



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:

1315  
PL

From: Commandant of the Marine Corps (PL)  
To: Under Secretary of Defense for Personnel and Readiness, Department of Defense  
Subj: FY13 ANNUAL REPORT ON THE FOREIGN AREA OFFICER PROGRAM

Ref: (a) DoD Directive 1315.17 Military Department Foreign Area Officer (FAO) Programs  
(b) DoD Instruction 1315.20 Management of Department of Defense (DoD) Foreign Area Officer (FAO) Programs  
(c) ASD(R&FM) Memo dtd 9 Dec 13

Encl: (1) FY13 Annual Report - USMC Foreign Area Officer (FAO) Program

1. Per the references, this report detailing the status of the USMC Foreign Area Officer Program for FY13 is provided in the enclosure.

2. Executive Summary. Headquarters Marine Corps International Affairs Program (IAP) continues to implement guidance from the Commandant of the Marine Corps to expand and increase the integration of the FAO program into the Marine Corps. This year's report reveals both accomplishments and challenges as the program continued to grow. The language capabilities of FAOs continued to increase, but the percentage of FAO billets filled by FAOs decreased. By selecting the most competitive Marines and subsequently managing their assignments and career progression, the Marine Corps will continue to develop language, regional expertise and culture (LREC) professionals who are fully prepared to meet the significant challenges that our Nation will face throughout the international community. With a view to the future, anticipated funding issues could hinder the ability to develop new FAOs.

a. Increase in Language Capabilities. In FY13 more FAOs improved their language capabilities to the 3/3 level, above the minimum standard of 2/2. Key factors contributing to this increase included command emphasis on building language capabilities, as well as funding provided by the Defense Language and National Security and Education Office, which enabled a third of the FAO population to conduct language sustainment through in-country immersion or professional classroom instruction.

b. Utilization Rates. In FY13, 71% of FAO coded billets were filled by FAOs and USMC Regional Affairs Officers. IAP coordinates with Officer Assignments Branch, Manpower and Reserve Affairs to ensure qualified FAOs are assigned to the maximum extent possible. However, as the Marine Corps continues its drawdown, there will be higher demand on Marines to remain in their Primary MOS rather than completing a FAO utilization tour. Another obstacle to increasing the fill rate is the attaché selection process. The Marines selected to fill the 34 FAO-coded attaché billets are selected from the entire USMC population, rather than the smaller population of FAO and RAO Marines.

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c. OCO Funding. In FY 13, 40% of authorized funding for the FAO program was received from Overseas Contingency Operations (OCO) funds. With OCO funds programmed to end in FY15, the FAO program will have unfunded requirements across the entire Future Years Defense Program through FY-20. To mitigate this problem, HQMC is preparing a POM submission that requests an increase in baseline authorization in order to meet the FY15 programmatic requirement.

3. The Headquarters, U.S. Marine Corps point of contact for the Foreign Area Officer Program is LtCol A.K. Nielsen, PLU-8, (703) 692-4365 or [alexandra.nielsen1@usmc.mil](mailto:alexandra.nielsen1@usmc.mil).



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20 Mar 2014

From: Commandant of the Marine Corps  
To: Under Secretary of Defense for Personnel and Readiness

Subj: FY13 ANNUAL REPORT ON THE FOREIGN AREA OFFICER PROGRAM

Ref: (a) DoD Directive 1315.17 (Military Department Foreign Area Officer (FAO) Programs) of 28 April 2005  
(b) DoD Instruction 1315.20 (Management of DoD FAO Programs) of 28 September 2007  
(c) MCO 1520.11F (International Affairs Officer Program) of 27 March 2013

Encl: (1) HQMC FAO Language Proficiency Scores  
(2) Additional Reporting Instructions for FY 13 Annual Review and Report  
(3) Approved USMC FAO-Coded Billets  
(4) Annual FAO Metrics (DD Form 2926)

1. Purpose. This report to the Under Secretary of Defense for Personnel and Readiness is prepared and submitted pursuant to references (a) and (b).

a. Period Covered. This report covers program activity for Fiscal Year 2013 (FY13) and reflects information and data as of 30 September 2013. It reports on Active Duty (AD) and Reserve Component (RC) Marines and includes projected information and comparisons (data, needs, billets, funding, etc.) for FY14, with projections through the next six fiscal years.

b. Cover Letter. Attached.

2. Part A: Details Regarding Service FAO Program

a. FAO Accessions. The Marine Corps selects officers through a competitive process into the FAO program by two pipelines: study track and experience track. The study track is a formal three-year training program open to active duty officers of all Primary Military Occupational Specialties (PMOS) with 3 to 11 years of commissioned service. During FY13, two selection boards convened to screen company and field grade officers for Professional Military Education programs, including the study track FAO program. All officers identified for Permanent Change of Station (PCS) orders in FY14 were eligible to be screened. The Commandant's Career Level Education Board (CCLEB) selected top candidates from 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. The experience track identifies officers who already meet the language, education, and regional experience requirements for FAOs as defined by reference (b) through professional and personal experience. The experience track is open to

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all officers, active and reserve, qualified in any PMOS. There are no eligibility restrictions on pay grade or years of commissioned service.

(1) A total of 38 officers were selected for accession into the FAO program in FY13. Eighteen were selected via the study track and 20 were selected via the experience track.

(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 annually by the HQMC IAP coordinator and HQMC-Intelligence (HQMC-I), the Senior Language Authority (SLA), who consider input from Marine Component Commands, the Marine Corps Annual Security Cooperation Working Group, and the Guidance for the Employment of the Force.

(b) The number of officers accessed into the FAO program by region and language for FY13 were as follows:

REGION	LANGUAGE	NUMBER
8240 – FAO IN TRAINING	ARABIC	2
	CHINESE-MANDARIN	2
	FARSI	1
	FRENCH	3
	GEORGIAN	1
	GERMAN	1
	HINDI	1
	INDONESIAN	1
	JAPANESE	1
	KOREAN	1
	PORTUGUESE	1
	RUSSIAN	1
	SPANISH	2
	TAGALOG	1
TURKISH	1	
8241 – LATIN AMERICA	URDU	1
	PORTUGUESE – BRAZILIAN & SPANISH	1
8241 – LATIN AMERICA	SPANISH	4
8243 – NORTHEAST ASIA	KOREAN	1
8244 – MIDDLE EAST	ARABIC – LEVANTINE	1
8245 – AFRICA	FRENCH & SWAHILI	1
8246 – SOUTH ASIA	PASHTU – AFGHAN	1
	PERSIAN – AFGHAN	1
8247 - EUROPE	FRENCH	1
	GREEK	1
	SPANISH	1
	TURKISH	1
8248 – SOUTHEAST ASIA	TAGALOG	2
	VIETNAMESE	1

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(2) Basic Demographics of FAO Population Accessed in FY13

(a) The chart below illustrates the basic military specialties of the 38 FAOs accessed in FY13:

MILITARY SPECIALTY	NUMBER
GROUND COMBAT ARMS	9
COMBAT SERVICE SUPPORT	4
AVIATION (PILOTS/NFO)	10
AVIATION GROUND SUPPORT	4
INTELLIGENCE	8
JUDGE ADVOCATE	3

(b) The FAO designation is an additional MOS, open to all officers qualified in any PMOS.

(3) Basic Service Requirements for Accessions

(a) Defense Language Aptitude Battery (DLAB). The minimum DLAB score for accession to the FAO program via the study track is a 95. The DLAB scores for the officers accessed via the study track in FY13 are illustrated in the chart below.

LANGUAGE CATEGORY SCORE	NUMBER
1 95-110	2
2 111-120	5
3 121-130	5
4 131+	5
Not Available	1

(b) Undergraduate Grade Point Average (GPA). The minimum undergraduate GPA for accession to the FAO program via the study track is 2.6, and serves as the threshold for consideration by the CPIB and CCLEB. The following is a breakout of the GPA of officers selected for study track in FY13.

GPA	NUMBER
2.6-3.0	4
3.1-3.5	11
3.6-4.0	2
Not Available	1

(c) Defense Language Proficiency Test (DLPT) Scores. The minimum DLPT score for accession into the FAO program is a 2/2 in listening and reading skills respectively. FAOs accessed via 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. 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

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Interview (OPI). Every officer accessed to the FAO program via the experience track in FY13 met or exceeded the 2/2 minimum standard. The chart below illustrates the scores for the 20 officers accessed. Note that two officers had qualifying scores in two languages for their region, resulting in a total of 22 DLPT scores illustrated.

DLPT (L/R)	NUMBER
3/3	7
3 in one modality	6
2+ in at least one modality	4
2/2	5

(d) Unique Qualifications or Intangibles. HQMC IAP manages international affairs programs in addition to the FAO program. The Regional Affairs Officer (RAO) program provides the Marine Corps a regionally educated officer who can be employed immediately upon graduation from Naval Post Graduate School (NPS), and requires half the training time. In addition, HQMC IAP trains Staff Noncommissioned Officers in language, culture, and regional expertise to operate on the tactical level in Marine Expeditionary Units and other small units. Lastly, Marines who serve as Attaché and Security Cooperation Officers in Service Component Commands (i.e., MARFOR) and/or on Marine Security Guard duty are eligible to enter the FAO program following these assignments via the experience track.

b. Military Specialty Qualification. Reference (c) outlines the characteristics of the dual-track FAO program within the Marine Corps. FAO accession is structured to ensure that every candidate has established PMOS credibility and is on track for career progression as a well-rounded Marine Air Ground Task Force officer.

(1) Military Specialties. To be eligible for designation as a FAO, an officer must have successfully completed a minimum of one operational tour in their PMOS. Active duty commissioned officers meeting time-in-service requirements are eligible for the study track program. All officers, active and reserve, are eligible for the experience track program, regardless of time in service.

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

c. FAO Language Capabilities

(1) FAO Languages. The following table depicts the language inventory spoken with a 2/2 DLPT score or higher by the USMC FAOs with a regional designator. Several FAOs have tested in multiple languages, resulting in 319 qualifying language scores from the 304 FAOs in the community.

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LANGUAGE	NUMBER OF SPEAKERS	LANGUAGE	NUMBER OF SPEAKERS
AFRIKAANS	1	MALAY	1
AMHARIC	2	NORWEGIAN	3
ARABIC (EGYPTIAN)	3	PERSIAN (AFGHAN)	2
ARABIC (GULF)	2	PERSIAN (IRANIAN)	3
ARABIC (MODERN)	14	POLISH	3
ARABIC (SYRIAN)	3	PORTUGUESE (BRAZILIAN)	26
BULGARIAN	1	PORTUGUESE (EUROPEAN)	11
CHAVACANO	2	PUSHTU (AFGHAN)	5
CHINESE (AMOY)	1	PUSHTU (IRANIAN)	1
CHINESE (CANTONESE)	1	RUSSIAN	17
CHINESE (MANDARIN)	12	SERBO-CROATIAN	2
DUTCH	5	SPANISH	74
FRENCH	42	SWAHILI	1
GERMAN	12	SWEDISH	2
GREEK (MODERN)	2	TAGALOG	9
HEBREW	2	THAI	6
HUNGARIAN	1	TURKISH	4
INDONESIAN	11	UKRAINIAN	4
ITALIAN	8	URDU	1
JAPANESE	8	VIETNAMESE	3
KOREAN	8	<b>TOTAL</b>	<b>319</b>

(a) Changes from Previous Report. The FY12 Annual FAO Report identified 338 AD Marines qualifying on a total of 551 language tests. The difference in reporting for FY13 results from a shift in data analysis methodology. The analysis presented in this report includes both AD and RC Marines who have been formally granted a FAO regional (i.e., not “in-training”) and who have a current DLPT score that meets or exceeds the 2/2 minimum standard for the program.

(b) Criteria for Selection to each Language Category. Once selected for the study track program, Marines are assigned a region and language training pipeline based upon their DLAB score and the needs of the Marine Corps.

(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. Enclosure (1) illustrates the language proficiency scores across the USMC FAO community by language and rank. There are 391 reported DLPT scores for languages spoken among the total community (304 Marines). The chart below identifies the

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number of languages for which there are DLPT scores recorded and the percentage of the total FAO population represented in each DLPT score range.

DLPT SCORE	NUMBER OF LANGUAGES	NUMBER OF SCORES
3/3 and above	31	140
2+/2+ and above	26	88
2/2 and above	24	89
Below 2/2	28	74

(3) Refresher and Sustainment Language Training Policies and Programs

(a) Individual. Once accessed into the FAO program, Marines have a target proficiency of 3/3/3, but are required to maintain at least a language proficiency level of 2/2 in their designated language. Current USMC policies do not dictate or provide funding for specific individual training requirements. Program funding for Marines at risk of falling below the required 2/2 proficiency is provided on a case-by-case basis. In FY13, USMC IAP maximized the use of Defense Language and National Security and Education Office language sustainment funds to provide opportunities for language training and tutoring for FAOs.

(b) Collective. There are no policies or programs through the HQMC FAO program for collective refresher and sustainment language training.

(4) Methodology to Sustain and Enhance Language Skills. FAOs have the opportunity to sustain and enhance language skills through three methods: immersion, classroom instruction, and online training.

(a) Immersion. Conducted via temporary additional duty (TAD), immersion provides the unique opportunity to fully immerse into a designated language. FAOs are required to take a DLPT within 60 days of their return from TAD in order to measure the effectiveness of the immersion. In FY13, 37 officers conducted immersion via TAD to 26 countries. Twenty-three of those officers (62%) sustained or increased their language score at or above the 2/2 level.

(b) Classroom Instruction. Classroom instruction through accredited institutions provides formal language instruction to sustain and/or enhance language skills. In FY13, 63 officers received classroom instruction via a variety of government (e.g., DLI) and commercial (e.g., Berlitz) institutions and civilian universities and colleges (e.g., University of Michigan).

(c) Online Training. Online training programs are flexible and cost efficient in sustaining and enhancing language skills nearly world-wide. Many professional programs are available, at no cost to the Marine, through a convenient single sign-on portal via FAOweb.

(d) Incentives. Key incentives for FAOs to maintain and enhance language professional include Foreign Language Proficiency Pay and the mandatory fitness report comment for the MOS.

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d. FAO Regional Expertise Capabilities

(1) FAO Regions

(a) The table below identifies the regional breakout of the FAO program for the total USMC FAO population (282 AD, 22 RC). Many officers hold multiple regional designations, resulting in a total count of designations greater than that of the total USMC FAO population.

MOS	Region	Number
8241	LATIN AMERICA	110
8242	EURASIA	37
8243	NORTHEAST ASIA	27
8244	MIDDLE EAST	59
8245	AFRICA	34
8246	SOUTH ASIA	21
8247	EUROPE	79
8248	SOUTHEAST ASIA	75
8249	EASTERN EUROPE	12
	TOTAL	454

(b) Changes from previous report. The total count of regional MOS designations in FY13 increased from 397 in the FY12 Annual FAO Report.

(c) Criteria for Selection to a Region. Selection to a region depends upon the accession track for the program. Once accessed to the study track program, Marines are assigned a regional training pipeline based upon the individual Marine's aptitude for language study (e.g., DLAB score), any previous regional and language studies, and the needs of the Marine Corps. The selection process is intended to build operational depth and capability throughout the FAO community to address the current and projected needs of the Marine Corps. Marines accessed into the FAO program via the Experience Track are assigned a regional MOS based on their current DLPT score(s), and their applicable professional and personal regional experience.

(d) Criteria for Completing the Regional Expertise Phase of Training. Officers in the study track program complete one-year of ICT which follows two years of combined graduate and language studies. A typical ICT period generally includes study at a local university, immersion in the local language and culture, and extensive regional travel. Marines are strongly encouraged to seek opportunities to build relationships with U.S. Embassy country-teams, engage in interagency and civil-military events, and develop insights into foreign populations and cultures. Upon completion of ICT, the officer is formally granted the appropriate FAO regional MOS.

(2) Refresher and Sustainment Regional Expertise Policies

(a) Individual. Current USMC polices to not dictate or provide funding for specific individual regional expertise maintenance. Nonetheless, maintaining critical foreign language, regional expertise and culture (LREC) skills is the foundation for the Marine Corps FAO program. FAOs conducting tours in their primary MOS utilize the methods described in section

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2c (4) to maintain their regional expertise. Additionally, FAOs have been successful in planning regional immersion trips during PCS moves and pre-deployment periods, with the support of their commands. The Marine Corps continues to explore RC regional expertise sustainment opportunities through the Individual Mobilization Augmentee (IMA) Program to expand FAO-qualified manpower resources in support of AD 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 regional sustainment training.

(b) Collective. There are no policies or programs through the HQMC FAO program for collective regional expertise maintenance.

e. FAO Graduate-Level Education Programs and Policies

(1) FAO Graduate-Level Education Programs

(a) Education Programs. Officers accessed to the FAO program via the study track must complete a 12-month program in the Regional Security Studies curriculum within the National Security Affairs (NSA) department at NPS and basic language study at DLI to receive a Master of Arts in NSA from NPS.

(b) Criteria for Selection to a Region. Marines accessed to the FAO program via the study track are assigned a regional training pipeline based upon the individual Marine's aptitude for language study (e.g. DLAB score), any previous regional and language studies, and the needs of the Marine Corps.

(c) Graduate programs utilized. The Marine Corps exclusively utilizes the Regional Security Studies degree at NPS. NPS provides a consistent, high-quality curriculum effective in educating FAOs in their respective regions.

(2) FAO Graduate-Level Education Disciplines

(a) Acceptable Disciplines. All officers accessed to the FAO program via the study track attend NPS and matriculate in the Regional Security Studies curriculum within the NSA department. The acceptable disciplines for study correspond with the regional MOS designations: Latin America, Eurasia, Northeast Asia, Middle East, Africa, South Asia, Europe, and Southeast Asia.

(b) Immersion Opportunities. Immersion opportunities for officers in the study track training pipeline are provided post-graduation during ICT. Section 2d (1) (d) provides additional details on ICT.

(c) Assessment Standards. Marines accessed to the study track program must successfully complete the 12-month program in the Regional Security Studies curriculum within NSA at NPS, basic language instruction at DLI and ICT before receiving the applicable regional MOS designation.

f. FAO Funding Programs and Policies

(1) Funding Process for FAO Training Programs. Initial language training for officers accessed through the study track is provided by DLI, programmed by the Structure Manning Decision Review, and refined through the Training Requirements Arbitration Panel (TRAP) process. The HQMC-I, the SLA for HQMC is responsible for consolidating all formal language training requirements and represents USMC at the TRAP.

(a) Initial Language Training Costs. HQMC-I coordinates the cost of initial language training to the Marine Corps, illustrated by language category in the chart below.

LANGUAGE CATEGORY	TRAINING DURATION	COST
Category I	25 weeks	\$65,089
Category II	35 weeks	\$95,779
Category III	48 weeks	\$130,873
Category IV	64 weeks	\$191,834
Average	43 weeks	\$120,893

(b) In-Country Training Costs. Costs associated with regional training include pre-deployment force-protection training, regional travel expenses, and supplemental language school expenses. In addition, HQMC is required to pay International Cooperative Administrative Support Services, Overseas Housing Allowances, and Embassy housing pool expenses, as well as Department of Defense Education Activity for children when applicable. Costs for ICT in FY13 averaged \$60K per FAO.

(c) Graduate-Level Education Costs for FAOs. The general tuition for one year at NPS is approximately \$12,600. However, the Marine Corps is not charged directly for NPS tuition; costs are borne by the U.S. Navy as the Executive Agent for NPS. HQMC provides each FAO attending NPS a \$400 annual reimbursement for textbooks.

(2) Funding in Actual Dollars. Total funding received across the FAO programs in FY13 increased from \$1,251K in FY12 to \$1,411K in FY13.

(a) The total funding from FY12 to FY13 increased due to the award of Current Year Deficiency (CYD) funds. CYD funds were requested to offset the gap between the required and initially authorized funding.

(b) In FY13, 40% of authorized funding for the FAO program was received from Overseas Contingency Operations (OCO) funding. With OCO funds programmed to end in FY15, the FAO program will have unfunded requirements across the entire Future Years Defense Program through FY-20. HQMC is preparing a Program Objective Memorandum (POM) submission that requests an increase in baseline authorization in order to meet the programmatic requirements.

g. Specific Requirements Levied by the USD(P&R). See Enclosure 2, “Additional Reporting Instructions for FY 13 Annual Review and Report.”

3. Part B: Details Regarding Service FAO Billet Structure

a. FAO Requirements. See Enclosure (3) for the table of 119 FAO-coded billets approved by the FY13 USMC Authorized Strength Report, the Occupational Staffing Report, and Staffing Goal.

b. FAO Billet Fills. In FY13, 53 of the 119 billets were filled by FAOs, a fill percentage of 44.5%. Many of the remaining billets were filled by USMC RAOs as language was not a billet requirement, bringing the total fill rate to 70.6%. HQMC IAP coordinates with Officer Assignments Branch of Manpower and Reserve Affairs (M&RA) to ensure qualified FAOs are assigned to the maximum extent possible. However, as the Marine Corps continues its drawdown, there will be a higher demand on Marines to remain in their Primary MOS rather than completing a FAO utilization tour. An additional obstacle to increasing the fill rate of FAO billets is the USMC attaché selection process. The Marines selected to fill the 34 attaché billets are selected from the entire USMC population, rather than from the smaller FAO and RAO community.

4. Part C: Metrics. Enclosure 4, DD Form 2926, provides details on FAO Program Metrics.

## HQMC FAO Language Proficiency Scores

1. Purpose This document provides the full reporting data on the language proficiency scores across the USMC FAO community by language and rank. There are 391 reported scores for languages spoken among the total community (304 Marines).

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

Language	Rank	Count	Language	Rank	Count	
AMHARIC	O4	2	NORWEGIAN	O6	1	
ARABIC (MODERN)	O6	1		PERSIAN (IRANIAN)	O5	1
	O5	2	POLISH		O4	2
ARABIC (SYRIAN)	O5	1		PORTUGUESE (BRAZILIAN)	O5	1
	O3	1	O4		1	
BULGARIAN	O3	1	PORTUGUESE (EUROPEAN)	O6	2	
CHAVACANO	O4	2		O5	2	
CHINESE (CANTONESE)	O5	1		O4	6	
CHINESE (MANDARIN)	O5	2		O3	4	
DUTCH	O5	1	RUSSIAN	O3	1	
	O3	1		O5	1	
FRENCH	O6	2	SERBO-CROATIAN	O3	3	
	O5	9		O4	1	
	GERMAN	O4	7	SPANISH	O7	1
		O3	5		O6	7
GREEK	O5	3	O5		17	
HEBREW	O4	1	O4		15	
	O6	1	O3	8		
HUNGARIAN	O4	1	TAGALOG	O5	1	
	O4	1		O4	1	
INDONESIAN	O4	1	THAI	O5	1	
ITALIAN	O5	2		O4	2	
	JAPANESE	O4	1	TURKISH	O4	1
O5		1	O3		1	
KOREAN	O4	1	UKRAINIAN	O3	2	
	O5	1		VIETNAMESE	O5	1
	O3	1	O3		1	
MALAY	O4	1	<b>Total</b>		<b>140</b>	

b. Number of 2+/2+ and above FAOs by language, by rank.

Language	Rank	Count	Language	Rank	Count
AFRIKAANS	O5	1	POLISH	O4	1
ARABIC (GULF)	O3	1			
ARABIC (MODERN)	O5	1	PORTUGUESE (BRAZILIAN)	O6	1
	O4	2		O5	3
	O3	1		O4	4
CHINESE (AMOY)	O5	1		O3	1
CHINESE (MANDARIN)	O5	1	PORTUGUESE (EUROPEAN)	O4	2
	O4	4		O3	2
	O3	3	PUSHTU (AFGHAN)	O4	2
DUTCH	O4	2	PUSHTU (IRANIAN)	O4	1
FRENCH	O6	1	RUSSIAN	O5	1
	O5	2		O4	3
	O4	1		O3	2
	O3	2	SERBO-CROATIAN	O3	1
GERMAN	O5	1	SPANISH	O6	1
GREEK	O5	1		O5	4
INDONESIAN	O5	2		O4	5
	O4	7		O3	3
ITALIAN	O5	1	TAGALOG	O5	1
	O4	3		O4	3
JAPANESE	O6	1	TURKISH	O4	2
	O4	2	URDU	O4	1
KOREAN	O4	1	VIETNAMESE	O5	1
NORWEGIAN	O5	1	<b>Total</b>		<b>88</b>

c. Number of 2/2 and above FAOs by language, by rank.

Language	Rank	Count	Language	Rank	Count
ARABIC (EGYPTIAN)	O4	1	PERSIAN (IRANIAN)	O4	1
	O3	1	PORTUGUESE (BRAZILIAN)	O6	1
ARABIC (GULF)	O4	1		O4	2
ARABIC (MODERN)	O5	2	PORTUGUESE (EUROPEAN)	O5	1
	O4	2		O4	3
	O3	3		O3	2
ARABIC (SYRIAN)	O4	1	PUSHTU (AFGHAN)	O4	2
CHINESE (MANDARIN)	O4	1		O3	1
	O3	1	RUSSIAN	O6	2
DUTCH	O5	1		O5	2
FRENCH	O5	8		O4	2
	O4	3		O3	1
	O3	2	SPANISH	O6	1
GERMAN	O5	3		O5	5
	O4	3		O4	8
	O3	2	SWAHILI	O3	1
INDONESIAN	O5	1	SWEDISH	O5	1
ITALIAN	O4	1	TAGALOG	O5	2
JAPANESE	O4	3		O3	1
KOREAN	O5	1	THAI	O3	1
	O4	1	UKRANIAN	O5	1
	O3	2		O4	1
PERSIAN (AFGHAN)	O4	1	<b>Total</b>		<b>89</b>
	O3	2			

d. Number of below 2/2 FAOs by language, by rank.

Language	Rank	Count	Language	Rank	Count
ALBANIAN	O4	1	JAPANESE	O5	1
ARABIC (EGYPTIAN)	O4	2		O4	1
	O3	1		O3	2
ARABIC (GULF)	O5	1	KOREAN	O4	1
	O4	2	LAO	O4	1
	O3	1	PERSIAN (AFGHAN)	O4	4
ARABIC (MODERN)	O5	2	PERSIAN (IRANIAN)	O4	2
	O3	2	PORTUGUESE (BRAZILIAN)	O6	1
ARABIC (SYRIAN)	O4	2		O5	1
	O3	4		O4	1
CHINESE (MANDARIN)	O5	1		O3	1
	O4	2	PORTUGUESE (EUROPEAN)	O4	2
	O3	1	PUSHTU (AFGHAN)	O3	1
CZECH	O4	1	RUSSIAN	O6	1
DUTCH	O4	1		O4	2
FRENCH	O6	2	SPANISH	O5	1
	O5	4		O4	3
	O4	7	SWAHILI	O3	1
	O3	1	THAI	O3	1
GERMAN	O5	1	URDU	O5	1
GREEK	O5	1		O4	1
HEBREW	O4	1	VIETNAMESE	O4	1
HINDI	O4	1	<b>Total</b>		<b>74</b>
INDONESIAN	O4	1			

Additional Reporting Instructions for FY13 Annual Review and Report

1. Purpose. This document provides the information requested by the Office of the Under Secretary of Defense for Personnel and Readiness on progress made in resolving challenges identified in previous reports.

2. Topic 1: Meet the Demand for Qualified FAOs

a. The chart below illustrates the FY13 actual and FY14-18 projected Foreign Area Officer (FAO) requirements, inventory, and accessions.

	FY13	FY14	FY15	FY16	FY17	FY18
Requirement	119	119	119	119	119	119
Inventory	282	307	332	355	377	398
Available	53	59	65	71	77	83
Not Available	229	248	267	284	300	315
Projected Attrition	16	17	19	20	21	23
Accession	38	42	42	42	42	42
In Training	32	32	32	34	34	34

b. FAO requirements were not met in FY13, and it is unlikely that requirements will be met in FY14. Many of the remaining billets are filled by USMC Regional Affairs Officers as language is not a billet requirement. Section 3b in the USMC FY13 Annual FAO Report addresses FAO billet fills.

3. Topic 2: Improving Oral Proficiency up to General Professional Proficiency, Level 3

a. Enclosure (1) to the USMC FY13 Annual FAO Report provides listening, reading, and oral proficiency ratings of all FAOs by rating, rank, and language.

b. USMC FY13 Annual FAO Report Section 2c(3) describes programs available that provide additional training for FAOs to improve their speaking ability.

c. Per reference (c) of the USMC FY13 Annual FAO Report, FAOs are required to maintain annual Defense Language Proficiency Test (DLPT) and Oral Proficiency Interview (OPI) scores in one language of their assigned region to retain the regional Military Occupational Specialty (MOS) designation. The DLPT is administered at approved Marine Corps testing facilities utilizing current testing procedures. FAOs who achieve a 3/3 in any two modalities (listening/reading/speaking) are only required to test every 24 months.

d. Per Marine Corps Order 7220.52E, Foreign Language Proficiency Pay (FLPP) entitlement is awarded based on a minimum qualifying proficiency of level 2. FLPP entitlement at level 1 may be authorized for units, individual billets, or special missions where that level of language skill is required. In FY13, 282 FAOs received FLPP entitlement, of those, 68 FAOs had a speaking score of 2 or higher.

4. Topic 3: Foreign Language Skill and Regional Expertise Sustainment and Improvement

a. USMC FY13 Annual FAO Report sections 2c and 2d describe initiatives that offer FAOs opportunities to sustain and improve their language skills and regional proficiencies.

b. Per reference (c) of the USMC FY13 Annual FAO Report, FAOs are required to conduct eighty (80) hours of language, regional expertise and culture (LREC) sustainment every two years. Deputy Commandant, Plans, Policy & Operations administers funds for LREC sustainment as available. There is no HQMC International Affairs Program (IAP) policy that stipulates commands will resource and allocate time for language and/or regional training.

c. As discussed in Section 3d, FAOs are required to maintain annual DLPT and OPI proficiency scores in one language of their assigned region to retain the regional MOS designation. Failure to maintain a current DLPT/OPI score on file could be considered adverse in nature.

5. Topic 4: Career Paths that ensure FAOs are competitive for promotion to General Officer/Flag Officer (GO/FO)

a. In FY13 no FAOs were selected for promotion to O-7; one (1) FAO was in zone for promotion. Additionally, there are no positions at the GO/FO level identified as requiring FAO-related skills.

b. USMC FAOs are dual-track Marines who serve in both their primary MOS and FAO MOS, allowing them to remain competitive against their peers for promotion and command.

6. Topic 5: Leveraging the Non-Commissioned Officer (NCO) Corps and the Reserve Component (RC)

a. The USMC Foreign Area Staff Noncommissioned Officer (FAS) initiative began in FY12 as a means to develop LREC professionals among senior enlisted ranks in tactical and operational units. Reference (c) of the USMC FY13 Annual FAO Report provides detailed information on the FAS initiative.

b. Marines in the RC are eligible for accession to the FAO program via the experience track, as described in the USMC FY13 Annual FAO Report.

FY13 FAO BILLETS

MCC	ORG_NAME	BILLET_DESCRIPTION	N_GRADE	EMOS	FMOS	ASD1	STATE_COUNTRY	CITY_CD
1	MARFOR UNIV EDU COM TRNG & EDUC COM QUANTICO VA	SOUTHCOM/NORHTCOM DESK OFFICER	O4 MAJ	8241	0000		VIRGINIA	QUANTICO
2	MARFOR UNIV EDU COM TRNG & EDUC COM QUANTICO VA	CENTCOM DESK OFFICER	O4 MAJ	8244	0000		VIRGINIA	QUANTICO
3	MARFOR UNIV EDU COM TRNG & EDUC COM QUANTICO VA	AFRICOM DESK OFFICER	O4 MAJ	8245	0000		VIRGINIA	QUANTICO
4	MARFOR UNIV EDU COM TRNG & EDUC COM QUANTICO VA	OPERATIONS OFFICER & EUCCOM DESK OFFICER	O4 MAJ	8246	0000		VIRGINIA	QUANTICO
5	MARFOR UNIV EDU COM TRNG & EDUC COM QUANTICO VA	PACOM DESK OFFICER	O4 MAJ	8248	0000		VIRGINIA	QUANTICO
6	HQTRS MARFORPAC	THEATER SECURITY COOP ASST EXCR PLNR - SOUTH ASIA	O4 MAJ	8243	0000	8223	HAWAII	CP SMITH
7	HQTRS MARFORPAC	THEATER SECURITY COOPERATION ASST EXERCISE PLNR	O4 MAJ	8246	0000	8226	HAWAII	CP SMITH
8	HQTRS MARFORPAC	SOUTHEAST ASIA DESK OFFICER	O4 MAJ	8248	0000	8228	HAWAII	CP SMITH
9	HQTRS MARFORPAC	NE ASIA DESK OFFICER	O5 LTCOL	8243	0000	8223	HAWAII	CP SMITH
10	HQTRS MARFORPAC	THEATER SECURITY COOPERATION ASST EXERCISE PLNR	O5 LTCOL	8248	0000	8228	HAWAII	CP SMITH
11	CE III MEF	III MEF LNO, WESTERN ARMY, JGSDF (SENDAI, JPN)	O4 MAJ	8243	0000		JAPAN	SENDAI CP
12	CE I MEF	FAO/RAO	O3 CAPT	8244	0000		CALIFORNIA	CP PENLETON
13	CE III MEF	FAO/RAO	O3 CAPT	8248	0000		JAPAN	CP COURTNEY
14	CE III MEF	FAO/RAO	O4 MAJ	8243	0000		JAPAN	CP COURTNEY
15	CE III MEF	FOREIGN AREA OFFICER	O4 MAJ	8248	0000	8246	JAPAN	CP COURTNEY
16	MARFOR EUCCOM	FAO REGIONAL PLANNER	O4 MAJ	8247	0000		GERMANY	VAIHINGEN
17	MARFOR EUCCOM	FAO REGIONAL PLANNER	O4 MAJ	8249	0000		GERMANY	VAIHINGEN
18	MARFOR EUCCOM	ASSISTANT G-5	O5 LTCOL	8240	0000	8225	GERMANY	VAIHINGEN
19	MARFOR EUCCOM	FAO REGIONAL PLANS CHIEF	O5 LTCOL	8242	0000		GERMANY	VAIHINGEN
20	MARFOR AFRICOM	FOREIGN AREA OFFICER (FAO)	O4 MAJ	8245	0000		GERMANY	VAIHINGEN
21	CE II MEF	FAO/RAO	O3 CAPT	8241	0000		NORTH CAROLINA	CP LEJEUNE
22	CE II MEF	FOREIGN AREA OFFICER	O3 CAPT	8246	0000		NORTH CAROLINA	CP LEJEUNE
23	CE II MEF	FAO/RAO	O4 MAJ	8241	0000		NORTH CAROLINA	CP LEJEUNE
24	CE II MEF	FAO/RAO	O5 LTCOL	8241	0000		NORTH CAROLINA	CP LEJEUNE
25	MARFOR NORTHCOM	LATIN AMERICA FAO	O5 LTCOL	8241	0000		LOUISIANA	NEW ORLEANS-NAVSA
26	MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O3 CAPT	8248	0000		VIRGINIA	FT STORY
27	MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8241	0000		VIRGINIA	FT STORY
28	MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8241	0000		VIRGINIA	FT STORY
29	MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8241	0000		VIRGINIA	FT STORY
30	MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8244	0000		VIRGINIA	FT STORY

FY13 FAO BILLETS

MCC	ORG_NAME	BILLET DESCRIPTION	N_GRADE	PMOS	ASD1	STATE_COUNTRY	CITY_CD
31	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8244 0000		VIRGINIA	FT STORY
32	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8245 0000		VIRGINIA	FT STORY
33	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8246 0000		VIRGINIA	FT STORY
34	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8247 0000		VIRGINIA	FT STORY
35	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8248 0000		VIRGINIA	FT STORY
36	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT SECT OFF-FAO	O4 MAJ	8249 0000		VIRGINIA	FT STORY
37	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT TEAM LDR - FAO	O5 LTCOL	8241 0000		VIRGINIA	FT STORY
38	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT TEAM LDR - FAO	O5 LTCOL	8241 0000		VIRGINIA	FT STORY
39	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT TEAM LDR - FAO	O5 LTCOL	8245 0000		VIRGINIA	FT STORY
40	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT TEAM LDR - FAO	O5 LTCOL	8246 0000		VIRGINIA	FT STORY
41	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT TEAM LDR - FAO	O5 LTCOL	8248 0000		VIRGINIA	FT STORY
42	1FN MCSCG MARFORCOM	COORDINATION, LIAISON, AND ASSESSMENT TEAM LDR - FAO	O5 LTCOL	8249 0000		VIRGINIA	FT STORY
43	1FY MARFOR_SOUTHCOM	ASSISTANT OPERATIONS OFFICER	O3 CAPT	8241 0000	0540	FLORIDA	MIAMI
44	1FY MARFOR_SOUTHCOM	FOREIGN AREA OFFICER/REGIONAL AFFAIRS OFFICER	O4 MAJ	8241 0000		FLORIDA	MIAMI
45	1FY MARFOR_SOUTHCOM	FOREIGN AREA OFFICER/REGIONAL AFFAIRS OFFICER	O4 MAJ	8241 0000		FLORIDA	MIAMI
46	1FY MARFOR_SOUTHCOM	FOREIGN AREA OFFICER/REGIONAL AFFAIRS OFFICER	O5 LTCOL	8241 0000		FLORIDA	MIAMI
47	NAG US PACIFIC COMMAND (USPACOM)	DIVISION CHIEF	O6 COL	8248 0000		HAWAII	CP SMITH
48	NAM US PACIFIC COMMAND (USPACOM)	DIRECTOR, JOINT OPERATIONS	O5 LTCOL	8248 0000	0302	THAILAND	BANGKOK-AFM
49	NAR US SOUTHERN COMMAND (USSOUTHCOM)	MARINE CORPS SPECIAL ASSISTANT	O5 LTCOL	8241 0000		FLORIDA	MIAMI
50	NBA MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8247 0000	0202	UNITED KINGDOM	LONDON
51	NBM HQTRS US SPEC OPS COM (USSOCOM)	CENTCOM RIT FAO	O5 LTCOL	8249 0000		FLORIDA	MACDILL AFB
52	NBN MARINE CORPS INTEL ACT	MARINE ATTACHE BOLIVIA-LAPAZ	O4 MAJ	8241 0000	0202	BOLIVIA	LA PAZ
53	NEQ MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8245 0000	0202	LIBYA	TRIPOLI
54	NCC MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8243 0000	0202	CHINA	BEIJING
55	NCE MARINE CORPS INTEL ACT	MARINE ATTACHE DOMINICAN REPUBLIC-SANTO DOMINGO	O5 LTCOL	8241 0000	0202	DOMINICAN REPUBLIC	SANTO DOMINGO
56	NCG MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8247 0000	0202	FRANCE	PARIS
57	NCH US NORTHERN COMMAND (USNORTHCOM)	USMC SECTION CHIEF	O4 MAJ	8241 0000		MEXICO	MEXICO CITY
58	NCM MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8247 0000	0202	ITALY	ROME
59	NCR MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8241 0000	0202	MEXICO	MEXICO CITY
60	NCU MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8248 0000	0202	PHILIPPINES	MANILA
61	NCV MARINE CORPS INTEL ACT	MARINE ATTACHE OMAN-MUSCAT	O5 LTCOL	8244 0000	0202	OMAN	MUSCAT

FY13 FAO BILLETS

MCC	ORG_NAME	BILLET_DESCRIPTION	N_GRADE	BMOS	PMOS	ASD1	STATE_COUNTRY	CITY_CD
62	NW MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8245	0000	0202	SENEGAL	DAKAR
63	NCX MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8247	0000	0202	TURKEY	ANKARA
64	NCY MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8242	0000	0202	RUSSIA	MOSCOW
65	NE3 DEF THREAT REDUCTION AGENCY	TEAM CHIEF	O4 MAJ	8242	0000		VIRGINIA	ARLINGTON
66	NE3 DEF THREAT REDUCTION AGENCY	ICP REGIONAL MANAGER - AFRICA	O4 MAJ	8242	0000		VIRGINIA	ARLINGTON
67	NE3 DEF THREAT REDUCTION AGENCY	TEAM CHIEF	O4 MAJ	8242	0000		VIRGINIA	ARLINGTON
68	NE9 MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8241	0000	0202	NICARAGUA	UNKN NICARAGUA
69	NFA MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8245	0000	0202	LIBERIA	UNKN LIBERIA
70	NFE MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8247	0000	0202	SPAIN	MADRID
71	NFF US AFRICA COMMAND (AFRICOM)	CHIEF WEST CENTRAL DESK/FAO	O5 LTCOL	8240	0000		GERMANY	MOHRINGEN
72	NFS MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8242	0000	0202	UKRAINE	KIEV
73	NG2 MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8242	0000	0202	AZERBAIJAN	BAKU
74	NG3 MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8242	0000	0202	GEORGIA	TBILISI
75	NG8 MARINE CORPS INTEL ACT	MARINE ATTACHE VIETNAM-HANOI RN87004	O4 MAJ	8248	0000	0202	VIETNAM	HANOI
76	NGA MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8248	0000	0202	SINGAPORE	SINGAPORE
77	NGU MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8248	0000	0202	JAPAN	TOKYO
78	NGV MARINE CORPS INTEL ACT	LIAISON OFFICER	O5 LTCOL	8243	0000	0202	TAIWAN	TAIPEI
79	NGW US AFRICA COMMAND (AFRICOM)	MIL TO MIL PROGRAM OFFICER/FAO	O4 MAJ	8240	0000		GERMANY	MOHRINGEN
80	NHD US NORTHERN COMMAND (USNORTHCOM)	USMC FOREIGN AFFAIRS OFFICER	O4 MAJ	8241	0000		COLORADO	PETERSON AFB
81	NHV MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8245	0000	0202	KENYA	NAIROBI
82	NHW MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8244	0000	0202	JORDAN	AMMAN
83	NHY MARINE CORPS INTEL ACT	MARINE ATTACHE	O5 LTCOL	8244	0000	0202	IRAQ	BAGHDAD
84	NVH MARINE CORPS INTEL ACT	MARINE ATTACHE	O4 MAJ	8244	0000	0202	ISRAEL	TEL AVIV
85	NVJ MARINE CORPS INTEL ACT	MARINE ATTACHE LATVIA-RIGA RN10105	O5 LTCOL	8242	0000	0202	LATVIA	RIGA
86	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	FOREIGN AREA OFFICER WESTERN HEMISPHERE	O4 MAJ	8241	0000		VIRGINIA	ARLINGTON
87	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	FOREIGN AREA OFFICER FORMER SOVIET UNION	O4 MAJ	8242	0000		VIRGINIA	ARLINGTON
88	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	NE ASIA ISSUES OFFICER	O4 MAJ	8243	0000		VIRGINIA	ARLINGTON
89	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	AFRICA ISSUES OFFICER	O4 MAJ	8245	0000		VIRGINIA	ARLINGTON
90	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	CENTCOM ISSUES OFF	O4 MAJ	8246	0000		VIRGINIA	ARLINGTON
91	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	FOREIGN AREA OFFICER WESTERN EUROPE/NATO/AFRICA	O4 MAJ	8247	0000		VIRGINIA	ARLINGTON
92	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	INTERNATIONAL AFFAIRS OFFICER	O5 LTCOL	8240	0000		VIRGINIA	ARLINGTON
93	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	PACOM / SE ASIA ISSUES OFFICER	O5 LTCOL	8248	0000		VIRGINIA	ARLINGTON
94	QAQ DC PLANS POLICIES & OPS (PP&O) DEPT	BRANCH HEAD	O6 COL	8240	0000		VIRGINIA	ARLINGTON

FY13 FAO BILLETS

MCC	ORG_NAME	BILLET_DESCRIPTION	N_GRADE	N_GRADE_GRADE	BMOS	PMOS	ASD1	STATE_COUNTRY	CITY_CD
95	US PACIFIC COMMAND (USPACOM)	INTELLIGENCE OFFICER	O3	CAPT	8248	0000		HAWAII	PEARL HARBOR NST
96	DOD ACTIVITIES MISC	PROFESSOR	O4	MAJ	8242	0000		GERMANY	SARMISCH
97	DOD ACTIVITIES MISC	MILITARY PROFESSOR IN POLICY STUDIES DEPT	O5	LTCOL	8248	0000		HAWAII	CP SMITH
98	MARINE CORPS ASSIGNED ALLIED/UN COMMANDS	KAIFTC LNO	O4	MAJ	8245	0000	0302	GHANA	ACCRA
99	US AFRICA COMMAND (AFRICOM)	MARINE WARFARE STRATEGIST	O5	LTCOL	8240	0000		GERMANY	MOHRINGEN
100	MARFOR CENTCOM	FAO/RAO	O4	MAJ	8244	0000		FLORIDA	MACDILL AFB
101	MARFOR CENTCOM	SECURITY COOPERATION OFF	O4	MAJ	8246	0000		FLORIDA	MACDILL AFB
102	MARFOR CENTCOM	FAO/RAO	O4	MAJ	8246	0000		FLORIDA	MACDILL AFB
103	MARFOR CENTCOM	FAO/RAO	O5	LTCOL	8244	0000		FLORIDA	MACDILL AFB
104	MARFOR CENTCOM	EXERCISE OFFICER	O5	LTCOL	8246	0000		FLORIDA	MACDILL AFB
105	MARFOR KOREA	USMC LNO TO ROK MARINES	O4	MAJ	8248	0000		KOREA	SEOUL AREA CMD
106	MARFOR KOREA	FAO/RAO	O4	MAJ	8248	0000		KOREA	SEOUL AREA CMD
107	MARFOR KOREA	FAO/RAO	O4	MAJ	8248	0000		KOREA	SEOUL AREA CMD
108	MARFOR KOREA	FAO/RAO	O5	LTCOL	8248	0000		KOREA	SEOUL AREA CMD
109	MARINE CORPS INFO OPS CENTER (MCIOC)	IO PLANS OFFICER (WE/NA FAO)/MIDDLE EASTERN REGION	O3	CAPT	8240	0000	8244	VIRGINIA	QUANTICO
110	MARINE CORPS INFO OPS CENTER (MCIOC)	IO PLANS OFFICER (SWA FAO)/MIDDLE EASTERN REGION	O3	CAPT	8240	0000	8246	VIRGINIA	QUANTICO
111	MARINE CORPS INFO OPS CENTER (MCIOC)	IO OFFICER (EA FAO)/EAST ASIA REGION	O3	CAPT	8240	0000	8248	VIRGINIA	QUANTICO
112	MARINE CORPS INFO OPS CENTER (MCIOC)	IO OFFICER (PRC FAO)/EAST ASIA REGION	O3	CAPT	8240	0000	8243	VIRGINIA	QUANTICO
113	MARINE CORPS INFO OPS CENTER (MCIOC)	IO OFFICER (LA FAO)/LATIN AMERICA REGION	O3	CAPT	8240	0000	8241	VIRGINIA	QUANTICO
114	MARINE CORPS INFO OPS CENTER (MCIOC)	IO PLANS OFFICER (WE FAO)/EUROPE & AFRICA REGION	O3	CAPT	8240	0000	8247	VIRGINIA	QUANTICO
115	MARINE CORPS INFO OPS CENTER (MCIOC)	IO PLANS OFFICER (EE FAO)/EUROPE & AFRICA REGION	O3	CAPT	8240	0000	8249	VIRGINIA	QUANTICO
116	MARINE CORPS INFO OPS CENTER (MCIOC)	IO PLANS OFFICER (FSU FAO)/EUROPE & AFRICA REGION	O3	CAPT	8240	0000	8242	VIRGINIA	QUANTICO
117	MARINE CORPS INFO OPS CENTER (MCIOC)	IO PLANS OFFICER (SSA FAO)/EUROPE & AFRICA REGION	O3	CAPT	8240	0000	8245	VIRGINIA	QUANTICO
118	US CENTCOM (USCENTCOM)	J5 STRATEGIC POLICY OFFICER	O5	LTCOL	8244	0000		FLORIDA	MACDILL AFB
119	MARCOR DET DEF LANG INST TRNG COM MONTEREY CA	FOREIGN LANGUAGE TRAINING ADVOCATE	O4	MAJ	8240	0000		CALIFORNIA	PRESIDIO OF MONT

ANNUAL FOREIGN AREA OFFICER (FAO) METRICS REPORT DATA INPUT							REPORT CONTROL SYMBOL DD-P&R(A)2286		
<b>1. FAO ACCESSION</b>									
A1	APPLICANT RATE (AC/RC)	TOTAL APPLICANTS		REQUIRED ACCESSIONS		PERCENTAGE			
		3,050		18		16,944.44444444			
A2	APPLICANT QUALITY (AC/RC)	QUALIFIED APPLICANTS		TOTAL APPLICANTS		PERCENTAGE			
		379		18		2,105.55555556			
A3	TRAINING COMPLETION (AC/RC)	COMPLETED SCHEDULED TRAINING		FORECASTED TO COMPLETE TRAINING		PERCENTAGE			
		22		22		100			
<b>2. FAO RETENTION</b>									
R1	FAO ATTRITION (AC/RC)	FAOs SEPARATING OR RETIRING		TOTAL FAOs CURRENTLY SERVING		PERCENTAGE			
		16		282		6			
<b>3. FAO PROMOTION</b>									
P1	FAO SELECTION RATE (AC/RC)	IN ZONE SELECTED FOR 05/06/07 PROMOTION			IN ZONE ELIGIBLE FOR 05/06/07 PROMOTION			PERCENTAGE	
		05	6		05	11		05	55
		06	2		06	5		06	40
		07	0		07	1		07	
P2	FAO REQUIREMENT PROMOTION RATE (AC/RC)	SELECTED FOR 05/06/07 PROMOTION			FAO PROMOTIONS REQUIRED FOR EACH RANK			PERCENTAGE	
		05			05	0		05	
		06			06	0		06	
		07			07	0		07	
<b>4. FAO UTILIZATION</b>									
U1	FAO BILLET FILL RATE (AC/RC)	FAO-CODED BILLETS FILLED BY FAOs		FAO-CODED BILLETS		PERCENTAGE			
		53		119		45			
<b>5. FAO MANPOWER STATISTICS (AC/RC)</b>					<b>6. FAO COSTS (AC/RC)</b>				
M1	TOTAL FAO-CODED BILLETS	119		C1	LANGUAGE TRAINING COST/FAO	\$152,066			
M2	FAOs IN CODED BILLETS	53		C2	IN-COUNTRY TRAINING COST/FAO	\$60,000.00			
M3	FAOs IN NON-FAO BILLETS	229		C3	GRADUATE-LEVEL SCHOOL COSTS/FAO	\$13,000.00			
M4	FAOs IN TRAINING PIPELINE	46		<b>7. DATE OF REPORT (YYYYMMDD)</b>					
M5	FAOs RETIRED/SEPARATED.	16		20140313					