

# Strategist Functional Area

## 1. Introduction

*a. Purpose.* Army Strategists (Functional Area 59 officers) deliver winning, innovative solutions to address the complex challenges of the contemporary security environment. Through specialized education, training, and experience, Strategists develop expertise in creating, implementing, and articulating strategies and become adept at leading operational and institutional campaign planning. They utilize formal and informal procedures and processes to develop strategy and plans in a trans-regional, all-domain, and multifunctional environment. Strategists integrate joint capabilities with other Services, US Government agencies, and allies and partners in pursuit of strategic objectives. They understand how to synchronize military power with the other instruments of national power to achieve advantage across the broad spectrum of competition and conflict. An FA59 Strategist is a decisive leader in senior headquarters that organizes, designs, guides, and directs multidisciplinary, joint, and coalition teams to develop military courses of action to resolve complex problems. Strategists think in the context of time, plan on multiple horizons, and are comfortable with ambiguity and tension. Strategists enable senior leaders to make fully-informed decisions by creating and communicating products that tell a story, while applying sound logic and compelling evidence, resulting in clear, coherent options to achieve a desired aim.

*b. Proponent information.* The DCS, G-3/5/7 is the FA59 proponent. The Director, G-3/5 (Strategy, Plans, and Policy) is the Army Staff (ARSTAF) lead and G-3/5/F, Strategic Leadership Division (DAMO-SSF), is the Office of Primary Responsibility. FA59 is managed within the Operations Support Division in Human Resources Command's Officer Personnel Management Directorate. Additional information can be found at <https://www.milsuite.mil/book/groups/strategist>.

*c. Functional competencies.* Through training, education, and iterative assignments at senior-level headquarters, FA59 officers gain proficiency in six functional competencies in preparation for promotion to colonel:

- (1) Lead as a Warfighter and military Strategist in senior headquarters: joint, Army, multi-national and interagency, both operationally and institutionally.
- (2) Lead Strategy Development -- create, implement, and articulate strategy to achieve policy ends.
- (3) Lead Operational and Institutional Campaign Planning -- integrate strategy, plans, and orders.
- (4) Evaluate strategy, plans, and operations and assess risk.
- (5) Deliver winning, innovative solutions that defeat the complex challenges of the contemporary security environment.
- (6) Cultivate historical knowledge and foster intellectual curiosity across the Army and Joint Force. (Note: This does not mean only when assigned as instructors. FA59 officers elevate the knowledge and perspectives of those they serve with to better appreciate the strategic implications of organizational activities, regardless of echelon. FA59 officers also recognize and articulate the external factors affecting their organizations' missions or priorities.)

*d. Functional area assignments.* FA59 officers gain proficiency in the functional competencies through a diverse assignment path. FA59 assignments are grouped into three categories: Institutional Strategy, Operational Strategy, and Applied Strategy. Officers are expected to complete assignments in the foundational categories (institutional strategy and operational strategy) prior to promotion consideration for colonel. This experiential broadening ensures that FA59 officers are adequately prepared to serve as senior Army Strategists. Although specific duty titles and descriptions vary by assignment, all FA59 duty positions fall into these categories:

- (1) Institutional Strategy. FA59 officers in Institutional Strategy assignments develop plans, strategies, and policy to guide the development of the force. Officers understand the organization of the Army, its Title 10 responsibilities, and the missions, roles, and functions of its subordinate elements. FA59 officers also codify best practices in joint and Army organizations through development of concepts and doctrine. Assignments in this foundational category include, but are not limited to, Headquarters, Department of the Army (HQDA), the Office of the Secretary of Defense (less Office of the Under Secretary of Defense for Policy (OUSD-P)), the Joint Staff J-7 and J-8, Army Commands (ACOMs) and Direct Reporting Units

(DRUs), and Table of Distribution and Allowances (TDA) Army Service Component Commands (ASCCs).

(2) Operational Strategy. FA59 officers in Operational Strategy assignments develop plans, strategies, and policy to guide the employment of the force. FA59 officers understand issues related to foreign policy and the changing geopolitical environment as well as their implications for developing national security policy and national military strategy. FA59 officers also lead the toughest planning efforts of their organizations (Army, joint, and multinational), translating strategic guidance and direction into campaign plans and operations orders. FA59 officers understand how to integrate campaigns and plans, theater strategies, national military strategies, and national security policy. Additionally, they integrate strategy with operational planning, execution, and assessment. Assignments in this foundational category include, but are not limited to, OUSD-P, the Joint Staff J-3 and J-5, combatant commands, Table of Organization and Equipment (TOE) ASCCs, corps headquarters, and/or Army headquarters with a joint task force or joint force component command mission.

(3) Applied Strategy. FA59 officers serve in a variety of other assignments that require the application of strategic art. These include strategic education assignments where FA59 officers teach and develop curriculum to support education in strategic art, military theory, and national security strategies and policies. Army Strategists can also be found across the interagency and are often chosen to lead Initiatives Groups for the most senior Army and joint commanders. Assignments in this category include, but are not limited to, Army War College faculty, National Defense University faculty, U.S. Military Academy faculty, Commander's Initiatives/Action Group member, and interagency advisor/planner.

## **2. Officer characteristics required**

*a. Characteristics required of all officers.* All FA59 officers are expected to be agile and adaptive leaders. 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 an officer's company-grade time in his/her basic branch bring an important perspective to future service as a Strategist. 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 FA59 officers. Further explanation of these characteristics can be referenced in DA PAM 600-3 Officer Professional Development and Career Management and Army Doctrine Publications (ADP) 1, ADP 3-0, ADP 7-0, and ADP 6-22.

*b. Unique knowledge, skills, and behaviors.* Strategists require the following knowledge, skills, and behaviors:

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

(2) Knowledge to reason from historical and logical analogy to conceptualize the environment and identify foundational causality to shape solutions.

(3) Critical and creative thinking skill necessary to understand and resolve complex problems.

(4) Learning agility that identifies advantages to leverage amidst ambiguous or rapidly-changing environments.

(5) The capability to focus on outcomes and end states.

(6) A ready facility to express ideas and recommendations accurately, clearly, and concisely in both oral and written communication.

(7) Candor and the moral courage to speak accurately and truthfully to senior leaders.

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

*c. Accession.*

(1) Regular Army (RA) officers are selected in two ways. Most Strategists are selected through the Voluntary Transfer Incentive Program (VTIP). (See DA PAM 600-3 Chapter 3 for additional information.) Currently, U.S. Army Human Resources Command (HRC) conducts two VTIP cycles per year. 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. 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 FA59 Proponent Manager. To qualify for voluntary transfer into FA59, candidates should meet, at a minimum, the following criteria:

- (a) Successful company command or equivalent Key Developmental (KD) assignment.
- (b) Not at risk for promotion to the next grade.
- (c) Graduate Record Examination (GRE) scores, dated within the last 5 years, which meet the minimum standard for the Army's Advanced Civil Schooling (ACS) Program.
- (d) Must possess, or be able to obtain, a top secret – sensitive compartmented information (TS//SCI) security clearance.
- (e) Must be deployable.
- (f) Must have less than 15 years of Active Federal Commissioned Service (AFCS) when the VTIP panel convenes.
- (g) Demonstrate (or exhibit the aptitude to develop) the knowledge, skills, and behaviors listed in paragraph 2b.

(2) The Harvard Strategist Program is the second method of accessing Strategists. Candidates' applications for the Harvard Strategist Program are scored by a DAMO-SSF-formed panel. The panel scores inform the Proponent Office's order-of-merit list, which is recommended to the HQDA Director, Strategy, Plans and Policy (DAMO-SS) for approval. Program selectees will be assigned an HQDA mentor to assist them in applying for admission to the Mid-Career Master of Public Administration (MC-MPA) at Harvard's Kennedy School of Government. Upon completing the MC-MPA, officers will be transferred to FA59 and serve a two-year utilization assignment on the Army Staff within HQDA DCS, G-3/5/7. Officers are awarded the skill identifier (SI) 6Z (Strategic Studies Graduate) after their HQDA utilization tour. Interested officers should reference the current Broadening Opportunity Programs (BOP) catalog.

### **3. Strategist development**

*a. Lieutenant and captain development prior to functional designation.* 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 serves as the foundation for future service as FA59 officers. All officers must attend a basic branch CCC and complete company command or a KD-equivalent job in their respective 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.

*b. Initial development for post-VTIP captains and majors: Intermediate Level Education (ILE) and Military Education Level (MEL 4):* All Army officers who are CCC graduates in the rank of CPT (if promotable) or MAJ attend ILE. FA59 officers achieve ILE and Joint Professional Military Education Phase 1 (JPME I) credit upon successful completion of all FA59 MEL 4 requirements. The FA59 Career Manager develops a training plan for every newly assessed officer. While not always possible, it is the intent of the Career Manager for every FA59 officer to complete the functional area's MEL 4 requirements prior to his/her first FA59 assignment. Once trained, the officer gains experience through a variety of FA59 assignments that build on a foundation of military and civilian education. All officers must attain MEL 4 to be considered fully qualified for selection to lieutenant colonel. Officers transferring to FA59 as MEL 4 qualified in their basic branch will retain the credential. However, they must successfully complete any remaining FA59 MEL 4 requirements. Officers who fail to complete FA59 MEL 4 requirements will be returned to their basic branch or transferred to a different branch or functional area per the needs of the Army. HRC is the arbiter for branch and functional area transfers. Strategist MEL 4 consists of a four-phased education requirement consisting of the Defense Strategy Course (DSC), Command and General Staff Officer Course (CGSOC) Common Core, the Basic Strategic Art Program (BSAP), and a strategy-related master's degree.

(1) 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 SI 6Z (Strategic Studies Graduate). The Defense Strategy Course provides strategic education to officers who are transitioning from their previous branch or functional area and is a prerequisite to BSAP.

(2) 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 full spectrum operations. Student-officers will complete the CGSOC Common Core through one of three primary venues: the resident course at Fort Leavenworth, one of four satellite campuses (Ft. Belvoir, Ft. Lee, Ft. Gordon, or Redstone Arsenal), or through the distance learning program (also housed at Ft. Leavenworth). FA59 officers that attend the CGSOC Advanced Operations Course (AOC) immediately following the CGSOC Common Core at Fort Leavenworth must still complete any remaining FA59 MEL 4 requirements. Officers attending AOC should develop a challenging academic program, which includes electives relevant to Army Strategists. They are encouraged to coordinate with senior FA59s at CGSC, the Proponent Office, and HRC during this process. Officers selected to attend international and sister Service schools may earn CGSOC Common Core credit but must complete any remaining FA59 MEL 4 requirements.

(3) Basic Strategic Art Program (BSAP): BSAP is a 16-week, graduate-level resident program conducted at the U.S. Army War College at Carlisle Barracks, Pennsylvania. BSAP educates newly designated FA59 officers and equips them with the tools and perspective to bridge the gap between their tactical/operational background and the challenges of operating at the grand-strategic and theater-strategic level of war and policy. It also introduces the officers to the unique skills, knowledge, and behaviors needed as a foundation for their progressive development as Army FA59 officers.

(4) Strategy-related master's degree: Strategists in cohort YG2004 and younger must complete a strategy-related master's degree from a regionally accredited college or university if they do not already possess one. Acceptable degrees include, but are not limited to, history, international relations, political science, national security studies, public administration, public policy, foreign policy, economics, and regional studies. Degrees from a non-accredited university will not count toward MEL 4 qualification. The approval authority for acceptable graduate programs and degrees is the FA59 Proponent Manager. Many FA59 officers will meet the master's degree requirement through the Army's Advanced Civil Schooling (ACS) Program. ACS 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 the ACS program. FA59 officers who attend resident CGSOC should enroll in a cooperative degree program if they do not possess a strategy-related master's degree.

*c. Additional training and education opportunities.* Based on an officer's component; training, education, and experience; scores on FA59 VTIP assessments; future assignments; or other considerations, FA59 officers may pursue, or the Career Manager may direct, attendance at one of the following programs.

(1) Advanced Military Studies Schools. Following ILE, or later in their careers, some FA59 officers may attend the Advanced Military Studies Program (AMSP) at the Army's School of Advanced Military Studies (SAMS) or its sister Service equivalents -- U.S. Marine Corps School of Advanced Warfighting (SAW), U.S. Air Force School of Advanced Air and Space Studies (SAASS), and the Naval War College's Maritime Advanced Warfighting School (MAWS). These schools provide graduate-level programs emphasizing the military art and science of planning, preparing, and executing operations in joint, interagency, and multinational contexts. The curriculum combines the integrated study of military history, military theory, and execution-based practical exercises. It also enhances officers' cognitive problem-solving skills regarding operational challenges at the tactical and operational levels of war. The course emphasizes both command and staff perspectives on military decision-making, doctrine, and force employment. Graduates of the SAMS AMSP earn a Master of Arts in Military Operations from the Command and General Staff College. Graduates of other AMSPs earn a master's degree commensurate to their programs from that Service's academic institution. Based on an officer's timeline, this degree may serve as the officer's graduate degree for MEL 4 qualification. AMSP attendance is highly encouraged and selection is competitive. Interested officers should contact the FA59 Career Manager for application requirements.

(2) 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. Officers who wish to attend University of Foreign Military and Cultural Studies courses should contact the FA59 Career Manager or their unit training manager and request

attendance to a Red Team course. 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.

(3) 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. FA59 officers often work closely with FA50 (Force Management) officers. Completion of the HTAR course can help prepare FA59 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 Institutional Strategy assignments and ASCCs.

(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.

(5) Joint Forces Staff College's Joint and Combined Warfighting School (JCWS) – Joint Professional Military Education Level II (JPME II). Currently, approximately one third of FA59 billets are Joint Duty Assignment List (JDAL) positions that provide joint credit IAW DoD Instruction 1300.19. FA59 officers going into joint billets can expect to attend the JCWS en route to their assignment. Officers currently in joint positions who did not attend JCWS should coordinate with the FA59 Career Manager to attend the JCWS-Resident course. Some FA59 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 SI 3H (Joint Planner).

(6) Advanced Strategic Planning and Policy Program (ASP3). ASP3 selects and develops high-potential field grade officers as strategic planners through a combination of practical experience, senior-level professional military education, and a doctoral degree from a university in a field of study related to strategy in order to produce broadly networked future senior leaders with strategic acumen, skills, and credentials. SAMS serves as the executive agent for the program.

(7) FA59 PhD Program. If an officer achieves all-but-dissertation status and PhD candidacy at an accredited civilian university, he/she 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 FA59 Proponent Manager and Career Manager. The HQDA Director, G-3/5 is the approval authority for acceptance to the program. The FA59 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.

*d. Officer development and experiential learning – general guidance.* The officer development model is focused on the quality and range of experience, rather than specific assignments required to progress. Officers in FA59 gain experiential broadening through a variety of assignments across Institutional, Operational, and Applied strategy positions. Figure 1 illustrates a potential RA FA59 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 FA59 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, foreign language proficiency, diplomacy, and statesmanship. FA59 officers are also strongly encouraged to seek opportunities to broaden their

experience base and to improve their skills in multidisciplinary problem solving. A continuous program of professional reading ensures that FA59 officers remain sufficiently engaged in the discourse of ideas and concepts relevant to their work as Army Strategists. Officers are encouraged to publish articles in professional journals, improve public speaking skills, and participate in professional organizations and forums. FA59 self-development is a continuous endeavor spanning an officer's career.

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

(4) FA59 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 corps or joint task forces.

(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 FA59 community. There are no "specialist" Strategists. FA59 officers must be well-rounded with experience in both strategy and plans at Institutional and Operational organizations. Officers must plan a career path that best positions them for advancement and arms them with the necessary experience for an impactful career.

*e. Major development.*

(1) Education. No education is mandated beyond the functional area's MEL 4 requirements (see paragraph 3b). Successful completion of courses identified in paragraph 3c 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 FA59 major billets are considered KD positions based on the variety of potential duties within an FA59 assignment.

(3) Broadening assignments. All FA59-coded positions are considered developmental assignments for FA59 majors. Broadening assignments are defined as any non-FA59 coded position in which the officer gains experience in one or more of the functional competencies. FA59-specific and Army-wide fellowship programs are considered broadening. Additionally, some branch immaterial positions are good broadening assignments for FA59 officers. FA59 officers should strive to get joint, interagency, and multinational experience in any broadening opportunity. Officers should coordinate with the HRC Career Manager prior to pursuing non-59A coded assignments.

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

(5) Desired experience. FA59 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 FA59 foundational category (institutional strategy or operational strategy) and familiarity with the other category prior to their primary zone (PZ) consideration for lieutenant colonel. Senior majors should also gain exposure to all six functional competencies and experience in three of the competencies.

*f. Lieutenant colonel development.*

(1) Education.

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

(b) FA59 officers selected by the Senior Service College (SSC) Selection Board participate in a resident or non-resident SSC opportunity (SSC schools, SSC fellowships, or SSC-equivalent foreign schools). All resident Service schools award a master's degree and JPME II upon completion. Officers should pursue programs that strengthen their abilities to develop theater campaign plans, conduct strategic appraisals, foster joint, interagency, and multinational integration, and participate in the policy formulation process.

(1) For officers attending the Army War College, the Proponent recommends competing for acceptance to the Advanced Strategic Art Program (ASAP), National Security Policy Program (NSPP), Carlisle Scholars Program, or Commandant's Reading Program.

(2) The USAWC Distance Education Program is a demanding two-year program, and its curriculum closely parallels the curriculum of the resident course.

(3) U.S. Army War College Fellowship Program. Officers can compete for USAWC Fellowships that round out niche areas of specialization within the six functional competencies or select fellowship opportunities to prepare for follow-on assignments.

(4) For officers attending the Air War College, the Proponent recommends competing for acceptance to the Grand Strategy Seminar.

(5) For officers attending the Eisenhower School for National Security and Resource Strategy, the Proponent recommends competing for acceptance to the Long-Term Strategy program.

(6) The Joint Advanced Warfighting School (JAWS) at the Joint Forces Staff College builds on FA59 competencies.

(7) The Advanced Strategic Leadership Studies Program (ASLSP) at the School of Advanced Military Studies builds on FA59 competencies.

(8) Eligible officers (HQDA SSC selectees) in ASP3 receive MEL 1 credit when all designated MEL 1 portions of the program are completed.

(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 the FA59 Proponent Manager for details.

(2) Key developmental assignments. There are no centralized selection list (CSL) FA59 billets. All FA59 lieutenant colonel billets are considered KD positions. While designation as an Experienced Strategist (see "Desired Experience" in this section) is not required to be fully qualified for promotion to colonel, it indicates an officer likely has the breadth of experience required to serve competently in any FA59 colonel assignment.

(3) Developmental and broadening assignments. In addition to FA59-coded developmental positions, FA59 lieutenant colonels may seek a broadening assignment to gain experience in one or more of the functional competencies. FA59-specific and Army-wide fellowship programs are considered broadening. Additionally, some branch immaterial positions are good broadening assignments for FA59 officers. FA59 officers should strive to get joint, interagency, and multinational experience in any broadening opportunity. Officers should coordinate with the HRC Career Manager, or Colonels Management Office (COMO) Human Resources Manager for promotable lieutenant colonels, prior to pursuing non-59A coded assignments.

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

(5) Desired experience.

(a) Completed at least two FA59 assignments (minimum 48 months, preferably 72 months) prior to their PZ consideration for colonel. Development as an FA59 lieutenant colonel focuses upon gaining experience in all FA59 functional competencies. Officers should complete assignments in the two foundational assignment categories listed in paragraph 1d prior to promotion consideration for colonel.

(b) Experienced Strategist. An officer who has served in operational strategy and institutional strategy assignments for a combined total of 48 evaluated months, with at least 12 months in each foundational category, will be designated an Experienced Strategist with notation made in "Section X – Remarks" of the Officer Record Brief (ORB). The goal is to build Strategists proficient in five of the six functional competencies by the time they are a senior lieutenant colonel.

#### *g. Colonel development.*

(1) Education. There are limited, though widely varied, educational opportunities for FA59 colonels.

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

(b) Joint and Combined Warfighting School. FA59 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 the FA59 Proponent Manager for details.

(2) Key developmental assignments. There are no CSL or KD FA59 colonel positions. At the rank of colonel, an FA59 is expected to have a broad array of experience that allows him/her to be assignable to any FA59-coded position across the force. A fully trained, fully educated, and fully experienced colonel

positively shapes the Army and joint enterprise in the execution of his/her duties.

(3) Developmental and broadening assignments. For colonels, developmental or broadening assignments are defined as any non-FA59 coded positions in which the officer participates in national security policy, strategy, or plan development.

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

(5) Desired experience. The FA59 colonel is expected to have mastery of the six functional competencies. At the rank of colonel, assignments will enhance the officer's competencies. It is expected that colonels meet the criteria for the "Experienced Strategist" designation per paragraph 3f(5)(b). FA59 colonels should actively mentor and develop junior Strategists.



# RA FA59 Career Timeline

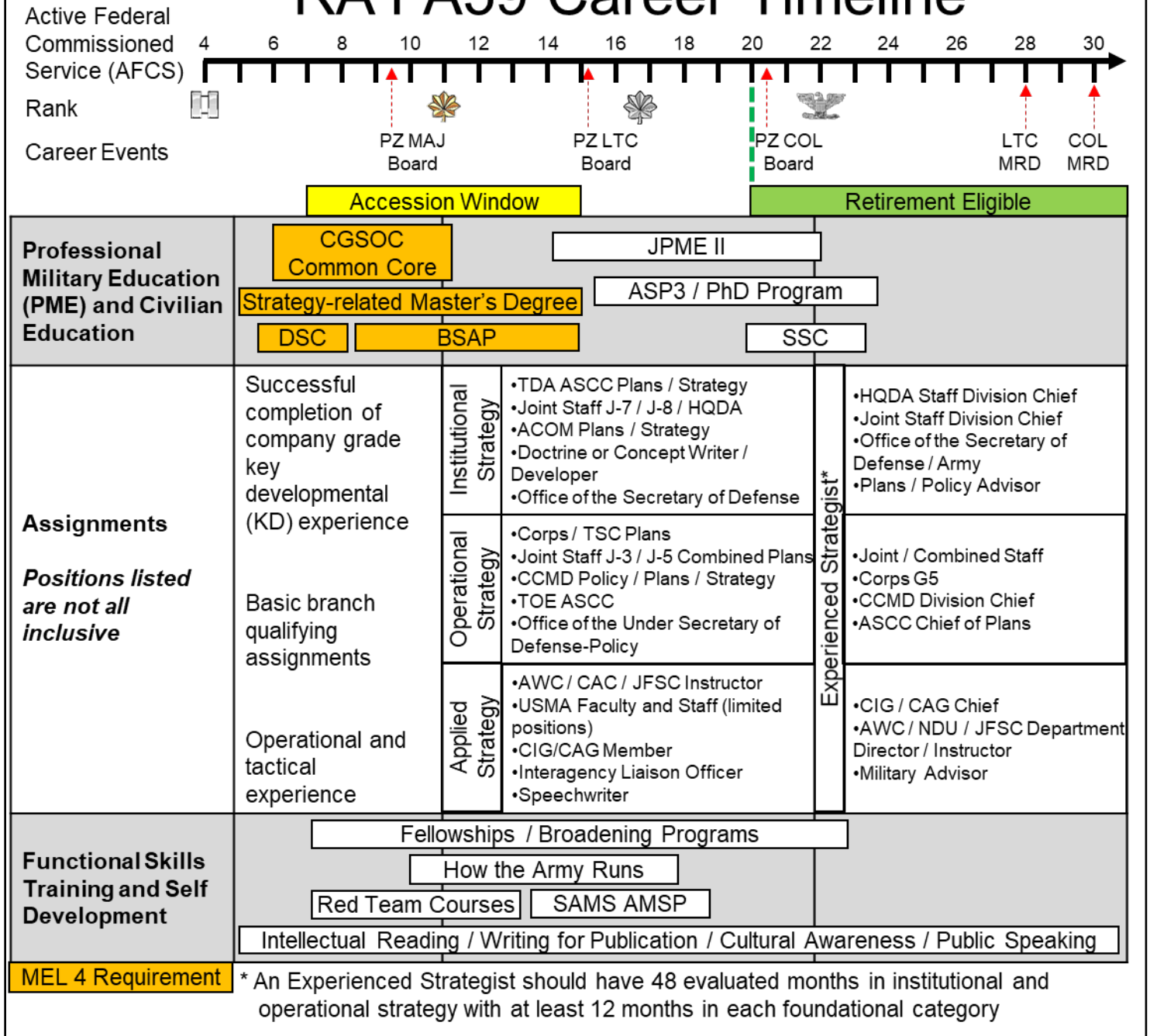


Figure 1. RA FA59 officer career development

#### 4. Warrant officer development

There are no warrant officers in FA59.

#### 5. Reserve Component officers

*a. Career development.* Reserve Component (RC) FA59 officer development objectives and desired experiences will generally parallel Regular Army (RA) FA59 officers. Officers in the RC (U.S. Army Reserve and Army National Guard) and officers within the RA will be developed to one standard. The challenge for the Army is to match the unique skills and expertise of civilian professionals with mission needs and requirements. RC FA59 officers will be afforded military education and assignment opportunities commensurate to the RA so that senior military and civilian leaders can leverage the unique capabilities that exist among RC FA59 officers. The goal is to build a talented and fully integrated FA59 community within the Total Army and the Joint Force.

*b. Officer development model.* The development model for RC FA59 officers mirrors that for RA officers, except that assignments are not limited to one reserve status or control group. Figure 2 illustrates a potential RC FA59 career timeline.

*c. The Army National Guard (ARNG).*

(1) Transfer to FA59 in the Army National Guard. Selection and accession into the ARNG FA59 program is approved by the ARNG G-3/5/7 upon the recommendation of the ARNG G5 in accordance with the Title 10 accession process. Accession criteria for ARNG FA59 are the same as those for the RA. Accession into the ARNG FA59 program are typically derived from the existing Title 10 and Title 32 populations that best support the Army's role in operational and strategic venues, and Title 10 AGR officers in the FA59 program are managed by the G5 OPR.

(2) Assignment opportunities. ARNG officers can expect assignment opportunities similar to those of RA officers. In addition, there are positions exclusive to the Army National. ARNG Strategists work at OSD, the Joint Staff, the Army Staff, combatant commands, ASCCs, the National Guard Bureau (NGB) Joint or ARNG Directorate staffs (ARNG-specific), State Joint Forces Headquarters (JFHQs), and various federal and state executive agency staffs where they support the national security strategy and national military strategy.

(3) FA59 development opportunities.

(a) Education and training opportunities for RC FA59 officers are the same as for RA FA59 officers (see section 3).

(b) A diverse and fluid career. ARNG officers should follow RA FA59 officer development patterns as closely as possible. Civilian professional development can benefit the Total Army and should be leveraged. To meet military career development objectives, National Guard officers may rotate between M-Day and AGR programs as needed. While the majority of FA59 positions are reserved for AGR personnel, transfers between duty status programs may occur due to individual career paths, mission requirements, geographical considerations, and ARNG requirements to fill troop leading and staff positions. ARNG FA59 officers should seek broadening assignments to gain additional experience in FA59 competencies.

(4) Education and training. Due to the complexity and diversity of assignments in the FA59 field, ARNG officers must continually develop their knowledge and analytical skills. They will be offered opportunities to pursue continuing military education and government internship programs to improve skills. However, ARNG officers career timelines will differ from their active duty counterparts. Refer to paragraph 3b for FA59 MEL 4 requirements.

*d. United States Army Reserve (USAR).*

(1) Transfer into FA59 in the United States Army Reserve. Accessions criteria for an Army Reserve FA59 are the same as those for the RA (see paragraph 2c). While most Army Reserve FA59 positions are AGR, FA59 officers may be drawn from all control groups and RA FA59s. Application for AGR status is considered separately from VTIP. USAR Officers may also be accessed to FA59 via the Harvard Strategist Program. Selection for FA59 transfer will be approved by the Army Reserve Proponent Advisor (ARPA) for all USAR FA59 officers.

(2) Assignment opportunities. USAR officers can expect assignment opportunities similar to those of RA officers. In addition, there are positions exclusive to the Army Reserve that exist in response to the changing strategic environment. USAR Strategists work at the Joint Staff, the Army Staff, combatant commands, ASCCs, the Office of the Chief, Army Reserve (OCAR), U.S. Army Reserve Command (USARC), and Army Reserve Geographic and Functional Commands where they support the formulation and implementation of USAR equities in national security strategy and national military strategy.

(3) USAR FA59 development opportunities.

(a) Education and training opportunities for USAR FA59 officers are the same as for RA FA59 officers (see section 3).

(b) A diverse and fluid career. The competing demands of civilian and military life pose a challenge for the professional development of USAR FA59 officers. They should follow RA officer development patterns as closely as possible. Civilian professional development can benefit the Total Army and should be leveraged. Most FA59 assignments in the USAR reside in the AGR program. Many Army Reserve FA59 officers transition to the FA after serving as AGR officers in their basic branch. Interested Army Reserve officers currently serving in the IRR, TPU or IMA status should contact their career manager and the FA59 Army Reserve Proponent Advisor to discuss the process for applying to the Army Reserve AGR Program and FA59.

(c) Education and training. Due to the complexity and diversity of assignments in the FA59 field, USAR officers must continually develop their knowledge and analytical skills. They will be offered opportunities to pursue additional professional development education (APDE) and training, both civilian and military. These include Strategic Broadening Seminars, the Reserve Component National Security Course, and Joint Combined Warfighting School Hybrid. USAR officers will complete the same MEL 4 requirements as RA Officers. However, USAR officers may have increased time windows to complete these requirements.

# RC FA59 Career Timeline

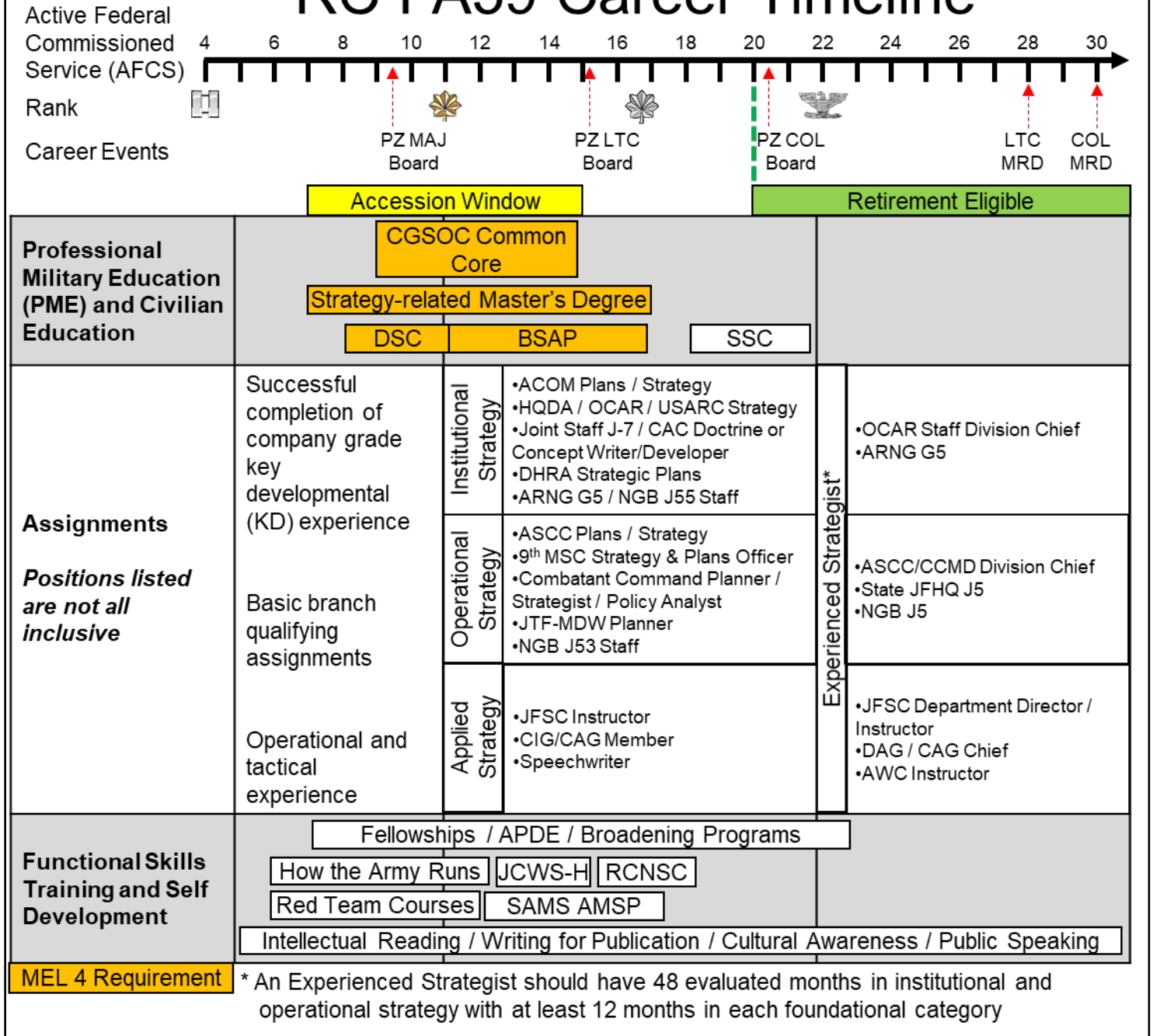


Figure 2. RC FA59 officer career development