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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Interim Implementation Guidelines for the Department of Defense Security
Cooperation Workforce Certification Program 2.0

Development of a highly professional and competent Security Cooperation Workforce (SCW) is critical to achieving our National Defense Strategy (NDS) objectives. Developing a professional SCW that can build capabilities for our allies and partners requires competency-based education and training focused on job-specific knowledge, skills, and abilities. The SCW Certification Program 2.0 implements a required element of the Security Cooperation Workforce Development Program (SCWDP) prescribed by National Defense Authorization Act for Fiscal Year 2017 (NDAA 2017), which requires the Department to improve the quality and professionalism of the SCW. Security Cooperation is one of the primary ways the Department will achieve the objectives of the 2022 NDS – the revamped SCW Certification Program will ensure our workforce is properly trained and educated to meet the task at hand. The Defense Security Cooperation Agency (DSCA) began implementation of a unified SCW Certification Program on January 1, 2020. After detailed analysis, DSCA determined in late 2022 that a certification program refresh was needed. With the NDAA 2017 and NDS as guiding principles, I directed the Defense Security Cooperation University (DSCU) to update the SCWDP with revamped policies, programs, and curriculum. In coordination with the Office of the Under Secretary of Defense for Policy (OUSDP), DSCA's DSCU paused the Department of Defense's (DoD's) SCWDP certification program deadlines to reassess and adjust. A year-long reevaluation illuminated the need for the refinement of the DSCU curriculum and DoD

certification requirements. New Interim Implementation Guidelines for the SCW Certification Program 2.0 are attached.

In April 2023, the Secretary of Defense approved a National Defense Strategy Implementation report and action plan (NDS-I, Task 4.5.1) to address the DoD workforce needed to build the capacity of allies and partners. The report and action plan directs the implementation of a suite of initiatives aimed at improving the SC workforce in keeping with the strategic demands laid out in the NDS. The report and action plan declared that “Implementation of the NDS, especially integrated deterrence with allies and partners, will not be possible without a fully professionalized workforce.” The memo identified full implementation of the SCWDP as one of three key focus areas. SCW Certification Program 2.0 is an integral step in achieving the National Defense Strategy initiatives directed by Secretary Austin to improve the SCW.

Additionally, in August 2023 the Department officially designated SC as a Functional Community with the assignment of the Assistant Secretary of Defense for Strategy, Plans, and Capabilities, Dr. Mara Karlin, as Office of the Secretary of Defense (OSD) SC Functional Community Manager. The establishment of the SCW as a Functional Community provided a needed governance structure to engage in workforce planning and management, reviewing and updating agreed competency models, identifying mission-critical gaps, and identifying and implementing recruitment, development, and retention initiatives for the SC workforce.

Now is the appropriate time to build on the foundation of the past to continue the professionalization of the SCW. DSCU began rolling out the SCW Certification Program 2.0 on September 30, 2023. Certification 2.0 builds on the initial SC Certification program to advance the professionalism of the SCW. Certification 2.0 is more academically robust, more effectively aligns SC competencies to Functional Areas, and fulfills the intent of NDAA 2017 and 10 U.S.C. 384.

We have begun the process of amending the Department of Defense Instruction (DoDI) 5132.15, “Implementation of the Security Cooperation Workforce Certification Program,” to reflect the new program, as well as to incorporate the broader mandates of the workforce development effort, including the development of a profession with career paths and fields of specialization. We look forward to your collaboration on that rewrite.

The first year of SCW Certification Program 2.0 implementation (October 1, 2023 – October 1, 2024) is a transition period in which completion deadlines will not apply. Deadlines will be issued to SCW members after October 1, 2024, at which point they will have either one or two years to complete the program requirements depending on their certification proficiency level. This will provide the DoD Components and members of the SCW time to become familiar with the program and implement it in an effective manner. I request your assistance with a few important implementation steps:

First, that you review the DoD SC Coding Guide and verify the Functional Areas and certification level recommendations for each of your SCW positions and ensure that they are correctly recorded in the appropriate manpower systems of record. We cannot accurately

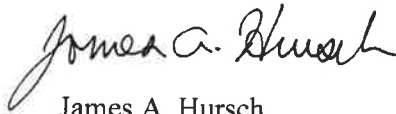
forecast the demand for and specific content of individual Certification Program courses until Functional Area and certification level information is valid and formally coded.

Second, that you ensure your assigned SCW personnel are familiar with the Certification Program and know their assigned Functional Areas and certification levels. To assist you with this, DSCU will offer informational meetings and conference calls to help familiarize your headquarters and major command staff with the program. In addition, a desktop guide to the Certification Program for assigned SCW personnel will be available on the DSCU website by January 1, 2024.

Third, that you encourage your SCW members to begin their certification training – at the appropriate level – as soon as courses become available. This will help us to build a base of knowledge across the community. The Foundational-level courses will be the first available online from DSCU.

Fourth, that you designate and maintain an individual or office to serve as your Component's Certification Authority (CCA). The CCAs will be DSCA's primary Certification Program-related points of contact. The CCAs will guide the standardization of Certification Program processes and requirements within the Components. Please forward any updates or changes for CCA contact information by January 31, 2024, to Mr. Marty Holland, the SCWDP Program Manager and my point of contact for Certification Program policy (martin.j.holland.civ@mail.mil, (703) 697-9830). He is also my point of contact for SCWDP management and for scheduling informational meetings to aid you in implementing the Certification Program across the SC enterprise.

Thank you for your strong support for this important program.



James A. Hursch
Director

Attachment:

As stated

CC:

CHIEFS OF THE MILITARY SERVICES
COMMANDANT OF THE COAST GUARD

Interim Implementation Guidelines for the DoD Security Cooperation Workforce Certification Program 2.0

INTRODUCTION

This document describes the Department of Defense (DoD) Security Cooperation (SC) Workforce Certification Program 2.0 and how it will be implemented. It is an update to the “DoD Final Guidance for the Security Cooperation Workforce Development Program,” which was signed on December 23, 2019. There will be a forthcoming update to DoD Instruction (DoDI) 5132.15, “Implementation of the Security Cooperation Workforce Certification Program,” dated May 7, 2021.

As established, the Security Cooperation Workforce (SCW) Certification Program, a mandatory element of the DoD Security Cooperation Workforce Development Program (SCWDP) outlined in 10 U.S.C. § 384, will ensure DoD personnel performing SC responsibilities have the requisite training and education to perform these roles efficiently and effectively.

The most significant changes embodied in the SCW Program Certification 2.0 are as follows: the addition of Capability Development as a tenth core competency, which was derived from the other nine agreed competencies; replacing five Areas of Concentration (AOCs) with nine Functional Areas (FAs); redefining the certification levels (Foundational, Practitioner, Expert, and Executive); prescribing certification levels largely by military rank and civilian grade; and, finally, standardizing position coding in manpower and personnel systems of record to reflect these enhancements.

Implementation of the Certification Program 2.0 began on September 30, 2023. The first year is a transition period intended to provide the Offices of the Under Secretaries of Defense, military departments, Joint Staff, unified combatant commands, Defense Agencies and Field Activities—hereafter collectively referred to as “DoD Components”—to identify and code positions in the appropriate systems of record, as well as allow SCW members time to familiarize themselves with the program and new curriculum. The transition period ends on September 30, 2024. At that time, mandatory participation for SCW members and course completion timelines will go into effect. These requirements will be reflected in an updated SCWDP DoDI.

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 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) previously conducted the National Labor Union consultation process for the SCW Certification Program, and we will continue to engage in the union consultation process. Before completing implementation of the SCW Certification Program 2.0, there may be bargaining obligations at the national and local levels. This process will be completed as part of updating the DoDI.

The Director of DSCA will coordinate future changes with DCPAS, which will ensure advance notice is given to the national unions of any substantive changes to conditions of employment and provide comments. There may be bargaining obligations at the local level. The DoD Components are responsible for ensuring those local-level obligations are met.

CERTIFICATION 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.

- DoD-wide implementation of the unified SCW Certification Program began on January 1, 2020, with a one-year transition period to allow DoD Components and SCW members to familiarize themselves with the program prior to full implementation. In 2022, the Defense Security Cooperation University (DSCU), in coordination with the Office of the Under Secretary of Defense for Policy (OUSD(P)) and DSCA, paused the DoD's SCW Certification Program deadlines to reassess and adjust. The year-long reevaluation allowed for the refinement of the DSCU curriculum and DoD certification requirements. With the 2017 legislation and the National Defense Strategy as the guiding principles, DSCA directed DSCU to update the SCWDP with revamped policies, programs, and curriculum. SC Certification 2.0 began with a rolling start on September 30, 2023.
- There are four 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.
 - Experience in positions in the SCW with the appropriate FA and certification level requirements (see page 9).
 - Continuous learning to maintain a certification once it is obtained (see pages 10-11). Note that completion of the mandatory courses counts toward the continuous learning requirement.
 - Leadership training is assigned as appropriate to the grade/rank, based on the DoD Civilian Leader Development Continuum.
- DSCA is responsible for managing the Certification Program. DSCA 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 13-14).
- DoD Components already provide general/flag officer or Senior Executive Service (SES) representation to the SC Workforce Development Senior Steering Board (SCWD SSB). This gives the DoD Components an important voice in the strategic direction and oversight of this Certification Program. The DoD Components have been involved in development of the Certification Program since the effort began in January 2017.

CERTIFICATION PROGRAM ELEMENTS

There are four elements of the Certification Program: core competencies (also referred to as core courses), experience, continuous learning, and leadership training.

PROGRAM ELEMENT: CORE COMPETENCIES / COURSES

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 a FA and a certification level by the respective DoD Component. 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 conduct an initial review of the recommended FAs and certification levels and ensure positions are coded in the appropriate military department or Fourth Estate manpower system of record by March 31, 2024.

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).

Functional Areas (FA) It is important not to confuse the competencies with the new FAs. One of the foundational enhancements of SCW Certification 2.0 in the introduction and implementation of FAs is to replace Areas of Concentration (AoCs), which were insufficiently specific to account for the workforce with definitions that were not clear. SCW members will select a Primary FA (Level 1) as well as a Secondary FA (Level 2 and Level 3).

- **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 1 (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:

Consistent with both the Financial Management and Acquisition certification programs, the new SC Certification Program will feature four levels of proficiency as follows:

Level 1: Awareness/Foundational – Foundational knowledge and understanding of core SC competencies necessary for all members of the SCW.

Level 2: 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.

Level 3: 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.

Level 4: 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 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 SCWDP Program Office (see Figure 1 Below).

Figure 1 Designating SC Certification Levels



**This construct does not apply to support functions, who only need Level 1 certification*

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).

Course Completion Deadlines

SCW members are encouraged to begin their required courses as they become available. Course completion deadlines will not be enforced during the first year of SCWDPO 2.0 implementation (September 30, 2023 – September 30, 2024), which is a transition period.

Beginning on October 1, 2024, SCW members will be required to complete their required certification courses by the following deadlines:

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

The one year deadlines for Foundational-level course completion will be one year from October 1, 2024, for personnel who are SCW members at that point and whose positions are coded as Level 1. For personnel who join the SCW in Level 1-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 and Expert-level course completion will be one year from October 1, 2024, 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 one year 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 have previously completed training from DSCU or Defense Acquisition University (DAU). Those members often possess significant knowledge and experience regarding SC topics. The Certification Program 2.0 is structured to acknowledge and provide credit for certain types of previous training.

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

In addition, all Certification Program 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 Program 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 Program 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.

PROGRAM ELEMENT: EXPERIENCE

SCW members must obtain one year of successful experience in the appropriate FA at the appropriate level (Foundational, Practitioner, and Expert) 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 "3" 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. Members must meet the following CL requirements to obtain and maintain certification:

Foundational-level requirements:

- 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 requirements:

- 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 requirements:

- 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.

PROGRAM ELEMENT: 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 following proficiency level:

Figure 2: DoD Civilian Leader Development Continuum



Foundational-level requirements:

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

Practitioner-level requirements:

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

Expert-level requirements:

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

CERTIFICATION PROGRAM 2.0 IMPLEMENTATION

The Certification Program began with a one-year transition period that started on September 30, 2023. An important first step in implementation is for DoD Components to review the FA and certification level recommendations for each of their SCW positions. The intent of that review is to make sure that SCW members are assigned to the appropriate FA and certification level that best matches their SC responsibilities and civilian or military grade or rank.

All members of the SCW require at least Foundational-level certification. Therefore, even while the FA and certification level review are underway, SCW members, especially those in the Support Enablers FA or junior members GS 1-7 or E-1 – E-7, should be encouraged to register for and complete Foundational-level courses. Those courses will all be available online on the DSCU website (www.dscu.edu).

DSCA recommends that DoD Components require supervisors to meet with their SCW members soon after the Certification Program 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 Program 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 and Expert 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 SCW Cert 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 prescribing (but not assigning) 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 by March 31, 2024 (adjusted from May 30, 2020).
- 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 (to be provided by DSCA).
- 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. PD timeline for existing positions is 100 percent completion by March 31, 2024 (adjusted from December 31, 2021).

- Newly classified PDs must include the approved DoD SC codes (to be provided by DSCA). DSCA can provide the approved codes for components to use directly or as a reference to map their component-specific codes to the DSCA codes. DSCA will coordinate and publish a separate Security Cooperation Coding Guide to support SCWDP Certification 2.0 implementation.
- 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

In a memo dated August 14, 2023, the Office of the Secretary of Defense (OSD) for Policy officially designated Security Cooperation as a Functional Community, and the Assistant Secretary of Defense for Strategy, Plans, and Capabilities (ASD SPC) was designated 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)—Assistant Secretary of Defense for Strategy, Plans, and Capabilities (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. Serves as Chair for the Senior SC Leadership Group.

Senior SC Leadership Group—Stakeholder Board (3-star GO/FO and SES representatives):

Oversees operation of DoD-wide SC workforce development. Meetings are held quarterly or when called by the Chair.

SCW Senior Steering Board (SCW SSB)

The Director of DSCA established and chairs the SCW Senior Steering Board (SSB) 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.

SC Component Functional Community Managers (CFCM) Advisory Board and Security Cooperation Workforce Management Group (SCWWMG)

The DSCU President chairs the CFCM and SCWWMG with members from the same organizations as the SCW SSB to provide input and recommendations on SC workforce development policy and initiatives to the Senior SC Leadership Group. Meetings are held monthly or as needed.

SC CFCM Working Group

Advises the SC OFCM on SC workforce development and Certification Program issues.

DSCA will host working-level meetings with appropriate DoD Component representatives as needed to discuss important SCW Certification Program issues and a way forward to address them prior to SCW SSB meetings.

ANNEX I

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 on the DSCU website (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.

Foundational Level Core Competencies

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

Practitioner Level 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 (offerings and equivalencies on the DSCU website)

Expert Level 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 (offerings and equivalencies on the DSCU website)

Executive Core Competencies:

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

EXAMPLE CURRICULUM:

A Foundational Level 1 SC professional would have to take the following courses for core competencies:

- Introduction to SC (survey course)
- Capability Development (Level 1)
- Political-Military Activities (Level 1)
- Security, Foreign Disclosure, and End-Use Controls (Level 1)

Additional Courses for Primary Tracks at Foundational Level as follows:

- Policy and Resourcing—Foundational
- FMS/F—Foundational
- BPC—Foundational
- Advise, Train, and Educate—Foundational
- SCO—Foundational
- Support Enablers—Courses made available to FM and Legal personnel, otherwise no Functional Area training is required for Support Enabler positions.
- Acquisition—Foundational
- SPP/NG—Foundational

A Practitioner Level 2 SC professional would have to take the following courses for core competencies:

- Capability Development (Level 2)
- Political-Military Activities (Level 2)
- Security, Disclosure, and End-Use Controls (Level 2)
- Country/Regional Orientation/Understanding (Level 2)
- Intermediate Topics in SC (Electives)

Additional Courses for Primary Tracks at Practitioner Level as follows:

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

- SCO—Practitioner
- Support Enablers: none required at Level 2
- Acquisition—Practitioner
- SPP/NG—Practitioner
- AM&E—Expert

An Expert Level 3 SC professional would have to take the following courses for core competencies:

- Capability Development (Level 3)
- Political-Military Activities (Level 3)
- Security, Disclosure, and End-Use Controls (Level 3)
- Advanced Topics in SC (Electives)

Additional Courses for Primary Tracks at Expert Level as follows:

- Policy and Resourcing—Expert
- FMS/F—Expert
- BPC—Expert
- Advise, Train, and Educate—Expert
- SCO—Expert
- Support Enablers: none required at Level 3
- Acquisition—Expert
- SPP/NG—Expert
- AM&E—Expert

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

An Executive-Level SC professional would have to take the following courses for core competencies:

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

ANNEX 3

SCW CERTIFICATION 2.0 COURSES EQUIVALENCIES

DSCU is currently evaluating existing courses that may be equivalent to SCW Certification Program 2.0 requirements.

This list is subject to change. The most current version will always be available on the DSCU website (www.dscu.edu). Changes in curriculum will determine the availability of equivalent courses.

Some courses may count as equivalents regardless of when they were taken because the course content has been relatively consistent. Those courses will be identified by an “any year” indicator. Other courses may only count as equivalents if taken recently because the course did not meet equivalency requirements until it was updated. Those courses will be identified by an indicator specifying since when they have counted as equivalents (e.g., “2012-present”).