

intelligence planning, collection and/or analysis, and assignments that require the application of strategic intelligence skills, expertise, and knowledge.

(4) *Desired experience.* At the rank of colonel, it is expected that assignments will enhance the strategic intelligence officer's competencies in directing and leading strategic intelligence analysis, planning and production at the national level. Additionally, colonels will direct and coordinate DOD/Army participation in the national-level interagency intelligence community, ensuring strategic intelligence support to DOD/interagency campaign plans reflects national strategy.

e. *Joint assignments.* The vast majority of FA 34 positions are joint. Many of these joint positions are on the Joint duty assignment list. Officers assigned to Joint duty assignment list positions may attend the JPME II course and could qualify for Joint Qualified Officer designation (SI 3L).

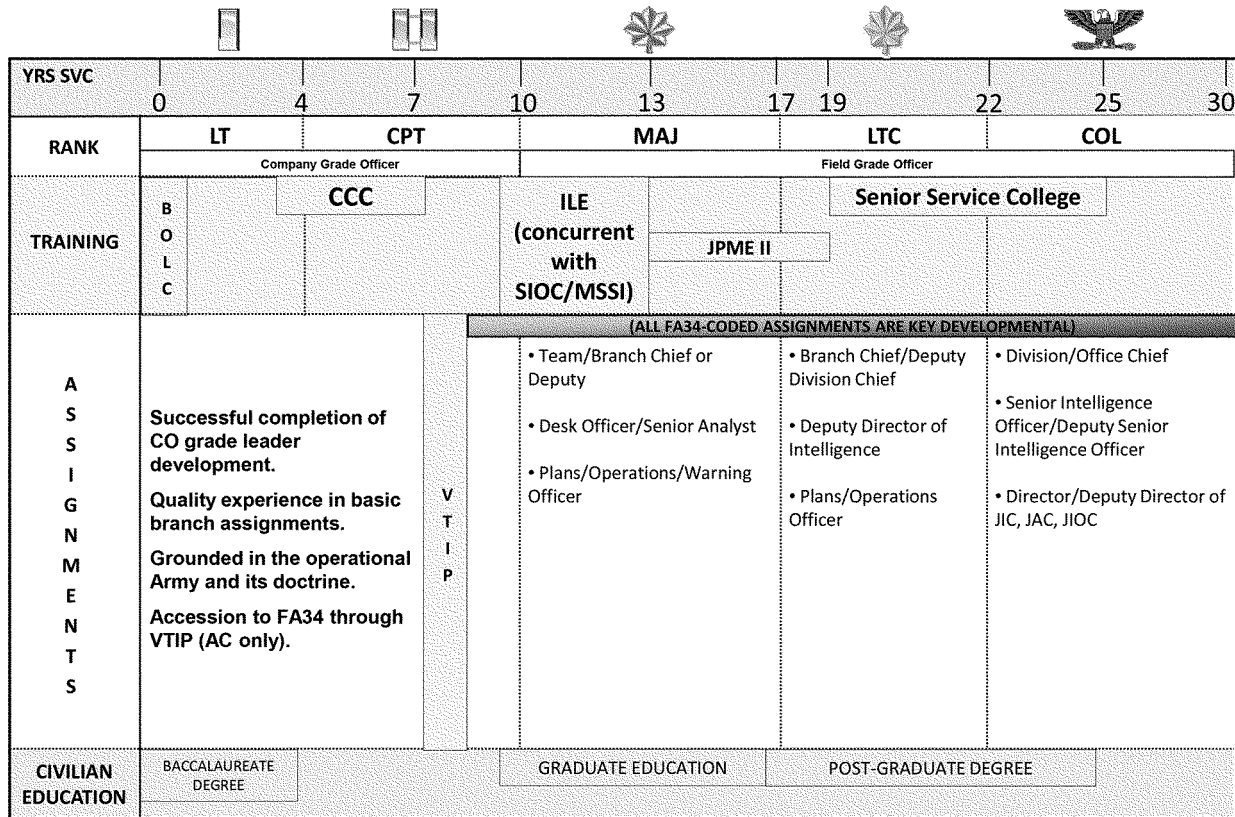


Figure 26-1. AA FA 34 officer development model

#### 26-4. Strategic Intelligence Reserve Component officers

The above information pertains to RC FA 34 officers.

### Chapter 27 Foreign Area Officer Functional Area (FA 48)

#### 27-1. Introduction

a. *Vision and core competencies.* Army FAOs are Soldiers grounded in the profession of Arms; deliberately accessed, trained, educated and developed to provide leadership and expertise in diverse organizations in joint, interagency, intergovernmental and multinational environments; who advise senior leaders as regional experts; and who offer unique warfighting competencies—cross-cultural capabilities, interpersonal communications, and foreign-language skills—that are critical to mission readiness of the Army in today's dynamic strategic environment.

*b. Proponent information.* FA 48 is managed within the Operations Support functional category. In the DCS, G-3/5/7, the Director of Strategic Plans and Policy (G-3/5) serves as the proponent for FA 48. The Strategic Leadership Division within DCS, G-3/5/7, DAMO-SSF (from this point forward called FAO proponent in this document.), executes FAO policy. The FAO proponent Web site is: <http://www.fao.army.mil>.

*c. Functions.* FAOs are Security Cooperation professionals, central to the Shape component of the Army's "Prevent, Shape, and Win" strategy. FAOs provide unequaled time-sensitive situational awareness to senior decision makers. FAOs are experts on regional military capabilities and work with foreign military leaders and government officials to build partner capacity in support of U.S. goals and objectives. FAOs are routinely forward deployed acting in an "economy of force" capacity on behalf of the Army and Joint Force. Additionally, they are often the only Army and/or DOD representative in foreign countries, executing national security policies and objectives or serving as key advisors to senior-level commanders, Chiefs of Mission, and other senior civilians. Their duties include:

- (1) Advise senior military and civilian leaders with regional expertise as political-military officers, Security Assistance Officers, and Defense or Army Attachés.
- (2) Engage foreign military leaders and government officials to help build partnership capacity and facilitate foreign military training, cooperation, and exercises.
- (3) Train future leaders by serving as instructors at U.S. service academies, regional centers, and other institutions of PME.

## **27-2. Officer characteristics required**

*a. Characteristics required of all officers.* All officers are expected to operate in JIIM environments and leverage capabilities beyond the Army in achieving their organizational objectives. Further explanation of these characteristics is referenced in chapter 3 of this publication.

*b. Unique skills and knowledge of a FA 48 officer.* FA 48 officers are expected to remain well-grounded in the profession of arms while operating for extended periods of time serving in JIIM positions. In addition to the attributes mentioned above, FA 48 officers possess unique skills, knowledge, and competencies that include cross-cultural capabilities, interpersonal communications, language skills, interagency integration and regional political-military expertise. Once assessed, all FAOs are "single-tracked" in the FA 48 career field.

(1) FAOs typically possess the following unique skills:

(a) Language proficiency at a minimum Interagency Language Roundtable (ILR) level 2 Listening/2 reading with a goal of attaining a level 3 in listening, reading, and speaking, per DODD 1315.17 and DODI 1315.20. Foreign-language skills allow a FAO to more accurately understand the capabilities and requirements of a foreign partner in a military context, a capability a translator lacks.

(b) Regional Proficiency Skill Level at a level 3 (Professional), 4 (Senior Professional), or 5 (Expert), per DODI 5160.70.

(c) Ability to operate as advisors to senior military and civilian leaders in executing security cooperation activities with counterpart militaries in support of National Military Strategy objectives.

(d) Ability to think, write, and brief at the strategic level on a region's military, political affairs, history, and culture.

(2) FAOs possess the following unique knowledge:

(a) In-depth understanding of foreign cultures gained from a regionally focused graduate degree and experience living and working in a specified region.

(b) Expert knowledge of regional military forces.

(c) Well-versed in U.S. foreign policy and regional security cooperation initiatives.

(d) Expertise in political-military, economic, and social issues relevant to their regional AOC

(e) Sound understanding of interagency and nongovernment organization capabilities and unique professional cultures.

*c. Unique features of work in the Foreign Area Officer functional area.*

(1) FAOs serve worldwide in critical and sensitive positions requiring extensive regional expertise and experience. They are Defense and Army Attachés and security cooperation officers in U.S. embassies and host nation ministries of defense, political-military advisors to deployed military commanders, and liaison officers to foreign militaries.

(2) FAOs are trained as regional experts in one of the following nine AOCs. In some cases, officers trained in one AOC may be assigned to work in another, based on their language, experience, and/or the needs of the Army. FAOs assigned as Army Attachés attend the Joint Military Attaché School at Bolling Air Force Base. FAOs assigned to Security Cooperation Organizations (offices of defense cooperation, offices of security cooperation, military groups, and so forth) as security assistance/cooperation officers or defense cooperation in armaments officers, attend the Defense Institute of Security Assistance Management, Security Cooperation Management-Overseas (SCM-O) course at Wright-Patterson Air Force Base. FAOs selected to be Senior Defense Officials/Defense Attachés attend both.

(a) *Latin America (AOC 48B).* Mexico, Guatemala, Belize, Honduras, Nicaragua, El Salvador, Costa Rica, Panama, Venezuela, Colombia, Bolivia, Brazil, Ecuador, Peru, Chile, Argentina, Paraguay, Uruguay, Guyana, French Guiana, Suriname, Haiti, the Dominican Republic, Cuba and the Caribbean.

(b) *Europe (AOC 48C)*. United Kingdom, Ireland, France, Norway, Netherlands, Belgium, Sweden, Denmark, Luxembourg, Germany, Austria, Switzerland, Italy, Spain, Portugal, Hungary, Bulgaria, Czech Republic, Slovak Republic, Poland, Albania, Croatia, Bosnia-Herzegovina, Serbia and Montenegro (including Kosovo), Macedonia, Finland, Romania, Greece, Liechtenstein, Malta, Monaco, Andorra, San Marino, Slovenia, Cyprus, Turkey, and Iceland.

(c) *South Asia (AOC 48D)*. India, Bangladesh, Pakistan, Afghanistan, Sri Lanka, Nepal, Bhutan and the Maldives.

(d) *Eurasia (AOC 48E)*. Russia, Belarus, Ukraine, Moldova, Armenia, Georgia, Kazakhstan, Uzbekistan, Kyrgyzstan, Turkmenistan, Tajikistan, Azerbaijan, Estonia, Latvia and Lithuania.

(e) *China (AOC 48F)*. China, (including Taiwan and Hong Kong) and Mongolia.

(f) *Middle East/North Africa (AOC 48G)*. Morocco, Algeria, Tunisia, Libya, Egypt, Sudan, Syria, Jordan, Israel, Lebanon, Saudi Arabia, Iraq, Kuwait, Oman, Bahrain, Yemen, Qatar, Iran, and the United Arab Emirates.

(g) *Northeast Asia (AOC 48H)*. Japan, North Korea, and South Korea.

(h) *Southeast Asia (AOC 48I)*. Indonesia, Malaysia, Thailand, Philippines, Vietnam, Laos, Cambodia, Brunei, Singapore, Burma, Australia, New Zealand, East Timor, Fiji, and other Pacific island states.

(i) *Sub-Saharan Africa (AOC 48J)*. Botswana, Ivory Coast, Namibia, South Africa, Mauritania, Chad, Ethiopia, Kenya, Tanzania, Uganda, Democratic Republic of Congo, Zimbabwe, Cameroon, Nigeria, Ghana, Guinea, Liberia, Sierra Leone, Senegal, Burundi, Mali, Rwanda, Angola, Mozambique, Equatorial Guinea, The Gambia, Burkina Faso, South Sudan, and Djibouti.

(3) The FAO proponent may assign a secondary AOC to certain officers based on needs of the Army. Secondary AOC will allow the FAO program and the Army to have a certain amount of flexibility to surge into different regions of the world depending on the Army or Joint operations that may be taking place. FAO proponent develops and maintains the criteria for selection into a secondary AOC as well as the officer's requirements/responsibilities for maintaining currency in the secondary AOC.

### **27-3. FA 48 officer development**

a. *FA qualification and development*. In addition to the core competencies listed in paragraph 27-1a, DODD 1315.17, directs the broad military skills and experiences required of the (Joint) FAO Corps. DODI 1315.20, defines the core competencies required of FAOs. DODI 5160.70 defines regional proficiency skill levels. The FAO core qualifications produce an officer with a regional proficiency skill level three (Regional Professional) and most of the academic background for level four (Regional Senior Professional). The first FAO assignment provides practical application of these skills necessary for level four qualifications. The FAO life-cycle is based on the three domains of leader development—institutional training, operational assignments, and structured self-development. These three leader development concepts focus and shape FAO management in terms of accessions, training, utilization, and professional development. Only senior FAOs have both the duration and depth of regional experience and academic credentials to provide level four (Senior Professional) and level five (Expert) regional competencies to the U.S. Army and DOD. FAOs attain these advanced regional proficiency skill levels through a series of repetitive FAO assignments in diverse FAO functions and structured self-development designed and managed by each FAO.

b. *Lieutenant and captain development prior to functional designation*. Experience gained by lieutenants and captains during basic branch assignments serve as the foundation for future effectiveness for FA 48 officers. Central to this experience is an officer's successful completion of a KD position while serving in their basic branch. KD positions are essential to a FAO's credibility as Army officers grounded in the Profession of Arms.

(1) Accession. Officers are now selected to become FAOs through the VTIP. VTIP selections are held quarterly at HRC and interested officers should refer to the most recent MILPER message for the specifics of each VTIP iteration. Officers selecting FA 48 as a preference must meet all minimum requirements for FA 48 (See paragraph 27-5b) and complete a specialized questionnaire (located on the HRC and FAO proponent Web page). FAO Proponent is the waiver granting authority for all accessions requirements.

(a) The FAO FA seeks officers with demonstrated language skills, graduate study experience, and regional/international professional experience as a civilian, student, or Soldier. Officers who have previously received master's degrees in a regional or international discipline and have shown, through a Defense Language Proficiency Test or Defense Language Aptitude Battery an ability to learn a foreign language will be given special consideration during the accessions process.

(b) Neither FAO assignment branch nor FAO proponent actually approves VTIP transfers; this is done by the VTIP panel in HRC and the DCS, G-1.

c. *Captain and major initial Foreign Area officer education and training requirements*. The FAO career begins with a comprehensive, five-phased education and training period that includes the Joint FAO Course (Phase I), basic language training, in-region training, advanced civilian schooling, and ILE Common Core Course. These phases may occur in any order, although the FAO proponent prefers that language training be completed prior to in-region training and advanced civilian schooling. Once trained, the officer gains experience through a variety of FAO assignments, both in region and in CONUS. Officers selected for FAO that do not satisfactorily complete or receive constructive credit

for the five phases of education and training may be returned to their basic branch or re-designated into another FA. The specifics regarding initial training are as follows:

(1) *Joint Foreign Area officer Course (Phase I)*. The Joint FAO Course, Phase I is a mandatory, 1-week course to provide new FAOs an introduction to the FAO FA. Topics include FAO roles and responsibilities, cross-cultural competence, national security policy, security cooperation/assistance, strategic political-military planning, introduction to the country team, attaché roles and responsibilities, and cross-cultural negotiations. Additionally, the course includes the FAO life-cycle, family issues, the JIIM environment, personal security, and an orientation to each regional AOC. This course affords an opportunity for FAOs to develop their personal training plan, establish working relationships with their proponent managers, training officers and fellow newly accessed FAOs, and understand the varied roles played by FAOs around the world. The course is conducted semiannually at the Defense Language Institute Foreign Language Center. Because FAOs often serve in remote locations and families are placed in challenging cultural situations, spouses (or same sex domestic partners as declared by the officer) are encouraged to attend the course to better understand the lifestyle and career choice into which the FAO is entering.

(2) *Language training*. FAOs are provided with basic language training in at least one of the predominant languages in their assigned AOC in accordance with the needs of the Army. The language assigned in training and subsequent in-region training site will be designated by the FAO proponent in conjunction with HRC based on the accessed FAO's abilities and the needs and priorities of the Army. Language training will be conducted at the Defense Language Institute-Washington. The duration of these courses range from 6 to 18 months, depending upon the level of complexity of the targeted language. The FAO must achieve minimum language proficiency (2/2/2) during this entry-level training in order to continue in the program. FAOs must maintain proficiency in their Control Language.

(3) *In-region training*.

(a) The purpose of in-region training is to build cross-cultural competence by immersing the officer, accompanied by their family where appropriate, in the local language and culture of their assigned AOC to learn to work effectively within that context, and be able to provide sound advice to senior leaders as to the best course of action or potential pitfalls.

(b) The seven objectives of in-region training are an in-depth understanding of: region of specialization; U.S. policy goals and formulation; language; military-to-military experience; U.S. military involvement (security assistance activities, Defense Attaché activities, Combatant Command priorities, combined operations and exercises); embassy offices and administration; the JIIM environment.

(c) While each FAO in-region training site is unique in its program, FAOs are expected to conduct extensive familiarization through internship-like experiences, advanced language studies, research/self-study and travel throughout the region and attain first-hand knowledge of national and regional cultures, geography, political-military environments, economies, and societal differences in accomplishing the six in-region training objectives. These series of internship-like experiences through the Defense Attaché Office (DAO) and Security Cooperation Office in the embassy may also include attendance at a host nation educational institution. Relationships developed during in-region training with host nation military personnel are frequently maintained for years and enhance capability and effectiveness in future assignments. The duration of in-region training is generally no longer than 1 year, and during this period FAOs must continue to improve their language capability with the goal of attaining general professional level (level 3) proficiency in all modalities.

(d) Eurasian FAOs (48E) will complete a traditional 1-year in-region training in region (as described above) or attend a 12-month course of instruction at the George C. Marshall Center for Security Studies in Garmisch, Germany, focusing on advanced language skills, in-depth military representative assignments and representing the U.S. in the international security studies courses held at the Center. The FAO internships in the Eurasian region are key elements of the curriculum of the Marshall Center. During these internships, officers will have the opportunity to work and travel throughout Eurasia while serving in operational military representative positions.

(4) *Advanced civilian schooling*. FAOs must complete a regionally focused graduate degree. The Army's fully funded Advanced Civilian Schooling Program is a privilege available to officers with demonstrated potential for continued service. Officers must meet the requirements outlined in AR 621-1 to be eligible for advanced civilian schooling.

(a) FAOs attend graduate schools approved by the FAO proponent. A list of recommended schools is published in the list of recommended graduate degree programs through the FAO proponent Web site. Requests to attend graduate programs not on the recommended list must be submitted to the FAO proponent and HRC with appropriate supporting documentation well in advance of the advanced civilian schooling application process. It is the prospective FAO's responsibility to demonstrate the program is accredited and will provide at least 60 percent of its required credits in the appropriate regional focus. Exceptions to this standard must be approved by the Chief of FAO proponent.

(b) When applying to graduate schools, FAOs must apply to at least one tax-supported school which will offer in-state tuition and is generally considered a low-cost school (<\$20,000 per annum for FY 12). The two other choices may be a medium cost (<\$ 32,000 per annum for FY 12) or high cost if the institution agrees to provide tuition assistance or otherwise remain below the medium cost cap. The standard length of advanced civilian schooling is 12 months. Waivers for more than 12 months will be requested through HRC and granted by FAO proponent.

(c) Officers entering the FAO program who possess a graduate degree in a FAO-related discipline will normally be given constructive credit from the Chief of FAO proponent. In these cases, the officers will not be afforded further graduate schooling at Army expense as part of the formal FAO training process. Officers who possess a graduate degree in a non-FAO-related discipline will either be provided an opportunity to attend graduate school to obtain an approved degree (advanced civilian schooling slots dependent) or will attend a focused regional study internship at one of the FAO proponent approved locations.

(d) FAOs attending graduate schooling via the Army's Advanced Civilian Schooling Program will obtain a master's degree in an appropriate FAO-related discipline including: international relations/affairs, area studies, international economics, international security studies, geography, geopolitics, government, regional history, Master of Military Arts and Science (with a FAO-related concentration), national security studies, political science, and social science and strategic intelligence (from the National Intelligence University). Any exceptions to this list of disciplines must be approved by FAO proponent prior to declaration of the graduate degree program.

(e) FAOs in advanced civilian schooling are required to maintain or improve their language skills. Officers must meet the language requirement for degree completion for their institution. If there is no language requirement for degree completion, the officer must maintain language proficiency through elective coursework or independent study. This language training will be conducted at no cost to the Army. If the FAO's control language (determined in accordance with AR 11-6), is not offered at the university he or she is attending, the FAO is encouraged to conduct study in another language spoken within his or her AOC.

(f) FAOs in advanced civilian schooling are required to maintain contact with their respective regional managers in FAO proponent throughout their attendance at the institution. Regional managers will review curricula prior to every quarter or semester to ensure the aforementioned instructions are followed. FAOs will provide copies of all grade reports, receipts, and other requirements per established procedures.

(5) *Intermediate level education.*

(a) The Army's ILE program consists of two phases, both of which are required for an officer to be designated MEL 4 (Command and Staff College graduate): Phase I "ILE Common Core" and Phase II "Branch/FA Specific Training." For FAOs, Phase II is successful completion of required FAO training, as outline in paragraph 27-3d (Joint FAO Course, language, in-region training, advanced civilian schooling, and the ILE Common Core).

(b) With the traditional ILE Common Core being a TDY course, FAOs typically attend on the front or back-end of a new assignment to attend the 14-week course. The Army does send some FAOs to complete the Common Core Course at a foreign military service school as part of their in-region training. FAOs who do not attend the course in residence are required to complete the course through Distance Learning.

(c) The DL ILE Common Core is self-paced and web-based, and FAOs not afforded the opportunity to attend the course in residence must complete this course via DL. Officers are given a maximum of 18 months to complete all three phases of the course. The Command and General Staff College faculty at Fort Leavenworth monitors each officer's progress in ILE Phase I DL. No distinctions are made between a FAO who attends ILE Phase I at one of the four satellite courses, a foreign staff college, or one who completes it via DL. The end state of achieving MEL 4 (Command and Staff College graduate) is the same for all FAOs.

(d) Some FAOs may be selected to attend foreign staff and war colleges for MEL 4 credit at locations based on Army Chief of Staff guidance. Some FAOs may attend foreign PME that does not result in MEL 4 credit.

d. *Major, lieutenant colonel, and colonel advanced Foreign Area Officer development and skill sustainment.* Fully trained FAOs (majors, lieutenant colonels, and colonels) are required to conduct a structured self-development program to continue to refine and further develop the FAO core competencies and skills. FAO proponent is developing structured self-development program guidance that will assist fully qualified FAOs in development of their own program. This program should be a combination of self-study, resident and virtual (online) training, as well as a variety of assignments that will add breadth and depth to their FAO experience within their assigned region.

(1) *Self-study and online support.* A wide variety of resources and training, including online course work, are available on Joint FAO Web. FAOs are required to obtain a FAO Web account by accessing the FAO Web site at <http://fao.nps.edu/web/fao/welcome>. The burden of maintaining language proficiency falls to the individual officer. Skill sustainment and development is the hallmark of a professional and all FAOs are encouraged to use their language daily in order to maintain proficiency. In accordance with AR 11-6, FAOs should work with their commands to be included in Command Language Programs.

(2) *Resident study.* Currently, the Army FAO program enjoys opportunities such as the Joint FAO Course Phase II, a resident course for fully qualified FAOs run by the U.S. Navy. The Security Cooperation Planners Course is currently conducted at Carlisle Barracks, Public Affairs. Some ASCCs also conduct Security Cooperation Courses. Other examples include low-density language training, Joint Warfighter Course, Defense Institute of Security Assistance Management, Joint Military Attaché School, Individual Terrorism Awareness Course, Resident immersion language programs and locally procured language instruction are also available. FAOs should provide information on training opportunities successfully leveraged at duty locations for future FAO use.

(3) *Utilization.* FAO majors and lieutenant colonels principally develop their core competencies and skills through breadth and depth of FAO assignments. These skills are refined as the officer moves into the senior leader level at the

rank of colonel. Sequencing of the type and location of assignments is not critical. The FAOs should avoid “homes-teading,” and alternate between overseas and CONUS tours as much as possible. Confining oneself to any one type of work or in any one location typically reduces an officer’s utility as a FAO. A prime example is the Senior Defense Official position: most Combatant Commands require the Senior Defense Officials FAO officer to have a broad range of experiences including attaché, security cooperation officer, and other experiences. Therefore, FAOs should successfully complete at least one assignment from three of the following five categories before promotion to colonel:

(a) *Overseas U.S. country team.* Assignments include Senior Defense Officials/Defense Attachés, Army Attaché, Assistant Army Attaché, and security cooperation/assistance positions in a Security Cooperation Organizations.

(b) *Army operational.* Assignments include positions at the 162<sup>nd</sup> Infantry Brigade, ASCC, Corps headquarters, and Army Staff.

(c) *Political-military.* Assignments include OSD Staff, Joint Staff, National Security Staff, Department of State, Defense Threat Reduction Agency, Defense Intelligence Agency, Defense Security Cooperation Agency, and combatant commands.

(d) *Institutional.* Assignments include HRC, Defense Language Institute, USMA, TRADOC, Combined Armed Center Fort Leavenworth, Army War College Carlisle Barracks, and Western Hemisphere Institute for Security Cooperation.

(e) *Contingency support.* FAOs deploy in support of overseas contingency operations. Deployed FAOs provide unique skill sets for senior Army and JIIM leaders at the tactical, operational and strategic levels.

#### 27-4. Duration of critical officer life-cycle assignments

Most assignments for FAOs are 24 to 36 months in length. OCONUS locations will continue to require specific tour lengths. Officers desiring to become FAOs must recognize that a large portion of FA 48 positions are located OCONUS.

a. *Key Foreign Area Officer functional area qualification positions.* Completion of training as listed in paragraph 27-3, current language proficiency, and successful completion of, or assignment in, a FA 48 tour for at least 12 months are the prerequisites for FA qualification at each grade.

b. *The Foreign Area Officer functional area life-cycle.* Figure 27-1, below, depicts a FA 48 life-cycle. Additionally, it identifies development assignments within the FA.

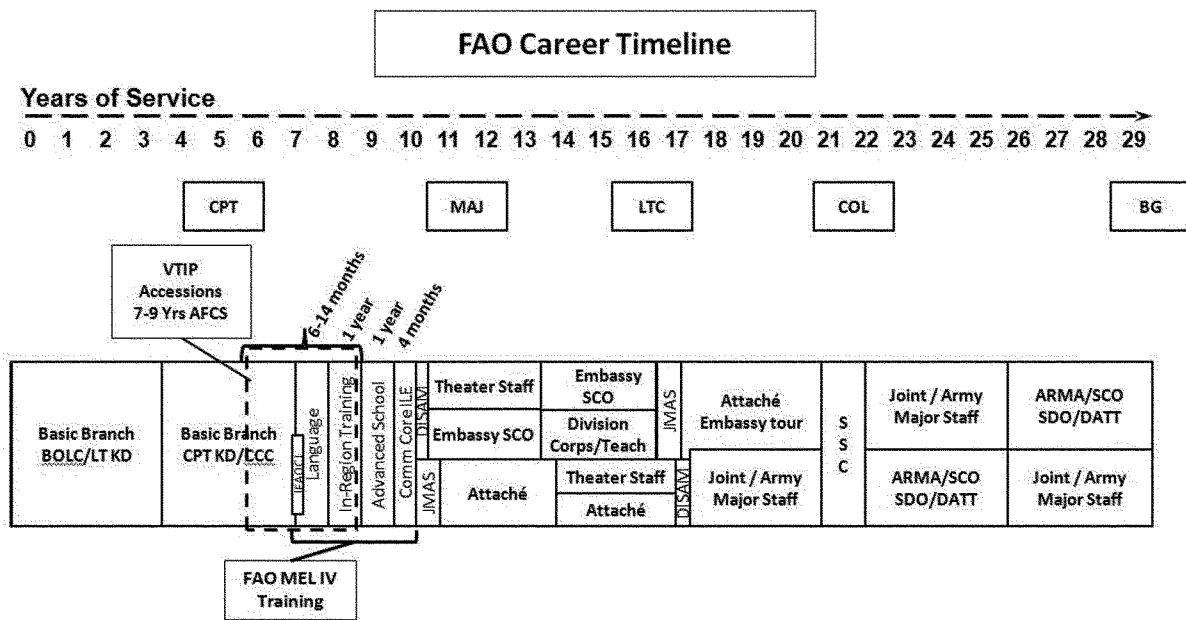


Figure 27-1. AC Foreign Area Officer developmental model

## 27-5. Key officer life-cycle initiatives for the Foreign Area Officer

*a. Structure.* FAOs serve at multiple echelons worldwide. FAO positions exist on the Army Staff, in ASCCs, Combatant Commands, Joint Commands, Defense Agencies, National Agencies, and the institutional Army. The AA life-cycle development model for FAOs is shown at figure 27-1, above. It depicts FA qualification requirements and KD assignments.

*b. Acquire.* Officers are accessed into the FAO Program as part of their cohort year group's VTIP. The Army no longer recognizes the legacy "Dual-Track" FAO Program in which an officer could serve in and compete in both their basic branch and the FAO FA 48. Under the current OPMS, the Army only "Single-Tracks" officers into the FAO Program. Officers who may have been designated or considered "Dual-Track" no longer carry that distinction and are members of their basic branch or career field only. The FAO proponent establishes the minimum accessions criteria the VTIP process will use in selecting officers for FA 48. Minimum criteria for FA 48 are:

(1) Complete the FAO corps selection questionnaire. This questionnaire must be submitted to the FAO proponent office for their detailed review no later than 1 week prior to the final submission date of VTIP packets to HRC (see most recent MILPER message for specific dates and contact information). Officers who do not submit this questionnaire will not be considered for selection to FA 48 and designation as a FAO.

(2) Complete the Defense Language Aptitude Battery. The score must be updated on their DA Form 4037 prior to the VTIP board convening. The minimum acceptable Defense Language Aptitude Battery score is 95. Officers that already possess a foreign language are still required to meet minimum Defense Language Aptitude Battery requirements, as FAO branch may require the officer to learn another language.

(3) Officers must have a time in service of less than 17 years active Federal service by the start of advanced civilian schooling in accordance with AR 621-1.

(4) All officers must be eligible for a top secret security clearance in accordance with AR 380-67.

(5) If the officer's spouse (or same sex domestic partners as declared by the officer) and other dependent Family members are not U.S. citizens, they must begin the naturalization process when the officer begins the FAO accessions process. If this is not completed in a timely manner, it may limit an officer's assignment potential.

(6) Complete their respective CCC. Additionally, officers must have successfully completed company grade-level KD positions in their basic branch, or must currently be serving in their KD position. Officers at risk for promotion will not be considered.

(7) In accordance with AR 621-1, an officer must have a baccalaureate degree with a GPA of 2.5 on a 4.0 scale, or have completed a FAO-related graduate degree. Officers are required to submit graduate record examination results with their FAO accession application packet.

(8) Officers must be willing to accept designation into any AOC. While officers may submit up to four preferences, AOC designations are designed to meet Army requirements. The largest requirements are in challenging and austere regions where security needs are also greatest. Officers may not receive a designation into of their stated preferences. Officers who are offered accession into FAO branch through the VTIP and subsequently decline the transfer may not have the opportunity to apply again in future VTIPs. An officer that is not willing to accept designation into any FA 48 AOC should not apply.

(9) Officers who are competing for other specialized programs (that is, fellowships, Training With Industry, USMA, and so forth) may not be eligible to compete. FAO training is extensive and an officer's commitment to another program may conflict with vital FAO training. Officers must be able to meet the availability timelines specified in the latest MILPER message.

(10) FAOs must be able to serve in remote assignments where services and concurrent spouse (or same sex domestic partner as declared by the officer) assignments may not be available. This is essential as most FAO positions are OCONUS. Officers who have Family members enrolled in the Exceptional Family Member Program or who are dual-military, should give serious consideration to whether a career as a FAO is the right choice for them and their family. All officers with families should have their family screened for Exceptional Family Member Program prior to VTIP packet submission. This will provide the officer and the branch the opportunity to make an informed selection decision.

*c. Distribute.* The HRC manages FAO assignments. Distribution of FAO-coded billets throughout the Army, the Joint Force, and the Interagency is the responsibility of FAO proponent. See paragraph 27-3d(3) for utilization guidance.

*d. Deploy.* FAOs are Soldiers who must remain prepared to deploy worldwide at any time to support operational commanders and in support of other requirements. All FAOs must be deployable to accomplish missions across the full spectrum of operations. FAOs may deploy with their units or as individuals as the mission demands. FAOs must prepare themselves and their families for this reality.

*e. Sustain.* Officers designated into the operations support functional category will compete within their functional category for PME and promotion to major, lieutenant colonel, and colonel.

*f. Develop.* Throughout their FAO career, officers will have the opportunity for training and further professional development. This starts with a FAO's initial training, followed by continued development through assignments, required courses, and lastly by the officer's self-development efforts in a structured self-development program.

(1) Initial training. All FAOs will generally conduct the five phases of training previously discussed.

(2) Continued development. Officers may receive further education through training required for certain positions. Future initiatives include language sustainment programs to maintain and enhance language proficiency.

(3) Structure self-development. See paragraph 27-3d.

*g. Separate.* The FAOs will separate from the Army in the same manner as all other officers.

## **27-6. Foreign Area Officer Reserve Component officers**

*a. Introduction.* Paragraphs 27-1 and 27-2 apply.

*b. FA qualification and development.* RC FAOs are required to attain the same qualifications as their AC counterparts but do so in a self-directed fashion. Some RC FAOs qualify while on active duty through the active duty program previously described. Others qualify through their own efforts. They may use educational benefits available during service to earn an appropriate graduate degree (para 27-3c(4) above) or do so at their own expense. They may acquire a language through RC language training programs, through self-development (with or without available DOD language resources), or study in formal programs at their own expense. Once trained, the officer gains experience through a variety of FAO assignments, both in region and in CONUS

(1) Lieutenant and captain development prior to functional designation. See paragraph 27-3b.

(2) Education and training requirements. All initial education and training requirements are the same as described above for active duty officers (paragraph 27-3) and include all previously described five phases of training: (1) Joint FAO Course Phase I; (2) Language Proficiency; (3) Regional Experience: it is important to note that an officer applying to become a reserve FAO must demonstrate a regional familiarization through personal and/or job experiences to receive credit for this phase of training; (4) Graduate Degree in an appropriate FAO-related discipline as identified in paragraph 27-3d; (5) ILE - Common Core Course: it is important to note that ILE enrollment is a prerequisite for RC FAO designation for majors and with completion required for late accessions (lieutenant colonel and colonel); Officers must complete ILE Common Core prior to promotion to lieutenant colonel to retain the FAO designation.

(3) Sustainment training. RC FAOs, until mobilized, maintain proficiency through training with defense and Army agencies as drilling IMAs, assigned to Army Reserve Elements at combatant commands or Army component commands, or while in the IRR through annual training or other short-term training opportunities. All officers will participate in FAO sustainment training through the FAO Web and the RC FAO Milbook group.

*c. Mobilization.* Officers mobilized from IMA or Army Reserve Element positions should immediately assume their assigned duties. Officers mobilized from the IRR will participate in individual training at a CONUS replacement center (CRC) en route to their assignments.

*d. Critical officer life-cycle assignments.* RC FAOs assigned to DIMA or Army Reserve Element positions should expect to travel to their training locations at various times in their careers. The experience goals of paragraph 27-4 apply equally to RC FAOs.

*e. Key officer life-cycle initiatives for the Reserve Foreign Area Officer.*

(1) Structure. FAOs serve at all echelons worldwide. FAO positions exist on the Army Staff, in ASCCs, Combatant Commands, Joint Commands, Defense Agencies, National Agencies, and the institutional Army. The RC life-cycle development model for FAOs is shown at figure 27-2, below. It depicts FA qualification requirements and KD assignments.

(2) Acquire. The prerequisites for a RC FAO are the same as the AC. However, RC officers request application as a field grade officer and applicants must already meet military and branch qualification requirements, possess a graduate degree in an appropriate field of study, possess regional experience, and have a minimum current language qualification of 3/3 for reading and listening competencies (waiverable to 2/2 for reading and listening). Proponent regional managers are the sole determiners of the language competency waivers.

(3) Distribute. Distribution of RC FAO-coded billets throughout the Army, the Joint Force, and the Interagency is the responsibility of FAO proponent. All FAOs must attain qualification prior to assignment to a FAO position. Agencies, organizations or units may, on a case-by-case basis and with FAO proponent's concurrence, accept an officer pending FAO qualification but may only retain the officer so as long as the officer is making satisfactory progress toward qualification.

(4) Deploy. See paragraph 27-5d.

(5) Sustain. Officers designated into the FAO FA will compete with RC line officers for promotion to lieutenant colonel and colonel.

(6) Develop. See paragraph 27-5f.

*(a) Initial training.* All RC FAOs will manage their self-qualification as previously discussed and will have met all requirements prior to application as a FAO.

- (b) Continued development. See paragraph 27–5f.
- (c) Self-development. See paragraph 27–5f.
- (7) Separation from the Army Reserve. RC FAOs will separate from the Army RC in the same manner as all other officers.

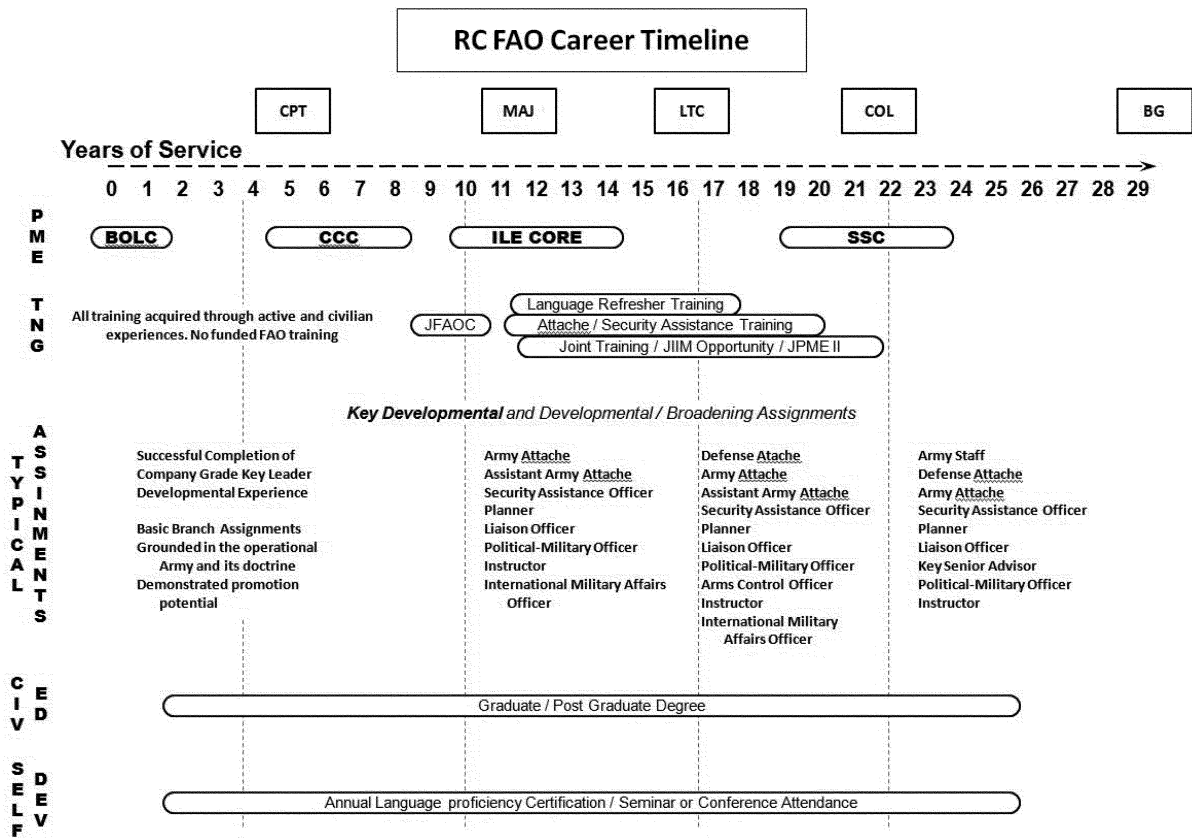


Figure 27–2. RC Foreign Area Officer developmental model

**27–7. Warrant officer development**

There are no warrant officers in FA 48.

**Chapter 28  
Strategist functional area**

**28–1. Introduction**

a. *Purpose.* AC and RC Strategists (FA 59) lead multidisciplinary groups and facilitate senior leader decision-making by assessing, developing, and articulating policy, strategy, and plans at the national and theater levels. Through specialized education, training, and experience, Strategists integrate U.S. instruments of power across the Army, DOD, and throughout the JIIM environment. An FA 59 is the “go to” leader to organize, design, guide, and direct multidisciplinary, Joint, and coalition teams dealing with complex, unstructured (“blank sheet of paper”) problems. Additionally, FA 59s provide extensive experience and understanding of operations and national security processes, leverage strong networks across the Army, Joint Force, and Interagency, and provide clear, simple products to translate the Commander’s vision into action by leading planning efforts or allow senior leaders to make a fully informed decision.

b. *Proponent information.* FA 59 is managed within the Operations Support functional category. The DCS, G–3/5/7