The National Defense Strategy acknowledges an increasingly complex global security environment, characterized by overt challenges to the free and open international order and the re-emergence of long-term, strategic competition between nations...

The U.S. will focus on three pillars....:

“Uphold a foundation of mutual respect, responsibility, priorities, and accountability;”

“Expand regional consultative mechanisms and collaborative planning;”

“Deepen interoperability with allies and partners...”
“[R]outine and constructive engagement with allies and partners…that brings together the contributions of like-minded nations and organizations around the world to address mutual maritime security challenges and respond to natural disasters.”

“Expand and empower the FAO Community to ensure they remain ready to build and strengthen international partnerships and serve as key enablers for joint, maritime, and coalition operations.”

A Cooperative Strategy for 21st Century Seapower

“Strengthen the Navy’s unique role in diplomacy.”

“…..Expand relationships with partner nations to broaden and strengthen global maritime awareness and access.”

A Design for Maintaining Maritime Superiority (2.0)
Who We Are

**Foreign Area Officers – Opening doors from the inside…**

Warfighters with in-depth and comprehensive strategic perspectives
We use operational experience, language, regional expertise, and cultural awareness (LREC) in order to accomplish the mission
- The most important language we speak is English
- We interpret the local environment and explain it to both sides

**We Operate Forward…**
Persistent Navy presence and consistent engagement worldwide

**We enable the Navy’s preparedness for future conflicts…**
By leveraging partner capability through effective engagement
Personnel: 375 FAOs with 38 languages
• FAO will continue to grow to 405 through 2019
• Below: Apr 18 snapshot of FAO region/YG manning

Personnel Regional Specialization

- High accession standards
  - Sustained Superior Performance
  - Language / Education / Clearance Requirements
  - Overseas Screening / Family considerations

Billets: 397 AC billets (FY19) coded for 35 different languages
(286 Operational + 29 community + 66 training + 15 TPPH + 1 RHA)

Operational Billet Distribution

- Very little room for detailing flexibility
  - Majority of Op Billets are OCONUS
  - Many Joint billets
  - Lengthy training requirements

• Rapid Development since establishment in 2006
• Fleet Demand outpaces FIT/FILL capacity
• FY19 Full Operational Capability = 405 FAOs
**FAO Embassy Presence (FY19 Billet Base)**

*Naval Attaché and SCO Billets (FY19 Baseline): 118 Overseas Billets*

**EUROPEAN COMMISSION (FA4)**
- Albania (0/1)
- Azerbaijan (1/0)
- Bulgaria (1/1)
- Denmark (1/0)
- France (1/1)
- Germany (1/0)
- Greece (1/1)
- Israel (0/1)
- Italy (0/1)
- Montenegro (1/0)
- Netherlands (1/1)
- Poland (1/1)
- Portugal (1/0)
- Romania (0/1)
- Russia (0/2)
- Spain (1/1)
- Turkey (2/1)
- Ukraine (0/1)
- UK (1/0)

**AFRICOM (FA5)**
- Cameroon (0/1)
- Cape Verde (1/0)
- from Angola to Cote D’Ivoire (1/0)
- Djibouti (0/1)
- Gabon (1/0)
- Ghana (1/0)
- Libya (0/1)
- Madagascar (1/1)
- Mauritius (1/0)
- Morocco (1/1)
- Mozambique (1/0)
- Nigeria (1/1)
- Senegal (1/0)
- Sierra Leone (1/0)
- South Africa (0/1)
- Tunisia (1/1)

**CENTRAL COMMAND (FA1)**
- Egypt (3/0)
- Iraq (0/1)
- Kuwait (3/0) - 2 suppressed
- Pakistan (1/0)
- Qatar (0/1)
- Saudi Arabia (3/1)
- UAE (2/1)

**PACIFIC COMMISSION (FA2)**
- Australia (1/0)
- Brunei (1/0)
- Burma (0/1)
- China PRC (0/2)
- China HK (0/2)
- Fiji (0/1)
- India (2/1)
- Indonesia (1/1)
- Japan (1/0)
- South Korea (3/1)
- Malaysia (1/1)
- Philippines (3/0)
- Singapore (1/1)
- Sri Lanka (1/0)
- Thailand (1/0)
- Taiwan (1/1)

**NORTHCOM & SOUTHCOM (FA3)**
- Bahamas (0/1)
- Mexico (2/1)
- Brazil (3/0)
- Chile (2/1)
- Colombia (2/0)
- Dominican Rep (1/0)
- Ecuador (0/1)
- El Salvador (1/0)
- Guatemala (1/0)
- Guyana (1/0)
- Honduras (2/0)
- Panama (1/1)
- Paraguay (1/0)
- Peru (2/1)
- Suriname (1/0)
- Uruguay (1/0)
- Venezuela (0/1)

**AFRICOM (FA5)**
- Cameroon (0/1)
- Cape Verde (1/0)
- from Angola to Cote D’Ivoire (1/0)
- Djibouti (0/1)
- Gabon (1/0)
- Ghana (1/0)
- Libya (0/1)
- Madagascar (1/1)
- Mauritius (1/0)
- Morocco (1/1)
- Mozambique (1/0)
- Nigeria (1/1)
- Senegal (1/0)
- Sierra Leone (1/0)
- South Africa (0/1)
- Tunisia (1/1)

- 95% of all Navy SC billets & 100% of Navy SCO Chief billets are FAO billets
- 42% of Naval Attaché and 57% of Navy DATT billets are FAO billets
* Two 1712 Flying FAOs (Attaché billets only: Morocco and Turkey)

Numbers of in country SCO – 76 / Attachés – 42

Updated: Feb ’19
FAO Billets: Student and TTPH (FY19 Billet Base)

**Student**
- DC/Monterey/Newport
  - LT For Lang: 15
  - LT Grad Ed: 8
  - LCDR For Lang: 16
  - LCDR Grad Ed: 11
  - Total LCDR: 43
  - Total LT: 23
  - Total: 66

**War Colleges**
- International Colleges have rank requirements (not set every year- quotas change)
  - Brazil: Jan 19 - Dec 19
  - Canada: Aug 19 – Jul 20
  - France: Feb 19 - Jun 20
  - Korea: Jan 20 – Dec 20
  - Spain: Jul 29 – May 20
  - Abu Dhabi: Jul 19 - Jun 20
  - UK: Jul 19 - Jul 20
  - Uruguay: Feb 19 - Dec 19

**Resource Holding Account (RHA)**
- Total: OPA: 1

**Transients, Patients, Prisoners and Holdees (TPPH)**
- CAPT: 2
- CDR: 5
- LCDR: 7
- LT: 1
- Total: OPA: 15
Progressing as a FAO

- Detailing
  - Needs of the Navy
  - Career Progression of the Officer
  - Wants of the Officer

- Mentors
  - FAO OCM, Detailers
  - AOR FAOs
  - Senior FAOs / Council of Captain Regional Leads
  - Peer FAOs and Parent Community
  - Parent Community Mentors

Timing impacts detailing. What is available at PRD. Milestone and Promotion: Best and Most Fully Qualified on Historical Convening Orders.
What you Cannot Control

- Timing for Orders to all three lines of FAO work
  - Security Cooperation
  - Attaché
  - Staff

- Timing for In-zone Promotion

- Timing for Milestone Looks

- Quotas for JPME Phase II

Focus on what you can control- Your performance
What you Can Control

- **Best**
  - Be the Expert
  - FITREPS
  - 0.6% of all Navy Officers are FAOs

- **Most Fully Qualified**
  - Be the Expert
  - Regionally Focused Masters
  - Experience in Region
  - Regionally Focused Language Abilities
  - JPME Phase I

As 1 of 405, your work quality, ethic, and reputation as a FAO matter! Promotion is not based on a checklist. Milestone and billets aren't a guarantee.
FAO Career Path

Depicts three primary source communities
All communities eligible to lateral transfer

### Intermediate/Advanced Training

- LREC, DISCS, JMAS, FACT, JFAO II, JPME II (as required)

### Typical Billets:

- **Warfare qualification**
  - Competitive FITREPs
  - Grad Ed Language
  - In-Theater
  - JPME I
  - JFAO I
  - "FAO Q"

- **NCC/Fleet**
  - CCMD
  - OPNAV
  - Joint Staff
  - NIPO
  - PEP
  - Foreign War College

- **Security Cooperation Office**
  - SCO Chief, Navy Program
  - Manager, Dep. Prgm Mgr,
  - Operations Officer
  - Defense Attaché Office
  - Senior Defense Official/Defense
  - Attaché, Naval Attaché, Asst.
  - Naval Attaché

- **NCC Fleet**
  - CCMD
  - OPNAV
  - JS
  - DSCA
  - NIPO
  - State

- **SCO**
  - SCO Chief, Navy Program
  - Manager DAO

- **SCO/DAS**
  - SCO/DAS

- **DC Major Staff**
  - SCO/DAS

### Alt On-Ramp: LCDRs should have at least 2 of the following 3:
- 6 months in region,
- 2/2 in regional language,
- Regionally focused Master's Degree

LCDRs with 3 or more years TIG should have all 3.

### Milestone Screen (M/S)

- Held at Year of Selection and Year of Selection +1
- **O5 ~ 70-80%** (% adjusted to meet requirements)

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Unclassified
Community Adjustments in 2018

The health and reputation of our community is strong—demand continues to exceed supply

Focus on Developing FAO Leaders
- Accessions: Continually raising the bar, focus on total officer beyond language/regional expertise
- Development: focus on small group, but significant leadership opportunities, adherence to standards
- Employment: “Over the horizon” operators and integrated team members

Aligning to GPC Mandate
- Accessions: Targeted FAO quotas toward GPC skill set/experience
- Professional Development: Bias existing resources toward GPC
- Employment: Strategic review of billet base distribution reflecting GPC focus

Career Path Adjustment
- Earlier targeted window for lateral transfer
- Fully qualified and more experienced personnel in CDR and CAPT Billets

Career-broadening opportunities
- Fellowships, tours with Industry, Think Tank assignments, and Pol/Mil Master’s program
Growing FAO leaders with the vital skills to help build the Navy our Nation needs…
… to address the global challenges of Great Power Competition
Policy Documents Governing Navy FAOs

- OPNAV Instruction 1301.10C (10 Jun 2016)
- SECNAV Instruction 1301.7 (23 Jan 2013)
  - FAO requirements: Regionally Focused masters
  - 1 year in country experience
  - Regionally focused language proficiency
  - Completion of FAO Orientation Course
  - TS-SCI eligibility
  - Overseas Screening for FAOs and families
- SECNAV Instruction 1301.7 References:
- DOD Instruction 1315.20 (28 Sep 2007)
- DoD Instruction 5160.70 (12 Jun 2007)
- DOD Directive 1315.17 (28 Apr 2005)
  - Constructive Credit Waiver for Regionally Focused masters Degree based on regional expertise granted through previous experience in the region. Assistant Secretary for Manpower and Reserve Affairs grants and cannot delegate authority.
  - Foreign Language Skills at the professional level of regional language.
    - States i.e. 3/3 with goal of speaking 3
**Bonus Pays**

- FAOs do not receive discreet Special or Incentive Pays; however,

- As career linguists, FAOs receive FLPB based on language proficiency, up to $1000 a month
  - DODINST 1340.27 and OPNAVINST 7220.7G provide guidance
  - Stepped increases based on proficiency level
  - Requires annual testing to maintain pay

- FAOs can also receive Sea Pay, HDIP, IDP, etc. depending on posting

- Authorized HDIP for Aviation Qualified FAOs while in a flying Attaché billet
Naval Aviation Qualified FAO (AFAO)

“Develop a program similar to the Aeromedical Dual Designator Program, which will enable the Navy to safely utilize its cadre of FAOs previously designated as aviators, and leverage the unique [LREC] skills that these officers bring to the DAS.”

Secretary of the Navy, 28 Oct 2013

• Policy
  ➢ Previously designated 1310s ONLY
  ➢ 1710 Designator + FFQ Additional Qualification Designator = AFAO
  ➢ Aeronautically Designated Personnel per NATOPS, OPNAVINST 1301.10C, and NOOCS

• Billets
  ➢ AFAOs fill 2 of the 13 Navy Flying Attaché Billets

• Personnel
  ➢ ~ 50 AFAOs / 10 year rule / in-good standing

Career Path limits ability for FAOs to have less than 10 years out of the cockpit
Reserve Component FAO

- RC FAO OCM LCDR Jason Grose
- Senior RC FAO is Captain Hugh McFarlane
- RC FAO re-designation requirements:
  - 2/2/1+ minimum DLPT/OPI (RC has no funding for language training)
  - Regionally Focused Masters (Constructive Credit Waivers possible)
  - 1 year in region experience minimum (3 years for CCW)
  - TS SCI Eligibility
  - Overseas Screening for member only (RC FAOs not dependents)

- No RC Detailers- compete for orders via APPLY/JOAPPLY
- COCOMs and Components communicate requirements through OSOs

If there is FAO work that is identified for RC please contact FAO OCM & OSO
RC FAO Global Presence

Regional and COCOM Support: 52 Billets (21 OCONUS)
Operational Support – 6 Mobilizations

- **DIA (6)/DC (2)**
  - DIAHQ 0166 (5xO5, 1xO6)
  - CNO OPS/PLN (2xO4)

- **PACFLT (10)**
  - JPU DET 502 (4xO4)
  - MOC DET 501 (1xO4, 3xO5, 2xO6)

- **PACOM (1)**
  - DET 701 (1xO5)

- **SOCOM (4)**
  - COMUSSOCOM (1xO4, 2xO5, 1xO6)

- **AFRICOM (4)**
  - HQ (1xO4, 3xO5)

- **SOUTHCOM (7)**
  - HQ STAFF (1xO3, 2xO4)
  - C4F (1xO3, 2xO4, 1xO5)

- **CNE/CNA (9)**
  - MPP DET 513 (2xO4, 2xO5)
  - MPP DET 413 (1xO4, 1xO5)
  - HQ (1xO4/O5/O6)

- **COMUSKOREA (1)**
  - DET 102 (1xO4)

- **CNFK (2)**
  - CNFK HQ (2xO5)

- **COMUSJAPAN (1)**
  - DET 105 (1xO4)

- **NAVENT/C5F (4)**
  - C5F (1xO5, 2xO4)
  - CENTCOM (1xO5)

- **NAVCENT MOB (6)**
  - UAE O5/O6
  - EGYPT O5/O6
  - KSA O5/O6
  - OMAN O4/O5
  - QATAR O4/O5
  - BAHRAIN O4/O5

Updated: Jan ‘19
## Community Management

### Team Millington

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDR Matt Meyers</td>
<td>FAO Community Manager</td>
<td><a href="mailto:matthew.c.meyers@navy.mil">matthew.c.meyers@navy.mil</a></td>
</tr>
<tr>
<td>LCDR Jason Grose</td>
<td>RC FAO Community Manager</td>
<td><a href="mailto:jason.grose@navy.mil">jason.grose@navy.mil</a></td>
</tr>
<tr>
<td>CAPT(S) Keith Harnetiaux</td>
<td>FAO Senior (O5/O6) Detailer</td>
<td><a href="mailto:keith.harnetiaux@navy.mil">keith.harnetiaux@navy.mil</a></td>
</tr>
<tr>
<td>CDR Wade Thames</td>
<td>FAO Junior (O3/O4) Detailer</td>
<td><a href="mailto:wade.thames@navy.mil">wade.thames@navy.mil</a></td>
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### Team DC

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<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>RADM Stuart Munsch</td>
<td>OPNAV N3/N5</td>
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<tr>
<td>RDML David Manero</td>
<td><strong>FAO Flag Lead</strong></td>
</tr>
<tr>
<td>CAPT Andrew Fata</td>
<td>OPNAV N5I3 / FAO Policy</td>
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### Team Monterey

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<th>Name</th>
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<tbody>
<tr>
<td>CAPT Jim McReynolds</td>
<td>SIGS Assistant Dean</td>
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<td></td>
<td>Naval Postgraduate School</td>
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