



2015 SFA SUMMIT In March, USAJFKSWCS hosted a SFA Summit with representatives from the Army's Centers of Excellence and other key commands to analyze, assess and recommend inputs to the SFA Handbook. U.S. Army photo by Sgt. 1st Class Shelman Spencer.

SECURITY FORCE ASSISTANCE INITIATIVES

BY CAPTAIN RACHEL RICE

Introduction

Over the last decade, the United States engaged in extended operations in Iraq and Afghanistan while simultaneously contributing to the complex demands of the global security environment. “As U.S. forces draw down in Afghanistan, our global counterterrorism efforts will become more widely distributed and will be characterized by a mix of direct action and security force assistance.”¹ In order to take a globally networked approach, investment in regional partnerships is required to maintain regional access, destabilize threats and build lasting relationships to further future stability and growth. “Building partnership capacity elsewhere in the world also remains important for sharing the costs and responsibilities of global leadership. Across the globe, we will seek to be the security partner of choice, pursuing new partnerships with a growing number of nations.”² To ensure we are meeting the defense objectives outlined in *The 2015 National Security Strategy*, *The 2012 Defense Strategic Guidance* and *The 2014 Quadrennial Defense Review*; the theater Army provides the geographic combatant command with Regionally Aligned Forces and specially trained forces to address the full spectrum of regional security challenges in support of Army security-cooperation missions.

Shaping the Security Environment

As early as World War II the United States began to take an active role in building partner-nation capacity by working with allied nations to protect against threats, improve access around the world and strengthen relationships. Security cooperation is an integral part of the Army’s global mission and the “Army principally supports security cooperation through interoperability, modernization and most notably leader development, which ensures that our organizations and leaders at all echelons possess the skills, knowledge and understanding necessary to meet the varied conditions encountered for our security cooperation mission.”³ Although security cooperation, security force assistance and foreign internal defense (see definitions sidebar on page 12) are different doctrinally, they have complementary and nested goals that facilitate the United States defense objectives throughout all five phases of an operation. For example, security force assistance and foreign internal defense have much in common in that both enable partners’ capacity to provide for their own security, with a collective goal of contributing effectively to broader regional or global security challenges in support of U.S. policy and interests.⁴

The United States Army is an essential part of the Global Landpower Network consequently adapting to the global threat and defense security objectives, by creating Regionally Aligned Forces that provide responsive capabilities to the geographic combatant commands in support of security cooperation programs, to enhance our readiness to conduct all aspects of Unified Land Operations. The U.S. will work to strengthen regional partnerships to build capacity and prevent conflict “...we will continue to work with partners and through multilateral organizations to address the root causes of conflict before they erupt and to contain and resolve them when they do.”⁵

However, lessons learned and after action review comments have shown that there is institutional short falls surrounding Regionally Aligned Forces pre-deployment training/preparation, interagency knowledge and country-specific requirements. In an effort to ensure the U.S. Army maintains an expeditionary mindset, the U.S. Army John F. Kennedy Special Warfare Center and School, the Army’s Special Operations Center of Excellence, has developed a Security Force Assistance Handbook to enhance Army readiness, training and leader development in support of security cooperation missions.

DEFINITIONS

SECURITY COOPERATION

All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific US 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. (*JP 3-22*) (*Field Manual 3-22, 1-1*)

Security cooperation includes all security assistance programs administered by Department of Defense that build defense and security relationships that promote specific U.S. security interests. Security assistance programs include all international armaments cooperation activities and other security assistance activities.

SECURITY FORCE ASSISTANCE

The Department of Defense activities that contribute to unified action by the United States Government to support the development of the capacity and capability of foreign security forces and their supporting institutions (*JP 3-22*). Consistent with DoD policy for security force assistance, the Army develops, maintains and institutionalizes the capabilities of its personnel to support DoD efforts to organize, train, equip and advise foreign security forces and relevant supporting institutions. Security forces are duly constituted military, paramilitary, police, and constabulary forces of a state (*JP 3-22*). When directed to do so in accordance with appropriate legal authorities, Army forces conduct security force assistance activities in support of combatant commanders' campaign plans and national objectives. (*Field Manual 3-22, 1-48*)

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. (*JP 3-22*) (*Field Manual 3-22, 1-54*)

REGIONALLY ALIGNED FORCES

Those forces that provide a combatant commander with up to joint task force capable headquarters with scalable, tailorable capabilities to enable the combatant commander to shape the environment. They are those Army units assigned to combatant commands, those Army units allocated to a combatant command, and those Army capabilities distributed and prepared by the Army for combatant command regional missions. (*Field Manual 3-22, 1-27*)

What is the SFA Handbook?

Imagine you are a lieutenant or sergeant who has never deployed before and your unit has been tasked to deploy a small team of Soldiers to Eritrea in support of U.S. Africa Command. You specifically have been assigned this mission and must begin the Military Decision Making Process with the order provided. As a leader who has no deployment experience and is unfamiliar with small regional missions, you find that you have many questions and information gaps that cannot be answered within your unit chain of command. You begin to ask what references exist or where do I begin when planning and coordinating for this mission. As you overwhelm yourself with various field manuals, Army doctrine publications, training circulars and Google websites, you still do not have a comprehensive guide that streamlines your planning process. As a leader in a time and resource constrained environment, something as simple as a comprehensive guide would be value added when planning and executing missions more efficiently and effectively.

The U.S. Army John F. Kennedy Special Warfare Center and School's Security Force Assistance Handbook facilitates a leader or Soldier who is faced with a similar mission or situation. The handbook is a reference that was developed using experienced input from various special operations forces and conventional forces that have deployed in support of regionally aligned missions. The handbook is intended to provide Army units and personnel scheduled to support regionally-aligned missions with references to successfully plan, train for and carry out their missions. The publication describes unit and personnel requirements, training, employment and sustainment operations in support of a regional deployment. The handbook is not intended to instruct a Soldier on how to execute security force assistance missions; rather, it is intended to provide generic guidelines for a Soldier to utilize in preparation for deployment and redeployment in support of an SFA, SEC 1203 training or regional mission. Echelons and timelines listed within the handbook are generalizations used to drive planning and execution and are not hard times that are mission or region specific. Information regarding security cooperation, security assistance and SFA is provided in joint and

service doctrine; however, these publications do not sufficiently cover how an individual or unit might plan and prepare to deploy on a regionally aligned mission in support of these programs. This handbook provides guidance to enhance the activities of some individual and unit functions and to improve planning and coordination for regional deployments.

The principal audience for this handbook is all members of the profession of arms. It is designed for use at all levels in any region or theater and provides guidance for forces that are planning and training for a regionally aligned mission. This handbook is intended to assist a Soldier or unit in identifying, establishing, certifying and validating required tasks to deploy and redeploy in support of an SFA, SEC 1203 training or regional mission; it is not intended to instruct a Soldier or unit on how to execute SFA. The handbook incorporates information extracted from existing joint and service doctrine publications and directives, as well as joint and service lessons-learned, subject-matter expert input and other identified best practices. Because all geographic combatant commands are different and their theater requirements vary, the Security Force Assistance Handbook is a general guide that units or personnel can tailor based off their respective geographic combatant command's or Army Service component command's requirements.

In order to refine the handbook and move forward with its development, USAJFKSWCS hosted the Security Force Assistance Summit in March 2015. Participants from the Army Capability Integration Center; the Aviation, Fires, Maneuver, Maneuver Support, Mission Command, Sustainment, Cyber and Intelligence Centers of Excellence; the U.S. Army Medical Department Center and School; U.S. Special Operations Command, and the United Kingdom Ministry of Defense met March 10-11 to analyze, assess and recommend inputs to the handbook. The representatives provided inputs from three working groups (battalion to division level, squad to company level and sustainment), each facilitated by a 180A, to provide top-down and bottom-up perspectives to a generic 90-180 day conventional force pre-deployment, deployment and redeployment checklist. The working groups generated more than

100 comments and recommendations on the handbook. The USAJFKSWCS Commander's Initiatives Group adjudicated the comments for a cohesive, Army perspective on SFA deployments. The handbook complements USAJFKSWCS SFA initiatives including the Foreign Weapons Course (a five-day weapons orientation course for CF); emerging SFA courses and the Volkman, Roosevelt and Powell Programs. The SFA Handbook supports the Army's efforts to build "capable partners" (*National Security Strategy*, 2015, p. 3).

The cargo-pocket-sized handbook is scheduled to be published in early July.

SFA Course

As we reach the end stages of the Security Force Assistance Handbook development, the feedback provided by the centers of excellence and commands will assist in the creation of a Security Force Assistance Handbook Course. The intent of the course is to bring together Soldiers and leaders from various units and levels to teach the intricate aspects of the Security Force Assistance Handbook in order to create institutional knowledge throughout the force and to prepare personnel for regional deployments. The outcome for the course is to provide conventional forces officers or noncommissioned officers, in support of a geographic combatant commands, with the ability to synchronize the administrative and staff actions required to conduct a security force assistance mission through its predeployment, deployment and redeployment phases.

As a final innovative step to reach multiple units and maintain the information's relevance; we have teamed up with Johns Hopkins University Applied Physics Laboratory to create a desktop and mobile application that will provide the user with an option to query particular tasks by D-date, country and phase. Additionally, this application will allow a user to scroll through the tasks completed over time or still pending completion via a D-date time bar and will feed the user with real-time information and alerts per their respective search; allowing the user to access country-specific weather, holiday, culture, language and news information. The overall objective for this application is to provide the user with a tool that can filter information to as-

sist in their planning and execution of operations and will be easy to use regardless of the country or mission.

The Security Force Assistance Deployment Handbook is the final stage of revision. Pending final review in April at the USAJFKSWCS it will be sent to the Combined Arms Center for review, approval as a Training Circular, and publishing. Concurrently, it will be proposed to CAC for their ePublishing Initiative, which would be a positive step in mobility for a document designed to support deploying and deployed Army forces, enabling them to take it with them on computers, tablets, smart phones and other devices.

The Security Force Assistance initiative is also being submitted into the USASOC Strategic Planning Process at the Capability Analysis & Solution Identification step. When executed, the initiative will address capability gaps identified by USASOC and the operational force and once approved will be included in the USASOC Guidance for Development of the Force. The initiative will continue in the SPP to the Resourcing & Integration step, culminating in the Program Objectives Memorandum cycle for FY18-22, as a program of record and capability for the Army.

Conclusion

The Army is faced with global responsibilities that challenge us to balance available resources and security needs; thus the Army must maintain the ability to adapt, respond and overcome the challenges presented by the ever-changing complex environment, while simultaneously supporting strategic plans to meet the demands of the *U.S. National Security Strategy*. Providing Soldiers and leaders with the knowledge and skills to operate

TC 3-05.3

Security Force Assistance Deployment Handbook

April 2015

DISTRIBUTION RESTRICTION: Distribution authorized to U.S. Government agencies and their contractors only to protect technical or operational information from automatic dissemination under the International Exchange Program or by other means. This determination was made on 17 March 2015. Other requests for this document must be referred to Commander, United States Army John F. Kennedy Special Warfare Center and School, ATTN: AOJK-CDI-CIG, 3004 Ardenes Street, Stop A, Fort Bragg, NC 28310-9610.

DESTRUCTION NOTICE: Destroy by any method that will prevent disclosure of contents or reconstruction of the document.

FOREIGN DISCLOSURE RESTRICTION (FD 6): This publication has been reviewed by the product developers in coordination with the United States Army John F. Kennedy Special Warfare Center and School foreign disclosure authority. This product is releasable to students from foreign countries on a case-by-case basis only.

HEADQUARTERS, DEPARTMENT OF THE ARMY

SFA DEPLOYMENT HANDBOOK The cargo-pocket-sized handbook to be released in July, provides Army units and personnel scheduled to support regionally-aligned missions with references to successfully plan, train for and carry out their missions.

autonomously in an ambiguous environment is critical to building partner capacity and fostering U.S. security objectives. **SW**

Capt. Rachel Rice is a Civil Affairs officer who is assigned to the U.S. Army John F. Kennedy Special Warfare Center and School's Commander's Initiative Group.

Notes:

1. The Department of Defense, Sustaining U.S. Global Leadership: Priorities For 21st Century Defense (Washington, DC, 2012), 4.
2. *Ibid.*, 3.
3. Raymond T. Odierno and John M. McHugh, Army Strategic Guidance For Security Cooperation (Washington, DC, 2014).
4. Headquarters, Department of the Army, Field Manual 3-22, Army Support to Security Cooperation (Washington, DC, January, 2013).
5. 2015 National Security Strategy (President Barack Obama).