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SECRETARY OF THE AIR FORCE**

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Operations Support

**FOREIGN AREA OFFICER PROGRAM
CONCEPT OF OPERATIONS**

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This is the initial publication of AFPAM 16-112. This pamphlet provides a comprehensive review of considerations for the utilization, management, and development of Air Force Foreign Area Officers. The pamphlet draws upon guidance in Air Force Instruction 16-109, *Foreign Area Officer Program* and DoD Directive 1315.17, *Service Foreign Area Officer (FAO) Programs*. This pamphlet is meant to serve as a practical reference for all matters relating to the Air Force FAO Program.

Chapter 1

INTRODUCTION

1.1. FAO Program Overview.

1.1.1. Global Engagement Skills. Global Engagement, including the ability to shape, prepare, and respond effectively to events in distant lands, requires a force well endowed with global skills. Such skills include a comprehensive understanding of the increasingly complex global security environment, as well as the communication skills and cultural awareness required to communicate with our international partners. To effectively lead the Global Engagement effort, these skills must be institutionalized throughout the Air Force officer corps, across all AFSCs. With the implementation of the Expeditionary Aerospace Force (EAF), officers who develop these critical engagement skills will play an important role in our Air Force's successful return to an expeditionary culture.

1.1.2. Global Skills Development. Recognizing that foreign language ability lies at the heart of effective international interaction, the Air Force has launched programs to develop and sustain foreign language proficiency as broadly as possible across its officer corps. This foreign language ability is the bedrock on which effective Global Engagement (in peacetime or in crisis) rests. Duty experience, coupled with specific professional development opportunities, will enable a portion of those foreign language capable officers to develop an enhanced appreciation of the culture, geography, and principal policy issues affecting a foreign country or region. A still more limited group of officers will possess the substantial language background, graduate education, and extensive in-country experience necessary to prepare them for demanding international pol/mil affairs duty. Developing, sustaining, and managing this latter pool of officers is the objective of the Air Force Foreign Area Officer program.

1.1.3. Foreign Area Officers. FAOs will play a critical engagement role advising operational commanders, supporting Force Protection programs, establishing cooperative relationships with Host Nation partners, and supporting the full range of Global Engagement activities, from humanitarian relief operations to coalition building in support of major theater war. When not assigned in their primary career field, these officers, whose basic military expertise has been enhanced by a combination of language study, foreign area studies, and regional duty experience, will serve in a variety of FAO billets. Such assignments might include attaché and security assistance duty, exchange officer duty, service on selected unified command, MAJCOM, and NAF staffs, the Joint Staff, Office of the Secretary of Defense (OSD), State Department, Defense Intelligence Agency, Defense Threat Reduction Agency (DTRA), and others. The overall focus of the FAO program is to develop, manage, and retain a cadre of FAOs who possess the language proficiency and regional area expertise necessary to enable the Air Force to respond quickly and effectively to Global Engagement needs worldwide.

1.2. Background. The FAO program evolved out of the Air Force senior leadership's desire to improve how it manages officers with regional language proficiency and foreign area expertise. Specifically, as early as 1991 a Functional Management Inspection by the Air Force's Inspector General (IG) of the service's Foreign Area Specialist Program (FASP) clearly identified the need to make fundamental changes in this program, concluding that "the FASP did not meet Air Force requirements for foreign area specialists." Furthermore, in 1993 DoD inspectors found that "Language trained military personnel are not uniformly managed within the Department to take sufficient advantage of language skills and recoup invested training dollars." Air Force leadership addressed this problem in its 1996 Long Range Plan,

which clearly stated the Air Force's officer foreign language goal as an end state on which planning should focus: "By 2005, 10 percent of all Air Force officers are proficient in languages needed to support GLOBAL ENGAGEMENT and US global interests and responsibilities. These officers become knowledgeable in political-military, economic, and cultural aspects of the country or region associated with that language." With the Air Force already moving in that direction, in February 1997 DoD Directive 1315.17 directed the Military Services to "develop procedures to ensure competitive career advancement for officers in the Service FAO Program that best supports the DoD elements and Military Services' requirements for qualified FAOs." The Air Force, in turn, in June 1998, published AFI 16-109 to implement the DoD Directive, establishing the Air Force's first formalized FAO Program.

Chapter 2

FAO UTILIZATION

2.1. INTRODUCTION. In order to accomplish its mission, the Air Force needs global situational awareness built on Air Force people to complement capabilities and infrastructure. Air Force FAOs provide the expertise necessary to develop, maintain, and exploit this global situational awareness. This chapter will focus on FAO utilization, describing how FAO language proficiency and international pol/mil expertise translate into effective Global Engagement.

2.2. FAO Support to Contingency Operations. In order to provide the air and space power needed to effectively conduct contingency operations, the Air Force relies on Aerospace Expeditionary Forces (AEFs). These units provide timely, responsive, deployable combat capability on short notice anywhere in the world. In many situations, an AEF's combat power will depend on close cooperative relations with nations in the region. FAOs with language skills and international pol/mil affairs expertise oriented to the region make those close, cooperative relations possible. Since AEF operations may require interaction with allies on a wide variety of military matters, AEFs will benefit by having officers with FAO skills and experience across the operational and headquarters staff organizations making up the force. Though not exhaustive, the list below describes representative contributions FAOs can make to contingency operations.

2.2.1. The Commander and Selected Members of the Commander's Special Staff. The position of commander, perhaps more than any other billet in the AEF, would benefit from having an officer with FAO language skills and regional expertise. The commander, more than any other individual officer in the AEF, shapes and sustains relationships with allies. Having both an intimate understanding of regional issues and the ability to communicate with host government officials in their own language enables the commander to more readily anticipate and resolve differences and more effectively integrate US national policy and objectives with those of the host nation. Because the commander's staff contributes so directly to the often-sensitive daily contacts on which the commander's relationship with host nation officials depends, FAOs are needed to make crucial contributions in these positions (e.g., executive officer, protocol, etc.).

2.2.2. Planners. In most contingency operations, AEF operations and support activities will be integrated with those of our allies and coalition partners. Integrating AEF and allied planning efforts requires that the AEF planning staff include officers who combine an understanding of military operations with the foreign language proficiency and regional expertise necessary to sustain an effective dialogue with allied counterparts. In the case of coalition forces, FAOs may be called on to help establish and run the Foreign Forces Command Center (F2C2). In short, FAOs drawn from the full range of operational and support specialties involved in the contingency (e.g., air operations, logistics, maintenance, transportation, information operations, intelligence, security, etc.) provide this crucial planning capability.

2.2.3. Tanker/Airlift Control Element (TALCE). In the earliest stages of an AEF deployment, FAOs attached to a TALCE could quickly and effectively coordinate local support requirements with host nation (HN) counterparts—a critical step in standing up a viable forward operating location (FOL), particularly in a “bare base” scenario. By deploying with the TALCE, these FAOs would help establish en route support and reception capabilities at the Aerial Port of Debarkation (APOD), a necessary pre-condition to deploying the full AEF. In short, depending on the deployment/contingency sce-

nario, FAO language proficiency and cultural knowledge could very well be critical to the success of the operation in its crucial initial stage—the first 48 hours—after the AEF commander has received the JCS Execute Order.

2.2.4. Contracting. In the early stages of an AEF deployment, once a FOL is operational, contracting services will serve an essential support function. A regional FAO in a liaison role, with a working knowledge of contracting—or supporting other contracting officers—could represent a potential force multiplier, ensuring smooth and effective coordination between the AEF and host nation (HN) service providers. Effective contracting in turn may even help to reduce airlift requirements—supporting critical EAF requirements of light, lean, and lethal. To date, in the short history of AEF deployments, deployed personnel (see Air Combat Command's Joint Lessons Learned System - JULLS) have documented the negative impact poor communications and inadequate cross-cultural skills have had on AEF/HN support issues. Many of these problems almost certainly could have been avoided with timely, effective FAO support at an early stage in the operational deployment. FAO language proficiency, regional expertise, and cultural sensitivity have the potential to eliminate many of these past problems.

2.2.5. Intelligence. Intelligence collection and analysis are critical AEF functions. To provide the most accurate, timely analysis to the AEF commander, intelligence officers need an intimate knowledge of Intelligence, Surveillance, and Reconnaissance (ISR) assets, intelligence requirements, and enemy capabilities, to include enemy plans and intentions, and details on the full array of potential threats. FAOs supporting the intelligence function would be able to interpret foreign language press and media telecasts, ensuring open source information is fused with raw tactical information and national-level finished intelligence products. Finally, FAOs may be able to support the ongoing Enemy Prisoner of War (EPW) interrogation/defector debriefing process.

2.2.6. Force Protection. As AEFs plan and prepare to deploy overseas, Force Protection (FP) will remain one of the AEF commander's most pressing concerns. FAOs, in this context, could play a critical role in helping to establish FP programs while providing the AEF commander with expert advice on the local FP environment. FAOs in this environment, to be effective, would need solid support from at least three Air Force specialties (Security Forces/31P, Intelligence/14N, Counter-intelligence/71S) to help orchestrate all aspects of FP training and operations, to include pre-deployment FP training, liaison with host nation forces, counter-intelligence collection/analysis/dissemination, and local Air Base Defense (ABD) procedures and practices.

2.3. Peacetime Engagement. FAOs will figure prominently in Air Force peacetime engagement activity, principally through duty in policy making and analytical positions on headquarters staffs and in positions bringing them into regular contact with foreign military and government officials. Other peacetime engagement activities, such as deployments for training, exercises, air shows, and humanitarian relief operations, provide a foundation to cultivate FAO skills through daily interaction in an international setting. This foundation will not only serve individual professionals but also will reap benefits for future military operations.

2.3.1. Staff Officer. FAOs will also play a critical role at the headquarters/staff level. Staff positions requiring FAO expertise can be found in the Secretariat of the Air Force, the Air Staff, the Joint Staff, Defense Intelligence Agency (DIA), the staffs of the unified commands, in Air Force MAJCOMs, OSD, the State Department, North Atlantic Treaty Organization (NATO), and the United Nations. FAOs will plan, formulate, coordinate, and implement Air Force international political-military poli-

cies, and will advise commanders on a broad range of international issues. They will maintain liaison when appropriate with host nation counterparts and will use their regional expertise to analyze international developments in their region of expertise. Specifically:

2.3.1.1. FAOs will formulate Air Force positions on combined pol-mil affairs. They will (1) develop policy positions on international political problems of national, combined, or joint service interest; (2) make recommendations on treaties, international agreements, and pol-mil plans, policies, and procedures; (3) receive, evaluate, and translate information from national and international agencies into pol-mil guidance; (4) assist in developing, coordinating, and implementing National Security Council policies; (5) participate in development, coordination, and implementation of National Policy Papers and guidelines for policy and operations papers on a worldwide basis; and (6) determine requirements for military actions to implement national policy objectives.

2.3.1.2. FAOs will coordinate all aspects of pol-mil affairs. They will (1) advise combined, joint, and Air Force commanders and officials on pol-mil affairs; (2) maintain liaison with Departments of State and Defense and other governmental agencies concerned with international affairs; (3) present and interpret Air Force positions to interdepartmental and international committees and to groups that negotiate on government-to-government and service-to-service levels; (4) provide guidance on international aspects of Air Force plans; and (5) coordinate with Departments of State and Defense in conducting treaty and agreement negotiations.

2.3.1.3. FAOs will represent Air Force interests in international affairs. They will (1) represent the Air Force on international staffs, projects, surveys, advisory groups, missions, and defense boards; (2) participate in treaty and agreement negotiations affecting the AF; (3) conduct research on world or area pol-mil affairs; (4) advise on political implications of war plans; and (5) participate in security assistance and foreign military sales actions.

2.3.1.4. FAOs will conduct analytical studies. They will analyze political situations and trends, and prepare studies, reports, and surveys on political implications of proposed actions.

2.3.2. Specialized Duty. In addition to contingency and staff support, FAOs are ideally qualified to meet the demands of certain specialized duty positions.

2.3.2.1. Air Attaché. Officers in the attaché system collect, evaluate, and report information in response to military intelligence requirements. In addition, they represent the Chief of Staff, Secretary of the Air Force, and the Department of Defense in the countries in which they serve, maintaining good relations and effective liaison between the US Air Force and the host nations' military services. Finally, attachés provide military advice to the chiefs of the diplomatic missions while planning and directing operational and administrative attaché functions. FAOs represent a ready pool of candidates with the language and area expertise required for an attaché assignment. Officers not already designated as FAOs before serving as an attaché will normally receive the language skills and in-country experience necessary for FAO qualification.

2.3.2.2. Personnel Exchange Program (PEP). This long-standing Air Force program currently places officers who are qualified in their primary AFSCs in exchange positions in 32 different countries, where they use their job expertise while working with host nation air forces. The program (1) promotes mutual trust and understanding; (2) fosters an understanding of both nations' air force doctrines, tactics, and procedures; (3) strengthens bilateral air force-to-air force ties; and (4) develops long-term professional and personal relationships. FAOs who meet the PEP program's specific skill requirements make excellent candidates for a variety of PEP positions, to

include foreign PME slots, and operational, technical, and instructor exchanges. It should also be noted that officers interested in becoming FAOs can use the PEP to acquire the needed language skills and in-country experience to qualify for this AFSC.

2.3.2.3. Security Assistance Office (SAO). FAOs assigned to a SAO position will work hand-in-hand with host nation civilian and military personnel on a variety of issues, ranging from foreign military sales to U.S. training for host nation air forces. The overall goal of the Security Assistance program is to manage such assistance programs with our global partners while furthering US national security goals and objectives. Many of these officer positions are located overseas, giving the FAO the opportunity to further develop his/her language proficiency and overall area expertise. Like attaché and PEP duty, service as a SAO will normally provide officers not already designated as FAOs the opportunity to develop the language proficiency and experience necessary for FAO designation.

2.3.2.4. Air Force Special Operations Advisory Teams. FAOs have the language skills and regional expertise to provide invaluable support to Air Force Special Operations Command (AFSOC) combat aviation advisory teams. These teams train, advise, and assist foreign aviation units to employ and sustain their own assets in both peace and war. While they train, team members assess a nation's ability to maintain, sustain, and employ air power. Such teams are also uniquely capable of integrating foreign aviation units into joint, multi-national operations. Team members are specialists/instructors in their primary AFSCs. They receive formal language training, cultural awareness/orientation training, and have extensive in-theater experience for their assigned area of operations. Each team is organized and trained to support a specific geographic CINC. Their wartime mission supports theater combatant commanders in three interrelated areas: foreign internal defense (FID), unconventional warfare (UW), and coalition support (CS) operations. Aviation advisory assistance is delivered to foreign friends and allies for both internal and regional crisis or conflict. These missions engage the combat aviation advisory teams in peace, war, and a wide variety of local and regional emergencies.

Chapter 3

MANAGING THE FAO PROGRAM

3.1. FAO Qualification/Certification. Since its founding, the Air Force has had both the need for, and at least a limited supply of, officers proficient in foreign languages and educated about or experienced in particular regions of the world. What the Air Force has lacked has been a mechanism with which to effectively manage this valuable personnel resource, ensuring that it could tap into the pool of appropriately qualified officers when required. With the advent of the Global Engagement vision, the need to develop and effectively manage this talent pool grows even greater. Accordingly, the pivotal feature of the FAO Program is the capability it provides to assess the area of responsibility (AOR) Force requirements for international pol/mil expertise, to identify and track appropriately qualified officers, and to facilitate the process of matching available resources with valid requirements.

3.1.1. Assessing the Requirement. The 16FX Air Force Specialty Code has been created for use in identifying those officer billets requiring FAO expertise, consisting of proficiency in a foreign language and either an area studies academic degree or significant regional experience (or both). Periodically, Air Force commands and agencies will be asked to review their requirements for FAO expertise and ensure that the billets where such expertise is required are coded as 16FX billets. The results of this periodic review help (1) establish the overall Air Force FAO requirement; and (2) define the requirement for FAO expertise by region.

3.1.2. Identifying and Tracking FAO-Qualified Officers. A FAO is an officer who has already demonstrated solid expertise in a primary military specialty. The credibility of a FAO's advice, analysis, or authority as a representative of the Air Force and the US depends upon this expertise. An officer who has taken the extra steps to prepare for international pol/mil type duty by developing proficiency in a foreign language, pursuing an academic specialty in international relations/area studies (or a related discipline), or performing duty focused on or in a particular country/region is eligible for award of the 16FX AFSC. The award of this AFSC simultaneously recognizes an officer's professional development efforts and identifies this officer within the Air Force personnel system for duty in a 16FX, FAO-coded billet.

3.1.3. FAO Qualification. FAO qualification is divided into two levels: (1) Entry-level FAO (16F1/16F1X); and (2) Qualified FAO (16F3/16F3X). Awarding of the 16FX AFSC with a regional shred (B-H) is based on three factors: (1) documented foreign language proficiency; (2) academic specialization in area studies or in international relations with a regional focus; and/or (3) regionally-focused duty experience. Qualified FAOs, in order to carry a regional shred (B-H), are required to have documented language proficiency. (For the specific qualification criteria, refer to AFMAN 36-2105, Officer Classification.)

3.1.4. FAO Certification. The FAO certification process requires the convening of a FAO Panel at SAF/IA. To qualify for the 16FX AFSC, officers must first submit a résumé to the FAO Proponent Office. Résumés should include as a minimum the following information: (1) Social Security Number (SSN); (2) primary AFSC; (3) educational background, (4) military assignment history; (5) documented Defense Language Proficiency Test (DLPT) scores; (6) overseas experience, both duty and non-duty related; and (7) any other information the officer believes makes him/her a strong candidate for this program.

3.1.4.1. The FAO Panel reviews the candidates' military, personal, and educational backgrounds to determine whether or not volunteers meet minimum criteria to qualify as FAOs (16F3/16F3X). In addition, the process identifies prospective, entry-level FAO candidates (16F1/16F1X) who require additional training and/or experience to become qualified and ready for FAO duty. The Director, Air Force Attaché Affairs Office reviews and validates all panel results prior to recommending awarding of the 16FX AFSC, with the appropriate regional, functional, and experience-level shredouts.

3.2. FAOs in the Assignment System.

3.2.1. The Air Force Personnel Center (AFPC) is responsible for filling FAO billets with appropriately qualified officers within the guidelines of the Air Force Assignment System (AFAS). The FAO specialty, however, will not be handled as a primary career field. Professional development and career management for FAOs will remain the shared responsibility of the officer and his or her core functional manager. The AFPC office charged with working the 16FX FAO specialty will retain cognizance over FAO billets and, in conjunction with the FAO Proponent Office, will remain familiar with the pool of qualified FAO officers. This AFPC office will collaborate with the core functional assignment managers of FAO-qualified officers to identify those for whom assignment to a FAO billet would satisfy both the needs of the Air Force and professional development objectives for the officers.

3.2.2. Officers who are eligible to serve as FAOs will be awarded the 16FX AFSC. Holding the FAO AFSC identifies an officer as having critical skills necessary for the Air Force to operate in a global environment. These skills will be called upon on an as needed basis throughout the officers' career. These same officers, however, will follow their core AFSC career track and be managed primarily by their core functional assignment managers. As a result, FAOs can expect a limited number of FAO tours during a typical career to ensure key leadership opportunities throughout their careers.

3.2.3. Officers who carry the 16F3X AFSC will compete for FAO assignments focused on their region(s) of expertise. FAOs represent a pool of qualified candidates for a variety of positions that require international affairs and foreign language expertise. Within the AFAS, officers who carry the 16F3/16F3X AFSC will constitute a ready resource, qualified to serve in a variety of FAO assignments. Core functional managers, however, retain authority over a FAO's core specialty and will play an integral role in the FAO assignment process.

Chapter 4

DEVELOPING FOREIGN AREA OFFICERS - CRITICAL COMPONENTS

4.1. Language Proficiency. The Air Force senior leadership has determined that 10 percent of its officer corps should be proficient in foreign languages, noting that such proficiency relates directly to the Air Force's success in carrying out Global Engagement. Accordingly, language proficiency forms the foundation upon which the FAO Program is built. Meeting and sustaining the 10 percent proficient level will require efforts focused on foreign language acquisition and maintenance.

4.1.1. Foreign Language Acquisition. The Air Force Institute of Technology (AFIT) has a Foreign Area Studies Program (FASP) that allows some students the flexibility of completing a masters program at an accredited civilian institution or at the Naval Postgraduate School (NPS) in Monterey, CA. In some circumstances, students who attend NPS may also receive foreign language training at the Defense Language Institute (DLI). Students selected to attend civilian schools typically take foreign language courses as part of their area studies curriculum.

4.1.2. Foreign Language Maintenance. Successful maintenance of foreign language proficiency depends greatly on the individual officer's initiative, although there are existing Air Force programs that provide assistance. The US Air Force Academy's Department of Foreign Languages is currently developing a wide range of on-line, digital language study materials it will make available to all Air Force members. Additionally, organizations with formal Command Language Programs have access to DLI language materials, which are excellent resources for language maintenance and refresher training. The FAO Proponent Office itself offers a number of language immersion programs as part of its Language and Area Studies Immersion (LASI) Program. These in-country immersion programs are effective for all levels of language training. Students are exposed to the living language, become culturally attuned, and gain first-hand knowledge of infrastructure, economic activities, and social developments in the target region. These immersion programs are available to any active duty Air Force officers who can document existing proficiency to at least the 1 to 1+ level for Reading and Listening. Finally, TA can also be used as a refresher/maintenance resource if officers choose to study languages in which they are already proficient.

4.1.3. Foreign Language Proficiency Pay (FLPP). Foreign language proficiency is the foundation of the qualified FAO. To encourage the acquisition, maintenance, and enhancement of foreign language skills, the Air Force offers FLPP for its members who speak one of a number of different foreign languages. Due to the language-inherent nature of the FAO AFSC, qualified officers serving in FAO billets will be eligible to draw FLPP, with the specific pay amount based on their documented proficiency. (For additional information on FLPP, see AFI 36-2605, Air Force Military Testing System, Attachment 12.)

4.2. Advanced Academic Degrees (AAD). The AAD, like language proficiency, is a pillar of the FAO Program. Success in attaining the graduate level education appropriate to FAO qualification depends largely on individual initiative. At present, AFIT, the Joint Military Intelligence College's (JMIC) Master of Science in Strategic Intelligence (MSSI) degree, and TA are the most available options for international relations/area studies AADs. However, most AFIT area studies and MSSI quotas are set aside for intelligence officers. TA, on the other hand, is available to any officer who wishes to pursue the international relations/area studies AAD. The FAO Proponent office is actively working to increase the number of AAD authorizations tied to specific FAO billets.

4.3. Regional Experience. While the AAD is a strong indicator of regional/foreign area expertise, Air Force officers, due to the global nature of many Air Force missions, often have the opportunity to work closely with foreign nationals/military counterparts around the world. In other cases, these officers are in staff assignments that allow them to focus on regional or country-specific pol/mil issues (e.g., country desk officers at the Air Staff, SAF/IA, State Dept, etc.). This regional experience is absolutely essential for the officer to develop into an effective, capable Air Force FAO. Relevant regional experience truly rounds out the FAO. It gives the officer the opportunity to apply the academic knowledge, cultural awareness, and language proficiency effectively in an operational/military context. More importantly, it allows the officer to gain unique insight into his or her target region and, in many cases, to develop true foreign language fluency while acquiring in-depth regional awareness. On a case-by-case basis, this experience serves as a substitute for academic study, thereby helping the officer to qualify for the 16FX AFSC. In the process of evaluating a volunteer's qualifications for award of the 16FX AFSC, the FAO Proponent Office carefully reviews all regionally-focused duty experience. In the final analysis, only relevant, compelling military experience—with a foreign language component or a clear pol/mil focus—will qualify as an appropriate substitute for area studies academic work.

Chapter 5

RESERVE COMPONENT INVOLVEMENT

5.1. Global Engagement requires the support of all Air Force officers, from the active duty force to the Air Force Reserve (AFRES) and the Air National Guard (ANG). To meet the Air Force's stated goal of increased language proficiency among its officer corps, the Air Reserve Component (ARC) will need to actively participate in the FAO Program. ARC officers will volunteer for the program in the same way their active duty peers do, will be subject to the same selection criteria, and will receive the 16FX AFSC if appropriately qualified. When FAO temporary duty positions become available, the ARC FAO may be matched to the requirement, depending upon resource availability. The overall goal for the ARC is to use the FAO Program to track and monitor its cadre of "16FX" qualified personnel; its active participation in the FAO Program illustrates the ARC's commitment to supporting the Air Force's vision of Global Engagement via more effective air force-to-air force engagement with our global military partners.

Chapter 6

FAO AND NON-LINE CAREER FIELDS

6.1. Non-Line Utilization. At present AFI 16-109, which governs the FAO Program, does not provide for participation of officers from the non-line promotion categories. However, as our Air Force continues to engage overseas, non-line officers—particularly in the medical and legal communities—will find themselves frequently working with host nation military counterparts. Legal officers, in this context, may be increasingly called upon to assist in brokering international agreements with allies and coalition partners for support to AEF operations. In the less developed world, these officers are already engaged, playing positive roles by providing technical and humanitarian assistance to host nation counterpart services. In fact, in many less developed nations, medical/humanitarian assistance is sometimes the only contact these foreign militaries have with the US military. Increasingly, such engagement activities will rely on non-line officers who can communicate with—and who have an understanding of—their host nation counterparts. The development and implementation of plans and policy for engagement activity related to the non-line promotion categories also will benefit from the availability of FAO qualified non-line officers in key staff positions. The FAO Program, in this context, supports the non-line communities' efforts to track and monitor their officers with these special skills and to effectively utilize such officers in support of engagement missions.

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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 16-109, Foreign Area Officer Program
AFI 36-2605, Air Force Military Testing System
AFMAN 36-2105, Officer Classification
DODD 1315.17, Service Foreign Area Officer (FAO) Programs

Abbreviations and Acronyms

ABD—Air Base Defense
AEF—Aerospace Expeditionary Force
AAD—Advanced Academic Degree
AFAAO—Air Force Attaché Affairs Office
AFAS—Air Force Assignment System
AFI—Air Force Instruction
AFIT—Air Force Institute of Technology
AFPC—Air Force Personnel Center
AFRES—Air Force Reserve
AFSOC—Air Force Special Operations Command
ANG—Air National Guard
AOR—Area of Responsibility
APOD—Aerial Port of Debarkation
ARC—Air Reserve Component
CINC—Commander-in-Chief
CS—Coalition Support
DAO—Defense Attaché Office
DIA—Defense Intelligence Agency
DLI—Defense Language Institute
DLPT—Defense Language Proficiency Test
DOD—Department of Defense
DTRA—Defense Threat Reduction Agency
EAF—Expeditionary Aerospace Force

EPW—Enemy Prisoner of War

F2C2—Foreign Forces Command Center

FAO—Foreign Area Officer

FASP—Foreign Area Studies Program

FID—Foreign Internal Defense

FLPP—Foreign Language Proficiency Pay

FOL—Forward Operating Location

FP—Force Protection

HN—Host Nation

HUMIN—THuman Intelligence

IG—Inspector General

ISR—Intelligence, Surveillance, and Reconnaissance

JA—Judge Advocate

JCS—Joint Chiefs of Staff

JULLS—Joint Lessons Learned System

JMIC—Joint Military Intelligence College

MAJCO—MMajor Command

NAF—Numbered Air Force

NATO—North Atlantic Treaty Organization

NPS—Naval Postgraduate School

OSD—Office of the Secretary of Defense

PEP—Personnel Exchange Program

POLMIL—Political-Military (Affairs)

SAF/IA—Deputy Under Secretary of the Air Force for International Affairs

SAO—Security Assistance Office

SSN—Social Security Number

TA—Tuition Assistance

TALCE—Tanker Airlift Control Element

UW—Unconventional Warfare