

Foreign Area Officer (FAO) Functional Area (FA48)

1. Introduction

a. Purpose. Army FAOs are the Army's premier U.S. defense and security policy experts with education, knowledge and skillsets relevant to regions and countries. FAOs are Soldiers grounded in the profession of arms; deliberately accessed, trained, educated, and developed to provide leadership and expertise in diverse organizations in the Army, Joint, Interagency, Intergovernmental, and Multinational (JIIM) environments. 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 routinely are 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, Senior Defense Officials, security cooperation 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) Serve as political military planners on operational and strategic level staffs.
- (4) Train the force by serving as instructors at U.S. service academies, regional centers, and other PME institutions.

b. Proponent information. The DCS, G-3/5/7 is the FA48 proponent. The Director, G-3/5 (Strategy, Plans and Policy) serves as the Army Staff (ARSTAF) lead, and the Strategic Leadership Division within G-3/5, DAMO-SSF, is the Office of Primary Responsibility. FA48 is managed within the Operations Support Division in Human Resources Command's Officer Personnel Management Directorate. Additional information can be found on the FA48 milSuite site at <https://www.milsuite.mil/book/groups/army-foreign-area-officer-program>.

c. Functional competencies. Through training, education, and iterative assignments at senior-level headquarters and U.S. Embassy country teams, FA48 officers gain proficiency in five functional competencies in preparation for promotion to colonel:

- (1) The ability to operate worldwide in JIIM environments and leverage capabilities beyond the Army in achieving organizational objectives.
- (2) A sound understanding of interagency and nongovernmental organizations' capabilities and their unique professional cultures.
- (3) Well-versed in U.S. foreign policy and regional security cooperation priorities.
- (4) Expertise in political-military, economic, historical, cultural, and social issues relevant to their regional Area of Concentration (AOC).
- (5) Language proficiency that enables deeper understanding of foreign government national will, capabilities (including military), operational plans, and requirements.

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

(1) This functional area is divided into specialized disciplines, known as Areas of Concentration (AOCs), focused on the political, diplomatic, military/security, cultural, historical, sociological, economic, linguistic, and geographic elements of a particular region of the world. Each AOC represents the most specialized cadre of strategic experts the U.S. Army can viably produce, maintain, retain, and promote within the Officer Personnel Management System. An AOC must meet the following three requirements for relevance and viability:

- (a) Aligns against a world region of importance to U.S. strategic interests. The region must have definable characteristics, but does not necessarily have fixed geographical boundaries.
- (b) Contains a viable quantity and distribution of billets for which the Army can produce and

grow a healthy population of regional experts at all grades.

(c) Allows repetitive assignments within the region and in a diverse variety of FAO competencies.

(2) FAOs are trained as regional experts in one of the following 8 AOCs:

(a) Western Hemisphere (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, the Bahamas, Cuba, Canada, and the Caribbean.

(b) Central and South Asia (AOC 48D). Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, Afghanistan, Iran, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka.

(c) Europe/Eurasia (AOC 48E). Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Greenland, Hungary, Iceland, Ireland, Italy, Kosovo, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Moldova, Monaco, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Russia, San Marino, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom (UK), and Vatican City (Holy See).

(d) China (AOC 48F). China (including Taiwan and Hong Kong) and Mongolia.

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

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

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

(h) Sub-Saharan Africa (AOC 48J). Botswana, Cote d'Ivoire, Namibia, South Africa, Mauritania, Chad, Ethiopia, Eritrea, Kenya, Tanzania, Uganda, Republic of the Congo, Democratic Republic of Congo, Zimbabwe, Zambia, Madagascar, Lesotho, Eswatini, Cameroon, Nigeria, Ghana, Togo, Benin, Guinea, Guinea-Bissau, Liberia, Sierra Leone, Senegal, Burundi, Mali, Rwanda, Angola, Mozambique, Equatorial Guinea, The Gambia, Burkina Faso, South Sudan, Central African Republic, Somalia, Malawi, Gabon, Niger, Djibouti, Cabo Verde, Mauritius, Seychelles, Sao Tome and Principe, and Comoros.

(3) From March 2021 through September 2022, FA48 will transition from 8 to 5 AOCs. Effective 1 October 2022, the following AOCs will become effective:

(a) Western Hemisphere (AOC 48B). No change from paragraph 1d(2).

(b) Central and South Asia (AOC 48D). Deleted, responsibilities divided between AOC 48E, AOC 48G, and AOC 48P.

(c) Europe/Eurasia (AOC 48E). Effective 1 October 2022, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan are incorporated in AOC 48E.

(d) China (AOC 48F). Deleted, responsibilities incorporated into AOC 48P.

(e) Middle East and North Africa (AOC 48G). Effective 1 October 2022, Afghanistan and Iran are incorporated in AOC 48G.

(f) Northeast Asia (AOC 48H). Deleted, responsibilities incorporated into AOC 48P.

(g) Southeast Asia (AOC 48I). Deleted, responsibilities incorporated into AOC 48P.

(h) Sub-Saharan Africa (AOC 48J). No change from paragraph 1d(2).

(i) Asia-Pacific (AOC 48P). Effective 1 October 2022, China (including Taiwan and Hong Kong), Mongolia, Japan, North Korea, South Korea, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka, Australia, Brunei, Cambodia, East Timor, Indonesia, Laos, Malaysia, Burma, New Zealand, Papua New Guinea, Philippines, Singapore, Thailand, Vietnam, Fiji, and other Pacific Island states and territories.

e. Functional area assignments. FAO majors and lieutenant colonels principally develop their core competencies and skills through breadth and depth of FAO assignments. Upon promotion to colonel, FAOs further refine these skills to operate as strategic leaders. The specific sequence of the type and location of assignments is not critical. FAOs are encouraged to alternate between overseas and CONUS

tours, between assignment categories, and between the strategic and operational level 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 Official to have a broad range of experiences including attaché, security cooperation officer, and other experiences. FAOs should successfully complete assignments from two of the three assignment categories (Overseas U.S. Embassy country team, Army Operational/Institutional, Political-military), with one being on a country team assignment, before promotion to colonel. Although specific duty titles and descriptions vary by assignment, all FAO duty positions fall into these categories:

(1) Overseas U.S. Embassy country team. Assignments include Senior Defense Officials/Defense Attachés, Army Attaché, Assistant Army Attaché, Security Cooperation/Assistance positions in a Security Cooperation Organization, and Liaison Officer positions.

(2) Army Operational/Institutional. Assignments include positions in an Army Service Component Command, Army Staff, Human Resources Command, Defense Language Institute, United States Military Academy, Training and Doctrine Command, Combined Arms Center, Army War College, Combat Training Centers, National Ground Intelligence Center, and Western Hemisphere Institute for Security Cooperation (WHINSEC). FAOs should be willing and capable of filling worldwide assignments that require FAO-aligned knowledge, skills, behaviors (KSB) in support of named operations.

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

2. Officer characteristics required

a. Characteristics required of all officers. All FAOs are expected to be agile and adaptive leaders, prepared to operate worldwide in JIIM environments and leverage capabilities beyond the Army in achieving their organizational objectives. Applicants must be grounded in the Army Values and Warrior Ethos, competent in tactics and operations, and prepared to operate across the spectrum of competition and conflict. The knowledge and experience gained during officers' company-grade time in their basic branch bring an important perspective to future service as a FAO. The leadership skills honed during company command, or an equivalent key developmental (KD) assignment, form the foundation for subsequent training, education, and developmental opportunities provided to FAOs. Further explanation of these characteristics can be referenced in DA PAM 600-3 Officer Professional Development and Career Management, as well as Army Doctrine Publication (ADP) 1, ADP 3-0, ADP 7-0, and ADP 6-22.

b. Unique knowledge, skills, and behaviors of a FA48 officer. FA48 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, FA48 officers possess unique skills, knowledge, and behaviors 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 FA48 career field. FAOs possess the following unique knowledge, skills, and behaviors:

(1) A ready facility to express ideas and recommendations accurately, clearly, and concisely in both oral and written communication at the strategic level.

(2) The capability to synthesize and applies knowledge from multiple disciplines into a coherent overarching perspective.

(3) The ability to influence, persuade, lead, and be informed by, diverse teams with wide-ranging perspectives.

(4) The ability to choose between best practices and unorthodox approaches to reach a solution.

(5) Flexibility to operate independently while implementing commander's intent.

(6) Candor and moral courage to speak accurately, and truthfully, to senior leaders.

(7) Intellectual curiosity that drives a commitment to lifelong learning and professional and personal self-development.

c. Accession. There are multiple accession pathways for Regular Army (RA) officers to become FAOs, described in further detail in the FAO Accession Policy and Military Education Level 4 (MEL 4)

Requirements memorandum available on the FA48 milSuite site. The Voluntary Transfer Incentive Program (VTIP), executed by the Leadership Development Division (LDD) at HRC, is the primary means of accession into FAO. (See DA PAM 600-3 Chapter 3 for additional information.) Interested officers should refer to the most recent MILPER message, appendices, and the IN/OUT chart for specifics on eligibility, requirements, and procedures. Both the losing and gaining branches can concur/non-concur, but the final decision is made by the VTIP panel. The panel takes a number of factors into consideration, to include the year group health of both branches, the knowledge, skills, behaviors, and preferences of the officer, and any supporting arguments of the losing and/or gaining branches. VTIP balances inventories with Army requirements while leveraging individual officer preferences and demonstrated abilities. Exception to Policy (ETP) accessions may be approved for officers falling into these categories: officers whose year groups are closed on the IN/OUT chart, officers with more than 14 years of Active Federal Commissioned Service (AFCS), or officers in specialty branches outside of the Army Competitive Category (ACC). Officers in basic branches listed as “closed” on the IN/OUT chart are welcome to apply as an ETP through HRC FAO Branch during the VTIP open accession period, and should consult the VTIP MILPER Appendix to determine minimum FAO accession requirements associated with their year group. Officers with more than 14 years of AFCS may apply as an ETP to HRC FAO Branch at any time, but must transfer to FA48 with all FA48 MEL 4 requirements met. Officers in non-ACC specialty branches should consult with their HRC Career Manager to determine if their losing branch will support an ETP application to FA48. The Director, Strategy, Plans and Policy (DAMO-SS) is the waiver-granting authority for all accession requirements. At the Director’s discretion, waivers for specific criteria can be delegated to the FA48 Proponent Office. Regardless of accession pathway, to qualify for voluntary transfer into FA48, candidates should meet, at a minimum, the following criteria (more specific criteria are published via MILPER message prior to each VTIP cycle):

- (1) Successful company command or equivalent Key Developmental (KD) assignment.
- (2) Not at risk for promotion to the next grade.
- (3) Must qualify for and obtain a Top Secret – Sensitive Compartmented Information (TS-SCI) security clearance upon selection to FA48, and FAOs must be able to maintain the TS-SCI throughout their career as a FAO. Table 2-7 of DA PAM 611-21 requires FAOs to have a TS-SCI clearance.
- (4) Must be deployable.
- (5) Minimum Defense Language Aptitude Battery (DLAB) score of 95, regardless of previous language qualifications. Some AOCs require higher DLAB scores.
- (6) Demonstrate (or exhibit the aptitude to develop) the knowledge, skills, and behaviors listed in paragraph 2b.

3. FA48 officer development

a. FA qualification and development. The FAO development personnel life-cycle function is based on the three domains of leader development—institutional training, utilization assignments, and structured self-development. These three leader development concepts focus and shape FAO management in terms of accessions, training, utilization, and professional development. In addition to the knowledge, skills, and behaviors listed in paragraph 2b, DoDD 5160.41E 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 (Professional) and most of the academic background for level four (Senior Professional). FAO utilization assignments provide practical application of these skills necessary for level four qualification. 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 area assessment. Officers will initially serve in one of the Army’s basic branches to develop the technical and tactical skills that form the foundation

of the Warrior Ethos and cultivate the required leadership skills necessary to excel as a field grade officer. Experience gained by lieutenants and captains during basic branch assignments serve as the foundation for future effectiveness for FA48 officers as it is this experience that serves as the baseline of FAOs' credibility as Army officers grounded in the profession of arms. All officers must attend a basic branch Captain's Career Course (CCC) and complete company command or a KD-equivalent job in their respective basic branches. Time permitting, officers should seek a broadening job or educational experience in their basic branch prior to entering the functional area. Officers are also encouraged to write about the profession, strategy, operations, and other military matters.

c. Initial development for post-accession captains and majors: Intermediate Level Education (ILE) and Military Education Level 4 (MEL 4). All Army officers who are (CCC) graduates in the rank of CPT (if promotable) or MAJ attend ILE. FAOs achieve ILE and Joint Professional Military Education Phase I (JPME I) credit upon completion of all FA48 MEL 4 requirements, described in further detail below and in the FAO Accession Policy and MEL 4 Requirements memorandum available on the FA48 milSuite site. The FA48 Proponent Regional Manager, in conjunction with the HRC Career and Training Managers, develop a training plan for every newly accessed officer that postures the officer to begin building a broad and deep base of knowledge vis-à-vis the seminal problem sets of their assigned AOC. While not always possible, it is the intent of FAO Proponent for every FAO to complete the functional area's MEL 4 requirements prior to the first FA48 utilization assignment. Once trained, the officer gains experience through a variety of FAO assignments that build on a foundation of military and civilian education and practical experiences. All officers must attain MEL 4 to be considered fully qualified for selection to lieutenant colonel. Officers transferring to FA48 as MEL 4 qualified in their basic branch will retain the credential. However, they must successfully complete any remaining FAO MEL 4 requirements. Officers who fail to complete FA48 MEL 4 requirements will, at the request of FAO Proponent through HRC FAO Branch to HRC Leader Development Division (LDD), be returned to their basic branch or transferred to a different branch or functional area, per the needs of the Army. HRC LDD is the final arbiter for branch and functional area transfers. FA48 MEL 4 is a five-phased education requirement consisting of all five enumerated areas below. These phases may occur in any order, although the FAO Proponent prefers that language training be completed prior to IRT and ACS. Concurrent with MEL 4 qualification, FAOs should strive to achieve Regional Proficiency Skill Level 3 (Professional), as defined by DoDI 5160.70.

(1) CGSOC Common Core. The purpose of the Common Core is to prepare field grade officers with a warrior ethos and warfighting focus for leadership positions in Army, joint, interagency and multinational organizations executing multi-domain operations. FAOs will complete the CGSOC Common Core or equivalent through one of the Command and General Staff College (CGSC) satellite campuses, the CGSC distance learning program, a JPME I-accredited foreign staff college (including WHINSEC), or the Naval Postgraduate School's Naval War College satellite curriculum. Officers selected to attend CGSOC Common Core via distance learning must complete all requirements within the time limits established by AR 350-1 and the Command and General Staff College or risk being returned to basic branch. Failure to complete CGSOC Common Core by the end of an officer's 2nd year of utilization may have adverse impacts on future assignments. No distinctions are made between a FAO who attends CGSOC Common Core at one of the satellite courses, a foreign staff college, or one who completes it via distance learning.

(2) Joint Foreign Area Officer Course (JFAOC). The JFAOC is a mandatory, 1-week course to provide new FAOs an introduction to the FAO functional area. 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, the JFAOC has a spousal program designed to

better prepare and inform the family on the lifestyle and career choice into which the FAO is entering.

(3) Basic Language Acquisition Training. FAOs without demonstrated mastery of a Primary Control Language (CLANG) associated with their AOC are provided basic language training in at least one of these predominant languages in accordance with the needs of the Army. Basic language training for officers assessed into FA48 with demonstrated mastery of a foreign language in their AOC is provided on a case-by-case basis. The language assigned for training and subsequent in-region training site will be designated by the FAO Proponent in conjunction with HRC based on the assessed FAO's abilities and the needs and priorities of the Army. Language training will be conducted under the auspices of the Defense Language Institute, either at the Presidio of Monterey, CA, DLI's Washington, DC office, or through another partnered institution. 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, defined as the DLIFLC graduation standard, during this entry-level training in order to continue in the program. It is every FAO's personal responsibility to demonstrate proficiency in their CLANG throughout their career by testing annually at or above the DLIFLC graduation standard.

(4) In-Region Training (IRT).

(a) The purpose of IRT is to build cross-cultural competence by immersing the officer, accompanied by the officer's family where appropriate, in the local language and culture of their assigned AOC. The FAO gains a deep understanding of the AOC, is assessed on ability to work effectively within the AOC, and coupled with other phases of training, gains the core qualifications of a regional proficiency skill level three (Regional Professional). 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.

(b) The seven objectives of IRT are an in-depth understanding of:

- (1) Regional U.S. policy goals and formulation;
- (2) The region of specialization;
- (3) Language;
- (4) Military-to-military experience with foreign and international organizations;
- (5) U.S. military involvement (security assistance activities; Defense Attaché activities; Combatant Command priorities; combined operations and exercises);
- (6) Embassy offices and administration;
- (7) JIIM environment.

(c) While each FAO IRT 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 seven IRT objectives. These series of focused internship-like experiences through the Defense Attaché Office (DAO) and Security Cooperation Office (SCO) in the embassy may also include attendance at a host nation professional military education (PME) opportunity, although some host nation PME opportunities are not JPME I-accredited. While FAOs should be exposed to the full scope of FAO modalities on a Country Team, they should not serve to fill long-term manning shortfalls at post. Relationships developed during IRT with host nation military personnel are frequently maintained for years and enhance capability and effectiveness in future assignments. The duration of IRT is generally between 6 and 12 months. In extreme circumstances where the FAO Proponent Office, in consultation with HRC FAO Branch and the individual officer, determine that the risk to an officer's competitiveness for promotion outweighs the risk of not developing broad regional expertise through a traditional IRT, the FAO Proponent Office will direct that the officer conduct a shortened IRT under the direction of the appropriate FAO Proponent Regional Manager and a FAO Proponent-assigned supervisor/mentor.

(d) In exceptional cases, FAOs may receive constructive credit for IRT if they have already spent a noteworthy amount of time in their designated AOC that has familiarized them with the region. Time spent in a region must be as an adult with specific exposure to the culture and geopolitics of the region and DAMO-SSF retains approval authority for any such cases.

(5) Advanced Civilian Schools (ACS). FAOs must complete a regionally-focused graduate degree. The Army's fully funded ACS 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 ACS.

FAOs in ACS should ensure that they remain conceptually connected to the Army and Joint Force, and design a program that allows them to gain broader understanding of how their region fits in to national security and national defense strategic objectives.

(a) FAOs attending graduate schooling via the Army's ACS 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, history, Master of Military Arts and Science (with a FAO-related concentration), national security studies, political science, social science and strategic intelligence (from the National Intelligence University). This list of degree programs is not exhaustive and FAOs may select one not listed. In such a case, at least 60 percent of the degree program's coursework must be focused on the FAO's AOC. Any exceptions to this list of disciplines must be approved by the FAO Proponent Office prior to declaration of the graduate degree program.

(b) FAOs attend graduate schools approved by the FAO Proponent Office. FAO Proponent Office publishes a list of recommended schools and degree programs through the FAO Proponent milSuite site. Requests to attend graduate programs not on the recommended list must be submitted to the FAO Proponent Regional Manager and HRC Training Manager with appropriate supporting documentation well in advance of the ACS application process. It is the prospective FAO's responsibility to demonstrate the program is accredited and will provide at least 60% of its required credits in the appropriate regional focus. Exceptions to this standard must be approved by the Division Chief, DAMO-SSF.

(c) Officers entering the FAO program who possess a graduate degree in a FAO-related discipline will normally be given constructive credit from the FAO Proponent Office. In these cases, the officers will not be afforded further graduate schooling 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 (ACS slots dependent) or will attend a focused regional study certificate at one of the FAO Proponent-approved locations.

(d) FAOs in ACS 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 independent study or use of the FAO Proponent language sustainment program.

(e) FAOs in ACS are required to maintain contact with their respective FAO Proponent Regional Manager and HRC training manager 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. FAOs will submit their graduation certificate and final transcript to their HRC Training Manager within 60 days of degree completion.

d. Additional training and education opportunities. Based on an officer's component; training, education, and experience; scores on FA48 VTIP assessments (under development); future assignments; or other considerations, FA48 officers may pursue, or the HRC Career Manager may direct, attendance at one of the below programs. Officers are encouraged to seek in-person and/or virtual training that improves their capabilities to conduct Army and Joint staff planning processes. Information concerning additional training and education opportunities not listed below can be found on the FA48 milSuite site at <https://www.milsuite.mil/book/groups/army-foreign-area-officer-program>.

(1) Joint Military Attaché School (JMAS) Attaché Training Program (ATP). ATP prepares selected military officers and Department of Defense (DOD) civilians for duty as Senior Defense Officials/Defense Attachés (SDO/DATT), Army Attachés (ARMA), and Assistant Army Attachés (A/ARMA). These highly visible and influential positions require dynamic critical thinking, strong communication and leadership skills and an ability to remain diplomatic under pressure.

(2) Defense Security Cooperation University (DSCU). The DSCU trains, educates, and develops the security cooperation workforce in support of the Security Cooperation Workforce (SCW) Certification Program; leverages a virtual consortium of stakeholder education and training institutions and subject matter experts to serve as a security cooperation enterprise-wide resource for developing and advancing security cooperation; and partners with the Joint Staff, other Department of Defense and U.S.

Government organizations, and civilian academic institutions to advance security cooperation education and training. A variety of DSCU courses are relevant to FAOs. It is recommended that FAOs pursue DSCU's online security cooperation familiarization courses (SC-001, SC-101) early in their FAO careers, with a goal of achieving Security Cooperation Workforce Basic Level Certification in the SCO Operations and Management area of concentration prior to their first FAO utilization assignment. Officers assigned to Security Cooperation Organizations, Combatant Commands, and Defense Security Cooperation Agency headquarters may be required to complete SC-201, and some FAO security cooperation assignments may require additional DSCU coursework to achieve requisite SCW certifications. Additional information on the SCW Certification Program, including a list of all required coursework to achieve each level of certification across all 5 SCW areas of concentrations, may be found at https://www.dscu.mil/pages/resources/cert_program_info_and_fags.aspx?id=0.

(3) Joint Forces Staff College's Joint and Combined Warfighting School (JCWS) – Joint Professional Military Education Level II (JPME II). Currently, approximately 60% of FAO billets are Joint Duty Assignment List (JDAL) positions that provide joint credit IAW DoD Instruction 1300.19. FAOs nominated for joint billets can expect to attend the JCWS en route to or from their assignment if their professional timeline allows. Officers currently in joint positions who did not attend JCWS should coordinate with the FA48 Career Manager to attend the JCWS-Resident course. Some FA48 officers may be afforded the opportunity to attend JCWS-Satellite if presented at a location near their permanent duty station. Most RC officers will attend the JCWS-Hybrid course. Completion of JCWS and JCWS-Hybrid confer ASI 3H (Joint Planner). FAO Proponent encourages officers to request enrollment in this course as assignment timing allows.

(4) Defense Planners Course (DPC). The Army War College Department of Distance Education runs the online Defense Planners Course. This is an 11-week course, once per year, for 30 joint officers and civilians, competitively selected based on previous planning experience. The DPC program of study builds on students' earlier education attained in CGSOC or DSC. It focuses on improving competency in strategic direction, strategic/operational art, operational design and the joint planning process (JPP) with enhanced awareness/understanding of the interconnections of multinational coordination and interagency planning. Completion of DPC confers ASI 3H (Joint Planner). FAO Proponent encourages officers to request enrollment in this course to improve operational design capabilities.

(5) Defense Strategy Course (DSC): DSC is a four-month distance education program administered by the U.S. Army War College. DSC introduces strategic theory and art, addresses the national security policymaking process, and reviews Department of Defense (DOD) organization and processes. The course improves student understanding of the role of the DOD in the development of national security strategy. Completion of DSC confers ASI 6Z (Strategic Studies Graduate). FAO Proponent encourages officers to request enrollment in this course to improve operational design capabilities.

(6) Joint FAO Regional Skill Sustainment Program. The Joint FAO Regional Skill Sustainment Program offers experienced FAOs the opportunity to meet with recognized experts for their regions from academe, government, think tanks, and NGOs, exchange ideas with counterparts from other Services, and receive updates on policies and developments that affect their profession. Students gain knowledge and deepen their understanding of contemporary security issues in their command's area of responsibility and gain a greater understanding of the strategic context for meeting regional security challenges. They consider the impact of recent developments in the region for U.S. security policies for states and third-party actors. Joint FAO Regional Skill Sustainment Program is an initiative under the Language Training Center Program with a grant awarded to a university. The Defense Language and National Security Education Office (DLNSEO) provides oversight of the program in coordination with the U.S. Navy as the DoD partner in the execution of the program.

(7) Language Sustainment. Maintaining and enhancing 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. A wide variety of resources and training, including online course work, are listed on the FAO milSuite page.

(8) Army Force Management School's How the Army Runs Course. The four-week How the Army Runs (HTAR) taught at Fort Belvoir, Virginia is designed to educate and train military and civilian Force Managers on how the Army runs in the current Operating Environment (OE). HTAR teaches the roles,

missions, and functions of the interdependent and continuous processes within the Army Force Management Model, the Force Integration Functional Areas, and the requirements and acquisition processes that work together to produce trained and ready forces for the Combatant Commanders. FA48 officers often work closely with FA50 (Force Management) officers. Completion of the HTAR course can help prepare FA48 officers for assignments requiring an understanding of Title 10 requirements and how the Army functions as an enterprise. This course would benefit officers en route to Army Operational and Institutional assignments.

(9) University of Foreign Military and Cultural Studies Red Teaming Courses. Red Teaming is a structured process that provides commanders an independent capability to fully explore alternatives from a partner or adversary perspective. Graduation from the six-week Red Team Member course confers the SI 7J (Red Team Member). Completing the 18-week Red Team Leader Course or the nine-week Stop-Gap Red Team Leaders Course confer SI 7G (Red Team Leader). Both the Red Team Member and Red Team Leader courses are generally available as electives during the Advanced Operations Course. These courses provide skills that are valuable to officers en route to ASCCs, Corps, and other headquarters with a joint task force or joint force component mission.

(10) Defense Acquisition University (DAU). The Defense Acquisition University provides education to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities. Security cooperation officers must have a foundational understanding of the U.S. procurement system to best assist their host nation with overcoming identified capability gaps, and DAU offers numerous courses in international acquisition. Courses may be taken through DAU, or in some cases through DSCU.

(11) Advanced Strategic Planning and Policy Program (ASP3). FAOs may apply for the ASP3 program following their Army Education Requirement System (AERS) utilization tour with HRC FAO Branch Career Manager concurrence.

(12) FA48 PhD Program. If an officer achieves all-but-dissertation status and PhD candidacy at an accredited civilian university, the officer can apply for an assignment to the U.S. Army Student Detachment (USASD) for up to 12 months to complete their dissertation. Application must be submitted to both the FA48 Proponent Manager and Career Manager. The HQDA Director, G-3/5 is the approval authority for acceptance to the program. The FA48 Proponent Office pays tuition, fees, and associated research expenses during the dissertation sabbatical. The Proponent Office will not fund programs at non-U.S. institutions. Army funding and assignment to USASD incurs a 3:1 ADSO. The HRC Career Manager may direct a utilization assignment related to the PhD coursework.

e. Officer development and experiential learning – general guidance. Fully trained FAOs (majors, lieutenant colonels, and colonels) follow a self-development program to continue to refine and further develop the FAO core competencies and skills. This program should be a combination of self-study, resident and virtual (online) training, as well as a variety of assignments that will build additional breadth and depth of knowledge vis-à-vis the seminal problem sets of their assigned AOC. The officer development model is focused on the quality and range of experience, rather than specific assignments required to progress. FAO proponent provides guidance and limited funding for individual self-development programs to facilitate fully-qualified FAO professional development. Officers in FA48 gain experiential broadening through a variety of assignments across overseas U.S. Embassy country team, Army Operational/Institutional, and Political-military FAO positions. Figure 1 illustrates a potential RA FA48 career.

(1) Throughout an officer's career, joint, interagency, and multinational experience and exposure is encouraged to better understand the elements of national power and to develop the skills necessary to lead in the future, multi-domain Army.

(2) Self-development. The security environment is defined by rapid technological change and adversaries that challenge the U.S. in every domain. This increasing complexity requires continual self-development by FA48 officers. Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop both joint and expeditionary competencies. Expeditionary competencies include regional knowledge, cultural awareness, additional foreign language proficiency, diplomacy, and statesmanship. FA48 officers are also strongly encouraged to seek opportunities to broaden their experience base and improve their skills in international relations. A continuous program

of professional reading ensures that FAOs remain sufficiently engaged in the discourse of ideas and concepts relevant to their work as the Army's Soldier-Statesmen. Officers are encouraged to publish articles in professional journals, improve public speaking skills, and participate in professional organizations and fora. FA48 self-development is a continuous endeavor spanning an officer's career.

(3) Flexible timelines enable officers to serve longer in developmental assignments, ensuring FAOs have adequate time to gain the necessary skills and experience.

(4) FA48 officers can move up and down echelons throughout a career, rather than only going to progressively higher echelons. For example, experience at HQDA or combatant command staffs can provide foundational knowledge for service at component commands.

(5) Regular Army units and officers (up to and including colonels) participate in the Army Talent Alignment Process (ATAP) via the Assignment Interactive Module 2.0 (AIM2). The Army is transitioning from an officer distribution system to an officer alignment process that incorporates talent management principles. The ATAP employs a regulated talent marketplace to improve the alignment of officer knowledge, skills, behaviors, and preferences (KSB-P) with unit requirements. ATAP uses a mathematical algorithm to match officers to vacancies. The algorithm matches available officers with validated positions.

(6) Through ATAP, officers have greater agency in their careers allowing them to preference an assignment that better matches their unique KSB-P. Equally important, organizations can now preference the right officer with the right talents for the assignment. ATAP empowers individuals to make their own choice and allows organizations to build strong teams. Officers must seek out the right jobs to acquire the broad set of skills and experience expected in the FA48 community. There are no "specialist" FAOs. FA48 officers must be well-rounded with experience in all FAO assignment categories. Officers must plan a career path that best positions them for advancement and arms them with the necessary experience for an impactful career.

(7) After their initial utilization tours, officers should seek out opportunities to serve outside their assigned AOCs. Out-of-AOC assignments provide units requisite skillsets to approach cross-seam issues, provide respite to officers in austere AOCs, and broaden officers in support of global employability as a FAO COL.

f. Major development.

(1) Education. No education is mandated beyond the functional area's MEL 4 requirements, which must be completed for officers to be considered fully qualified for selection to lieutenant colonel (see paragraph 3c). Successful completion of courses identified in paragraph 3d is desirable.

(2) Key developmental assignments. A KD position is one that is deemed fundamental to the development of an officer's functional area competencies or deemed critical by the senior Army leadership to provide experience across the Army's strategic mission. All FA48 major billets are considered KD positions based on the variety of potential duties within an FA48 assignment.

(3) Broadening assignments. All FA48-coded positions are considered developmental assignments for FA48 majors. Broadening assignments are defined as any non-FA48 coded position in which the officer gains experience in one or more of the functional competencies. FA48-specific and Army-wide fellowship programs are considered broadening. Additionally, some branch immaterial positions are good broadening assignments for FA48 officers. FA48 officers should strive to get joint, interagency, and multinational experience in any broadening opportunity. Officers should coordinate with their HRC Career Manager prior to pursuing non-48 coded assignments.

(4) Self-development. See paragraph 3e(2).

(5) Desired experience. FA48 officers gain experience and competency through iterative assignments in a broad array of assignments across different categories. Officers should develop proficiency in at least one FA48 foundational assignment category and familiarity with the other categories prior to their primary zone (PZ) consideration for lieutenant colonel. Senior majors should also gain exposure to all five functional competencies and experience in three of the competencies.

g. Lieutenant colonel development. FAO lieutenant colonels should strive to achieve Regional Proficiency Skill Level 4 (Senior Professional), as defined in DoDI 5160.70.

(1) Education.

(a) No education is mandated beyond the functional area's MEL 4 requirements (see paragraph 3c). Successful completion of courses identified in paragraph 3e is desirable.

(b) FA48 officers selected by the Senior Service College (SSC) Selection Board participate in a resident or non-resident SSC opportunity (SSC schools, SSC fellowships, SSC-equivalent foreign schools, or the Army War College Distance Education Program). All resident Service schools award a master's degree and JPME II upon completion.

(c) Executive-level military and civilian courses / programs. Pending available funds, the Proponent Office may be able to fund tuition and/or travel expenses for executive-level education. Officers are invited to contact their FA48 Proponent Regional Manager for details.

(2) Key developmental assignments. There are no centralized selection list (CSL) FA48 billets. All FA48 lieutenant colonel billets are considered KD positions.

(3) Developmental and broadening assignments. In addition to FA48-coded developmental positions, FA48 lieutenant colonels may seek a broadening assignment to gain experience in one or more of the functional competencies. FA48-specific and Army-wide fellowship programs are considered broadening. Additionally, some branch immaterial positions are good broadening assignments for FA48 officers. FA48 officers should strive to get joint, interagency, and multinational experience in any broadening opportunity. Officers should coordinate with their HRC Career Manager, or Colonels Management Office (COMO) Human Resources Manager for promotable lieutenant colonels, prior to pursuing non-48 coded assignments.

(4) Self-development. See paragraph 3e(2).

(5) Desired experience. (a) Development as an FA48 lieutenant colonel focuses upon gaining experience in all FA48 functional competencies. Officers should complete assignments in two of the three foundational assignment categories listed in paragraph 1d, with one being an overseas U.S. country team, prior to promotion consideration for colonel.

h. Colonel development. FAO Colonels serve at the pinnacle of the Army enterprise's pool of regional expertise, and should strive to achieve Regional Proficiency Skill Level 5 (Expert), as defined in DoDI 5160.70. Senior FAO colonels represent the Army strategic intellectual reserve for foreign affairs and operations in the JIIM environment, and should be prepared to serve worldwide.

(1) Education. There are limited, though widely varied, educational opportunities for FA48 colonels.

(a) Senior Service College. See paragraph 3g(1)(b).

(b) Joint and Combined Warfighting School. FA48 colonels in joint assignments may be selected to attend JCWS if they are not JPME II qualified.

(c) Executive-level military and civilian courses / programs. Pending available funds, the Proponent Office may be able to fund tuition and/or travel expenses for executive-level education. Officers are invited to contact their FA48 Proponent Regional Manager for details.

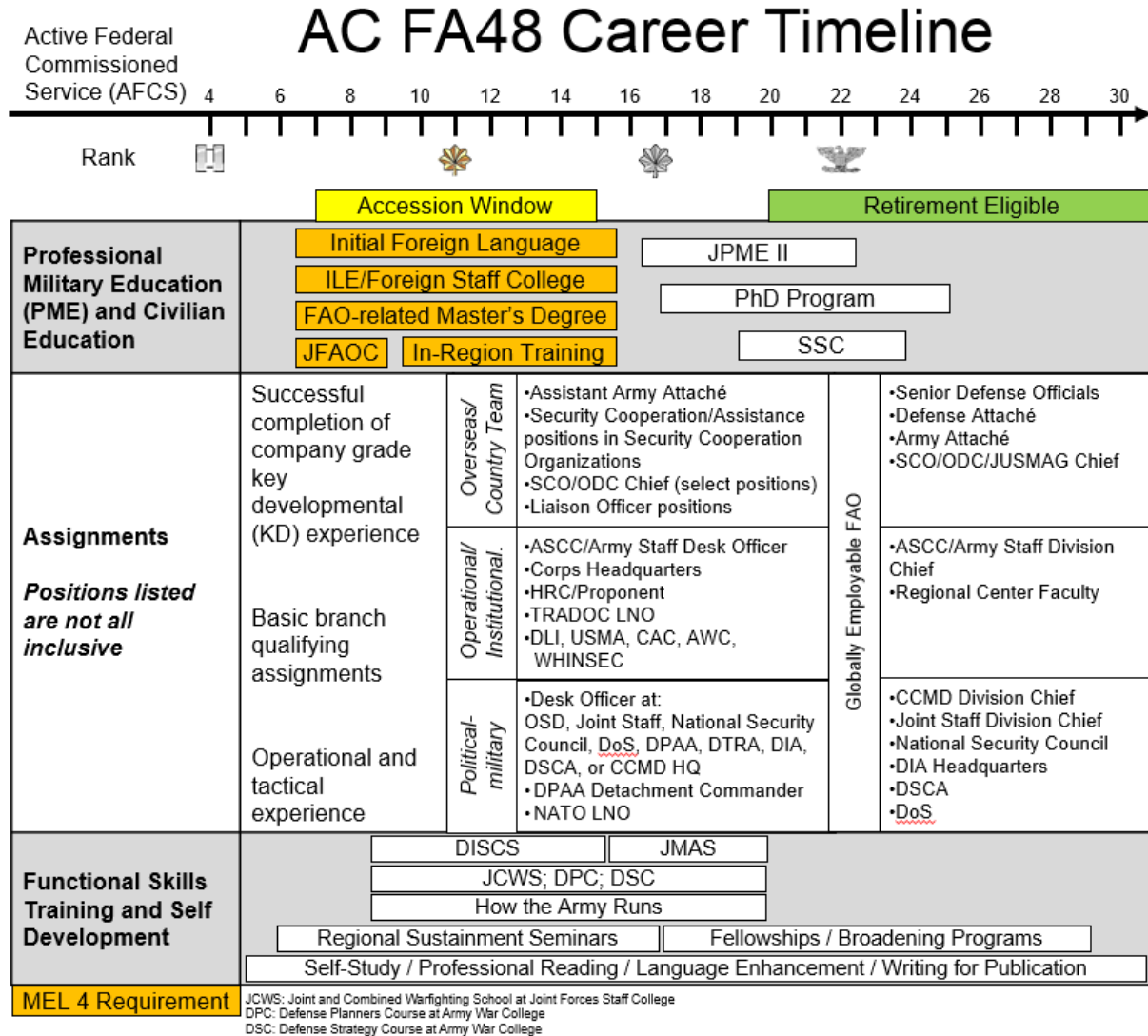
(2) Key developmental assignments. There are no CSL or KD FA48 colonel positions. At the rank of colonel, an FA48 is expected to have a broad array of experience that allows him/her to be assignable to any FA48-coded position across the force. Fully trained, fully educated, and fully experienced colonels positively shape the Army and joint enterprise in the execution of their duties.

(3) Developmental and broadening assignments. For colonels, developmental or broadening assignments are defined as any non-FA48 coded positions in which the officer participates in national security policy development.

(4) Self-development. See paragraph 3e(2).

(5) Desired experience. The FA48 colonel is expected to have mastery of all foundational assignment categories and functional competencies. At the rank of colonel, assignments will enhance the officer's competencies. FA48 colonels should actively mentor and develop junior FAOs.

Figure 1. AC Foreign Area Officer developmental model



4. Warrant officer development

There are no warrant officers in FA48.

5. Foreign Area Officer Reserve Component officers

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

b. *FA qualification and development.* Reserve Component (RC) FAOs are not provided training prior to accession, but are rather selected from officers already possessing the same language skills, regional expertise, and graduate degrees as those described in Paragraphs 3c(3), (4), and (5) above. At a minimum, that entails minimum foreign language proficiency of 2L/2R, significant experience living and working overseas in a region corresponding to that language qualification, and a Master's Degree,

preferably in a FAO-related discipline. AC FAOs transitioning into the Army Reserve who desire designation as an RC FAO must first complete all training requirements of the active duty program previously described. After accession, RC FAOs are expected to maintain the same qualifications as their Active Component (AC) counterparts, but must do so in a self-directed fashion. RC FAOs are provided language sustainment and enhancement resources through DLIFLC and the MIRC Command Language Program. Once accessed into FA48, officers gain practical experience through a variety of FAO assignments as Reserve Attachés and in various regional Security Cooperation roles.

(1) *Lieutenant and captain development prior to functional area designation.* Paragraph 3b applies.

(2) *Education and training requirements.* All initial education and training requirements are the same as described above for AC FAOs (Paragraph 3) and include all five previously described phases of training: (1) Joint FAO Course Phase I, required for MEL 4 qualification and normally obtained within three years after accession; (2) Language Proficiency, obtained prior to accession and maintained continuously; (3) Regional Experience, obtained prior to accession and maintained continuously; (4) Graduate Degree, preferably in an appropriate FAO-related discipline and obtained prior to accession; (5) ILE-Common Core, where 50% completion is a prerequisite for RC FAO accession for captains and majors and full completion is required for late accessions (lieutenant colonels and colonels). Officers must complete ILE Common Core prior to promotion to lieutenant colonel to retain the FAO designation.

(3) *Sustainment training.* Paragraph 3d applies. RC FAOs maintain proficiency in their roles training with agencies as IMAs, assigned to Army Reserve Element TPUs, or in the IRR through annual training or other short-term training or operational support roles.

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 as required prior to their assignments.

d. *Critical officer life-cycle assignments.* RC FAOs assigned to IMA or Army Reserve Element TPU positions should expect to travel to training locations at various times in their careers, possibly at their own expense.

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

(1) *Structure.* FAOs serve at all echelons worldwide. FAO positions exist at the Army Staff, most Combatant Commands, the Defense Intelligence Agency, and various Army Reserve Elements.

(2) *Acquire.* The prerequisites for a RC FAO are described in Paragraph 5b.

(a) *Late Accessions.* Officers requesting accession as a promotable major or above 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 understrength languages and regions).

(b) *Re-accession.* Officers departing the program prior to serving two years in their initial RC FAO assignments will be required to compete for re-accession into the program through a centralized selection panel. The same principle applies to all AC FAOs transferring into the USAR. Qualified RC FAOs returning to the program will be re-accessed into available positions in their AOCs, but only if vacancies exist.

(c) *Waivers.* FAO Proponent is the sole determiner of waivers for any defined accessions or retention criteria, which may change from time to time depending on the needs of the Army.

(2) *Distribute.* Distribution of RC FAOs into 48-coded billets is the responsibility of RC FAO Proponent, in coordination with the supported agencies, units, and organizations. Agencies, organizations, or units may, on a case-by-case basis and with FAO Proponent's concurrence, accept an officer pending FAO designation, but may only retain the officer in that position as long as the officer is making satisfactory progress toward qualification.

(3) *Deploy.* See Paragraph 5d. RC FAOs assigned to fill AC FAO gaps must be able to obtain all necessary training prior to assuming their positions. Normally this training is in addition to the assignment duration.

(4) *Sustain.* Officers designated as RC FAOs compete with all other USAR non-AGR officers for PME, ADPE, broadening, and promotion to major, lieutenant colonel, and colonel.

(6) *Develop*. The RC life-cycle development model for FAOs is shown at figure 2, below. It depicts FA48 qualification requirements and KD assignments.

(a) *Initial training*. All RC FAOs manage their qualifications as previously discussed and must have met all AC FAO qualification requirements (other than JFAOC) prior to accession.

(b) *Continued development as a FAO*. Paragraph 3d applies.

(c) *Professional development*. RC FAOs desiring to accept basic branch command, broadening assignments, and/or tours of duty outside of the program must first obtain permission from FAO Proponent. RC FAOs are encouraged to perform tours of duty to support their assigned organizations; such tours will not require prior permission from FAO Proponent.

Figure 2. RC Foreign Area Officer developmental model

