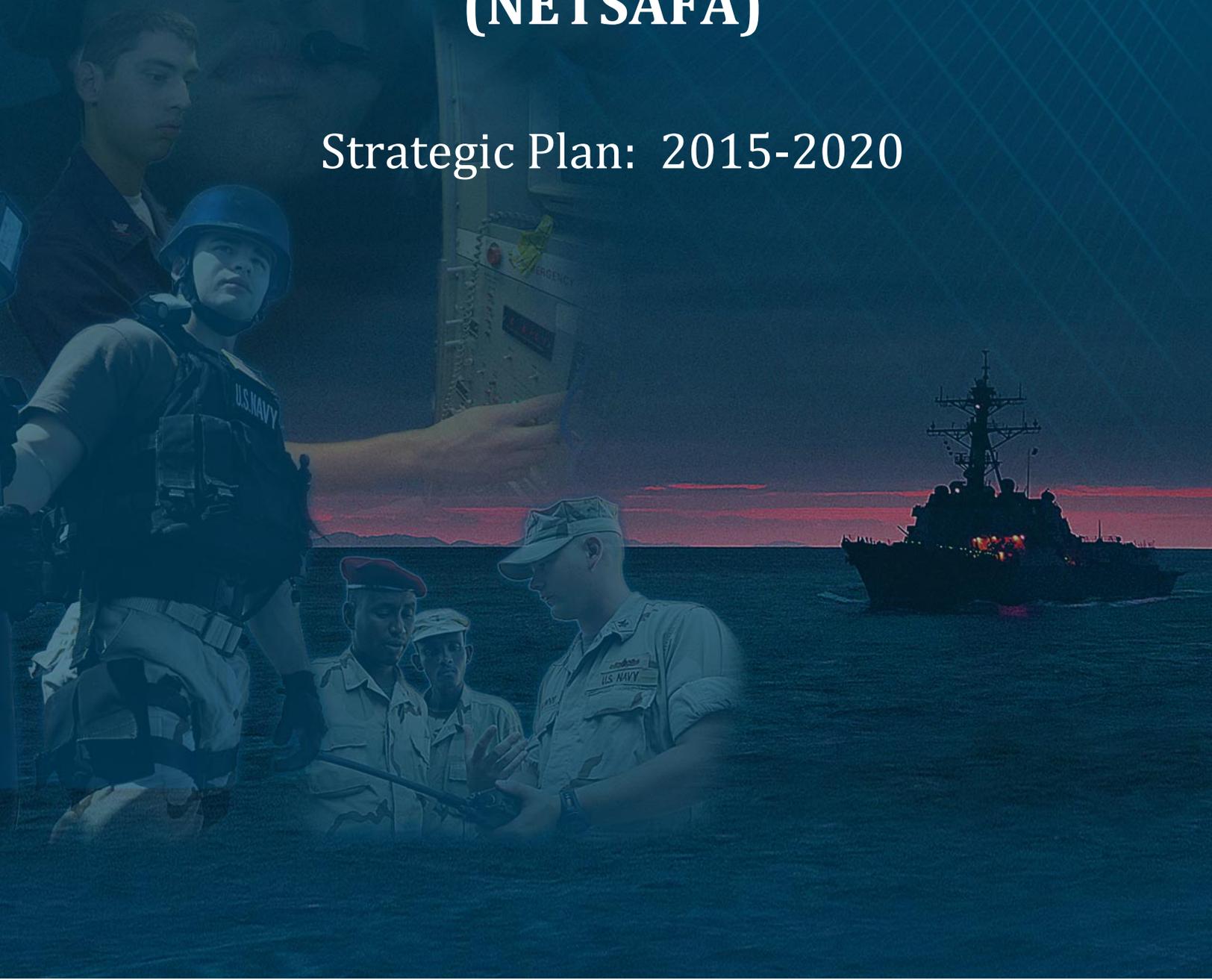




The Naval Education and Training Security Assistance Field Activity (NETSAFA)

Strategic Plan: 2015-2020



Commanding Officer's Message



*Captain Douglas E. Heady
Commanding Officer, NETSAFA*

In recent years the United States has placed a greater emphasis on developing international partnerships for the purpose of bringing forth a more stable global environment. The Defense Department plays a critical role in this endeavor and today the military departments are driven by an increasingly focused approach to developing these partnerships through Security Assistance (SA) programs and Security Cooperation (SC) activities.

NETSAFA has always been uniquely positioned to support maritime partnership development, and is ever more so today. We are at the intersection of receiving international education and training requirements, fulfilling Combatant Command and Naval Component Command objectives, developing education and training solutions and executing SA/SC programs and policies. Understanding the dynamics involved and fulfilling this role is no easy task. It requires a flexible, specially-trained work force committed to executing these responsibilities in world-class fashion.

The NETSAFA team excels in its role. This results from a well-trained work force synchronizing efforts internally, and effectively engaging with the rest of the SC Enterprise on a continual basis. Maintaining this excellence requires constant monitoring and evaluation, especially as the SA/SC environment is constantly changing. It also requires specific guidance for responding to this changing environment while having a clear understanding of the business as a whole. The NETSAFA Strategic Plan is intended to fulfill that requirement. It describes the environment in which we operate, articulates how we conduct our business to fulfill our mission, and establishes requirements for constant evaluation of our performance as we respond to the inevitable changes within our environment.

This document reaches across the full scope of NETSAFA's responsibilities and activities and is required reading for all hands. While the Strategic Plan looks five years forward, I expect staff leadership at all levels to review this guidance annually in coordination with the Strategic Planner, using available tools to assess the command's direction and recommend adjustments to the Plan as necessary. This review will be conducted in conjunction with the command's Annual Report requirement in the first part of each calendar year.



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Mission

Develop, execute and manage the Department of Navy's Security Assistance and Security Cooperation training and education programs that support the U.S. security strategy to strengthen international partnerships.

Vision

To provide world class Security Assistance and Security Cooperation education and training services for the U.S. Department of Defense, the U.S. Navy, and our partner nations.

Guiding Principles

Workforce Excellence – *Security Assistance and Security Cooperation expertise within a workforce adequately trained for their role.*

World-Class Customer Service – *Provide outstanding customer service.*

Effective Communication – *We will continuously share knowledge and information within the command to achieve organizational success.*

Teamwork – *We will collaborate within and across departments to identify issues, apply solutions and celebrate successes.*

Commitment – *We will exhibit loyalty to the NETSAFA team and dedication to its mission.*

Respect – *We will value everyone's contribution to the mission, treating everyone with dignity.*



The Environment

“Training is the most essential effort of Security Cooperation. Training captures the “hearts and minds” of our partners, is the most far reaching, and exposes more foreign personnel to the nature of America than any other program.”¹

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The Defense Department’s 2012 Strategic Guidance and the 2015 Maritime Cooperative Strategy for 21st Century Seapower emphasize the importance of developing closer defense relationships and operating jointly with our international partners. The 2013 Maritime Security Cooperation Policy describes how the Maritime Services support Combatant Commander Security Cooperation objectives of building partner capacity, enhancing interoperability, and developing influence and access. This guidance establishes the context for NETSAFA staff actions: requests for international education and training are normally part of the greater vision of international partnership development and are shaped by Combatant Commander Theater Campaign Plans and Naval Component Commander Campaign Support Plans.

At the same time, the Security Cooperation Community (SCC) responds to changes in the global environment. SCC leadership leads the effort to continuously synchronize SA/SC efforts, meet customer expectations, and ensure efficient use of limited resources.¹¹ NETSAFA staff must maintain an effective dialogue with senior SA/SC staffs as a critical business process to ensure the unique aspects of education and training are considered and incorporated. We have been, and will remain, in the forefront of changes to SA/SC policy, international education and training program management execution, financial management requirements, and information system evolution. Our primary focus, however, will continue to be excellence in execution of our SA/SC responsibilities.

How We Conduct Business

Fundamentally, SA/SC for training and education is a “people” business with impact longevity far beyond material acquisition. We consider the long-term professional and personal relationship building a direct consequence of our actions and critical to the overall SA/SC effort.

Fulfilling our Mission and Vision starts internally with a dedicated staff well versed in SA/SC:

- “A dedicated staff” results from command leadership establishing an environment which encourages successful unity of effort. Policy and



Rear Adm. Mike White, commander of Naval Education and Training Command, addresses members of the 25th International Maritime Student Officer Workshop held in Pensacola, Fla., by the Naval Education and Training Security Assistance Field Activity (NETSAFA).



rules, although necessary, are not enough. Leadership and supervisors must make the Guiding Principles part of the command's fabric by ensuring they apply daily to every command member.

- Being “well versed in SA/SC” requires formal training as identified in SCC policy, experience, teamwork within departments, teamwork among departments, supervisors who understand how to build effective teams, and a personal desire to continually grow professionally. Individuals are ultimately responsible for putting these tools to good use as part of their career goals and progression.

Externally, as the Navy's executive agent for international education and training requests, NETSAFA leadership and staff have established a growing network of relationships among the Security Cooperation Enterprise (SCE)^{III}. The SCE depends on NETSAFA staff to apply its education and training expertise to define specific requirements from the variety of requests, and then identify quality solutions.

The Requirements



Guy Abbate, a civilian instructor at Naval Education and Training Command Security Assistance Field Activity (NETSAFA) International Training Center (NITC), discusses highlights from a Manpower, Personnel, Training & Education (MPT&E) course with international students from Turkey, Ukraine, Saudi Arabia and Latvia.

NETSAFA staff actions are centered on responding to SA/SC Letters of Request (LORs) from a variety of sources, including:

- Partner nation requests for stand-alone education and training. What on the surface may appear as simple training requests can quickly become complicated when language requirements, prerequisites, training provider limitations and disclosure policies are considered. NETSAFA staff must have expertise in all aspects of U.S. Navy education and training, as well as other training enterprises, to accurately determine requirements from requests and then skillfully match effective training solutions to requirements.
- Requests for training associated with partner nation weapons systems and other material acquisition initiatives. NETSAFA supports material systems commands and Navy International Programs Office (NIPO) efforts with training expertise as part of the Total Package Approach (TPA) to fulfill partner nation defense requirements. Again, understanding all aspects of available training options is necessary to fulfill NETSAFA responsibilities and meet our international partners' requirements.
- Requests for education and training under a variety of existing and emerging U.S. grant programs, including International Military Education and Training (IMET), Combating Terrorism Fellowship Program (CTFP), Global Peacekeeping Operations Initiative (GPOI), Section 2282, Global Security Contingency Fund (GSCF), Counter Narco-Terrorism (CNT) Program, and other national initiatives. These programs come with their unique requirements and challenges and the NETSAFA staff must be diligent in keeping these programs on track.



NETSAFA staff also responds to numerous inquiries on education and training from major staffs and in-country defense personnel. This includes requests for country training summaries, training program development, or training for new mission requirements.

The Solutions

NETSAFA program managers tap into a number of training provider sources to develop solutions, beginning with U.S. Naval Education and Training Command (NETC) Learning Centers. NETSAFA staff also develops working relationships with an ever expanding list of training providers outside the NETC domain to help fulfill partner nation requirements.

In some instances technical learning or physical conditioning gaps must be filled prior to international students attending U.S. Navy courses. The NETSAFA International Training Center (NITC) staff uses flexibility and creativity to develop one-of-a-kind training solutions where none currently exist. NITC also provides stand-alone Professional Military Education resident courses in Leadership, Anti-terrorism/Piracy, and Manpower, Personnel, Training, and Education.

Financial execution of SA/SC programs demands a detailed understanding of intricate federal regulation. Additionally, new programs are introduced in which successful execution requires working with SCC policy offices to develop financial solutions while remaining within regulatory limits. The Financial Management Division brings together a complete toolkit of functional skills operating as a single unit and integrated with command program management efforts to help fulfill NETSAFA execution requirements through case closure.

Fundamental to successfully meeting education and training requirements is ensuring education and training sources are keeping up with ever-changing requirements. Defense relations and force structures are constantly changing, and education and training must keep pace. NETSAFA staff maintains an active dialogue with training providers and those with requirements to ensure courses are current and new courses are initiated when necessary. At the same time, we occasionally need to reach back for archived training to fulfill requirements for our international customers.



Students from the Patrol Craft Officer course at the Naval Small Craft Instruction and Technical Training School (NAVSCIATTS) during a field training exercise.

The Support

Outstanding customer service results from the entire team working in well-coordinated fashion. Program managers and financial managers can respond to requirements only with the assistance of the command's core support offices performing critical functions:

- New courses are created, costs determined and updated annually, and old courses retired in support of changing requirements.
- Education and training events are billed uniquely for SA/SC programs; resources are transferred following specific regulatory procedures, and case closure processes require detailed follow-through.



- Program Element monitoring, SA/SC time monitoring, and other metrics are closely tracked and reported to determine resource allocation for NETSAFA and the SCC.
- SA/SC programs require considerable contract support by individuals with expertise in federal contract development, execution, and oversight.
- Effective course quota management and course disclosure processes require unique knowledge bases and experience.
- Information Technology (IT) expertise allows the command to maintain effective connectivity with supporting SA/SC databases and associated processes as they proceed through their lifecycles.
- Business sustaining requirements, including SA/SC workforce training, are fulfilled daily to allow each NETSAFA member to fulfill their responsibilities.
- Command travel requirements and prerequisites, mandatory federal training, SA/SC correspondence, and other command documentation are all executed and tracked by staff members with necessary expertise and experience.

The command also provides international student management training for a community of active duty and civilian International Military Student Office (IMSO) personnel throughout the NETC domain and among other training providers. These individuals are often the first U.S. contact and the “first impression” for international students arriving for training. Their people skills and ability to help international students transition into an unfamiliar environment set the stage for positive American experiences.

Command Objectives

“For more than two centuries, U.S. Sailors, Marines, and Coastguardsmen have worked together to develop international partnerships and capabilities, prevent war, and be ready to defend the nation’s interests.” – 2013 Maritime Security Cooperation Policy

Maintaining the Foundation; Preparing for the Future, 2015 – 2020

As noted previously, maintaining excellence in mission performance requires constant monitoring and evaluation of our working environment and the fundamentals of our business. The following command objectives highlight the primary command functions necessary to excel at accomplishing NETSAFA’s mission, with direction to evaluate performance and make change recommendations when opportunities exist. Responsible NETSAFA positions are identified in corresponding parentheses.

1. Develop and maintain progressive relationships with the SCC.

(Commanding Officer, Deputy Director, Strategic Planner)

- Participate in SA/SC policy forums and provide international education and training expertise to the SCC.
- Highlight international education and training events, initiatives and concerns to the SCC.
- Identify new international education and training initiatives as SA/SC policies evolve. Highlight evolving Maritime Service training opportunities as new training requirements emerge.



2. Maintain a command climate conducive to performing NETSAFA's mission and maintaining its vision.

(Commanding Officer, Deputy Director)

- a. Use available Department of Defense (DoD) tools to routinely evaluate the working environment.
- b. Monitor the command, with the support of department heads and supervisors, to ensure the command's Guiding Principles are consistently applied to daily activities.
- c. Monitor the command, with the support of department heads and supervisors, to ensure adherence to U.S. Federal guidelines for Equal Opportunity, Equal Employment Opportunity, workplace diversity/inclusion, and the prevention of harassment.

3. Hire, train, and maintain a motivated, highly-qualified SA/SC workforce.

(Deputy Director, Department Heads, supported by Human Resources Office)

- a. Use available Federal hiring tools to identify individuals with the best potential for excelling in the performance of the SA/SC mission. When necessary, make recommendations to adjust Federal hiring practices to improve the selection process for candidates.
- b. Identify and execute departmental training plans designed to develop specifically required SA/SC mission skills; establish a climate that encourages staff members to expand their expertise to promote new opportunities.
- c. Ensure human capital and community management practices are equitable, accountable, transparent, and in compliance with U.S. Federal law.

4. Develop and execute solutions for partner nation education and training requirements.

(N3 Department Head, supported by Country Program Managers)

- a. Apply the full scope of SA/SC tools, relationships, and personal initiative to produce effective solutions.
- b. Maintain a constant posture of evaluating SA/SC execution processes and recommend improvements when able.

5. Lead the Maritime Services' international education and training community development.

(N3 Department Head)

- a. Work with the SCC to evaluate SA/SC case execution initiatives relative to education/training programs.
- b. Monitor the Navy IMSO community for performance of international student management procedures. Conduct regular IMSO training events to maintain a world-class level of performance.
- c. Initiate efforts with Navy IPO staff and Maritime Service material systems commands to improve education and training integration for material acquisition cases.
- d. Evaluate, in coordination with the Strategic Planner, new international education and training requirements and develop solutions.



- e. Evaluate student feedback from international courses to determine whether current education and training is meeting international training requirements.

6. Develop specialized resident and exportable training solutions when required to improve international student training completion rates. Develop specialized International training course solutions when requested when training solutions are not available with another training provider.

(NITC and N3 Department Heads)

- a. Work with follow-on training providers to ensure preparatory training adequately prepares the International Military Student to meet the challenges of their follow-on training..
- b. Demonstrate the flexibility and out-of-the-box thinking necessary to create unique training to meet the international customer's need when the transitional training providers cannot.

7. Provide financial management solutions and support for SA/SC case requirements from case development through case closure.

(N8 Department Head, supported by Financial Managers)

- a. Collaborate with DoD financial offices to ensure proper execution of SA/SC activities; provide education and training financial expertise for SA/SC programs as requested.
- b. Provide course management support (new course development, course costing, etc.) for Maritime Service training providers.
- c. Evaluate current financial execution processes and recommend process changes when necessary.

8. Ensure international education and training considerations are addressed throughout the development of new SA/SC IT systems and the evolution of current systems.

(N4 Department Head, supported by N3 and N8 Department Heads)

- a. Actively engage with SCC IT staffs during the development of SA/SC IT systems to ensure education and training requirements are appropriately incorporated.
- b. Throughout SA/SC IT program lifecycles, evaluate performance with respect to education and training requirements and recommend process changes when necessary.

All photography Courtesy U.S. Navy

ⁱ Department of the Navy International Programs Office Strategic Plan.

ⁱⁱ Defense Security Cooperation Agency's Vision 2020.

ⁱⁱⁱ DSCA's Vision 2020 defines the SCE as the network of entities engaged in any element of security cooperation programs, either as providers or beneficiaries.





Capt. Dave Welch, commanding officer of Surface Warfare Officers School, gives a tour of the school to Commander in Chief of the People's Liberation Army (Navy) Adm. Wu Shengli.



Pilots from the Vietnam People's Navy participate in aircraft familiarization training in an MH-60R Sea Hawk helicopter with pilots from Helicopter Maritime Strike Squadron (HSM) 35, Detachment 2.



Chief of Naval Operations (CNO) Adm. Jonathan Greenert speaks to a group of students attending the Maritime Component Commander Flag Course. The course is designed for U.S. and international flag officers to build networks of trust and communication.



U.S. and Philippine pilots and aircrewmembers participate in an aviation symposium during Cooperation Afloat Readiness and Training (CARAT) Philippines 2013.



A procession of U.S. Naval War College faculty members enters a tent on Dewey Field at Naval War College in Newport, Rhode Island for a graduation ceremony. One-thousand five-hundred eighteen joint military, civilian, and international students graduated from the college.



The Royal Australian Navy Collins-class submarine HMAS Sheean (SSG 77) arrives at Joint Base Pearl Harbor-Hickam after participating in Rim of the Pacific (RIMPAC) Exercise 2014. RIMPAC provides a unique training opportunity critical to ensuring the safety of sea lanes and security on the world's oceans.

