Foreign Area Officer (FAO)
Community Update

Updated by:
CDR Matt Meyers
FAO Community Manager
BUPERS-314G

January 2020
Foreign Area Officer Mission

FAOs increase USN and Joint Force understanding & awareness of human, diplomatic, military, and environmental factors in global theaters; develop synchronized Navy, Joint, and Interagency plans, policies & proposals; and implement operations, actions, & investments (OAI) in order to advance USN and Joint Force objectives in foreign countries to deliver the US a superior geo-strategic position over adversaries.

MISSION

FAOS ADVANCE U.S. NAVY & JOINT FORCE OBJECTIVES IN FOREIGN COUNTRIES AND THEATERS

MISSION OBJECTIVES

| INFORMATION SUPERIORITY OVER ADVERSARIES | ASSURED ACCESS AND POSTURE |
| INFLUENCE ADVANTAGE OVER ADVERSARIES | PARTNER OPS ALIGNED WITH U.S. INTERESTS |

LINES OF EFFORT

- DEFENSE ATTACHE SERVICE
  - HUMINT OPERATORS
- SECURITY COOPERATION ENTERPRISE
  - TSC OPERATORS
- FLEET & MAJOR STAFF
  - STRATEGY, PLANS, TSC DIRECTORS
**Community Vision & Values**

**Lead Fleet-Centric Strategic Effects:** FAOs are full-spectrum, cross-functional strategic effect operators FIGHTING FORWARD across all domains to plan and guide operations that *yield decisive advantage over Great Power Competitors in EVERY THEATER*

**Leadership:** Strengthen leadership training cycle to ensure ethical, resilient, visionary, and effective Navy LEADERS (JFAO I, Intermediate Leadership Course, Senior Leaders Seminar, Cornerstone)

**Forward Readiness:** Strengthen FAO pyramid, enhance warfighting & campaign planning expertise, and solidify interagency functional expertise to ensure a ready corps of forward-based FAOs on station achieving integrated naval strategic effects.

**Build on a Culture of Excellence:** Enhance community awareness, cohesion, and esprit de corps as valued cross-functional, full spectrum, forward operators

**Community Values:**
- Service to the country, Navy, and family
- Integrity, always honorable & ethical
- Respect for others & ourselves
- Resiliency for the mission & family

**Valued Credentials:**
- Leadership & teamwork
- Fleet-integrated, operational experience
- International/Interagency functional expertise
- Navy/Joint campaign planning expertise

*A Culture of Excellence in Service To The Country – FORWARD & READY*
Community Overview

Foreign Area Officer Community

- Enterprise Lead
  VADM Phil Sawyer, 1120, OPNAV N3N5
- FAO Flag Lead / Community Sponsor
  RDML David Manero, 1710, SDO/DATT London

Snapshot

- 400 FY20 Officer Programmed Authorization (OPA)
- 385 officers in inventory (+5 redesignations pending from Aug ‘19 Lateral Transfer board) =390
- 125 FAOs in training / unqualified (FTs)

Concerns/Issues

- FAO community is undermanned by 13% at CAPT and 7% at CDR
- High demand for FAOs to fill non-FAO billets further exacerbates distribution challenges
- Training track for language coded billets (majority of CAPT/CDR billets) averages 17 months. With no student billets for CDR or CAPT, every CAPT/CDR in training equates to a 1 for 1 gapped operational billet

Background

- Where We Serve: (Billets Authorized)
  CENTCOM-32 INDO-PACOM-91
  SOUTHCOM-51 EUCOM-64 AFRICOM-46
  Non-regional-28 Training–68 TPPH/RHA-17
  - 41 FAOs in non-FAO operational billets
  -11xCDR and 3xCAPT FAOs in Attaché/language training w/out O5/O6 Student billets

- Accessions:
  FY20 Plan: up to 42 Lateral Transfers, 2 Indefinite Recalls

Way Ahead

- POM 22 request for Student billets: 4xCAPT, 7xCDR and 3xCDLR
- Maximize use of Retire Retain and Expanded Continuation to plus up CAPT
- Recruiting top talent for lateral transfer to FAO
- Shape billet base to maximize FAO impact in GPC with a mind towards CONUS/OCONUS balance and career development
Low inventory of LCDRs in YGs ’05-’07 will mean that officers in YGs ’06-’09 will be in zone for promotion earlier than their URL peers.

Low inventory of CAPTs and CDRs is exacerbated by lack of student billets at O5/O6.
**OPA vs Inventory History**

**FAO OPA versus INVENTORY (FY2006 - FY2023)**  
**as of 09 Sep 2019**

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<td>Authorized requirements (OPA): Blue</td>
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<td>FAO inventory: Red</td>
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<td>Steady increase in requirements, since before FY10</td>
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<td>FY12: Inventory - OPA</td>
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Demographics

**Racial Comparison**

- **USN Officer Force**
  - White: 78%
  - African American: 4%
  - Asian: 1%
  - Multiple Races/Other: 5%
  - Decline to Respond: 4%
  - American Indian/Alaskan Native: 8%
  - Native Hawaiian/Pacific Islander: 12%

- **FAO Officer Force**
  - White: 72%
  - African American: 4%
  - Asian: 1%
  - Multiple Races/Other: 5%
  - Decline to Respond: 4%
  - American Indian/Alaskan Native: 8%
  - Native Hawaiian/Pacific Islander: 12%

- **National Labor Force Community Counterparts**
  - White: 82%
  - African American: 4%
  - Asian: 1%
  - Multiple Races/Other: 5%
  - Decline to Respond: 4%
  - American Indian/Alaskan Native: 8%
  - Native Hawaiian/Pacific Islander: 12%

**Ethnic Comparison**

- **USN Officer Force**
  - Hispanic: 8%
  - Non-Hispanic: 92%

- **FAO Officer Force**
  - Hispanic: 10%
  - Non-Hispanic: 90%

- **National Labor Force Community**
  - Hispanic: 6%
  - Non-Hispanic: 94%

**Gender Comparison**

- **USN Officer Force**
  - Female: 19%
  - Male: 81%

- **FAO Officer Force**
  - Female: 19%
  - Male: 81%

- **National Labor Force Community Counterparts**
  - Female: 41%
  - Male: 59%

*USN Data: Officer (Active + Reserve) NMPBS, 30 Apr 19.*

*National Labor Force Data Department of State including Race/Ethnicity and Gender data*
Billets: 401 AC billets (FY20) coded for 35 different languages
(309 Operational + 7 community + 68 training + 16 TPPH + 1 RHA)

Three Lines of Work

- Billet Distribution

- FY-20 Regional Billet Distribution by AOR

UNCLASSIFIED
**Embassy Presence (FY20)**

**SCO and Naval Attaché Billets (FY20 Baseline): 126 Overseas Billets**

**SOUTHCOM (FA3)**
- Argentina (1/0)
- Bahamas (0/1)
- Brazil (3/0)
- Chile (2/1)
- Colombia (2/0)
- Dominican Republic (1/0)
- Ecuador (1/1)
- El Salvador (1/0)
- Guatemala (1/0)
- Guyana (1/0)
- Honduras (1/0)
- Panama (1/1)
- Peru (2/0)
- Suriname (1/0)
- Uruguay (1/0)

**AFRICOM (FA5)**
- Cameroon (0/1)
- Cape Verde (1/0)
- Côte D’Ivoire (1/0)
- Djibouti (0/1)
- Gabon (1/0)
- Ghana (1/0)
- Libya (0/1)
- Madagascar (1/1)
- Mauritius (3/0)
- Morocco (1/1)
- Mozambique (1/0)
- Nigeria (1/1)
- Senegal (2/0)
- Sierra Leone (1/0)
- South Africa (0/1)
- Tunisia (1/1)

**CENTCOM (FA1)**
- Kuwait (4/0)
- Pakistan (1/0)
- Qatar (0/1)
- Saudi Arabia (3/1)
- UAE (2/1)
- Egypt (2/0)

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

**INDIAN 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)
- Micronesia (0/1)
- Philippines (3/0)
- Singapore (1/1)
- Sri Lanka (1/0)
- Thailand (1/0)
- Taiwan (1/1)
- Vietnam (0/1)

**Numbers of in country SCO – 80 / Attaché – 46**

- 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)

**Updated: Jan ‘20**
Staff & PEP Presence (FY20)

Regional Support:
- COCOM HQs
- State Dept & UN
- DUSN & JCS
- DSCA & NIPO
- NCs & # Fleets
- DIA
- SOCOM

Community Support:
- Navy Senior Lang. Authority N13F
- OPNAV NS2
- NPC Millington
- NPS Monterey

Regional and Community Support: 180 Billets (76 Overseas)

PEP - 8
- Germany
- Turkey
- Italy
- Korea
- Japan
- UK
- Brazil
- Argentina

Washington, DC
DOD (1)
State Department (7)
JCS (4)
DIA (5)
DSCA (2)
NIPO (12)
OPNAV (17)
OPNAV MCIS/GCCS (1)
NIA (1)
CHINPERSUP (3)
DIA (4)
DIA (5)
DIA (12)
DIA (17)

San Diego, CA
COMTHIRDFLT (2)
Monterey, CA

Millington, TN
BUPERS (1)
NAVPERs (2)

Honolulu, HI
NPS (1)
DPAA West (1)

Dayton, OH
DISAM (2)

Little Creek, VA
NSWG 10 R&PA (4)

Annapolis, MD
USNA (1)

Mayport, FL
NAVSOC (3)
DESRON 40 (1)

Miami, FL
DTRA (1)

Oberammergau, DE
NATO (1)

Stuttgart, DE
EUCOM HQ (5)
AFRICOM HQ (12)
SOCEUR (1)

Naples, IT
HQ JFC (1)
C6F (17)
CTF-63 (1)

Bahrain
FIFTHFLT (8)

Yokosuka, Japan
CNFJ (3)
COMSEVENTHFLT (5)

Seoul, Korea
USFK (2)

German War Colleges
- Brazil: Jan 20 - Dec 20
- Canada: Aug 19 - Jul 20
- France: Feb 20 - Jun 21
- Korea: Jan 20 - Nov 20
- Germany: Sep 20 - Sep 22
- Indonesia: Aug 20 - Nov 21
- Japan: Jan 20 - Mar 21
- Colombia: Jan 20 - Dec 20

Foreign War Colleges

FAOs in NON-FAO Billets cause FAO Billets to be gapped

Updated: Jan ‘20
Reserve Component FAO

- RC FAO OCM LCDR Chris Webster
- Senior RC FAO is Captain (Select) Mike Bruno
- RC FAO re-designation requirements:
  - 2/2/1+ minimum DLPT/OPI (RC has no funding for initial language training, although there is funding available for language sustainment)
  - 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
Regional and COCOM Support: 54 Billets (21 OCONUS)
Operational Support – 6 Mobilizations

DIA (6)/DC (2)/JPSE(2)
DIAHQ 0166 (1xO4, 4xO5, 1xO6)
CNO OPS/PLN (2xO4)
JPSE (1xO6, 1xO5)

PACFLT (10)
JPU DET 502 (4xO4)
MOC DET 501 (1xO4, 3xO5, 2xO6)
PACOM (1)
DET 701 (1xO5)

AFRICOM (4)
HQ (2xO4, 2xO5)

SOUTHCOM (7)
HQ STAFF (3xO4)
C4F (3xO4, 1xO5)

CNE/CNA (9)
MPP DET 513 (2xO4, 2xO5)
MPP DET 413 (1xO4, 1xO5)
HQ (1xO4/05/06)

NAVENT/CSF (4)
CSF (1xO5, 2xO4)
CENTCOM (1xO5)

COMUS/MOB (6)
UAE O5/O6
EGYPT O5/O6
KSA O5/O6
OMAN O4/O5
QATAR O4/O5
BAHRAIN O4/O5

Updated: Jan ‘19
Community Governing Policy

- **DOD Directive 1315.17 (28 Apr 2005)**
  - Directed Services to develop, resource, and sustain FAO programs
  - Established core FAO qualification requirements: language, in-region experience, regionally-focused graduate education

- **DOD Instruction 1315.20 (28 Sep 2007)**
  - Introduces requirement to resource an RC FAO community

- **SECNAV Instruction 1301.7A (01 May 2019)**
  - Introduces JFAOC phase I requirement
  - Establishes TS-SCI eligibility requirement and requirement for funding of medical and clearance

- **OPNAV Instruction 1301.10C (10 Jun 2016)**
  - Primary source for Navy FAO community management guidance
  - Delineates the roles and responsibilities for FAO Community Sponsor & Policy Advisor
  - Establishes continuing education requirement for senior FAOs
  - Provides guidance for aviation qualified FAOs (FFQ)
  - Sets in-region experience at one year

**Overarching DoD Language Regional Experience Culture Policy**

- **DoD Instruction 5160.70 (30 Dec 2016)**

* denotes policy is undergoing revision
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 7220.7H provide guidance on stepped increases based on proficiency level. This 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.
Aviation Qualified FAQos (AFAOs)

“Develop a program similar to the Aeromedical Dual Designator Program, which will enable the Navy to safely utilize its cadre of FAQos 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 FAQos to have less than 10 years out of the cockpit
### Lifecycle Skills Progression

**Formal Training Investment**

- Regional Graduate Education (NPS)
- JPME Phase I
- Acquisition Language Training (DLI)
- Joint FAO Phase I
- Intermediate Leadership Course (ILC)
- Defense Institute of Security Cooperation Studies (DISCS)
- Joint Military Attaché School (JMAS)
- Joint FAO II
- Language Sustainment
- Additional Language Training, as required
- JMAS/DISCS
- Senior Leaders Course (SLC)
- JPME Phase II
- Senior FAO Pro Development

**Strategic Leadership**
- Expert Regional Knowledge
- Multi-Country Specific Expertise
- HUMINT Experience
- Country Specific Expertise
- National Strategy O Plan
- Basic Regional Language
- Academic Regional Knowledge

**Lifecycle Skills Progression**

- **Accession / Initial**
  - Acquisition Training
  - Action Officer

- **Mid-Career**
  - Navy Program Manager
  - Dep Program Manager
  - Operations Officer
  - Attaché/Assistant Attaché

- **Senior**
  - Navy Component N5 Director
  - SDO/DATT
  - Navy Program Manager
  - DSCA/NIPO Country/Regional Director
  - Attaché

**Skilled Development**

- 5-11 YCS
- 12-16 YCS
- 17+ YCS

**Relevant, Ready, Lifelong, Learning**
Foreign Area Officer
Career Progression

Depicts three primary source communities
All communities eligible to lateral transfer

Career Path

Intermediate/Advanced Training
LREC, DISCS, JMAS, FACT, JFAO II, JPME II (as required), Leadership Continuum Training

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
  - SDO/DATT
  - DAO Milestone
  - SDO/DATT
  - Sco Chief
  - Fleet N5
  - DC
  - Major Staff

Lateral Transfer On-Ramp

CDR M/S
SBs

O5 SB

SECNAV approved for use during FY20 Statutory Promotion Boards

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.

2x Looks for Milestone Screen (M/S)
Held at Year of Selection and Year of Selection +1
Q5 ~ 70-80% (*% adjusted to meet requirements)
Foreign Area Officer
Community Values

• Valued achievements prior to LIEUTENANT COMMANDER
  ➢ Sustained superior performance and progress toward attainment of community qualifications
  ➢ Demonstration of increasing levels of responsibility and sound judgement

• Valued achievements prior to COMMANDER and COMMANDER MS SCREENING
  ➢ Sustained superior performance in increasing levels of responsibility as a LCDR in a FAO Staff, Defense Attaché or Security Assistance / Cooperation tour
  ➢ Completion of FAO qualification standards (FAO Qual [Region] AQD)
  ➢ Regional experience involving direct international engagement of foreign partners
  ➢ JPME Phase I

• Valued achievements prior to CAPTAIN
  ➢ O-5 Milestone screened, and superior performance in CDR Milestone tour
  ➢ Significant experience leading, planning, and executing international engagement activities
  ➢ Security Assistance Office (SAO) or Defense Attaché Office (DAO) experience
  ➢ Major staff or community leadership tours
  ➢ JQO, or progress toward

SECNAV approved for use during FY20 Statutory Promotion Boards
Growing FAO leaders with the vital skills to help build the Navy our Nation needs…
… to address the global challenges of Great Power Competition
Manning & Training Way Ahead

- **Accessions**
  - Address enduring requirement: Approximately 40 Lateral Transfers targeted for 2020 to hit 405, then 25-30 Lateral Transfers per year as required to replace losses
  - Focus primarily on LT and junior LCDR for lateral transfer; plus *limited* targeting of senior LCDRs to fill specific community requirements
  - Indefinite recall quota (maximum of 3 accession per year)
  - Sharpen recruitment strategy and messaging to attract “best candidates”

- **Leader Development**
  - Implementing CNO Leader Development Initiatives
  - NLEC Senior Leader Course for FAO Commanders (FY20)
  - NLEC Intermediate Leadership Course for newly accessed O3/O4 FAOs
  - Navy FAO-specific training on Leadership and Ethics
  - FAO Senior Leadership Symposium

- **Billet Base**
  - COCOM / NCC / Stakeholder coordination: continue impactful billet adjustments to address fleet/joint mission requirements
  - Ongoing RC FAO billet adjustments
    - Currently 41 billets for 54 officers
    - Uneven regional billet distribution
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<th>Team DC</th>
<th>Team Monterey</th>
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<td>CDR Matt Meyers</td>
<td>VADM Phil Sawyer</td>
<td>CAPT Bernie Wang</td>
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<td>FAO Community Manager</td>
<td>OPNAV N3/N5</td>
<td>SIGS Assistant Dean</td>
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<td>Naval Postgraduate School</td>
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<tr>
<td>LCDDR Chris Webster</td>
<td>RDML David Manero</td>
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<tr>
<td>RC FAO Community Manager</td>
<td>FAO Flag Lead</td>
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<td>CAPT Keith Harnetiaux</td>
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