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# DISAM: We Are Here To Help

By

**Major Mark H. Bourgeois, USA  
DISAM**

## **Introduction**

The bugler was directed to sound “assembly”. The weary soldiers without hesitation quickly gathered their belongings and muskets, and headed toward the unit’s marker known as the guidon. The soldiers upon hearing the unique sound (information) reacted with minimal assistance to accomplish the order of assembly. The purpose of this article is that of a bugler. It is to provide the reader with information about the Defense Institute of Security Assistance Management (DISAM), its mission, and how it is training, informing and sustaining the defense security cooperation workforce. The desired endstate from reading this article is for the reader to understand and use DISAM as a workforce multiplier in the agency or work center.

## **Mission**

DISAM serves as the centralized DoD institute for the consolidated professional education of personnel involved in security assistance management, armaments cooperation, and associated programs under the guidance of the Defense Security Cooperation Agency (DSCA). The Institute conducts formal resident and non-resident courses and seminars for joint-service, government civilian contractor, and international student audiences. DISAM establishes curricula focused on U.S. security assistance programs as integral coalition-warfare and peacetime engagement components of the U.S. National Security Strategy, the National Military Strategy, and the unified command strategies. DISAM also performs applied research and consultation services and develops and manages security assistance automated management systems. Specific duties include:

- Preparing military and civilian personnel selected to serve in security assistance and armament cooperation positions to facilitate legal and ethical sales, transfers, leases or co-production of U.S. military equipment, training or services to or with a foreign country through uniform, high quality, professional training.
- Establishing curricula and training objectives that teach the standards, procedures and responsibilities of security assistance and armaments cooperation programs and personnel, to including subject areas appropriate to the nature of Foreign Military Sales (FMS) assigned duties.
- Enabling foreign governments to acquire information needed to make decisions concerning the acquisition, use and required training involved in obtaining defense articles and services from the United States through security assistance and armament cooperation programs.
- Conducting research and consultation services for the global security cooperation community.
- Disseminating timely information on security cooperation programs through:

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- Security Assistance Network
  - Homepages
  - *DISAM Journal of International Security Assistance Management*
  - Conferences
  - Security Assistance Office (SAO) visits
  - DISAM textbook
  - *Security Assistance Management Manual (SAMM)* publication
  - Assisting security cooperation personnel perform their missions more effectively and more efficiently through technical and technological assistance, automation, and other time-saving programs to facilitate operations.

### **Training the Force**

The cornerstone of all classes conducted by DISAM is centered on the administrative and managerial aspects of security assistance. The management of security assistance programs involves interactions with all military departments' (MILDEPs) programs and systems. Today's manager must have knowledge of the different procedures followed by each of the MILDEPs as well as other DoD and government agencies, in order to perform all of the complex duties required in security assistance management. Each DISAM course addresses these issues, with emphasis on the environment in which the respective class participants will function (CONUS, overseas, etc.).

All of DISAM's courses are designed for the student to develop an understanding of concepts, principles, methods and procedures drawn from U.S. statutes, security assistance legislation, DoD/MILDEP policies and procedures and varied instructions from program management within DoD. In order to meet the training demands of the security assistance community, DISAM offers many educational methods to reach the security assistance education needs. These methods include:

- Resident and nonresident formal courses attended by U.S. and foreign military members, civilian personnel, and industry representatives. Thirteen specialized courses are available for each segment of the security assistance community, ranging in length from three to fourteen days. A complete list of the course and class schedules can be found on our home page, <http://disam.osd.mil>.
- Seminars and tutorials in security assistance management in response to specific needs of the Department of Defense.
- Research, consultation, and special studies in security assistance management.
- Disseminate information to the security assistance community concerning legislation, policies, methods and practices in the management of security assistance.
- Development and management of computer automation systems which support worldwide security assistance activities.

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## **Antiterrorism and Force Protection Training**

DISAM's programs support the DoD goal of protecting personnel, facilities, and equipment from terrorism. They include resident Level I Anti-Terrorism/Force Protection (AT/FP) training and exportable/non-resident training programs through video tape, CD-ROM, and on-line presentations and web site links available to subscribers of the Security Assistance Network (SAN). DISAM emphasizes deterring incidents through education and training on doctrine and policy, personnel protective measures, and assessments to decrease vulnerability.

DISAM graduates serve in over 100 foreign countries, with over three-quarters managed by almost 700 dedicated security assistance personnel. The Chiefs of Security Assistance Organizations serve as the United States Defense Representative in 44 countries. Defense attaché offices or embassy personnel, many of whom also attend DISAM, manage the remaining programs. Over the last year, significant emphasis has been placed on country specific Memorandum of Agreements in support of the Universal Memorandum of Understanding (MOU). DISAM training for the SAO chiefs now includes detailed discussion of the MOU process and unified command specific requirements. This training allows new chiefs to hit the ground running in terms of finalizing and implementing country specific MOUs and unified command force protection requirements.

Since personnel going to overseas security assistance assignments are required to attend DISAM, the Institute serves as an AT/FP training "safety net" for this particular audience. While some students entering DISAM may attend a more extensive AT/FP course at another school, many of them receive only that which is offered at DISAM. Thus, the unified commands are assured that 100% of DISAM Overseas Course graduates receive a quality AT/FP curriculum that meets DoD and unified command training requirements without the requirement to spend additional travel/temporary duty funds for AT/FP.

The DISAM AT/FP curriculum is highly focused and well balanced. Security assistance personnel assigned overseas receive a total of eight hours of force protection training, which include policies and responsibilities, terrorism/terrorist operations, improvised explosive devices, regional threat overview, office and residential security, vehicle search methods, surveillance detection, travel security travelling, and hostage survival. This training also emphasizes the importance of host country relationships and coordination on AT/FP programs.

## **Curriculum Review**

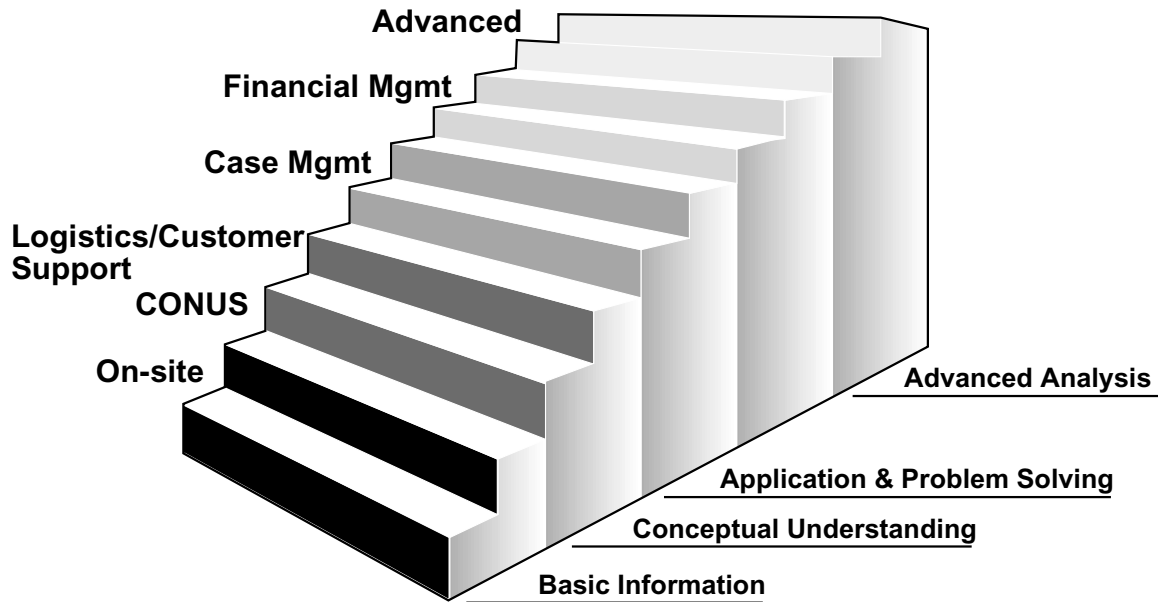
The focus of DISAM's curriculum is to give the students the educational basis both in general competence in their field of study and for the performance of a rather larger variety of duties in the disciplines. A course goal is to educate students not only to be practicing managers, but also to be broadly educated leaders who are capable of analysis, initiative and responsibility.

Civilian students who attend DISAM instruction follow a career development path to build upon existing knowledge and practical experience in security assistance. A typical career path, as shown in figure 1, will start with basic security assistance information provided during both onsite and resident classes. The next level of learning is at the conceptual understanding of the entire security assistance management process with emphasis on international business management concepts. More advanced classes are available for financial and case managers with emphasis on policy application and problem solving. The advanced class focuses on in-depth analysis that

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enables the student to look at recent policy changes affecting DoD procedures and various updates in legislation policy. As a continuing education plan, the advanced class can be repeated every two years as a refresher and for an update of current issues and changes.

**Figure 1 - CONUS Student Career Development**



DISAM annually hosts a formal curriculum review with representatives from DSCA, MILDEPs and various user agencies. Predetermined courses and subject areas are closely reviewed during this process. Content and subject matter relevance to the customer are discussed and adjusted accordingly as determined by the needs of the security assistance community. This review process is shown in figure 2.

Curriculum development, review and improvement are a continuous, yet flexible, process that happen both formally and informally throughout the year. As courses must reflect government and DoD requirements, new courses and classes are added to the curriculum to meet the ever-changing requirements of the security assistance world. The most recent examples of curriculum improvements were the addition of a Logistics/Customer Support Course (SAM-CS) offered both resident and non-resident, a revised Overseas Course curriculum, and new resident classes dealing with security assistance automation initiatives and peacetime engagements.

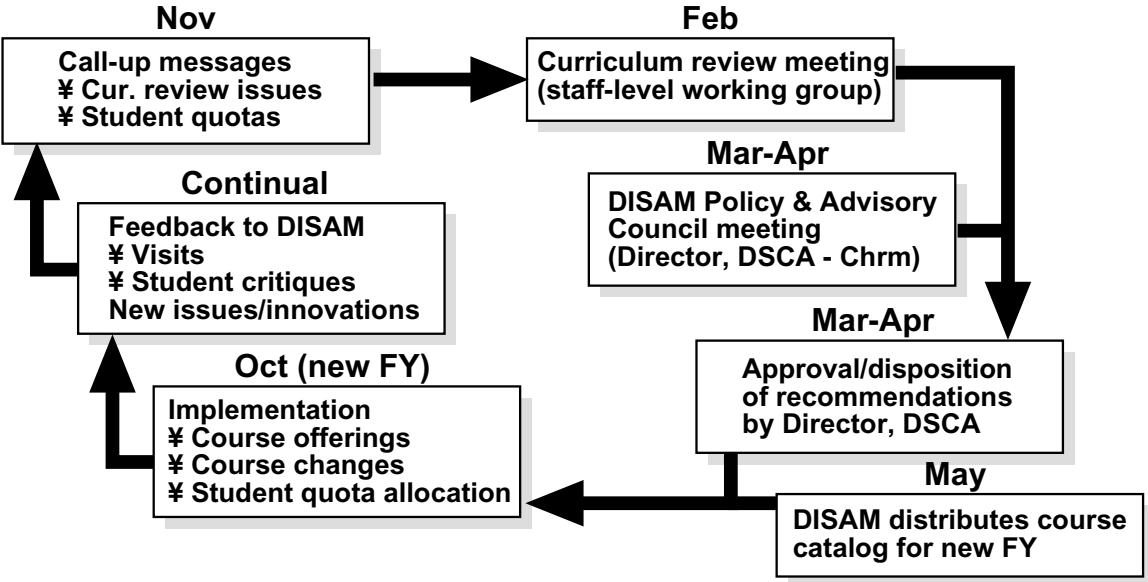
### **Informing the Force**

“Who has information? And who needs the information?” is a continual saga in the information age. So how can I get information, you ask? One method of receiving current security assistance information from a number of different sources is to utilize the DSCA or DISAM web pages at:

<http://www.dsc.osd.mil>  
<http://www.disam.osd.mil>

What you can expect to find at these web sites is a myriad of information and hyperlinks to assist you in the performance of your security assistance duties. Additionally, these hyperlink connections include access to messages, memos and policy statements, the *DISAM Journal* and *Catalog*, *The Security Assistance Management Manual* and the Web Defense Acquisition Deskbook. For further information about the web pages refer to the 1998-99 winter *DISAM Journal* article "Customer Service in the Information Age."

**Figure 2 - DISAM Curriculum Review Process**



Attendance at our courses, either resident or non-resident, entitles the student to many valuable and key security assistance publications. DISAM's premier publication for instruction is *The Management of Security Assistance* textbook. The textbook incorporates the latest official guidance concerning new security assistance policies and procedural requirements, and is updated to include the most recently enacted legislation governing security assistance activities. Also, the textbook is edited to reflect any changes published in the *Security Assistance Management Manual* (SAMM) (DoD 5105.38-M). *The Management of Security Assistance* textbook is updated annually by the DISAM faculty and can be found electronically in Deskbook. Other publications available include this journal, *The DISAM Journal of International Security Assistance Management*, a quarterly journal of interest to the security assistance community and special pamphlets (e.g., *Foreign Purchasers Guide to Freight Forwarder Selection*). DISAM also provides editorial support to DSCA headquarters in maintaining *The Security Assistance Management Manual*.

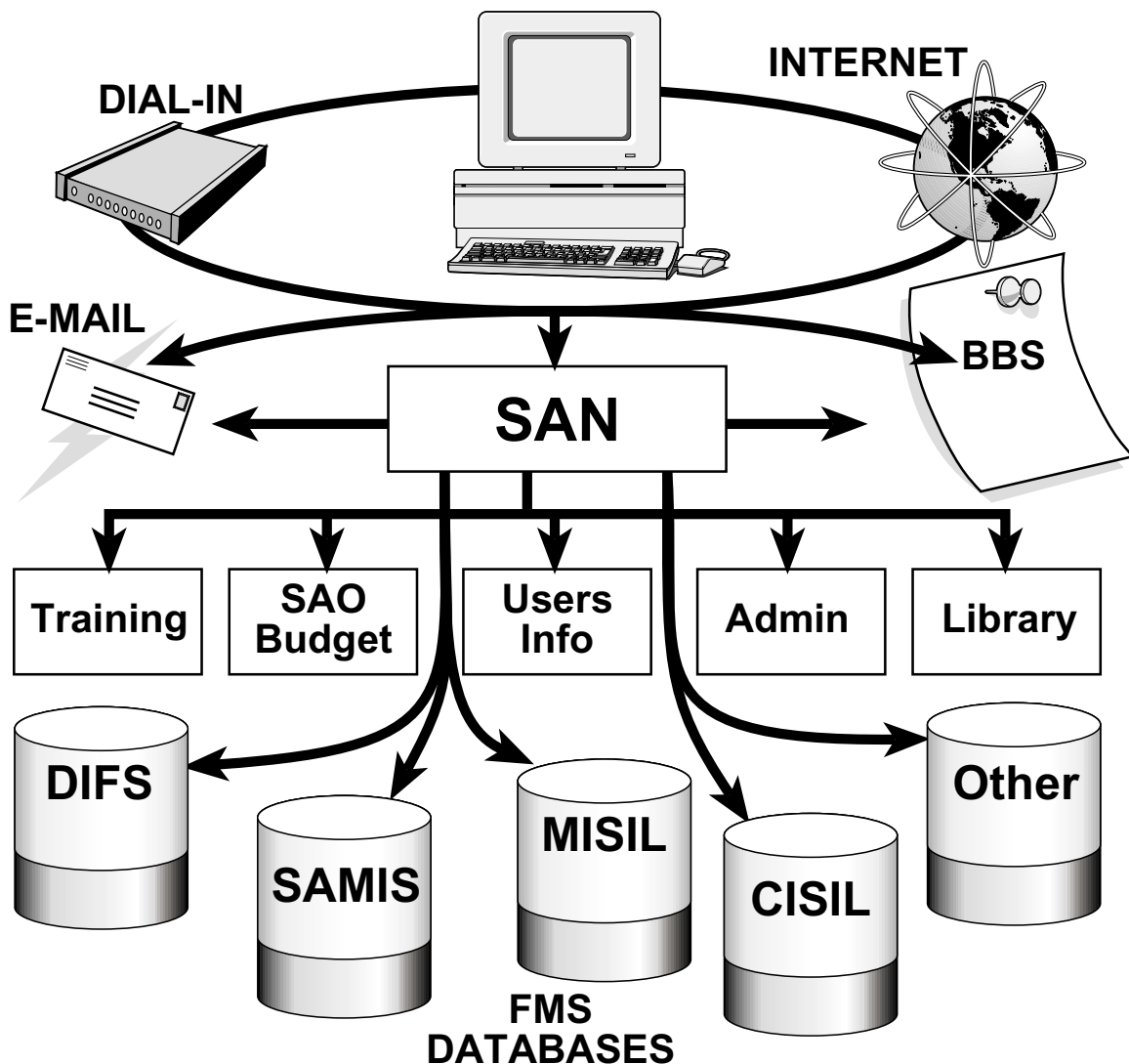
DISAM has a well known library dedicated exclusively to security assistance and its related subjects: foreign policy, international relations, terrorism, human rights, cultural understanding, and regional studies. The regional studies focus on the aforementioned subjects within each of the world's regions. The collection is comprised of approximately 11,300 books, 275 periodicals, 14 newspapers, 600 videocassettes, 930 language audiotapes and 120 maps. The library is a member of the Online Computer Library Center (OCLC), an international network of more than 16,000

libraries with access to well over 3.5 million monographs. Through OCLC a request for information uses FIRSTSEARCH, a system which brings together over 60 database and enables the library staff to provide information on virtually any subject to its customers.

### Automation Information Systems

The Security Assistance Network, the concept of operations for the so-called SAN Web, is quite simple: a web browser such as Netscape Navigator or Internet Explorer connects to the SAN home page via a local internet service provider. A web-based approach precludes the necessity of frequent updates to the user's software. Fielding of the SAN Web began in the spring of 1997, and was completed in the spring of 1998. Presently, over 1,000 users in 120 countries (including the U.S.) are accessing the SAN Web. Using the SAN as a "gateway," users have access (depending on their requirements) to various security assistance databases located throughout the United States. A user identification (USERID) and password are required for initial access to all systems.

Figure 3 - Security Assistance Network (SAN)



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Several of the other databases available to the user require separate USERIDs and passwords, e.g., Defense Integrated Management System.

The Security Assistance Automation Resource Management Suite (SAARMS) is a series of PC program modules developed for use by the unified commands and SAOs. The Budget Execution module was developed to assist the SAO with the day-to-day “memorandum” record keeping functions associated with the tracking of SAO budget authorizations; budget allocations by object class or other funds category; and the recording of obligations, and expenditures. The budget preparation module standardizes the budget preparation process. It generates the required budget reports and uses relevant historical data from previous budget submissions and periods of financial execution. The property module provides an automated method of accounting for and tracking property acquisition, use, and disposition or other transfer. It also automates the supply procedures associated with preparation of the SAO property book, hand receipts, and appropriate document registers. Future modules such as a Personnel module are planned for SAARMS.

The Training Management System (TMS) is a training data management system operating in a stand-alone or network environment at the security assistance offices, international military student offices, military departments and unified command training offices. TMS is designed to handle data processing needs for the entire security assistance training program. For example, an SAO training officer can use TMS to review course offerings in the training Military Articles and Services List, request a quota for the host country, verify that the quota is granted, review prerequisites during the student selection process, track English Competency Level exams for potential students, and ultimately generates the Invitational Travel Order for the selected student. Non-SAO users can take advantage of TMS functionality in tracking IMS attendance of particular courses and at certain schools, or reviewing country use of IMET-funded training dollars.

### **Sustaining the Force**

DISAM’s Directorate of Research plays a critical role in preparing personnel for assignments in security assistance worldwide. Efforts are directed toward curriculum enhancement and applied research – analyzing current security assistance management problems, procedures, and requirements in order to recommend more effective procedures and clarify ambiguous or inconsistent instructions. The entire DISAM faculty, in maintaining a relevant and up to date curriculum, contributes to the overall research effort. As an information service for agencies engaged in security assistance management, the Institute receives inquires from the field, researches the problems, and provides answers.

Guest lecturers enhance the curriculum and provide the student with the most current information from the field. Presentations by guest lecturers from the Department of Defense, the Department of State, foreign governments, civilian university, other civilian institutions and agencies, and civilian industry are vital to the curriculum. Individuals are invited to participate in the program based on their expertise in a particular aspect of security assistance management. DISAM encourages academic freedom through its non-attribution policy for guest lectures. Personal views on sensitive or privileged information will not be connected with or attributed to the source outside that singular lecture period. This means that discussions are responsible and in good taste, yet are also full, candid and open.

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## Application and Student Information

Prospective military and civilian students within the Department of Defense should contact their education and training officer for assistance in applying for DISAM attendance. The *Defense Management Education and Training Catalog*, DoD 5010.16-C, procedures apply. Personnel from other federal governmental organizations should coordinate their applications through their respective agencies. Training offices can send applications to DISAM/DAS, Building 125, 2335 Seventh Street, Wright Patterson AFB OH 45433-7803, phone numbers COMM (937) 255-4144, DSN 785-4144. Figure 4 shows the applicability of each DISAM course for its intended clientele.

**Figure 4 - DISAM Audiences and Courses**

| <b><u>Audience</u></b>  | <b><u>Security Assistance Management (SAM) Courses</u></b>  |
|---|---|
| Overseas<br>- SAOs<br>- Unified Commands  | Overseas (SAM-O)  |
| Executive and Industry  | Executive (SAM-E)   |
| CONUS<br>- FMS Case Managers<br>- Financial Managers<br>- Logistics Managers<br>- Acquisition Managers<br>- Program Managers<br>- Training Managers | On-Site (SAM-OS)<br>CONUS (SAM-C)<br>Logistics/Customer Support (SAM-CS) <sup>1</sup><br>Case Management (SAM-CM)<br>Financial Management (SAM-CF)<br>Advanced (SAM-A) <sup>2</sup> |
| Contract Managers   | FMS Contract Management (SAM-CT) <sup>3</sup>   |
| Training Administrators   | Training Officer (SAM-TO)   |
| International   | Foreign Purchaser (SAM-F)<br>SA Planning and Resource Management (SAM-P)<br>Mobile Education Teams (METs)   |

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<sup>1</sup> International students may attend SAM-CS. SAM-F is recommended as a prerequisite.

<sup>2</sup> Although principally attended by CONUS personnel, SAM-A is open to DoD CONUS and overseas personnel.

<sup>3</sup> SAM-CT is principally designed for personnel who perform contract management of FMS contracts in overseas locations. Course offering dates are coordinated between DISAM and the Defense Contract Management District International (DCMDI).

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Foreign students should request quotas via the appropriate American security assistance organization from AFSAT/SDS, 2021 First Drive West, Randolph AFB, TX 78150-4302. Industry students who attend the executive course (SAM-E) can apply using the special registration form found on our web site at <http://disam.osd.mil>.

DISAM student funds are authorized for the sole purpose of TDY at Wright Patterson AFB to attend this school. All domestic (CONUS) travel and per diem costs for DoD military and civilian personnel, including foreign nationals employed by the U.S. Government, are funded by DISAM through direct citation. In the case of an overseas student, the DISAM fund citation may be used for TDY travel and per diem expenses from the CONUS port of entry to DISAM and return to the CONUS port of exit. All other associated travel and per diem expenses are the responsibility of the individual's unit of assignment.

## **Conclusion**

DISAM was established to provide education, research and consultation services to security assistance managers throughout the world. The Institute is chartered as the singularly dedicated DoD education activity to advance an understanding of the complex laws, policies, and procedures associated with security assistance. While DISAM has earned a large measure of praise and commendation, it is not resting on its laurels. It perceives its present level of performance as the launching point for enhanced defense security cooperation management through its educational programs. DISAM remains committed to a bright future of security assistance and cooperation.

## **About the Author**

Major Mark Bourgeois is an Army Quartermaster officer and a DISAM Assistant Professor. He holds a Bachelor of Science degree from the University of Wisconsin-Platteville, a Masters of Science degree from the University of LaVerne, California, and he is a graduate of the Army Command and Staff College. His recent assignments include Executive Officer, 2d Forward Support Battalion, 2d ID; Logistics Plans Officer, I Corps; and Operations Officer, Regimental Support Squadron, 11 ACR.