



Department of Defense INSTRUCTION

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USD(P)

SUBJECT: Staffing of Security Cooperation Organizations (SCOs) and the Selection and Training of Security Cooperation Personnel

References: See Enclosure 1

1. PURPOSE. This Instruction:

a. Reissues and rennumbers DoD Directive (DoDD) 2055.3 (Reference (a)) as a DoD Instruction (DoDI) in accordance with the authority in DoDD 5111.1 (Reference (b)) and Deputy Secretary of Defense Memorandum, "Delegations of Authority" (Reference (c)).

b. Implements DoD policy under DoDD 5132.03 (Reference (d)), establishes procedures, and assigns responsibilities for the selection and training of personnel to serve in security cooperation/assistance positions, and for processing and approving SCO joint tables of distribution (JTDs) and joint manpower programs (JMPs).

2. APPLICABILITY. This Instruction applies to OSD, the Military Departments (including the Coast Guard at all times, including when it is a service in the Department of Homeland Security by agreement with that Department), the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components"). The "Military Services," as used herein, refers to the Army, the Navy, the Marine Corps, the Air Force, and the Coast Guard.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy under Reference (d) that security cooperation/assistance is an important tool of national security and foreign policy, and is an integral element of the DoD


mission. Accordingly, security cooperation/assistance activities, including the selection and training of SCO personnel and staffing of SCOs, shall be executed with the same high degree of attention and efficiency as other DoD activities.

5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. Enclosure 3 contains procedures on selection and training of personnel engaged in security cooperation/assistance activities.

7. RELEASABILITY. ~~UNLIMITED~~ *Cleared for public release*. This Instruction is *approved for public release and is* available on ~~the Internet from~~ the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

8. EFFECTIVE DATE. This Instruction is effective *immediately January 9, 2009*.



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Enclosures

1. References
 2. Responsibilities
 3. Procedures
- Glossary

TABLE OF CONTENTS

REFERENCES4

RESPONSIBILITIES5

 DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY (DSCA)5

 USD(AT&L) 6

 SECRETARIES OF THE MILITARY DEPARTMENTS6

 CHAIRMAN OF THE JOINT CHIEFS OF STAFF7

 GCCs8

 SDO/DATT9

 COMMANDANT, DISAM9

PROCEDURES10

 GENERAL CRITERIA FOR SELECTION TO SCO POSITIONS10

 DEVIATIONS10

 SELECTION AND TRAINING REQUIREMENTS FOR ASSIGNMENTS TO SCOs11

 TRAINING FOR SECURITY COOPERATION/ASSISTANCE MANAGEMENT
 PERSONNEL (OTHER THAN SCO PERSONNEL)12

GLOSSARY14

 ABBREVIATIONS AND ACRONYMS14

 DEFINITIONS15

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 2055.3, "Manning of Security Assistance Organizations and USDP Training and Selection of Security Assistance Personnel," March 11, 1985 (hereby canceled)
- (b) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P)),", December 8, 1999
- (c) Deputy Secretary of Defense Memorandum, "Delegations of Authority," November 30, 2006
- (d) DoD Directive 5132.03, "DoD Policy and Responsibilities Relating to Security Cooperation," ~~October 24, 2008~~ *December 29, 2011*
- (e) DoD Directive 5105.65, "Defense Security Cooperation Agency (DSCA)," ~~October 31, 2000~~ *October 26, 2012*
- (f) DoD Directive ~~5105.75~~ *5205.75*, "~~Department of Defense~~ *DoD* Operations at U.S. Embassies," ~~December 21, 2007~~ *December 4, 2013*
- (g) DoD Instruction C-5105.81, "Implementing Instructions for DoD Operations at U.S. Embassies (U)," November 6, 2008
- (h) Sections 2151 and 2751 of title 22, United States Code
- (i) National Security Decision Directive 38, "Staffing at Diplomatic Missions and Their Overseas Constituent Posts," June 2, 1982
- (j) ~~DoD-5105.38-M, "Security Assistance Management Manual (SAMM),"~~ *current edition*
Defense Security Cooperation Agency Manual 5105.38-M, "Security Assistance Management Manual (SAMM)," current edition
- (k) DoD Instruction 1315.18, "Procedures for Military Assignments," ~~January 12, 2005~~
October 28, 2015
- (l) Joint Federal Travel Regulations (JFTR), current edition

ENCLOSURE 2

RESPONSIBILITIES

1. DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY (DSCA). The Director, DSCA, under the authority, direction, and control of the Under Secretary of Defense for Policy and the Assistant Secretary of Defense for Global Security Affairs, and in accordance with DoDD 5105.65 (Reference (e)), shall:

- a. Establish overall requirements, criteria, and procedures for the selection and training of personnel engaged in security cooperation/assistance activities.
- b. Jointly with the Director, Defense Intelligence Agency (DIA), manage the Senior Defense Official/Defense Attaché (SDO/DATT) nomination, selection, and training process in accordance with DoDD ~~5105.75~~ 5205.75 (Reference (f)) and DoDI C-5105.81 (Reference (g)).
- c. Jointly with the Director, DIA, and with the Geographic Combatant Commanders (GCCs) establish appropriate agreements and procedures to provide guidance to and ensure oversight of SDO/DATTs in discharging security cooperation/assistance programs in accordance with applicable law, regulations, and directives. Such agreements and procedures shall include appropriate security cooperation/assistance and international armaments cooperation training.
- d. Jointly with the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), manage security cooperation training programs, to include international armaments cooperation, for SCO personnel, including SDO/DATTs.
- e. Coordinate briefings for SDO/DATTs and SCOs with the Office of the USD(AT&L) (OUSD(AT&L))/International Cooperation (IC) in countries where international armaments cooperation programs exist or are expected to be implemented in accordance with Reference (d).
- f. Approve, in coordination with the Chairman of the Joint Chiefs of Staff, SCO joint manpower programs (JTDs/JMPs) involving the establishment of new SCOs, changes in the number of manpower authorizations, changes in the organizational structure, and changes to the grade or Military Service affiliation of personnel in the SCO.
- g. Jointly with the Director, DIA, and in coordination with the Chairman of the Joint Chiefs of Staff, approve changes to the grade or Military Service affiliation of the SDO/DATT.
- h. Approve nominations and tour extensions or curtailments for the Chiefs of Technical Assistance Field Teams (TAFTs) in grade O-7 or higher, in coordination with the Chairman of the Joint Chiefs of Staff and the GCCs.
- i. Jointly with the Chairman of the Joint Chiefs of Staff and the GCCs, coordinate SCO tour lengths. Tour lengths for SDO/DATTs shall include coordination with the Director, DIA.

j. Approve the curriculum and admission policy and provide guidance for the operation and administration of the Defense Institute of Security Assistance Management (DISAM).

k. Conduct periodic reviews to ensure that Military Service, inter-Service, and interagency training available for security cooperation/assistance personnel is adequate. This includes the periodic curriculum review and update of DISAM courses Security Cooperation Management Overseas Course (SCM-O) and Security Assistance Management Executive Course (SAM-E).

l. Coordinate Congressional notification and request for waiver for any SCO requesting to exceed the statutory number of military personnel performing security assistance functions in a given country, in accordance with section 2151 of title 22, United States Code, of Reference (h).

2. USD(AT&L). The USD(AT&L) shall:

a. Provide policy and training guidance with regard to international armaments cooperation in accordance with Reference (d).

b. Jointly with the Director, DSCA, manage security cooperation training programs, to include international armaments cooperation, for SCO personnel, including SDO/DATTs.

c. Provide appropriate briefings to SCO personnel assigned international armaments cooperation responsibilities.

d. Direct the Defense Acquisition University (DAU) provide training required for SCO personnel in the defense acquisition workforce assigned to positions with international armaments cooperation duties, and provide DAU international acquisition training-related information to the Military Services and other appropriate DoD Components.

3. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

a. Recommend fully qualified individuals for SCO assignments, in accordance with approved JTDs/JMPs, personnel requisitions, and other authorizing documents. These approvals shall be obtained before the start of SCO preparatory training.

b. Be responsible for the Military Service-related proficiency training of personnel nominated for SCO positions.

c. Jointly with Director, DIA, and the GCCs, manage billet requirements to ensure that nominees for SDO/DATTs are senior in rank/paygrade to other personnel assigned to the SCOs/Defense Attaché Offices (DAOs). Any exception to seniority shall be justified fully in the nominations, requiring Secretary of Defense (SecDef) approval in accordance with Reference (g).

d. Ensure that nominees receive language, antiterrorism, DISAM, and other qualification training, as required by approved JTD/JMP requirements, the personnel requisition, and other authorizing documents. For SCO personnel assigned C-12 flying duties, the sending Service will ensure nominated pilots receive initial qualification flight training and follow-on specialized Electronic Flight Instrument System (EFIS) training, coordinated with DSCA.

e. Ensure defense acquisition workforce personnel assigned to SCOs to manage international cooperation/defense cooperation in armaments programs are certified in the International Acquisition career path; completion of assignment-specific training offered by the DAU should be maximized.

f. Coordinate and provide administrative and funding support for all preparatory training (to include C-12 pilot training for SCO personnel) and orientation of Military Service nominees, except for briefings and orientation at the GCCs.

g. Determine the content of and conduct the Military Service orientation of SCO personnel, which shall include adequate orientation on security cooperation/assistance-related activities of other Military Services and Federal Agencies to provide a balanced understanding of joint objectives and programs in the country of assignment. This includes orientation briefings by OUSD(AT&L)/IC for those SDO/DATTs and SCOs involved with international cooperation/defense cooperation in armaments programs. Such orientations shall not pre-empt mandatory SCO training at DISAM.

h. Provide the Director, DIA, nominations of personnel for service as the SDO/DATT. The Director, DIA, shall immediately provide the Director, DSCA, with a copy to support DSCA's full participation in the review process in accordance with Reference (f).

i. Ensure that personnel who have as their principal assignment a security cooperation/assistance or major related function, receive proper training before assignment.

j. Ensure that transitioning personnel have adequate overlap to transfer program continuity.

4. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

a. Review proposed SCO JTD/JMP changes submitted by the GCCs and make recommendations to the Director, DSCA, for those changes that involve the number of manpower authorizations, changes in the organizational structure, or a change in grade or Military Service affiliation.

b. Review security cooperation organizational and manpower requirements submitted by GCCs in the form of proposed JTD/JMP submissions for new SCOs, or for security cooperation/assistance augmentations to DAOs, and recommend appropriate action to the Director, DSCA.

c. Recommend the designation of the Military Service responsible for furnishing SCOs.

d. Coordinate all manpower and tour length policies that affect personnel assigned to SCOs with the Director, DSCA. Manpower and tour length policies affecting SDO/DATTs shall be further coordinated with the Director, DIA.

5. GCCs. The GCCs shall:

a. Develop and submit proposals regarding organization, staffing, and administrative support of SCOs under their command, and comment on the adequacy of DAO manning for security cooperation/assistance management.

b. Provide comments on grade and Military Service affiliation for SCOs.

c. Process JTD/JMP changes proposed by SCOs and submit such changes to the Chairman of the Joint Chiefs of Staff with adequate justification.

d. Recommend the size and composition for establishing new SCOs or augmentations to DAOs and submit to the Chairman of the Joint Chiefs of Staff for coordination. Upon DSCA approval, submit required National Security Decision Directive 38, "Staffing at Diplomatic Missions and Their Overseas Constituent Posts," SCO personnel staffing requests to the Department of State for approval.

e. Schedule and conduct that portion of security cooperation/assistance briefings and orientations for new SCO personnel to be conducted at GCC headquarters. Conduct conferences, seminars, or other follow-on training, as required, including orientation for those DAO personnel within their area of responsibility who are assigned security cooperation/assistance responsibilities.

f. Ensure the SCO JTD/JMP billets and personnel requisitions are properly coded to embed all required training for personnel fills and that specific requirements for language proficiency and regional expertise levels, for specialized training (such as C-12 pilot training for SCO personnel), and for functions to be performed are fully identified in those personnel requisitions. Cross-cultural and country-specific training requirements should also be identified, as appropriate. For positions with significant international armaments cooperation duties, defense acquisition workforce personnel should maximize completion of assignment-specific training offered by the DAU.

g. Ensure that SCO personnel receive appropriate appraisal (evaluation reports) and recognition (awards) for the performance of their security cooperation/assistance duties.

h. Approve and forward to DSCA for action any personnel staffing request which results in exceeding the statutory number of personnel assigned to perform security assistance functions according to Reference (h).

6. SDO/DATT. The SDO/DATT shall:

a. Submit proposed JTD/JMP changes to the GCC to ensure that the SCO is organized and staffed properly, and that necessary prerequisites and personnel training requirements are identified to perform security cooperation/assistance management functions. Such proposed changes shall have the Chief of Mission concurrence or comments.

b. Submit detailed position descriptions to the GCC for SCO positions being filled. The descriptions shall describe the exact functions the individual will perform. Based on these descriptions, orientations scheduled by the furnishing Military Service and training at DISAM shall be tailored to meet the specific training needs required to prepare the individual for assignment.

c. Comply with all staffing and training requirements for SCO personnel in accordance with References (d)-(i), and ~~DoD 5105.38-M~~ *DSCA Manual 5105.38-M* (Reference (j)).

7. COMMANDANT, DISAM. The Commandant, DISAM, shall:

a. Operate DISAM as a centralized activity for the professional education and training of personnel assigned to security cooperation/assistance positions.

b. Receive direction from DSCA with regard to curriculum and updates concerning Reference (j).

c. In coordination with the Military Services and other appropriate DoD Components, develop and allocate course quotas.

d. Keep the Military Services and other appropriate DoD Components informed on courses available, admission criteria, and other DISAM training-related information.

ENCLOSURE 3

PROCEDURES

1. GENERAL CRITERIA FOR SELECTION TO SCO POSITIONS

a. Military and civilian personnel selected to serve in a SCO shall possess the demonstrated personal and professional qualifications necessary to effectively carry out the functions to which they are assigned. Prior to consideration, it is essential that personnel are screened carefully to ensure that the selectee has the appropriate qualifications, experience, and suitability for the assignment.

b. Prior to selection, all prospective candidates for SCO assignment will receive full and accurate information specific to the foreign area for which they are being considered. This information must include the type of facilities and services available to them and their family members, the nature of the work the member will perform, the conditions of their employment, and their conduct and responsibilities as official representatives of the United States.

c. The position of SDO/DATT shall be designated as a key billet in accordance with DoDI 1315.18 (Reference (k)). Other SCO positions shall be designated as key billets if the functions of the positions are related directly to management of security cooperation/assistance programs requiring continuity of effort and specialized experience and training. For the purpose of this Instruction, personnel in key billets are identified as SCO management personnel and the positions will be identified in the GCC's SCO JTD/JMP.

d. SDO/DATT and SCO positions designated as key billets shall require the individual to serve the accompanied tour length that is approved for the country of assignment by the Principal Deputy Under Secretary of Defense for Personnel and Readiness (PDUSD(P&R)) in accordance with Reference (k) and as published in the JFTR (Reference (l)). Changes in tour length for SDO/DATT positions shall be coordinated with the Director, DIA; Director, DSCA; the Chairman of the Joint Chiefs of Staff; the Military Services; and the GCCs, and approved by the PDUSD(P&R). Changes in tour length for other SCO positions shall be coordinated and approved as above, with the exception of the Director, DIA.

2. DEVIATIONS

a. Waivers from the required qualifications and limitations contained herein for SCO personnel (excluding SDO/DATTs) shall be considered on a case-by-case basis. The Military Services shall submit all requests for waiver concerning SCO personnel to the GCC to obtain concurrence or comment before submission to the Director, DSCA, for approval.

b. Waivers from the qualifications and limitations for SDO/DATTs shall be jointly approved by the Directors, DSCA and DIA, in coordination with the GCCs and the Chairman of the Joint

Chiefs of Staff. Waivers concerning seniority and date of rank of the SDO/DATT shall be approved by the Secretary of Defense.

3. SELECTION AND TRAINING REQUIREMENTS FOR ASSIGNMENTS TO SCOs

a. The furnishing Military Service shall use the approved JTD/JMP and the submitted personnel requisition as the basis for selecting and training nominees. It is essential that the Military Services confer with the Joint Staff/J-1 to ensure the JTD/JMP is accurate, updated, and that no changes are pending.

b. GCCs shall ensure that personnel requisitions are submitted to the Military Services with sufficient lead time to permit adequate time for the necessary personnel selection and approval process, and required preparation and training of the individual.

c. Nomination and selection of SDO/DATTs shall be completed in accordance with References (f) and (g).

(1) Initial Selection and Nomination. The furnishing Military Service shall select personnel with qualifications as prescribed by the JTD/JMP and personnel requisition. The selection shall be made with adequate lead-time to permit the necessary review, coordination, training, and orientation as required by this Instruction, the personnel requisition, and the JTD/JMP.

(a) For SCO personnel (except SDO/DATTs), the furnishing Military Service shall select an individual, coordinate the nomination with the GCC, and execute approval authority.

(b) Nomination of officers in the grade of O-7 and above to be assigned Chiefs of TAFTs shall be approved by the Director, DSCA, in coordination with the Chairman of the Joint Chiefs of Staff and the GCCs.

(2) Preparatory and SCO-Related Training and Orientations. Upon approval of the nomination and under the control and scheduling of the furnishing Military Service or DIA (for DAO personnel assigned security cooperation/assistance responsibilities), personnel shall receive military specialty refresher training determined appropriate by the furnishing Military Service, and language, management, C-12 pilot qualification and specialized EFIS training for SCO personnel, and other specific training as required by the JTD/JMP and the personnel requisition. Additionally, the following apply:

(a) The SDO/DATTs shall:

1. Receive training, briefings, and orientations in accordance with References (f) and (g).

2. If in the grade of O-6 or below, attend the SCM-O at DISAM. SDO/DATTs in the grade of O-7 and above should, at a minimum, attend the SAM-E at DISAM. Attendance at

DISAM is mandatory, unless the course has been completed satisfactorily within the previous 5 years.

(b) SCO and DAO personnel assigned security cooperation/assistance program management functions shall:

1. Attend the SCM-O course at DISAM. Attendance at DISAM is mandatory, unless the course has been completed satisfactorily within the previous 5 years.

2. Receive briefings and orientations by the Military Services, DSCA, OUSD(AT&L)/IC, and the applicable GCC on security cooperation/assistance and international armaments cooperation procedures and policies.

3. Receive antiterrorism awareness and protection training and orientation commensurate with the terrorist threat in the country to which assigned.

4. Receive counterintelligence briefings.

(3) Waiver. Only DSCA may waive training at DISAM. The GCC or the providing Military Service with concurrence of the GCC may waive other training and orientations.

d. Funding for training shall be provided as follows:

(1) The furnishing Military Service shall fund, except for training at DISAM, preparatory and related SCO training (to include C-12 pilot training for SCO personnel) as described in subparagraph 3.c.(2).

(2) DISAM training shall be funded by DISAM.

(3) As a general rule, briefings, orientations, and interviews shall be funded in connection with the permanent change of station (PCS). In those isolated instances when such activities are required before the PCS, they shall be funded from security cooperation/assistance funds of the providing Military Service. In all cases, every effort shall be made during scheduling to combine these activities for reasons of economy and cost savings.

4. TRAINING FOR SECURITY COOPERATION/ASSISTANCE MANAGEMENT PERSONNEL (OTHER THAN SCO PERSONNEL)

a. Personnel of the DoD Components, who exercise executive direction, manage or supervise security cooperation/assistance activities directly, or have a specific assigned security cooperation/assistance function that has a direct impact on the conduct or outcome of security cooperation/assistance programs, shall be considered for training at DISAM. In addition, personnel should receive briefings and orientation by the DoD Components commensurate with the responsibilities unique to the functions of the security cooperation/assistance management position to be filled.

b. Personnel who work part-time on security cooperation/assistance having little or no effect on security cooperation/assistance programs, particularly those personnel performing a function related to security cooperation/assistance that is incidental to their normal duties, normally will not attend DISAM. However, on-line courses are available for basic security cooperation/assistance training from DISAM.

c. The Military Services and other using DoD Components shall screen all selectees for attendance at DISAM to ensure that only personnel having a direct impact on security cooperation/assistance programs are sent for training.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

DAO	Defense Attaché Office
DAU	Defense Acquisition University
DIA	Defense Intelligence Agency
DISAM	Defense Institute of Security Assistance Management
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DSCA	Defense Security Cooperation Agency
EFIS	Electronic Flight Instrument System
GCC	Geographic Combatant Commander
JMP	joint manpower program
JTD	joint table of distribution
OUUSD(AT&L)	Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics
PCS	permanent change of station
PDUSD(P&R)	Principal Deputy Under Secretary of Defense for Personnel and Readiness
SAM-E	Security Assistance Management Executive Course
SCM-O	Security Cooperation Management Overseas Course
SCO	security cooperation organization/officer
SDO/DATT	Senior Defense Official/Defense Attaché
TAFT	Technical Assistance Field Team
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purpose of this Instruction.

Security Assistance. Group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended (Reference (h)), or other related statutes by which the United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives. (See also Reference (j).)

Security Cooperation. All DoD interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. (Includes security assistance programs discussed in Reference (j).)

Security Cooperation Activity. Military activity that involve other nations and is intended to shape the operational environment in peacetime. Activities include programs and exercises that the U.S. military conducts with other nations to improve mutual understanding and improve interoperability with treaty partners or potential coalition partners. They are designed to support a combatant commander's theater strategy as articulated in the theater security cooperation plan.

Security Cooperation Organization. All DoD elements located in a foreign country with assigned responsibilities for carrying out security cooperation/assistance management functions. It includes military assistance advisory groups, military missions and groups, offices of defense and military cooperation, liaison groups, and defense attaché personnel designated to perform security cooperation/assistance functions.

SDO/DATT. Principal DoD official in a U.S. Embassy, as designated by the Secretary of Defense. The SDO/DATT is the Chief of Mission's principal military advisor on defense and national security issues, the senior diplomatically accredited DoD military officer assigned to a diplomatic mission, and the single point of contact for all DoD matters involving the Embassy or the DoD Components assigned to or working from the Embassy.