

**Army Regulation 34-1**

**Standardization**

# **Interoperability**

**Headquarters  
Department of the Army  
Washington, DC  
9 April 2020**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 34-1  
Interoperability

This major revision, dated 9 April 2020--

- o Changes the title from Multinational Force Interoperability to Interoperability (cover).
- o Updates the definition of “interoperability” (para 1-6).
- o Updates interoperability levels (para 1-9).
- o Adds assessment, monitoring, and evaluation guidance (para 1-12).
- o Prescribes new responsibilities for the management and execution of interoperability within Headquarters, Department of the Army (chap 2).
- o Adds new primary organizations to chapter 2: Chief of Public Affairs, Chief of Chaplains, U.S. Army Futures Command, U.S. Army Cyber Command (chap 2).
- o Replaces the term “multinational force interoperability” used in the 2015 edition of AR 34-1 with the term “interoperability” (throughout).

**Standardization  
Interoperability**

By Order of the Secretary of the Army:

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General, United States Army  
Chief of Staff

Official:

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

**Summary.** This regulation establishes Department of the Army policy for activities that contribute to Army, Joint, Inter-organizational, and Multinational interoperability and prescribes responsibilities for resourcing, implementing, managing, integrating, and assessing Army participation in those activities.

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

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

**Army internal control process.** This regulation contains internal controls and provides an Internal Control Evaluation for use in evaluating key internal controls (see appendix C).

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

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

**Distribution.** This publication is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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

**Chapter 1**  
**Introduction, page 1**

*Section I*

*General, page 1*

Purpose • 1–1, *page 1*

References and forms • 1–2, *page 1*

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

Responsibilities • 1–4, *page 1*

Records management (recordkeeping) requirements • 1–5, *page 1*

*Section II*

*Interoperability Overview, page 1*

Definition • 1–6, *page 1*

Army interoperability policy • 1–7, *page 1*

Strategic concept for interoperability • 1–8, *page 2*

Levels of Interoperability • 1–9, *page 2*

Achieving Interoperability • 1–10, *page 3*

\*This regulation supersedes AR 34–1 dated 10 July 2015.

## Contents—Continued

Resourcing Army interoperability activities • 1–11, *page 4*

Assessment, monitoring, and evaluation of interoperability activities • 1–12, *page 5*

### Chapter 2

#### Responsibilities, *page 5*

Headquarters Department of the Army Principal Officials and Commanders of Army commands, Army service component commands, and Direct Reporting Units • 2–1, *page 5*

Vice Chief of Staff • 2–2, *page 6*

Assistant Secretary of the Army (Acquisition, Logistics and Technology) • 2–3, *page 6*

Assistant Secretary of the Army (Installations, Energy and Environment) • 2–4, *page 6*

Chief Information Officer/G–6 • 2–5, *page 7*

Chief of Public Affairs • 2–6, *page 7*

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

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

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

Deputy Chief of Staff, G–8 • 2–10, *page 9*

Chief of Engineers • 2–11, *page 9*

The Surgeon General • 2–12, *page 10*

The Judge Advocate General • 2–13, *page 10*

Chief of Chaplains • 2–14, *page 10*

Provost Marshal General • 2–15, *page 10*

Commanding General, U.S. Army Training and Doctrine Command • 2–16, *page 11*

Commanding General, U.S. Army Materiel Command • 2–17, *page 11*

Commanding General, U.S. Army Forces Command • 2–18, *page 11*

Commanding General, U.S. Army Futures Command • 2–19, *page 12*

Commanding Generals, Army service component commands • 2–20, *page 12*

Commanding General, U.S. Army Cyber Command • 2–21, *page 12*

Commanding General, U.S. Army North • 2–22, *page 13*

Commanding General, U.S. Army South • 2–23, *page 13*

U.S. Army Head(s) of Delegation for interoperability programs • 2–24, *page 13*

### Chapter 3

#### Army Policy for Participation in Multinational Interoperability Forums and Agreements, *page 13*

Designating Army responsibility for multinational interoperability forums • 3–1, *page 13*

Army participation in multinational interoperability forums • 3–2, *page 14*

Development and presentation of agendas and Army positions • 3–3, *page 14*

Development of multinational interoperability agreements and publications • 3–4, *page 15*

### Appendixes

A. References, *page 16*

B. Multinational Interoperability Forums, *page 20*

C. Internal Control Evaluation, *page 24*

### Glossary

## **Chapter 1 Introduction**

### **Section I**

#### **General**

##### **1–1. Purpose**

This regulation defines the concept of Army interoperability with unified action partners (UAPs) in a multi-domain operating environment and establishes Department of the Army (DA) policy for achieving interoperability through international military standardization, other Army security cooperation (SC) programs and activities, and Army participation in joint, inter-organizational and multinational (MN) programs and activities.

##### **1–2. References and forms**

See appendix A.

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

See glossary.

##### **1–4. Responsibilities**

Responsibilities are listed in chapter 2.

##### **1–5. Records management (recordkeeping) requirements**

The records management requirement for all record numbers, associated forms and reports required by this regulation are addressed in the Records Retention Schedule—Army (RRS– A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, or reports are not current, addressed and published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

### **Section II**

#### **Interoperability Overview**

##### **1–6. Definition**

*a.* As used in this regulation, interoperability is the ability to act together coherently, effectively, and efficiently to achieve tactical, operational, and strategic objectives.

*b.* Interoperability activities are any initiative, forum, agreement, or operation that improves the Army’s ability to operate effectively and efficiently as a component of the Joint Force, within an inter-organizational environment, and as a member or leader of an alliance or coalition across the range of military operations (ROMO).

##### **1–7. Army interoperability policy**

*a.* The Army’s policy is to develop interoperability to enhance readiness in support of United States national defense and strategic goals, including operating effectively with UAP across the full ROMO.

*b.* Interoperability must be routinely considered and supported as part of Army planning, programming, budgeting, and execution (PPBE); force design; force structure; doctrine and policy; training; weapon systems and materiel requirements; research, development, and acquisition; information and data processes for assessment, monitoring, and evaluation (AME); materiel management; and logistics support processes.

*c.* The order of priority for achieving interoperability will be internal Army (multi-component), Joint, Inter-organizational and MN. The Army will address these priority areas simultaneously—not sequentially.

*d.* The Army will simultaneously address human, technical, and procedural aspects across all warfighting functions (WfF) as it shapes capabilities for interoperability.

*e.* Army components will use the Army’s priority focus areas (PFAs) and interoperability levels (as defined in para 1–9) to define realistic and prioritized objectives for achieving interoperability within the Army and with UAP. The Army level of ambition for achieving interoperability with a particular partner will depend on the Army-partner relationship; combatant command and Army service component command (ASCC) interoperability objectives; the type

of operations the United States is likely to conduct with the partner; and the partner's capability, willingness, and ambition for interoperability with the Army.

### **1–8. Strategic concept for interoperability**

*a.* Joint Forces face a rapidly evolving, multi-domain operating environment in which highly adaptive and innovative adversaries create resilient formations, forces, and systems to support their strategies. Adversaries employ systems to achieve their strategic ends over time to avoid war and negate the traditional operating methods of the Joint Force. It is in this context that the Army, as the primary land force of the U.S. military, must partner with UAP forces to organize, practice, and employ capabilities and methods across domains, environments, and functions to contest these adversaries in competition below armed conflict and, when required, defeat them in armed conflict. The capabilities that UAPs provide are critical to the success of any such campaign and act as a military force multiplier for the Coalition Forces.

*b.* In the current dynamic operating environment, the U.S. Army will have only days, not weeks or months, to integrate with UAPs in key functions and capabilities. Therefore, interoperability must become a fundamental condition of how the Army plans to fight tonight and tomorrow, and prepares to fight in the future. The smaller size of the current Army combined with the nature of Multi-Domain Operations (MDOs) across air, land, maritime, space, and cyberspace requires that the Army train to fight alongside and with UAP. The Army, as part of a Coalition, must be able to leverage total Army and UAP capabilities in ways that enhance the accomplishment of U.S. and Coalition objectives.

*c.* The foundation of interoperability is broad, spanning all Army WFF, with human, procedural, and technical domains. Interoperability is often associated with technical issues, however network and IT systems are not the sole components. Human and procedural aspects must also be considered in developing interoperability. The human dimension builds the basis of the mutual understanding and respect that is fundamental to unity of effort and operational success. The procedural dimension ensures that the Army achieves sufficient harmony in policies and doctrine that will enable it to operate effectively with UAPs.

*d.* The Army's approach to interoperability encompasses all Army components and all operational domains, to include air-ground and maritime operations. The Army's approach also ensures the rapid and flexible task organizations of combined arms formations that maintain interoperability while operating effectively with UAP in combined training and operations.

*e.* The scope and focus of interoperability activities are a function of the specific military mission of the operation, alliance, or coalition, and of the anticipated roles of the participants.

*f.* Interoperability outcomes must be measurable and subject to qualitative and quantitative AME by responsible organizations on a regular basis. AME of interoperability programs is a sponsoring organization responsibility (see para 1–12).

*g.* Within a coalition, there will be variable levels of interoperability among UAP. Commanders, planners, and operators should make every effort to maximize the interoperability capability of UAP, understanding that some partners may not be able to achieve full integration of level 3 (see para 1–9c(4)).

### **1–9. Levels of Interoperability**

*a.* Interoperability is and will remain one of the key requirements for the Army. To conduct combined arms maneuver with UAP, the Army must develop and advance a base technological architecture into which the Army and partners can easily "plug and play."

*b.* The Army's interoperability PFAs comprise the following functional areas: communication and information systems (CIS)/information management (IM); intelligence, surveillance and reconnaissance (ISR) and intelligence fusion; digital fires; and sustainment.

*c.* To standardize interoperability planning, the Army recognizes four levels of interoperability with UAP: Level 0 (Not Interoperable), Level 1 (Deconflicted), Level 2 (Compatible), and Level 3 (Integrated). The levels are defined for each PFA as follows:

(1) *Level 0 (Not Interoperable).* UAPs have no demonstrated interoperability. Command and control (C2) interface with the Army is only at the next higher echelon. UAP formations must operate independently from U.S. Army formations and operations.

(2) *Level 1 (Deconflicted).* U.S. Army and UAPs can coexist but do not interact. Requires alignment of capabilities and procedures to establish operational norms, enabling UAPs and the U.S. Army to complement each other's operations.

(a) *Communication and information systems.* Lead nation provides digital liaison officer support for network, services, and common operational picture (COP) interoperability.

(b) *Information management.* UAPs rely on manual IM and knowledge management (KM) processes. Information exchange products/processes undefined across the coalition. Minimally acceptable IM policy and IM plan.

(c) *Intelligence, surveillance, and reconnaissance and Intelligence Fusion.* UAPs conduct intelligence sharing on ad-hoc basis (not routine) and rely solely on a lead-nation common intelligence picture (CIP).

(d) *Fires:* Voice procedures for cross-nation boundaries; national precision fires only.

(e) *Sustainment:* National support elements provide national logistics support only.

(3) *Level 2 (Compatible).* U.S. Army and UAPs are able to interact with each other in the same geographic area in pursuit of a common goal. U.S. Army and UAPs have similar or complementary processes and procedures and are able to operate effectively with each other.

(a) *Communication and information systems.* UAP achieve network connectivity through technical ad hoc procedures. Partners provide their own core services. COP achieved via ad hoc procedures.

(b) *Information management.* UAPs exchange only information that is agreed upon (versus common information). UAPs must agree on IM/KM policies prior to deployment. UAPs conduct manual records management.

(c) *Intelligence, surveillance, and reconnaissance and Intelligence fusion.* National representatives and liaison officers (LNOs) facilitate partial access to intelligence across nations and domains for a partial CIP. UAP intelligence staffs use standard operating procedures (SOPs) to drive intelligence fusion, collection management, and ISR requirements.

(d) *Fires.* National digital systems require Fire Direction Center translation, some ammunition interchangeable, common voice call for fire procedure.

(e) *Sustainment.* LNOs, manual processing and limited digital automation required for log replenishment.

(4) *Level 3 (Integrated).* U.S. Army and UAPs are able to integrate upon arrival in theater. Interoperability is network-enabled to provide the full ROMO capability. UAPs are able to routinely establish networks and operate effectively with or as part of U.S. Army formations.

(a) *Communication and information systems.* UAPs share a Common Network, Common Services, and a COP.

(b) *Information management.* Common defined information exchange products, common IM/KM policies, common IM Baseline, and automated records management.

(c) *Intelligence, surveillance and reconnaissance and Intelligence Fusion.* UAPs have sufficient access to intelligence across nations and Top Secret, Secret, and Unclassified domains to allow high-tempo operations. UAPs are able to request and access ISR across domains and nations. UAPs contribute and share a combined CIP and intelligence staffs have common training, processes, and procedures.

(d) *Fires.* UAPs use networked fires C2, including precision effects, and interchangeable ammunition.

(e) *Sustainment.* UAPs initiate and execute coalition logistic replenishment by digital automation.

## **1–10. Achieving Interoperability**

a. *Army.* The Army must be interoperable as a service within all three components. Units at all echelons across all Army components must be capable of achieving full interoperability, regardless of state of modernization, when working together in support of national defense objectives. The Army will simplify operational networks and improve interoperability in order to unburden units from having to mitigate mission command complexities and shortfalls. The Army will develop and train to baseline interoperability standards that are consistent across the ASCC boundaries.

b. *Joint.* The Army's role in Joint interoperability must support the broader efforts of the Department of Defense (DOD), Joint Staff, and the other Services to enhance the capabilities of the geographic combatant command (GCC) and support their functional campaign plans or combatant command campaign plans (CCPs). Joint interoperability efforts are to be integrated and synchronized with inter-organizational and MN interoperability efforts. Army efforts must continue to advance technological compatibility, procedural/doctrinal consistency, and training, emphasizing planning, execution, and assessments in accordance with DOD directives and guidance, to include, but not limited to, DODD 5000.01, Joint Publication (JP) 3–0, Chairman of the Joint Chief of Staff Instruction (CJCSI) 2700.01G, and AR 70–1.

c. *Inter-organizational.* The Army will develop the ability to operate appropriately with UAPs that participate across the ROMO. Besides working with DOD organizations, Army interoperability efforts must also be coordinated and compatible with U.S. Government agencies; state, territorial, local, and tribal agencies; foreign government agencies; intergovernmental organizations; nongovernmental organizations; and the private sector (see JP 3–08). The Army will continue its activities and efforts to define, develop, and improve activities that enhance Inter-organizational interoperability.

d. *Multinational.* MN interoperability is an integral part of the Army's SC efforts realized through international activities managed and conducted by HQDA Principal Officials, Army commands (ACOMs), ASCC, and direct reporting units (DRUs). The Army will develop strategic plans that build partner capability and strong relationships to

focus on shared security objectives. A life cycle management process will detail the unique resources required to execute initiatives and assess progress toward closing any interoperability gaps identified between the U.S. Army and UAP. The international activities that will help materialize or execute these plans include the multilateral and bilateral UAP interoperability forums that are part of the focus of this regulation (see chap 3). It includes, but is not limited to: the development of North Atlantic Treaty Organization (NATO) Standardization Agreements (STANAGs) and Allied Publications (APs); American, British, Canadian, Australian, and New Zealand (ABCANZ) Armies' Program Standards; Mission Partner Environment forums and activities; Federated Mission Networking forums and activities; Coalition Interoperability Assurance and Validation (CIAV) activities; the Multilateral Interoperability Programme (MIP); and MN exercises and training. The Army will plan, execute, and assess SC activities that support MN interoperability in accordance with DOD guidance, DODD 5132.03, AR 11–31, DA Pam 11–31, and Field Manual 3–22. The Army will prioritize MN interoperability efforts in multilateral forums such as the ABCANZ Armies' Program and the NATO Standardization Land Board and NATO Army Armaments Group Programs to propagate interoperability lessons and solutions to other partners. Army organizations responsible for managing MN interoperability activities and programs will coordinate those efforts with ASCCs to be consistent with theater and country objectives of the GCCs and the U.S. Chiefs of Mission's Integrated Country Strategies. DA Pam 11–31 outlines a methodology for understanding and planning MN interoperability and lists other Army SC programs that may support the development of interoperability.

*e. NATO STANAGs and ABCANZ Standards are important tools for enhancing MN interoperability with NATO, ABCANZ, and other MN partners. Army components will implement all U.S.-ratified standards as soon as practical; incorporate them routinely in requirements development, doctrine, and training; and assess compliance in the AME process required in paragraph 1–12. All international standardization agreements (ISAs) intended for use in acquisition of materiel are subject to additional review and approval by the Army Standardization Executive (ASE) prior to Army ratification (see chap 3 for more detailed guidance on processing NATO STANAGs and ABCANZ Standards).*

*f. Coalition Interoperability Assurance and Validation and Multilateral Interoperability Programme are communities of interest that enhance interoperability.* CIAV provides mission-based interoperability assessments of Coalition process, training, and technical capability gaps by conducting comprehensive reviews of data flows between applications and systems that support one or more Coalition Mission Threads. CIAV reports detailed capabilities, limitations and operational impacts between the U.S. and mission partners and provides recommendations to improve information exchange. MIP is a collection of nations that develops technical specifications between information systems based on a common data model, primarily for land usage, to share command and control information.

*g. Training.* Army units must be prepared to fight with UAP in joint and combined operations. In order to prepare units and leaders, home station and combat training center (CTC) events are to be used to practice and test units' abilities to operate with UAP. Interoperability stakeholders will review UAP training objectives for each MN training event by partner, PFA, and echelon in order to maximize return on investment, systematically capturing observations, lessons, and best practices in accordance with AR 11–33 while identifying interoperability capability gaps. Commanders will prioritize exercise objectives to increase interoperability based on outcomes designed to support the future force design within an MDO construct. ASCC will ensure planned training events support the integration of interoperability principles. Additionally, the ASCC will provide feedback on the feasibility, acceptability and suitability of interoperability solutions to the respective organizations as detailed in chapter 2.

*h. Acquisition.* Army systems must address interoperability from initial conception through the design, acquisition and fielding process. Capability requirement documents for Information Systems (IS) will address the Net-Ready Performance Attribute to ensure interoperability with fielded, developing, and proposed IS. For the non-IS systems, interoperability must be a performance attribute to ensure interoperability with fielded, developing, and proposed systems and adherence to agreed standards. Documentation will define essential baseline information sharing requirements that are measurable and testable in a cost-effective manner and derived from associated DOD architecture.

*i. Information and technology sharing is a critical enabler of interoperability.* Army components will consider, from program inception, the releasability of Army classified military information, relevant Controlled Unclassified Information, and systems to UAPs. Information and systems will not be assigned a blanket classification to avoid foreign disclosure decisions.

*j.* Note that nothing in this regulation regarding foreign disclosure and foreign visits supersedes the requirements outlined in AR 380–10.

## **1–11. Resourcing Army interoperability activities**

*a.* Army interoperability activity requirements are integrated into the Army's PPBE process and are validated and approved in the Army Program Objective Memorandum and budget. Interoperability Program leads will work with



the appropriate management decision package managers to identify the requirements for the interoperability efforts and demonstrate the outcome (payoff) for the Army.

*b.* HQDA Principal Officials, ACOMs, ASCCs, and DRUs designated as leads for individual interoperability activities will include associated resource requirements in their program objective memorandum and budget submissions.

*c.* To ensure essential representation at MN interoperability forums that they directly manage, the Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7) and the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)) will support travel and per diem to allow personnel from supporting organizations to participate in MN interoperability activities.

## **1-12. Assessment, monitoring, and evaluation of interoperability activities**

*a.* Assessments are conducted on a continual cycle that precede, guide, and conclude operations and activities. Interoperability assessments are critical for the purposes of accountability (tracking, understanding, and improving returns on the Army's interoperability investments) and learning (identifying and disseminating best practices and lessons learned for interoperability implementation). Assessments broadly consist of three actions--

- (1) Monitoring the initiative to collect relevant information.
- (2) Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
- (3) Recommending or directing action for improvement.

*b.* Army organizations that plan interoperability initiatives will establish measures of performance and measures of effectiveness for those initiatives to determine if the Army has achieved desired interoperability levels within each of the four PFA (laid out in the Army's strategic guidance on life cycle management) for the targeted UAP of an interoperability initiative.

*c.* To validate and inform strategic guidance and enhance the life cycle management framework, initiative proponents will submit assessments and lessons learned derived from evaluations to DCS, G-3/5/7 and the UAP proponent.

*d.* Army components will record all relevant interoperability information in the DOD SC database of record.

## **Chapter 2 Responsibilities**

### **2-1. Headquarters Department of the Army Principal Officials and Commanders of Army commands, Army service component commands, and direct reporting units**

HQDA Principal Officials and Commanders of ACOMs, ASCCs, and DRUs will—

*a.* Designate and provide contact details to DCS, G-3/5/7 for a primary point of contact with responsibility for coordination, reporting and support of interoperability activities within their assigned functional area of responsibility.

*b.* Exercise authority, direction, and control over all interoperability activities for which the staff element, ACOM, ASCC, or DRU has responsibility.

*c.* In coordination with the DCS, G-3/5/7, program, budget, and execute funding for all costs directly associated with participation in interoperability activities for which the HQDA Principal Officials, ACOM, ASCC, or DRU has responsibility.

*d.* Provide U.S. Army Heads of Delegation (HODs), group and project leaders, subject matter experts (SMEs), and other representatives to the NATO and ABCANZ interoperability forums when requested by the ASA (ALT) and DCS, G-3/5/7.

*e.* Provide an organizational position on the technical development and ratification of NATO STANAGs, ABCANZ standards, MPE joining, membership, and exiting instructions and other interoperability agreements or actions within their assigned area of responsibility.

*f.* Include MN training partners in signature exercises such as CTC rotations, Warfighter Exercises and Joint Warfighting Assessments.

*g.* Comply with the AME approach outlined in paragraph 1-12.

*h.* Implement and regularly evaluate U.S.-ratified NATO STANAGs, ABCANZ standards, and other interoperability agreements within their assigned area of responsibility.

*i.* Evaluate and report on the effectiveness of interoperability activities for which the HQDA Principal Officials, ACOM, ASCC, or DRU has responsibility in accordance with guidance provided by the DCS, G-3/5/7.

*j.* The initiating organization for MN interoperability activities will create and update an entry in the Global Theater Security Cooperation Management Information System, as appropriate.

*k.* Establish and maintain Write for Release programs to ensure partner nation interoperability information sharing is addressed in an early and continuous manner.

*l.* Capture observations, lessons, and best practices from Army operations and exercises with UAP and submit them to the Joint Lessons Learned Information System and the Center for Army Lessons Learned (CALL).

*m.* Provide feedback as doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) gaps and issues are observed and documented to interoperability governance structure.

## **2–2. Vice Chief of Staff**

The VCSA will serve as the Army representative to the Executive Council of the ABCANZ Armies' Program.

## **2–3. Assistant Secretary of the Army (Acquisition, Logistics and Technology)**

The ASA (ALT) will—

*a.* Incorporate interoperability considerations and requirements in Armywide technology-based strategy, policy, guidance, planning, and acquisition programs.

*b.* Support HQDA Principal Officials, staff elements, ACOMs, and agencies to develop and process PPBE and other funding submissions to support participation in research, development, and acquisition (RDA)-related interoperability forums and agreements.

*c.* Designate U.S. Army HOD and materiel developer representatives for—

(1) The NATO Army Armaments Group (NAAG).

(2) NAAG land groups and ad hoc forums that report to the NAAG.

(3) Five Power and bilateral Senior Cooperation Fora (Army) and working groups.

(4) Other RDA-related MN interoperability forums.

*d.* Maintain and distribute information on the organization, objectives, processes, and representational duties for the MN interoperability forums in paragraph 2–3*c*.

*e.* Serve as the single ratification authority within the Army for NATO STANAGs generated by the NAAG subordinate bodies.

(1) Develop procedures for developing and ratifying NATO STANAGs developed by NAAG subordinate bodies.

(2) Coordinate ratifications with the appropriate Army organizations in accordance with regulations and laws.

(3) Oversee and support the technical development and pre-ratification policy coordination of NATO STANAGs developed by NAAG subordinate bodies.

*f.* Provide materiel-related STANAGs and ABCANZ standards to the ASE for review and approval in accordance with DODM 4120.24.

*g.* Provide policy guidance for the Engineer and Scientist Exchange Program (ESEP).

*h.* Develop an overall ESEP strategy that includes interoperability objectives and priorities. Ensure that ESEP addresses current and future strategic needs.

*i.* Develop procedures to review ABCANZ Standards for ratification and review ABCANZ Standards and publications for release to NATO.

*j.* Review, coordinate, and process for Army or Office of the Secretary of Defense (OSD) approval those RDA-related MN interoperability agreements designated as international agreements in accordance with AR 550–51 and AR 70–41.

*k.* Sign agreements for the loan of Army materiel and technology authorized under 22 USC 2796d.

*l.* Approve attendance of non-U.S. government representatives at meetings of interoperability forums for which ASA (ALT) has lead.

*m.* Monitor the establishment and effectiveness of Army delegations to RDA-related interoperability forums and resolve conflicts with appropriate HQDA Principal Officials, ACOMs, ASCCs, and DRUs.

*n.* Oversee and support the technical development and pre-ratification specification coordination of MIP baselines.

## **2–4. Assistant Secretary of the Army (Installations, Energy and Environment)**

The ASA (IE&E) will—

*a.* Incorporate validated and resourced interoperability considerations and requirements into Army installation, military construction, energy security, operational energy, water security, contingency basing and environment, safety, and occupational health programs.

*b.* Provide strategic guidance, supervision, and facilitation for interoperability policies, plans, programs, and activities on matters related to ASA (IE&E) functional areas identified in this paragraph.

*c.* Designate Army HOD, team leaders or SMEs, as required, for interoperability activities and forums related to ASA (IE&E) functional areas identified in this paragraph.

*d.* Coordinate with ASA (ALT); DCS, G-3/5/7; DCS, G-4; other HQDA Staff elements; and ASCCs as appropriate to develop Army positions and interoperability initiatives on emerging and nontraditional security issues related to ASA (IE&E) functional areas identified in this paragraph.

## **2-5. Chief Information Officer/G-6**

The CIO/G-6 will—

- a.* Oversee, develop, review, coordinate, and distribute Army command, control, communications, and computer (C4) networks, policies and data standards that are related to interoperability.
- b.* As Army proponent for CIAV, provide an Army CIAV Team to participate as an element of the U.S. CIAV Team to address coalition interoperability information exchange issues.
- c.* Provide representatives and support to relevant exercises and events where C4 interoperability issues require documentation and resolution.
- d.* Distribute reports on Army CIAV Team findings to appropriate HQDA Principal Officials, ACOMs, ASCCs, and other appropriate stakeholders.
- e.* Oversee evaluation of all proposed C4 interoperability agreements, standards, and tactics, techniques and procedures (TTP) for compliance with appropriate UAP network standards.
- f.* Act as the Army representative to the MPE Executive Steering Committee (ESC).
- g.* Oversee and support the technical development and pre-ratification policy coordination of NATO STANAGs developed by NATO Standardization subordinate bodies in coordination with appropriate Joint service representatives.
- h.* Support the development of ABCANZ Standards. Review ABCANZ publications for release to NATO, as they pertain to data exchange, in particular those related to C4.
- i.* Serve as the U.S. Army HOD for MIP. Represent the U.S. on the Management Steering Group.
- j.* Work with U.S. CIAV and participate in the MPE ESC CIAV Work Group.
- k.* In coordination with ASA (ALT), support the technical development and pre-ratification specification coordination of MIP baselines coordinated for release by the MIP Steering Group.
- l.* Provide an Army MPE Synchronization Management Group (SMG) that synchronizes and informs the transition of the Army to an MPE through a coordinated strategy aligned with DODDs. The MPE SMG stakeholders will include, but not be limited to, O-6 level representation from ASCCs, Army Staff, and ACOMs.

## **2-6. Chief of Public Affairs**

The CPA will—

- a.* Review, and coordinate the release of Army interoperability information.
- b.* Provide expertise to HQDA to assist in developing and endorsing communication strategies.
- c.* Coordinate and synchronize themes, messages, images, operations, and actions to support U.S. government strategic communication-related objectives. Ensure consistency through the integration and synchronization of all relevant communication activities.

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

The DCS, G-2 will—

- a.* Develop and distribute policies and procedures in conjunction with the General Counsel and The Judge Advocate General for disclosure of classified military information and controlled unclassified information to foreign representatives associated with participation in interoperability activities. Perform this task in accordance with AR 380-10.
- b.* Provide expertise to stakeholders detailed in this chapter on architecture compatibility requirements for intelligence and the potential for transition to national sharing protocols that merge, prioritize, and coordinate intelligence across the DOD and relevant MN partners.
- c.* In support of TRADOC Intelligence Center of Excellence, assist in the determination of information exchange requirements and monitor the development of interoperability within intelligence systems and networks.
- d.* Assist in the review of NATO STANAGs, ABCANZ Standards, and ABCANZ publications for foreign disclosure considerations prior to ratification or release to NATO.
- e.* Manage the Foreign Liaison Officer Program in support of interoperability.
- f.* Assist the DCS, G-3/5/7 and the ASCCs in assessing achievement of regional interoperability objectives.
- g.* Assist the DCS, G-3/5/7 with planning for Chief of Staff of the Army (CSA) Counterpart Visit (CPV) Program.
- h.* Serve as the Army's voting representative on National Geospatial Intelligence Agency-led Geospatial Intelligence Standards Working Group in support of interoperability.

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

The DCS, G–3/5/7 will—

- a.* Develop, review, and distribute interoperability policy, priorities, and objectives throughout the Army.
- b.* Develop and disseminate strategic guidance in a life cycle framework that establishes requirements and priorities with partner nations, integration, engagement and resource plans, AME measures, governance oversight, and a communications plan.
- c.* Serve as oversight authority for Army interoperability activities.
- d.* Ensure Army interoperability objectives and positions are included in the Army’s submissions to OSD, joint, and MN planning, policy guidance, programming, and budget documents.
- e.* Conduct continuous assessment of interoperability programs to inform program managers, senior Army leaders, and the budget processes.
- f.* Establish an interoperability governance structure using a council of colonels and general officer steering committee to ensure human, technical, and procedural aspects of interoperability provide a holistic approach to achieving objectives as detailed in the Army strategic documents.
- g.* Serve as the primary Army staff organization for synchronization, integration, and delivery of Mission Command Network strategies, architectures, and required capabilities.
- h.* For MN interoperability programs and forums:
  - (1) Provide administrative oversight of Army MN interoperability activities to ensure that U.S., DOD, and Army goals and objectives are supported and to eliminate duplication among MN interoperability activities. This responsibility does not imply direct control of those MN interoperability activities overseen by other HQDA Principal Official staff elements, ACOMs, ASCCs, or DRUs.
  - (2) Serve as the Army’s ratification authority for NATO STANAGs generated by the NATO Military Committee Land Standardization Boards (MCLSBs) and for ABCANZ Standards. Ensure that all standards are coordinated with the appropriate Army organizations.
  - (3) Distribute detailed procedures for Army participation in NATO standardization forums and ABCANZ interoperability forums.
  - (4) Designate Army HODs and SMEs for NATO MCLSB working groups and ABCANZ Capability and Support Groups and Project Teams.
  - (5) Oversee and support the technical development and ratification policy coordination of NATO STANAGs developed by the NATO MCLSB and the other Services and Agencies, ABCANZ standards, and other international standardization agreements affecting the Army.
  - (6) Maintain an office of record for international standardization agreements. This office will maintain the Army record of each Army-ratified NATO STANAG and ABCANZ Standard and associated documentation.
  - (7) Develop procedures to ensure the implementation and periodic evaluation of NATO STANAGs and ABCANZ Standards by the designated implementing Army organization.
  - (8) Ensure that interoperability agreements designated as international agreements (generally, those agreements that signify an intention of the parties to be bound by international law, for example, agreements that provide for mutual support of cross-serving of military equipment, ammunition, and supplies) are processed in accordance with the provisions of DODD 5530.3 and AR 550–51.
- i.* Provide the U.S. representative to the NATO MCLSB.
- j.* Provide the following representation to the ABCANZ Armies’ Program:
  - (1) The U.S. General Officer (O–8) to the ABCANZ Armies’ Program national directors.
  - (2) The U.S. deputy (GS–15) to the ABCANZ Armies’ Program national directors.
  - (3) The U.S. National Coordination Officer (GS–14/O–5).
  - (4) The Chief of Staff (O–6) to the ABCANZ Board of Directors in rotation with other ABCANZ Armies.
  - (5) A U.S. military staff officer (O–5) and an executive officer (GS–14) to the ABCANZ Program Office.
- k.* Conduct Army-to-Army Staff Talks (AST).
  - (1) Develop an overall strategy for AST to include identifying partners and associated interoperability objectives that comply with the interoperability objectives and priorities in this regulation. Ensure that AST address current and future strategic, operational, and tactical interoperability and identify the desired level of interoperability with the partner in accordance with paragraph 1–9c of this regulation.
  - (2) Designate the Army HOD for each AST.
  - (3) Coordinate all AST agreed-to-actions with key partners, appropriate HQDA staff elements, ACOMs, ASCCs, and DRUs.
  - (4) Delegate to selected ASCCs the authority to conduct AST with partner nations.
- l.* Provide guidance for the CSA’s CPV Program, in coordination with DCS, G–2, and the applicable ASCCs.

- (1) Develop an overall strategy for the CSA's CPV Program that reflect the interoperability objectives and priorities in this regulation.
- (2) Recommend CSA CPV engagements that address likely U.S. partner strategic, operational, and tactical challenges.
- (3) Integrate the results of CSA CPV engagements into pertinent Army SC programs.
  - m.* Provide policy guidance for the Military Personnel Exchange Program (MPEP).
    - (1) Develop an overall MPEP strategy that includes interoperability objectives and priorities.
    - (2) Ensure MPEP strategy addresses current and future strategic, operational, and tactical challenges for both the Army and MN partners.
  - n.* Provide guidance for the Schools of Other Nations (SON) Program.
    - (1) Develop an overall SON Program strategy to include interoperability objectives and priorities.
    - (2) Ensure that the SON Program addresses current and future strategic, operational, and tactical challenges for both the Army and likely MN partners.
  - o.* Oversee the Secretary of the Army (SECARMY) Cooperation Fund under the provisions of Title 10, United States Code, Chapter 16 (10 USC Chapter 16), which may provide for the expenses of travel, subsistence, special compensation of officers and students and other expenses that the Secretary considers necessary for cooperation, upon approval of OSD.
  - p.* In coordination with FORSCOM, develop an enterprise view of Army MN interoperability training to ensure interoperability is routinely incorporated in Army training through periodic review panels.

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

The DCS, G-4 will—

- a.* Incorporate interoperability considerations and requirements in Army bilateral and MN logistics and transportation planning.
- b.* Designate U.S. Army HOD and representatives to the Senior NATO Logisticians' Conference (SNLC) if required by Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)).
- c.* Nominate U.S. Army HOD for the logistics-related NATO MC Land Standardization Board working groups.
- d.* Provide ABCANZ capability and support group leaders, project team leaders or SME, as required, and technical review and input to logistics-related NATO STANAGs and ABCANZ Standards.
- e.* Monitor the establishment and effectiveness of Army delegations to international logistics interoperability forums and resolve conflicts with appropriate ACOMs and agencies concerning unfulfilled requirements for Army participation. Provide feedback to DCS, G-3/5/7 on implications for Armywide interoperability and continued feasibility of policy and operations.
- f.* Provide logistics lead for AST, as required.

## **2-10. Deputy Chief of Staff, G-8**

The DCS, G-8 will—

- a.* Assess, integrate, and synchronize interoperability considerations in the PPBE process and force development.
- b.* Provide representation to all interoperability forums for assessment and recommendation of proposed activities for consideration in the Army program.
- c.* Leverage quantitative data and processes related to operational assessments in accordance with Army international agreements.
- d.* Execute specified General Officer Roundtables (GORT). In fulfilling this responsibility, the DCS, G-8 will—
  - (1) Develop an overall strategy for the modernization GORT to include identifying partners and associated interoperability objectives.
  - (2) Ensure that each modernization GORT addresses current and future strategic, operational, and tactical interoperability.

## **2-11. Chief of Engineers**

The COE will—

- a.* Incorporate interoperability consideration and requirements, as appropriate, in Army overseas facility planning, engineering, and construction for allies and potential coalition partners.
- b.* Provide engineering and technical support, on a reimbursable basis if applicable, to interoperability forums and for execution of construction in support of interoperability agreements.
- c.* Provide engineering and technical support for Army, Joint, and MN geospatial interoperability and to geospatial interoperability forums.

- d.* Provide the infrastructure and facilities needed to evaluate Army Mission Command systems for compliance with standard and sharable Geospatial Foundation formats and content.
- e.* The Army Geospatial Information Officer will---
  - (1) Serve as the Army lead for geospatial interoperability.
  - (2) Provide geospatial foundation data and support to NATO, ABCANZ, and other interoperability-related exercises, assessments, simulations, and experiments.
  - (3) Participate in geospatial interoperability forums.
  - (4) Support CIO/G-6 Army CIAV teams to address MPE geospatial information exchange issues.
  - (5) Support CIO/G-6 work with U.S. CIAV and the MIP by providing guidance on geospatial standards implementation to facilitate UAP sharing of common services and a COP.
  - (6) Provide geospatial domain expertise in the development and technical review and input to NATO, STANAGs, ABCANZ Standards, and other international geospatial standards, as required.
  - (7) Determine acceptable Army geospatial standards for ensuring UAP interoperability.
  - (8) Provide geospatial domain expertise in the development of a COP, geospatial standards, and geospatial data sharing.

## **2-12. The Surgeon General**

TSG will—

- a.* Incorporate interoperability consideration and requirements in Army-wide medical technology base strategy, policy, guidance, planning, and acquisition programs in coordination with the ASA (ALT).
- b.* Serve as the DOD focal point for NATO/Chief of Medical Services (COMEDS) medical actions, to include chemical, biological, radiological and nuclear (CBRN) medical actions assigned to the Army in CJCSI 2700.01G.
- c.* Coordinate with DOD, the Joint Staff, HQDA, and other Services on medical aspects of interoperability in general, with particular reference to CBRN defense and medical countermeasures.
- d.* Provide U.S. Army HOD and lead agent representation for NATO/COMEDS medical standardization working groups for which TSG is the lead.
- e.* Coordinate requests from the Joint Staff and NATO nations for review, comment and ratification recommendation of NATO Allied Medical Publications.
- f.* Develop and coordinate U.S. positions within the medical and CBRN medical functional areas, including ratification, promulgation and implementation of Allied medical standardization documents in accordance with established policies and procedures.
- g.* Monitor the establishment and effectiveness of Army delegations to medical-related interoperability forums and resolve conflicts with appropriate ACOMs and agencies concerning requirements for Army participation.
- h.* Integrate interoperability where appropriate in all assigned medical DOTMLPF-P development activities.
- i.* Ensure that medical operations requirements stated in Army requirements documents integrate operations with UAP forces when appropriate.
- j.* Provide support to AST, as required.
- k.* Assist in the review of the NATO/COMEDS STANAGs, APs (and Standards Related Documents) and ABCANZ Standards, and publications related to medical functional areas prior to ratification or release to NATO.

## **2-13. The Judge Advocate General**

TJAG will—

- a.* Ensure his office act as the Army office of record for those interoperability agreements designated as international agreements in accordance with DODD 5530.3 and AR 550-51.
- b.* Review draft NATO STANAGs and ABCANZ Standards for legal sufficiency prior to ratification or release to NATO and ABCANZ nations.

## **2-14. Chief of Chaplains**

The CCH will—

- a.* Coordinate with DOD, the Joint Staff, HQDA, other Services, and CCH for UAP on aspects of interoperability related to Joint and Army doctrinal religious support capabilities.
- b.* Integrate interoperability where appropriate in all assigned religious support DOTMLPF-P development activities.

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

The PMG will—

- a. Integrate interoperability in all assigned biometrics and forensics DOTMLPF–P development activities.
- b. Coordinate with CIO/G6 to ensure flexible and scalable communication interoperability internally and externally with state, local and federal agencies to ensure coordinated response to emergencies for mutual aid.

## **2–16. Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC will—

- a. Serve as the UAP Interoperability Force Modernization Proponent to perform for the Army all DOTMLPF–P functions in accordance with AR 5–22.
- b. Lead development of a MPE network within the U.S. to support CTC training events, to act as an alternate baseline network should operations require a “Fight Tonight” solution, and to allow UAPs to develop their respective capabilities.
- c. Lead development of Army systems and organizations to support interoperability at the design and concept level.
- d. Ensure that operational requirements stated in Army requirements documents and doctrine incorporate interoperability.
- e. Act as action agent for training and doctrine talks with selected allies and coalition partners and for subject matter expert exchanges.
- f. Provide support to AST.
- g. Provide training, doctrine, and lessons learned support to interoperability forums and other related activities, when requested.
- h. Ensure ratified NATO STANAGs, ABCANZ Armies’ Program, and DOD MPE standards are incorporated in appropriate Army field manuals and other doctrinal publications.
- i. Integrate Army professional military education and functional training with knowledge and skills necessary for Army leaders and soldiers to plan and execute interoperability.
- j. Provide NATO, MIP, ABCANZ Armies’ Program, and DOD MPE capability and support group leaders, project team leaders or SMEs, as required, and technical review and input to NATO STANAGs and ABCANZ Standards.
- k. Ensure required interoperability lessons learned inputs are received, analyzed, validated and actioned as necessary. Responsible for sharing lessons learned with UAPs.
- l. As part of the Combined Arms Center, the Peacekeeping and Stability Operations Institute will—
  - (1) Serve as the U.S. Army HOD for NATO Training and Education for Peace Support Operations Task Group to promote interoperability through the standardization of manuals, standard operating procedures and partner nation training center courses.
  - (2) Serve as NATO Partnership Training and Education Center in accordance with NATO Action Sheet PO (2016) 0179–AS1 to support partner nations in developing their own defense education and training capacities that enhance interoperability.

## **2–17. Commanding General, U.S. Army Materiel Command**

The CG, AMC will—

- a. Provide logistics and technical support for the development of international logistics and operational support agreements.
- b. Nominate U.S. Army HODs for NATO MCLSB working groups, as required.
- c. Ensure ratification review of selected NATO STANAGs, ABCANZ Standards, ISAs, and DOD MPE standards by the ASE. In carrying out this responsibility, the ASE will—
  - (1) Assess NATO STANAGs, ABCANZ Standards, and publications, and other ISAs for conformance to DOD and Army acquisition policy in accordance with DODM 4120.24.
  - (2) Ensure that NATO STANAGs, ABCANZ Standards, and other ISAs intended for use in acquisitions are implemented by military or adopted in nongovernment standards when appropriate, and that the ISA and the implementing document are cross-referenced to each other.

## **2–18. Commanding General, U.S. Army Forces Command**

The CG, FORSCOM will—

- a. Include interoperability considerations in the development of Army training scenarios, opportunities, and objectives.
- b. As part of the governing process, ensure interoperability is routinely incorporated in Army training and exercises as validated through the Army Synchronization and Resourcing Process.
- c. Monitor MN partner participation in U.S. Army exercises and training. Identify and coordinate with DCS, G–3/5/7 on opportunities for interoperability training.

*d.* Coordinate with the ASCCs, U.S. Army liaison officers, standardization representatives (StanReps), and other members of the interoperability community in the region or area of interest to ensure cohesion of country- and region-specific Army interoperability activities.

*e.* In coordination with the DCS, G-3/5/7, periodically assess progress made in meeting FORSCOM-identified interoperability objectives and requirements. This assessment will identify causes of shortfalls and propose measures to address them.

*f.* Provide support to AST, as required.

## **2-19. Commanding General, U.S. Army Futures Command**

The CG, AFC will—

*a.* Ensure that the operational requirements stated in Army requirements documents integrate operations with UAP, when appropriate.

*b.* Ensure interoperability is considered in research, development, and acquisition decisions.

*c.* Include interoperability considerations in the development of Army operational scenarios, capabilities development activities, experiments, opportunities, and objectives.

*d.* In conjunction with DCS, G-3/5/7, ensure that MDO concepts requiring interoperability are supported through the Army Experimentation Review Board and other forums.

*e.* Provide science, technology, and materiel support to forums and other interoperability activities, when requested.

*f.* Keep Army materiel developer organizations fully informed of technology advances and research and development (R&D) activities taking place in their areas (countries) of responsibility.

*g.* Provide support to NATO, ABCANZ, and other interoperability-related exercises, simulations, and experiments.

*h.* Integrate interoperability where appropriate in the preparation and implementation of Army, Joint, and MN plans and agreements for acquisition and logistics support of materiel to be used by the U.S., its Allies, and potential coalition partners.

*i.* Provide supervision and direction for Army International Technology Centers. Under the direction of the CG, Combat Capabilities Development Command, the directors of the Forward Element Centers will supervise the International Technology Centers to promote interoperability by assisting in establishing international agreements that address, harmonize, and advance technology development, materiel interoperability, logistics, concepts, doctrine, organization, and training in MN operations.

## **2-20. Commanding Generals, Army service component commands**

The CG, ASCCs will—

*a.* In support of DCS, G-3/5/7, develop interoperability plans for partner nations as nominated in the Strategic Engagement Campaign Plan.

*b.* Develop and propose Army and interoperability issues for inclusion in their respective combatant commanders' integrated priority lists, CCP, regional strategies and country support plans.

*c.* Develop and inform the DCS, G-3/5/7 of the combatant commanders' Army interoperability requirements, objectives, priorities and any MN agreements that are pertinent to interoperability.

*d.* In coordination with the DCS, G-3/5/7, periodically assess progress made in meeting ASCC interoperability objectives and requirements. This assessment will identify causes of shortfalls and propose measures to address them.

*e.* In coordination with DCS, G-3/5/7, ensure that engagement with partner nations on interoperability is consistent with Army standards for interoperability.

*f.* Coordinate with Army liaison officers, ABCANZ StanReps, and other members of the interoperability community in the region to ensure cohesion of country-specific and region-specific Army interoperability activities.

*g.* Provide support to AST as required.

*h.* Oversee the SECARMY cooperation fund under the provisions of 10 USC Chapter 16, which may provide for the expenses of travel, subsistence, special compensation of officers and students and other expenses that the Secretary considers necessary for cooperation, upon approval of OSD.

## **2-21. Commanding General, U.S. Army Cyber Command**

The CG, ARCYBER will—

*a.* Support the SECARMY and CIO/G-6 develop, review, coordinate, and distribute Army C4 network, policies and data standards related to interoperability.

*b.* Support the development and review of Army Cyberspace Operations (CO), Department of Defense Information Network (DODIN), IO and EW policies and standards related to interoperability.



- c. Provide representatives and support to relevant exercises and events where CO, DODIN, IO, and EW interoperability issues require documentation and resolution.
- d. Provide CO, DODIN, IO, and EW support, as necessary to the Army CIAV Team in interoperability events.
- e. Provide support for review of all proposed cybersecurity interoperability agreements, standards and TTPs for compliance with appropriate network security standards and requirements.
- f. Participate within the MPE ESC.
- g. Provide information on network and cybersecurity objectives, processes, and representational duties for the MN interoperability forums in paragraph 2–16g.
- h. Assist in the development and review of NATO STANAGs, ABCANZ Standards, and ABCANZ publications related to cybersecurity prior to ratification or release to NATO.
- i. Support interoperability related SC activities and events as the Army’s principal Cyber Security Service Provider.

## **2–22. Commanding General, U.S. Army North**

The CG, USARNORTH will—

- a. Serve as the U.S. Army HOD for the Mexico-U.S. Border Commanders Conference. Conference participation must be approved in accordance with Army Conference Policy prior to executing or obligating any funds.
- b. Serve as the U.S. Army HOD for the Fifth Army Inter-American Relations Program to improve mutual understanding, cooperation, and communication between the U.S. and Mexican Armies and gain conference approval, as required. Conference participation must be approved in accordance with Army conference policy prior to executing or obligating any funds.
- c. Serve as the U.S. Army action agent with the Canadian Army and Mexican Army for developing a bilateral engagement strategy.

## **2–23. Commanding General, U.S. Army South**

The CG, USARSOUTH will—

- a. Serve as action agent for Army-to-Army Staff Talks with Brazil, Chile, Colombia, Peru, El Salvador, and the Conference of American Armies.
- b. Execute Army-to-Army Staff Talks in accordance with Army conference policy.

## **2–24. U.S. Army Head(s) of Delegation for interoperability programs**

U.S. Army HODs will—

- a. Coordinate with the DCS, G–3/5/7, as well as other Army (all three components) and DOD organizations who have equities in interoperability programs, for the proposed meeting agenda, U.S. Army positions, and U.S. Army delegation membership for meetings in the interoperability forum for which they are responsible.
- b. Ensure that any disclosure of U.S. military information planned for a MN interoperability meeting is properly cleared for release in accordance with AR 380–10 and that U.S. classified information is protected in accordance with AR 380–5.
- c. Ensure coordination of travel arrangements, transmit security clearances, and obtain theater and country clearance for the delegation, if required.
- d. Ensure that the delegates and delegation support personnel understand the organization and processes of the forum to which they are appointed and their duties relative to that forum.
- e. Provide a report on the outcome of meetings to the DCS, G–3/5/7 or ASA (ALT), and other interested Army and DOD organizations, as directed.
- f. Coordinate Army actions required as a result of meetings, including preparation, technical review, ratification, and implementation of any NATO STANAGs, ABCANZ Standards, and publications, or other interoperability agreements developed by the forum.

## **Chapter 3**

### **Army Policy for Participation in Multinational Interoperability Forums and Agreements**

#### **3–1. Designating Army responsibility for multinational interoperability forums**

- a. The ASA (ALT) and DCS, G–3/5/7 will designate HQDA Principal Officials, ACOMs, ASCCs, or DRUs with responsibility for new or ongoing forums. An Army organization will participate in all forums for which the organization has responsibility and has been tasked to provide representation.

*b.* HQDA Principal Officials, ACOMs, ASCCs, or DRUs that have responsibility for a MN interoperability forum will identify, in writing, an Army HOD, ABCANZ Armies' Program capability and support group, and project team leaders, SMEs, and other representatives to interoperability forums and provide contact information on these individuals to the DCS, G-3/5/7.

*c.* When the Army is requested to nominate a person to serve as the international chair, secretary, or other similar position of an interoperability forum, committee, working group, or panel, the HQDA Principal Officials, ACOM, ASCC, or DRU, that has been designated with responsibility for the forum, will propose personnel to DCS, G-3/5/7 or ASA (ALT), as appropriate, for U.S. nomination.

### **3-2. Army participation in multinational interoperability forums**

*a.* Personnel selected to represent the Army in MN interoperability forums, including supporting delegates, will be of the appropriate grade and possess the requisite skills and experience for those positions. In particular, they must be knowledgeable about the organization, objectives, processes, and duties relative to the forum to which they are appointed. Information on MN interoperability forums can be obtained from the DCS, G-3/5/7 or ASA (ALT), as appropriate.

*b.* To enhance stability of Army representation, U.S. Army HODs, ABCANZ Armies' Program capability and support group leaders, and senior representatives will be appointed for 2 years or for the duration of the activity.

*c.* U.S. Army HODs and senior representatives will obtain the approval of DCS, G-3/5/7 or ASA (ALT), as appropriate, before agreeing to Army leadership of, or participation in, new or additional subordinate groups to the MN interoperability forum to which they are appointed. This will ensure that the resource requirements associated with the proposed expanded Army leadership or forum participation role are fully considered before agreement to assume such a role is finalized.

*d.* Army HODs, ABCANZ Armies' Program capability and support group and project team leaders, and senior representatives for MN interoperability forums will maintain records and reports on the activities of those forums. These records will be made available to the DCS, G-3/5/7 and ASA (ALT), who will distribute them to Army personnel involved in other related interoperability forums in order to facilitate integration and coordination of Army interoperability activities.

*e.* Contractor representatives may attend MN interoperability forum meetings as technical experts in support of Army delegations when the progress or quality of the work will be enhanced. Attendance will be subject to the guidance and control of the Army HOD, ABCANZ Armies' Program project team leaders, and senior representatives.

### **3-3. Development and presentation of agendas and Army positions**

*a.* Detailed procedural guidance for participation in MN interoperability forums for which DCS, G-3/5/7 designates Army HODs and team leaders is maintained by the DCS, G-3/5/7. Guidance for participation in other interoperability forums is provided by the HQDA Principal Officials, ACOM, ASCC, or DRU that designates the U.S. Army HOD or senior representative. General guidelines for developing agendas and Army positions are presented below.

(1) Agendas for meetings of international interoperability forums will be coordinated by the U.S. Army HOD, ABCANZ Armies' Program project team leader, or senior representative and forwarded for information through command, activity, or forum channels to the HQDA Staff element, ACOM, ASCC, or DRU that has proponenty for the forum prior to the meeting.

(2) Proposed Army positions for meetings of MN interoperability forums will be coordinated for technical accuracy by the Army HOD, ABCANZ Armies' Program project team leaders, and senior representatives. They will forward proposed position papers to DCS, G-3/5/7 or ASA (ALT) and other impacted agencies at least 30 days prior to the meeting for review and approval. These papers will be reviewed and coordinated by HQDA Principal Officials to ensure consistency of Army or national positions. For purely technical or administrative topics, a synopsis of the positions will be forwarded to the HQDA Principal Official's proponent for review.

(3) U.S. Army positions in MN interoperability forums will be presented and discussed as approved during the coordination process. On issues for which an Army position has not been established, or on proposals contradictory to the approved Army position, the Army HOD, ABCANZ Armies' Program project team leader, or senior representative may enter into discussion solely for the purpose of making recommendations for further action or resolution of the issue to the HQDA Principal Officials forum proponent.

*b.* Disclosure of classified information and controlled unclassified information associated with an international forum will be approved in accordance with AR 380-10. Public disclosure of information associated with an international forum will be coordinated with, and made through, the Office of the Chief of Public Affairs in accordance with AR 360-1.

### **3–4. Development of multinational interoperability agreements and publications**

*a.* Those MN interoperability agreements classified as international agreements will be developed in accordance with AR 70–41, AR 550–51, and DODD 5530.3. Such guidance requires obtaining prior OSD or HQDA Principal Officials’ approval through the ASA (ALT) to negotiate and conclude the agreement. Detailed guidance on the development of these agreements will be provided by the ASA (ALT) and TJAG.

*b.* NATO STANAGs and ABCANZ Standards that document the acceptance of similar military equipment, ammunition, supplies, and stores or operational, logistical, and administrative procedures and do not provide for mutual support or cross-servicing of military equipment, ammunition, supplies, or stores or for the mutual rendering of defense services including training, are not considered international agreements for purposes of compliance with AR 550–51.

*c.* NATO STANAGs that provide for mutual support or cross-servicing of military equipment, ammunition, supplies, or stores or for the mutual rendering of defense services, including training, are considered international agreements requiring compliance with the requirements of AR 550–51.

*d.* NATO guidance on the preparation, format, and content of NATO STANAGs is contained in Production, Maintenance and Management of NATO Standardization Documents (AAP–03K or latest found on NATO Standardization Documents Database (NSDD)). Comprehensive ABCANZ Armies’ Program guidance on the preparation, format, and content of ABCANZ standards is contained in the ABCANZ Armies’ Program SOP.

*e.* All NATO STANAGs and ABCANZ Standards will be coordinated for technical accuracy with all affected Army and other DOD organizations during both the technical development and ratification phases of the development process. During the ratification phase, NATO STANAGs and ABCANZ standards will also undergo a policy and legal review with the HQDA Principal Officials. The development and ratification of NATO STANAGs and ABCANZ standards will be documented on DA Form 4797 (International Standardization Agreement Ratification - Implementation Data Sheet). Evaluation and review of disseminated NATO STANAGs and ABCANZ standards will be documented on DA Form 4797–1 (International Standardization Agreement Review Data Sheet). Additional guidance for developing, ratifying, and evaluating NATO STANAGs and ABCANZ standards are maintained by the DCS, G–3/5/7. The ABCANZ Armies’ Program guidance is available at <https://wss.apan.org/cda/abcanz-armies/default.aspx>.

*f.* As stated in paragraph 1–10*e*, NATO STANAGs and ABCANZ standards intended for use in acquisition of materiel are subject to additional review and approval by cognizant Army organizations in accordance with DOD Manual 4120.24. Such guidance states that standardization agreements intended for use in acquisition of materiel should be ratified only if the proposed agreement—

- (1) Is consistent with the policies and laws of the United States.
- (2) Is technically correct and adequate to meet DOD needs.
- (3) Will not adversely affect the performance, quality, cost, or reliability of U.S. materiel.
- (4) Will be consistent with existing DOD standardization documents.
- (5) Will not require extensive reservations.
- (6) Is supported by a viable implementation plan.

## Appendix A

### References

#### Section I

##### Required Publications

**AAP-03K**

Production, Maintenance, and Management of NATO Standardization Documents (Cited in para 3-4*d*.) (Available at <https://nso.nato.int>.)

**AR 11-31**

Army Security Cooperation Policy (Cited in para 1-10*d*.)

**AR 70-41**

Armaments Cooperation (Cited in para 2-3*j*.)

**AR 380-5**

Department of the Army Information Security Program (Cited in para 2-24*b*.)

**AR 380-10**

Foreign Disclosure and Contacts with Foreign Representatives (Cited in para 1-10*j*.)

**AR 550-51**

International Agreements (Cited in para 2-3*j*.)

**CJCSI 2700.01G**

Rationalization, Standardization, and Interoperability (RSI) Activities (Cited in para 1-10*b*.) (Available at [http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).)

**DA Pam 11-31**

Army Security Cooperation Handbook (Cited in para 1-10*d*.)

**DODD 5530.3**

International Agreements (Cited in para 2-8*h*(8).) (Available at <https://www.esd.whs.mil/>.)

**DODM 4120.24**

Defense Standardization Program (DSP) Procedures (Cited in para 2-3*f*.) (Available at <https://www.esd.whs.mil/>.)

**JP 3-08**

Inter-organizational Coordination during Joint Operations (Cited in para 1-10*c*.) (Available at <https://www.jcs.mil/doctrine/joint-doctrine-pubs/3-0-operations-series/>.)

#### Section II

##### Related Publications

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication. CJCSI publications are available at <https://www.jcs.mil/library/cjcs-instructions/>. DOD publications are available at <https://www.esd.whs.mil/>. Presidential Policy Directives are available at <https://www.dhs.gov/presidential-directives>. USC's are available at <https://www.govinfo.gov/>.

**Allied Administrative Publication (AAP)-6**

NATO Glossary of Terms and Definitions (English and French) (Available at <https://nso.nato.int/nso/>.)

**Allied Administrative Publication (AAP)-15**

NATO Glossary of Abbreviations Used in NATO Documents and Publications (Available at the Central U.S. Repository, U.S. NATO Document Repository, 3072 Army Pentagon, Washington, DC 20310-3072.)

**AR 1-1**

Planning, Programming, Budgeting, and Execution

**AR 5-22**

The Army Force Modernization Proponent System

**AR 11–2**  
Managers’ Internal Control Program

**AR 11–33**  
Army Lessons Learned Program

**AR 12–1**  
Security Assistance, Training, and Export Policy

**AR 15–1**  
Department of the Army Federal Advisory Committee Management Program

**AR 25–30**  
Army Publishing Program

**AR 25–400–2**  
The Army Records Information Management System (ARIMS)

**AR 70–1**  
Army Acquisition Policy

**AR 350–1**  
Army Training and Leader Development

**AR 360–1**  
The Army Public Affairs Program

**AR 570–9**  
Host Nation Support

**AR 614–10**  
Army Military Personnel Exchange Program with Military Services of Other Nations

**AR 700–131**  
Loan, Lease, and Donation of Army Materiel

**CJCSI 5123.01H**  
Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)

**CJCSI 5128.01**  
Mission Partner Environment Executive Steering Committee (MPE ESC) Governance and Management

**CJCSI 6290.01**  
Requirements Management Process for Mission Partner Environment

**DA Pam 25–403**  
Guide to Recordkeeping in the Army

**DA Pam 70–3**  
Army Acquisition Procedures

**DOD Dictionary of Military and Associated Terms**  
(Available at <https://www.jcs.mil/portals/36/documents/doctrine/pubs/dictionary.pdf>.)

**DOD International Armaments Cooperation Handbook**  
(Available at <https://apps.dtic.mil/dtic/tr/fulltext/u2/a430944.pdf>.)

**DOD 7000.14–R**  
Department of Defense Financial Management Regulation (DoD FMR)

**DODD 5000.01**  
The Defense Acquisition System

**DODD 5132.03**  
DOD Policy and Responsibilities Relating to Security Cooperation

**DODD 5230.20**

Visits and Assignments of Foreign Nationals

**DODI 2015.4**

Defense Research, Development, Test and Evaluation (RDT&E) Information Exchange Program (IEP)

**DODI 4120.24**

Defense Standardization Program (DSP)

**DODI 8110.01**

Mission Partner Environment (MPE) Information Sharing Capability Implementation for the DoD

**DODI 8330.01**

Interoperability of Information Technology (IT), Including National Security Systems (NSS)

**International Cooperation in Acquisition, Technology and Logistics (IC in AT&L) Handbook**

(Available at <https://www.acq.osd.mil/ic/links/ichandbook.pdf>.)

**JP 3-0**

Joint Operations (Available at <https://www.jcs.mil/doctrine/joint-doctrine-pubs/3-0-operations-series/>.)

**JP 3-16**

Multinational Operations (Available at <https://www.jcs.mil/doctrine/joint-doctrine-pubs/3-0-operations-series/>.)

**Military Committee Policy for Military Operational Standardization**

(Available from the Central U.S. Repository, U.S. NATO Document Repository, 3072 Army Pentagon, Washington, DC 20310-3072.)

**NATO Action Sheet PO (2016) 0179-AS1**

(Available at [nso.nato.int](http://nso.nato.int).)

**NATO Allied Medical Publications**

(Available at <http://nso.nato.int/nso/>.)

**NSDD**

NATO Standardization Documents Database (The NSDD replaces Allied Administrative Publication-4, NATO Standardization Agreements and Related Publications, and is available on NATO Standardization Office, NSDD (Available at <http://nso.nato.int/nso/>.)

**NSOP**

NATO Standardization Office Procedures

**Presidential Policy Directive-8**

National Preparedness

**Presidential Policy Directive-17**

Countering Improvised Explosive Devices

**Presidential Policy Directive-23**

U.S. Security Sector Assistance Policy

**The Army Vision**

(Available at [https://www.army.mil/e2/downloads/rv7/vision/the\\_army\\_vision.pdf](https://www.army.mil/e2/downloads/rv7/vision/the_army_vision.pdf).)

**TRADOC Pamphlet 525-3-1**

The U.S. Army in Multi-Domain Operations 2028

**10 USC**

Armed Forces

**22 USC 2778-2780**

Arms Export Control Act

**22 USC 2796d**

Loan of materials, supplies, and equipment for research and development purposes

### **Section III**

#### **Prescribed Forms**

Unless otherwise indicated, DA forms are available on the APD website (<https://armypubs.army.mil>).

#### **DA Form 4797**

International Standardization Agreement Ratification - Implementation Data Sheet (Prescribed in para 3-4e.)

#### **DA Form 4797-1**

International Standardization Agreement Review Data Sheet (Prescribed in para 3-4e.)

### **Section IV**

#### **Referenced Forms**

Unless otherwise indicated, DA forms are available on the APD website (<https://armypubs.army.mil>).

#### **DA Form 11-2**

Internal Control Evaluation Certification

#### **DA Form 2028**

Recommended Changes to Publications and Blank Forms

## Appendix B

### Multinational Interoperability Forums

#### B–1. General

*a. Purpose.* This appendix identifies and describes the major international MN interoperability forums in which the Army participates. These forums are important for achieving the Army's objective of enhancing its ability to effectively lead or participate in MN operations across the ROMO.

*b. Scope.* This appendix describes the NATO, ABCANZ, bilateral, and other MN interoperability forums whose primary purpose is to enhance MN interoperability. The Army may participate in these forums either as the lead or supporting DOD component. It does not describe those international forums that primarily support other national or Army political, strategic, economic, or technical objectives.

#### B–2. North Atlantic Treaty Organization forums

The Army participates in several NATO forums whose primary purpose is to enhance MN interoperability (events determined to fall under the Army conference policy must be mission critical and approved in accordance with Army conference policy prior to executing the meeting or obligating funds in support of the meeting). They are as follows:

*a. The Military Committee (MC).* Operating under the authority of the North Atlantic Council (NAC), the MC is the highest military authority within NATO. Its membership includes Chiefs of Staff and, when designated, their permanent military representatives at NATO headquarters. The MC, in coordination with the Committee on Standardization and other NATO committees, provides input into NATO standardization policy. In particular, it serves as the focal point for operational standardization proposals and acts as the tasking authority for its subordinate bodies.

*b. The Committee for Standardization.* The NATO Committee for Standardization (CS) is the senior NATO authority on all standardization matters and reports directly to the NAC. The committee is supported by national CS representatives, who provide harmonization and guidance at the delegate level under the overall direction and management of the CS. The main task of the CS is to harmonize standardization activities between NATO and national bodies and promote interaction between them in the standardization field. The U.S. HOD to the CS is provided by the OSD; the Army representative is provided by the DCS, G–3/5/7.

*c. The Military Committee Land Standardization Board.* The MCLSB is comprised of a national representative and a board chairman with staff officers. The Army Representative to the Land Standardization Board is provided by the DCS, G–3/5/7. The Board oversees the work of those working groups responsible for proposing and developing STANAGs and other allied standardization publications. The Army representatives to these forums are provided by HQDA Principal Officials, AMC, TRADOC, and DRUs, as appropriate. Meetings of Land Standardization Board working groups are usually conducted at least once or twice a year in various locations.

*d. The Military Committee Joint Standardization Board.* The Army also participates in the MC Joint Standardization Board. The Joint Standardization Board deals with Joint and overarching operational standardization policy matters, affecting two or more Services. It manages Working Groups dealing with allied joint operations doctrine, joint intelligence, information exchange requirement/message text format harmonization, environmental protection, and Nuclear Biological Chemical (NBC) defense operations. Like MC Land Standardization Board Working Groups, these bodies propose and develop STANAGs and other allied standardization publications. The Army representatives to these forums are provided by HQDA Principal Officials, AMC, TRADOC, and DRUs, as appropriate. Meetings of MC Joint Standardization Board working groups are usually conducted once a year at NATO headquarters in Brussels, Belgium.

*e. The Conference of National Armaments Directors.* The CNAD coordinates the development of armaments by member countries. It reports directly to the NAC and oversees a number of subordinate bodies charged with promoting cooperative research and development and the production of future military equipment. These bodies also develop materiel-related NATO STANAGs. The CNAD main groups include the NAAG, the NATO Naval Armaments Group, the NATO Air Force Armaments Group, and the NATO Industrial Advisory Group. In addition to the main groups, the CNAD oversees a number of cadre groups that work on functional issues related to research, development, and procurement of military equipment.

*f. The North Atlantic Treaty Organization Army Armaments Group.* The NAAG supports the work of the CNAD by coordinating armaments cooperation and standardization in land-based systems and related technologies. It is the CNAD body involving the most extensive Army participation. Its membership includes senior Army officials responsible for RDA. The principal Army representative to the NAAG is provided by the ASA (ALT). The NAAG includes



nine land groups and 35 subpanels, working groups of experts, project groups, and similar bodies. Meetings of the land groups are conducted once or twice annually, usually at NATO headquarters in Brussels, Belgium. The U.S. representatives to these forums are provided by HQDA Principal Officials, AMC, TRADOC, AFC, and DRUs, as appropriate.

*g. The Joint Communications, Command, and Control Program Requirements and Concepts Subcommittee.* The Joint Communications, Command, and Control Program Requirements and Concepts Subcommittee supports the NATO Command, Control, and Communications Board and the major NATO commanders by harmonizing operational requirements and developing standard policies and procedures for tactical communications in air, land, and maritime operations. Army participation in Joint Communications, Command, and Control Program Requirements and Concepts Subcommittee activities is coordinated by the CIO/G-6.

*h. The Senior North Atlantic Treaty Organization Logisticians' Conference.* The SNLC provides a high-level forum for considering logistics matters within NATO and for furnishing advice to the NAC and the MC on the development of alliance logistics policy. Reporting to both the NAC and the MC, this body comprises uniformed and civilian logistics specialists from NATO nations. The SNLC also oversees the development of logistics-related STANAGs and other standardization publications. The Army co-HODs to the SNLC are provided by the Joint Staff J-4 and USD (AT&L). Army support to the SNLC is generally provided by the DCS, G-4.

*i. The Land Electronic Warfare Working Group.* The Land Electronic Warfare (EW) Working Group supports the MC and the major NATO commanders through the NATO EW Advisory Committee. This forum develops NATO land EW policies and standardizes land EW concepts, doctrine, tactics, and procedures. Army representation on the Land EW Working Group is normally provided by the DCS, G-3/5/7.

*j. The Military Committee Medical Standardization Board.* The MC medical standardization board is organized and operates in conjunction with the Military Committee Joint Services Board.

### **B-3. American, British, Canadian, Australian, and New Zealand Armies' Program**

*a. Background.* The ABCANZ Armies' Program dates to 1947, when the United States, Britain, and Canada agreed to continue the military cooperation and standardization efforts begun during World War II. Australia joined the program in 1963. The four Armies further codified their cooperative activities in the Basic Standardization Agreement, dated 1 October 1964. The New Zealand Army became associated with the program as an observer through Australia in 1965 and became a full member in March 2006. In 2004, the U.S. Marine Corps became an associate member of the ABCANZ Armies' Program.

*b. Program.* The ABCANZ Armies' Program is an effects-based, outcome-focused organization founded on deliberate analysis of interoperability gaps and the development of human, procedural and technical interoperability solutions required by Armies to close or mitigate those gaps in accordance with top-down direction. The aims of the ABCANZ Armies' Program are as follows:

(1) The ABCANZ Armies' Program aims to achieve forces that are compatible as the minimum level of interoperability, and integrated where possible.

(2) Mission: The ABCANZ Armies' Program mitigates interoperability gaps, leverages opportunities and informs modernization to optimize ABCANZ interoperability for full-spectrum land operations up to and including the two-star level in a UAP environment.

(3) Operational approach: The ABCANZ Armies' Program operational approach articulates the ends, ways, and means required to achieve the mission.

*(a) Ends.* Five-year endstates are specified at the strategic, operational and tactical level and broken down by operational Line of Effort (LOE) endstates.

*(b) Priorities.* The following are the priority focus areas of ABCANZ: CIS/Information Management (IM); Information Sharing; ISR and Intelligence Fusion; Fires; and Sustainment.

*(c) Means: Capability Groups.* These groups are responsible for the LOE under each operational function. The five Capability Groups are as follows: COMMAND, SENSE, ACT, SHIELD, and SUSTAIN. To achieve LOE endstates, Capability Groups conduct interoperability gap analysis and develop five-year campaign plans, annual program plans, and projects that mitigate gaps and leverage opportunities. Support groups (SGs) provide input to the development of strategy and planning to achieve LOE endstates. Program SGs are Concepts and Capability Development, SG Training, and SG Lessons. Finally, Information Teams (ITs) provide a flexible means to share information, lessons learned, and best practices in specialty areas.

*(d) Ways.* The Program accomplishes its ends by conducting projects and activities aimed at achieving LOE endstates under the operational functions. Within LOEs, focus areas define the scope of the LOE and support metrics for achieving LOE endstates. SGs provide the analyses to support the gap mitigation approach taken by each LOE. Depending on the LOE endstate, ABCANZ Armies' Program projects and activities focus on the following tasks:

1. Leverage MN training and exercises.
2. Share best practices and lessons learned.
3. Inform doctrine, concepts, and capabilities development.
4. Develop handbooks and technical standards.
5. Collaborate with MN military fora.

*c. Key organizational components.*

(1) *Executive Council.* The Council is the senior executive body for the ABCANZ Armies' Program and provides national ownership of the Program. The Council is comprised of senior national officers at the Vice and Deputy Chief of Staff of the Army or equivalent level. The Executive Council meets every year in an ABCANZ member nation on a rotational basis and provides strategic direction and guidance.

(2) *National Directors.* The ABCANZ Board of National Directors is comprised of representatives from each of the five member Armies and is the senior oversight body for the ABCANZ Armies' Program, initiating, influencing, and monitoring program operations.

(3) *Program Office.* The Office is the full-time secretariat for the ABCANZ Armies' Program and is located in the Washington, DC area. It is staffed by representatives of all ABCANZ Armies and headed by the Chief of Staff, a military officer (colonel/06) assigned on a rotational basis from each of the member countries, who manages and directs the day-to-day activities of the program. That officer also serves as the Chief of Staff for the ABCANZ Board of National Directors.

(4) *National Coordination Officer.* Each ABCANZ nation has an officer in its own headquarters to oversee and coordinate its Army's participation in the ABCANZ Armies' Program. This officer is the single point of contact for the ABCANZ Armies' Program within that headquarters and is responsible to that Army's national director for overseeing, coordinating, and facilitating national program work.

(5) *Capability Groups.* These groups are the standing operational bodies in the ABCANZ Armies' Program. Composed primarily of national SME in their specific capability area, the capability groups conduct interoperability gap analyses, propose tasks to the Board of National Directors to mitigate identified gaps, establish project teams to conduct board-approved tasks, and manage the program products that belong to the capability groups in accordance with their 5-year plans. Capability Group leadership is allocated to one of the Armies on a standing basis and typically assigned to a colonel by that Army. There are five capability groups:

(a) *COMMAND* is the operational function that integrates all operational functions into a single comprehensive strategic, operational, and tactical concept. *COMMAND* enables the planning, execution, and assessment of operations and communication of commander's intent to subordinate elements.

(b) *SENSE* is the operational function that provides the commander with intelligence and situational awareness. The *SENSE* function incorporates all capabilities that collect and process information, converts that information to intelligence, and then disseminates it to users.

(c) *ACT* is the operational function that integrates maneuver, firepower, and information operations to achieve desired effects. The *ACT* function synchronizes joint fires and influence activities through maneuver and the management of the operational environment.

(d) *SHIELD* is the operational function that protects a force, its infrastructure, and its capabilities from both conventional and asymmetric threats. The *SHIELD* function encompasses personnel, equipment and area protection, and force protection training.

(e) *SUSTAIN* is the operational function that sustains and maintains land logistics, health, and materiel capabilities in support of operations.

(6) *Support groups.* These groups comprise national SMEs who are knowledgeable in the group's support area. Support Group leadership is allocated to one of the Armies on a standing basis and typically assigned to a colonel by that Army. Support groups are primarily focused on providing advice and support to the program, especially to the capability groups, in relation to their support area. Support groups also propose tasks, establish project teams and manage their program products. There are three support groups—

(a) *Support group concepts and capability development.* SG Concepts and Capability Development identifies potential or future interoperability challenges and develops strategies to mitigate their impact in support of the ABCANZ program and the current strategy. This includes integrating the interoperability aspects of future concepts, science and technology, and capability developments across the ABCANZ Coalition.

(b) *Support Group Training.* SG Training provides strategic oversight of ABCANZ Armies Coalition activities and helps inform exercise planning. They are structured to understand interoperability gaps, validate mitigation initiatives and confirm by warfighting function, ABCANZ Armies levels of interoperability. The SG maintains a training activities schedule to allow the ABCANZ Program leadership to identify and leverage extant training activities.

(c) *Support Group Lessons*. SG lessons collects, collates, analyzes and disseminates interoperability lessons in order to allow the Capability Groups to conduct focused gap analysis.

(7) *Project Teams*. These teams are established by the capability group and support group, approved by the Board of National Directors, and are both responsible to an applicable capability group or support group for the development and delivery of an ABCANZ product (for example, standard, publication, report, database or architecture) intended to mitigate an identified interoperability gap. Project teams may work by correspondence or meet through video teleconference or directly when physical collocation is determined to be both mission critical and the most cost effective method to accomplish the mission.

(8) *Standardization representatives*. Each ABCANZ Army has designated StanReps to serve in each of the other member countries for the purpose of facilitating information exchange, materiel transactions, and standardization activities. Duties include liaison with the Army and other staff agencies to which they are attached and the provision of information and reports to their own Army. Other StanReps may be stationed at materiel and doctrine development commands of the member armies.

d. *American, British, Canadian, Australian, and New Zealand references*. The ABCANZ Armies' SOP contains a complete description of the ABCANZ structure and components. This publication is available at the ABCANZ website <https://wss.apan.org/cda/abcanz-armies/default.aspx.call> ABCANZ catalog (standards, reports, and handbooks) is available on the CALL website (<https://usacac.army.mil/organizations/mccoe/call>).

#### **B-4. Regional Chiefs of Army conferences**

The CSA, Army, or the appropriate theater Army commander in the CSA's stead, will periodically participate in the following gatherings of Army leaders from particular AORs: Conference of American Armies, Conference of European Armies, Pacific Armies Chiefs Conference, Land Forces Symposium, and African Land Forces Summit. The purpose of these conferences is for the CSA and the applicable theater Army commander to discuss subjects of mutual interest with regional partners in a frank and open forum to promote cooperation and understanding.

#### **B-5. The Five Power National Armaments Directors forum and Five Power Security Cooperation forum**

a. The Five Power National Armaments Directors (NAD) forum provides a separate vehicle for discussion among the NADs of France, Germany, Italy, United Kingdom, and the United States on issues relevant to the full CNAD. In addition to CNAD issues, the forum addresses cooperative projects and interoperability issues involving only the Five Power countries. The U.S. delegation consists of the NAD (Under Secretary of Defense (Acquisition and Sustainment)), the Deputy NAD, and a small support staff. The Five Power NADs meet semiannually, shortly before the full CNAD meeting. The Five Power Deputy NADs also meet separately twice a year.

b. To facilitate the coordination and effective management of international programs at the working level, the Five Power NADs directed the establishment of separate forums for senior national representatives from each nation's army, navy, air force, and command, control, and communications organization. These forums, referred to as Five Power Senior National Representative (SNR) forums, oversee and guide the management of specific information exchange agreements and cooperative projects among the participants. Each Five Power SNR forum operates through a network of separate working groups established (and terminated) to address specific issues or areas of interest. Each Five Power SNR forum meets regularly throughout the year.

c. The ASA (ALT) designates the Army HOD to the Five Power SNR (Army) (SNR (A)) forum. This individual is responsible for appointing the U.S. co-chairperson for each working group. Five Power SNR (A) forum objectives have been codified in a memorandum of understanding that also spells out the procedures for establishing and managing working groups.

#### **B-6. Army Staff Talks Program**

The AST Program comprises Army-to-Army Staff Talks with selected Allies and friendly nations. The goal of this program is to harmonize doctrine, concepts, training, operational procedures, and requirements. Individual AST focus initially on common concepts and then progress toward bilateral cooperation in any areas deemed beneficial for collaboration. The AST Program also seeks to advance the work of related multilateral forums. Agreements reached in talks may serve as the basis for pursuing other forms of SC or multilateral interoperability agreements. Individual talks conducted under the AST Program are managed by bilateral steering committees, with formal preparation conferences and meetings of delegations headed by general officers. The Army action agent for the AST Program is the DCS, G-3/5/7.

## **Appendix C**

### **Internal Control Evaluation**

#### **C–1. Function**

The function covered by this evaluation is effective conduct of Army support of the combatant command.

#### **C–2. Purpose**

The purpose of this evaluation is to assist HQDA Principal Officials in evaluating key internal controls listed. It is not intended to cover all controls.

#### **C–3. Instructions**

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, and simulation). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every five years. Certification that the evaluation has been conducted must be recorded on DA Form 11–2 (Internal Control Evaluation Certification).

#### **C–4. Test questions**

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

#### **C–5. Supersession**

This evaluation replaces the checklist, previously published in AR 34–1, dated 10 July 2015.

#### **C–6. Comments**

Help make this a better tool for evaluating internal controls. Submit comments to the DCS, G–3/5/7 (DAMO–SSC), 0400 Army Pentagon, Washington, DC 20310–0400.

## **Glossary**

### **Section I**

#### **Abbreviations**

**AAP**

Allied Administrative Publication (NATO)

**ABCANZ**

American, British, Canadian, Australian, and New Zealand

**ACOM**

Army command

**AFC**

U.S. Army Futures Command

**AMC**

U.S. Army Materiel Command

**AME**

assessment, monitoring, and evaluation

**AP**

Allied Publications

**AR**

Army Regulation

**ARIMS**

Army Records Information Management System

**ASA (ALT)**

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

**ASCC**

Army service component command

**ASE**

Army Standardization Executive

**ASIC**

Air and Space Interoperability Council (formerly Air Standardization Coordinating Committee)

**AST**

Army Staff Talks

**AUSCANZUKUS**

Australia, Canada, New Zealand, United Kingdom, United States

**C2**

command and control

**C4**

Command, control, communications, and computers

**CALL**

Center for Army Lessons Learned (CALL)

**CBRN**

chemical, biological, radiological, and nuclear

**CCP**

command campaign plan

**CG**

commanding general

**CIAV**  
Coalition Interoperability Assurance and Validation

**CIO/ G-6**  
Chief Information Officer/ G-6

**CIP**  
Common Intelligence Picture

**CIS**  
Communication and Information System

**CNAD**  
Conference of National Armaments Directors (NATO)

**CO**  
Cyperspace Operations

**COMEDS**  
Chief of Medical Services

**COP**  
Common Operational Picture

**CPV**  
counterpart visit

**CS**  
Committee for Standardization

**CSA**  
Chief of Staff, Army

**CTC**  
Combat Training Center

**DA**  
Department of the Army

**DCS, G-1**  
Deputy Chief of Staff, G-1

**DCS, G-2**  
Deputy Chief of Staff, G-2

**DCS, G-3/5/7**  
Deputy Chief of Staff, G-3/5/7

**DCS, G-4**  
Deputy Chief of Staff, G-4

**DCS, G-8**  
Deputy Chief of Staff, G-8

**DOD**  
Department of Defense

**DODD**  
Department of Defense directive

**DODIN**  
Department of Defense information network

**DOTMLPF-P**  
doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy

**DRU**  
direct reporting unit

**ESC**  
Executive Steering Committee

**ESEP**  
Engineer and Scientist Exchange Program

**EW**  
electronic warfare

**FORSCOM**  
U.S. Army Forces Command

**GCC**  
Geographic Combatant Command

**GORT**  
General Officer Roundtables

**HOD**  
Head of delegation

**HQDA**  
Headquarters, Department of the Army

**IM**  
information management

**IS**  
information systems

**ISA**  
international standardization agreement

**ISR**  
intelligence, surveillance, and reconnaissance

**IT**  
information team

**ITC**  
International Technology Center

**JP**  
Joint Publication

**KM**  
knowledge management

**LNO**  
liaison officer

**MC**  
Military Committee (NATO)

**MCLSB**  
Military Committee Land Standardization Board

**MDO**  
Multi-Domain Operations

**MIP**  
Multilateral Interoperability Programme

**MN**  
multinational

**MOU**  
memorandum of understanding

**MPE**  
Mission Partner Environment

**MPEP**  
Military Personnel Exchange Program

**NAAG**  
NATO Army Armaments Group

**NAC**  
North Atlantic Council (NATO)

**NAD**  
National Armaments Directors

**NATO**  
North Atlantic Treaty Organization

**OSD**  
Office of the Secretary of Defense

**PFA**  
Priority Focus Area

**PPBE**  
Planning, programming, budgeting, and execution

**R&D**  
research and development

**RDA**  
research, development, and acquisition

**ROMO**  
range of military operations

**RRS–A**  
Records Retention Schedule—Army

**SC**  
security cooperation

**SG**  
Support Group

**SME**  
subject matter expert

**SMG**  
Synchronization Management Group

**SNLC**  
Senior NATO Logisticians’ Conference

**SNR**  
Senior National Representative

**SON**  
Schools of Other Nations

**SOP**  
standard operating procedures

**STANAG**  
Standardization agreement (NATO)

**StanRep**  
Standardization representative (ABCANZ)



**TRADOC**

U.S. Army Training and Doctrine Command

**TTCP**

The Technical Cooperation Program

**UAP**

Unified Action Partner

**USARNORTH**

U.S. Army North

**USD (AT&L)**

Under Secretary of Defense (Acquisition, Technology and Logistics)

**VCSA**

Vice Chief of Staff Army

**WfF**

Warfighting functions

**Section II****Terms****American, British, Canadian, Australian, and New Zealand Armies' Program publication**

An ABCANZ publication is a lower level of ABCANZ standardization document used when a formal agreement between member armies to achieve and maintain specified levels of standardization in a specified field is not necessary or achievable but the listing of national data or information would promote MN interoperability. ABCANZ publications include handbooks, architectures, databases, and reports.

**American, British, Canadian, Australian, and New Zealand Armies' Program Standard**

An ABCANZ standard is a formal ratified agreement among member armies of the ABCANZ Armies' Program that defines the levels of standardization to be achieved and maintained in specified materiel, procedural or technical areas.

**Army action agent**

The Army office, agency, or command responsible for day-to-day planning, participation, direction, coordination (to include tasking other agencies for support), monitoring, and budgeting for specific international MN interoperability forums or related activities. These functions may be performed on behalf of the OSD, defense agencies, other Services, or the Army.

**Coalition interoperability assurance and validation**

The personnel, methodology, and processes that provide an interoperability assessment and validation of process, training, and technical capability gaps of fielded capabilities by conducting comprehensive reviews of data flows between applications and systems that support a specific coalition mission thread. Included in the CIAV analysis are architecture reviews; gap assessments; reviews of SOPs and tactics, techniques, and procedures; and, effectiveness of information exchange requirements. CIAV provides an interoperability assessment of Coalition process, training, and technical capability gaps by conducting comprehensive reviews of data flows between applications and systems that support one or more Coalition Mission Threads. CIAV does not provide interoperability testing or certification.

**Commonality (NATO)**

The state achieved when the same doctrine, procedures, or equipment are used. A NATO-agreed level of standardization.

**Compatibility (NATO)**

The suitability of products, processes, or services for use together under specific conditions to fulfill relevant requirements without causing unacceptable interactions.

**Compatible**

UAP are able to interact in the same geographic area in pursuit of a common goal. UAP have similar or complementary processes or procedures and are able to operate with U.S. forces.

**Data exchange agreement**

The general formal agreement used in bilateral exchanges involving the areas of models, simulations, knowledge management, operations research, operations assessments, and similar quantitative analytical processes.

**Deconflicted**

UAP can coexist but forces cannot interact together. This level requires alignment of capabilities and procedures to establish operational norms, enabling UAP to complement U.S. Army operations.

**Federated Mission Networking**

A governed conceptual framework consisting of people, processes, and technology to plan, prepare, establish, use, and terminate mission networks in support of federated operations (NATO Federated Mission Network Implementation Plan v2.0, or latest plan available).

**Head of delegation**

The individual appointed by the HQDA Principal Officials, ACOM, ASCC, or DRU that has responsibility for a MN interoperability forum to represent the Army in that forum. The HOD is the only individual authorized to speak for the Army and communicate approved Army positions in a MN interoperability forum. Army HODs for most MN interoperability forums are appointed by the DCS, G-3/5/7 or ASA (ALT).

**Implementation**

The fulfillment by a nation or Service of its obligation under the terms of a ratified NATO or ABCANZ standardization agreement, which usually requires a documented national action that meets the terms of the agreement.

**Integrated**

UAPs are able to interact upon arrival in theater. Interoperability is network-enabled to provide full interoperability. UAP are able to routinely establish networks and operate effectively alongside, or as a part of, U.S. Army formations.

**Interchangeability**

The ability of one product, process, or service to be used in place of another to fulfill the same requirements.

**International agreements**

These include agreements with allies and potential coalition partners on such matters as the standardization of doctrine, training, and operational procedures. They also may address international cooperative RDA and may serve as the basis for broader MN interoperability agreements in related forums. Generally, such agreements are considered international agreements and are subject to the processing and reporting requirements of AR 550-51, AR 70-41, and DODD 5530.3. Examples include, but are not limited to, international cooperative RDA agreements such as Information Exchange Program agreements, MPEP agreements, project arrangements and agreements, and MOUs, and memorandum of agreement; reciprocal procurement MOUs; and acquisition and cross-servicing agreements, as well as MOUs and memoranda of agreement established to promote alliance and coalition operations.

**Interoperability**

The ability to act together coherently, effectively and efficiently to achieve tactical, operational, and strategic objectives. (See NATO Allied Administrative Publication-06.)

**Mission partner environment**

Capability framework in which combatant command partners plan, prepare and execute operations at an appropriate, single security classification level, with a common language. It provides strategic, operational, and tactical flexibility for all commanders to execute C2 by providing the means to clearly communicate the commander's intent to achieve maximized operational effects with all mission partners.

**Multilateral Interoperability Programme**

A military standardization body comprising 24 member nations, the European Defence Agency, and NATO. The MIP scope is to deliver a command and control interoperability solution in a net-centric environment focused initially on the land operational user in a joint environment, with a growing emphasis on the requirements of maritime and air communities and other communities of interest in future baselines. The MIP solution contributes to the creation of a common operational picture and plans and orders by providing effective management and dissemination of information being exchanged between the C2 information systems of UAP.

**Multinational interoperability agreement**

An agreement between the Army and other Services and armies, or other governmental agencies of an ally or potential coalition partner, that specifically contributes to MN interoperability. MN interoperability agreements include NATO STANAGs and ABCANZ standards that document the acceptance of like or similar military equipment, ammunition,

supplies, and stores or operational, logistic, and administrative procedures. Other MN interoperability agreements may be considered international agreements and are thus subject to the processing and reporting requirements of AR 70–41, AR 550–51, and DODD 5530.3.

#### **North Atlantic Treaty Organization Allied Publication**

A NATO Allied Publication is an official NATO standardization document that some or all NATO nations agree to use as an implementing document and that is distributed down to the user level.

#### **North Atlantic Treaty Organization standardization agreement**

A NATO STANAG is the record of an agreement among several or all the member nations to adopt like or similar military equipment, ammunition, supplies, and stores, as well as operational, logistic, and administrative procedures. Many STANAGS are covering documents for APS which are the standardization and interoperability provisions to which the nations must agree.

#### **Promulgation**

The formal issuance by the responsible international organization of a standardization agreement ratified or signed by a sufficient number of nations.

#### **Ratification**

In NATO and the ABCANZ, the declaration by which a member nation formally approves, with or without reservation, the content of a standardization agreement. As used in this regulation, a process coordinated by the U.S. Army (or other Service) through which the U.S. accepts the content of a standardization agreement. In this context, it may involve coordination with other DOD components but does not involve review and approval by other agencies or branches of the Government.

#### **Standardization (North Atlantic Treaty Organization)**

The development and implementation of concepts, doctrines, procedures and designs in order to achieve and maintain the compatibility, interchangeability or commonality which are necessary to attain the required level of interoperability, or to optimize the use of resources in the fields of operations, materiel and administration.

#### **Standardization agreement**

The record of agreement among 12 or more nations to adopt like or similar military equipment, ammunition, supplies, and stores or operational, logistic, and administrative procedures. As used in this regulation, standardization agreements include NATO STANAGs, ABCANZ standards (formerly known as Quadripartite Standardization Agreements), ASIC Air Standards, and AUSCANZUKUS Navies' STANAGs. NATO STANAGs and ABCANZ standards are not generally considered international agreements as defined in DODD 5530.3 and AR 550–51.

#### **Subject matter expert exchange**

A MN interoperability forum involving Army and foreign specialists that is intended to enhance Army-to-Army contacts and mutual understanding, exchange information on programs and activities of mutual interest, and otherwise enhance MN interoperability with foreign armies. SME exchanges are limited to a specific issue or topic that can be addressed in one meeting of less than 1 week's duration. They may be conducted under the auspices of the AST Program or other regional sponsorship. SME exchanges may not be used for training purposes.

#### **Unified Action Partner**

Those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom U.S. Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. Unified action partners include joint forces and components, MN forces, and U.S. government agencies and departments.

### **Section III**

#### **Special Abbreviations and Terms**

This section contains no entries.



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