Department of Defense
INSTRUCTION

SUBJECT: Management of Department of Defense (DoD) Foreign Area Officer (FAO) Programs

References: (a)   Defense Language Transformation Roadmap, February 14, 2005[1]
 (b)   DoD Directive 1315.17, "Military Department Foreign Area Officer (FAO) Programs," April 28, 2005
 (c)   Federal Government Interagency Language Roundtable Website, "An Overview of the History of the ILR Language Proficiency Skill Level Descriptions and Scale"[2]
 (d)   DoD Directive 5160.41E, "Defense Language Program (DLP)," October 21, 2005
 (e)   through (k), see Enclosure 1

1. PURPOSE

This Instruction:

1.1. Implements policies, assigns responsibilities, establishes timelines, and prescribes procedures pursuant to References (a) and (b) for the management of DoD FAO Programs.

1.2. Establishes procedures to access, develop, retain, motivate, and manage all FAOs within the Department of Defense, in accordance with Reference (b).

1.3. Identifies the Deputy Under Secretary of Defense for Plans (DUSD(Plans)), under the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), as the principal staff advisor to the Secretary of Defense for DoD FAO Programs.

1.4. Provides report format, procedures, and reporting instructions for an Annual Report on DoD FAO Programs.

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[1] The Defense Language Transformation Roadmap was approved by the Deputy Secretary of Defense on February 14, 2005. Copies are available online at http://www.defenselink.mil/news/Mar2005/d20050330roadmap.pdf.
[2] The Interagency Language Roundtable website is available online at http://www.govtilr.org/ILRscale_hist.htm

2. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff, the Combatant Commands (COCOMs), the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as the "DoD Components"). The term "Services" as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

3. DEFINITIONS

    3.1. Foreign Area Officers (FAOs). Commissioned officers who possess a broad range of military skills and experiences; qualification in their primary military occupational specialty and/or designator; graduate-level or equivalent education focusing on, but not limited to, the historical, political, diplomatic, military/security, cultural, sociological, scientific, economic, and geographic factors of specific foreign countries and regions; in-country/regional experience involving significant interaction with host nationals and host-nation entities in the foreign countries or regions in which they specialize; and proficiency in one or more of the predominant languages in their regions of expertise (with the goal of attaining professional-level proficiency). FAOs serve in Service, Joint, and Interagency assignments that involve significant interaction with foreign governments and their militaries, host nationals, host-nation entities, and/or international organizations, often in the foreign countries or regions in which they specialize; provide regional expertise from the political-military and strategic perspectives for planning and executing operations; observe and report on international military issues; serve in liaison, attaché/military-diplomat, and representational roles to other nations; serve as arms control inspectors; and oversee military security assistance.

    3.2. Interagency Language Roundtable (ILR). The ILR is a non-funded Federal interagency organization established for the coordination and sharing of information about language-related activities at the Federal level. (See Reference (c).) The ILR language skill level descriptions are used by all U.S. Government agencies to measure language proficiency. The DoD policy on language expertise is outlined in the Defense Language Program (DLP) (see DoD Directive (DoDD) 5160.41E (Reference (d))), with further expansion in the corresponding DoD Instruction (DoDI) 5160.70 (Reference (e)) on the management of language and regional proficiency capabilities.

    3.3. Regional Expertise. For the purposes of this Instruction, regional expertise is defined as an individual's understanding of the historical, political, diplomatic, military/security, cultural, sociological, economic, and geographic factors of foreign countries and geographic region; a knowledge of U.S. strategic and operational objectives in that country or region; and the ability to conduct critical analysis in applying all aspects of national power across the full range of military operations to most effectively achieve desired outcomes in the country or region. Cultural awareness is a subset of regional expertise that includes language, religion, norms, values, beliefs, behaviors, gestures, attitudes, etc.

4. <u>POLICY</u>

It is DoD policy pursuant to Reference (b) that:

4.1. FAOs will possess a unique combination of strategic focus, regional expertise (including cultural awareness and foreign language proficiency), and professional military skills and experiences that are critical competencies essential to the DoD mission. They shall be managed to maximize their service in the Department of Defense -- including on Joint, COCOM, and Service staffs -- and Defense Agencies and DoD Field Activities and will be the primary candidates to serve as the DoD, Joint, and Service military representative to foreign militaries, U.S. Embassies and diplomatic posts, and in other foreign settings.

4.2. The Department of Defense, through the respective Services, shall deliberately develop and manage a corps of FAOs to support the DoD global mission.

4.3. In support of the DoD global mission, FAOs will provide critical competencies and capabilities to military support in stability, security, transition, and reconstruction operations (see DoDD 3000.05 (Reference (f)); the tasks outlined in the QDR Execution Roadmap for Irregular Warfare (Reference (g)); the security cooperation and international capacity building objectives outlined in the QDR Execution Roadmap, Building Partnership Capacity (Reference (h)); and related activities as described in current DoD strategic guidance documents, to include facilitation of strategic communications.

4.4. The Department of Defense will establish a corps of language professionals with the goal to be proficient in one or more predominant foreign languages of the country or region at the ILR Listening-3/Reading-3/Speaking-3 levels of proficiency. FAOs are a key and critical component to this corps and therefore this goal is especially pertinent for them. (See References (a), (b), and (c).)

5. <u>RESPONSIBILITIES</u>

Under the authority of Reference (b):

5.1. The <u>USD(P&R)</u> shall:

5.1.1. Ensure Service FAO policies and programs result in the accession, training, utilization, and retention of FAOs to support DoD-wide missions.

5.1.2. Review, in coordination with the Under Secretary of Defense for Policy (USD(P)), the Under Secretary of Defense for Intelligence (USD(I)), and the Chairman of the Joint Chiefs of Staff, the Service plans for addressing resource needs identified by the capabilities-based review conducted by the USD(P), as directed in subparagraphs 5.2.2. and 5.2.3.

5.1.3. Oversee the annual review of FAO programs within the Military Departments, COCOMs (through the Chairman of the Joint Chiefs of Staff), and the other DoD Components through the procedures prescribed in Enclosure 2.

5.2. The <u>USD(P)</u> shall:

5.2.1. Oversee FAO capabilities, needs, and utilization in the DoD Agencies including security assistance organizations for which responsible.

5.2.2. Conduct an annual policy and strategy assessment, based on appropriate national security documents and Secretary of Defense guidance, to identify emerging regions and countries of specific near- and far-term interest to U.S. national security priorities. Update capabilities-based review requirements.

5.2.2.1. Provide policy direction resultant from this review through the USD(P&R), the USD(I), and the Chairman of the Joint Chiefs of Staff, to the Military Departments and Heads of the other DoD Components.

5.2.2.2. Complete the policy and strategy review so that its results can be used in the annual DoD FAO program review and report.

5.2.3. Conduct an annual capabilities-based review, in coordination with the USD(P&R), the USD(I), the Chairman of the Joint Chiefs of Staff, and the Military Departments, to identify FAO capabilities shortfalls or changes necessary to meet emerging regions and countries of specific near- and far-term interest to U.S. national security priorities in order to make necessary changes in the level of FAO support.

5.2.3.1. Provide policy direction resulting from this review through the USD(P&R), the USD(I), and the Chairman of the Joint Chiefs of Staff, to the Military Departments and Heads of the other DoD Components.

5.2.3.2. Complete the capabilities-based review so that its results can be used in the DoD Annual Foreign Area Officer (FAO) Program Review and Report.

5.3. The <u>USD(I)</u> shall:

5.3.1. Oversee FAO capabilities, needs, and utilization in the DoD Intelligence Community.

5.3.2. Coordinate with the office of the USD(P&R), the Chairman of the Joint Chiefs of Staff, and the Military Departments on the USD(P)'s annual policy and strategy assessment and the capabilities-based review to identify regions and languages requiring reprioritization in the level of FAO support.

5.3.3. Review, in coordination with the USD(P&R), the USD(P), and the Chairman of the Joint Chiefs of Staff, the Service plans for addressing resource needs in accordance with

direction provided by the capabilities-based review and annual policy and strategy assessment conducted by the USD(P). (See subparagraphs 5.2.2. and 5.2.3.)

5.4. The <u>Under Secretary of Defense(Comptroller)/DoD Chief Financial Officer</u> shall:

5.4.1. Ensure that the budgeting and execution process addresses resource requirements for FAO programs. (See DoDI 7045.7 (Reference (i).)

5.4.2. Advise the USD(P&R) in the review of DoD Components' FAO resource requirements.

5.5. The <u>Assistant Secretary of Defense for Reserve Affairs</u> (ASD(RA)), under the USD(P&R), shall:

5.5.1. Ensure that Service policy and programs for Reserve Component (RC) FAOs result in the accession, training, utilization, and retention of RC FAOs sufficient to support DoD missions.

5.5.2. Monitor and review, in conjunction with the DUSD(Plans), the Service RC FAO programs through the Annual Report process. (See Enclosure 2.)

5.5.3. Ensure, in coordination with the DUSD(Plans), the Deputy Under Secretary of Defense for Military Personnel Policy (DUSD(MPP)), and the Deputy Under Secretary of Defense for Program Integration (DUSD(PI)), that the Military Departments establish a process for identifying and tracking RC FAOs to be contacted for voluntary service to support DoD missions after separation following completion of their mandatory service obligation or immediately upon retirement.

5.6 The <u>Heads of the DoD Components</u> shall:

5.6.1. Conduct a fiscal-year end review of their respective Component FAO needs, current staffing, and any significant issues involving FAO training, manning, and utilization. Report the results of this review in the form of an annual report to the USD(P&R). (See Enclosure 2 for reporting format and instructions. Provide information requested in Part B.)

5.6.2. Provide input to the policy and strategy assessment and capability-based review to the USD(P), in accordance with subparagraphs 5.2.2 and 5.2.3.

5.6.3. Review organizational manning documents to identify existing and/or new general and flag officer (G/FO) positions requiring FAO-related skills and include the results of the review in the annual FAO report as outlined in Enclosure 2.

5.7. The <u>DUSD(MPP)</u>, under the USD(P&R), shall:

5.7.1. Ensure DoD policies provide the Military Departments guidance on FAO career paths that ensure FAOs are competitive, based on their performance, for promotion to the G/FO level.

5.7.2. Develop and recommend policy that directs the Military Departments to identify, during separation out-processing, FAOs who may be contacted for voluntary service to support DoD missions after separation following completion of their mandatory service obligation or immediately upon retirement.

5.8. The <u>DUSD(Plans)</u>, under the USD(P&R), shall:

5.8.1. Serve as the principal staff advisor to the Secretary of Defense for FAO Programs in the Department of Defense.

5.8.2. Oversee efforts to ensure the strategic relevance of the DoD FAO capabilities through the alignment of doctrine, policies, and planning guidance. Coordinate capabilities with the Chairman of the Joint Chiefs of Staff and the Military Departments.

5.8.3. Oversee the Services' accession, education, and utilization policies to ensure they meet DoD-wide requirements. Coordinate and receive input from the Chairman of the Joint Chiefs of Staff and other DoD Components.

5.8.4. Support USD(P) annual policy and strategy assessment and the capabilities-based review to identify regions and languages requiring reprioritization of DoD FAO support. Ensure coordination with the USD(I), the Chairman of the Joint Chiefs of Staff, and the Military Departments. (See subparagraphs 5.2.2. and 5.2.3.)

5.8.4.1. Compare current and projected Service FAO plans, programs, and budgets to emerging regions and languages where future DoD FAO support is projected to be required.

5.8.4.2. Incorporate, as required and in coordination with the USD(P), the USD(I), the Chairman of the Joint Chiefs of Staff, and the Military Departments, any needed changes identified during the policy and strategy assessment and capabilities-based review process into DoD FAO policy documents.

5.8.5. Conduct annually a review of the FAO programs within the Military Departments, COCOMs (through the Chairman of the Joint Chiefs of Staff), and the other DoD Components using the procedures prescribed in Enclosure 2 and as further refined in subparagraphs 5.8.5.1. through 5.8.5.3.

5.8.5.1. Annually announce and publish updated DoD FAO Report milestones for the fiscal year (FY), as well as any changes and special reporting requirements not contained in the Annual DoD FAO Report Format. (See Enclosure 2.)

5.8.5.2. Collect and review the annual Service, COCOM, and other DoD Component FAO reports.

5.8.5.3. Draft, staff, and incorporate changes to DoD FAO policy documents identified during the annual DoD FAO program review as required.

5.8.6. Review, as part of the annual DoD FAO review and reporting process, the standardized metrics for monitoring DoD FAO accession, retention, promotion, and utilization rates.

5.8.6.1. Include the review of the DoD FAO accession and training, retention, promotion rates, and utilization metrics in the annual DoD FAO program review. (See Enclosure 2, Part C.)

5.8.6.2. Assess the continuing validity and contribution of each standardized metric. As required, and in coordination with the Military Departments, draft, staff, and incorporate changes to the metrics in DoD FAO policy documents.

5.8.7. Ensure, in coordination with the ASD(RA), the DUSD(MPP), and the DUSD(PI), that the Military Departments establish a process for identifying and tracking FAOs to be contacted for voluntary service to support DoD missions after separation following completion of their mandatory service obligation or immediately upon retirement.

5.9. The DUSD(PI), under the authority, direction, and control of the USD(P&R), shall:

5.9.1. Provide, pursuant to DoDIs 1336.5, 7730.54, and 1444.2 (References (j), (k), and (l)), the DoD Components with procedures for reporting language and regional expertise capability of FAOs, including retired and separated FAOs.

5.9.2. Maintain, through the Defense Manpower Data Center, the database of record for personnel data relating to FAO skills, specifically language and regional expertise. (See References (j) through (l).)

5.9.3. Ensure, in coordination with the ASD(RA), the DUSD(Plans), and the DUSD(MPP), that the Military Departments establish a process for identifying and tracking FAOs to be contacted for voluntary service to support DoD missions after separation following completion of their mandatory service obligation or immediately upon retirement.

5.10. The Secretaries of the Military Departments shall build and maintain FAO management programs to meet the needs of the Department of Defense. In this capacity they shall:

5.10.1. Develop, resource, and sustain Service FAO programs designed to access, train, motivate, promote, and retain a cadre of officers to meet present and future defense needs, including service on Joint and Service Staffs, COCOM Staffs, Defense Agencies, other DoD Component Staffs, and in combined headquarters or standing Joint Task Forces.

5.10.2. Certify officers as FAOs in accordance with these minimum standards:

5.10.2.1. Fully qualified in a principal military specialty (i.e., primary military occupational specialty/designator). This qualification shall occur prior to entrance into the respective FAO program.

5.10.2.2. Graduate-level education resulting in a degree that is focused on, but not limited to, the historical, political, military/security, cultural, sociological, scientific/technical, economic, and geographic factors of specific foreign countries and regions. (See Reference (b), subparagraph 4.5.1.2., for waiver authority.)

5.10.2.3. Duty experience of not less than 6 months (preferably a year) in the country/region of specialty, involving significant interaction with host-nation nationals and/or host-nation entities in the foreign countries or regions in which they specialize. Significant interaction entails working directly with host-nation entities (such as study abroad, as a military exchange officer, as a student at an in-country school, or as a security assistance officer), in order to gain an in-depth understanding of the language and culture of the country and region.

5.10.2.4. Foreign language skills in one or more of the predominant languages used by the populations of the countries or regions in which they specialize.

5.10.3. Ensure Service FAO programs provide for a career path and develop officers who have opportunities for promotion into the G/FO ranks. Review input from DoD Components (see subparagraph 5.6.3.) and the Chairman of the Joint Chiefs of Staff for the COCOMs (see subparagraph 5.11.3.).

5.10.4. Provide for language and regional expertise maintenance and enhancement training programs throughout the lifecycle career of an FAO, including faculty and staff assignments to or participation at the DoD regional centers for security studies and other partner capacity building programs. The goal is to attain and maintain FAO language skills and regional expertise at the professional-level.

5.10.5. Ensure that FAO designated billets are filled by qualified personnel with military occupation skill/specialty code/designations of FAOs. FAO utilization ensures the maintenance of perishable language and regional skills and return on Service investment in the FAO program.

5.10.6. Report on FAO utilization and management to the USD(P&R) on an annual basis. (See Enclosure 2 for reporting instructions.) This report will include data responsive to the metrics established for tracking the accession, promotion, utilization, and retention of FAOs.

5.10.6.1. Conduct a review of Service FAO programs annually.

5.10.6.2. Provide requested data and incorporate the results of the annual policy and strategy assessment and the capabilities-based review (see subparagraphs 5.2.2. and 5.2.3.) conducted by USD(P) into the program review process.

5.10.6.3. Submit the Annual FAO Report, using the format at Enclosure 2. Milestones and updates to the format and content will be provided annually by DUSD(Plans). (See subparagraph 5.8.5.1.)

5.10.6.4. Submit data, as requested, for USD(P) annual policy and strategy assessment and the capabilities-based review. (See subparagraphs 5.2.2. and 5.2.3.)

5.10.7. Coordinate Service efforts in language and regional expertise sustainment with the other Military Departments and USD(P) to take advantage of synergies with partner capability building education and training programs and initiatives, including regional centers for security studies and partner language training centers, to achieve mutual benefits and resource efficiency.

5.10.8. Establish RC FAO program requiring educational and leadership qualifications that are the same or equal, in terms of personal and professional experience, as those of the Active Component (AC) and whose basic qualifications are to be met prior to FAO accession in accordance with subparagraph 5.10.2.

5.10.9. Develop procedures that identify, during separation out-processing, FAOs who may be contacted for voluntary service after completion of their mandatory service obligation or immediately upon retirement.

5.10.10. Determine the appropriate language skill and regional expertise level for each FAO position and develop strategies to ensure that these positions are filled by qualified FAOs, in accordance with procedures established by the Chairman of the Joint Chiefs of Staff and in coordination with the USD(P&R), the COCOMs, and the Defense Agencies. This system of language skill and regional expertise requirements for FAO positions shall apply (to the maximum extent possible) standardized criteria to determine language skill and regional expertise requirements for positions such as defense and service attachés, security assistance officers, COCOM and Joint Staff country desk officers, and Defense Agency analysts.

5.11. The <u>Chairman of the Joint Chiefs of Staff</u> shall:

5.11.1. Oversee FAO program matters in the COCOMs, pursuant to section 163(b)(1) of title 10, United States Code (Reference (m)). This does not confer any command authority on the Chairman and does not alter the responsibility of the commanders of the COCOMs prescribed in section 164(b)(2) of Reference (m).

5.11.2. Develop utilization policies and planning guidance and oversee the planning process to ensure appropriate consideration of FAO requirements on the Joint Staff and within the COCOMs in support of daily operational requirements and contingency plans.

5.11.3. Review organizational manning documents to identify G/FO positions requiring FAO-related skills and include the results of the review in the annual FAO report as required in subparagraph 5.11.4.

5.11.4. Provide an annual report to the USD(P&R) on the needs, current staffing, and any significant issues involving FAO staffing and utilization in the COCOMs and in the Joint Staff. Milestones and updates to the format and content will be provided annually by DUSD(Plans). (See subparagraph 5.8.5.1. and Enclosure 2 for reporting format and instructions.) Provide information requested in Part B.

6. INFORMATION REQUIREMENTS

6.1. The annual assessment and capabilities-based review is exempt from licensing in accordance with subparagraph C4.4.4. of DoD 8910.1-M (Reference (n)).

6.2. The annual report on DoD FAO Programs has been assigned Report Control Symbol (RCS) DD-P&R(A)2286 in accordance with Reference (n).

7. EFFECTIVE DATE

This Instruction is effective immediately.

David S. C. Chu
Under Secretary of Defense
for Personnel and Readiness

Enclosures – 2
    E1. References, continued
    E2. Annual Report on DoD FAO Programs - Format and Reporting Instructions

E1. ENCLOSURE 1

REFERENCES, continued

(e)   DoD Instruction 5160.70, "Management of DoD Language and Regional Proficiency Capabilities," June 12, 2007

(f)   DoD Directive 3000.05, "Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations," November 28, 2005

(g)   QDR Execution Roadmap for Irregular Warfare, April 28, 2006[3]

(h)   QDR Execution Roadmap, Building Partnership Capacity, May 22, 2006[4]

(i)   DoD Instruction 7045.7, "Implementation of the Planning, Programming, and Budgeting System (PPBS)," May 23, 1984

(j)   DoD Instruction 1336.5, "Automated Extract of Active Duty Military Personnel Records," May 2, 2001

(k)   DoD Instruction 7730.54, "Reserve Components Common Personnel Data System (RCCPDS)," August 6, 2004

(l)   DoD Instruction 1444.2, "Consolidation of Automated Civilian Personnel Records," September 16, 1987

(m) Sections 163 and 164 of title 10, United States Code

(n)   DoD 8910.1-M, "Department of Defense Procedures for Management of Information Requirements," June 30, 1998

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[3] Available at https://ca.dtic.mil/dlo/policies_directives.html
[4] Available at https://ca.dtic.mil/dlo/policies_directives.html

E2. ENCLOSURE 2

ANNUAL REPORT ON DoD FAO PROGRAMS – FORMAT AND REPORTING INSTRUCTIONS

E2.1. PURPOSE. This enclosure provides a format for reporting the results of the review of DoD FAO Programs, to include a report format, procedures, and reporting instructions. DD Form 2926, "Annual Foreign Area Officer (FAO) Metrics Report Data Input," will be utilized to report standard metrics for the measurement of FAO Program accession, retention, and promotion rates.

  E2.1.1. Information Required

    E2.1.1.1. Secretaries of the Military Departments. Parts A, B, and C.

    E2.1.1.2. Heads of the Other DoD Components and Chairman of the Joint Chiefs of Staff. Part B. (If the other DoD Component Heads either have FAOs in their organization or have the requirement for FAOs. The Chairman of the Joint Chiefs of Staff will report COCOM review results.)

  E2.1.2. Period Covered. Information and data should be as of 30 September of the given year and reflect the Total Force (Active Duty, National Guard, and Reserves). Projected information and comparisons (for data, needs, billets, funding, etc.) should include the given (current) FY and project through six FYs.

  E2.1.3. Cover Letter (with appropriate signature). Provide an overview of the Service, DoD Component, or Joint Staff FAO program. Highlight achievements, provide any lessons learned, and raise any significant issues concerning the program.

E2.2. PART A

Provide details regarding Service FAO programs:

  E2.2.1. FAO Accessions. Outline the criteria used for accession into the Service FAO programs and explain how it ensures that only the most qualified individuals are chosen. Summarize the recruitment, application, and selection processes (include information on the career path points for each phase). Provide details on waivers granted to the minimum standards of the DoD FAO Program. (See subparagraph 5.10.2.) Include information on the total Service FAO program, to include the RC. Highlight any differences from previous reporting.

    E2.2.1.1. Provide the total number of FAOs accessed into the FAO program this year.

      E2.2.1.1.1. Describe process by which region of expertise is assigned.

E2.2.1.1.2. Provide the number of officers accessed by region and language (more detailed information will be provided in sections E2.2.3. and E2.2.4.).

E2.2.1.1.3. Provide information on officers accepted and transferred into the program via alternate methods.

E2.2.1.2. Provide basic demographics of the FAO population accessed in the past year.

E2.2.1.2.1. Outline specialties, branches, and/or communities from which FAOs were accessed.

E2.2.1.2.2. Identify any specialties, branches, and/or communities from which accessions were denied and provide information on the reason(s) for the exclusion.

E2.2.1.3. Describe the basic Service requirements for accessions and compare this year's group to the basic requirements.

E2.2.1.3.1. Defense Language Aptitude Battery score average.

E2.2.1.3.2. Undergraduate Grade Point Average.

E2.2.1.3.3. Defense Language Proficiency Test scores (current).

E2.2.1.3.4. Examples of unique qualifications or intangibles.

E2.2.2. Military Specialty Qualification. Provide details on Service standards that ensure basic qualification and sustainment of FAOs' military specialty. Include information on the total Service FAO program, to include the RC. Highlight any changes or differences from previous reports.

E2.2.2.1. Military Specialties

E2.2.2.1.1. Military specialties from which FAOs may or may not be accessed.

E2.2.2.1.2. Criteria for determining qualification in a military specialty.

E2.2.2.2. Military Specialty Sustainment

E2.2.2.2.1. Individual programs and policies for sustaining non-FAO military specialty skills.

E2.2.2.2.2. Collective programs and policies for sustaining non-FAO military specialty skills.

E2.2.3. <u>FAO Language Capabilities</u>. Provide details on the Service FAO language training programs and language capabilities. Include information on the total Service FAO program, to include the RC. Highlight any differences between AC and RC programs.

E2.2.3.1. <u>FAO Languages</u>

E2.2.3.1.1. Languages with at least one currently serving FAO (list language and number of FAOs with that language).

E2.2.3.1.2. Changes from previous report.

E2.2.3.1.3. Criteria for selection to each language category.

E2.2.3.1.4. Standards for passing the language training phase.

E2.2.3.2. <u>FAO Language Ratings</u>

E2.2.3.2.1. Number of 3/3 and above FAOs by language, by rank.

E2.2.3.2.2. Number of 2+/2+ FAOs by language, by rank.

E2.2.3.2.3. Number of 2/2 FAOs by language, by rank.

E2.2.3.2.4. Number of FAOs by language, by rank not 2/2 or above.

E2.2.3.2.5. Identification and discussion of trends.

E2.2.3.3. <u>Refresher and Sustainment Language Training Policies and Programs</u>

E2.2.3.3.1. Individual.

E2.2.3.3.2. Collective.

E2.2.3.4. <u>Methodology to Sustain and Enhance Language Skills of FAOs</u> (to include incentives).

E2.2.4. <u>FAO Regional Expertise Capabilities</u>. Provide details on regional groupings, training opportunities, and methodology used for regional expertise development. Include information on the total Service FAO program, to include the RC. Highlight any differences between AC and RC programs.

E2.2.4.1. <u>FAO Regions</u>

E2.2.4.1.1. Describe the regional breakout of the FAO program (list region and number of FAOs in each region).

ENCLOSURE 2

E2.2.4.1.2. Changes from previous report.

E2.2.4.1.3. Criteria for selection to a region.

E2.2.4.1.4. Criteria for completing the regional expertise phase of training.

E2.2.4.2. Refresher and Sustainment Regional Expertise Training Policies

E2.2.4.2.1. Describe the policies and programs for regional expertise maintenance for the individual.

E2.2.4.2.2. Describe the policies and programs for regional expertise maintenance that are collective.

E2.2.5. FAO Graduate-level Education Programs and Policies. Provide details on the various programs and policies that support the graduate-level education requirement for FAOs. Include information on the total Service FAO program, to include the RC. Highlight any differences between AC and RC programs.

E2.2.5.1. FAO Graduate-Level Education Programs

E2.2.5.1.1. Describe Service graduate-level education programs and policies.

E2.2.5.1.2. Highlight any changes from previous reporting.

E2.2.5.1.3. Describe the criteria for selecting a specific graduate program.

E2.2.5.1.4. Graduate programs currently being used by at least one Service FAO (university, college, and/or program names).

E2.2.5.2. FAO Graduate-Level Education Disciplines

E2.2.5.2.1. Names of acceptable disciplines.

E2.2.5.2.2. Description of immersion opportunities within graduate program.

E2.2.5.2.3. Graduate program assessment standards for FAO participation.

E2.2.6. FAO Funding Programs and Policies. Provide details on FAO funding, costs, and shortfalls. Include information on the total Service FAO program, to include the RC. Highlight any differences between AC and RC programs.

E2.2.6.1. Describe the funding process for FAO Training Programs.

E2.2.6.1.1. Language Training Costs for FAOs by Category of Language

E2.2.6.1.1.1. Category I.

E2.2.6.1.1.2. Category II.

E2.2.6.1.1.3. Category III.

E2.2.6.1.1.4. Category IV.

E2.2.6.1.2. Regional Expertise (In-Country Training) Costs For FAOs. (Include costs for immersion programs.)

E2.2.6.1.3. Graduate-Level Education Costs For FAOs

E2.2.6.2. Describe whether this year's funding represents an increase or decrease in funding in actual dollars:

E2.2.6.2.1. State the rationale for the increase or decrease.

E2.2.6.2.2. Identify any unfunded requirements.

E2.2.7. Specific Requirements Levied by the USD(P&R). In accordance with paragraph 5.8.5.1, DUSD(Plans) will provide additional questions or information requirements needed for this paragraph in its annual announcement of the DoD FAO Report milestones and requirements.

E2.3. PART B

Heads of DoD Components, Chairman of the Joint Chiefs of Staff (for the COCOMs), and Secretaries of the Military Departments provide details regarding the following for their organization:

E2.3.1. FAO Requirements. Provide information on FAO requirements by Service, FAO area of specialty, and language. Provide a projection of the requirements out through six FYs to show expected changes. (COCOMs' data should not include their Service Component Commands. These should be included with their respective Service reported data.)

E2.3.1.1 Number of Coded Billets. (Show all FAO-coded billets, broken out by major staff section and/or directorate.)

E2.3.1.1.1. Rank.

E2.3.1.1.2. FAO specialty (area-specific or general).

E2.3.1.1.3. Service responsibility (specific or rotating).

E2.3.1.1.4. Language (if coded for language, specify the language).

E2.3.1.1.5. Language proficiency level.

E2.3.1.2. <u>Planned Billet Increase or Decrease</u>. (Show FYxx – FYx6 by major staff section and/or directorate.)

E2.3.1.2.1. Rank.

E2.3.1.2.2. Specialty (area-specific or general).

E2.3.1.2.3. Service responsibility (specific or rotating).

E2.3.1.2.4. Language (if coded for language, specify the language).

E2.3.1.2.5. Language proficiency level.

E2.3.2. <u>FAO Fills by Major Staff Section and/or Directorate</u>. Provide information on the FAO fills by Service, FAO area of specialty, and language. (COCOMs' data should not include their Service Component Commands. It should be included with the Service data.)

E2.3.2.1. How many required billets are filled.

E2.3.2.2. Percentage of fill.

E2.4. <u>PART C</u>

Provide details on Service FAO Program metrics (FAO accession, FAO retention, FAO promotion, FAO utilization, FAO manpower statistics, and FAO costs). DD Form 2926 has been developed to assist in providing the Service metrics data in a uniform way. (These FAO metrics reflect recommended changes made after the initial data collection in March 2006.)