



DEPARTMENT OF THE NAVY  
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From: Commandant of the Marine Corps  
To: Under Secretary of Defense for Personnel and Readiness  
Subj: FY12 ANNUAL REPORT ON THE FOREIGN AREA OFFICER PROGRAM  
Ref: (a) DoDD 1315.17 (Military Department Foreign Area Officer (FAO) Programs)  
(b) DoDI 1315.20 (Management of DoD FAO Programs)  
(c) MCO 1520.11E (International Affairs Officer Program)  
Encl: (1) FAO Language Ratings  
(2) FAO Billet Structure  
(3) Annual FAO Metrics Report Data Input Sheet  
(4) Additional Reporting Topics for FY12

1. Purpose. This report to the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is prepared and submitted pursuant to references (a) and (b) to report U.S. Marine Corps progress on FAO and related programs 1 October 2011 - 30 September 2012. The Headquarters Marine Corps point of contact (POC) is Major J.F. Brown, FAO Program Manager, commercial phone (703) 692-4365, DSN 222-4365.

a. Period Covered. This report covers program activity for Fiscal Year (FY) 2012 and reflects information and data as of 30 September 2012. It reports on Active Duty and Reserve Component Marines and includes projected information and comparisons (for data, needs, billets, funding, etc.) for FY13, with projections through five Fiscal Years.

b. Cover Letter. Attached.

2. Part A: Details Regarding Service FAO Program

a. FAO Accessions. The Marine Corps selects officers into the FAO ranks by two pipelines: study track and experience track. The study track selects officers for a formal three-year training program. The experience track identifies officers who

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already meet the language, regional expertise, and culture requirements for FAO, as defined by reference (b), through personal and professional experience. Four existing programs help Marines develop qualifying skill sets and result in FAO designation through experience track. These programs are the Olmsted Scholar Program, Foreign Professional Military Education (FPME), Marine Corps Foreign Personnel Exchange Program (PEP) and the Afghanistan-Pakistan Hands Program (APH). All avenues of FAO accession evaluate and select candidates for designation through a competitive process. The study track is open to active duty officers of all Primary Military Occupational Specialties (PMOS). Officers with three to 11 years of commissioned service are eligible. The experience track is open to all officers, active and reserve, from every PMOS. There are no eligibility restrictions on pay grade or years of commissioned service other than the requirement to be qualified in a PMOS.

(1) During FY12, two selection boards were convened to screen company and field grade officers respectively for Professional Military Education programs, including study track FAO, Olmsted Scholar, and FPME. Officers identified for Permanent Change of Station (PCS) orders in FY13 were eligible to be screened on the appropriate board. The Commandant's Career Level Education Board (CCLEB) was charged with selecting top candidates from among 2,000 eligible company grade officers. The Commandant's Professional Intermediate-Level Education Board (CPIB) did the same for approximately 1,000 eligible field grade officers. Both boards were instructed to select a total of 18 officers for accession into the study track FAO program, as well as three to five officers for Olmsted Scholar, and 15 officers for FPME in FY13. Because one officer selected in FY11 was granted a deferral to begin FAO training in FY12, 19 officers began training this year. FY13 selection results are pending release and will be published at a later date. With regard to the experience track accession, 50 officers applied, 33 were selected (29 active and four reserve) via quarterly panels.

(a) Regions of expertise are assigned for the study track program based on the needs of the Marine Corps – both immediate and forecast. Needs are determined and projected

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annually by the Marine Corps IAP Coordinator and Senior Language Authority (SLA), who consider input from Marine Component Commands, the Marine Corps Annual Security Cooperation Conference and the Guidance for the Employment of the Force (GEF).

(b) 19 officers were selected for study track in FY12. One was selected in FY11 and deferred into the FY12 group. FY12 study track FAOs were assigned the following regions and languages:

| REGION                          | LANGUAGE         | NUMBER |
|---------------------------------|------------------|--------|
| 8241 - LATIN AMERICA            | PORTUGUESE       | 1      |
|                                 | SPANISH          | 1      |
| 8242 - EURASIA                  | RUSSIAN          | 1      |
|                                 | GEORGIAN         | 1      |
| 8243 - NORTHEAST ASIA           | CHINESE-MANDARIN | 3      |
|                                 | KOREAN           | 1      |
|                                 | JAPANESE         | 1      |
| 8244 - MIDDLE EAST/NORTH AFRICA | ARABIC           | 2      |
|                                 | FRENCH           | 1      |
|                                 | FARSI            | 1      |
| 8245 - SUB-SAHARAN AFRICA       | FRENCH           | 1      |
| 8246 - SOUTH ASIA               | HINDI/URDU       | 1      |
| 8248 - SOUTHEAST ASIA           | INDONESIAN       | 1      |
|                                 | TAGALOG          | 1      |
|                                 | VIETNAMESE       | 1      |
| 8249 - EAST EUROPE              | TURKISH          | 1      |

(c) Thirty-three officers designated via experience track in FY12 were accessed in the following regions and languages:

| REGION                          | LANGUAGE         | NUMBER |
|---------------------------------|------------------|--------|
| 8240 - FAO IN TRAINING          | DARI             | 1      |
|                                 | FRENCH           | 1      |
|                                 | ITALIAN          | 1      |
|                                 | KOREAN           | 1      |
|                                 | NORWEGIAN        | 1      |
|                                 | PORTUGUESE       | 1      |
|                                 | SPANISH          | 2      |
| 8241 - LATIN AMERICA            | SPANISH          | 9      |
| 8242 - EURASIA                  | RUSSIAN          | 3      |
| 8243 - NORTHEAST ASIA           | CHINESE-MANDARIN | 1      |
| 8244 - MIDDLE EAST/NORTH AFRICA | ARABIC           | 1      |
|                                 | HEBREW           | 1      |

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|                           |           |   |
|---------------------------|-----------|---|
| 8245 - SUB-SAHARAN AFRICA | FRENCH    | 2 |
| 8247 - WESTERN EUROPE     | FRENCH    | 2 |
|                           | GERMAN    | 1 |
|                           | NORWEGIAN | 1 |
|                           | SPANISH   | 3 |
| 8249 - EASTERN EUROPE     | ROMANIAN  | 1 |

(2) Basic Demographics of FAO Population Accessed in FY12

(a) Basic military specialties of 52 FAOs accessed in FY12 via both study and experience track boards:

| MILITARY SPECIALTY      | NUMBER |
|-------------------------|--------|
| GROUND COMBAT ARMS      | 5      |
| COMBAT SERVICE SUPPORT  | 22     |
| AVIATION (PILOTS/NFO)   | 8      |
| AVIATION GROUND SUPPORT | 3      |
| INTELLIGENCE            | 7      |
| JUDGE ADVOCATE          | 6      |
| PUBLIC AFFAIRS          | 1      |

(b) The FAO designation is an additional MOS, open to officers from all Military Occupational Specialties.

(3) Basic Service Requirements for Accessions

(a) Defense Language Aptitude Battery (DLAB).

Minimum DLAB score for selection to the Study-Track program is 95. For assignment to a Category IV language, candidates require either a minimum Defense Language Proficiency Test (DLPT) score of Interagency Language Roundtable (ILR) level 2/2 in any two modalities (listening/reading/speaking) for a language in the same category of difficulty, or a minimum DLAB score of 110. The DLAB scores for FAOs selected for study track in FY12 reflect the following:

1 95-110: 1  
2 111-120: 3  
3 121-130: 7  
4 131-140: 8  
5 2/2 DLPT or better: 5

(b) Undergraduate Grade Point Average (GPA). The minimum undergraduate GPA for admission to the Naval Post

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Graduate School (NPS) for Marines, which provides the graduate education portion of the Marine Corps study track program, is 2.60 and serves as the threshold for consideration by the CPIB and CCLEB unless a waiver is granted by NPS. The GPA of officers selected for study track in FY13 will be available after those officers are slated to commence the program.

(c) Defense Language Proficiency Test (DLPT) Scores.

The minimum DLPT score for accession via the experience track program is a 2/2 in listening and reading skills respectively. In each case during FY12, FAOs selected for accession via the experience track board met or exceeded this minimum standard. FAOs-in-training in the study track program take the DLPT upon completion of their basic language course at the Defense Language Institute (DLI), and again after completion of their year-long In-Country Training (ICT) immersion period. A minimum score of 2/2 in listening and reading is the standard for graduation from DLI and for designation in a regional FAO MOS. Per reference (c), the goal for the program is to produce FAOs with 3/3/3 language proficiency scores on the DLPT and Oral Proficiency Interview (OPI).

(d) Unique Qualifications or Intangibles. As provided for in reference (a), the Marine Corps petitions the Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN (M&RA)) for constructive credit waivers in cases where experience track candidates lack a formal graduate degree in international affairs or regional studies, and are otherwise qualified by virtue of extensive experience living and working in their regions of expertise. In FY12 the Marine Corps requested and received 10 such constructive credit waivers. Of those, seven were unconditionally qualified and three were given "in training" status.

b. Military Specialty Qualification. Because the Marine Corps maintains a dual-track FAO program, an officer's qualification in their PMOS remains critically important throughout that officer's career. Accordingly, FAO selection is structured to ensure that every candidate selected has established PMOS credibility and is on track for career progression to develop as a well-rounded Marine Air Ground Task Force (MAGTF) officer.

(1) Military Specialties

(a) Active duty, unrestricted commissioned officers meeting time-in-service requirements are eligible for the study

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track program. All unrestricted officers, active and reserve, are eligible for the experience track program, regardless of time in service.

(b) To be eligible for designation as a FAO an officer must have been assigned to one operational tour in their PMOS.

(2) Military Specialty Sustainment

(a) In line with the dual-track model, USMC FAOs alternate tours between their PMOS and FAO MOS throughout their careers. This ensures continuous sustainment of military specialty skills.

c. FAO Language Capabilities

(1) FAO Languages. The following table depicts the language inventory spoken by 338 Active Component USMC FAOs. The total number of speakers (551) is greater than the number of active duty USMC FAOs, accounting for officers who speak more than one foreign language. The total number of languages in enclosure (1) (415) accounts for speakers with current DLPT scores.

| LANGUAGE                 | NUMBER OF SPEAKERS | LANGUAGE                 | NUMBER OF SPEAKERS |
|--------------------------|--------------------|--------------------------|--------------------|
| AFRIKAANS                | 1                  | ITALIAN                  | 14                 |
| ALBANIAN                 | 1                  | JAPANESE                 | 20                 |
| AMHARIC                  | 2                  | KOREAN                   | 18                 |
| ARABIC (MODERN STANDARD) | 33                 | LATVIAN                  | 2                  |
| ARABIC (EGYPTIAN)        | 9                  | MALAY                    | 2                  |
| ARABIC (IRAQI)           | 9                  | NORWEGIAN                | 5                  |
| ARABIC (JORDANIAN)       | 2                  | PASHTO-AFGHAN            | 7                  |
| ARABIC-SYRIAN/LEVANTINE  | 7                  | PERSIAN (DARI)           | 4                  |
| ARABIC (LEBANESE)        | 1                  | PERSIAN (FARSI)          | 6                  |
| AZERBAIJANI              | 1                  | POLISH                   | 3                  |
| BULGARIAN                | 2                  | PORTUGUESE (BRAZILIAN)   | 33                 |
| BURMESE                  | 1                  | PORTUGUESE (EUROPEAN)    | 10                 |
| CHAVACANO                | 2                  | ROMANIAN                 | 2                  |
| CHINESE-CANTONESE        | 3                  | RUSSIAN                  | 40                 |
| CHINESE-MANDARIN         | 23                 | SERBO-CROATIAN (BOSNIAN) | 7                  |
| CZECH                    | 3                  | SPANISH                  | 104                |
| DANISH                   | 2                  | SWAHILI                  | 1                  |

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|                  |    |                  |            |
|------------------|----|------------------|------------|
| DUTCH/FLEMISH    | 2  | SWEDISH          | 4          |
| FRENCH           | 63 | TAJIK            | 1          |
| GEORGIAN         | 1  | TAGALOG          | 9          |
| GERMAN           | 27 | THAI             | 8          |
| GREEK-MODERN     | 4  | TURKISH-MODERN   | 9          |
| HAITIAN-CREOLE   | 1  | UKRANIAN         | 8          |
| HEBREW-MODERN    | 5  | URDU             | 5          |
| HINDI            | 6  | VIETNAMESE-HANOI | 6          |
| HUNGARIAN-MAGYAR | 1  |                  |            |
| INDONESIAN-BAHAS | 11 | <b>TOTAL</b>     | <b>551</b> |

(a) Changes from Previous Report. There remains a significant population of officers who speak European languages. The USMC selects study track FAOs for Eurasian, African, Middle East and Asian languages. With our population of heritage-speakers, PEPs, Olmsted Scholars, FPME students, and Afghanistan-Pakistan Hands, the USMC maintains the strongest inventory and mix of languages possible within our means and resources.

(b) Criteria for Selection to Each Language Category. Once candidates are selected, they are then assigned to regional and language training pipelines. Language assignment is based on DLAB score, needs of the Marine Corps, and individual preference. The IAP does not waive DLAB standards for any language categories.

(c) Standards for Passing the Language-Training Phase. The standard for passing basic language instruction at DLI is 2/2/1+. Upon completion of ICT, the target proficiency in listening, reading and speaking skills is 3/3/3.

(2) FAO Language Ratings. See enclosure (1) for the numeric breakdown of FAOs and language proficiency scores. DLPT scores measure listening and reading proficiency; OPI scores measure speaking proficiency. All scores are on record with the USMC Language Testing Office. (Note: the total number of languages spoken (551) accounts for FAOs who speak more than one language.) The number of current DLPT and OPI scores (415) are reflected in enclosure (1).

(a) Identification and Discussion of Trends. 149 of 338 FAOs (44%) scored 3/3 or higher. 150 FAOs (44.3%) scored between the 2/2 and 2+/2+ ranges. 73 FAOs recorded OPI scores in FY12, up from 10 in FY11; a 730% increase in OPI

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participation. Both trends represent an increase in DLPT/OPI performance and improved testing currency from FY11.

(3) Refresher and Sustainment Language Training Policies and Programs

(a) Individual. Current USMC policies do not dictate individual training requirements for sustainment language training. Nonetheless, FAOs are provided a variety of resources and opportunities to sustain and improve their language skills in order to maintain the required proficiency level of 2/2. In FY12, the Defense Language and National Security and Education Office (DLNSEO) and the Headquarters Marine Corps - Intelligence Department (HQMC-I) provided language sustainment funds. This funding provided opportunities for language tutoring, schools and immersion TAD for 45 FAOs and enlisted Foreign Area Staff Non-Commissioned Officers (FAS).

(b) Collective. Participation in the Joint FAO Program (Phase II) was a priority for senior USMC FAOs to maintain regional expertise and language proficiency. 15 USMC FAOs participated in five Joint FAO Program resident courses in FY12, developed by NPS at the direction of the Under Secretary of Defense for Personnel and Readiness (USD (P&R)). After-action reports from the participating officers indicate that the program delivers high value training and education that enables experienced FAOs to hone their political-military skills, enhance their understanding of current regional affairs and maintain proficiency in perishable language skills. The Marine Corps IAP will continue to send FAOs to this program.

(4) Methodology to Sustain and Enhance Language Skills

(a) Language Maintenance. Language sustainment is focused in three areas: immersion, resident classroom training and online training.

(b) Immersion. As noted in paragraph 2.c.(3)(b), the FAO program took advantage of language sustainment funds provided by DLNSEO and HQMC-I. Immersion sustainment also came in the form of the Joint FAO Program. 45 FAOs were provided opportunities to refresh language skills and regional situational awareness in FY12 through a combination of language school and regional TAD.

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(c) Resident Training

(1) Federal Bureau of Investigation (FBI) Language Services Translation and Interpretation Workshops. The FBI has opened several of their translation and consecutive interpretation courses to FAOs at or above the 3/3 proficiency level at no cost. Four FAOs took advantage of these courses at the Woodies building in Washington, D.C., in FY12 to improve language skills and develop enhanced translation techniques.

(2) Language Training Centers (LTCs). Six civilian universities and colleges were awarded grants to provide language training to the Department of Defense and interagency. Participating institutions offer residence and online training programs, and have opened their existing language classes to uniformed military personnel. One FAO participated in Persian-Farsi classes at San Diego State University in 2012.

(d) Online Training. Online language training programs are the most flexible and accessible resources for language training. Web-based programs are the most cost-efficient means of delivering language sustainment training around the world and around the work schedules of Marines. FAOweb consolidated many of these programs with convenient single sign-on features which allowed access with one log-in. On-line resources available to Marine Corps FAOs include:

- (1) Rosetta Stone
- (2) Global Language Online Support System (GLOSS)  
<http://gloss.dliflfc.edu/Default.aspx>
- (3) LangNet <http://www.langnet.org>
- (4) Transparent Language CL-150
- (5) Tactical Language Training Systems (TLTS)
- (6) Broadband Language Training System (BLTS)
- (7) Special Operations Forces language Training on-line (SOFTS) [www.softsonline.org](http://www.softsonline.org)
- (8) SCOLA  
<http://www.scola.org/Scola/Default.aspx>
- (9) Joint Language University (JLU) Online  
[www.jlu.wbtrain.com](http://www.jlu.wbtrain.com)
- (10) Rocket Languages  
<http://www.rocketlanguages.com>

(e) Incentives. Foreign Language Proficiency Pay (FLPP) remains the primary incentive for FAOs to maintain and

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enhance language proficiency. Opportunities for funded immersion regional TAD continuing education are also powerful incentives. Lastly, many Marines are motivated to conduct language sustainment training and maintain a current DLPT in order to be eligible for assignment to the many desirable FAO/RAO coded billets.

d. FAO Regional Expertise Capabilities

(1) FAO Regions

(a) The regional breakout of active duty USMC FAOs in FY12 is detailed below:

| MOS   | Region                   | Number of Corresponding FAOs |
|-------|--------------------------|------------------------------|
| 8240  | BASIC FAO IN TRAINING    | 45                           |
| 8241  | LATIN AMERICA            | 60                           |
| 8242  | EURASIA                  | 25                           |
| 8243  | NORTHEAST ASIA           | 28                           |
| 8244  | MIDDLE EAST/NORTH AFRICA | 35                           |
| 8245  | SUB-SAHARAN AFRICA       | 23                           |
| 8246  | SOUTH ASIA               | 15                           |
| 8247  | WESTERN EUROPE           | 40                           |
| 8248  | SOUTHEAST ASIA           | 55                           |
| 8249  | EASTERN EUROPE           | 12                           |
| TOTAL |                          | 338                          |

(b) The regional breakout of Reserve Component USMC FAOs in FY12 was as follows:

| MOS   | Region                   | Number of Corresponding FAOs |
|-------|--------------------------|------------------------------|
| 8240  | BASIC FAO IN TRAINING    | 9                            |
| 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                            |
| TOTAL |                          | 59                           |

(c) In FY12 the USMC assigned a greater number of FAOs to study regions throughout Asia, the Middle East, and Africa, while the FAO population specializing in Europe and Eurasia is sustained by experience track applicants.

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(d) Criteria for Selection to a Region. The Marine Corps distributes FAOs to different regions in order to build operational depth and capability throughout the FAO community. The process of matching individual FAO candidates to specific regions is based primarily on the level of difficulty of the predominant languages within the region and the candidate's aptitude for language study. In addition to the above, the slating panel may also consider the officer's previous experience and overall suitability in order to make the most appropriate decision to best serve the needs of the Marine Corps. Lastly, officers are encouraged to indicate their regional and language preferences in the CCLEB and CPIB questionnaire.

(e) Criteria for Completing the Regional Expertise Phase of Training. Officers in the study track program complete one year of immersion In-Country Training (ICT) which follows two years of graduate and language study. No two ICT locations and experiences are the same. China and Egypt do not authorize direct military-to-military interaction; Jordan and Brazil do. Thailand and Morocco host significant theatre security cooperation exercises; other countries do not. Some Embassy country teams are more proactive than others in allowing FAOs to observe country team meetings, interagency and civil-military events. A typical ICT period generally includes study at a local university; immersion in the local language and culture; and extensive regional travel. Marines are encouraged to seek out opportunities to engage in interagency and civil-military events, relationship building, and develop insights into foreign populations as well as U.S. Embassy country-team operations. This phase of training is dictated by a detailed Program of Instruction (POI) developed by the FAO and approved by the IAP Coordinator at the beginning of each ICT. During ICT, the IAP monitors the execution of each FAO's POI to ensure compliance. Upon completion of the POI, the officer is formally granted the appropriate FAO MOS.

(2) Refresher and Sustainment Regional Expertise Policies

(a) The USMC does not have a policy in place that establishes specific requirements for regional expertise sustainment for FAOs. Nonetheless, maintaining critical foreign language, regional expertise and culture (LREC) skills is a continuing top priority for the Marine Corps FAO program. Language sustainment opportunities funded by DLNSEO and HQMC-I, mentioned in paragraph 2.c.(3)(b), were invaluable to Marine

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FAOs. The greatest obstacles to immersive sustainment programs are the uncertain availability of future funding and time commitments. FAOs have been successful in mitigating time conflicts by planning TAD during PCS moves, during pre-deployment periods, or with the support of their commands when given enough planning time. TAD of two weeks has been the norm. This time window generally affords FAOs the opportunity to conduct meaningful sustainment training and regain language and regional expertise without conflicting with the demands of an operational tour.

(b) Reserve Component Regional Expertise Policies and Programs. The Marine Corps continues to explore Reserve Component (RC) regional expertise sustainment opportunities through the Individual Mobilization Augmentee (IMA) Program to expand FAO-qualified manpower resources in support of active component operations and missions. In this manner the Marine Corps will fill open FAO IMA requirements with RC members. When required as part of their duties in an IMA billet, RC FAOs may be authorized funds to execute appropriate language and regional sustainment training.

e. FAO Graduate-Level Education Programs and Policies

(1) FAO Graduate-Level Education Programs

(a) Study track FAOs complete a 12-month program in the Regional Security Studies curriculum within the National Security Affairs (NSA) department at NPS. Coupled with basic language study at DLI, this results in a Master of Arts in NSA from NPS and a certificate in their target language from DLI.

(b) There are no changes from the FY11 report in the Marine Corps graduate education programs and policies.

(c) There are no changes from the FY11 report regarding criteria for selection to a graduate program.

(d) The Marine Corps utilizes the Regional Security Studies degree at NPS for all of its FAO production. NPS provides a consistent, high-quality education effective in educating FAOs in their respective regions.

(2) FAO Graduate-Level Education Disciplines

(a) All study track FAOs attend NPS and matriculate in the Regional Security Studies curriculum within the NSA department. An appropriately focused postgraduate degree is

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required per reference (a) as a condition of selection into the FAO experience track program.

(b) Immersion opportunities for study track FAOs consist of one-year ICT upon completion of graduate study at NPS and the basic language course at DLI. In FY12, 25 FAOs conducted ICT in the following locations:

| FAO REGIONS              | FY12 ICT LOCATIONS      | NUMBER OF FAO |
|--------------------------|-------------------------|---------------|
| LATIN AMERICA            | LIMA, PERU              | 2             |
|                          | RIO DE JANEIRO, BRAZIL  | 1             |
| EURASIA                  | KIEV, UKRAINE           | 1             |
| NORTHEAST ASIA           | BEIJING, CHINA          | 2             |
|                          | TOKYO, JAPAN            | 1             |
|                          | SEOUL, KOREA            | 1             |
| MIDDLE EAST/NORTH AFRICA | CAIRO, EGYPT            | 0             |
|                          | TUNIS, TUNISIA          | 2             |
|                          | MUSCAT, OMAN            | 1             |
| SUB-SAHARAN AFRICA       | DAKAR, SENEGAL          | 2             |
|                          | RABAT, MOROCCO          | 1             |
|                          | HQ MARINE FORCES AFRICA | 1             |
| SOUTH ASIA               | MUSCAT, OMAN            | 2             |
|                          | AFGHANISTAN             | 4             |
| SOUTHEAST ASIA           | JAKARTA, INDONESIA      | 1             |
|                          | MANILLA, PHILIPPINES    | 1             |
|                          | BANGKOK, THAILAND       | 1             |
| EAST EUROPE              | ANKARA, TURKEY          | 1             |

f. FAO Funding Programs and Policies

(1) Funding Process for FAO Training Programs

(a) Initial FAO Language Training. Initial language training is provided by DLI, programmed by the Structure Manning Decision Review (SMDR), and refined through the Training Requirements Arbitration Panel (TRAP) process. The Marine Corps Intelligence Department (Senior Language Authority, HQMC) is the primary USMC representative at the TRAP and consolidates all formal language training requirements. Costs to the Marine Corps are coordinated by HQMC-I. Language course lengths by category are:

- 1 Category I: 25 weeks
- 2 Category II: 34 weeks
- 3 Category III: 47 weeks

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4 Category IV: 63 weeks

Sustainment, refresher, and enhancement language training opportunities are provided under the MCIFLP with additional funds provided by DLNSEO in FY12. The program provides funding for resident and immersion training, temporary additional duty (TAD) costs, facilities, and lexical aids. The MCIFLP program is centrally managed by HQMC-I and executed at the unit level by the command language program managers. Language sustainment opportunities, funded by DLNSEO, were managed by IAP. Additionally, as noted in para 2.c.(4)(c), the Center for Advanced Operational Culture Learning (CAOCL) funds numerous language labs and on-line language training opportunities that are available to all Marine Corps personnel, including FAOs.

(b) Regional Expertise (In-Country Training) Costs for FAOs. Costs associated with regional training are funded with Operations and Maintenance of the Marine Corps (O&MMC) and Overseas Contingency Operations (OCO) funding and include pre-deployment force-protection training; regional travel expenses; tuition and supplemental language school expenses. Overseas costs includes International Cooperative Administrative Support Services (ICASS) and a variety of entitlements borne by the service, such as Overseas Housing Allowances or Embassy housing pool expenses, as well as Department of Defense Education Activity (DODEA) for children when applicable. In total, ICT expenses average approximately \$99K per FAO. In 10 of 19 ICT locations, Embassy Housing was a security requirement, driving total costs closer to \$160K.

(c) Graduate-Level Education Costs for FAOs. The Marine Corps is not charged directly for NPS tuition. Costs are borne by the U.S. Navy as the Executive Agent for NPS. However, the general tuition associated with matriculating a student at NPS for one year is approximately \$12,600. Additionally, the USMC spends approximately \$400 (O&MMC) on textbook reimbursement each year for each FAO attending NPS. Indirect expenses include one-time clothing allowance and manpower-associated costs. For the purposes of this report, the figure provided for graduate-level education consists of basic NPS tuition and textbook stipend at a cost of \$13,000 per year.

(2) ICT costs (borne directly by IAP) include training budgets (\$40k per FAO), pre-ICT force protection, ICASS and Embassy housing costs. ICT training expenses increased from \$1,059,000 in FY11 to \$1,271,000 in FY12. ICASS and Embassy

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housing costs decreased from \$1,099,496 in FY11 to \$1,065,109 in FY12.

(a) In FY12, IAP used a combination of baseline funds (\$334k/O&MMC), Current Year Deficiency (CYD) funds (\$356k/O&MMC) and OCO funds (\$525k), for a total of \$1,215,000 to support FAO training. Shifting OCO and CYD requirements to baseline funding will be a challenge over the next few years.

g. Additional Reporting Requirements. See enclosure (4).

### 3. Part B: Details Regarding Service FAO Billet Structure

a. FAO Requirements. See enclosure (2) for the table of 158 FAO-coded billets approved by the FY12 USMC Authorized Strength Report (ASR), the Occupational Staffing Report (OSR), and Staffing Goal.

b. FAO Billet Fills. In FY12, 82.9% of Marine FAO billets were filled by FAOs. Although this is only a marginal increase over FY11, the increase in fill rates between FY10 (80.4%), FY11 (82.2%), and FY12 (82.9%) shows consistent progress, even during a period of significant growth in the number of FAO billets. The USMC fill rate remains below the desired level of 95% because of a growth in the number of FAO-coded billets resulting from an aggressive effort to assess and designate existing billets for FAO MOSs. The number of FAO-coded billets grew 27% in FY12, from 124 to 158. The number of FAOs assigned to FAO billets grew 28% in FY12, from 102 to 131. This increase is the result of the implementation of a formal FAO slating process. IAP and Officer Assignments Branch (MMA) of Manpower and Reserve Affairs (M&RA) coordinate to identify and advertise FAO-coded billets and ensure qualified FAOs are assigned to the maximum extent possible. An obstacle to increasing the fill rate of FAO billets is the USMC attaché selection process, which does not prioritize FAO skills even though all 34 attaché billets are FAO coded. The overall FAO billet fill rate is projected to increase in future years.

(1) Number of FAO billets filled by FAOs: 131

(2) Percentage of FAO billets filled: 82.9%

### 4. Part C: Metrics

The following section provides details on Service FAO Program metrics (FAO accession, FAO retention, FAO promotion, FAO utilization, FAO manpower statistics and FAO costs). DD

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Form 2926 has been developed to assist in providing the service metrics data in a uniform way.

a. FAO Accession

(1) FAO Applicant Rate (A1). This metric is designed to measure the volume of applicants to determine if a FAO program is receiving a sufficient number to maintain a healthy program. Applicants for Study Track FAO, Olmsted Scholar and FPME were screened and selected on the CCLEB and CPIB boards. Applicants for PEP and APH were screened and selected by boards staffed by IAP and MMOA.

# of applicants: 3,000  
Total # of FAO accessions required: 18

Measurement: 16,666%  
Green: Value exceeds 100%  
Amber: Value equals 100%  
Red: Value is less than 100%

(2) FAO Applicant Quality (A2). This metric is designed to measure the quality of FAO program applicants in order to maintain a quality program (per published service standards). Observations from both CCLEB and CPIB boards reflect an estimated 20% of candidates for schools (to include FAO, Olmsted Scholar, and FPME) had qualifying DLAB or DLPT scores.

# of qualified applicants: 600  
# of required applicants: 18

Measurement: 3,333%  
Green: Value is greater than or equal to 100%  
Amber: Value is between 90% and 99.9%  
Red: Value is less than 90%

(3) FAO Completion of Training (A3). This metric is designed to measure the ability of service training programs to successfully produce the required number of FAOs. One FAO dropped out of training in FY12 due to a medical condition.

# that completed scheduled FAO training: 26  
# that were forecast to complete FAO training: 27

Measurement: 96.2%  
Green: Value is at least 97%  
Amber: Value is between 90% and 96.9%

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Red: Value is less than 90%

b. FAO Retention

(1) FAO Attrition (R1). This metric is designed to measure whether FAOs depart the service at a faster rate than non-FAO officers. This metric will not determine why an officer attrited, but a number higher than the service average will indicate that additional analysis is needed.

# of FAOs separating/retiring: 11  
Total # of FAOs currently serving: 338

The resulting percentage is less than half of the service average attrition rate. USMC FY12 unrestricted officer separation and retirement was 7.8%.

Measurement: 3.2%

Green: Value is less than the service attrition average for officers

Amber: Value equal to or not more than 3% higher than the Service average

Red: Value is more than 3% higher than the Service average

c. FAO Promotion

(1) FAO Selection Rate in FY12 (P1). This metric is designed to measure the selection rate of primary (in zone) FAOs compared to the overall service average for that board to ensure a viable and competitive program.

Measurement: (listed below by grade)

Green: Value is within 3% of Service average.

Amber: Value is 3% to 6% less than Service average.

Red: Value is greater than 6% less than Service average.

(2) O-5 Active Component

# of Primary FAOs selected for O-5: 26  
# of Primary FAOs eligible for selection to O-5: 32

FAO selection rate 81.2%

Service selection rate 70.2%

O-5 Active Component: GREEN

(3) O-6 Active Component

# of Primary (In) Zone FAOs selected for O-6: 11

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# of Primary (In) Zone FAOs eligible for selection to O-6: 21

FAO selection rate 52.4%

Service selection rate 48.8%

O-6 Active Component: GREEN

(4) O-7 Active Component

# of Primary (In) Zone FAOs selected for O-7: 0

# of Primary (In) Zone FAOs eligible for selection to O-7: 2

FAO selection rate 0%

Service selection rate 1.6%

O-7 Active Component: GREEN

(2) FAO Requirement Promotion Rate (P2). This metric does not apply, as the Marine Corps promotes officers based on the "best and fully qualified" principle. Senior Marine leadership emphasizes well-rounded Marine Air-Ground Task Force (MAGTF) officer development with consistent PMOS experience at each grade to best meet the needs of the Marine Corps in the accomplishment of its assigned missions and tasks.

d. FAO Command. In 2012, 11 of 45 eligible FAOs (24.4%) were selected for command at the O-5 level. The service average was 25.6%. There are currently 27 FAOs in command; 22 O-5 level commanders and five O-6 level commanders in both operational and supporting establishment units.

e. FAO Utilization

(1) FAO Billet Fill Rate (U1). This metric is designed to measure the rate at which services are filling FAO-coded billets and to encourage COCOMs and others to accurately identify their FAO requirements.

# of FAO-Coded Billets Filled with FAOs: 131  
# of FAO-coded billets: 158

Measurement: 82.9%

Green: Value is greater than or equal to 95%

Amber: Value is between 90% and 94.9%

Red: Value is less than 90%

f. FAO Manpower Statistics

(1) Number of FAO-coded billets (M1): 158

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- (2) Number of FAOs in coded billets (M2): 131
- (3) Number of FAOs in non-FAO billets (M3): 154
- (4) Number of FAOs in training pipeline (M4): 53  
(See Note M4)
- (5) Number of FAOs Separated/Retired (M5): 11

g. FAO Costs

(1) Language Training Cost per FAO (C1). No cost is incurred by Marine Corps; \$56,361 incurred by DLI (Army is the Executive Agent) (See Note C1)

(2) In-Country Training Cost per FAO (C2). \$99,000

Note: \$99,000 includes multiple In-Country Training expenses (e.g., pre-ICT training, travel-related expenses, tuition, Embassy housing and ICASS).

(3) Graduate Level Schooling Cost per FAO (C3) \$400 book reimbursement. (See Note C3)

5. Part D: New Initiatives. The following section provides details on the new initiative to develop LREC professionals among senior enlisted ranks. This effort was in direct response to CMC guidance to increase the capacity of the FAO program. The Foreign Area Staff Non-Commissioned Officer (FAS) concept began in FY12.

a. FAS Accessions. A formal board was created to screen and select volunteers for a proof of concept Beta Test. 64 Marines applied; 10 were selected. For an effective beta test, Marines were selected in three categories: experience track, partial study track, and study track. Experience track Marines met three qualifications: bachelor's degree, language ability above 1/1, and a minimum of three months experience in region. Partial study track met one or two of those qualifications. Study track met none for the region they were selected for.

(1) Regions. FAS Marines were screened and selected for three regions: Middle East, Africa, and Asia. These regions were requested by the seven units participating in the Beta Test.

(2) Demographics. A data pull indicated that 1,457 senior enlisted Marines currently have Bachelors and Masters degrees. Further data indicated 5,842 senior enlisted have DLPT

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scores of 1/1 or better. 10 undergraduate majors met our characterization of "regionally focused." Those included political science, international affairs, regional studies, economics, anthropology, sociology, language study, security studies, strategic intelligence and history. 53 of 1,457 undergraduate degrees were regionally focused; and four of 5,842 Marines had both regionally focused degrees and language capability. One of 10 was promoted to E-8 in the crypto-linguist community, and effectively promoted out of the beta test due to needs of the crypto-linguist community at that rank.

Nine enlisted Marines continue the Beta Test. Two of nine had Marine Security Guard experience; two of nine were foreign born; three came from MARSOC; and one had spent two years in Korea as a missionary prior to joining the Marine Corps.

(3) DLAB. Officer and enlisted DLAB requirements for selection to FAO/FAS are the same.

(4) GPA and Academic Background. Eight of nine FAS Marines were accepted by NPS for a six-month graduate certificate program. Two of nine had Associates degrees. Six had Bachelor's degrees. One had a Master's degree.

(5) Language Capabilities. Eight of nine FAS Marines had language ability when selected.

b. FAS Training. Six elements comprised study track FAS training: Foreign Service Institute (FSI) Intensive Regional Area Studies (IRAS) course, Information Operations (IO) Capabilities Course, Crucible force protection training, NPS (six months), immersion language training (three months), and regional travel (three months).

(1) FSI. IAP started the Marines at FSI to give them an intensive two week academic crash course on their region, introduce them to interagency counterparts, and prepare them for the academic rigor of NPS.

(2) IO CAP. IAP included the two week IO CAP course to provide familiarization with IO principles, which their FAS skills may often be used in support of at the tactical level.

(3) NPS. Eight attended six months of regional studies at NPS in the same classes as the FAOs. All eight performed well, academically. They were among the first enlisted students to ever attend NPS SIGS.

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(4) Immersion Language. Three months of immersion language training in the target country was considered adequate to achieve a 1/1 DLPT score in three months. This Beta Test will test this principle with three FAS Marines learning Arabic in Muscat, Oman, and two FAS Marines learning French in Dakar, Senegal.

(5) Regional Travel. Four of nine FAS Marines are conducting three months of regional travel in Africa and the Middle East. Their travel mirrors the efforts of ICT FAOs, with a shorter timeline. Immersion language and regional travel are accomplished on a temporary additional duty (TAD) basis; funded by IAP.

c. FAS Beta Test Assignments. Seven commands are participating in the beta test: 15th MEU, 24th MEU, 31st MEU, 1st Marine Special Operations Battalion (MSOB), 3rd MSOB, Marine Corps Security Cooperation Group, and I MEF Red Team. After completing training, each FAS will be assigned to their respective unit and apply their LREC skills where best suited. This trial period will identify which positions are optimal for FAS assignment, how FAS Marines can best be employed, and whether the skill sets provided are adequate. Unit commanders will provide the most important input on the value of the FAS program. IAP will pursue the required enduring resources if a determination is made that the FAS program is providing required LREC expertise to operational commanders.