

**Army Regulation 11-31**

**Army Programs**

# **Army Security Cooperation Policy**

**Headquarters  
Department of the Army  
Washington, DC  
21 March 2013**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 11-31

Army Security Cooperation Policy

This major revision, dated 21 March 2013--

- o Documents the authorities under which Army Forces and organizations engage in security cooperation (throughout).
- o Adds an overview of Army security cooperation program planning, resourcing, execution, and assessment (throughout).
- o Explains how the Army supports the accomplishment, through security cooperation, of combatant commanders' theater and functional campaign plan objectives and the end states specified in the 2010 Guidance for Employment of the Force (throughout).
- o Documents the distinct roles of functional and theater Army service component commands in security cooperation planning and execution (throughout).
- o Identifies DA Pam 11-31 as a reference for Army security cooperation planners (throughout).
- o Establishes the roles and responsibilities relating to Army campaign support planning (throughout).

## Army Programs


### Army Security Cooperation Policy

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By Order of the Secretary of the Army:

RAYMOND T. ODIERNO  
*General, United States Army*  
*Chief of Staff*

Official:

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

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

**Summary.** This regulation updates the roles and responsibilities of Army organizations in Department of Defense security cooperation. It explains how the Army plans and executes Title 10, United States Code security cooperation activities by, with, or through theater Army service component commands in support of the geographic combatant commanders' theater campaign plans and the 2010 Guidance for Employment of the Force. It

provides an overview of the roles, responsibilities, authorities, and assessments associated with the Army's security cooperation activities.

**Applicability.** This regulation applies to the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

**Proponent and exception authority.** The proponent of this regulation is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–3/5/7 (DAMO–SSO), 400 Army Pentagon, Washington, DC 20310–0400.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–3/5/7 (DAMO–SSO), 400 Army Pentagon, Washington, DC 20310–0400.

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

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#### Contents (Listed by paragraph and page number)

#### Chapter 1

##### Introduction, page 1

##### Section I

##### General, page 1

Purpose • 1–1, page 1

References • 1–2, page 1

Explanation of abbreviations and terms • 1–3, page 1

Responsibilities • 1–4, page 1

##### Section II

*Policies and Procedures, page 1*

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\*This regulation supersedes AR 11–31, dated 24 October 2007.

## **Contents—Continued**

Overview of the Army's role in security cooperation • 1–5, *page 1*

Planning • 1–6, *page 1*

Resources • 1–7, *page 2*

Execution • 1–8, *page 3*

Assessments • 1–9, *page 3*

## **Chapter 2**

### **Roles and Responsibilities, *page 3***

Secretary of the Army • 2–1, *page 3*

Assistant Secretary of the Army (Acquisition, Logistics and Technology) • 2–2, *page 4*

Assistant Secretary of the Army (Manpower and Reserve Affairs) • 2–3, *page 4*

Assistant Secretary of the Army (Financial Management and Comptroller) • 2–4, *page 4*

Assistant Secretary of the Army for Civil Works • 2–5, *page 4*

The General Counsel • 2–5, *page 4*

Deputy Chief of Staff, G–1 • 2–6, *page 4*

Deputy Chief of Staff, G–2 • 2–7, *page 4*

Deputy Chief of Staff, G–3/5/7 • 2–8, *page 5*

Deputy Chief of Staff, G–4 • 2–9, *page 5*

Chief Information Officer/G–6 • 2–10, *page 5*

Deputy Chief of Staff, G–8 • 2–11, *page 5*

The Surgeon General • 2–12, *page 5*

Director, Army National Guard • 2–13, *page 6*

The Judge Advocate General • 2–14, *page 6*

The Provost Marshal General • 2–15, *page 6*

Commanders of Army commands • 2–16, *page 6*

Commanders of Army service component commands • 2–17, *page 6*

Commanders of direct reporting units • 2–18, *page 7*

## **Appendixes**

**A.** References, *page 8*

**B.** Internal Control Evaluation, *page 9*

## **Glossary**

# Chapter 1 Introduction

## Section I General

### 1–1. Purpose

This regulation explains how the Army develops capabilities and allocates resources in support of the Department of Defense (DOD) security cooperation (SC). In accordance with DODD 5132.03, SC is all interactions with foreign defense and security establishments that build allied and friendly military capabilities for self-defense and multinational operations; develop defense and security relationships that promote specific U.S. security interests, including all international armaments cooperation activities and security assistance activities; and provide U.S. forces with peacetime and contingency access to host nations. This regulation prescribes responsibilities and procedures for Army organizations within the planning, programming, budgeting, and execution (PPBE) and assessment framework in order to support the achievement of combatant command (COCOM) functional and theater end states.

### 1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

### 1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this publication are found in the glossary.

### 1–4. Responsibilities

Responsibilities are listed in chapter 2.

## Section II Policies and Procedures

### 1–5. Overview of the Army's role in security cooperation

*a.* The Guidance for the Employment of the Force (GEF), which is derived from the National Security Strategy and the National Defense Strategy, provides the strategic framework to shape DOD planning and prioritizes theater and functional end states for each COCOM. Using the GEF and its companion document, the Joint Strategic Capabilities Plan, the COCOMs develop functional or theater campaign plans to achieve those end states.

*b.* DOD organizations conduct SC activities in support of geographic combatant command (GCC) theater campaign plan objectives and the global and regional end states specified in the GEF. DODD 5132.03 states that SC activities “shall be planned, programmed, budgeted, and executed with the same high degree of attention and efficiency as other integral DOD activities.”

*c.* DODD 5100.01 states that the Army is the Nation's principal land force and promotes national values and interests by conducting military engagement, SC, and other activities.

*d.* Army service component commands (ASCCs) develop theater and functional campaign support plans that identify the SC capabilities required to achieve COCOM objectives. Headquarters, Department of the Army (HQDA) publishes the Army Campaign Support Plan (ACSP), as directed by the GEF, to detail how the Army develops and synchronizes those capabilities in support of campaign plan objectives and GEF end states.

*e.* The ACSP details how HQDA, Army commands (ACOMs), and direct reporting units (DRUs) support theater armies in the achievement of GCC theater campaign plan objectives. When required, these organizations may also support functional ASCCs in the achievement of functional combatant command functional campaign plan objectives.

*f.* The Army's role in SC may involve participation in a variety of overlapping military missions and U.S. Government foreign assistance activities (for example, security force assistance, foreign internal defense, security assistance, and security sector reform).

*g.* Legislation provides the Secretary of Defense and combatant commanders (CCDRs) with a number of authorities to conduct SC. The ACSP guides the Army approach toward managing and resourcing SC activities that support COCOM objectives. DA Pam 11–31 includes a list of SC programs for which the Army is currently responsible, as directed, for managing and/or executing.

*h.* Additional details related to the Army's role in SC planning, resourcing, execution, and assessment processes are found in DA Pam 11–31.

### 1–6. Planning

*a.* HQDA will provide Title 10, United States Code (10 USC) resources in support of SC demand. In order to establish SC demand, ASCCs must provide an annual status of their functional or theater campaign support plan.

Additionally, theater Armies will provide country SC plans to HQDA. Army planning cycles are not always synchronous with COCOM planning cycles or with partner nation planning timelines. GEF objectives, history, and trends of partnering activities can help forecast future SC requirements. No later than 31 March of each year and in accordance with paragraphs 1–6*b* and 1–6*c* below, those plans will—

- (1) Ensure SC activities support COCOM campaign plan objectives.
- (2) Include a list of proposed SC tasks and activities proposed for two fiscal years beyond the year the plan is published. Each activity will be described by subject, supported objective, location, date (by fiscal quarter), required funding, and forces.
- (3) Include an estimate of the funding and forces required to support each objective in the period from three to six years beyond the year in which the campaign plan is published.
- (4) Complement or synchronize with intergovernmental activities, whenever possible and in coordination with the COCOMs.

*b.* The Theater Security Cooperation Management Information System (TSCMIS) is the authoritative data source of DOD's SC activities worldwide and supports and justifies DOD SC resourcing decisions. Theater Armies and ASCCs responsible for SC programs will enter SC data into the TSCMIS of their supported COCOM, in accordance with that command's policy. No later than March 31 of each year, these organizations will ensure that all data within their COCOM TSCMIS accurately reflects current and planned SC event data within their geographic or functional area of responsibility for two years beyond the year the plan is published. Ensuring that data is fully entered by this date will enable HQDA to publish the ACSP by 30 September of each year and will support HQDA's responsibilities within the program objective memorandum cycle.

*c.* The Army Global Outlook System (ARGOS), maintained by HQDA, is the Army system of record for justification of SC planning and activities. ARGOS assists HQDA, theater Armies, functional and other supporting elements to understand SC demand and effectiveness, and to provide resources necessary to support program execution. HQDA, ACOMs, and DRUs will enter their SC activities into ARGOS in accordance with requirements established by the Deputy Chief of Staff (DCS), G–3/5/7. No later than March 31 of each year, these organizations will ensure that data within ARGOS accurately reflects current and planned SC event data for which they are responsible. Ensuring that data is fully entered by this date will enable HQDA to publish the ACSP by 30 September of each year, which supports HQDA's responsibilities within the program objective memorandum cycle. These requirements, an explanation of ARGOS, and instructions for accessing and using ARGOS are found in DA Pam 11–31.

*d.* Theater Armies and other organizations requesting reserve component (RC) or Army National Guard (ARNG) forces for noncontingency exercises, engagement, and mission support use the Army Training Information Management System (ARTIMS). AR 350–9, applicable to RC and ARNG forces, governs the use of ARTIMS. ARTIMS will not be used in lieu of TSCMIS or ARGOS.

*e.* Individual organizations may require SC and SC-related data to be entered into additional systems, to include ARTIMS, when requesting RC forces (see AR 350–9). Additional systems will never be in lieu of TSCMIS and ARGOS.

*f.* During the planning cycle, HQDA, ACOMs, DRUs, and functional ASCCs will coordinate proposed activities with the theater Army that supports the GCC responsible for the theater in which those activities will occur. If required, HQDA, ACOMs, and DRUs will also coordinate their activities with the functional ASCC that supports the functional COCOM responsible for the specific function those activities support.

## **1–7. Resources**

*a.* HQDA, through the Office of Army International Affairs (G–35), is the ultimate authority for validating select SC requirements for Army execution. The Office of Army International Affairs presents these requirements through the program evaluation groups during the PPBE process and works across the Army Staff (ARSTAF) resourcing community in order to validate the articulation of SC programs and requirements in order to support the achievement of COCOM functional and theater end states.

*b.* In accordance with 10 USC directives, HQDA directorates, theater Armies, ASCCs, ACOMs, and DRUs will submit SC resource requirements for consideration into the DOD PPBE and Global Force Management (GFM) processes to the appropriate Service or command. As part of the development of the ACSP, HQDA, theater Armies, ACOMs, ASCCs, and DRUs will submit those 10 USC SC resource requirements to the DCS, G–3/5/7.

*c.* To provide the means required to undertake SC, CCDRs provide SC requirements through the GFM process for validation by the Joint Staff. Once validated, requirements are passed to the appropriate Service force provider which will then source the unit capability to meet the requirement. Army conventional forces will be sourced in accordance with the force allocation decision matrix included in the GEF and the integrated requirement priority list. See AR 525–29 for a complete description of this process.

*d.* HQDA will receive from theater Armies and functional ASCCs annual summaries of Army-executed SC activities funded by non-Army sources.

## **1–8. Execution**

- a.* Most SC programs currently managed and/or executed by the Army are detailed in DA Pam 11–31.
- b.* SC programs and activities executed by Army conventional forces will be supported by, with, or through the theater Armies.
- c.* The Army will employ conventional forces to conduct SC activities. Forces can include, and are not limited to, theater assigned units, rotational units, units deployed under request for forces, mobile training teams, the ARNG, the U.S. Army Reserve, or a combination. Forces may be augmented as required by personnel from HQDA, ACOMs, and DRUs to support SC activities.
- d.* The Army may conduct SC independently through HQDA, functional ASCCs, ACOMs, and DRUs as described in DA Pam 11–31, in coordination with the theater Armies.
- e.* All SC executed by the Army in foreign countries will comply with the procedures described in the DOD Electronic Foreign Clearance Guide, which is available at <https://www.fcg.pentagon.mil/fcg.cfm>.
- f.* In accordance with DODD 5132.03, no Army civilian or military personnel will make any commitments involving U.S. programs, performance, or resources without the proper authority to do so.
- g.* In accordance with AR 380–10, Army components will comply with all laws and regulations governing the disclosure to foreign nations of classified, proprietary, and sensitive but unclassified information.

## **1–9. Assessments**

- a.* Assessments are conducted on a continual cycle that precede, guide, and conclude operations and activities. SC assessments are critical for determining progress toward COCOM campaign plan objectives. Assessments broadly consist of three actions—
  - (1) Monitoring the situation to collect relevant information.
  - (2) Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
  - (3) Recommending or directing action for improvement.
- b.* SC assessments require further information specific to working with partner nations. This will include, but is not limited to, collaborative planning and assessments with partner nation security forces and Department of the Army capability and capacity to support COCOM objectives.
- c.* Army organizations that plan SC activities will establish measures of performance and measures of effectiveness for those activities as a basis for assessing their progress towards specified SC objectives.
- d.* Theater Armies and functional ASCCs will enter post-activity assessment data in the TSCMIS of their supported COCOM.
- e.* HQDA, ACOMs, and DRUs will enter assessment data into ARGOS throughout the cycle of each activity and enter final activity data no later than 30 days after its conclusion. This process is described in DA Pam 11–31.
- f.* As part of the development of the ACSP, theater Armies and functional ASCCs will submit an assessment of progress towards combatant command objectives to the DCS, G–3/5/7 for review.

## **Chapter 2 Roles and Responsibilities**

### **2–1. Secretary of the Army**

The Secretary of the Army, in accordance with DODD 5132.03, will—

- a.* Coordinate SC policy guidance and campaign plans, and allocate resources to achieve objectives.
- b.* Develop a campaign support plan to conduct SC programs and activities in accordance with the GEF, in coordination with the Under Secretary of Defense for Policy.
- c.* Complete campaign support plan assessments and contribute to COCOM campaign plans, as appropriate, in accordance with 22 USC.
- d.* Serve as advisors to the Secretary of Defense on all matters of SC affecting or related to their respective departments' support to the CCDR, in coordination with the Under Secretary of Defense for Policy.
- e.* Provide recommendations to the Secretary of Defense to ensure the successful conduct of SC programs.
- f.* Conduct international armaments cooperation with eligible friendly foreign countries and international organizations in accordance with policies and criteria established by the Under Secretary of Defense (Acquisition, Technology and Logistics).
- g.* Conduct military education and training and sales of defense articles and defense services to eligible foreign countries and international organizations in accordance with policies and criteria established by the Under Secretary of Defense for Policy and the Director, Defense Security Cooperation Agency (DSCA).
- h.* Provide technical information and data, upon the request of the Under Secretary of Defense for Policy and the

Director, DSCA on weapons systems, tactics, doctrine, training, capabilities, logistic support, price, source, availability, and lead-time for developing and reviewing SC programs.

- i.* Maintain appropriate records and furnish prescribed reports as requested according to DODD 5015.2.
- j.* Provide qualified military and civilian personnel to carry out SC assignments according to approved tables of distribution and other authorizations, directives, and requests.
- k.* Ensure conformance with technology transfer, classified military information release, and disclosure policies for their respective areas of responsibility while conducting SC activities.
- l.* Assist the Undersecretary of Defense for Acquisition, Technology and Logistics and the Director, DSCA, as requested, in government-to-government or interdepartmental discussions or negotiations involving SC.

## **2-2. Assistant Secretary of the Army (Acquisition, Logistics and Technology)**

The Assistant Secretary of the Army (Acquisition, Logistics, and Technology) will—

- a.* Assign responsibility for all matters and policy related to security assistance, armaments cooperation, and export control programs. According to Department of the Army General Order (GO) 2012-01, the Secretary of the Army delegates to the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA (ALT)) principal responsibility for Army matters and policies related to acquisition, logistics, technology, procurement, the industrial base, security assistance, and armaments cooperation (see AR 70-41).
- b.* Execute the Army Munitions Control Program, security assistance, and armaments cooperation programs through the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA (DE&C)). As delegated, the DASA (DE&C) is the Army lead for these programs and has direct tasking authority over the Army's designated lead commands for the execution of assigned security assistance activities (see AR 70-41).
- c.* Specify the exact roles and responsibilities found in GO 2012-01.
- d.* Delegate DASA (DE&C) specific roles and responsibilities (full description of security assistance, training, and export policy is found in AR 12-1).
- e.* Execute specific programs that fall under security assistance, as directed by the Army, that are found in DA Pam 11-31.

## **2-3. Assistant Secretary of the Army (Manpower and Reserve Affairs)**

The Assistant Secretary of the Army (Manpower and Reserve Affairs) will—

- a.* Establish strategic direction for SC aspects of the PPBE process within the Assistant Secretary of the Army (Manpower and Reserve Affairs)'s assigned functions and responsibilities, including manning, readiness, training, force structure, and civil-military cooperation, per GO 2012-01.
- b.* Provide strategic guidance and supervision for SC policies, plans, and programs executed by the ARSTAF, to include the DCS, G-1 and DCS, G-3/5/7.
- c.* Develop Army force generation policy and supervise Army force generation efforts for Army support to SC.

## **2-4. Assistant Secretary of the Army (Financial Management and Comptroller)**

The Assistant Secretary of the Army (Financial Management and Comptroller) will—

- a.* Oversee the financial aspects of security assistance programs.
- b.* Develop the annual foreign military sales funding letter and obligation plan and monitor and execute security assistance program budgets.
- c.* Provide policy guidance regarding acquisition, transfer of logistic supplies, support, and services under acquisition and cross-servicing agreements.

## **2-5. Assistant Secretary of the Army for Civil Works**

The Assistant Secretary of the Army for Civil Works will direct the foreign activities of the U.S. Army Corps of Engineers, except for those activities that exclusively support U.S. military forces overseas.

## **2-5. The General Counsel**

The General Counsel will determine the Army's position on legal inquiries regarding security assistance, armaments cooperation, international agreements, munitions control plan implementation statutes and requirements or implementation issues, and furnishes legal counsel for negotiation of Army cooperative agreements.

## **2-6. Deputy Chief of Staff, G-1**

The DCS, G-1 will—

- a.* Participate in the ARSTAF review and approval process for Army security assistance team requests.
- b.* Manage and assess the impact of SC requirements necessary to meet unit and individual sourcing demands.

## **2-7. Deputy Chief of Staff, G-2**

The DCS, G-2 will—



- a.* Provide authority and guidance regarding the disclosure of classified military information and controlled unclassified information to foreign governments and international organizations.
- b.* Exercise HQDA responsibility for developing policy related to the institutional training of foreign disclosure necessary for Army support to SC activities and programs, in accordance with AR 380–10.
- c.* Provide guidance for all military intelligence-related SC training programs pertaining to the disclosure of classified or protected information.
- d.* Provide guidance and assistance for all disclosure issues related to doctrine, security assistance training programs, and combined and/or multinational exercises.
- e.* Review the proposed initial disclosures for SC programs to ensure compliance with National Disclosure Policy. Sponsor exceptions to National Disclosure Policy as required.
- f.* Review Army international armaments cooperation and export policies developed by the DASA (DE&C).
- g.* Monitor unit exchanges and advise the ARSTAF and hosting unit on disclosure and security implications.

## **2–8. Deputy Chief of Staff, G–3/5/7**

The DCS, G–3/5/7 will—

- a.* Maintain Army policy as it applies to SC, and ensure policy and programs for which DCS, G–3/5/7 is the proponent comply with Secretary of Defense guidance.
- b.* Develop, coordinate, and publish the ACSP in accordance with campaign support plan guidance in the GEF and the Joint Strategic Capabilities Plan.
- c.* Oversee the integration of ACSP into the PPBE process.
- d.* Support the DASA (DE&C) in reconciling foreign requests for defense articles and services and other SC program issues that involve the Department of the Army and for which the DASA (DE&C) is the tasking authority.
- e.* Ensure SC requirements are supported by conventional forces within the active Army, ARNG, and U.S. Army Reserve in accordance with GFM and Army sourcing processes.
- f.* Act as functional and program performance manager for Army 10 USC SC resources for which it is the proponent.
- g.* Serve as principal advisor to Chief of Staff, Army on the politico-military aspects of international affairs.
- h.* Maintain doctrine, policy, and guidance on matters related to the defense foreign language program and the Defense Foreign Language Institute.
- i.* Designate the Army senior language officer.
- j.* Serve as the proponent for AR 11–31 and AR 34–1.

## **2–9. Deputy Chief of Staff, G–4**

The DCS, G–4 will—

- a.* Provide advice and assistance to the ASA (ALT) in the area of logistics.
- b.* Monitor and support Army logistics operations associated with SC.
- c.* Provide guidance and policy to theater Armies and functional ASCCs to address theater-logistics and functional-logistics requirements.
- d.* Participate in ARSTAF SC programs related to logistics support and program standardization.
- e.* Ensure that the disclosure of classified and unclassified military information pertaining to logistics activities is in compliance with AR 380–10.

## **2–10. Chief Information Officer/G–6**

The Chief Information Officer/G–6 conducts specific roles and responsibilities as related to SC per AR 25–1.

## **2–11. Deputy Chief of Staff, G–8**

The DCS, G–8 will—

- a.* Seek and assess resources to meet unit and individual SC sourcing demand.
- b.* Provide personnel to participate in subject matter expert exchanges and host familiarization visits to U.S. Army Forces Command (FORSCOM) installations, as requested by theater Armies and functional ASCCs.

## **2–12. The Surgeon General**

The Surgeon General will—

- a.* Oversee the execution of duties and responsibilities as outlined in paragraph 2–18a of this regulation.
- b.* Provide advice and assistance to DSCA, the DASA (DE&C), U.S. Army Training and Doctrine Command (TRADOC), and other organizations as required for medical-related SC and assistance policy, procedures, and issues.

### **2-13. Director, Army National Guard**

The Director, ARNG will participate in planning and programming of ARNG support to SC activities and prepare and provide ARNG conventional forces to support COCOM SC objectives.

### **2-14. The Judge Advocate General**

The Judge Advocate General will act as the Army Office of Record for International Agreements and will provide technical and contractual safeguards to preclude the diversion of critical technology.

### **2-15. The Provost Marshal General**

The Provost Marshal General will serve as the ARSTAF representative for policing related to SC and assistance policy, procedures, and issues, to include law enforcement, criminal investigations, criminal intelligence fusion, corrections, forensics, physical security, high-risk personnel security, antiterrorism, and detention operations.

### **2-16. Commanders of Army commands**

Commanders of ACOMs supporting SC activities will provide institutional SC objectives to the DCS, G-3/5/7 for inclusion in the annual ACSP. In addition, ACOMs will enter event data into ARGOS in accordance with DA Pam 11-31, prior to and following execution. Ensure that the disclosure of classified and unclassified military information is in compliance with AR 380-10.

*a.* Commanding General, U.S. Army FORSCOM will—

(1) Source validated SC requirements within the GFM process for Army conventional forces units, as the Army Service Force Provider.

(2) Train assigned active Army conventional forces units and units to support COCOM SC requirements and objectives to ensure readiness.

(3) Prioritize and synchronize resources in accordance with the force allocation decision matrix and the integrated requirement priority list via the Army Force Generation Synchronization Board process. This includes the synchronization of language, cultural awareness, and advisor training and education with TRADOC, the 162d Infantry Brigade, and other agencies and organizations, as required.

*b.* Commanding General, U.S. Army TRADOC will—

(1) Design, develop, and integrate the operating concepts and doctrine required to support SC.

(2) Develop and execute SC training and education programs for operating and institutional Army personnel.

(3) Submit unfunded requests and/or use the training requirements arbitration panel process for SC capabilities development, training, and leader development and education requirements beyond base funding.

(4) Ensure that training efforts are synchronized with FORSCOM.

*c.* Commanding General, U.S. Army Materiel Command will—

(1) Receive, process, and execute approved Army SC programs, including foreign military sales of defense articles and services to eligible foreign governments.

(2) Manage planning, delivery, and life cycle support of equipment, services, and related training to U.S. allies and partners.

(3) Provide scientific and technical intelligence, foreign disclosure, and research and technology protection support to program executive officers and program managers to identify and protect critical technology and mitigate threats to Army technology throughout all phases of the acquisition life cycle from concept development through disposal.

### **2-17. Commanders of Army service component commands**

*a.* Commanders of all types of ASCCs and theater Armies will—

(1) Execute and coordinate SC in support of Army COCOM campaign plan objectives by, with, or through theater Armies. SC activities in support of functional end states will be carried out by functional ASCCs in coordination with theater Armies.

(2) Conduct SC that supports COCOM campaign plan objectives.

(3) Coordinate ACOM and DRU SC activities supporting COCOM objectives with the theater Army of the geographic area in which the activity will occur. If required, ACOM and DRU SC activities will be further coordinated with the functional ASCC responsible for the specific function the activity will support.

(4) Coordinate ACOM and DRU SC activities supporting institutional objectives through the theater Army responsible for the geographic region in which the activity will occur. If required, ACOM and DRU activities supporting institutional objectives will also be coordinated through the functional ASCC responsible for the specific function that the activity will support. These actions will ensure COCOM situational awareness of SC activities occurring in their geographic or functional area.

*b.* Commanders of theater Armies and functional ASCCs will—

(1) Support the CCDR by maintaining situational awareness of Army activities occurring in the geographic or

transregional theaters and providing recommendations to the CCDR as needed to fulfill theater or functional campaign plan objectives.

(2) Employ assigned forces to conduct regional and/or transregional SC engagements. If the ASCC lacks assigned forces with the required skills, it will request those forces using one of the following three processes: rotational force requirements, request for forces, or the institutional support requirement process.

(3) Integrate SC priorities into the integrated requirement priority list.

(4) Provide SC resource requirements to the DCS, G-3/5/7 to support the DOD PPBE and GFM processes.

(5) Provide annual summaries of Army-executed SC activities funded by non-Army sources to the DCS, G-3/5/7.

(6) Ensure that the disclosure of classified and unclassified military information is in compliance with AR 380-10.

c. Commanders of theater Armies will—

(1) Serve as the supported command for SC requirements that the Army is directed to accomplish in support of GCC campaign plan objectives.

(2) Support the GCC by identifying gaps in partner nation capabilities.

(3) Develop SC objectives to achieve GCC campaign plan objectives. Publish these objectives in the campaign support plan for use by all Army organizations that support SC in the theater.

(4) Enter SC data into the GCC TSCMIS throughout the assessment cycle.

d. Commanders of functional ASCCs will—

(1) Serve as the supported command for SC requirements that the Army is directed to accomplish in support of functional COCOM campaign plan objectives.

(2) Identify gaps in transregional capability that impact functional COCOM campaign plan objectives as required by the functional CCDR.

(3) Develop SC objectives to achieve functional COCOM campaign plan objectives as required by the functional CCDR. Publish these objectives in the functional campaign plan for use by all Army organizations that support SC in the transregional area.

(4) Ensure that functional SC activities are coordinated and/or deconflicted with the theater Army of the geographic region(s) in which the activity will occur.

(5) Enter SC data into the functional COCOM TSCMIS or similar system throughout the assessment cycle.

## **2-18. Commanders of direct reporting units**

DRU commanders that habitually support SC activities through enduring programs and partnerships will provide institutional SC objectives to DCS, G-3/5/7 for inclusion in the ACSP. Ensure that SC activities are requirements-based, accountable, long-term, and coordinated. Enter event data in ARGOS during the assessment cycle in accordance with DA Pam 11-31. Commanders of DRUs that do not support enduring programs and partnerships but that occasionally engage with international partners will use ARGOS to report to HQDA all instances of planning and execution of SC-related activities. Program data will be entered into ARGOS as outlined in DA Pam 11-31. Ensure that the disclosure of classified and unclassified military information is in compliance with AR 380-10.

a. Commander, U.S. Army Medical Command will—

(1) Advise and assist the Office of the Secretary of Defense, the Joint Staff, the CCDRs, the theater Armies, and other DOD organizations on policy issues pertaining to Army health system support.

(2) Ensure that medical information technology enterprise-related requirements and capabilities are validated and approved by the Chief Information Officer/G-6 (in accordance with AR 25-1).

(3) Assist and provide guidance to TRADOC and U.S. Army Materiel Command on international medical training at the institutional, organizational, and deployed levels.

b. Commander, U.S. Army Corps of Engineers will support ASCC and CCDR activities with nonmilitary engineer-specific expertise, as approved by the Assistant Secretary of the Army for Civil Works and will receive, process, and execute requests for Secretary of the Army engineering activities.

c. Commander, U.S. Army Installation Management Command will provide installation services to regional centers, security organizations, and colleges.

## **Appendix A References**

### **Section I Required Publications**

#### **DA Pam 11–31**

Army Security Cooperation Handbook (Cited in paras 1–5g, 1–5h, 1–6c, 1–8a, 1–8d, 1–9e, 2–2e, 2–16, 2–18.)

### **Section II Related Publications**

A related publication is a source of additional information. The reader does not have to read a related publication to understand this regulation. DOD publications are available at <http://www.dtic.mil/whs/directives/>. Joint publications are available at <http://www.dtic.mil/doctrine/>.

#### **AR 10–87**

Army Commands, Army Service Component Commands, and Direct Reporting Units

#### **AR 11–2**

Managers' Internal Control Program

#### **AR 12–1**

Security Assistance, Training, and Export Policy

#### **AR 25–1**

Army Knowledge Management and Information Technology

#### **AR 25–30**

The Army Publishing Program

#### **AR 34–1**

Multinational Force Compatibility

#### **AR 70–41**

International Cooperative Research, Development, and Acquisition

#### **AR 350–9**

Overseas Deployment Training

#### **AR 380–10**

Foreign Disclosure and Contacts with Foreign Representatives

#### **AR 525–29**

Army Force Generation

#### **ADP 3–0**

Unified Land Operations

#### **GO 2012–01**

Assignment of Functions and Responsibilities within Headquarters, Department of the Army

#### **DODD 5015.2**

DOD Records Management Program

#### **DODD 5100.01**

Functions of the Department of Defense and Its Major Components

#### **DODD 5132.03**

DOD Policy and Responsibilities Relating to Security Cooperation

**FM 3-07**  
Stability Operations

**FM 3-22**  
Army Support to Security Cooperation

**FM 3-93**  
Theater Army Operations

**JP 1-02**  
DOD Dictionary of Military and Associated Terms

**JP 3-0**  
Joint Operations

**JP 3-22**  
Foreign Internal Defense

**10 USC**  
Armed Forces (Available at <http://www.gpo.gov/fdsys/>.)

**22 USC**  
Foreign Relations and Intercourse (Available at <http://www.gpo.gov/fdsys/>.)

**22 USC 2151 et seq.**  
Foreign Assistance Act of 1961

**22 USC 2751 et seq.**  
Arms Export Control Act of 1976

**Section III**  
**Prescribed Forms**

This section contains no entries.

**Section IV**  
**Referenced Forms**

Except where otherwise indicated below, DA forms are available on the Army Publishing Directorate's Web site at <http://www.apd.army.mil>.

**DA Form 11-2**  
Internal Control Evaluation Certification

**DA Form 2028**  
Recommended Changes to Publications and Blank Forms

**Appendix B**  
**Internal Control Evaluation**

**B-1. Function**

The function covered by this evaluation is effective conduct of Army support of the COCOM theater campaign plan.

**B-2. Purpose**

The purpose of this evaluation is to assist HQDA with the evaluation of key internal controls listed. It is not intended to cover all controls.

**B-3. Instructions**

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, or simulation). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every five years.

Certification that the evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

**B-4. Test questions**

- a.* Does the DCS, G-3/5/7 review this regulation at least once every five years and update as necessary?
- b.* Does the DCS, G-3/5/7 update this regulation as command relationships change?
- c.* Do organizations requiring 10 USC funding use the PPBE process to channel requests to the DCS, G-3/5/7 for prioritization and submission?
- d.* Do theater Armies and/or ASCCs integrate and leverage authorities in order to achieve COCOM campaign plan objectives?

**B-5. Supersession**

This regulation supersedes AR 11-31, dated 24 October 2007.

**B-6. Comments**

Help make this a better tool for evaluating internal controls. Submit comments to the DCS, G-3/5/7 (Department of the Army Management Office-Stability Operations Division), 400 Army Pentagon, Washington DC, 20310-0400.

## **Glossary**

### **Section I Abbreviations**

#### **ACOM**

Army command

#### **ACSP**

Army Campaign Support Plan

#### **ADP**

Army Doctrine Publication

#### **AR**

Army Regulation

#### **ARGOS**

Army Global Outlook System

#### **ARNG**

Army National Guard

#### **ARSTAF**

Army Staff

#### **ARTIMS**

Army Training Information Management System

#### **ASA (ALT)**

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

#### **ASCC**

Army service component command

#### **CCDR**

combatant commander

#### **COCOM**

combatant command

#### **DA**

Department of the Army

#### **DA Pam**

Department of the Army Pamphlet

#### **DASA (DE&C)**

Deputy Assistant Secretary of the Army for Defense Exports and Cooperation

#### **DCS**

Deputy Chief of Staff

#### **DOD**

Department of Defense

#### **DODD**

Department of Defense Directive

#### **DRU**

direct reporting unit

**DSCA**

Defense Security Cooperation Agency

**FM**

field manual

**FORSCOM**

U.S. Army Forces Command

**GCC**

geographic combatant command

**GEF**

Guidance for the Employment of the Force

**GFM**

Global Force Management

**GO**

General Order

**HQDA**

Headquarters, Department of the Army

**JP**

Joint Publication

**PPBE**

planning, programming, budgeting, and execution

**RC**

reserve component

**SC**

security cooperation

**TSCMIS**

Theater Security Cooperation Management Information System

**TRADOC**

U.S. Army Training and Doctrine Command

**USC**

United States Code

**Section II****Terms****Army Campaign Support Plan**

The GEF requires the Services to publish a campaign support plan. This plan directs Army elements to provide resources using the focus areas as a “framework” to satisfy GEF end states.

**Army Global Outlook System**

An Army-specific SC database. ARGOS is a management tool that provides a common medium to develop, maintain, and manage a consistent and continuously updated view of Army SC engagements.

**Army Training Information Management System**

A Web-based Armywide application, hosted by FORSCOM and is accessible through nonsecure Internet protocol router and secure Internet protocol router. This is the system of record to manage regulatory and sourcing the Army Force Generation process of the RC exercise, engagements, and mission support (see AR 350–9). AR 350–9 governs



the process for ASCCs to use in order to request and ASCCs document approvals for specific RC training to further Joint objectives.

**Assessment (Army)**

Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity. Judgment of the motives, qualifications, and characteristics of present or prospective employees or “agents.” The continuous monitoring—throughout planning, preparation, and execution—of the current situation and progress of an operation and the evaluation of it against criteria of success to make decisions and adjustments (see Field Manual (FM) 3–22).

**Assessment (Joint)**

A continuous process that measures the overall effectiveness of employing Joint force capabilities during military operations. Determination of the progress toward accomplishing a task, creating an effect, or achieving an objective. Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity. Judgment of the motives, qualifications, and characteristics of present or prospective employees or “agents” (see Joint Publication (JP) 3–0).

**Building partner capacity**

The outcome of comprehensive inter-organizational activities, programs, and engagements that enhance the ability of partners for security, governance, economic development, essential services, rule of law, and other critical government functions. It is a whole of government approach and interagency effort (see Army Doctrine Publication (ADP) 3–0).

**Building partnership capacity**

Targeted efforts to improve the collective capabilities and performance of the DOD and its partners.

**Combatant command**

A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. COCOMs typically have geographic or functional responsibilities (see JP 1–02).

**Direct reporting unit**

An Army organization comprised of one or more units with institutional or operational support functions, designated by the Secretary of the Army, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a HQDA principal and/or ACOM and operate under authorities established by the Secretary of the Army (see AR 10–87).

**Foreign internal defense**

Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security (see JP 3–22).

**Functional campaign plans**

Plans developed by functional COCOMs that focus on translating global strategies into operational activities through the development of an operation plan for a campaign (see DODD 5132.03).

**Functional Army service component command**

ASCC assigned to a functional COCOM with transregional responsibilities. Functional ASCCs’ objectives and end states are often global in nature.

**Functional combatant command**

A COCOM established by the unified command plan that sets forth basic guidance, missions, responsibilities, and force structure as well as specifies functional responsibilities (see JP 1–02).

**Geographic combatant commander**

A COCOM established by the unified command plan that sets forth basic guidance, missions, responsibilities, and force structure as well as delineates the general geographical area of responsibility (see JP 1–02).

**Guidance for the Employment of the Force**

The GEF translates national security objectives into DOD priorities and comprehensive planning direction to guide components in employment of DOD forces. The GEF ensures a top-down, strategy driven approach to planning and executing DOD operations and activities.

**Security assistance**

Group of programs authorized by the Foreign Assistance Act of 1961 (22 USC 2151 et seq.), as amended, and the Arms Export Control Act of 1976 (22 USC 2751 et seq.), as amended, or other related statutes by which the U.S. provides defense articles, military training, and other defense-related services, by grant, loan, credit, or cash sales in furtherance of national policies and objectives. Those elements of security assistance that are administered by the Department are considered a subset of SC (see DODD 5132.03).

**Security cooperation**

Activities undertaken by the DOD to encourage and enable international partners to work with the U.S. to achieve strategic objectives. It includes all DOD interactions with foreign defense and security establishments, including all DOD-administered security assistance programs that build defense and security relationships; that promote specific U.S. security interests, including all international armaments cooperation activities and security assistance activities; develop allied and friendly military capabilities for self-defense and multinational operations; and provide U.S. forces with peacetime and contingency access to host nations (see DODD 5132.03).

**Security force assistance**

The unified action to generate, employ, and sustain local, host-nation, or regional security forces in support of a legitimate authority (see FM 3-07).

**Stability operations**

An overarching term encompassing various military missions, tasks, and activities conducted outside the U.S. in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (see FM 3-07).

**Shape**

Shape phase missions, task, and actions are those that are designed to dissuade or deter adversaries and assure friends, as well as set conditions for the contingency plan and are generally conducted through SC activities. Joint and multinational operations and various interagency activities occur routinely during the shape phase. Shape activities are executed continuously with the intent to enhance international legitimacy and gain multinational cooperation by shaping perceptions and influencing adversaries' and allies' behavior; developing allied and friendly military capabilities for self-defense and multinational operations; improving information exchange and intelligence sharing; providing US forces with peacetime and contingency access; and mitigating conditions that could lead to a crisis in accordance with JP 3-0.

**Theater Army (theater Army service component command)**

Under Army doctrine, the theater Army is assigned as the ASCC to a CCDR. There is only one theater Army within a COCOM's area of responsibility, and it serves as the CCDR's single point of contact reporting directly to the Department of the Army (see FM 3-93).

**Theater campaign plan**

Plans developed by geographic combatant commands that focus on the command's steady-state activities, which include operations, SC, and other activities designed to achieve theater strategic objectives. It is incumbent upon GCCs to ensure any supporting campaign plans address objectives in the GEF global planning effort and their respective theater campaign plans. Contingency plans for responding to crisis scenarios are treated as branch plans to the campaign plan (see DODD 5132.03).

**Theater Security Cooperation Management Information System**

TSCMIS is a management tool that allows COCOMs, the Services, and Defense agencies a common medium to develop, maintain, and manage a consistent and continuously updated view of Joint SC activities.

**Unified action**

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (see JP 1-02).

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

This section contains no entries.

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