

# **Final Implementation Guidelines for the DoD Security Cooperation Workforce Certification Program 2.0**

## **INTRODUCTION**

This document describes the updated Department of Defense (DoD) Security Cooperation (SC) Workforce Certification Program, hereafter referred to as Certification 2.0, and how it will be implemented. It is a follow-on to the “Interim Implementation Guidelines for the DoD Security Cooperation Workforce Certification Program 2.0” signed on November 6, 2023. The changes outlined in this document will be included in a forthcoming update to DoD Instruction (DoDI) 5132.15, “Implementation of the Security Cooperation Workforce Certification Program,” dated May 7, 2021.

Development of the initial DoD Security Cooperation Workforce Certification Program (SCWDP) began in 2017. The program was rolled out in 2020 and became mandatory for the DoD Security Cooperation Workforce on May 7, 2021. The transition from the initial certification program to this Certification 2.0 refresh is the result of a planned review, conducted in 2023, which showed us that the initial program was already out-of-date given the fast pace of change in the world of Security Cooperation. The most significant changes include a U.S. National Defense Strategy that places significant emphasis on Security Cooperation and a subsequent National Defense Strategy Implementation report and action plan with specific SCW-related tasks; lessons learned from the first four years of certification program implementation; establishment of SC as a DoD Functional Community in August 2023; and the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2024, which substantially updates Title 10 of the United States Code, Section 384 “Department of Defense Security Cooperation Workforce Development.”

Among other findings, the review showed us that the initial tranche of courses was inadequate for DoD’s needs; that the academic program lacked the flexibility and resiliency DoD requires in light of the COVID pandemic and other potential disruptions; that the courses were clustered in academic Areas of Concentration (AoC) that were too broad to be useful; and that SCW leadership development had to take place in parallel with SC-specific development in order to ensure we are growing a generation of leaders rooted in the practice of SC. Certification 2.0 addresses these shortcomings and more.

## **BACKGROUND AND PURPOSE**

SC is a critical national security tool that supports DoD’s strategic approach identified in the National Defense Strategy (NDS) to strengthen and deepen U.S. relationships with allies and partners. The NDS also prescribes an integrated deterrence approach with allies and partners, which cannot be achieved without a fully professionalized SCW. Additionally, SC programs and activities are valued collectively at more than \$60 billion annually and are executed by nearly all DoD Components.

Given the importance of SC, personnel involved in SC programs and activities must be appropriately identified in DoD manpower systems of record and have the training and experience necessary to carry out their responsibilities. To address this need, the National Defense Authorization Act for Fiscal Year 2017 enacted 10 U.S.C. § 384, “Department of Defense Security Cooperation Workforce Development.” Section 384, as updated by the NDAA for FY2024, provides that the Secretary of Defense shall establish the Department of Defense Security Cooperation Workforce Development Program, identifies SCW certification as a mandatory element of that program, and designates the Director of the Defense Security Cooperation Agency (DSCA) as the program manager.

## **APPLICABILITY**

All members of the SCW—which includes members of the armed forces and civilian employees of the DoD who routinely perform SC functions—are required to be identified in the manpower systems of record and fully participate in the Certification Program. See Annex 1 for additional information about SC and the SCW.

Note that the SCW does not include private sector employees providing services under contract with DoD (e.g., “contractors”) or locally employed staff and foreign service nationals (LES/FSNs). As a result, those personnel are not subject to the requirements of the Certification Program, nor are they eligible for certification. Training could be available to them as specified in the terms of the contract (for contractors) or when requested by the combatant command (for LES/FSNs).

## **LABOR RELATIONS OBLIGATIONS**

The Defense Civilian Personnel Advisory Service (DCPAS) completed a National Labor Union consultation process before the initial certification program was implemented. The changes in Certification 2.0 were also reviewed by the National Labor Union representatives and will be reviewed again when DoDI 5132.15 “Implementation of the Security Cooperation Workforce Certification Program” is updated.

Before DoD Components begin implementation of Certification 2.0, they may have bargaining obligations at local level. The DoD Components are responsible for ensuring those local-level obligations are met.

## **CERTIFICATION 2.0 PROGRAM OVERVIEW**

- There are tens of thousands of civilian and military positions in the DoD with substantive Security Cooperation responsibilities. DoD personnel assigned to those positions are members of the SCW (see Annex 1).
- All members of the SCW are required to obtain an appropriate SCW certification. SCW members must maintain their certification while they remain in an SCW position.
- Implementation of the Certification 2.0 refresh begins on October 1, 2024.

- There are three major elements of the program:
  - Core competencies / courses for certification from the DSCU and the Defense Acquisition University (DAU) in a particular Functional Area (FA) and certification level as determined by the Program and DoD Components (see pages 3-7). A “test-through” option will be available for many of the mandatory courses so that experienced SCW personnel can be quickly certified. Leadership training is assigned as appropriate to the grade/rank, based on the DoD Civilian Leader Development Continuum.
    - Note that leadership training will constitute a fourth Certification 2.0 program element when DoDI 5132.15 is updated.
  - Experience in positions in the SCW with the appropriate FA and certification level requirements (see page 10).
  - Continuous learning to maintain a certification once it is obtained (see pages 10-11).
- DSCU is responsible for managing the Certification Program. DSCU may delegate some program management responsibilities to other DoD Components with 1,000 SCW positions or more but retains overall responsibility for program standards and waivers (see pages 12-13).
- There are four governance and engagement bodies that are new for Certification 2.0, including the SC Functional Community Manager Stakeholder’s Board, which is led by the Assistant Secretary of Defense for Strategy, Plans, and Capabilities (ASD SPC); the Senior SCW Leadership Group, which is led by the DSCA Director; the Component Functional Community Manager’s Advisory Board, which is led by the DSCU President; and the SCW Component Functional Community Manager’s Working Group, which is led by the DSCU SCW Program Manager (see pages 13-15).

## **CERTIFICATION PROGRAM ELEMENTS**

There are currently three elements of Certification 2.0: Courses to address core competencies and leadership; experience; and continuous learning. Note that when DoDI 5132.15 is updated it will distinguish between core competency training and leadership training by splitting them into their own respective program elements, increasing the total to four program elements.

### **PROGRAM ELEMENT: CORE COMPETENCIES / COURSES AND LEADERSHIP**

The mandatory courses are intended to develop a common set of skills and knowledge in specific segments of the workforce. The SC competencies were agreed to by the enterprise in 2018 and are a critical anchor for all curricula. As with the DoD Financial Management (FM) and Acquisition Certifications, the new SCW Certification Program will feature mandatory competencies at each level of certification. The SC Community previously identified nine core competencies for members of the SCW (a tenth competency was derived from existing agreed competencies as a result of the 2022 DSCA review):

- (1) **Country/Regional Orientation and Awareness** - Develop and maintain an understanding of the country's or region's cultural, economic, political, and security environment.
- (2) **Strategy and Policy Development** - Develop and support strategies, policies, guidelines, and key considerations associated with security cooperation. Identify, assess, and execute security cooperation programs and activities to achieve political and military objectives.
- (3) **International Armaments Cooperation Activities/Programs** - Identify, assess, plan, develop, negotiate, and execute International Armaments Cooperation activities and programs.
- (4) **Sales and Transfers** - Identify, assess, plan, implement, execute, and manage the acquisition, delivery, monitoring, and disposal of articles and services (e.g., education and training, technical assistance, etc.) for international customers and partners.
- (5) **International Program Planning and Execution** - Develop international aspects of program acquisition strategies. Plan and implement defense exportability features and efforts.
- (6) **Security Cooperation Planning and Execution** - Develop and execute SC plans supporting combatant commanders' Theatre Campaign Plans.
- (7) **Assessment, Monitoring, and Evaluation** - Assess, monitor, and evaluate SC programs, activities, and initiatives.
- (8) **Political-Military (POLMIL) Activities** - Identify, assess, and execute SC programs and activities to achieve political and military objectives.
- (9) **Security, Foreign Disclosure, and End-Use Controls** - Develop and implement security (e.g., technology, physical, information assurance), foreign disclosure, and end-use controls policy, guidelines, and procedures.
- (10) **Capability Development** - The act of advising allies and partner nations on the identification and creation of institutional capabilities necessary to successfully absorb, employ and sustain desired operational capabilities.

Each position in the SCW is assigned an FA and a certification level by the respective DoD Component. Note that FAs are a refinement of the current AoC structure. For now, they will provide greater specificity to the existing AoCs. When DoDI 5132.15 is updated, FAs will completely replace AoCs.

These assignments help to ensure that SCW members take the competency-based courses that best meet the requirements of their assigned positions. FA and certification level assignments are recorded in the appropriate military department or Fourth Estate manpower system of record.

DoD Components should review the recommended FAs and certification levels for each SCW position and ensure positions are coded in the appropriate military department or Fourth Estate manpower system of record.

Key SCW positions and billets, hereafter referred to as “Key SCW Positions,” are those SCW positions and billets with duties and responsibilities that require the incumbent to issue guidance, make decisions, or direct SC activities that directly affect the execution of SC programs or activities. DoD Components are responsible for determining which of their SCW positions and billets are Key SCW Positions.

SCW members must complete required courses for certification that are based on the assigned FA and certification level. Certification courses will be offered by DSCU or DAU. SCW members register for their required courses via the DSCU website ([www.dscu.edu](http://www.dscu.edu)).

- **Functional Areas (FA)** - It is important not to confuse competencies with the new FAs. One of the foundational enhancements of Certification 2.0 is the introduction and implementation of FAs to refine, and eventually replace the AoCs, which were insufficiently specific. SCW members will select a Primary FA (Levels I, II, III) as well as a Secondary FA (Levels II and Level III).
- **Policy and Resourcing** -This includes developing and issuing security assistance and SC policies and providing policy guidance (e.g., release of U.S. military technology and technical data), and planning and designing SC programs and activities.
- **Foreign Military Sales (FMS) and Foreign Military Financing** - This includes the group of programs authorized by the Foreign Assistance Act of 1961 (as amended), the Arms Export Control Act of 1976 (as amended), and other related statutes by which the United States provides defense articles, by grant, loan, credit, or cash sales, in furtherance of national policies and objectives. This includes the oversight, direction, and administration of security assistance programs that provide defense articles, military training, and other defense related services, by grant, credit, cash, sale, lease, or loan. This function is typically performed by DSCA and the Implementing Agencies.
- **Building Partner Capacity/DoD Train and Equip** - This FA includes conducting mid- and long-range planning programming and budgeting for security assistance and security cooperation programs. This function includes Title 10 and Title 22 programs and activities that provide materiel assistance and related tactical and operational training to partners to develop specific defense capabilities (e.g., the consolidated train-and-equip programs). Including all relevant processes and resourcing mechanisms.
- **Advise, Train, and Educate** - This function includes programs and activities that help a partner nation develop more effective defense institutions, ensuring effective oversight, management and execution of logistics, personnel, and resource management, strategy, policy, and doctrine. It also includes programs and activities that support participation of partners in relevant multilateral education and training programs to educate partners on specific topics (e.g., the Regional Centers for Security Studies, the Inter-American Air Forces Academy, and international engagement authorities for Service Academies). Finally, this function includes programs and activities that enable U.S. forces to meet training

requirements and improve readiness with the benefit of helping partners develop skills and operational concepts in line with U.S. interests.

- **Security Cooperation Organization (SCO)** - This function is focused on SC activities conducted by a SCO. This would typically include most members of the armed forces and civilian employees of the DoD working in SCOs overseas, as well as some combatant command (CCMD) staff.
- **Acquisition** - This area includes not only acquisition of items under FMS or Title 10 authorities, but also co-production programs and international arms cooperation. It focuses on acquiring defense articles and services using the DoD acquisition process for DoD's international partners.
- **State Partnership Program (SPP)** - This function is focused on SC activities planned and conducted by designated members of the National Guard's State Partnership Program.
- **Support Enablers (FM, HR, Legal, IT) \*** - This includes members of the major SC agencies and organizations (e.g., DSCA, Navy International Programs Office, et al.) that are engaged in support functions for SC but not in day-to-day operation or management of SC programs.

\*Support Enablers can only be coded as a Level I (Awareness/Foundational) for SC. Support Enablers do not have to complete a Primary FA. DSCU will offer specialized modules/courses for legal and FM professionals working in SC.

- **Assessment, Monitoring, and Evaluation (AM&E)** - This function includes SCW members who are responsible for reviewing and evaluating SC program performance.

**Certification Levels:** One of the deficiencies discovered during the review was that well over 50% of the SCW had self-identified as "Basic" (Level I). Given the relatively senior grades of the SCW workforce, this represented a mismatch between certification level and seniority. Certification 2.0 introduces more descriptive certification guidance to align grade/rank with proficiency levels. These titles maintain the four-tiered structure (Level I, Level II, Level III, and Level IV) while also indicating a change from the previous certification regime.

Certification 2.0 features four levels of proficiency: Foundational (Level I), Practitioner (Level II), Expert (Level III), and Executive levels (Level IV). To help improve their consistency with other DoD certification programs, including Acquisition and Financial Management, the updated DoDI 5132.15 will include the levels (I-IV) and will no longer refer to them by their descriptive names.

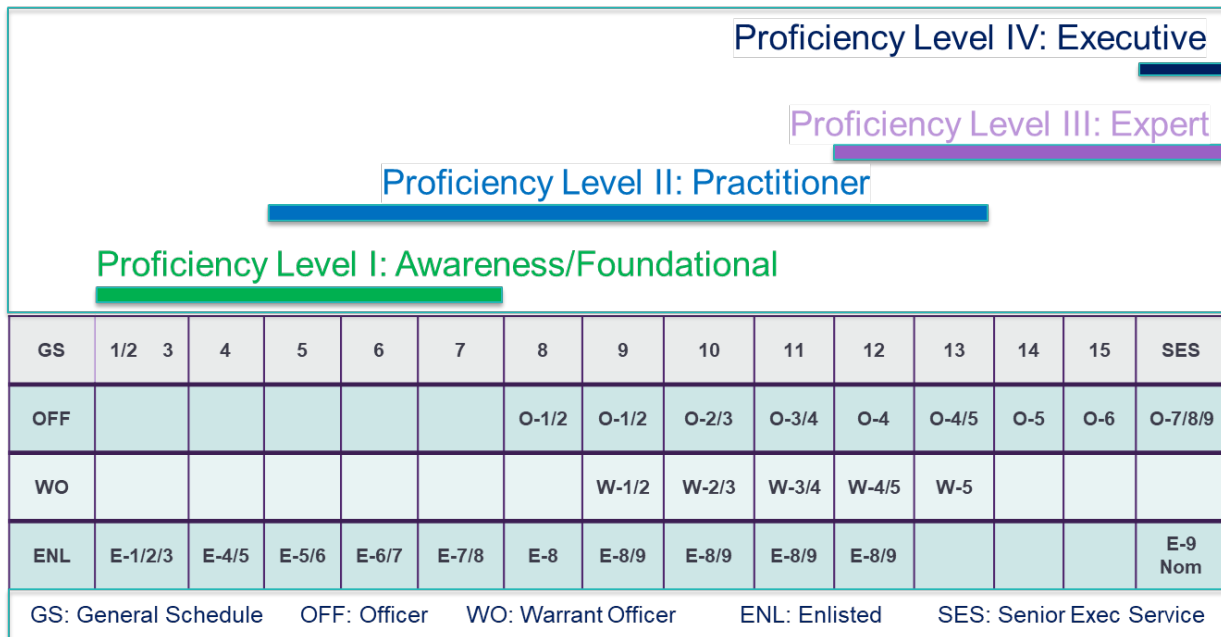
- Basic (Level I). Now re-titled as Awareness/Foundational – Foundational knowledge and understanding of core SC competencies necessary for all members of the SCW.
- Intermediate (Level II). Now retitled as Practitioner – Greater knowledge and understanding of the core competencies and specialized, technical knowledge and understanding of a Primary FA combined with supplemental knowledge and understanding of a Secondary FA. Capable of conducting analysis of SC issues and offering courses of action to decision-makers.
- Expert (Level III). Now retitled as Expert/Advanced – Deeper understanding of core competencies as well as of a Primary FA combined with supplemental knowledge and

understanding of a Secondary FA. Possesses advanced technical knowledge and understanding concerning SC as an instrument of U.S. national security that enable informed decision-making.

- Executive (Level IV). Executive – Tailored specifically to meet the training and knowledge requirements for general officers, flag officers (GO/FO), and Senior Executive Service (SES) members of the SCW, and nominative E9s who are in positions that require a broad foundation in SC.

Proficiency levels will be determined nominally by the rank of the position, which can be waived only by the DSCU President and the SCWDP-HCI Program Office (see Figure 1 Below).

Figure 1 Designating SC Certification Levels



*\*Support Enablers (Functional Area “D”) require Level I certification only*

See Annex 2 for a list of required courses by FA and certification level. The list may change over time. The most up-to-date list will be available on the DSCU website ([www.dscu.edu](http://www.dscu.edu)).

### Course Completion Deadlines

Beginning on October 1, 2025, SCW members will be required to complete their required certification courses by the following deadlines:

- Foundational (Level I) - One year to complete all required courses. Note that all SCW members require at least Foundational-level certification, including those designated in the Support Enablers FA.
- Practitioner (Level II) - Two years to complete all required courses, including core requirements, Primary FA requirements, and Secondary FA requirements.
- Expert (Level III) - Two years to complete all required courses, including core requirements, Primary FA requirements, and Secondary FA requirements.

The one-year deadlines for Foundational (Level I) course completion will be one year from October 1, 2025, for personnel who are SCW members at that point and whose positions are coded as Level I. For personnel who join the SCW in Level I-coded positions after that, the one-year deadlines will be one year from the day that they enter the SCW, which will be indicated by the DoD Component linking an individual to an SCW position or billet in the appropriate military department or Fourth Estate manpower system of record.

Likewise, the two-year deadlines for Practitioner (Level II) and Expert (Level III) course completion will be two years from October 1, 2025, for personnel who are SCW members at that point and whose positions are coded as Level II or III. For personnel who join the SCW in Level II or III-coded positions after that, the two-year deadlines will be two years from the day that they enter the SCW.

Note that it is possible to complete required certification courses substantially faster than the above deadlines at a reasonable pace.

### **Credit for Legacy Courses and the “Test-Through” Option**

Many SCW members previously completed training from DSCU or Defense Acquisition University (DAU). Those members often possess significant knowledge and experience regarding SC topics. Certification 2.0 is structured to acknowledge and provide credit for certain types of previous training.

SCW members in the SC Acquisition Management FA will receive Certification Program credit for any courses that they have already taken from DAU that are required in the SC Acquisition Management FA.

In addition, all Certification 2.0 courses will have a “test-through” option. This will allow experienced SCW members registered for those courses to take a pre-test. A member who scores high enough on the pre-test will automatically receive credit for having completed that course without needing to take the course.

### **Course Registration Prioritization**

Demand for certain resident courses may exceed the classroom seat capacity at DSCU, particularly in the first years of the Certification 2.0. To ensure that the SCW personnel most in



need of certain courses can take them as quickly as possible, course registration for Certification 2.0 courses will typically be prioritized in the following order:

- 1) DoD personnel assigned to Key SCW Positions taking a course that is required for certification.
- 2) DoD personnel assigned to Key SCW positions taking a course that is not required for certification but that is deemed necessary by the DoD Component based on the developmental needs of the person to fill the Key SCW position.
- 3) DoD personnel not in Key SCW positions taking a course required for certification.
- 4) LES/FSNs taking a course requested by the relevant CCMD.
- 5) Contractors taking a course required by the terms of the contract.
- 6) DoD personnel assigned to SCW positions (but not to Key SCW positions) taking a course for any other purpose.
- 7) Interagency partner personnel.
- 8) Contractors and foreign nationals that wish to take courses.

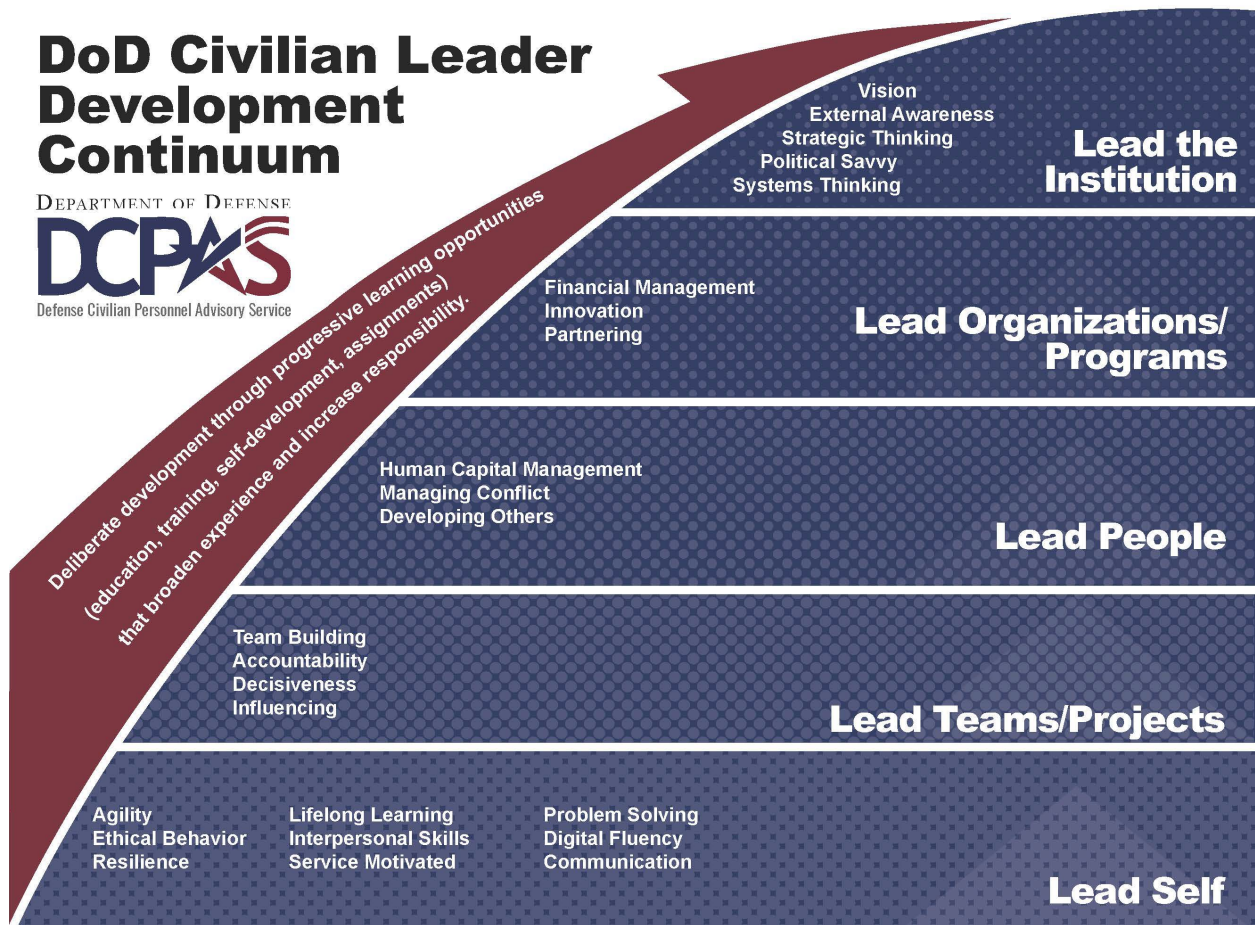
Components with a training requirement that cannot be met by this prioritization scheme should contact the DSCU Registrar to request assistance.

Identification of a Key SCW Position is made by the DoD Component based on guidance from DSCA. Personnel who are assigned to Key SCW Positions will be informed of the Key SCW Position designation by their DoD Component and advised of requirements associated with assignments to Key SCW Positions.

### **Leadership Training**

The Program will also require that civilian SCW members take leadership training appropriate to their grade or rank, based on the DoD Civilian Leader Development Continuum (Figure 2) for the appropriate proficiency level:

Figure 2: DoD Civilian Leader Development Continuum



**Foundational (Level I) requirements:**

- Lead Self level leadership training (offerings and equivalencies on the DSCU website).

**Practitioner (Level II) requirements:**

- Lead Teams/Projects level or Lead People level leadership training (offerings and equivalencies on the DSCU website).

**Expert (Level III) requirements:**

- Lead Organizations/Programs level or Lead the Institution level leadership training (offerings and equivalencies on the DSCU website).

## **PROGRAM ELEMENT: EXPERIENCE**

SCW members must obtain one year of successful experience in the appropriate FA at the appropriate level (Foundational, Practitioner, Expert, and Executive) to be eligible for certification, starting from the individual's entry on duty (EOD) date. If the SCW member completes the course work and receives a performance review of "satisfactory" (or equivalent) or higher, they will receive credit for experience.

## **PROGRAM ELEMENT: CONTINUOUS LEARNING**

Continuous learning (CL) will help ensure that SCW members remain up to date after they complete their mandatory training and that they have continued opportunities to broaden and deepen their knowledge and skills.

The current requirement is for SCW members assigned to Basic (Level I), Intermediate (Level II), or Advanced (Level III) certification levels to complete 20 hours of CL every two years to obtain and maintain certification. Once DoDI 5132.15 is updated, that requirement will change as follows:

### **Foundational (Level I):**

- 40 hours of SC-related developmental opportunities every two years, which can include completion of an annual SC update course offered by DSCU.

### **Practitioner (Level II):**

- 60 hours of SC-related developmental opportunities every two years, which can include completion of an annual SC update course offered by DSCU.

### **Expert (Level III):**

- 80 hours of SC-related developmental opportunities every two years, which can include completion of an annual SC update course offered by DSCU.

DoD Components will track and maintain a record of the CL activities of their SCW members, including the type of activity, the topic, the source, and the hours completed. Completion of certification courses counts toward the CL requirement. CL credit for completion of Certification Program courses from DSCU will be automatically indicated in DSCU's Learning Management System (LMS).

CL events must be focused on SC-related topics for the hours to count toward the CL requirement. See Annex 1 for more information. CL events include, but are not limited to:

- Academic courses offered by DSCU and other DoD, U.S. Government, and private sector academic institutions.
- Functional (job skills) training courses offered by, or on behalf of, DoD components.
- Other professional activities, including active participation in seminars, lectures, symposia, conferences, workshops, and publishing in the field of SC.
- Job shadowing and other formal professional mentoring.

DSCA will review DoD Components' CL records periodically to develop lists of recommended courses and activities on the DSCU website and ensure that CL activities are in keeping with Certification Program requirements.

SCW members who are also part of other DoD Certification Programs (e.g., Defense Acquisition Workforce or Financial Management) may receive CL credit in both Certification Programs if the CL event meets the requirements for both programs.

## **CERTIFICATION PROGRAM 2.0 IMPLEMENTATION**

DSCA recommends that DoD Components require supervisors to meet with their SCW members soon after the Certification 2.0 is implemented to discuss the assigned FA and certification level and to create or revise an individual development plan (IDP) to identify and plan for Certification 2.0 requirements.

Based on the training and experience requirements, it may take years for an SCW member to complete the courses required for certification at the Practitioner (Level II) and Expert (Level III) levels. Therefore, succession planning is strongly recommended to ensure that there are qualified and capable workforce members ready to fill vacant Key SCW Positions at all levels, and vacant non-Key SCW positions at the Practitioner and Expert levels.

## **THE CERTIFICATION PROCESS**

### **ELIGIBILITY**

To be eligible for certification, an SCW member must:

- Complete all required training in the appropriate FA at the appropriate certification proficiency level;

- Meet the experience requirement of one year of experience in a position with the appropriate FA at the appropriate certification proficiency level with a fully successful evaluation; and
- Be in good standing with the program.

The Certification Program is a DoD program intended to meet and support overarching DoD goals. DoD Components may require Component-specific training for their SCW members in addition to the Certification Program requirements, but these Component-specific requirements are separate from SC certification and will not count towards certification requirements. As long as these Component-specific requirements are not duplicative with Certification 2.0 curriculum they may count towards continuous learning credits.

Certified SCW members who leave the SCW are not required to maintain their certification. They may, however, choose to do so by continuing to meet the CL requirement.

## **GOOD STANDING**

A certified SCW member must maintain that certification as long as they are in a SCW position. In order to maintain the certification, the SCW member must be in good standing with the Certification Program.

An SCW member who completes required courses by the course completion timeline (see page 8) and meets the CL requirement is in good standing with the program.

SCW members who are not in good standing may be subject to adverse personnel action by their DoD Components. This is consistent with other DoD certification programs.

## **CERTIFICATION AUTHORITY**

DSCA is the overall authority for the program and is responsible for, among other things:

- Program standards, including the FAs, certification levels, and required courses.
- Waiver authority for mandatory courses, experience, and CL requirements; and
- Assessments and audits of SCW data.

DoD Components are required to, directly or via the DoD Component that supports them:

- Review and update, as needed, recommended FA and certification levels for SCW positions in the appropriate military department or Fourth Estate manpower system of record.
- Identify SCW position and Key SCW Positions in DoD manpower systems of record (e.g., Fourth Estate Manpower Tracking System (FMTS), Defense Civilian Personnel Data System (DCPDS), Defense Civilian Human Resources Management System

(DCHRMS)) using the approved DoD SC codes (provided by DSCA in the Coding Guide).

- Update position descriptions (PD) and similar documents for SCW positions to indicate that personnel assigned to those positions are part of the SCW and that participation in the Certification Program is mandatory for SCW members, and to list the assigned FA and certification level.
- Newly classified PDs must include the approved DoD SC codes (provided by DSCA). DSCA published a separate Security Cooperation Coding Guide to support Certification 2.0 implementation in December 2023.
- Maintain updated entries in the appropriate military department or Fourth Estate manpower system of record for all SCW positions and personnel in those positions.

DSCA is working with DoD manpower system owners to maximize the automatic flow of data between systems of record and DSCU's LMS.

## **GOVERNANCE**

On August 14, 2023, the Under Secretary of Defense for Policy determined that SC was a DoD Functional Community in accordance with DoDI 1400.25. Volume 250, "DoD Civilian Personnel Management System" and designated the Assistant Secretary of Defense for Strategy, Plans, and Capabilities (ASD SPC) as the SC Functional Community Manager.

The establishment of the SC Workforce as a Functional Community provides a governance structure to engage in workforce planning and management, review and update agreed competency models and assess workforce competencies, identify mission-critical gaps, and identify and implement recruitment, development, and retention initiatives for the SC workforce.

Roles and responsibilities within the Security Cooperation Functional Community include:

**SC Principal Staff Assistant to the Secretary—Under Secretary of Defense for Policy (USDP):** Establishes policy and provides oversight of DoD Security Cooperation workforce development.

**SC OSD Functional Community Manager (OFCM)—ASD SPC:** Works with Component Functional Community Managers (CFCMs) to monitor and track implementation of DoD-wide workforce development, including the DoD SC Certification Program.

Governance bodies include:

### **SC Functional Community Manager Stakeholder's Board:**

Led by the ASD SPC. Its purpose is to provide information and serve as a decision-making forum for senior leaders across the DOD Security Cooperation Functional Community.

Membership includes general, flag officer, or Senior Executive Service-level representatives at

the 3 and 4-star levels from each of the offices of the Under Secretaries of Defense, the military departments and Services, the Joint Staff, the National Guard Bureau, the unified combatant commands, the Defense Intelligence Agency, Defense Technology and Security Administration, Defense Threat Reduction Agency, Defense Logistics Agency, Missile Defense Agency, and the National Security Agency. These organizations have a direct voice in the development, direction, and management of the Security Cooperation Functional Community. The SC Functional Community Manager Stakeholders Board meets at least annually.

**Senior SCW Leadership Group (formerly the SCW Senior Steering Board):**

Led by the DSCA Director. Its purpose is to provide strategic direction and oversight of the SCWDP. DSCA is responsible for management of the SCWDP, including of the Certification Program 2.0. Membership includes general, flag officer, or Senior Executive Service-level representatives from each of the offices of the Under Secretaries of Defense, the military departments and Services, the Joint Staff, the National Guard Bureau, the unified combatant commands, the Defense Intelligence Agency, Defense Technology and Security Administration, Defense Threat Reduction Agency (DTRA), Defense Logistics Agency, Missile Defense Agency, and the National Security Agency. These organizations have a direct voice in the development, direction, and management of the Certification Program. The SCW SSB meets at least annually.

**SCW Component Functional Community Manager's Advisory Board:**

Led by the DSCU President with members from the same organizations as the Senior SCW Leadership Group. Its purpose is to provide input and recommendations on SC workforce development policy and initiatives to the Senior SCW Leadership Group. Meetings are held monthly or at the request of the DSCU President.

**SCW Component Functional Community Manager's Working Group:**

Led by the DSCU SCW Program Manager with members from the same organizations as the Senior SCW Leadership Group. Its purpose is to provide working-level insights and expert analysis for SC workforce development policy and initiatives under consideration by the SCW Component Functional Community Manager's Advisory Board. Meetings are held monthly or at the direction of the DSCU President or request of the DSCU SCW Program Manager.

## ANNEX 1

### THE SECURITY COOPERATION WORKFORCE DEFINED

10 U.S.C. § 301 (Section 301) defines SC programs and activities as “any program, activity (including an exercise), or interaction of the Department of Defense with the security establishment of a foreign country to achieve a purpose as follows:

- (A) To build and develop allied and friendly security capabilities for self-defense and multinational operations.
- (B) To provide the armed forces with access to the foreign country during peacetime or a contingency operation.
- (C) To build relationships that promote specific United States security interests.”

This definition encompasses a broad range of activities and programs, which include but are not limited to:

- (A) Contacts between DoD officials and officials of foreign security establishments for a purpose defined in Section 301, not including local national labor negotiations;
- (B) Exchanges such as the Defense Personnel Exchange Program;
- (C) Partner country participation in exercises, including table-top exercises (TTX);
- (D) Education, such as partner country personnel attending professional military education and English language training courses;
- (E) Training and equipping, and enabling and supporting activities such as transportation and Building Partnership Capacity (BPC) or Foreign Military Sales (FMS) case management;
- (F) Operational support for partner country security forces;
- (G) Institutional Capacity Building;
- (H) Establishing and fostering intelligence cooperation; and
- (I) Cooperative research and development.

SC also includes security assistance programs and activities such as FMS, Foreign Military Financing (FMF), and International Military Education and Training (IMET) programs that are executed by DoD under the Foreign Assistance Act, the Arms Export Control Act, and other authorities generally aligned with the Department of State.

10 U.S.C. § 384 (Section 384) defines the Security Cooperation Workforce as:

“(1) Members of the armed forces and civilian employees of the Department of Defense working in the security cooperation organizations of United States missions overseas.



(2) Members of the armed forces and civilian employees of the Department of Defense in the geographic combatant commands and functional combatant commands responsible for planning, monitoring, or conducting security cooperation activities.

(3) Members of the armed forces and civilian employees of the Department of Defense in the military departments performing security cooperation activities, including activities in connection with the acquisition and development of technology release policies.

(4) Other military and civilian personnel of Defense Agencies and Field Activities who perform security cooperation activities.

(5) Personnel of the Department of Defense who perform assessments, monitoring, or evaluations of security cooperation programs and activities of the Department of Defense, including assessments under section 383 of this title.

(6) Other members of the armed forces or civilian employees of the Department of Defense who contribute significantly to the security cooperation programs and activities of the Department of Defense by virtue of their assigned duties, as determined pursuant to [guidance provided by the Secretary of Defense].”

The SCWDP therefore applies to DoD civilian employees and military (active or reserve) personnel who fall into the legally defined categories—regardless of the funding source for their position or billet.

The identification of individuals as being part of the SCW does not otherwise change their status or affiliation with their current organization. Such individuals will continue to be supervised by their current organization. However, failure of such individuals to meet certification or training standards established for the SCW may impair their eligibility to be assigned certain positions or tasks within the SC enterprise and may affect the capacity of their current organization to deploy such individuals in the most effective way.

The SCWDP applies to some military and DoD civilian personnel who are already part of the Defense Acquisition Workforce under the Defense Acquisition Workforce Improvement Act; another DoD workforce certification program, such as the DoD Financial Management Certification Program; or a DoD Component-specific program, such as the Air Force’s International Health Specialist Program.

Personnel identified as being part of the SCW will not lose their affiliation with their current DoD or DoD Component workforce, career field, career program, or functional area. They will participate in all certification and training programs that apply to their position and are eligible to participate in related developmental activities.

For example, a contracting officer responsible for acquisition of a defense system might be part of both the defense acquisition and the SCWs. The contracting officer would be required to meet

the standards of both workforce groups. Similarly, a Foreign Area Officer (FAO) assigned as the chief of a Security Cooperation Organization (SCO) position overseas would be required to meet DoD Joint FAO standards as well as SC standards for that position.

The Director of the DSCA will ensure that requirements for the SCWDP leverage existing DoD and DoD component certification programs, standards, and processes, such as those associated with joint force development, to the fullest extent possible. This will help DSCA meet program goals and requirements without creating an undue burden on individuals and organizations.

## ANNEX 2

### CORE COMPETENCIES BY PROFICIENCY LEVEL AND FUNCTIONAL AREA

This list is current as of the date of this document's publishing. It is subject to change. The most current version will always be available in the DSCU Course Catalog, which is available on the DSCU website ([www.dscu.edu](http://www.dscu.edu)).

**Core Competencies:** At all proficiency levels, all members of the workforce must take courses that address the now-mandatory core competencies: Introduction to SC; Capability Development; Political-Military Affairs; and Security, Foreign Disclosure, and End-Use Controls. Practitioners and Experts have an additional competency in Country/Regional Orientation and Awareness.

#### Level I (Foundational) Core Competencies

- Capability Development
- Political-Military Activities
- Security, Foreign Disclosure, and End-Use Controls
- Introduction to SC
- + a Primary Functional Area
- + (Civilians) Lead Self level leadership training

#### Level II (Practitioner) Core Competencies:

- Capability Development
- Political-Military Activities
- Security, Foreign Disclosure, and End-Use Controls
- Country/Regional Orientation and Awareness
- + a Primary Functional Area
- + a Secondary Functional Area
- + (Civilians) Lead Teams/Projects level or Lead People level leadership training

#### Level III (Expert) Core Competencies Courses:

- Capability Development
- Political-Military Activities
- Security, Foreign Disclosure, and End-Use Controls
- Country/Regional Orientation and Awareness
- + a Primary Functional Area
- + a Secondary Functional Area
- + (Civilians) Lead Organizations/Programs level or Lead the Institution level leadership training

#### **Level IV (Executive) Core Competencies:**

- Capability Development
- Political-Military Activities
- Security, Foreign Disclosure, and End-Use Controls
- + Focused Executive Training

#### **EXAMPLE CURRICULUM:**

##### **A Level I (Foundational) SC professional would have to take the following courses for core competencies:**

- Capability Development (Level I)
- Political-Military Activities (Level I)
- Security, Foreign Disclosure, and End-Use Controls (Level I)
- Introduction to SC (survey course)
- Lead Self course

##### **Additional Courses for Primary Tracks at Level I are as follows:**

- Policy and Resourcing— (Level I)
- FMS/F— (Level I)
- BPC— (Level I)
- Advise, Train, and Educate— (Level I)
- SCO—Foundational (Level I)
- Support Enablers—Introduction to SC Acquisition— (Level I)
- SPP/NG— (Level I)

##### **A Level II (Practitioner) SC professional would have to take the following courses for core competencies:**

- Capability Development (Level II)
- Political-Military Activities (Level II)
- Security, Disclosure, and End-Use Controls (Level II)
- Country/Regional Orientation/Understanding (Level II)
- Intermediate Topics in SC (Electives)
- Lead Teams course

##### **Additional Courses for Primary Tracks at Level II are as follows:**

- Policy and Resourcing—Practitioner Level II
- FMS/F—Practitioner Level II
- BPC—Practitioner Level II
- Advise, Train, and Educate—Practitioner Level II

- SCO—Practitioner Level II
- Support Enablers: none required at Level II
- Acquisition—Practitioner Level II
- SPP/NG—Practitioner Level II
- AM&E—Expert Level III

**A Level III (Expert) SC professional would have to take the following courses for core competencies:**

- Capability Development (Level III)
- Political-Military Activities (Level III)
- Security, Disclosure, and End-Use Controls (Level III)
- Advanced Topics in SC (Electives)
- Lead People course

**Additional Courses for Primary Tracks at Level III are as follows:**

- Policy and Resourcing— Level III
- FMS/F— Level III
- BPC— Level III
- Advise, Train, and Educate— Level III
- SCO— Level III
- Support Enablers: none required at Level III
- Acquisition— Level III
- SPP/NG— Level III
- AM&E— Level III

**Level IV (Executive):** Tailored specifically to meet the training and knowledge requirements for general officers, flag officers, and Senior Executive Service (SES) members, and nominative E9s of the SCW who are in positions that require a broad foundation in SC.

**A Level IV (Executive) SC professional would have to take the following courses for core competencies:**

- Capability Development (Level IV)
- Political-Military Activities (Level IV)
- Security, Foreign Disclosure, and End-Use Controls (Level IV)
- + *Focused Executive Training*