



UNIVERSITY OF ARIZONA
PA/POL 411/511
**Comparative National-level Security Institutions
and Policies (CompSec)**

Fall Semester 2008
Section 1 TTH time 1400-1515 MCCL 405SS

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Required Course Materials:

Maguire, Edward R. *Organizational Structure in American Police Agencies: Context, Complexity, and Control*. Albany, New York: SUNY Press, 2003.

(GRADUATE STUDENTS MUST read whole book; UNDERGRADUATES will read as required)

Online through ERES online from UA Library:

Bayley, D. H. "Comparative Organization of the Police in English-Speaking Countries." *Crime and Justice* 15 (1992): 509-45.

Bayley, David H. 1975. "The Police and Political Development in Europe". In Tilly, Charles, ed. *The Formation of National States in Western Europe*. Princeton, New Jersey: Princeton University Press. 328-379.

Finer, 1975, "State- and Nation-Building in Europe: The Role of the Military, pp. 084—163 In Tilly, Charles, ed. *The Formation of National States in Western Europe*. Princeton, New Jersey: Princeton University Press.

Other readings on ERES, in Content on D2L, or available at URL as listed in Syllabus

Course Description:

The study of security has been artificially divided between national and domestic (criminal) security for decades. The reasons emerge from a common historical and now accepted cognitive division between national and domestic security. In this view, external security threats are viewed as more uncertain and consequential than locally emanating threats, irrespective of the mode and extent.

This view is unsurprising given that police forces emerged as distinctive from military units late in the evolution of modern states beginning in the mid 1600s. This process of creating smaller, more lightly armed, organizationally militarized "keepers of the peace" heavily dependent on local legitimacy was possible only after the nation was considered a settled entity unlikely to break apart from internal threats. Thus modern police organizations were given the more quotidian missions of maintaining rules of social order while military forces were given the critical missions of maintaining the survival of the whole nation. Historical context channeled when this process occurred and the forms of complexity and control that emerged to then drive the practices and effectiveness of both police and military, later all forms of defense, structures.

Today we are in an era of globalized security threats from transnational organizations and disruptive flows of goods through sieved borders, local population turbulences from a variety of social reasons, and transformations of information, finance, knowledge, and social justice or legitimacy systems. The older less globalized distinction between domestic and national security is being challenged, especially in the practices chosen by or imposed on all the security institutions of democratic nations. Led especially since 9/11 by the specter of international terrorism, the normal transformation process of security services is accelerating across nations in trends channeled by their own historical and current context, complexity, control, and collective perceptions of what security needs to be for them.

This course takes the position that security challenges at local and national level are converging in important ways that will change these institutions at each level of the governmental hierarchy. The changes will not be uniform nor common across levels even with rising levels of mutual contacts across nations at all levels. Under the seeping increasingly ubiquitous social effects of globalizing flows of goods, people, and ideas, it becomes more increasingly apparent that street gangs operate in important ways like insurgencies while drug cartels operate quite similarly to global jihadi organizations. It is reasonable to expect that both national and domestic security forces facing similar operations in threat groups will iterate to similar solutions in tools, structures, and practices over time. This course sets up the study of that process of convergence from local to national, and from nation sharing knowledge, experiences, and even operations with other democratic nations.

In this course using course time, webwork, and your effort, you will actively construct your library of knowledge about the hierarchy of security institutions in and among five democratic nations: UK, US, Canada, Australia, and India. You will use material provided to then answer questions about the likely future evolution of the structures (context,

complexity, control) of these hierarchies given the globalization of threats from transnational criminal organizations to jihadist terrorism. Your submissions will be integrated to this mission from the weekly online computer submissions to the midterm takehome to the final rollup semester paper. The goal is to create the intellectual basis allowing you to observe, absorb, interpret, and then in the future intellectually incorporate the challenges to and institutional changes in, the security institutions of your and other nations.

Major Course Requirements:

In addition to classroom attendance (required), both graduate and undergraduate students must participate in a weekly online discussion (on D2L) based on the text readings, review an online article every other week (or as in syllabus), participate fully in class, and complete exams honorably. Graduate students must read three additional documents and critically review them along with several of the major works of the semester.

A. Display command of the required material by participating on the course in class and online. This requirement is worth in total 35 percent of the grade.

1. **D2L weekly obligation: Before 9 pm (2100) every Monday**, each student will have read the readings and submit in a single consolidated entry to the computer conference (D2L a response to the instructions in the syllabus. IF not specific instructions otherwise on made on any week, the student will submit a paragraph on each reading set off by commas discussing what surprised the student in the reading and how it relates to the overall framework of the course. This is 25% of your grade. Note: you MUST submit acceptably on at least 60% of the weeks and 80% of the readings for those weeks to pass the course.
2. **Participate in class (roll will be taken daily) prepared to respond to questions and to fully participate in exercises.** *This requirement is 10% of your grade.*
3. Important NOTES:
 - BE SURE to compose these entries OFFLINE and cut and paste them!!
 - This means the normal weekly entry will be from 3-8 short paragraphs according to what is bracketed in the syllabus. Plus each student will have an additional entry on an article roughly every other week.
 - **I will not participate directly in the weekly computer conference** but I will read each week's conference. **Only at the end of the semester** will I download and evaluate all the submissions from each student for both frequency and quality. I will not be able to tell you how many times you have contributed until the cumulative rollup at the end of the semester.

B. Participate in written submissions: Midterm (25 percent) and Semester project constituting Final exam (40 percent). If a team format is chosen, grades will be adjusted by a peer review process associated with the final project exam; NO final grade for an individual will be submitted if the peer review is not submitted as instructed to Turnitin.com.

Undergraduates and Graduate students

1. BOTH Midterm and Final paper will use the appropriate memo format described in the relevant Content topic on the D2L site. These requirements will be published beginning with one week before the midterm (for the midterm) and after the midterm is submitted (for the final paper). Both will be discussed in class. The difference lies in the questions and lengths driven by the time allocated.
2. The Midterm will be a limited take-home memo with the key question given one week in advance.
3. The Final paper will be a long memo analysis with the key question given only after the Midterm is complete.
4. BOTH will be submitted to Turnitin.com AND to the relevant D2L dropbox.
5. Both will be submitted on a Friday at 5 pm in MS WORD 2003 format (save your paper in the 1997-2003 format if you have Word 2007) in one file complete with *fully alphabetized* bibliography (NO footnote citations). The Midterm is due the end of Week 8. The Final Paper is due Friday of the last FULL week of classes

Graduate students Additional Information

1. Participate in class and submissions as described.
2. In addition to the Midterm and Final submissions exam, **each graduate student will give a short 30 minute lecture based on class and outside readings and presenting the basics of the security structure at some level of one of the countries in our study as arranged with the professor.**
3. In an addition to the Final paper, each graduate student will analyze in the same fashion – including cited organizational charts - the local to national security structure hierarchy of an additional democratic nation not included in the course's five nations. The additional nation choice will have to be approved by the professor immediately after the midterm. **(Graduate students taking both my classes need to see me about staggering the requirements for the final paper).**

FINAL NOTE: To achieve a passing grade, you must fully participate in class discussion, demonstrate a pattern of attendance (at least 70 percent attendance) and have adequately participated in the computer conference in at least 60 percent of conference sessions with 80% of the readings addressed acceptably. **Failure on any major component of course elements constitutes grounds for failure in the entire course. Review carefully** my strict policy on plagiarism and the UA's code of ethics noted at the end of the syllabus.

At the end of the syllabus is the grading scheme used for all evaluations of written work and participation.

Reading Assignments:

(Note: all assignments must be in by 2100 the Monday before class AND bring a copy of your computer conference material to all class meetings.)

26 Aug Introductory meeting and Groundwork assignment – Theory of Action

Tuesday: Introduction to Pedagogic goals, Syllabus, Computer, Conduct of class, Web research, Admin; Lecture on Integrating Theory of Action into Structures of Security Institutions

Thursday: Class cancelled; time dedicated to additional readings and responses

Reading: none for this introductory class—NOTE all readings and submissions for any given class must be completed BEFORE that class meets

***** Admin:** You must have a UA CCIT account to get access to the D2L and ERES sites. Use a browser to go to UA's D2L page and join our course. Make a note of the E-Reserves password I announced in class. Always start a new topic with the required heading as shown under the week's forum.

Late entries to the D2L discussion are accepted only on a case by case basis and, without emergency documentation, only given partial credit. See the in-depth instructions in Requirements above. **Do NOT submit any attachments to D2L! Always write offline and paste into the site.**

02 SEP Week 1 Context, Resources and Need for Control create Security Institutions

Tuesday: Class discussion

Thursday: Class discussion

Reading:

D2L or ERES - *Finer, State- and Nation-Building in Europe: The Role of the Military*, pp. 084-123, 124--163

D2L or ERES - *Bayley, History of Police and Political Development in Europe*

Pumphrey ed 2000 *Transnational Threats Blending Law Enforcement and Military* – read intro chapter 1 by

Pumphrey <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?PubID=224>

Computer Conference Question(s):

For each reading set off by a comma, submit a paragraph describing what surprised you in each reading and how that surprising information relates to the overall framework of the course.

09 SEP Week 2 Context, Complexity and Control in Development of Police Forces over last 20 years: UK, US, Canada, Australia, India

Tuesday: Class discussion

Thursday: Class discussion

Reading:

ERES or D2L - *Bayley 1992 Comparative Organization of Police*

Maguire Chp 1, 2, 3

Computer Conference Question(s):

In addition to commenting as required in computer discussion: update Bayley's 1992 numbers in table 1 (cite all sources). ALSO, while you are searching to update Bailey, gather info to help you decide if you would add to Bailey's three main specializations listed on page 537 and discuss why or why not for each country.

16 SEP Week 3 Police reality: Complexity and Control in Response to Context (Security Threats) - US

Tuesday: Class discussion

Thursday: Class discussion

Reading:

Maguire Chps 3-5, 6, 8 (read for main points, note data; graduate students also read chap 7)

Go Online to all the sites listed in the Syllabus Links Appendix under US Local Police structures (CA and AZ sites)

Computer Conference Question(s):

Construct a chart showing a hierarchy of organizations from the police department to the county to the state government for both Berkeley and Phoenix. Then do read some history of both states and both cities.

Then attempt to use Maguire's main variables to explain why each city, county and state level security institutions are structured the way they are in terms of complexity and control. Cite all sources and upload your organizational charts and your brief explanations.

23 SEP Week 4 Understanding Domestic Security Institutions: Walking up the Hierarchy – UK, Canada

Tuesday: Class discussion

Thursday: Class discussion

Reading:

Go Online to all the sites listed in the Syllabus Links Appendix listed at the end of the syllabus for UK, Canada, Australia and India. Scan the history pages listed, find others, and then look at the current unit's URLs for information needed for this exercise.

Computer Conference Question(s):

Read about and then BRIEFLY describe the history of police forces in each nation with cited sources.

Locate a medium-sized local police dept in each country - UK, Canada - and Week 3's exercise for each of these nations. That is, try to construct a hierarchy of levels of police forces, walking up the chain of hierarchy from one town to county (or equivalent) to state to region (if such) to national level). Along the way, save the title of each unit at each level in the authority hierarchy, their home URL and any org chart URLs. Send the professor an email (subject: your initials the nations) with the easiest to find and the hardest to find country hierarchy (titles of units, main URLs, and any org chart URLs) and post only the middle two on the computer conference. Do NOT share your easiest and hardest findings with anyone save the professor.

Then attempt to use Maguire's main variables to explain why nation's police/domestic security institutions are structured the way they are in terms of complexity and control. Cite all sources and upload your organizational charts and your brief explanations.

30 SEP Week 5 Understanding Domestic Security Institutions: Walking up the Hierarchy – India, Australia

Tuesday: Class discussion

Thursday: Class discussion

Reading:

Go Online to all the sites listed in the Syllabus Links Appendix listed at the end of the syllabus for UK, Canada, Australia and India. Scan the history pages listed, find others, and then look at the current unit's URLs for information needed for this exercise.

Computer Conference Question(s):

Read about and then BRIEFLY describe the history of police forces in each nation with cited sources.

Locate a medium-sized local police dept in each country - India, Australia- and Week 3's exercise for each of these nations. That is, try to construct a hierarchy of levels of police forces, walking up the chain of hierarchy from one town to county (or equivalent) to state to region (if such) to national level). Along the way, save the title of each unit at each level in the authority hierarchy, their home URL and any org chart URLs. Send the professor an email (subject: your initials the nations) with the easiest to find and the hardest to find country hierarchy (titles of units, main URLs, and any org chart URLs) and post only the middle two on the computer conference. Do NOT share your easiest and hardest findings with anyone save the professor.

Then attempt to use Maguire's main variables to explain why nation's police/domestic security institutions are structured the way they are in terms of complexity and control. Cite all sources and upload your organizational charts and your brief explanations.

07 OCT Week 6 Domestic Security Comparisons: Comparing "local" levels US versus other Federal States (Canada, Australia, India) and versus Unitary State (UK)

Tuesday: Class discussion

Thursday: Class discussion

Reading:

Review what you read and wrote for the last week's exercise and skim the relevant Maguire material.

Gill, P. "Not Just Joining the Dots but Crossing the Borders and Bridging the Voids: Constructing Security Networks after 11 September 2001." *Policing and Society* 16, no. 1 (2006): 27-49.

<http://zp9vv3zm2k.scholar.serialssolutions.com/?sid=google&auinit=P&aualast=Gill&atitle=Not+Just+Joining+the+Dots+But+Crossing+the+Borders+and+Bridging+the+Voids:+Constructing+Security+Networks+after+11+Septem+ber+2001&id=doi:10.1080/10439460500399395>

King, M., and D. Sharp. "Global Security and Policing Change: The Impact of 'Securitisation' on Policing in England and Wales." *Police Practice and Research* 7, no. 5 (2006): 379-90.

<http://www.informaworld.com/smpp/ftinterface~content=a767867941~fulltext=713240930>

Computer Conference Question(s):

Contrast and compare the context, complexity and control characteristics of domestic police forces in nonUS federal nations versus the US. Do the same for the unitary nation versus the UK..

14 OCT Week 7 International Police Organizations and Multinational Policing

Tuesday: Class discussion

Thursday: Class discussion (Midterm Requirements Given out in Class)

Reading:

In addition to the readings below, go Online to all the sites listed in the Syllabus Links Appendix listed at the end of the syllabus for International Police and Policing. Scan the pages listed and read the history of each organization, especially any in the European Union or the United Nations. Note how large, technical, and expensive these organizations are, if you can determine that data. Then note which of our case study nations belongs, what kinds of joint operations are listed (sharing intelligence versus joining up in organizations; coordinating surveillance versus shared arrest operations, etc)

Deflem, M. "Europol and the Policing of International Terrorism: Counterterrorism in a Global Perspective." *Justice Quarterly* 23, no. 3 (2006): 336-59

<http://pdfserve.informaworld.com/Pdf/AddCoversheet?xml=/mnt/pdfserve/pdfserve/925704-751307416-755299866.xml>

Fijnaut, C. "Policing Western Europe: Interpol, Trevi and Europol." *Policing: An International Journal of Police Strategies & Management* 15 (1992): 101. http://scholar.google.com/scholar?q=info:wdbQ-z1_c18J:scholar.google.com/&num=50&hl=en&lr=&output=viewport&shm=1&pg=1

Sheptycki, J. W. E. "Transnational Policing and the Makings of a Postmodern State." *British Journal of Criminology* 35, no. 4 (1995): 613-35.

<http://zp9vv3zm2k.scholar.serialssolutions.com/?sid=google&auinit=JWE&auplast=SHEPTYCKI&atitle=TRANSNATIONAL+POLICING+AND+THE+MAKINGS+OF+A+POSTMODERN+STATE&title=British+journal+of+criminology&volume=35&issue=4&date=1995&spage=613&issn=0007-0955>

Norman, P. "The Evolution of European Policing Strategies in Response to Transnational Crime." In *Transnational and Comparative Criminology*, edited by J. W. E. Sheptycki, and A. Wardak, 317–34. London: Routledge Cavendish, 2005. (read in Google Scholar books site)

Computer Conference Question(s):

Discuss the participation of each of our states in these organizations in operations involving transnational organizations as well as global jihadi terrorism. Speculate on what have been the effects of participation on domestic security institutions in each of the case study nations.

NOTE: Midterm requirements will be given out on Thursday.

21 OCT Week 8 Midterm submitted to Turnitin.com and D2L Dropbox,

Tuesday: Class Discussion of midterm requirements

Thursday: No Class discussion

Reading:

None

Computer Conference Question(s):

SUBMIT to Turnitin.com and D2L dropbox in "Midterm" folder your midterm with proper subject AND file name as listed at beginning of syllabus.

28 OCT Week 9 Inextricably Linked: National Security Context, Formation of the State, and Military Structures

Tuesday: Class discussion (NOTE: final paper Requirements will be provided in class)

Thursday: No class discussion

Reading:

Reading:

Cassidy, Robert M. "The Saliency of Military Culture." *MILITARY REVIEW* (2005).

<http://www.maxwell.af.mil/au/awc/awcgate/milreview/cassidy3.pdf>

Cohen, E. A., C. C. Crane, J Horvath, and J. A. Nagl. "Principles of Counterinsurgency." *Military review* (2006).

<http://usacac.army.mil/CAC/milreview/English/MarApr06/Cohen.pdf>

Johnson ed 2005 *The Test of Terrain: The Impact of Stability Operations Upon the Armed Forces*

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?PubID=714>

Computer Conference Question(s):

How does the study of the formation of a state and its military structures relate to the current study of counterinsurgency? How is it that a nation's security structures are framed by the legitimacy of the country's larger political framework allocating power, geostrategic location, internal security challenges, and the turbulence of the internal national political context.

04 NOV Week 10 US, UK National Defense Structures

Tuesday: Class discussion

Thursday: Class discussion

Reading:

In addition to reading the material below, go online to all the sites listed in the Syllabus Links Appendix listed at the end of the syllabus for national security and each nation. Scan the pages listed and read the history of each organization.

US (read Whittaker in full; summaries on all others)

Whittaker et al 2007 Nat Sec Policy Process NSC-Report-2007 <http://www.virginia.edu/cnsl/pdf/NSC-Report-200.pdf>

Stuart 2000 Organizing for National Security

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?PubID=299>

Boggs & Cerami ed 2008 The Interagency and Counterinsurgency Warfare: Aligning and Integrating Military and Civilian Roles in Stability, Security, Transition, and Reconstruction Operations

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?PubID=828>

Michael Spirtas, Jennifer D. P. Moroney, Harry J. Thie, Joe Hogler, Thomas-Durell Young. Department of Defense Training for Operations with Interagency, Multinational, and Coalition Partners. Santa Monica: RAND Corporation, 2008. http://www.rand.org/pubs/monographs/2008/RAND_MG707.pdf

UK

Bearne et al 2005 (US, UK, Canada) National Security Decision-Making Structures and Security Sector Reform

<http://www.dfid.gov.uk/Pubs/files/security-decision-making.pdf>

Tim, Dunne. "When the Shooting Starts": Atlanticism in British Security Strategy." *International Affairs* 80, no. 5 (2004): 893-909. <http://www3.interscience.wiley.com/cgi-bin/fulltext/118753975/PDFSTART>

Computer Conference Question(s):

Construct a chart (with citations) showing a hierarchy of organizations from the president or prime minister down to the uniformed services and include any other national security agencies you find.

Then attempt to use Maguire's main variables to explain why each nation's national security institutional structure might be have its current complexity and control characteristics.

Add a sentence or two speculating on how a world in which transnational organizations are the biggest threats might change each of these nation's structures in particular..

11 NOV Week 11 (Veterans Day) Canada, Australia, India National Defense Structures

Tuesday: Class cancelled for Veterans Day

Thursday: Class discussion

Reading:

In addition to reading the material below, go online to all the sites listed in the Syllabus Links Appendix listed at the end of the syllabus for national security and each nation. Scan the pages listed and read the history of each organization.

ACCESS and skim the main URLs listed in the Syllabus Link Appendix

Canada

DND_CF bkgrnd 2004 Securing An Open Society: Canada's National Security Policy

Canadian Gov 2005 Securing an Open Society: One Year Later (April 2005)

<http://www.publicsafety.gc.ca/pol/ns/secpol05-eng.aspx>

Bloomfield, A., and K. R. Nossal. "Towards an Explicative Understanding of Strategic Culture: The Cases of Australia and Canada." *Contemporary Security Policy* 28, no. 2 (2007): 286-307. (if VPN Google Scholar through UA) <http://pdfserve.informaworld.com/Pdf/AddCoversheet?xml=/mnt/pdfserve/pdfserve/821729-751307416-781816341.xml>

Australia

Chalk, Peter..chp 1 America's Australian Foreign and Defense Policy in the Wake of the 1999/2000 East Timor Intervention.. Santa Monica: RAND Corporation, 2001.

http://www.rand.org/pubs/monograph_reports/2007/MR1409.pdf

India

Babu, D. Shyam. "India's National Security Council: Stuck in the Cradle?" *Security Dialogue*, Vol. 34, No. 2, 215-230 (2003) 34, no. 2 (2003): 215-30. <http://sdi.sagepub.com/cgi/reprint/34/2/215> focus on strategic culture and the reasons given, not on nuclear weapons in particular.

Ashley J. Tellis, C. Christine Fair, Jamison Jo Medby. *Limited Conflicts under the Nuclear Umbrella: Indian and Pakistani Lessons from the Kargil Crisis*. Santa Monica: RAND Corporation, 2001.

http://www.rand.org/pubs/monograph_reports/MR1450/

Computer Conference Question(s):

Construct a chart (with citations) showing a hierarchy of organizations from the president or prime minister down to the uniformed services and include any other national security agencies you find.

Then use Maguire's main variables to explain why each nation's national security institutional structure might be have its current complexity and control characteristics.

Add a sentence or two speculating on how a world in which transnational organizations are the biggest threats might change each of these nation's structures in particular.

18 NOV Week 12 International Security Structures: UN Security Council, NATO, EU organizations

Tuesday: Class discussion

Thursday: Class discussion

Reading:

Durell-Young 1998 *Reforming NATO's Military Structure*

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?PubID=141>

Dorman 2003 *European Adaptation to Expeditionary Warfare*

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?PubID=126>

Brown 2006 *Multilateral Constraints on the Use of Force: A Reassessment*

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?PubID=647>

Berenskoetter, Felix Sebastian. "Mapping the Mind Gap: A Comparison of US and European Security Strategies."

Security Dialogue 36, no. 1 (2005): 71-92. <http://sdi.sagepub.com/cgi/reprint/36/1/71>

James Dobbins et al, *The UN's Role in Nation-Building: The UN's Role in Nation-Building*. Santa Monica: RAND Corporation, 2003. <http://www.rand.org/pubs/monographs/MG304/index.html>

Dobbins, et al *America's Role in Nation-Building: From Germany to Iraq*: RAND Corporation, 2003.

http://www.rand.org/pubs/monograph_reports/MR1753/index.html

Nation 2003 *War in the Balkans, 1991-2002* (skim)

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?PubID=123>

Computer Conference Question(s):

Discuss the participation of each of our states in these organizations in operations involving transnational organizations as well as global jihadi terrorism. Speculate on what have been the effects of participation on national security institutions in each of the case study nations

25 NOV Week 13 Globalization's Human, Water, Food, and Global Security(ies): Structuring for Some or All?

Tuesday: Class discussion

Thursday: Thanksgiving – no class

Reading:

Mary Kaldor, Mary Martin Sabine Selchow. "Human Security: A New Strategic Narrative for Europe." *International Affairs* 83, no. 2 (2007): 273-88. <http://www3.interscience.wiley.com/cgi-bin/fulltext/117959972/PDFSTART>

Cohen, E. A. "History and the Hyperpower." *Foreign Affairs* 83, no. 4 (2004): 49-63.

[http://zp9vv3zm2k.scholar.serialssolutions.com/?sid=google&aunit=EA&aualast=Cohen&atitle=History+and+the+Hyperpower&title=Foreign+affairs+\(New+York,+N.Y.\)&volume=83&issue=4&date=2004&spage=49&issn=0015-7120](http://zp9vv3zm2k.scholar.serialssolutions.com/?sid=google&aunit=EA&aualast=Cohen&atitle=History+and+the+Hyperpower&title=Foreign+affairs+(New+York,+N.Y.)&volume=83&issue=4&date=2004&spage=49&issn=0015-7120)

Ho, S. "Japan's Human Security Policy: A Critical Review of Its Limits and Failures." *Japanese Studies* 28, no. 1 (2008): 101-12. (compares Japan to Canada)

<http://zp9vv3zm2k.scholar.serialssolutions.com/?sid=google&aunit=S&aualast=HO&atitle=Japan%27s+Human+Security+Policy:+A+Critical+Review+of+its+Limits+and+Failures&id=doi:10.1080/10371390801939120>

Computer Conference Question(s):

What does it mean for a nation's domestic and national security institutions to recast security as "human" security? What is the position of each of our case study nations on this new label? What difference does it make for the way that domestic and national security institutions respond to transnational criminal organizations and global jihadi organizations?

02 DEC Week 14 Globalization and the Convergence of Perceptions, Practices, Policies, and Structures of Security Institutions Within or Across Nations

Tuesday: Class discussion

Thursday: no class

Reading:

(Final paper Due Friday 5 pm) No extensions are granted without an emergency situation.

09 DEC Week 15 Course Review on Tuesday and possible participation grade return

Tuesday: Class Attendance Required

- If possible, I will bring the participation grades
- Estimates of when the papers will be graded and the grades entered will also be announced.

Evacuation Procedures

****When the fire alarm goes off it is required by State law and by University policy that everyone evacuate the building.**

When evacuating the building or work area:

- Stay calm: do not rush or panic
- Safely stop your work
- If it is safe to do so, quickly gather your personal belongings: take **prescription medicines** and **keys** with you
- If it is safe to do so, close office door and windows, **DO NOT LOCK THEM**
- Use the nearest safe stairs and proceed to the nearest exit. Look overhead for exit signs.
- Help others identify safe passage out of the building.
- Do not use the elevators.
- Persons with handicaps should remain in the nearest stairwell until an Emergency Responder comes to help.
- Proceed to the designated Emergency Assembly Location (EAL).
[Generally to the underpass]
- You will receive status updates from designated personnel at the EAL as they become available
- Stay together as a class outside in the EAL and await instruction

GRADING STANDARDS FOR ALL REQUIREMENTS including participation

Noted in 4.0 scale with 100% equal to 4.0

Paper standards are in italics.

MASTERY

A Dominates the material

Good Thesis Statement, Good Argument, Structured well, Written well,

A+ Beyond the expectations of the course or specific requirement

Demonstrates some mastery of the material across most categories.

PROFICIENCY

B Demonstrates a good understanding

Good Thesis Statement, Acceptable Argument (few fallacies, mostly clear), Structured well, generally written well,

B+ Excellent Performance in several categories

Demonstrates aptitude for the subject

PASSING

C Demonstrates passable but shallow understanding:

Passable Thesis Statement, barely acceptable argument (fallacies, unclear), Structured generally, grammatically passable,

C+ Can build on this foundation

Limited and short-lived understanding

POOR

D Demonstrates extremely shallow understanding

Attempt at a thesis statement, a story or history rather than argument, Some evident structure, grammatically poor,

E (FAILING) Demonstrates no effort or violates major requirements

No thesis + Garbled story, embarrassingly poorly written, plagiarization or fraud in authorship, especially using quotes that are not labeled as direct quotes., If work is plagiarized in any way, the instructor reserves the right to apply a failing grade to the submission or the course, according to the severity of the violation. In addition, a formal consequence in accordance with the UA and Eller Integrity Codes may be pursued.

NOTES:

Grades may be adjusted for contribution using peer-group and/or self-evaluations and the professor's judgment if the situation warrants. Individuals may be removed from a team if their performance is disruptively laggardly, aggressive, or obstructionist as attested to by the majority of the team and/or as evidenced by material submitted. If removed, the individual may receive an E for the project and, depending on the circumstances, for the course. No alternative project will be provided.

"Domination" of the material includes displaying insight well beyond the mere accumulation of facts.

For the top grade, any assignments must be well organized, well cited, and comprehensive.

The participation grade is based on the intellectual contribution to the class and computer discussion in terms of clarification, insight, stimulation, original ideas, and attendance in the course. A passing grade of "D" requires at least 60 percent regular attendance and regular contribution to the class discussion. Attending all lessons but saying nothing merits a failing participation evaluation. Absence or failure to be prepared when your name is called for article presentation merits up to a 10 percent penalty in in-class participation evaluation.

Creativity merits reward if it demonstrates sophisticated insights and command of the material...up to one grade point possible.

Grade adjustments: The University of Arizona does not allow me to give plus or minus final grades although I prefer to grade with them in the course. Your final grade will be altered according to the full grade to which your calculated final grade is closest. Half point grades will be moved up; quarter point grades down. Those falling between X.30 and X.50 will be evaluated individually to see if moving up is justified on the basis of other demonstrated work.

No extensions will be permitted unless there is a demonstrable emergency and you have arranged the extension in advance.

Final notes on academic integrity and formal definitions of misconduct with consequences:

Academic Dishonesty Academic Dishonesty occurs whenever any action or attempted action is pursued that creates an unfair academic advantage or disadvantage for you and/or any member or members of the academic community. All forms of academic dishonesty are subject to sanctions under the Code of Academic Integrity. Sanctions include: written warning, reduction in grade for work involved, disciplinary probation, loss of credit for work involved, failing grade in the course, suspension, and/or expulsion. Various forms of academic dishonesty include, but are not limited to cheating, fabrication, facilitating academic dishonesty, and/or plagiarism.

Academic Misconduct Academic Misconduct is defined as any behaviors not conforming to prevailing standards or rules within the academic community. All forms of academic misconduct are subject to sanctions under the Code of Conduct. Sanctions include: classroom conduct, interim action, program/support, organizational sanctions, restricted access to university property, administrative hold, warning, probation, suspension, and/or expulsion. Various forms of academic misconduct include, but are not limited to disruptive behavior, threatening behavior, and/or the theft or damage of University property. See http://ugrad.eller.arizona.edu/academic_integrity/student_resource_guide

Syllabus Links Appendix

(Not necessary to print out for the first class meeting)

UK United Kingdom Police (Domestic Security Institutions)

England and Wales Criminal Justice System up to 1992

<http://www.ojp.usdoj.gov/bjs/pub/ascii/wfbcjeng.txt>

See histories online off the MET site <http://www.met.police.uk/>

Home Office (HO)

- [Immigration and Nationality Directorate \(IND\)](#)
- [Research Development and Statistics Directorate \(RDS\)](#)
- [Criminal Records Bureau \(CRB\)](#)
- [United Kingdom Passport Agency \(UKPA\)](#)
- [Forensic Science Service \(FSS\)](#)
- [Her Majesty's Prison Service](#)
- [National Criminal Intelligence Service \(NCIS\)](#)
- [Security Service \(MI5\)](#)

Police Forces

UK Police Services <http://www.police.uk/forces.htm>

- **ACPO London Region**
 - [City of London Police](#)
 - [Metropolitan Police Service](#)
 - **ACPO Eastern Region**
 - [Bedfordshire Police](#)
 - [Cambridgeshire Constabulary](#)
 - [Essex Police](#)
 - [Hertfordshire Constabulary](#)
 - [Norfolk Constabulary](#)
 - [Suffolk Constabulary](#)
 - **ACPO South East Region**
 - [Hampshire Constabulary](#)
 - [Kent Police](#)
 - [Surrey Police](#)
 - [Sussex Police](#)
 - [Thames Valley Police](#)
 - **ACPO South West Region**
 - [Avon & Somerset Constabulary](#)
 - [Devon & Cornwall Constabulary](#)
 - [Dorset Police](#)
 - [Gloucestershire Constabulary](#)
 - [Wiltshire Constabulary](#)
 - **ACPO East Midlands Region**
 - [Derbyshire Constabulary](#)
 - [Leicestershire Constabulary](#)
 - [Lincolnshire Police](#)
 - [Northamptonshire Police](#)
 - [Nottinghamshire Police](#)
 - **ACPO West Midlands Region**
 - [Staffordshire Police](#)
 - [Warwickshire Police](#)
 - [West Mercia Constabulary](#)
 - [West Midlands Police](#)
 - **ACPO North East Region**
 - [Cleveland Police](#)
 - [Durham Constabulary](#)
 - [Humberside Police](#)
 - [North Yorkshire Police](#)
 - [Northumbria Police](#)
 - [South Yorkshire Police](#)
 - [West Yorkshire Police](#)
 - **ACPO North West Region**
 - [Cheshire Constabulary](#)
 - [Cumbria Constabulary](#)
 - [Greater Manchester Police](#)
 - [Merseyside Police](#)
 - [Lancashire Constabulary](#)
 - [Police Service of Northern Ireland](#)
 - **ACPO Wales Region**
 - [Dyfed Powys Police - Heddlu Dyfed Powys / Heddlu Dyfed Powys](#)
 - [Gwent Police - Heddlu Gwent / Heddlu Gwent](#)
 - [North Wales Police - Heddlu Gogledd Cymru / Heddlu Gogledd Cymru](#)
 - [South Wales Police - Heddlu De Cymru / Heddlu De Cymru](#)
 - **ACPO(S) Scotland Region**
 - [Central Scotland Police](#)
 - [Dumfries and Galloway Constabulary](#)
 - [Fife Constabulary](#)
 - [Grampian Police](#)
 - [Lothian and Borders Police](#)
 - [Northern Constabulary](#)
 - [Strathclyde Police](#)
 - [Tayside Police](#)
- ### UK Non Geographic
- [British Transport Police](#)
 - [Central Motorway Policing Group](#)
 - [Civil Nuclear Constabulary \(formerly UKAEA Constabulary\)](#)
 - [Ministry of Defence Police](#)
 - [Port of Dover Police](#)
 - [Port of Liverpool Police](#)
 - [The National Crime Squad](#)
 - [Scottish Drug Enforcement Agency](#)
 - [Police Information Technology Organisation \(UK\)](#)
 - [Forensic Science Service \(UK\)](#)

Canada Police (Domestic Security Institutions)

Canada Criminal Justice System History

<http://www.ojp.usdoj.gov/bjs/pub/ascii/wfbcican.txt>

Canada Police Links

Go to Canadian states list

<http://www.gksoft.com/govt/en/ca.html>

Royal Canadian Mounted Police (RCMP)

<http://www.rcmp-grc.gc.ca/frames/rcmp-grc1.htm>

Criminal Intelligence Service Canada (CISC)

<http://www.cisc.gc.ca/>

Integrated Threat Assessment Centre

COPNET

<http://police.sas.ab.ca/>

Minister of Public Safety

- [Canada Border Services Agency](#)
- [Canadian Security Intelligence Service \(CSIS\)](#)
- [Commission for Public Complaints Against the RCMP](#)
- [Correctional Investigator of Canada](#)
- [Correctional Service Canada](#)
- [Inspector General of Canada](#)
- [National Parole Board](#)
- [RCMP External Review Committee](#)
- [Royal Canadian Mounted Police \(RCMP\)](#)

Australia Police (Domestic Security Institutions)

ACPS Australasian Common Police Services

History Australia Criminal Justice System

Biles undated but likely early 1990s

<http://www.ojp.usdoj.gov/bjs/pub/ascii/wfbcjaus.txt>

Australian Federal Police Services AFP

www.afp.gov.au

<http://www.afp.gov.au/home.html>

Australian Security Intelligence Organisation

<http://www.asio.gov.au/>

Australian Government Portal

<http://www.australia.gov.au/>

The Australian Capital Territory Government

<http://www.act.gov.au/CAP/accesspoint?action=menuHome>

Australian Protective Service <http://www.aps.gov.au/>

Australian Bureau of Criminal Intelligence

<http://www.missingpersons.info.au/abcinfo.htm>

AUSTRAC <http://www.austrac.gov.au/> The Australian Transaction Reports and Analysis Centre (AUSTRAC) is Australia's anti-money laundering and counter-terrorism financing regulator and specialist financial intelligence unit. AUSTRAC was established under the [Financial Transaction Reports Act 1988](#) (FTR Act) and is continued in existence by the [Anti-Money Laundering and Counter-Terrorism Financing Act 2006](#) (AML/CTF Act)

CrimTrac www.crimtrac.gov.au The CrimTrac Agency was established as a major national policing initiative for the 21st century and will allow Australian police services to take advantage of the dramatic opportunities opened up by recent advances in forensic science, information technology and communications.

Other Police Services

Australasian Centre for Policing Research (ACPR)

www.acpr.gov.au

Australasian Police Multicultural Advisory Bureau (APMAB) www.apmab.gov.au

Australian Commission for Law Enforcement Integrity (ACLEI) www.aclei.gov.au

Australian Institute of Police Management (AIPM)
www.aipm.gov.au

National Institute of Forensic Science (NIFS)
www.nifs.com.au

National Missing Persons Coordination Centre
www.afp.gov.au

National Police Checks www.afp.gov.au

The Australian Federal Police provides National Police Checks (criminal history checks) for residents of the Australian Capital Territory (ACT), Jervis Bay Territory and other external Commonwealth territories, people seeking employment with the Commonwealth Government, people requiring a check under Commonwealth legislation, e.g. Aviation Security, Immigration purposes, volunteers and charities (ACT only), overseas employment, adoption, including overseas adoption, and visa applications.

State & Territory Police Services

ACT Policing The AFP is responsible for policing in Canberra, Australia's national capital, and the surrounding Australian Capital Territory (ACT). The AFP provides this service to the people of the ACT through its community policing arm, ACT Policing. www.afp.gov.au

Northern Territory Police, Fire and Emergency Services www.nt.gov.au

NSW Police www.police.nsw.gov.au

Queensland Police Service www.police.qld.gov.au

South Australia Police www.sapolice.sa.gov.au

Tasmania Police www.police.tas.gov.au

Victoria Police www.police.vic.gov.au

Western Australia Police www.police.wa.gov.au

India Police (Domestic Security Institutions)

India History Police

<http://www.country-data.com/cgi-bin/query/r-6164.html>

India Criminal Justice System early 1992

<http://www.ojp.usdoj.gov/bjs/pub/ascii/wfbcjind.txt>

India Police Links

State Governments and State Police Forces

Scroll through gksoft governments on the web site for state govts

Ministry of Home Affairs

- [Ministry of Home Affairs](#)

Department of Border Management

- Border Security Force <http://bsf.nic.in/>
- Indo-Tibetan Border Police <http://www.itbpolice.com/>

Department of Internal Security

- **Intelligence Bureau**(IB)
- Central Bureau of Investigation (CBI)
- Assam Rifles
- Rastriya Rifles
- Indian Police Service
- Central Industrial Security Force <http://cisf.nic.in/>
- Central Reserve Police Force <http://crpf.nic.in/>
- Bureau of Police Research & Development <http://www.bprd.org/>
- National Institute of Criminology & Forensic Sciences
- National Crime Records Bureau <http://www.ncrbindia.org/>
- National Civil Defence College
- North Eastern Council <http://necouncil.nic.in/>
- North Eastern Police Academy
- Sardar Vallabh Bhai Patel National Police Academy
- Criminal Investigations Department (CID)
- Home Guards
- Railway Protection Force
- Rapid Action Force (RAF)
- Central Vigilance Commission
- Narcotics Control Bureau (NCB)

Defense paramilitary police

- National Security Guards (NSG)
- Defence Security Corps
- Special Protection Group (SPG)

US Police (Domestic Security Institutions)

[FirstGov](#)

[National Institute of Justice - US Dept of Justice](#)

[The Federal Bureau of Investigation](#)

[The US Marshals service](#)

[The Drug Enforcement Administration - US Department of Justice](#)

[The Bureau for International Narcotics and Law Enforcement Affairs](#)

[The National Drug Intelligence Center](#)

[Officer.com - US Site](#)

[National Law Enforcement Officer Memorial Fund \(US\)](#)

[CopNet](#)

[FBI Most Wanted](#)

**US States Police California Arizona
California**

State government

<http://cpr.ca.gov/report/cprprt/preschg/images/exhibit13.pdf>

Proposed Dept of Public Safety and Homeland Security

<http://cpr.ca.gov/report/cprprt/issrec/ps/ps02.htm>

CA State Office of Homeland Security established Feb 2003

<http://www.homeland.ca.gov/>

- **OHS Divisions**

- [Grant Management](#)
- [Critical Infrastructure](#)
- [Training & Exercises](#)
- [Information Analysis](#)
- [Legislative Affairs](#)
- [Planning & Research](#)
- Exercise Golden Guardian 2004

http://www.ohs.ca.gov/hseep/golden_guardian/docs/GG_2004_AAR_Executive_Summary.pdf#search=organization%20chart%20.pdf&view=FitH&pagemode=none

Alameda County Sheriff Dept

<http://alamedacountysheriff.org/OrgChart.htm>

Berkeley police dept

http://www.ci.berkeley.ca.us/uploadedFiles/Police/Level_3_-_General/ORGANIZATION%20CHART.pdf

ARIZONA

Arizona State Government www.az.gov/

www.govspot.com/state/az.htm

Arizona counter-Terrorism Information Center (AcTIC) created 2004

<http://www.fbi.gov/page2/dec04/actic122704.htm>

AcTIC site

<http://cid.dps.state.az.us/>

AZ MOU on sharing CT data 2006 with CA NM TX (did one with NM in 2004 but this new one covers classified intelligence)

http://www.azdohs.gov/documents/030306_BorderStateMOU.pdf

Maricopa County <http://www.maricopa.gov/>

Sheriff <http://www.mcso.org/>

Phoenix <http://phoenix.gov/index.html>

Police <http://phoenix.gov/POLICE/index.html>

International and Regional (EU) Police Links

[Europol](#)

[Interpol](#)

Centre for International Crime Prevention <http://www.uncjin.org/CICP/cicp.html>

[International Association of Law Enforcement Intelligence Analysts \(IALEIA\)](#)

<http://www.ialeia.org/>

[International Association of Chiefs of Police \(IACP\)](#)

[COPNET.org - International Law Enforcement](#)

[International Association for Identification](#)

UNCJIN, the UN Criminal Justice Information <http://www.uncjin.org/>

The World Factbook of Criminal Justice Systems <http://www.ojp.usdoj.gov/bjs/abstract/wfcj.htm#S>

UK Defense (National Security Institutions)

[Prime Minister's Office](#)

[UK online](#)

[Privy Council Office](#)

- [Ministry of Defence \(MoD\)](#)
 - [British Army](#)
 - [Royal Navy](#)
 - [Royal Air Force \(RAF\)](#)
 - [Royal Auxiliary Air Force](#)
 - [Directorate of Standardization \(DStan\)](#)
 - [Defence Bills Agency \(DBA\)](#)
 - [Defence Aviation Repair Agency \(DARA\)](#)
 - [Veterans Agency \(VA\)](#)
 - [Defence Estates \(DE\)](#)
 - [Central Data Management Authority \(CDMA\)](#)
 - [United Kingdom National Codification Bureau \(UK NCB\)](#)
 - [Defence Export Services Organisation \(DESO\)](#)
 - [Army Base Repair Organisation \(ABRO\)](#)
 - [Defence Science and Technology Laboratory \(DSTL\)](#)
 - [Meteorological Office \(Met.Office\)](#)
 - [United Kingdom Hydrographic Office \(UKHO\)](#)

Canada Defense (National Security Institutions)

Canadian National Government canada.gc.ca

Privy Council to the Prime Minister www.pco-bcp.gc.ca

National Security Advisor (NSA) to the Prime Minister

http://www.pco.gc.ca/index.asp?lang=eng&page=clerk-greffier&sub=bio&doc=bloodworth_e.htm

who oversees the **Security and Intelligence (S&I) Secretariat**

http://www.pco.gc.ca/index.asp?lang=eng&page=secretariats&sub=si-sr&doc=si-sr_e.htm

and the **International Assessment Staff (IAS)**

http://www.pco.gc.ca/index.asp?lang=eng&page=secretariats&sub=ias-bei&doc=ias-bei_e.htm

The Security and Intelligence (S&I) Secretariat is one of two secretariats that provide support to the [National Security Advisor \(NSA\) to the Prime Minister](#). The other is the [International Assessment Staff \(IAS\)](#).

2005 PM established the 15 person **Advisory Council on National Security**

http://www.pco.gc.ca/index.asp?lang=eng&page=secretariats&sub=si-sr&doc=terms-mandat_e.htm

[Integrated Threat Assessment Centre](#)

National Defence Department http://www.forces.gc.ca/site/home_e.asp

- [About DND/CF](#)
- [Commander-in-Chief](#)
- [The Minister](#)
- Command Centre

- [Navy](#)
- [Army](#)
- [Air Force](#)
- [Military Personnel](#)
- [Canada Command](#)
- [CANSOFCOM](#)
- [CANOSCOM](#)
- [CEFCOM](#)

Australia Defense (National Security Institutions)

[Australian Department of Defence](#)

[International Peacekeeping News](#)

[The Australian War Memorial](#)

[Naval Association of Australia](#)

[The Australian Defence Force Academy](#)

[Department of Veterans' Affairs](#)

[Royal Australian Navy](#)

[The Returned Service League](#)

[The Australian Defence Force Academy](#)

India Defense (National Security Institutions)

Ministry of Defence

[Ministry of Defence](#) / [Raksha Mantralaya](#)

Department of Defence /

[Indian Armed Forces](#)

Department of Defence Research and Development (DDR&D)

[Defence Research and Development Organisation \(DRDO\)](#)

[Centre for Artificial Intelligence and Robotics \(CAIR\)](#)

Department of Defence Production and Supplies (DDP&S)

[Ordnance Factory Board \(OFB\)](#)

[Directorate General of Resettlement \(DGR\)](#)

[Institute for Defence Studies and Analyses \(IDSA\)](#)

[Controller General of Defence Accounts \(CGDA\)](#)

[Principal Controller of Defence Accounts \(Pensions\)](#)

[Controller of Defence Accounts \(Officers\)](#)

[Controller of Defence Accounts \(Navy\)](#)

Defence Services

- Indian Army
- Indian Navy
 - Marine Commando Force (MARCOS)
- Indian Air Force
- Indian Coast Guard

Department of Defence Research and Development

- Defence Research and Development Organisation
- Aeronautical Development Agency

Department of Defence Production & Supplies

- Defence Public Sector Undertakings
- Ordnance Factories Organisation
- Directorate General of Quality Assurance (DGQA)
- Directorate of Standardisation
- Directorate General of Aeronautical Quality Assurance (DGAQA)
- Directorate of Planning & Coordination
- Defence Exhibition Organisation (DEO)

Intelligence Agencies

- Defence Intelligence Agency
- Directorate of Military Intelligence
- Directorate of Air Intelligence
- Directorate of Naval Intelligence

Inter-Service Organisations

- Military Engineer Services
- Armed Forces Medical Services
- Directorate General of Defence Estates
- Office of the Chief Administrative Officer
- Directorate of Public Relations
- Army Purchase Organisation
- Services Sports Control Board
- Armed Forces Films & Photo Division
- School of Foreign Languages
- History Division
- National Defence college
- College of Defence Management
- Defence Services Staff College
- Ministry of Defence Library

Paramilitary

- Coast Guard
- Border Security Force
- Rashtriya Rifles
- Assam Rifles
- Indo-Tibetan Border Police
- Special Frontier Force

Voluntary military agencies

- National Cadet Corps
- Territorial Army

Intelligence

National

- Research and Analysis Wing (RAW) (external)
- Intelligence Bureau (IB) (internal)
- Joint Intelligence Committee (JIC) (internal)

Economic

- Economic Intelligence Council
- Central Economic Intelligence Bureau
- Directorate General of Revenue Intelligence (DGRI)
- Directorate of Enforcement
- Directorate General of Anti-Evasion
- Directorate General of Income Tax Investigation

Military

- Aviation Research Centre(ARC)
- Directorate of Military Intelligence
- Directorate of Air Intelligence
- Directorate of Naval Intelligence
- Special Service Bureau

Other

- All-India Radio Monitoring Service (AIRMS)
- Joint Cipher Bureau
- Signal Intelligence Directorate

US Defense (National Security Institutions)

[FirstGov](#)

[Office of the President](#)

National Security Council <http://www.whitehouse.gov/nsc/>

[Central Intelligence Agency \(CIA\)](#)

NTCT www.nctc.gov/

- [Department of Defense \(DoD\)](#)

- [Joint Chiefs of Staff](#)
- [U.S. Army](#)
- [U.S. Air Force](#)
- [U.S. Navy](#)
- [U.S. Marine Corps](#)
- [National Guard](#)
- [Defense Intelligence Agency \(DIA\)](#)
- [Defense Logistics Agency \(DLA\)](#)
- [Defense Information Systems Agency \(DISA\)](#)
- [Defense Advanced Research Projects Agency \(DARPA\)](#)
- [Defense Threat Reduction Agency \(DTRA\)](#)
- [Defense Commissary Agency \(DeCA\)](#)
- [Defense Security Cooperation Agency \(DSCA\)](#)
- [National Imagery and Mapping Agency \(NIMA\)](#)
- [Missile Defense Agency \(MDA\)](#)
- [National Security Agency \(NSA\)](#)
- [Defense Security Service \(DSS\)](#)
- [Defense Finance and Accounting Service \(DFAS\)](#)
- [American Forces Information Service \(AFIS\)](#)
 - [Armed Forces Radio and Television Service \(AFRTS\)](#)
 - [Army Broadcasting Service \(ABS\)](#)
- [Civilian Personnel Management Service \(CPMS\)](#)
- [Defense Prisoner of War / Missing Personnel Office \(DPMO\)](#)
- [National Reconnaissance Office \(NRO\)](#)