

USMC International Affairs Programs IAP

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Agenda

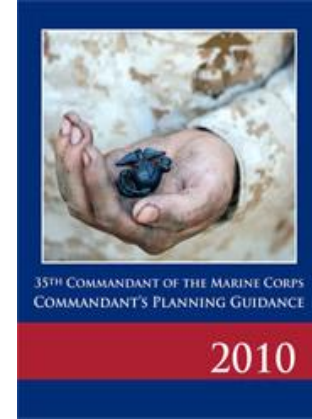
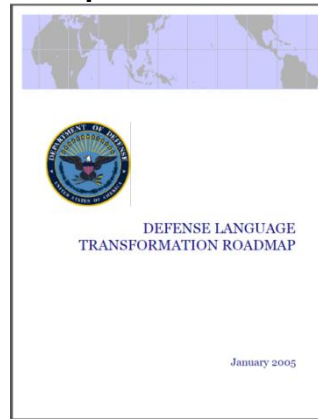
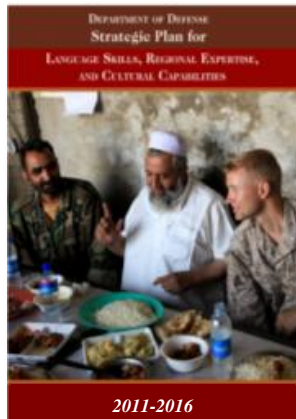
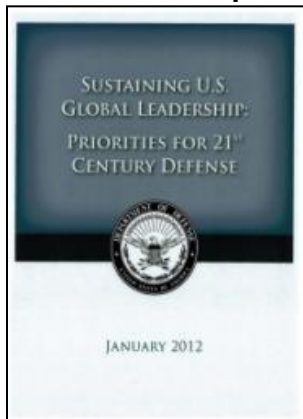


- IAP Guiding Documents
- IAP Mission
- Role of FAO/RAO
- 6 avenues to FAO/RAO
- USMC FAO/RAO assignments
- Population and Distribution
- Rank breakout
- “Dual track” career paths
- Health of USMC FAO/RAO community
 - Promotion
 - Command
- FAO Capability Sets
 - Phase 1: Education
 - Phase 2: Language
 - Phase 3: Immersion
- Applicable T&Rs
 - Security Cooperation
 - Culture Training & Readiness
- Initiatives
- Back-up slides



IAP Guiding Documents

1. Presidential Strategic Guidance from January 2012
 - Sustaining U.S. Global Leadership: Priorities for 21st Century Defense
2. DoD Strategic Plan for Language Skills, Regional Expertise and Cultural Capabilities - February 2011.
3. Defense Language Transformation Roadmap
4. DoD Directive 1315.17 (Military Department FAO Programs)
5. MCO 1520.11E (International Affairs Officer Program)
6. Commandant's Planning Guidance
 - Institutionalize FAO/RAO Program – examine current programs, policies, and billets; recommend options to increase capacity while improving promotion and command competitiveness.





IAP Mission



International Affairs Program (IAP) Mission

Identify, select, and educate International Affairs Marines for assignments on tactical, operational, and strategic-level staffs, Joint and Combined staffs, and for duty with interagency organizations in order to improve MAGTF plans, operations, security assistance, and intelligence efforts with language, regional expertise, and culture (LREC) skills.





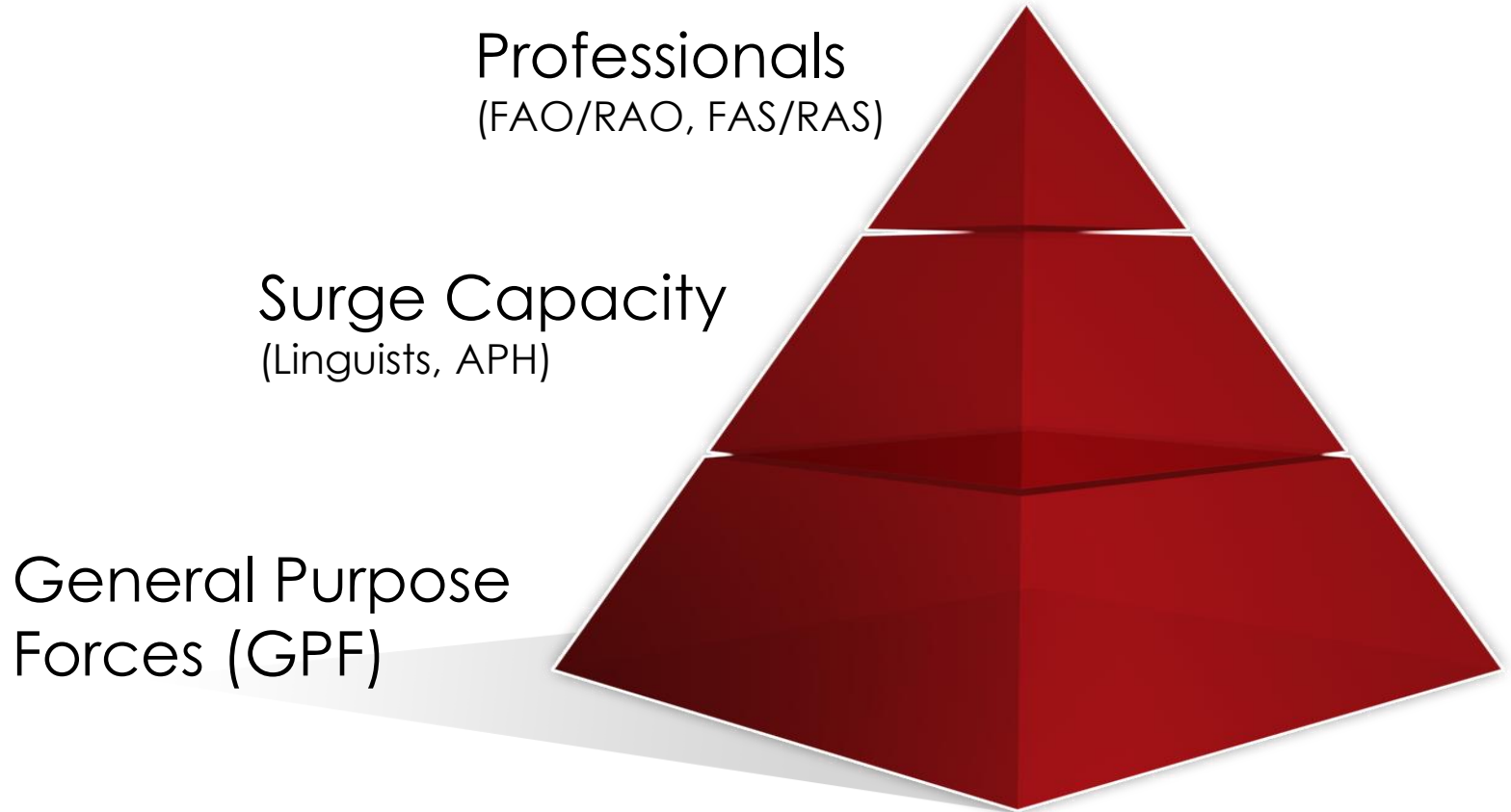
Role of FAO/RAO + FAS/RAS



1. Prepare MAGTFs to operate more effectively overseas by inserting LREC expertise into mission planning and execution
 - Inform Marines about complex and irregular warfare environments
 - Facilitate better interaction with foreigners
 - Shape strategic messaging and communications
 - Improve Security Cooperation, contingency, stability, and HA/DR efforts
 - Provide links to interagency
2. Facilitate achievement of strategic ends with tactical means
3. Meet existing & emerging needs ISO national security objectives with a mix of LREC and PMOS skills



Language, Regional Expertise, and Culture (LREC)





Avenues to FAO/RAO

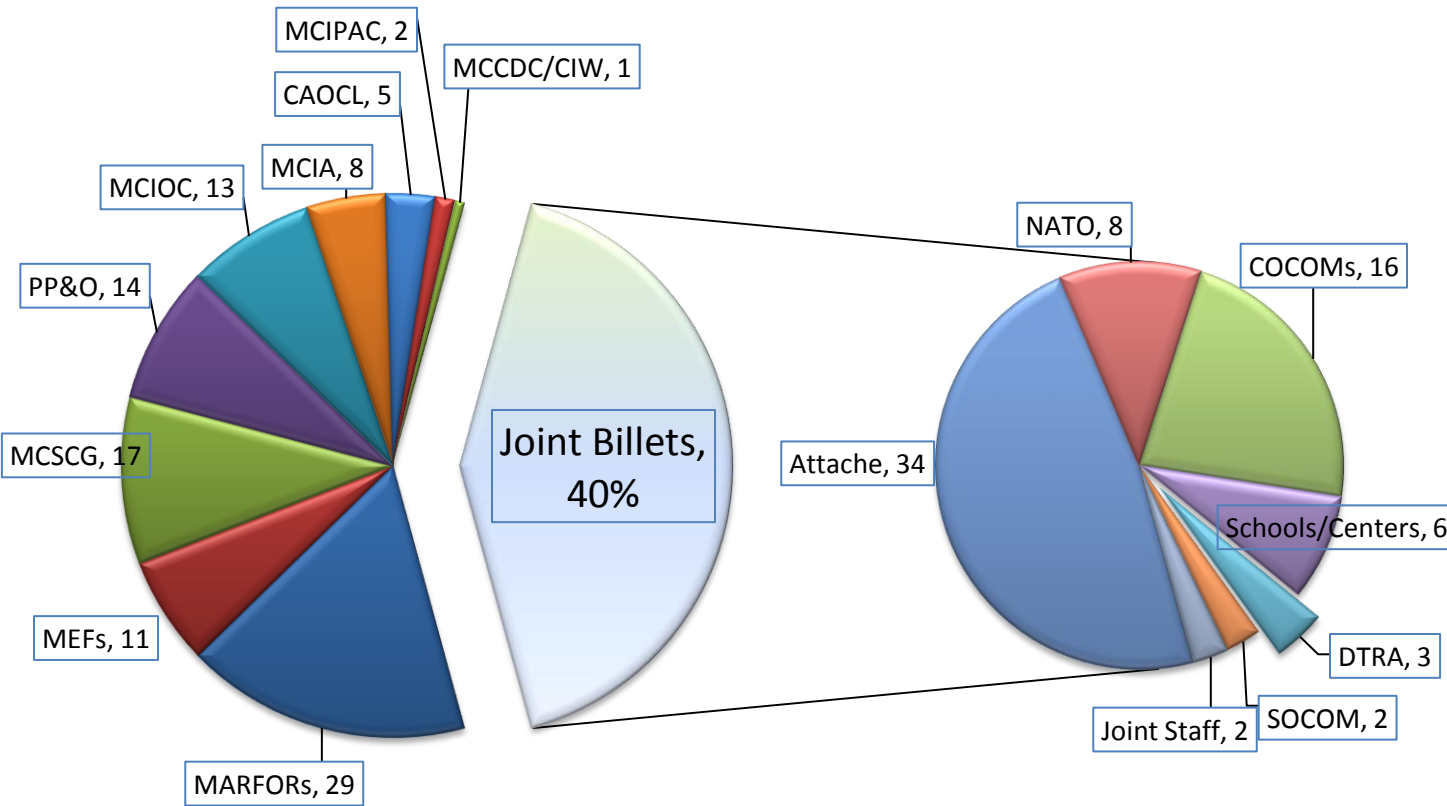


- Study Track
- Experience Track
 - Olmsted Scholar Program
 - Foreign PME (FPME)
 - Personnel Exchange Program (PEP)
 - Afghanistan-Pakistan Hands Program (APH)



FY13 FAO/RAO Billets

171

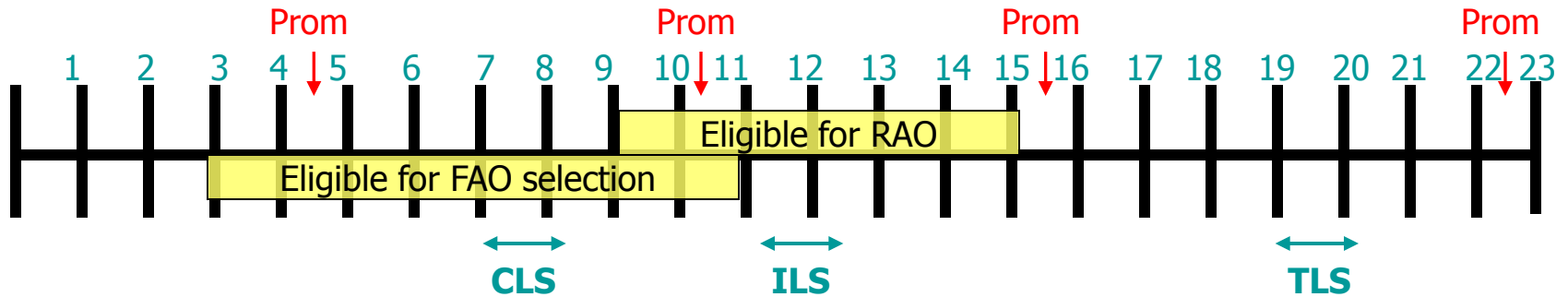


Marine Attaché

- | | |
|-----------------|-------------|
| Mexico | Ghana |
| Bolivia | Liberia |
| Colombia | Nigeria |
| Dominican Rep * | Senegal |
| Nicaragua | Kenya |
| Paraguay | Jordan |
| Azerbaijan | Iraq |
| France | Oman |
| Georgia | Pakistan |
| Israel | Australia |
| Italy | China |
| Latvia * | Indonesia |
| Russia | Japan |
| Spain | Philippines |
| Turkey | Singapore |
| UK | Taiwan |
| Ukraine | Vietnam |

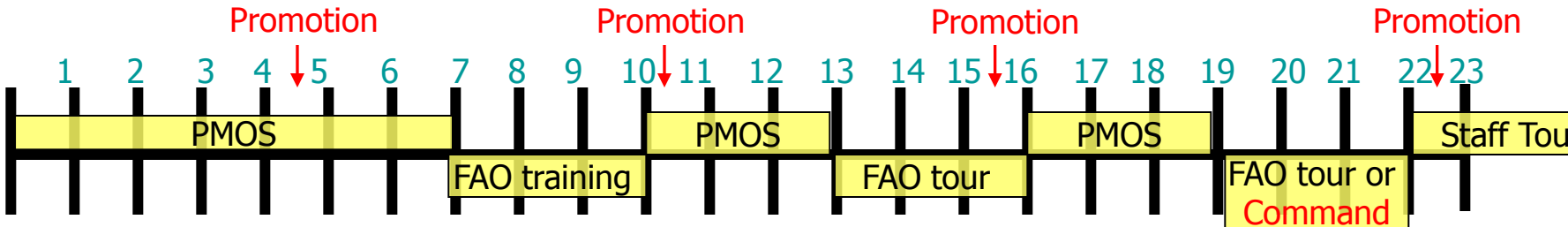
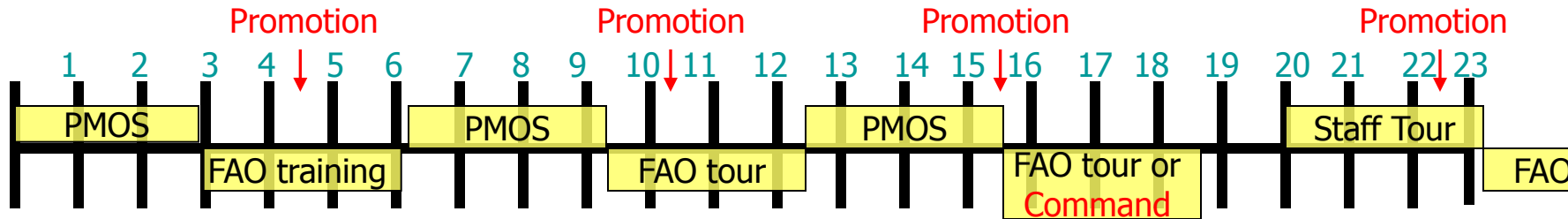


FAO/RAO study track eligibility



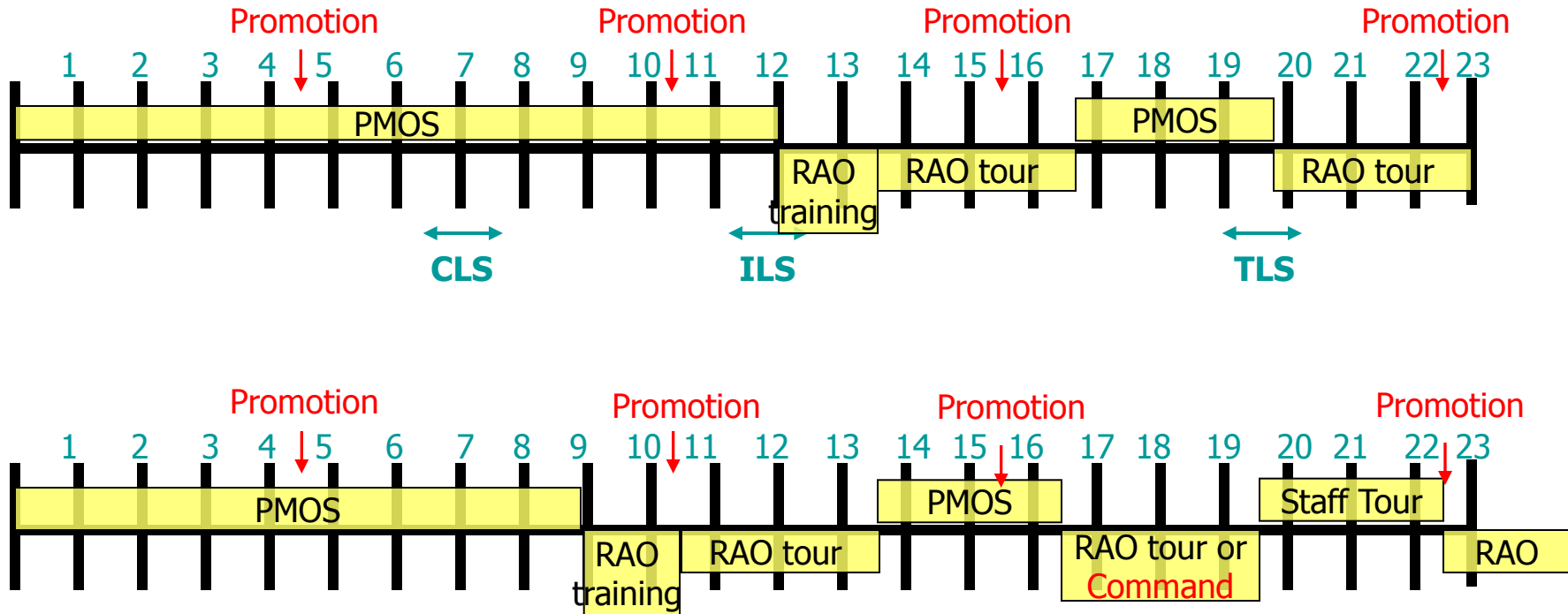


FAO Career Path





RAO Career Path



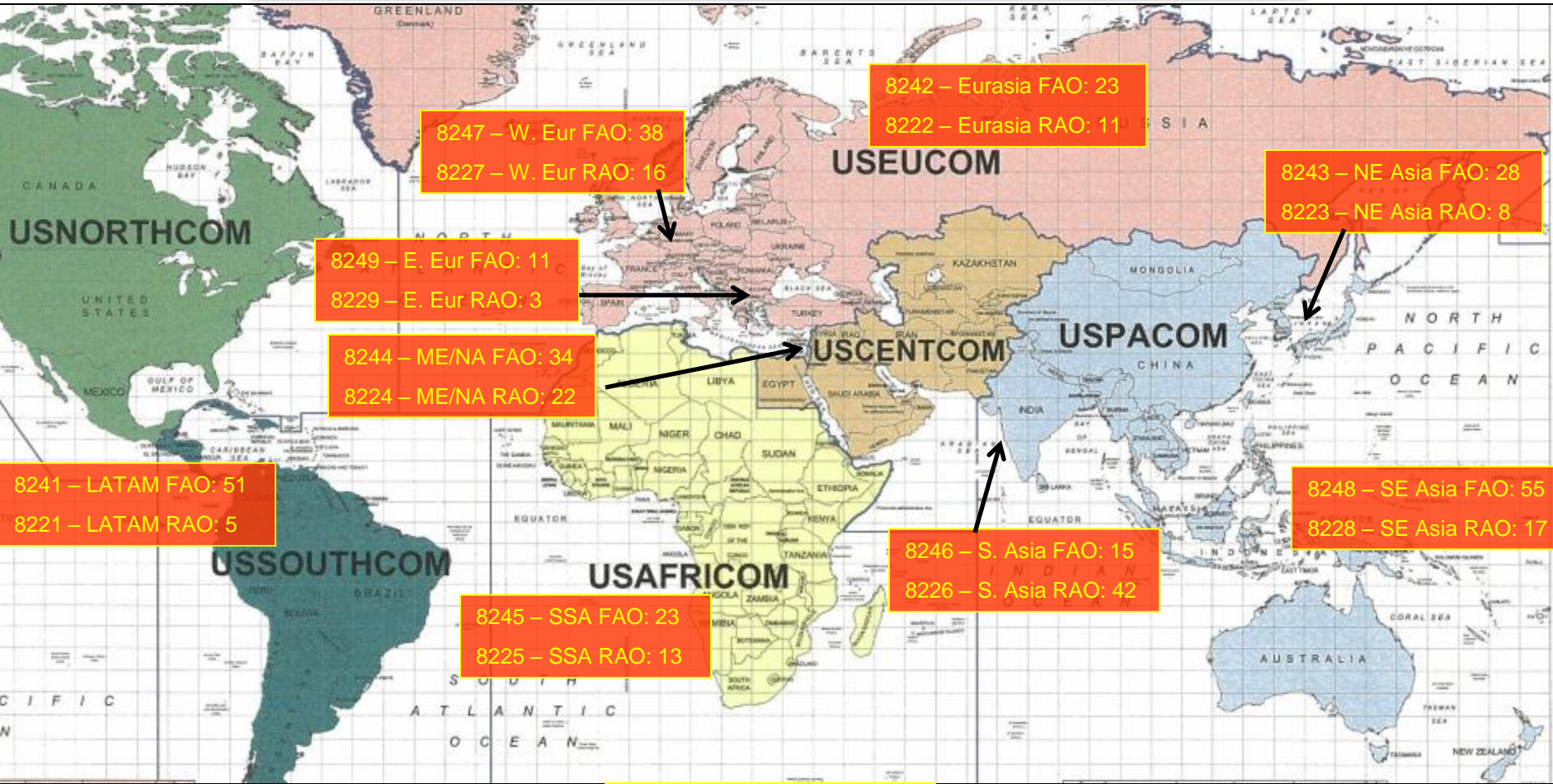


FAO/RAO Distribution



330 FAOs / 207 RAOs

23 Aug 2012





Active Duty + Reserve

537 AC / 75 RC
 Current as of 23 Aug 2012



Active Duty FAOs/RAOs by rank		
General Officers LtGen Mills / MajGen Lake / Bgen Rocco	3	
Col / O-6	33	
LtCol / O-5	143 / 17*	
Maj / O-4	232 / 42*	
Capt / O-3	121 / 41*	
1stLt / O-2	5	
Total	537	

Reservist FAOs/RAOs by rank		
	Col / O-6	11
	LtCol / O-5	25 / 2*
	Maj / O-4	31 / 4*
	Capt / O-3	8 / 2*
	Total	75

Active Duty	537
Reserves	75
Total	612

* Selected for promotion



Health of FAO/RAO community



- **Northrop Grumman Study**
 - MCCDC Operations Analysis Division commissioned Northrop Grumman to perform a study to assess the overall health of USMC International Affairs Programs (IAP), specifically FAO/RAO.
 - Study performed Jan-Sep 2011
 - Analysis from 2004-2011
- **Findings**
 - USMC FAO/RAO program is healthy
 - Promotion rates to O4, O5, and O6 equal or greater than Service average
 - No significant promotion differences between PMOS fields, or Study Track vs. Experience Track accession
 - Return on Investment is effectively managed
 - Positive perception of USMC FAO/RAO program





FAO/RAO Command + Promotion



- **FY13 Command selection**

- Col Command board
 - 175 screened; 56 selected (32.0%)
 - **4 FAOs/RAOs screened; 0 selected (0%)**
- LtCol Command board
 - 577 screened; 148 selected (25.6%)
 - **45 FAOs/RAOs screened; 11 selected (24.4%)**

- **FY12 Command selection**

- Col Command board
 - 252 screened; 59 selected (23.4%)
 - **10 FAOs/RAOs screened; 4 selected (40.0%)**
- LtCol Command board
 - 906 screened; 171 selected (18.8%)
 - **47 FAOs/RAOs screened; 7 selected (14.9%)**

- **FY11 Command selection**

- Col Command board
 - 236 screened; 58 selected (24.5%)
 - **9 FAOs/RAOs screened; 2 selected (22.2%)**
- LtCol Command board
 - 870 screened; 158 selected (18.1%)
 - **61 FAOs/RAOs screened; 13 selected (21.3%)**

- **Promotion**

- Average FY04-FY11 In-Zone data, FAOs/RAOs promoted to O-5 + O-6 above service average.
- LtCol(sel): 85.6% (FAO + RAO) 77 of 90 selected
- Col(sel): 89.4% (FAO + RAO) 17 of 19 selected

- **FY13**

- LtCol(sel): 82.1% (FAO + RAO) 26 of 32 selected
- Col(sel): 52.4% (FAO + RAO) 11 of 21 selected
- LtCol Service Average: 70.2%
- Col Service Average: 48.8%

- **FY12**

- LtCol(sel): 62.5% (FAO + RAO) 10 of 16 selected
- Col(sel): 36.3% (FAO + RAO) 4 of 11 selected
- LtCol Service Average: 68.4%
- Col Service Average: 52.1%

- **FY11**

- LtCol(sel): 78.6% (FAO + RAO) 11 of 14 selected
- Col(sel): 41.7% (FAO + RAO) 5 of 12 selected
- LtCol Service Average: 65.6%
- Col Service Average: 53.6%

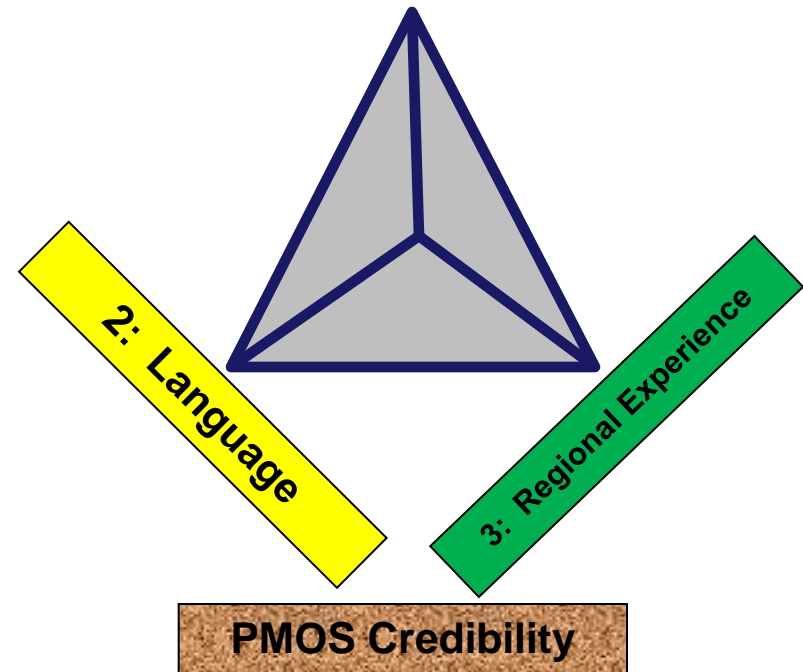


FAO Capability Sets



1: Education

- Graduate degree
- Regionally-focused
- Comprehensive orientation to foreign culture, history, politics, economics, religion, social norms and security dynamics.



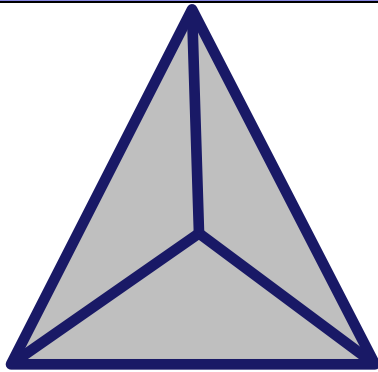
* Degree requirement waiverable with qualifying experience



FAO Capability Sets



1. Education



3: Regional Experience

PMOS Credibility

2: Language

- Regionally-oriented
- Required ability:
 - FAO:
 - Limited Functional Proficiency: **2/2/2** = Able to handle routine daily interaction & social conversation.
 - FLPP:
 - Qualify for **FLPP** at **2/2** DLPT
 - Currency:
 - Tested annually

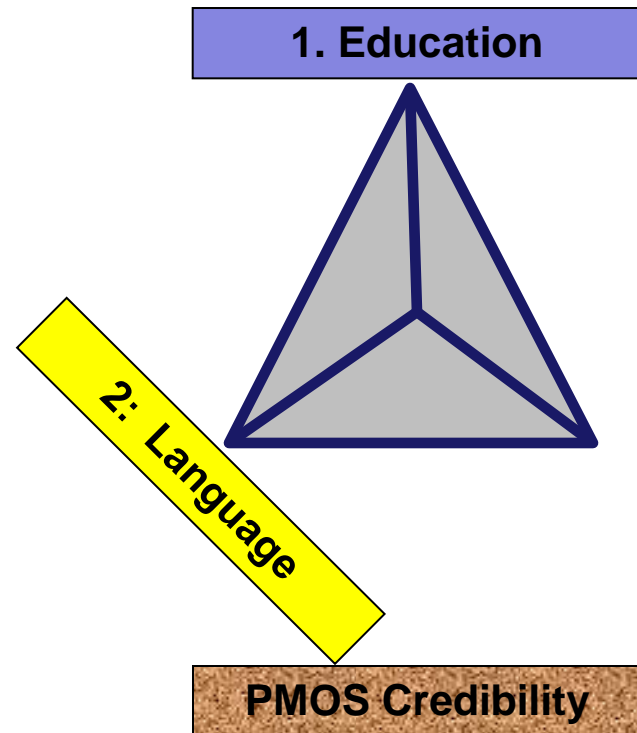


FAO Capability Sets



3: Regional Experience

- Classroom vs. reality
- Immersion in target culture(s)
- Enhanced understanding through personal experience.
- Extensive travel
- Interagency exposure with U.S. Embassy country team





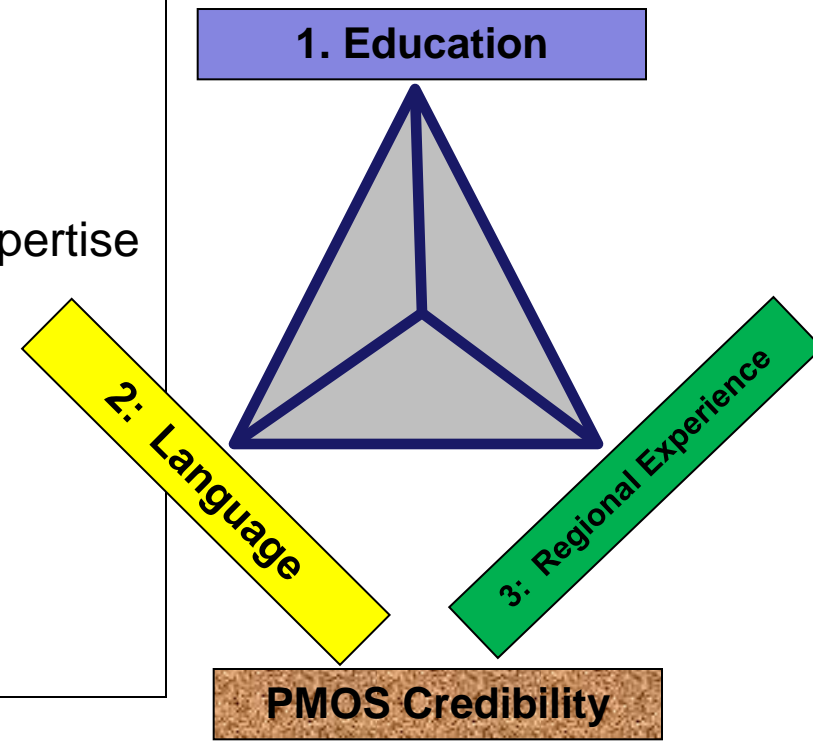
Applicable T&Rs



Security Cooperation (SC) T&R

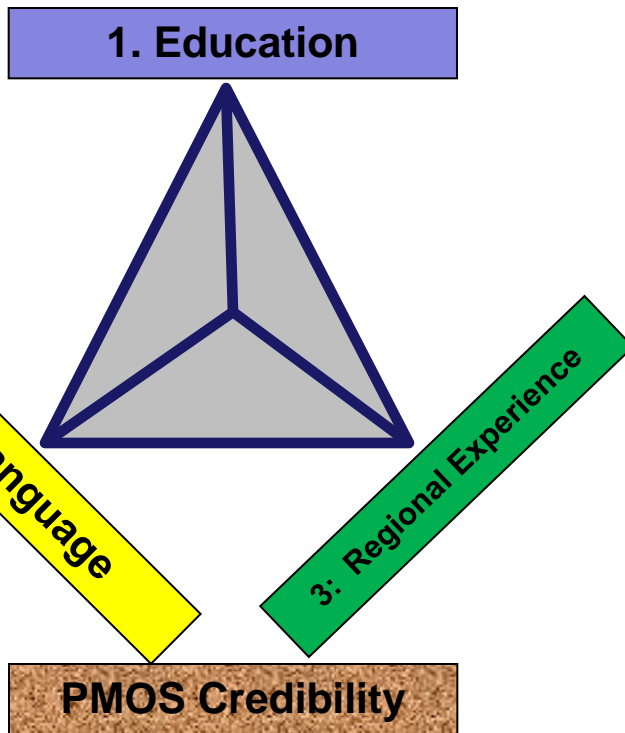
(NAVMC 3500.59A)

- **MET 1:** Provide International Affairs advice
- **MET 2:** Integrate Political-Military (Pol-Mil) expertise into SC operational planning
- **MET 3:** Integrate cultural expertise into SC operational planning
- **MET 4:** Facilitate meetings SC stakeholders





Applicable T&Rs



Culture T&R

(NAVMC 3500.65A)

- **MET 1:** Interact with foreign populace
- **MET 2:** Integrate culture assessment into unit operations
- **MET 3:** Apply operational culture concepts in managing perceptions
- **MET 4:** Conduct culture assessment
- **MET 5:** Incorporate culture assessment into mission planning



***Sometimes, the best training doesn't
come from the rifle range...***



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Sometimes it does





Initiatives



- **Commandant's Planning Guidance (CPG) Task: Institutionalize FAO/RAO Program**
 - Examine programs, policies, billets
 - Options to increase capacity
 - Improve promotion & command competitiveness
- **Actions to accomplish CPG task:**
 1. Enlisted FAS/RAS Program
 2. FAO/RAO billet expansion
 3. FAO/RAO Reserves
 4. Re-aligning MARA – SCO – PEP billets
 5. Strategic Communication Plan
 6. MCO 1520.11G (update)
 7. Expanding language sustainment options
 8. Formalizing Regional Engagement Initiative
 9. APH Program Management
 10. FAO/RAO coordination with CCMR (Center for Civil-Military Relations)

For more details on IAP, visit our website:

www.marines.mil/unit/hqmc/planspolicies/PL/PLU/Pages/welcome.aspx



FAOs/RAOs in Command



- **FY13 Command**

- MARADMIN 424/12
 - 175 screened; 56 selected; **0 FAO/RAO**
 - **4 FAOs/RAOs screened; 0 selected (0%)**

- MARADMIN 415/12
 - 577 screened; 148 selected; **11 FAO/RAO**
 - **45 FAOs/RAOs screened; 11 selected (24.4%)**
 - LtCol William DeLorenzo MWHS-2 (8248)
 - LtCol Mark Elfers VMA-214 (8247)
 - Maj John Griffin I-I, v1/25 (8224)
 - LtCol Keven Matthews 1st LAR Bn (8228)
 - LtCol Daron Mizell 1st LEB (8224)
 - Maj Benjamin Pappas 2d MSOB (8248)
 - Maj Lance Patrick VMFA-115 (8223)
 - LtCol Robert Rice 3dBn 5Mar (8247)
 - LtCol Richard Schmidt SptBn MSOSG (8241)
 - LtCol John Vaughan I-I, 4th AAV (8222)
 - Maj Lawrence Walzer I-I, LEB (8224)



FAOs/RAOs in Command



• FY11 Command

- MARADMIN 446/10
- 236 screened; 58 selected; **2 FAOs**
- **9 FAOs/RAOs screened; 2 selected (22.2%)**
 - Col Steven Hanson I MHG (8241)
 - Col Michael Gough MAG-13 (8241)
- MARADMIN 445/10
- 870 screened; 158 selected; **13 FAO/RAO**
- **61 FAOs/RAOs screened; 13 selected (21.3%)**
 - LtCol Mark Czaja MarSptBn (8243)
 - LtCol George David Region 2 (8247)
 - LtCol Justin Dunne V2/3 (8226)
 - LtCol Seth Folsom V3/7 (8246)
 - LtCol Ryan Gutzwiller Crypt Spt Bn (8224)
 - LtCol Kevin Hutchison I-I, 2/23 (8241)
 - LtCol Daniel Kazmier 1st RT Bn (8241)
 - LtCol Denise Mull CLB-2 (8240)
 - LtCol Jason Perry V2/5 (8248)
 - LtCol Brian Peterson HMM-268 (8221)
 - LtCol Robert Plevell Intel Bn (8225)
 - LtCol John Thurman VMU-3 (8242)
 - LtCol Vincent Yasaki NAMTRA (8248)

• FY12 Command

- MARADMIN 455/11
- 252 screened; 59 selected; **4 FAO/RAO**
- **10 FAOs/RAOs screened; 4 selected (40%)**
 - Col David Eskelund MCLOG (8247)
 - Col Stefan Bien SOI CAMPEN (8248)
 - Col James Herrera 1st MHG (8241)
 - Col Frank Arnold RSC-SW (8226)
- MARADMIN 453/11
- 906 screened; 171 selected; **7 FAOs**
- **47 FAOs/RAOs screened; 7 selected (14.9%)**
 - LtCol Che Bolden VMU-2 (8247)
 - LtCol Frank Chawk MCESG Region 5 (8247)
 - LtCol Charles Dockery VMFA(AW)-225 (8228)
 - LtCol Howie Eyth MWSS-171 (8247)
 - LtCol Todd Manyx I-I Intel Spt Bn (8241)
 - LtCol Patrick Simon DLI MarDet (8248)
 - LtCol Ed Sullivan 2d Intel Bn (8244)



FAOs/RAOs in Command



• FY09 Command

- MARADMIN 421/08
- 249 screened; 65 selected; **3 FAOs**
 - Col Scott Erdelatz CLR-37 (8242)
 - Col Nicholas Marano MCB-CamPen (8227)
 - Col Randall Newman 7th Marines (8240)
- MARADMIN 420/08
- 778 screened; 155 selected; **5 FAO/RAO**
 - LtCol Stefan Bien AdvInfTrngBn (8248)
 - LtCol Andrew Crabb I-I, 3/23 (8241)
 - LtCol Jon D. Duke 3d MSOB (8244)
 - LtCol Michael Gough VMA-311 (8241)
 - LtCol Michael Ries I-I, 4th AAV Bn (8247)

• FY10 Command

- MARADMIN 448/09
- 229 screened; 56 selected; **3 FAOs**
 - Col Adrian Burke DLA Distro (8224)
 - Col Chris Edwards CLR-25 (8247)
 - Col Daniel Lecce MCB-Lejeune (8224)
- MARADMIN 455/09
- 915 screened; 164 selected; **9 FAO/RAO**
 - LtCol Ian Clark HMLA-369 (8228)
 - LtCol Edward Jeep HMM-364 (8247)
 - LtCol Daniel Logan MACG-38 (8228)
 - LtCol Ivan Monclova WTBN (8241)
 - LtCol Scott Pierce MARCBTTNGBN (8247)
 - LtCol Joseph Rupp MWHS-1 (8241)
 - LtCol Michael Samarov Inst Bn, TBS(8240)
 - LtCol Michael Taylor MWSS-171 (8243)
 - LtCol Aaron Wells HMM-262 (8227)



FAOs/RAOs in Command



- **FY07 Command**

- MARADMIN 356/06
- 261 screened; 58 selected; **0 FAO/RAO**

- MARADMIN 372/06
- 687 screened; 133 selected; **6 FAO/RAO**
 - LtCol Chris Edwards 2d Maint Bn (8247)
 - LtCol David Eskelund CLB-6 (8247)
 - LtCol Jonathan Foster Co C MSG Bn (8228)
 - LtCol Michael Oppenheim 3d Maint Bn (8243)
 - LtCol William Truax 8th Eng Spt Bn (8241)
 - LtCol James Zientek v3/6 (8228)

- **FY08 Command**

- MARADMIN 468/07
- 215 screened; 50 selected; **2 FAOs**
 - Col William Costantini WTBN (8244)
 - Col Phillipe Rogers HQSPT Bn (8245)
- MARADMIN 468/07
- 764 screened; 157 selected; **9 FAO/RAO**
 - LtCol Jaime Collazo 1st Supp Bn (8241)
 - LtCol Drew Cukor I-I, Intel Spt Bn (8241)
 - LtCol Jonathan Goff v3/3 (8248)
 - LtCol David Jones MWSS-371 (8241)
 - LtCol Sekou Karega CLB-7 (8244)
 - LtCol Andrew Moyer 1st RadBn (8227)
 - LtCol Paul Muller 3d RT Bn (8228)
 - LtCol Sean Salene HMH-461 (8225)
 - LtCol Chad Sbragia Cbt Tng Bn, SOI (8243)



Current IAP Officer Population

330 FAOs / 207 RAOs

Current as of 23 Aug 2012



Foreign Area Officer Inventory		
FMOS	Region	Number
8240	Basic FAO/In-Training*	44
8241	Latin America	59
8242	Eurasia	23
8243	Northeast Asia	28
8244	Middle East / North Africa	34
8245	Sub-Saharan Africa	23
8246	South Asia	15
8247	Western Europe	38
8248	Southeast Asia	55
8249	Eastern Europe	11
FAO MOS Totals		330

Regional Affairs Officer Inventory		
FMOS	Region	Number
8220	Basic RAO/In-Training	70
8221	Latin America	5
8222	Eurasia	11
8223	Northeast Asia	8
8224	Middle East / North Africa	22
8225	Sub-Saharan Africa	13
8226	South Asia	42
8227	Western Europe	16
8228	Southeast Asia	17
8229	Eastern Europe	3
RAO MOS Totals		207

- Numbers include both Study and Experience-Track FAOs and RAOs



Current IAP Reserve Population

58FAOs / 17RAOs: 75

current as of 23 Aug 2012



Foreign Area Officer Inventory		
FMOS	Region	Number
8240	Basic FAO/In-Training	8
8241	Latin America	18
8242	Eurasia	5
8243	Northeast Asia	2
8244	Middle East / North Africa	4
8245	Sub-Saharan Africa	2
8246	South Asia	1
8247	Western Europe	10
8248	Southeast Asia	6
8249	Eastern Europe	2
FAO MOS Totals		58

Regional Affairs Officer Inventory		
FMOS	Region	Number
8220	Basic RAO/In-Training	1
8221	Latin America	2
8222	Eurasia	1
8223	Northeast Asia	0
8224	Middle East / North Africa	7
8225	Sub-Saharan Africa	1
8226	South Asia	1
8227	Western Europe	0
8228	Southeast Asia	3
8229	Eastern Europe	1
RAO MOS Totals		17

- Numbers include both Study and Experience-Track FAOs and RAOs



Phase II: FAO Language Forecast



FAO REGION	FAO MOS	LANGUAGE	ICT SITE	ICT SEATS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	TOTALS	
Latin America	8241	Portuguese-Brazil	Brazil	1	1	1	1	1	1	1	1	1	9	
		Spanish	Peru	2	2	2	0	1	1	1	1	1	11	
Eurasia	8242	Russian	Ukraine	1	1	1	1	1	1	1	1	1	9	
China	8243	Chinese-Mandarin	Beijing	2	3	2	2	2	2	2	2	2	19	
Middle East/North Africa	8244	Arabic-Mod Std	Egypt /Tunisia	3	3	3	2	2	2	2	2	2	21	
		Persian-Farsi	Azerbaijan	1	0	0	1	1	1	1	1	1	7	
Sub-Saharan Africa	8245	French	Senegal	2	4	4	3	2	2	2	2	2	23	
South Asia	8246	Hindi	India	1	1	1	1	1	1	1	1	1	9	
		Urdu	Pakistan	1	1	1	1	1	1	1	1	1	9	
		Pashto	OEF ICT	2	1	3	2	0	0	0	0	0	8	
		Persian-Dari	OEF ICT	2	0	1	1	0	0	0	0	0	4	
Western Europe	8247	Turkish	Turkey	1	1	1	0	1	0	1	0	1	6	
East Asia	8248	Japanese	Japan	1	1	1	1	1	1	1	1	1	9	
		Korean	Korea	1	1	1	1	1	1	1	1	1	9	
		Cambodian-Khmer	N/A	0	0	0	0	0	0	0	0	0	0	
		Indonesian	Indonesia	2	3	1	0	1	1	1	1	1	11	
		Malay	N/A	0	0	0	0	0	0	0	0	0	0	
		Tagalog	Philippines	1	1	1	0	1	1	1	1	1	1	8
		Thai	Thailand	1	1	1	0	1	0	1	0	1	0	6
Vietnamese	Vietnam	1	1	0	1	0	1	0	1	0	0	5		
Eastern Europe	8249	Serbo-Croatian	Croatia	1	0	0	0	0	1	0	1	0	3	
TOTAL				27	26	25	18	18	18	18	18	18	186	

Note: Language selection is subject to change based on Operating Force requirements, Guidance for the Employment of the Force (GEF), billet requirements, host country availability, etc



International Affairs Programs



- Foreign Area Officers (FAO)
- Regional Affairs Officers (RAO)
- Personnel Exchange Program (PEP)
- Foreign Area Staff NCO (FAS)
- Regional Affairs SNCO (RAS)
- Afghanistan-Pakistan Hands (APH)



REGIONALLY FOCUSED, GLOBALLY PREPARED