MLE METs are also conducted using the Caribbean Support Tender (CST) as the training platform in the host country. The Caribbean Support Tender (CST) is a Coast Guard 180' ex-buoy tender with 120,000 pounds of cargo carrying capacity, berthing for 58 personnel, and with onboard training and shop/repair capabilities. The concept for the CST was developed in response to the President's commitments in Bridgetown in 1997, and subsequently commissioned in September 1999. The CST has a multi-national crew with Coast Guard and Caribbean partners. The Commanding Officer, the Executive Officer and the Engineer Officer are Coast Guard. The remaining crew includes a mix of experienced trainers, maintenance experts, and bilingual members, with broad, multi-mission talents including maritime law enforcement (MLE), search and rescue (SAR), marine safety, environmental protection, and disaster relief. Aptly described by her motto, "Many Faces, One Ship, United by the Sea", the CST offers the opportunity for diverse, international and joint/interagency billets as part of the crew, creates a sense of ownership, fosters teamwork and encourages information-sharing by using common missions at sea to link countries

Course (MET)

Boarding Officer Course, (Counter-Narcotics), Maritime Law Enforcement
P319100/P309091 (CST), 1 Week

Scope

This course consists of three days of classroom instruction with two days of practical training and exercises. The course is tailored to the country's specific needs and previous training experience. Classroom subjects include international law, boarding preparation and procedures, use of force, detection of hidden compartments, narcotics identification, and officer interpersonal communication. Practical training includes high-risk search techniques, arrest procedures, and drug identification lab. Practical exercises are designed to reinforce classroom instruction by giving each student an opportunity to apply classroom theory in simulated boarding situations. Class Size: maximum of 24 students; minimum of 16 students.

Course (MET)

Advanced Boarding Officer Course (Counter-Narcotics), Maritime Law Enforcement P319143/P309096 (CST), 2 Weeks

Scope

This course is usually conducted after the Boarding Officer (Counter-narcotics) MLE MET (P319100). This MET includes extensive instruction and practical exercises in defensive tactics, arrest procedures, additional boarding exercises, additional hidden compartment and smuggling detection exercises, crime scene management, use of deadly force judgmental exercises, and hazardous situations awareness training. The course is designed to provide host nations boarding team members with classroom instruction and numerous practical exercises in order to confidently conduct normal to high risk law enforcement boardings. Class Size: maximum of 24 students; minimum of 16 students.

Course (MET)

Interdiction Planning Course, (Counter-Narcotics) Maritime Law Enforcement P319101, 1 Week

Scope

This course is designed for officers and/or senior enlisted with the responsibility for planning and implementing multi-unit law enforcement interdiction operations, i.e. vessel commanding officers and operations center personnel. The course curriculum includes operations center organization, patrol planning, development of an interdiction plan, and stress and crisis management. The course is approximately 70% practical exercise including the development of an operations plan and the implementation of that plan during two intense tabletop exercises. Class Size: maximum of 16 students; minimum of 12 students. Students should currently be assigned to maritime law enforcement duties with a medium to high level of experience/supervision authority. All host nation agencies with maritime jurisdiction should be involved for an integrated approach to interdiction. This course presents an excellent opportunity to foster cooperation and networking among the organizations.

Course (MET)

Instructor Course (Counter-Narcotics) Maritime Law Enforcement P319102, 1 Week

Scope

This course is designed to instruct students on how to effectively train others in maritime law as boarding officers or boarding team members. Students in this course are taught techniques in student management, presentation skills, developing visual aids, developing boarding scenarios, and theories of feedback and adult learning. The course is fast-paced and is instructed in a workshop format. Each student will be required to present two blocks of instruction. Class Size: maximum of 12 students; minimum of 6 students. Students must be prior graduates of the Maritime Law Enforcement Boarding Officer Course (P319100) or the Advanced Boarding Officer Course (P319143) within the past year. Students should also currently have maritime law enforcement training responsibility. This course can be delivered with a marine safety or port security emphasis.

Course (MET)

Fisheries Maritime Law Enforcement Boarding Officer P319103/P309092 (CST), 1 Week

Scope

This one-week course is designed to instruct students on proper techniques for effectively enforcing fisheries laws. The course is tailored to specific needs and previous training experience. Classroom subjects include officer interpersonal communication, international law, boarding preparation and boarding procedures, use of force, fishing vessel identification, and inspection of fishing equipment. Practical training includes arrest procedures and boarding exercises. Practical exercises are designed to reinforce classroom instruction by giving each student an opportunity to apply classroom theory in simulated fisheries boarding situations. To specifically tailor the training to the host nation's needs, a description of the various fishing operations in their Exclusive Economic Zone must be provided one month prior to the training. Class Size: maximum of 32 students (24 optimal); minimum of 16 students.

Course (MET)

Joint Counter-Narcotics Maritime Law Enforcement Boarding Officer P319130/P309094 (CST),
1 Week

Scope

This course is identical to the Boarding Officer, Maritime Law Enforcement (P319100/P309091) but is taught jointly by two Coast Guard instructors and two or more host nation instructors. This course is designed to increase the instructional proficiency of the host nation instructors and provide an increased number of trained boarding officers for the host nation at a reduced cost to the funding source. Joint instructors must have graduated from both the Boarding Officer (Counter-narcotics) Maritime Law Enforcement MET (P319100/P309091) and the Instructor Course (Counter-narcotics) Maritime Law Enforcement MET (P319102) within the previous 2 years. Joint instructors should currently have maritime law enforcement training responsibilities. Students should currently be assigned to maritime law enforcement duties. The host nation instructors' time must be dedicated for the entire week. Class Size: maximum of 32 students (24 optimal); minimum of 16 students.

Course (MET)

Curriculum Infusion Program (Counter-Narcotics) Maritime Law Enforcement Boarding Officer P319135, Duration varies

Scope

This course is designed for those nations setting up their own Maritime Law Enforcement Boarding Officer School at an established training center or academy. Two instructors conduct an intensive curriculum review and assist the trainers in the establishment of a syllabus, honing instructional skills, setting and scheduling the course. Instructors will provide the latest information on MLE, training aids, and instructional expertise working with the dedicated trainers to improve the established program. Class Size: maximum of 8 students; minimum of 3 students.

Course (MET)

Maritime Commerce Control, Infrastructure Development P319136, Duration varies

Scope

This program assists nations in developing Maritime Commerce Control programs through the integration of the Waterways Management Strategy (WMS) concept. This program is long-term in nature, with Coast Guard advisors/trainers providing an in-country continuous training presence until the organization is established and self-sufficient. The instructors provide the full spectrum of courses to develop the infrastructure necessary to enforce the maritime laws and regulations desired by the host nation. The development process begins by first assessing the state of the host nation's maritime program, resources and the organization designated as the lead for this responsibility. After the assessment phase is complete, a joint training plan will be developed to meet the host nation's program goals. Ultimately, in-country teams assist the host organization in carrying out the developed training plan to the point of established self-sufficiency. This program can be accomplished in a variety of environments; advisors are experienced in riverine and coastal missions.

Course (MET)

Maritime Law Enforcement (MLE) Pre-Training Survey P319111, 1 Week (maximum)

Scope

The MLE training survey determines the respective country's needs/requirements for the MLE MET which will follow.

Course (MET)

Model Maritime Service Code (Assessment) Phase I P319132, 1 Week

Scope

The preliminary phase of the Model Maritime Service Code (MMSC) program consists of a visit to the participating country, for about five days, by a team composed (typically) of an experienced Coast Guard attorney and one or two mission area specialists. The MMSC team will make an assessment of the issues and challenges facing the nation as it employs, or undertakes to employ, forces to manage its maritime affairs. The goal is for the MMSC team to learn about existing domestic laws, institutions, legislative and regulatory processes, and major maritime activities within the nation so that subsequent assistance provided under the MMSC program is tailored to the nation's needs. To perform the assessment, MMSC team members will meet with a variety of government officials and with representatives of relevant, non-governmental organizations. Team members also will brief interested persons on the availability and potential uses of the Coast Guard Model Maritime Service Code.

Course (MET)

Model Maritime Service Code Program (Planning) Phase II P319133, 1 Week

Scope

Model Maritime Service Code (MMSC) Phase 2 is conducted in the United States, and does not directly involve a mobile education team. Instead a delegation of about five members from the participating country will travel to the United States to visit Coast Guard activities and maritime organizations. During a five-day period the delegation will receive a variety of briefings on how maritime affairs are managed within the United States. The delegation will also review and help refine the plan for upcoming Phase 3 assistance that is being developed based on information gathered during Phase 1. The desired outcome of Phase 2 is that the delegation will leave the United States with a concrete plan for a maritime legislative/regulatory initiative. Phase 2 programs may be held in various locations throughout the United States. The specific locations are determined primarily by the participating country's identified maritime needs.

Course (MET)

Model Maritime Service Code Program (Development) Phase III P319140, 1 Week

Scope

Model Maritime Service Code (MMSC) Phase 3 is an executive seminar conducted in the host country by a military education team comprised (typically) of two or more experienced Coast Guard attorneys and one or more mission area specialists. The seminar will focus on specific legislative, regulatory, and institutional proposals for addressing the country's maritime needs, as identified in the previous two phases. [The Coast Guard expects that, during the interval between Phases 2 and 3, the host nation will have prepared such proposals and introduced them into the country's legislative or rule-making processes.] The seminar is designed for senior government officials from the legislative and executive institutions (military and civilian) who are responsible for developing and implementing the policy proposals under consideration. The MMSC team will facilitate analysis of the proposals, and share the experience of the Coast Guard in matters similar to those that the country's own proposals seek to address. The desired outcome of the seminar is a refinement of the country's maritime policy initiative so that it is ready, in substance, for decision by the country's law-making institution(s).

Course (MET)

Maritime Service Code Implementation, Phase IV P319141, Duration varies

Scope

After completion of Model Maritime Service Code (MMSC) Phase 3, a country may request further assistance from Coast Guard METs in implementing or revising maritime legislation. Such assistance will be tailored to the country's needs as identified during the MMSC program, and as reflected in the country's new (or existing) maritime laws.

Section II

Guidelines, Procedures, and Responsibilities For US Coast Guard METs

Maritime Law Enforcement Mobile Education Team

I. -- Background

The U.S. Coast Guard (USCG) conducts on-site METs in countries outside the United States funded through IMET, FMS, International Narcotics and Law Enforcement Affairs and various other reimbursable programs.

II. -- Programming

USCG METs are programmed by one of the following methods:

- A. During the annual SATPMR, a representative from Commandant, U.S. Coast Guard (G-CI) [International Affairs] will be available to provide information with regard to the objectives, course requirements and content of all USCG METs. The SAO, in coordination with the Unified Command and DSCA, requests that the Commandant (G-CI) add this training to the host country's Department of Navy program. G-CI then programs the MET in the STL/ISTL by assigning a WCN. If a USCG MET is requested during the SATPMR and it does not appear on the STL/ISTL with the July report, the SAO should notify the Commandant (G-CI).
- B. The SAO submits an official request to Commandant (G-CI), info Unified Command and DSCA. Once it is determined by all concerned that the MET is feasible, Commandant (G-CI) will program it into the STL/ISTL.
- C.

III. -- Implementation

Upon completion the last SATPMR (May time-frame), the Coast Guard (International Training Division (ITD) in Yorktown, VA in coordination with Commandant (G-CI) sends a message to requesting countries proposing dates for the METs. Responses must be returned by the deadline in order to confirm training and secure dates. The Coast Guard then begins the coordination process to include a survey, if necessary. The following list of logistical requirements is forwarded to the SAO or Embassy POC for consideration:

- A. **General Course Details** -- Vary by course, consult the U.S. Coast Guard International Training Handbook for details. The ITD provides the bulk of Coast Guard METs. Once a MET is confirmed, the team leader will make contact with the SAO or Embassy POC to begin planning the details for the mission. The team leader will request initial information to support the mission, usually by fax or message. The SAO or Embassy POC should respond to this request in MET Call-Up format (per the JSAT) so as to provide the team with as much information as possible.
- B. **Classrooms and Equipment** --
 1. **Lecture room:** must contain seats and tables for each class member, faculty and visitors. Must contain overhead projector, screen, and at least three power outlets. Must have chalkboard/wetboard available for use simultaneously with screen.
 2. **Audio Visual aids and computer support** may be required for some METs.
 3. **Photocopying:** The team may need limited photocopying capability during a course.
 4. **Several MET courses require a boat to conduct practice boardings.** Others may require access to commercial ships, cargo piers or freight containers for practical exercises. This will be indicated in the catalog and also correspondence during planning.
 5. **Any other requirements** will be identified and coordinated on a case-by-case basis.
- C. **Course Materials** --

1. The Coast Guard will carry books and other course materials with them to the course site. Materials may be distributed by the team on the first day of class or as needed.
 2. Team requires access to the teaching site on 2-3 days (usually the weekend) prior to start of course in order to set up.
- D. **Language** -- The course may be taught in English or Spanish. For other languages, the Coast Guard requires simultaneous interpretation in lecture (two interpreters) and also in practical exercises. The team will attempt to make critical course materials available in the host country language. Materials will be provided to the SAO or Embassy POC for translation and photocopying as soon as possible after the MET is confirmed. An effort should be made to combine these translation services with the interpretation to more fully familiarize the interpreters with the course content. The team will require a meeting with interpreters/translators 2-3 days prior (usually on the weekend) prior to the start of course. The quality of the course presentation is directly tied to the quality of interpreters/translators.
- E. **Accommodations** -- Team will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This arrangement has worked well in the past (e.g., neutral site for participants, easy access, low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO and/or Embassy POC are required to resolve specific logistic issues.
- F. **Transportation/travel** -- team requires transportation to/from teaching site daily. Some METs require a small truck or van to move equipment. This can normally be accomplished through rental vehicles if the SAO or Embassy POC cannot provide. If a rental car is recommended, please advise. The teams require assistance on arrival and departure in passing through customs/immigration. Team will travel on official passports whenever possible.
- G. **Communications** -- timely communications between the Coast Guard and SAO or Embassy POC are critical to success of course (use fax, telephone, letter, IDSS and message). Following is applicable:
1. **Coast Guard Headquarters (G-CI) POC:** LCDR Jeff Dixon
 2. **Address:** COMMANDANT (G-CI); U.S. Coast Guard Headquarters; 2100 Second St. S.W.; Washington, DC 20593-0001
 3. **Telephone:** (202) 267-2555/2280, Fax (202) 267-4588 (NO DSN Phone)
 4. **Internet:** jdixon@comdt.uscg.mil

IV. -- Costing and Funding

Pricing is in accordance with existing Security Assistance and other pertinent regulations. All costs directly associated to the MET are reimbursable. Coast Guard/NETSFAFA must be notified as soon as possible to ensure adequate funding is available based upon the Department of the Navy portion of the country's total IMET allocation. A cost estimate is provided to the SAO upon programming of the Coast Guard MET for planning purposes only. This estimate will be reflected in the STL/ISTL. Once the Coast Guard receives confirmation that the country accepts the MET, the Coast Guard will update the cost estimate.

Generally, there are three areas of consideration in pricing a Coast Guard MET:

- A. **Coast Guard Survey** (EIMET: MASL P319111) -- Cost Estimate (for planning purposes only):
1. Survey includes Coast Guard instructor and program staffer's round trip transportation from the U.S. to the host nation, per diem as authorized by the U.S. Joint Travel Regulation (JTR) and transportation required while in country. If the Coast Guard has an instructor in the general vicinity at another MET or conference, every attempt will be made to try to schedule the survey so that the host nation only pays part of the transportation costs.
- B. **Coast Guard MET** (consult the U.S. Coast Guard International Training Handbook for MASL numbers) -- Cost Estimate (for planning purposes only):
1. The number of instructors and length of the courses vary by course (consult the U.S. Coast Guard International Training Handbook for information). The initial cost estimate will include round-trip airfare for the instructors, per diem

as authorized by the U.S. JTR, and transportation required while in country. The Coast Guard tries to combine training missions with several countries into one trip to cut travel costs and time. This is not always possible however.

2. Estimated \$375 per week is charged against the case to pay for training aids. Cost for training aids can be higher, depending on specific training requirements.
 3. Course Material translation/photocopying fees: the Coast Guard has accumulated a small library of already translated course materials. If, however, they need to translate course material for the requesting country, this cost will be charged to the mission. Please note the recommendation above to combine translation and interpretation into one contract if possible. The Coast Guard strongly desires a package including course material translation and interpretation services.
 4. Course fee for indirect costs (approximately \$3000 per week)
- C. **Additional expenses incurred**, charged against the case:
1. Interpreting fees
 2. Equipment/technical support
 3. Conference facilities
 4. Printing/photocopying
 5. In country transportation (if applicable)
 6. Quality of life items

The SAO or Embassy POC should be aware that historically the items identified in paragraph IV.C. above are their responsibility. Additionally, the SAO or Embassy POC is responsible for recommending an appropriate translator/interpreter.

It should be determined, as early as possible, prior to the MET date, who will be responsible for expenses incurred for the logistics support related items. The estimated cost should be submitted to Commandant (G-CI) for inclusion in the total cost of the MET.

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure that the training program is successful:

- A. **SAO or Embassy POC** (Do Not hesitate to communicate -- fax, telephone, E-mail):
 1. Request programming
 2. Secure funding
 3. Coordinate with country to provide objectives of the Coast Guard MET, and assist the Coast Guard team with identifying host country points of contact (senior leadership of the military, senior civilian officials)
 4. Assist the Coast Guard team with country clearance, lodging, and transportation (survey/MET)
 5. Provide the Coast Guard with a list of participants, their respective agencies and responsibilities (30 days in advance)
 6. Procure suitable training site
 7. Procure interpreters/translators
- B. **Coast Guard (communicate):**
 1. Determine country eligibility
 2. Program MET in STL/ISTL
 3. Provide SAO or Embassy POC proposed dates (survey/MET)
 4. Provide SAO or Embassy POC with logistics requirements
 5. Provide fund cite(s) to SAO for in-country costs
 6. Develop Coast Guard MET related costs for inclusion in STL/ISTL
 6. Request country/area clearances (survey/MET)
 7. Upon completion of MET, submit after action report advising Unified Command, the SAO/Embassy POC and others as appropriate.
- C. **NETSAFA (communicate):**
 1. Enter financial data provided by the Coast Guard in STL/ISTL
 2. Provide funding document (Work Request) to the Coast Guard
 - 3.

VI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Appendix A

Courses in MASL Sequence

Note: In MASL column, B=Army, D=Air Force, P=Navy.

MASL	Course Title	Page
B121568	Law of War Workshop	7
B121569	JAG Officer Basic	7
B151779	Logistics Executive Development Course <i>(Civ Only)</i>	9
B151950	Logistics for Senior Leaders <i>(Civ Only)</i>	67
B155420	Advanced Management Program (AMP) Course	4
B156533	Military Accounting <i>(Civ Only)</i>	10
B156535	Planning, Prog'g & Budgeting Execution Sys Crse <i>(Civ Only)</i>	10
B156536	Resource Management Budget <i>(Civ Only)</i>	10
B166150	Human Rights Instructor Course	6
B169355	Departmental Resource Management Course	6
B171425	Command & General Staff Officer Course (WHINSEC) <i>(Civ Only)</i>	5
B171560	JAG Officer Graduate	8
B171768	Command and General Staff Officer Course <i>(Civ Only)</i>	9
B171782	Command and General Staff Officer Preparatory Course <i>(Civ Only)</i>	9
B171798	CDLAMP Professional Military Education (PME) Course	5
B171799	NATO Staff Officer Orientation Course	3
B171800	Army War College Int'l Fellows Program <i>(Civ Only)</i>	8
B171801	National Defense University International Fellows Program	3
B173015	Civil Military Operations	6
B173637	Civil Affairs USAJFKSWCS	7
B175283	Medical Strategic Leadership	10
B179105	Democratic Sustainment	6
B271001	NATO Staff Officer Orientation Course	4
D156029	Financial Management Officer <i>(Civ Only)</i>	60
D162014	Basic Manpower and Quality Management Officer <i>(Civ Only)</i>	60
D171002	Air Command and Staff College (ACSC) <i>(Civ Only)</i>	58
D171010	Air War College (AWC) <i>(Civ Only)</i>	57
D171032	Company Grade Officer Professional Development Crse	57

D171033	Non-Comm Officers Professional Development Crse (Spec/EN)	57
D173063	Civil-Mil Strategy for Internal Dev (CMSID)—Lat Am, Carib	56
D173066	Civil-Mil Strategy for Internal Dev (CMSID)—Africa	56
D173070	Civil-Mil Strategy for Internal Dev (CMSID)—Cent Euro	56
D173074	Civil-Mil Strategy for Internal Dev (CMSID)—Mid East, Africa	56
D173075	Civil-Mil Strategy for Internal Dev (CMSID)—Asia, Pacific	56
D176001	PME Judge Advocate Staff Officer	58
D176002	Air Force Claims and Tort Litigation Course	58
D176006	Rule of Law and Disciplined Military Operations Course	57
D176007	Staff Judge Advocate Course	58
D176008	Military Judges' Seminar	58
D176009	Federal Employee and Labor Law Course	59
D176010	Advanced Trial Advocacy Course	59
D178063	Reliability (AF) (Civ Only)	59
D178076	Provisioning Management (AF) (Civ Only)	61
D178078	Principles of Contract Pricing (Civ Only)	60
D178098	Introduction To Life Cycle Costing (Civ Only)	59
D178123	Acquisition Logistics (Civ Only)	61
D178220	Fundamentals of Systems Acquisition Management (Civ Only)	60
D178221	Security Assistance Planning & Resource Management Crse	56
D178240	Logistics Executive Development Seminar (Civ Only)	59
D179009	The Equal Opportunity Staff Advisor Crse DEOMI/Special	55
D305013	Security Assistance Planning & Resource Mgt MET	56
D309008	DEOMI Mobile Education Team	55
D309011	Leadership Prog in Disaster Response & Trauma System Mgt	61
P122066	Int'l Joint Maritime Tactical Development Course (Civ Only)	30
P124401	Boarding Team Member	70
P124403	Gulf Regional Fisheries Boarding Team Member	71
P159200	Defense Acquisition Management (Civ Only)	25
P162002	Defense Resources Management Course (DRMC)	13
P162003	International Defense Management Course (IDMC)	13

P162004	Senior International Defense Management Course (SIDMC)	14
P162223	Leadership and Management Course (Civ Only)	70,72
P162225	Leadership and Management (G-P-OLAM) (Civ Only)	70
P164007	Officer Candidate School (OCS) (Civ Only)	72
P164008	Officer Indoctrination School (OIS) (Civ Only)	72
P169208	International Hydrographic Mgt and Engineering Program	24,27
P170001	Executive Program In Civil-Military Relations	15
P171003	Supply Management for Senior Foreign Officers (Civ Only)	30
P171014	Joint and Combined Staff Officer School (Civ Only)	29
P171300	Prospective Commanding Officer/Exec Officer (PCL/XO) (Civ Only)	73
P171400	Program on Civil-Military Relations (Conus) (CMR)	15
P171403	International Security and Civil-Military Relations Curr 689A	21
P171575	International Maritime Officer Course	69
P173101	Boarding Officer Course	69
P175466	Executive Mgt Education (EME) Program for Health Care Mgrs	19
P175467	HIV/AIDS Planning/Policy Development	19
P175900	Int'l Health Resources Mgt Prog (Program design) Phase II	19
P176002	Systems Management-Int'l Curriculum 818 (MA)	22
P176006	Rule of Law and Disciplined Military Operations	27
P176010	Marine Corps Law of War Course	68
P176012	Marine Corps Law of War Course	68
P176017	Peacekeeping for Decision Makers	28
P176019	Conduct of Military Peacekeeping Operations	27
P176023	DIILS Joint CONUS Plan	26
P176026	Military Law Development program (MLDP)	28
P176036	Rule of Law and Disciplined Military Operations	27
P176038	Rule of Law and Disciplined Military Operations	27
P179031	National Security Affairs Curricula (MA)	21
P179032	National Security Affairs Curricula (MA)	21
P179033	National Security Affairs Curricula (MA)	21
P179034	National Security Affairs Curricula (MA)	21

P179038	National Security Affairs Curricula (MA)	21
P179105	Manpower Systems Analysis-MS Curriculum 847 (Civ Only)	23
P179127	Financial Management Curriculum 837 (MA)	22
P179204	Training Management Review (TMR) (Civ Only)	30
P179904	Information Technology Mgt (Curriculum 370) (MA)	22
P179905	Resource Planning and Management For Int'l Defense-MS	23
P179908	Acquisition and Contract Mgt (Curriculum 815) (MS)	23
P179909	Systems Acquisition Mgt (Curriculum 816) (MS)	23
P179LE3	Maritime Law Enforcement, Enlisted (Northwest)	71
P179LE7	Maritime Law Enforcement, Enlisted (Southeast)	71
P179LE8	Maritime Law Enforcement, Enlisted (Gulf Coast)	71
P179LEL	Maritime Law Enforcement, Enlisted (Atlantic Area)	71
P179LEO	Maritime Law Enforcement, Enlisted (Northeast)	71
P179LEP	Maritime Law Enforcement, Enlisted (Pacific Area)	71
P179LO0	Maritime Law Enforcement, Officer (Northeast)	71
P179LO3	Maritime Law Enforcement, Officer (Northwest)	71
P179LO7	Maritime Law Enforcement, Officer (Southeast)	71
P179LO8	Maritime Law Enforcement, Officer (Gulf Coast)	71
P179LOL	Maritime Law Enforcement, Officer (Atlantic)	71
P181006	Orientation Tour (D/V) (Civ Only)	23
P262000	Mobile Int'l Defense Mgt Course (Regional MET)	14
P273001	Civil-Military Relations Regional MET (CCMR)	15
P275100	Regional Health Resource Management MET	20
P309050	DIILS Assessment of Issues	26
P309061	DIILS Seminars	26
P309062	DIILS Regional MET	27
P309070	Civil-Military Relations Met (CMR)	16
P309071	International Health Resources Mgt Program (Assessment) Ph I	20
P309072	International Health Resources Mgt Program Phase III	20
P309073	Civil-Military Relations Pre-Survey	16
P309074	Int'l Health Resources Mgt Program (Implementation) Ph IV	20

P309075	Int'l Health Resources Mgt Program (Outcome Review) Ph V	21
P309076	International Health Resources Mgt Continuing Education	21
P309091	Boarding Officer Course (Counter-Narc) Maritime Law Enf	73
P309092	Fisheries Maritime Law Enforcement Boarding Officer	74
P309094	Joint Counter-Narcotics Maritime Law Enforcement Boarding Off	75
P309096	Advanced Boarding Officer Crse (Counter-Narc) Maritime Law Enf	74
P309098	Civil-Military Relations Continuing Education MET (CMR)	16
P309130	Acquisition Training, Phase I	25
P309131	Acquisition Management, Phase III	25
P309132	Acquisition Management, Phase II	25
P309133	Acquisition Continuing Education MET	26
P319016	Mobile International Defense Management Course (MIDMC)	14
P319100	Boarding Officer Course (Counter-Narcotics) Maritime Law Enf	73
P319101	Boarding Officer Course (Counter-Narc) Maritime Law Enf	74
P319102	Instructor Course (Counter-Narc) Maritime Law Enforcement	74
P319103	Fisheries Maritime Law Enforcement Boarding Officer	74
P319111	Maritime Law Enforcement (MLE) Pre-Training Survey	75
P319130	Joint Counter-Narcotics Maritime Law Enforcement Boarding Off	75
P319132	Model Maritime Service Code (Assessment) Phase I	75
P319133	Model Maritime Service Code Program (Planning) Phase II	76
P319135	Curriculum Infusion Prog (Counter-Narc) Maritime Law Enf	75
P319136	Maritime Commerce Control, Infrastructure Development	75
P319140	Model Maritime Service Code Program (Development) Ph III	76
P319141	Maritime Service Code Implementation Phase IV	76
P319143	Advanced Boarding Officer Crse (Counter-Narc) Maritime Law Enf	74