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

MCO 1520.11F
PP&O
MAR 27 2013

MARINE CORPS ORDER 1520.11F

From: Commandant of the Marine Corps
To: Distribution List

Subj: INTERNATIONAL AFFAIRS PROGRAM (IAP)

Ref: (a) Sustaining US Global Leadership: Priorities for 21st Century Defense
(b) DoDD 5160.41E, "Defense Language Program (DLP)," October 21, 2005
(c) Under Secretary of Defense Memorandum: Language and Culture Summit White Paper, March 28, 2011
(d) COMISAF/USFOR-A Counterinsurgency (COIN) Training Guidance, November 10, 2009
(e) House Armed Services Committee (HASC) Subcommittee on Oversight & Investigations (O&I) report, "Building Language Skills and Cultural Competencies in the Military - Bridging the Gap," December 2010
(f) CMC 2011 Report to Congress on the Posture of the United States Marine Corps
(g) House Armed Services Committee (HASC) Hearing on DoD Strategic Plan for Language Skills, Regional Expertise, and Culture Capabilities 2011-2016, November 2008
(h) General Hagee "Marines and Smart Power" Semper Fi Magazine, May-June 2012
(i) SECNAVINST 1301.7
(j) DoDD 1315.17, "Military Department Foreign Area Officer (FAO) Programs," April 28, 2005
(k) DoDI 1315.20, "Management of Department of Defense (DoD) Foreign Area Officer Programs," September 28, 2007
(l) CJCSI 1630.01, "Afghanistan/Pakistan Hands Program"
(m) MCO P1300.8R
(n) MCO P1326.6D
(o) CJCSI 3126.01, "Language and Regional Expertise Planning"

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

(p) DoDI 5160.70, "Management of DoD Language and Regional Proficiency Capabilities," June 12, 2007
(q) MCO 1560.19E
(r) MCO 7300.21A
(s) OASN(FM&C) Memorandum of 5 March 2007
(t) MCO 1550.25
(u) DoD 7000.14-R, Vol. 6A, Ch.9, "Department of Defense Financial Management Regulations," February 2013
(v) MCO P1610.7E
(w) MCO 1200.7E
(x) MCO 1230.5B
(y) Defense Language Transformation Roadmap, February 2005
(z) Marine Corps Vision & Strategy 2025
(aa) Commandant's Planning Guidance, October 29, 2010
(ab) MCO 7220.52E
(ac) MCO 1520.9G
(ad) MCO P1070.12K
(ae) MCO P1000.6G
(af) MCO 10120.59A
(ag) DoDI 1322.10, "Policy on Graduate Education for Officers," April 29, 2008
(ah) DoDD 5530.3, "International Agreements," February 18, 1991
(ai) SECNAVINST 5710.25A
(aj) USMC Campaign Support Plan Annex (S)
(ak) DoD 7000.14-R, Vol. 7A, "Clothing Monetary Allowances," March 2013
(al) The Case-Zablocki Act (1 U.S.C. § 112b), August 12, 1972
(am) OPNAVINST 3710.7U
(an) SECNAV M-5210.1

Encl: (1) Marine Corps International Affairs Program Guidance
(2) Definitions and Acronyms

Reports Required: I. Annual FAO Report, par. 4.a.(2).f
II. Annual Roster, encl. (1)

1. Situation. The Marine Corps establishes and promulgates policy and procedures per the references for the following six programs managed collectively as the Marine Corps International Affairs Programs (IAP) and for selection, designation and assignment of Marines to these programs: (1) Foreign Area Officer (FAO) Program; (2) Regional Affairs Officer (RAO) Program; (3) Foreign Area Staff Non Commissioned Officer (FAS) Program; (4) Regional Affairs SNCO (RAS) Program; (5) Personnel

Exchange Program (PEP); and (6) Afghanistan-Pakistan Hands (APH) Program. The IAP serves to better educate and train our Marines to succeed in distributed operations and increasingly complex environments. IAP also strengthens irregular warfare capabilities and improves Marine Corps integration with the Interagency. To accomplish this, CMC tasks DC PP&O with institutionalizing the International Affairs Program, increasing program capacity, examining assignments and improving competitiveness for promotion and command.

a. Policy. This Order applies to the total force and provides comprehensive guidance and procedures for the accession, development, designation and employment of international affairs Marines with professional level Language skills, Regional Expertise and Cultural knowledge (LREC). The goals of this Order are to:

(1) Familiarize the total force with the International Affairs Program and enforce the critical importance of LREC capabilities to Marine Air Ground Task Force (MAGTF), joint and coalition operations.

(2) Publish requirements for LREC capabilities in support of MAGTF capabilities above and beyond those baseline skills inherent in the General Purpose Force (GPF) via the Regional, Culture and Language Familiarization (RCLF) Program, as well as other GPF training.

(3) Publish assessment metrics of LREC professionals.

b. Background

(1) National Security. A priority in sustaining U.S. global leadership, established in reference (a), is to achieve security objectives through small footprint approaches that rely on exercises, a rotational presence, expanding advisory capabilities, and building partnership capacity elsewhere in the world. Essential to this approach is the development of robust foreign language and foreign area expertise. To accomplish this, reference (b) establishes foreign language and regional expertise as critical competencies essential to the DoD mission.

(2) Operating Environment. Today's operating environment demands a degree of LREC capability that requires years, not weeks, of training and education, as well as a greater understanding of the factors that drive social change. These skill sets are fundamental to the complex expeditionary

operations identified in the Marine Corps Vision and Strategy 2025, such as training, advising and assistance activities and stability tasks. Statements by Congress, Secretary of Defense, Chairman Joint Chiefs of Staff, Commandant of the Marine Corps, operational commanders and others highlight the importance of culture and cultural understanding in our current and future political-military engagements. For specific examples, refer to references (ae), (ag), (ah), (ak), (ay), (az), (bc).

(3) Directives

(a) DoD has directed the Military Departments to deliberately develop a corps of FAOs, "who shall be commissioned officers with a broad range of military skills and experiences; have knowledge of political-military affairs; have familiarity with the political, cultural, sociological, economic, and geographic factors of countries, and have professional proficiency in one or more of the languages in their regions of expertise" in reference (j). Reference (k) defines the qualifications for designation as a FAO as:

1. Full qualification in a primary military occupational specialty (PMOS).

2. Graduate education focusing on, but not limited to, the political, cultural, sociological, economic and geographic factors of foreign countries and regions.

3. Experience of not less than one (1) year (waiverable to six (6) months) in country/region, involving significant interaction with host-nation nationals.

4. Foreign language skills at the professional level.

5. Initial orientation.

(b) Of the five qualifications listed, graduate education is the only one that may be waiverable based on significant experience as defined in Chapter 1 of enclosure (1).

2. Cancellation. MCO 1520.11E (International Affairs Officer Programs (IAOP)), MCO 5700.4E (Marine Corps Foreign Personnel Exchange Programs (PEP)).

3. Mission. The Marine Corps International Affairs Program will identify, select, and educate Marines with Language skills,

Regional Expertise, and Culture (LREC) capabilities for assignments on tactical, operational, and strategic-level staffs, joint and combined assignments, and for duty with interagency organizations in order to improve MAGTF plans, operations, security cooperation and intelligence efforts.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) This Order merges information from MCO 1520.11E and MCO 5700.4E and substantially revises both to reflect current program organization, eligibility requirements, assignment criteria, and basic administrative information. This Order also formally introduces two new programs: Foreign Area SNCO (FAS) and Regional Affairs SNCO (RAS). Significant changes in this Order are as follows:

1. Defines qualifications for the International Affairs Program (IAP) designations: FAO and RAO.

2. Establishes the enlisted FAS and RAS programs and defines qualifications for designation.

3. Revises the PEP screening and selection process.

4. Establishes the Partial Study Track for the FAO program.

(2) Concept of Operations

(a) Program Overview. The International Affairs Branch (PLU) of Plans, Policies and Operations (PP&O), Headquarters Marine Corps (HQMC) serves as the occupational field (OccFld) manager for all IAP Marines. The IAP oversees six interrelated, international affairs specialties and defines a system that trains, tracks and coordinates assignment for Marines specializing in international affairs. LREC professionals will maintain proficiency in their PMOS via a dual-track career. Two of these specialties are exclusively for officers, two for Staff Non-Commissioned Officers (SNCO) and two include both officers and SNCOs (see Table 1).

Program	Officer	SNCO
Foreign Area Officer (FAO)	X	
Regional Affairs Officer (RAO)	X	
Personnel Exchange Program (PEP)*	X	X
Foreign Area SNCO (FAS)		X
Regional Affairs SNCO (RAS)		X
Afghanistan-Pakistan Hands (APH)	X	X

Table 1.--International Affairs Programs Availability

*NOTE: The IAP applies to the Total Force. However, no PEP billets exist for the reserve component.

1. Foreign Area Officer (FAO). FAOs develop professional LREC capabilities and insights to help MAGTF, Joint, and Coalition commanders understand the complex human environment where Marines deploy. FAO training focuses on the three skill sets of the LREC continuum: regionally-focused graduate education, foreign language proficiency and direct experience through regional immersion and travel. The in-country/regional immersion prepares FAOs to understand historical context, cultural significance, and social perspectives of foreign societies and militaries. Chapter 1 of enclosure (1) provides further details.

2. Regional Affairs Officer (RAO). RAOs develop specialized regional expertise through graduate education or significant time abroad. Chapter 2 of enclosure (1) provides further details.

3. Foreign Area Staff Non-Commissioned Officer (FAS). The FAS program provides MAGTF commanders enhanced LREC capability at the tactical level to effectively navigate increasingly complex cultural terrain. FASs develop professional LREC capabilities and insights to help commanders understand the human environment where Marines deploy. FAS training focuses on the same skill sets as FAOs in a condensed timeframe. Chapter 3 of enclosure (1) provides further details.

4. Regional Affairs Staff Non-Commissioned Officer (RAS). The RAS program also provides MAGTF commanders enhanced regional expertise at the tactical level by identifying Marines with focused regional undergraduate education or significant experience overseas. RAS Marines usually do not

have foreign language proficiency. Existing programs, such as Marine Security Guard, PEP, Military Training Teams (MTT), Black Sea Rotational Forces and Civil Affairs help develop critical insights and exposure to foreign populations, coalition forces and interagency partners. At virtually no cost, the RAS designation identifies these Marines for future assignment to engage these skill sets. Chapter 4 of enclosure (1) provides further details.

5. Marine Corps Foreign Personnel Exchange Program (PEP). Personnel exchanges represent dedicated, long term Marine Corps engagement with allied partners to exchange and standardize operational procedures between coalition partners. Marine Corps exchange personnel embed with partnered military units while foreign counterparts embed with Marine Corps units, to develop and enhance worldwide security cooperation. Chapter 5 of enclosure (1) provides further details.

6. Afghanistan-Pakistan Hands (APH). Further program guidance can be found in reference (l).

(b) MOS Management. To identify Marines with professional level LREC capabilities, the following additional military occupational specialty (AMOS) designations may be conferred upon completion of training or special selection:

1. 8220 (Political-Military Officer) and 8210 (Political- Military SNCO); upon beginning Phase I of the Study Track RAO, selection to APH, Foreign Professional Military Education (FPME) or PEP in English-speaking countries. This AMOS is also assigned to Partial Study-Track FAOs or FASs upon beginning academic training at the Naval Postgraduate School (NPS).

2. 822x (Regional Affairs Officer) and 821x (Regional Affairs SNCO); upon successful completion of academic training at NPS, completion of FPME, PEP in an English speaking country, completion of first in-country rotation for APH, or selection by the Experience Track panel when a Marine does not have foreign language capability. Also assigned to Partial Study Track FAOs and FASs upon beginning language training (already possessing necessary education and regional expertise).

3. 8240 (Basic FAO) and 8230 (Basic FAS); awarded to Study Track FAO, FPME, Olmsted scholar, or PEP in non-English speaking countries, upon completion of language

training, or once they receive a qualifying language proficiency score on file. Also assigned to Partial Study Track FAOs and FASs upon beginning immersion in-country training overseas (already possessing graduate and language education).

4. 824X (Foreign Area Officer) and 823X (Foreign Area SNCO); upon successful completion of the three phases of training, or equivalent experience, the Marine will be designated according to the regional breakouts.

5. Regional breakouts are as follows:

MOS	Designation
8210	Political Military Staff NCO
821x	Regional Affairs Staff NCO (regions broken out below)
8220	Political Military Officer
822x	Regional Affairs Officer (regions broken out below)
8230	Basic Foreign Area Staff NCO
823x	Foreign Area Staff NCO (regions broken out below)
8240	Basic Foreign Area Officer
824x	Foreign Area Officer (regions broken out below)
X=1	Latin America (Spanish/Portuguese-Brazilian/ French Creole-Haitian)
X=2	Eurasia(Russian/Belorussian/Ukrainian/Latvian/Lithuanian/Estonian/ Armenian/Georgian/Azeri
X=3	Northeast Asia(Chinese [Mandarin/ Cantonese]/Japanese/Korean
X=4	Middle East(Arabic/Hebrew/ Persian-Farsi)
X=5	Africa(Arabic/Swahili/French/ Portuguese)
X=6	South Asia(Persian-Dari/Pashto/Urdu/ Hindi/Bengali)
X=7	Europe(Spanish/French/German/ Greek/Turkish/Italian/Norwegian/Czech/Polish/ Bulgarian/ Magyar/Romanian/Serbo-Croatian)
X=8	Southeast Asia(Thai/Vietnamese/ Cambodian-Khmer/Lao/Malay/Tagalog/ Burmese/Indonesian)

Table 2.--MOS Designations and Regional Identifiers
NOTE: Several appropriate languages may apply to each region on a case-by-case basis as determined by PLU and/or the Director, Intelligence.

(c) Eligibility. Eligibility is outlined more specifically for each program in its respective chapter. However, all study track programs require the following, prior to application:

1. Overseas Screening. Interested Marines and their family members will undergo medical screening for overseas or isolated duty stations in order to ensure no disqualifying Exceptional Family Member (EFMP) or medical conditions exist

that require medical care that cannot be provided. Reference (m) contains an applicable overseas screening checklist.

2. Independent Duty Screening. Interested Marines will undergo independent duty screening and be governed by guidance contained in reference (n).

(d) Language Skills, Regional Expertise, and Cultural (LREC) Capability. IAW reference (o), LREC competencies are critical "warfighting skills" that are integral to joint operations. FAOs and FASs are required to conduct 80 hours of LREC sustainment/enhancement every two years. DC, PP&O will administer funds for LREC sustainment training of FAOs and FASs. As available, funds will be made accessible for ALL IAP Marines. Therefore, all IAP Marines are encouraged to participate in additional LREC sustainment/ enhancement whenever possible.

1. Language Skills. Language professionals possess a foreign language proficiency, as defined in the Interagency Language Roundtable (ILR) skill level descriptions, in one or more foreign languages required to perform his or her primary function.

Category	Languages		Minimum DLAB Score
I	Dutch Italian Spanish	French Portuguese	95
II	German	Indonesian	100
III	Hebrew Persian-Farsi Persian-Dari Serbo-Croatian Tagalog Turkish Urdu	Hindi Kurmanji Russian Sorani Thai Uzbek Vietnamese	105
IV	Arabic Japanese Pashto	Chinese Korean	110

Table 3.--Language Categories at DLIFLC, Languages of Interest, and Minimum DLAB Scores for Enrollment at DLIFLC

The goal for IAP participants who attend language training is to graduate with a minimum score of 2/2/1+ in Listening/Reading/ and Speaking modalities on the DLPT and Oral Proficiency Interview (OPI). This level of proficiency corresponds to a limited functional proficiency in the target language, which will enable the individual to converse confidently, but not fluently, on most social, work, and family topics.

FAOs who fail to achieve a 2/2/1+ score following language training will retest immediately following ICT. The ultimate goal for the program is to produce fully-trained FAO and FAS with scores of 3/3/3. APH (and RAO/RAS when funding available) will receive an initial block of instructor-led language training, to be followed by intensive in-country or region training events as allowable throughout their careers.

FAOs and FASs ***are required*** to maintain current DLPT **and** OPI proficiency scores in one language of their assigned region in order to maintain the AMOS. Proficiency requirements for the AMOS are the same as testing requirements for FLPP eligibility as established by the current Marine Corps Order on FLPP. Marines stationed further than 50 miles from the nearest testing facility can request an extension of their current DLPT/OPI scores. DLPT/OPI scores, with date, for FAOs or FASs, will be

Directed Comments on their Fitness Report. Failure to maintain a current DLPT/OPI on file (akin to an outdated PFT/CFT score) could be considered adverse in nature. The Directed Comment is intended to document the currency, vice proficiency, of the FAO/FAS DLPT/OPI.

Information specific to DoD language policy can be found in reference (b).

NOTE: A FAO or FAS who achieves a 3/3 in any two modalities will only be required to test biennially (every 24 months) in that language, per updates to reference (k).

2. Regional Expertise. Understanding of geographical, social, and economic issues of a region should include experience in more than one country of a region. This expertise is meant to facilitate an understanding of local behavior and what drives elements of foreign populations to act. This may include natural resource availability, military strategy, religion, language, customs, cultural perceptions, assumptions, and biases, and how each impact local and foreign interests.

Regional expertise is measured by completion of a graduate level education or 40 semester hours of study focusing on, but not limited to, the political, cultural, sociological, economic and geographic factors of a foreign country or specific global region through an accredited educational institution. In special cases, this requirement may be waived if the individual has equivalent regional expertise gained through documented previous experience as determined by the Under Secretary of Defense, Personnel and Readiness (USD (P&R)) or the Assistant Secretary of the Navy (P&R). Regional proficiency skill levels are outlined in references (am) and (an).

Regional expertise is a life-long learning pursuit. The goal for IAP participants is to develop solid understanding of complex foreign environments and populations, and apply that understanding to military operations, in order to achieve better effects and improve chances for mission success.

3. Cultural Knowledge. Cultural knowledge refers to understanding the interconnected patterns of human behavior and meaning that are common in a particular group or area of a region. Culture-general knowledge refers to knowledge of the concepts for understanding culture that are transferable from area to area.

Like regional expertise, cultural knowledge is a lifelong pursuit. Cultural knowledge may be acquired through study and a variety of experiences, but it will always be difficult to quantify, as it does not equate to a test score or degree. The goal for IAP participants is to develop solid understanding of varying cultural complexities in order to better relate and factor cultural considerations into the planning process and military operations.

(e) Training

1. DC, PP&O (PLU) is responsible for funding and coordinating initial training for IAP Marines. Training for IAP personnel may vary based on available funding.

2. Education. Officers must comply with the administrative requirements as specified by the MARADMINs announcing the Commandant's Professional Intermediate-level Education Board (CPIB) and Commandant's Company Level Education Board (CCLEB). Enlisted Marines will comply with the administrative requirements as outlined in Chapter 3 of enclosure (1). Marines selected into any study track program will be required to submit educational transcripts to NPS prior to beginning their education.

3. Foreign Language. Foreign Language instruction will be conducted either through the Defense Language Institute (DLI) or intensive contract language instruction in an immersive environment.

4. Immersion. FAOs shall participate in an in-country training (ICT) program (Phase III) for one year (waiverable to six months). The remaining IAP Marines who require immersion training will participate in an in-country training event, for no less than six months (waiverable to three months).

5. Additional Training

a. Force Protection Training. To the maximum extent possible, IAP Marines will attend force protection training designed for individuals that will be

working in high-risk environments prior to immersion training or assignment overseas.

b. Security Cooperation Planners Course (SCPC). This five-day training provides Marines with a functional knowledge of guidance, policies, doctrine, planning, assessments, resources, tools, processes and procedures in order to facilitate the achievement of theater security cooperation objectives.

c. Intensive Regional Area Studies (IRAS). The US Department of State Foreign Service Institute (FSI) offers intense, two-week courses focused on nine regions of the globe that correspond to Department of State Regional Bureaus. These classes are designed for State Department Foreign Service Officers, and are open to interagency and DoD personnel.

d. Civil-Military Operations Training. The Marine Corps Civil-Military Operations School (MCCMOS) conducts Civil Affairs military occupational specialty courses as well as the Civil-Military Operations Planners Course. These programs of instruction provide Marines with a functional knowledge of planning, coordinating and executing civil-military operations across the range of military operations and throughout each phase of major operations or campaigns.

6. Service Obligation for IAP Training. Per reference (q), acceptance of orders to the study-track of any international affairs program incurs a service obligation: 5-year obligation for FAO, three-year obligation for RAO, and a two-year obligation for FAS. RAS Marines incur no service obligation as they are accessed via an experience track, at no cost to the Marine Corps. APH Marines are exempted from additional service obligation. The obligation commences on the date of official completion of training. Experience track designation does not incur a direct service obligation, but FAOs/RAOs are expected to serve in billets utilizing their regional expertise. Marines receiving PCS or PCA orders to billets coded for 82XX will be expected to execute orders. Declination of orders will typically not receive favorable endorsement from MMOA or PLU and will require endorsement from the first General Officer in the reporting chain.

(f) Organizations. The Marine Corps has identified nine organizations that participate in international programs and directly benefit from the IAP and LREC professionals. The following is included in this Order for reference.

1. Operating Forces. Marine Corps Security Cooperation Group (MCSCG) was formed in 2011 specifically to support Marine Corps worldwide security cooperation efforts. MCSCG coordinates, manages, executes and evaluates security cooperation programs and activities to include assessments, planning, security cooperation education and training and advisory support. The organization's aim is to ensure unity of effort in building partner nation security force capacity in order to facilitate Marine Corps support to Geographic Combatant Command objectives. MCSCG utilizes FAOs/RAOs and FASs/RASs within their regional Coordination Liaison and Assessment Teams (CLATs) to facilitate security cooperation efforts.

2. Supporting Establishment

a. Training and Education Command (TECOM). TECOM develops, coordinates, resources, executes, and evaluates training and education concepts, policies, plans and programs to ensure Marines are prepared to meet the challenges of present and future operational environments. In addition to overseeing training and education of Marines and other U.S. students, TECOM schoolhouses and PME institutions host international military students.

b. Small Wars Center and Irregular Warfare Integration Division (SWCIWID). SWCIWID is the central Marine Corps organization for identifying, coordinating and implementing irregular warfare and security cooperation capability development initiatives across all elements of the DOTMLPF spectrum.

c. Center for Advanced Operational Culture Learning (CAOCL). CAOCL is the Marine Corps proponent for operational culture and language familiarization, and focuses on LREC capabilities for the general purpose forces (GPF). It familiarizes Marines with operationally relevant LREC capabilities to allow Marines to plan and operate successfully in the culturally complex, joint and combined expeditionary environment of the 21st Century.

d. Marine Corps Information Operations Center (MCIOC). MCIOC provides operational support to the MAGTF in the form of full spectrum information operations (IO) and military information support operations (MISO) planning and tactical MISO delivery. MCIOC also provides IO subject matter expertise in support of USMC IO advocates and proponents IOT

enable the effective integration of IO into Marine Corps operations.

e. Marine Corps Civil-Military Operations School (MCCMOS). MCCMOS provides education and training on Civil-Military Operations and Civil Affairs core tasks in order to support MAGTF Operations and Security Cooperation objectives.

3. Other Organizations. The following organizations do not have IAP Marines on their T/O, but make significant contributions to various USMC international programs.

a. Marine Corps Systems Command, International Programs (MCSC, IP). MCSC, IP implements the sale, lease and transfer of Marine Corps defense articles and associated support to foreign partners, and executes international comparative technology programs.

b. Marine Corps Air-Ground Task Force Training Command (MAGTF-TC), Advisor Training Group (ATG). ATG trains Marine Corps advisor teams to advise, mentor, and train foreign military, police, and border units in operational techniques and procedures to combat terrorism and counter insurgency.

c. Marine Corps Warfighting Laboratory (MCWL). MCWL conducts experimentation to provide recommended solutions that satisfy critical capability gaps. To take advantage of the full spectrum of innovative technologies and concepts, MCWL conducts cooperative research and development with allies and partners.

d. Marine Special Operations Command (MARSOC). MARSOC trains to LREC-related, TECOM approved training objectives and utilizes LREC professionals within the organization.

b. Subordinate Element Missions

(1) DC, PP&O. Responsible for the overall administration of the International Affairs Program. DC, PP&O will:

(a) Provide policy oversight, serve as the program manager and occupational field manager and ensure overall coordination and administration of the IAP.

(b) Provide service management of the Marine Corps participation in the APH and coordinate with the Joint Staff's APH Management Element (AME).

(c) Coordinate with Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA) to source new members for the program and ensure all service requirements, as outlined in reference (l), are met.

(d) Provide a board member to both the Commandant's Professional Intermediate-level Education Board (CPIB) and Commandant's Company Level Education Board (CCLEB).

(e) Conduct quarterly experience track panels to identify, screen, and select Marines with existing professional-level LREC capabilities that meet the standards in references (a) and (b).

(f) Conduct annual FAS and RAS study track selection panel in coordination with MMEA and occupational field managers.

(g) Coordinate with DC, M&RA on IAP matters to include: selection and accession, AMOS designation, utilization slating and assignment recommendations.

(h) Coordinate with the Director, Intelligence (DirInt), foreign language quotas for IAP personnel for Phase II training at Defense Language Institute Foreign Language Center (DLIFLC) prior to and in connection with completion of the annual selection of IAP Marines.

(i) Coordinate Phase III training quotas for appropriate personal protection courses.

(j) Submit all IAP National Security Decision Directive (NSDD) - 38 requests to the Department of State via the Office of the Deputy Under Secretary of the Navy for Plans, Policy, Oversight and Integration (DUSN PPOI), and coordinate all International Cooperative Administrative Support Services (ICASS) costs associated with Phase III training of IAP Marines.

(k) Coordinate billet sponsorship for all external billets requiring IAP fills.

(l) Annually review all external billets to determine their suitability as IAP assignments.

(m) Interface with the DoD, Joint Staff, the other services, and the Interagency on all IAP issues.

(n) Budget for the IAP and provide funding data and funding requests to Program Evaluation Board (PEB) Chair for presentation to the Program Objective Memorandum (POM) Working Group (PWG) based on cost information provided by the IAP Coordinator.

1. Provide a detailed funding profile for the IAP to PEB and PWG each year for the next scheduled POM initiative and budget to cover all programs, to include associated travel and expenses in accordance with reference (r). As required by Deputy Commandant, Personnel and Resources (DC, P&R), provide updates regarding the IAP study track profile.

2. Provide a detailed funding profile for the projected FAO and PEP in-country training ICASS costs to PEB and PWG each year for the next scheduled POM initiative and budget.

(o) Coordinate ICASS costs, for accompanied IAP Marines, with Deputy Commandant, Installations and Logistics (DC, I&L (LF)).

1. Conduct semi-annual review of family housing costs with DC, I&L (LF).

2. Submit budget request and funding data requests for POM development for Family Housing Appropriation for projected IAP participants with dependents in order to accurately account for embassy directed housing.

3. Provide a detailed funding profile for the IAP to DC, I&L (LF) for each year of the next scheduled POM and budget to cover all costs related to the Family Housing Program, to include lease, make-ready, furniture buy-in, and utilities expenses.

4. For costs related to the Family Housing Program (Embassy directed housing), provide a detailed funding profile for the projected FAO in-country training (ICT) ICASS costs to DC, I&L (LF).

5. Submit a quarterly receiving report for every Marine occupying DoS leased housing to DC, I&L (LSR) outlining the goods and services (leasing, utilities, furniture buy-in, and make ready costs) they have received to date.

(p) Budget for, administer funding and coordinate the disbursement of funds to support IAP immersion (Phase III) and language sustainment training.

1. Provide for the admistration of all funding and reimbursements allocated to support USMC IAP personnel conducting in-country training in accordance with current Memorandum of Understanding (MOUs) and this order. Funding to support immersion Temporary Additional Duty (TAD) travel and tuition for in-country language training.

2. Submit an estimate of funds required to support all IAP Marines conducting immersion (Phase III) training for the next fiscal year to the Head, International Affairs Branch no later than 1 June of each fiscal year for further submission to PEB and PWG.

(q) Provide IAP Marines en route to immersion (Phase III) training with fiscal and administrative briefings, and ensure that Level I Security Briefs are completed (if not already conducted at DLIFLC).

(r) Maintain the Marine Corps IAP website: http://www.hqmc.marines.mil/ppo/Units/StrategyandPlansDivision(PL)/InternationalAffairsBranch(PLU)/InternationalAffairsPrograms.aspx

(s) Project Marine Corps requirements for IAP Marines in consultation with DirInt and DC, M&RA (MMOA-3 and MMEA-85). Annual slating of CPIB and CCLEB selectees for FAO and RAO will be based on these projections, as will selection of FASs and RASs.

(t) Prepare and submit the Marine Corps Annual Report on the Foreign Area Officer Program to the Under Secretary of Defense (Personnel and Readiness) for inclusion in the DoD Annual FAO Report, per references (a) and (b). Coordinate with DC, M&RA, DirInt, and Headquarter and Service Battalion Henderson Hall for all data input required for the compilation of this report.

(u) Coordinate with Regional MARFORs to ensure awareness of IAP Marines operating in their respective AORs.

(2) Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA) will:

(a) Coordinate with PLU for FAO and RAO quotas and slating for CPIB and CCLEB.

(b) Provide member for annual FAS/RAS selection panel to select primary and alternate candidates to sustain the FAS/RAS program.

(c) Provide member for annual PEP selection panel.

(d) Coordinate with PLU to assign IAP AMOS to qualified applicants who have completed appropriate study track training or have been designated via experience track panel.

(e) Coordinate with PLU to conduct IAP slating panels in order to assign qualified Marines to identified billets in accordance with the Service Campaign Plan (SCP).

(f) Ensure that all IAP AMOS designations resulting from experience track selection panels are entered into the Marine Corps Total Force System.

(g) Provide relevant manpower data for inclusion in the Annual Report on Foreign Area Officer Programs.

(3) Deputy Commandant, Aviation (DC AVN) will:

(a) Coordinate aviation participation in the International Affairs Program.

(b) Provide members for annual PEP Selection panel.

(c) Coordinate with DC, PP&O and DC, M&RA on aviation related IAP matters to include: selection and accession, AMOS designation, utilization slating and assignment recommendations.

(d) Coordinate with DC, PP&O to identify billet sponsorship for all aviation specific external billets requiring aviator IAP fills.

(e) Coordinate with DC, PP&O to annually review all aviation specific external billets to determine their suitability as IAP assignments.

(f) In coordination with DC, PP&O, interface with the DoD, Joint Staff, the other services, and the Interagency on all aviation related IAP issues.

(4) Deputy Commandant, Combat Development and Integration (DC, CD&I) will:

(a) The Marine Corps representative at Naval Postgraduate School will provide a list of all IAP Marines who rate a book reimbursement to DC, CD&I (T&E), who will review at the beginning of each academic year. DC, CD&I (T&E) will ensure that a direct-deposit reimbursement is effected for each respective IAP Marine.

(b) Provide administrative oversight for IAP Marines assigned to NPS and DLI via the Commanding Officer, Marine Detachment (MARDET), Defense Language Institute (DLI) as a subordinate element of Marine Corps Intelligence Schools (MCIS).

1. CO, MARDET will coordinate book stipend disbursement in accordance with Special Education Program policy.

(c) DC, CD&I (T&E) will pay all tuition, books stipends, and required academic fees for Marines participating in the degree portion of the Study-Track program.

(5) Deputy Commandant, Installations and Logistics (DC, I&L) will: In accordance with reference (s), the Family Housing Operations and Maintenance, Navy and Marine Corps appropriation should be used to fund Department of State (DoS), Embassy directed leases for family housing, i.e. military personnel with accompanying spouse and other dependents. DC, I&L is responsible for the overall administration of the Family Housing Program and, with respect to and in consultation with the IAP, will submit POM Initiatives, related to family housing costs, to the PWG and PEB, and also submit related budget exhibits to the Office of the Assistant Secretary of the Navy (Financial Management and Comptroller).

(6) Director, Intelligence (DirInt) will:

(a) Coordinate with DC, PP&O (PLU) on all IAP language and regional selection policy matters as informed by strategic language list and five year forecast.

(b) Ensure that IAP Marines, who are qualified per reference (t), receive Foreign Language Proficiency Pay (FLPP).

(c) Coordinate, in conjunction with PLU, with the U.S. Army (DoD Executive Agent for foreign language training) to

assign USMC quotas at DLIFLC to FAOs, PEPs and other IAP Marines who require it.

(d) Provide members for the FAS and RAS selection panel.

(e) Provide members for the PEP selection panel.

(f) Provide relevant foreign language proficiency data for inclusion in the annual report on Foreign Area Officer Programs.

(g) Provide IAP Marines en route to immersion (Phase III) training with relevant country and intelligence briefings at Marine Corps Intelligence Activity (MCIA) in coordination with the PLU.

(h) Coordinate SSBI clearance requirments for IAP Marines (Phase I) for IAP Marine future assignments within tactical, operational, and strategic-level Marine Corps staffs, joint and combined staffs, and for duty with interagency organizations, in order to facilitate IAP Marine integration in MAGTF planning, operations, security cooperation, and intelligence efforts.

(7) Marine Forces Reserve will:

(a) Communicate any LREC billet requirements to PLU in units such as Civil Affairs, or regionally-focused rotational forces drawn largely from reserves.

(b) Communicate IAP designation opportunities to eligible and qualified Marines. Experience track panels are open to qualified reservists.

(c) Identify Table of Organization (T/O) billets that require LREC skills for mission essential tasks.

(d) Annually assess billet requirements in coordination with PLU.

(8) Regional Marine Forces (MARFOR) will:

(a) Identify table of organization (T/O) billets that require LREC skills for mission essential tasks.

(b) Annually assess LREC and PEP billet requirements in coordination with PLU.

(c) Support IAP Marines assigned within the AOR with relevant country and operational information upon request.

(d) Provide guidance and assistance as required in coordination with PLU.

(e) Maintain situational awareness of IAP personnel and activities within the AOR.

(f) Coordinate additional Combatant Command and/or Regional MARFOR requirements through the appropriate PLU coordinator.

(9) Functional MARFORs

(a) Identify T/O billets that require LREC skills for mission essential tasks.

(b) Annually assess billet requirements in coordination with PLU.

(10) Marine Special Operations Command (MARSOC) will:

(a) Identify enabling billets that require LREC skills for mission essential tasks.

(b) Annually assess T/O billet requirements in coordination with PLU.

5. Administration and Logistics

a. Funding

(1) Phase III/In-Country Training (ICT) Funding for IAP Marines. For those Marines participating in ICT, DC, PP&O (PLU) will reimburse items such as foreign language tuition/fees, regional travel, and specific Embassy support costs (e.g. official telephone bills, FAXs, postage, all of which must be approved in advance by PLU). Due to the complexity of this process, Marines will receive fiscal, administrative, and security briefings at HQMC en-route to ICT.

(a) General. DC, PP&O (PLU) will allocate funds for use by FAOs during ICT.

1. Funds are to be used for continued language study (civilian or military formal schooling or tutor) and for regional travel. (Note: Within budget constraints, regional travel for the IAP Marines can be accomplished via any appropriate means of transportation, including rental car). TAD travel costs for family members while accompanying the Marine on ICT trips are the responsibility of the IAP Marine.

2. IAP Marines are attached ADCON to HQBN Henderson Hall during phase III. PL Division will administer ICT travel reimbursement to IAP Marines via the Defense Travel System (DTS) and manage Government Travel Charge Card (GTCC) accounts.

3. IAP Marines will submit a detailed budget request for the entirety of their ICT period to PLU for approval within thirty (30) days of arrival in country. Sample budget request can be found on IAP website:

http://www.hqmc.marines.mil/ppo/Units/StrategyandPlansDivision(PL)/InternationalAffairsBranch(PLU)/InternationalAffairsPrograms.aspx

(b) Dependents' Schooling. IAP Marines shall work through the US DAO in their country of assignment for dependent's schooling, which is coordinated and funded via Department of Defense Education Activity (DODEA).

(c) Housing. IAP Marines will coordinate with embassy Regional Security Office (RSO) prior to procuring accommodations per local policy. When Embassy-directed housing is required those costs will be funded by DC, I&L if the Marine is accompanied by dependents. If IAP Marines are unaccompanied, these costs will be funded by DC, PP&O. For necessary Embassy support costs attributable to the Family Housing appropriation in accordance with references (av) and (aw), DC I&L will reimburse the DoS, under the ICASS program, for housing pool services and leases provided for family housing in support of the IAP. Reference (s) is OASN (FM&C) Memorandum of 5 March 2007. Reference (u) is DoD 7000.14-R, Vol. 6A, Ch. 9, DoD Financial Management Regulations, April 2011.

(2) Marine Corps Foreign Personnel Exchange Program (PEP). Funding for PEP assignments is covered in Chapter 5 of enclosure (1).

b. Passports. All Marines with FMOS of 82XX shall maintain active no-fee passports in order to maintain readiness to

respond to international incidents and short-notice deployments. Official passports will be indicated on all assigning orders, including those for training, to allow for processing time. Participants must initiate the process for obtaining official passports as soon as possible after receiving notification of acceptance into any of the above programs. No-fee passports are valid for five year increments. Renewing official passports can be done with Temporary Additional Duty (TAD) orders. IAP Marines will familiarize themselves with the DoD Foreign Clearance Guide to understand the process for requesting DoD authorization to travel internationally.

c. Clearances. A significant number of IAP billets require Top Secret/Sensitive Compartmented Information (TS/SCI) clearance. Marines who receive the IAP 82XX MOSs are required to undergo a Single Scope Background Investigation (SSBI) to obtain eligibility for TS/SCI Clearance. It can take up to one year to complete a clearance investigation. After being designated with the 82XX MOS, the Marine is responsible for contacting their Special Security Office (SSO) to initiate the clearance process. Marines who already possess a TS clearance will coordinate with their SSO in order to determine if the process must be initiated for periodic re-investigation.

d. Performance Evaluation. During training periods, fitness reports will be completed as "Not Observed" reports in accordance with reference (v), with the exception of reports on IAP Marines conducting immersion training. Academic reports, where applicable, will be attached to fitness reports. In the case of IAP Marines receiving a fitness report during their immersion training, the reporting senior has the option to complete an observed fitness report, if the reporting senior feels they can appropriately evaluate the performance of the IAP Marine. Specific Reporting Senior (RS) and Reviewing Officer (RO) requirements for the various IA programs can be found in the corresponding chapter in enclosure (1).

e. Civilian Clothing Allowance. IAP Marines in receipt of Permanent Change of Station (PCS) orders to OCONUS duty assignments requiring IAP designation (8210-8248) are authorized to receive a Civilian Clothing Allowance in accordance with reference (n). These Marines will submit a Civilian Clothing Allowance request form to their administrative control organization, along with a copy of their signed PCS orders (web orders not accepted). Civilian Clothing Allowance Request packages must also include the reporting date (YYYYMMMDD) in order to establish the initial allowance amount.

f. Emergency Leave Situations. IAP Marines undergoing training can expect the same considerations for emergency leave as all Marines. Upon notification of the emergency, IAP Marines shall notify their immediate supervisory chain of command and PLU for assistance as soon as possible.

g. Medical Care and the impact of OCONUS Deployments. IAP Marines assigned (PCS or TAD) OCONUS as part of training should understand that this tour is considered an independent duty assignment. In many cases the Marine and their family may not have access to the immediate support of their chain of command. Routine health care issues must be satisfactorily resolved prior to departure for OCONUS portions of the IAP. Marines and their families will be provided routine and emergency medical care as determined by TRICARE. The IAP does not provide travel funding for routine health care during OCONUS assignments. It should be understood that the standard of local care may be below that of the U.S. These issues should be carefully considered before Marines enter the IAP or conduct family planning abroad. Refer to specific program appendices for the funding details associated with emergency medical care provided to a Marine or family members while OCONUS.

h. Early Return of Dependents, Administrative and Disciplinary Termination of Assignment. Should circumstances arise that require an IAP Marine and/or their dependents depart the assigned duty station ahead of schedule, PLU will coordinate with Manpower Management Integration and Administration (MMIA) branch to determine the course of action that is in the best interest of the Service and the Marine.

i. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (an) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective immediately upon release.

R. T. TRYON
Deputy Commandant for
Plans, Policies, and Operations

DISTRIBUTION: PCN 10201675100

LOCATOR SHEET

Subj: MARINE CORPS SECURITY COOPERATION POLICY

Location: _____
(Indicate the location(s) of the copies of this Order.)

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change

TABLE OF CONTENTS

IDENTIFICATION	TITLE	PAGE
Chapter 1	FOREIGN AREA OFFICER (FAO) PROGRAM: AMOS 8240-8248	1-1
Chapter 2	REGIONAL AFFAIRS OFFICER (RAO) PROGRAM: AMOS 8220-8228	2-1
Chapter 3	FOREIGN AREA STAFF NON-COMMISSIONED OFFICER (FAS) PROGRAM: AMOS 8230-8238	3-1
Chapter 4	REGIONAL AFFAIRS STAFF NON-COMMISSIONED OFFICER (RAS) PROGRAM: AMOS 8210-8218	4-1
Chapter 5	MARINE CORPS FOREIGN PERSONNEL EXCHANGE PROGRAM (PEP)	5-1

Chapter 1

Foreign Area Officer (FAO) Program: AMOS 8240-8248

1. Purpose

a. FAO skill sets are at the pinnacle of the LREC professional hierarchy. Carefully managed and assigned, FAOs provide the Marine Corps subject matter expertise to meet the demands of the future strategic environment. Extensive academic study, language training and regional immersion prepare FAOs to inform Marines about complex human environments and foreign cultures. These critical insights and capabilities invariably improve the planning and execution of missions at the tactical, operational and strategic levels. These skills also strengthen irregular warfare capabilities and improve Marine Corps integration with the Interagency.

b. FAOs possess three critical skill sets, in addition to qualification in a primary MOS and initial orientation, as defined in reference (j): language, regional expertise and cultural (LREC) understanding.

c. Three avenues into the FAO community

(1) Study Track. A three-phase program, requiring approximately one year to develop each FAO capability over a total of three years.

(a) Phase I - Regionally focused graduate education, resulting in a Master of Arts degree in National Security Affairs at NPS

(b) Phase II - Language training at DLI

(c) Phase III - In-country training (ICT)

(2) Partial Study Track. Applicants who demonstrate existing critical LREC skill set(s) are eligible to apply for the partial study track program in order to reduce time-to-train. Officers selected for the partial study track program will conduct the remaining portion(s) of training to fully develop LREC competencies in order to qualify for FAO designation.

(3) Experience Track. Applicants who meet all requirements are encouraged to request designation via quarterly experience track panels. Marines who do not have a regionally-focused graduate degree, but do have 18 months experience of significant interaction with foreign populations overseas may qualify for a Constructive Credit Waiver of the degree requirement. Marines who successfully complete a tour in the following programs qualify for designation in accordance with paragraph 6.g.:

(a) Marine Corps Foreign Personnel Exchange Program (PEP)

(b) Foreign Professional Military Education (FPME)

(c) Olmsted Scholarship Program

(d) Afghanistan Pakistan Hands Program (APH)

(e) Other experience such as study abroad, prior Marine Security Guard, religious missionary work, Peace Corps work and extensive travel abroad are examples of significant life experiences that may satisfy the cultural component of the FAO capability. Such experiences will be considered on a case-by-case basis. Award of a Master's degree generally requires 18 months of study; therefore 18 months of significant interaction with foreign populations is required to compensate for the lack of a masters degree and justify constructive credit waiver requests.

2. Responsibility (Stakeholders/Chain-of-Command)

a. Subordinate Element Mission

(1) Main Effort. Deputy Commandant for Plans, Policies, and Operations (DC, PP&O)

(2) Supporting Efforts. Deputy Commandant for Manpower and Reserve Affairs (DC, M&RA); Deputy Commandant for Installations and Logistics (DC, I&L); Director, Marine Corps Intelligence (DirInt); and Commanding Officer, Headquarters and Service Battalion - Henderson Hall (H&S Bn-HH)

(3) Reserve Effort. International Affairs Branch (PLU, PP&O) will coordinate with MARFORRES to identify potential IAP billets. Reservists are encouraged to register their LREC skills for easy identification, and coordinate with Marine Corps

Mobilization Command or Individual Mobilization Augmentee (IMA) detachments to become assigned to reserve billets that engage their LREC capabilities.

b. Coordinating Instructions. In accordance with the responsibilities stipulated in the main section of this Order, DC PP&O, DC M&RA, DC I&L, DirInt, and H&S Bn-HH will coordinate efforts to ensure appropriate action is taken concerning the full spectrum of the IAP, including candidate solicitation for the program, selection, training, assignment, and skill sustainment of this cadre of Marines.

3. Eligibility

a. Study Track and Partial Study Track Program Eligibility

(1) Unrestricted commissioned officers on active duty are eligible for the program. Reserve officers who are eligible for career designation status, i.e., a Regular Commission by the Officer Retention Board (ORB), may submit packages in accordance with this order to allow for academic screening by NPS.

(2) The following grade requirement is based on the current or selected grade of the officer at the time he or she commences FAO or RAO Phase I training.

(a) The FAO study track program is limited to First Lieutenant through Major, with at least three but not more than 11 years of commissioned service (YCS).

(b) The FAO partial study track program is open to First Lieutenant through Major, with at least three but not more than 15 YCS.

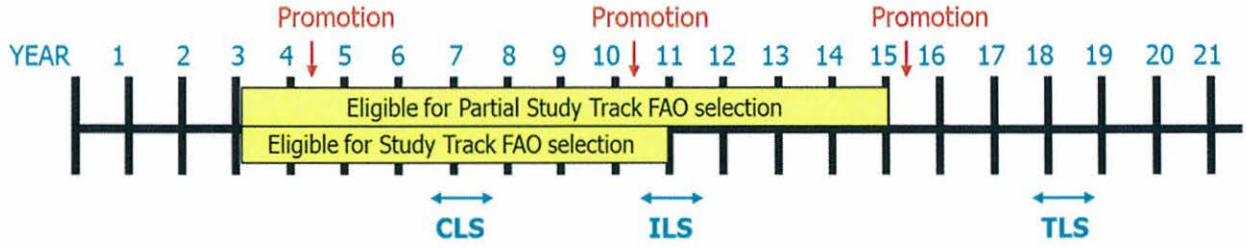

Figure 1.--Study Track and Partial Study Track FAO Selection Eligibility Timeline

(3) Officers applying for both the study track and partial study track program must be fully qualified in their PMOS. This qualification shall occur prior to entrance into

either program. If there is a conflict in meeting eligibility requirements, PMOS considerations take priority over selection for IAP.

(4) As required by reference (w), officers applying for the study track and partial study track program must possess a final Secret security clearance. Upon designation as an 824x or 822x, the FAO or RAO will submit a request for a Single Scope Background Investigation (SSBI).

(5) Officers applying for both the study track and partial study track program must be U.S. citizens.

(6) Officers must meet minimum time-on-station requirements of their current assignment prior to commencement of training under either the study track or partial study track program. Waivers may be approved at the discretion of Manpower Management Officer Assignment (MMOA). Selection boards can recommend a deferral of training for up to one year to allow for operational commitments or unaccompanied tours. More details will be provided in MARADMIN announcements for the CPIB and CCLEB.

(7) Officers who have attended resident professional military education (PME) or other USMC funded graduate education program (Funded Law, Fellowship, SEP, etc) are eligible for selection to either the study track or partial study track program upon selection for promotion to the next grade.

(8) Officers who are eligible for the partial study track must provide substantiating documentation for existing LREC skills prior to the convening of the CCLEB/CPIB (i.e., transcripts of regionally focused graduate degree; 2/2 DLPT scores or better; or six months immersive experience in the region.)

(9) Officers who have acquired regionally focused graduate level education at their own expense may still be considered for the study track.

b. Experience Track Eligibility for FAO

(1) The goal of the FAO experience track program is to identify and designate officers whose knowledge and experience meet the requirements for FAO as outlined in reference (j). The experience track is well suited for reserve officers who are not eligible for either study track program.

(2) Active and Reserve component officers of all ranks are eligible for FAO based on the following:

(a) Fully qualified in primary MOS.

(b) U.S. citizen.

(c) Possesses a final Secret security clearance.

(d) Possesses regionally focused graduate-level education resulting in a degree that could include, but is not limited to, the historical, political, cultural, military/security, sociological, scientific/technical, economic, and geographic factors of specific foreign countries and regions. Individuals with a graduate degree in another discipline than regional studies or international relations may qualify with 16 or more credit hours of regionally focused graduate study.

(e) Possesses foreign language skills in one or more of the predominant languages used by the populations of the regions in which he or she specializes. Foreign language proficiency is validated by obtaining a minimum Defensive Language Proficiency Test (DLPT) and/or Oral Proficiency Interview (OPI) score of 2/2/2. Language proficiency must be assessed within the last 12 months to be considered current. Language testing can be coordinated through local base education centers or the Marine Corps Foreign Language Program Manager (HQMC I/IOP). See reference (x) for more information on language testing.

(f) Possesses professional experience of not less than one (1) year (waiverable to six (6) months) in the country or region of specialty, involving significant interaction with foreign populations in the regions in which they specialize.

(g) The graduate degree requirement may be waived on a case-by-case basis for individuals with 18 months of regional experience (see para 1.2). The Assistant Secretary of the Navy for Personnel and Readiness (ASN (P&R)) is the approving authority, per reference (j). DC PP&O (PLU) will request constructive credit waivers for experience track candidates as appropriate.

4. Application/Selection

a. As stated in paragraph 1.c of this Chapter, there are three avenues for designation as a FAO.

b. Study Track and Partial Study Track Selection. FAOs are selected for the study track and partial study track program via two annual boards: Majors and Majors (select) are selected through the Commandant's Professional Intermediate-Level Education Board (CPIB), First Lieutenants and Captains are selected through the Commandant's Career-Level Education Board (CCLEB). All eligible officers will be screened by the CPIB and CCLEB. Selection via the CPIB and CCLEB is a two-step process based on the review of an applicant's Official Military Personnel Files (OMPF) as well as their CPIB/CCLEB Questionnaire submission (see Attachment 1 for questionnaire example).

(1) Commandant's Professional Intermediate-level Education Board (CPIB) and Commandant's Company Level Education Board (CCLEB) Selection: The CPIB and CCLEB are comprehensive approaches to select the best and most fully qualified officers for professional military education, graduate level education and select special duty assignments. CPIB and CCLEB MARADMINs will direct eligible officers to submit their preferences and communications to the board via online questionnaires. CPIB and CCLEB results will be announced via MARADMIN.

(2) See Attachment 1 for a CPIB/CCLEB questionnaire sample.

c. Experience Track (ET) Application

(1) Active and Reserve component officers requesting a FAO AMOS may apply to DC, PP&O (PLU) at any time. Applications will be in letter-type format and will include appropriate command endorsements. Branch Head, International Affairs Branch (DC, PP&O (PLU)) will convene a panel on a quarterly basis to consider ET applications, and will forward the results to DC, M&RA (MMOA-3) for appropriate annotation in the officer's record.

(2) There are no limits to the number of regional designations Marines can qualify for. Marines who meet the requirements for multiple regional designations rate a corresponding number of MOSs.

(3) All officers selected for FAO programs will be notified by MARADMIN.

(4) See Attachment 2 for a sample experience track application format.

5. MOS Designations. As defined in section 4.e in the main body of this Order.

6. Training

a. There are three development phases for FAOs: academic education, language training and in-country training (ICT). FAOs in the Study Track receive all three phases of training. Partial study track FAOs attend one or two phases of training as necessary to qualify for the FAO MOS.

b. Phase I: Academic Training

(1) Phase I is a 12-month program at NPS in Monterey, CA, resulting in a Master's degree in National Security Affairs.

(2) The study track is primarily oriented towards four (4) Regional Security Studies curricula within the Department of National Security Affairs:

Middle East, South Asia and Africa
Far East, Southeast Asia and the Pacific
Western Hemisphere
Europe and Eurasia

(3) Candidates are matched to the languages and regions announced by MARADMIN during the annual CPIB and CCLEB. These boards will consider such factors as individual performance, individual preference, previous language study, language aptitude, undergraduate major, available ICT locations and the needs of the Marine Corps.

(4) The award of a Master's degree for FAOs is contingent upon both successful completion of the comprehensive exam at NPS and the basic language course at Defense Language Institute Foreign Language Center (DLIFLC).

c. Phase II: Language Training

(1) Phase II training consists of 24-63 weeks of language training at DLIFLC in Monterey, CA, or in Washington DC.

(2) The goal of basic language training is for students to meet DLI standards. If FAOs fail to achieve 2/2/1+ at graduation, PLU will determine whether to convert to RAO, or authorize progression through ICT. If ICT is approved, FAOs must retest immediately following ICT. Failure to achieve the required minimum language skill levels will result in an adverse fitness report.

(3) FAOs will strive to reach 3/3/3 language proficiency by the end of Phase III, and maintain that proficiency through their career.

d. Phase III: In-Country Training

(1) Phase III balances academic education and language training with a year of immersion and practical experience. The goal for Phase III is to develop credibility and capability to understand complex regional and cultural issues as they exist, refine language skills with personal interaction among foreign populations and build upon the regional education gained at NPS. The nature and location of Phase III varies for each language. Locations are as follows:

(a) Latin America

1. Lima, Peru (Spanish)

2. Rio de Janeiro, Brazil (Portuguese)

(b) Eurasia

1. Kiev, Ukraine(Russian)

(c) Northeast Asia

1. Beijing, China (Mandarin)

2. Seoul, Korea (Korean)

3. Tokyo, Japan (Japanese)

(d) Middle East

1. Cairo, Egypt (Arabic - Egyptian dialect)

2. Amman, Jordan (Arabice - Levantine dialect)

3. Jerusalem or Tel Aviv, Israel (Hebrew)

4. George C. Marshall Center in Garmisch, Germany (Persian-Farsi)

(e) Africa

1. Dakar, Senegal(French)

2. Rabat, Morocco(French)

3. Tunis, Tunisia(French)

(f) South Asia

1. Muscat, Oman (Hindi/Urdu)

2. New Delhi, India (Hindi)

3. Indian Defense Services Staff College (DSSC) in Tamil Nadu (Hindi/Urdu)

4. Sites in Afghanistan (Persian-Dari and Pashto) and Pakistan (Urdu) are being developed as country visa/access permit

(g) Europe

1. Ankara, Turkey (Turkish)

2. Tblisi, Georgia (Georgian)

(h) Southeast Asia

1. Phnom Penh, Cambodia (Khmer)

2. Jakarta, Indonesia (Indonesian)

3. Kuala Lumpur, Malaysia (Malaysian)

4. Bangkok, Thailand (Thai)

5. Hanoi, Vietnam (Vietnamese)

6. Manila, Philippines (Tagalog)

e. Authorization to Ship a Privately Wwned Vehicle (POV). Authorization to ship a POV is at the discretion of the U.S. Chief of Mission in a foreign country. POV shipment will be considered on a case-by-case basis and is contingent upon approval by DC, M&RA (MMOA/MMEA), with input from the Senior Defense Official/Defense Attache (SDO/DATT) and DC, PP&O (PLU).

f. Family Participation in Training. Spouses are encouraged to participate in all aspects of FAO training when possible on a space available basis.

(1) Phase I training at NPS is open to spouses of students who serve as an employee or staff at NPS (part or full time). Employees and staff of NPS are permitted to take up to two classes per quarter without having to undergo any formal application process. Those who decide to pursue a degree through NPS, must undergo an application process before they can continue their studies at NPS. Spouses that do not serve on NPS staff are not permitted to attend classes for academic credit, but may audit courses with instructor permission.

(2) Phase II language training is free of charge for spouses; however, they are required to take the DLAB to enroll. The member will coordinate testing at DLIFLC or at the individual service member's home station education office. Language training for spouses requires the same level of time commitment as the Marine. Auditing or partial attendance of Phase I training is not an option. Continued language training for a spouse during Phase III is at the FAO'S expense, as are travel expenses if a spouse should decide to accompany the officer during periods of ICT TAD travel.

(3) Phase III training is typically a one-year accompanied tour, and FAOs with dependents can expect to move to their respective ICT locations with their families. Applicants should consider that living conditions at ICT locations may be considered sub-standard in comparison to the United States. Standards of living will vary by location, but in general, FAOs on ICT can expect to live in conditions equal to that of U.S. personnel assigned to the local U.S. Embassy community. Due to local security and operational requirements in some locations, Phase III training may be unaccompanied. A Marine with Exceptional Family Member Program concerns should carefully consider the possibility of multiple unaccompanied tours should he or she request FAO training.

g. Responsibilities and Chain of Command while in Training

(1) Performance Evaluation for ST Personnel. Fitness reports for FAOs in training status will be completed as "Not Observed" in accordance with reference (v), except for reports written on FAOs conducting ICT. Academic reports, where applicable, will be attached to the FAO's fitness report. During the ICT period, the reporting senior has the option to complete an observed fitness report, if the reporting senior feels he or she can appropriately evaluate the performance of the Marine FAO. Specific Reporting Senior (RS) and Reviewing Officer (RO) requirements are as follows:

(a) Naval Postgraduate School (NPS). FAO Study-Track Phase I students will be evaluated by the Senior Marine Representative at NPS who will serve as their RS. The RO will be the Dean of Students at NPS.

(b) Defense Language Institute/Foreign Language Center (DLIFLC). FAO study track students will be evaluated by the Commanding Officer, Marine Corps Detachment at DLIFLC, who will serve as their RS. The Head, International Affairs Branch (DC, PP&O (PLU)), will serve as the RO.

(c) In-Country Training (ICT). At Phase III training locations where FAOs are operationally attached to the United States Embassy, the Senior Defense Official/Defense Attaché (SDO/DATT) or a service attaché senior in grade to the trainee will be the Marine FAO's RS. When there is a Marine Attaché (MARA) in the DAO, the MARA will serve as the FAO's RS. In the case of non-traditional ICT, such as assignment to Marine Component Commands (MARFORs), the RS may be the G-3/5. Branch Head, International Affairs Branch (DC, PP&O (PLU)) will normally serve as the RO for all FAOs during Phase III Training.

(d) Joint Automated Performance Evaluation System (APES) accounts. When Reporting Seniors are servicemembers or civilians from other services, direct them to Manpower Management Support Branch (MMSB-32) to establish an APES account at organizational email: SMB.manpower.MMSB-32@usmc.mil.

7. Career Management Considerations

a. Due to the growing requirement for LREC professionals, FAOs can expect to perform more than one political-military (pol-mil) related tour of duty during their careers. To accomplish this, a FAO will follow a dual-track career

assignment pattern, alternating between PMOS and pol-mil designated billets (see Attachment 3 for a list of related billets). MMOA and PLU will attempt to place FAO officers in a FAO billet whenever the officer is due for a B-billet tour.

b. The length of IAP training and subsequent payback and utilization tour(s) requires that individual officers pay particular attention to managing their career assignments in order to avoid excessive time away from their PMOS. For FAOs, the total time out of a PMOS for training can be as long as 39 months. Accordingly, PLU will coordinate with MMOA to ensure that FAOs return to a PMOS tour immediately upon completion of Phase III training and fulfill their payback requirement in the next subsequent tour. For partial study track FAOs, the shorter training cycle may allow for immediate payback toursprior to returning to their PMOS, dependent on career management concerns. In all cases, FAOs who are selected for and complete the study track program will serve a payback tour as a FAO, normally at the first opportunity that is consistent with a sound career track. This requirement may preclude ST FAOs from attending resident PME prior to fulfilling their required payback tour.

c. Officers contemplating applying for the IAP are strongly encouraged to discuss possible career impact with career counselors (DC, M&RA (MMSB-50)) and their primary MOS monitor. As a rule, aviators should not apply for the IAP before reaching their first flight gate; combat arms or combat service support officers should consider delaying their application until the completion of a current or impending operating forces assignment.

d. In addition to monitors and career counselor, officers interested in the IAP are encouraged to contact the IAP Coordinator at DC, PP&O (PLU).

e. The nature of the dual-track career pattern will often preclude PME attendance in residence. Officers selected for IAP should immediately enroll in the non-resident PME course appropriate for grade.

f. FAOs will maintain an official (brown) no fee passport. Emergent international events may necessitate short-notice deployment or regional engagement. See Paragraph 8 in the main body of this Order for more information. Diplomatic (black) passports will be issued when required by Foreign Clearance Guide. Accompanying dependents are authorized no fee tourist

(blue) passports. FAOs are neither authorized to conduct official travel on tourist passports or non-offical travel on official passports. FAOs are authorized to have two official passports at the same time due to the potentially long visa processing time at a single ICT destination; multiple passports allow for regional travel to continue while another visa is being processed.

g. Additional IAP designations: Regional designations are not limited to one. FAOs must meet the same requirements for each region.

h. Future Billets and Career Progression

(1) The FAO designation is not a PMOS. Marines who carry this designation are expected to remain proficient in their PMOS and thereby remain competitive for promotion by serving in operating forces tours at each pay grade.

(2) FAOs are expected to retain their LREC competencies between utilization tours; specifically annual language testing.

(3) PLU will meet with MMOA annually to slate eligible FAOs scheduled to PCS during the following calendar year. Individuals are encouraged to submit billet preferences according to the MARADMIN announcement of available FAO billets.

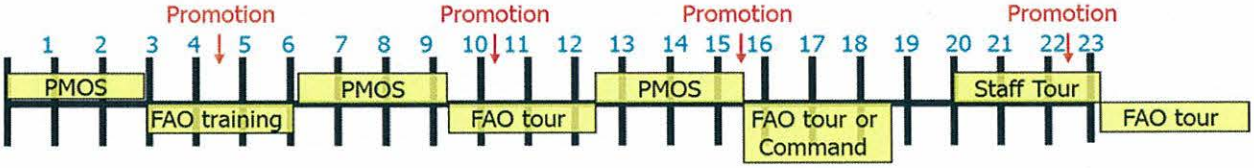

Figure 2.--Sample FAO Career Path

i. Utilization Assignment Policy

(1) By applying for the FAO AMOS, officers are highlighting their availability to serve in international affairs and pol-mil billets when not serving in their PMOS. Officers who subsequently decline to serve in such billets may have their FAO FMOSs administratively withdrawn.

(2) Obligated Service Requirements. Acceptance of orders to the FAO study track program incurs a five-year service obligation for FAOs, and a three-year service obligation for partial study track FAOs. The obligation commences on the date

of official completion of training (i.e., date of PCS at the conclusion of Phase III for study track FAOs and date of PCS at conclusion of training for partial study track FAOs).

(3) A FAO will serve in designated FAO billets. The nature and location of these assignments will depend on several factors:

(a) The region of specialization and listed language requirements

(b) The grade of the officer

(c) The commands that have billet vacancies during the period the student/officer will graduate or be available for PCS orders

(d) The priority in staffing for the commands with vacancies

(e) The needs of primary occupational field monitors (DC, M&RA/MMOA)

(f) The desires of the officer

(4) Study Track. Marine Corps assignment policy regarding officers who have participated in funded graduate education is directed by the Secretary of Defense in reference (j) and as amplified in references (b) though (p). It is stressed that funded graduate education programs exist to train officers to fill specific billets. Therefore, officers who have received funded graduate education will:

(a) Serve one tour in a validated FAO billet after completion of FAO education, but no later than the second tour following completion of ICT (FAO). As a general rule, partial study track FAOs should expect assignment to a FAO billet immediately upon completion of training. FAOs, who have a longer three year training cycle, should expect a FAO assignment on the second tour after completing ICT. Those ST FAOs who return to the operating forces after ICT will be assigned, to the maximum extent possible, to commands that are operationally oriented toward their region of expertise. This will enable them to leverage their skills while simultaneously building PMOS credibility.

(b) Serve in as many subsequent tours in a validated FAO billet as Marine Corps requirements and proper career development will permit. Assignments should be dual-tracked to ensure that officers remain proficient and competitive for promotion in their PMOS.

(5) Experience Track

(a) A FAO designated through the experience track does not incur a direct service obligation but is expected to serve in positions utilizing his or her LREC capabilities.

(b) Experience track FAOs have highlighted their willingness to serve assignments in which they can apply their LREC capabilities, and are encouraged to seek billets both in the Marine Corps operating forces and in Joint and combined commands.

(6) Operational or Staff Tour Assignments. The IAP represents a substantial investment to the Marine Corps. Regional expertise should be aligned with operating forces assignments as well as in Joint/external/supporting establishment billets.

(7) IAP Slating. Annually, DC, PP&O (PLU) will verify Staffing Goals with MMOA-5 and release a MARADMIN soliciting applications for available IAP billets coming open in the upcoming year. DC, PP&O (PLU) will convene a Utilization Slating Panel that will screen and select officers for IAP billets. Priority of assignments will go to study track FAOs and those who have not served in a payback tour. All IAP officers eligible for B-billets, will be automatically screened for assignment to coded IAP billets. Volunteers will be given preference of assignment where applicable. The slating panel will be comprised of representatives from DC, M&RA (MMOA) and DC, PP&O (PLU). The panel will select the best and most fully qualified officers to fill each assignment. Alternates will be selected by FAO MOS. Each applicant's timing and career path will be carefully considered during the selection process.

Attachment 1: Example CPIB/CCLEB Questionnaire

Refer to annual CPIB/CCLEB MARADMIN release to access the latest version of the CPIB/CCLEB questionnaire. Example given below. https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MM/AOA/Education

Commandant's Professional Intermediate Board / Commandant's Career Level Education Board

Print in PDF

(Please be sure to save your application about every 10 minutes to avoid losing any changes.)

This questionnaire is intended for slating purposes only. Preferences stated here will not influence selection by the board prior to slating. The board will select the best and most fully qualified officers to participate in education programs based on military performance.

Rank each program in order of preference.
Do not select an option more than once.

1. *Program preference 1: International Affairs Officer Programs
2. *Program preference 2: Fellowship
3. *Program preference 3: Olmsted Scholar or Foreign PME
4. *Program preference 4: Special Education Program Advanced Degree Program
5. *Program preference 5: Resident PME

Which programs on your preference list would cause you to resign or retire in lieu of orders?

6. Resign/retire? I would accept orders to any program

Where would you prefer to attend resident PME?

7. PME preference: USMC (EWS or CGS)

Which fellowship would you prefer to attend?

8. Fellowship preference: Congressional Fellowship Program

Notes:
1. **Olmsted** is only for officers with less than **11 years** of active service. If Olmsted Scholar is your first choice you must contact the POCs in the MARADMIN to begin the application process.
2. **Foreign PME** is only for **field grade** officers.
3. Officers are **not eligible** to attend a program that they have **previously attended**. The only exception is Resident PME. Field grade officers can attend resident PME if they previously attended company grade resident PME.
4. **WHINSEC, Fletcher School of Law and Diplomacy**, and **Logistics Fellowship** are only for **field grade** officers. **WHINSEC** requires DLPT of 2+/2+ in **Spanish**. **Fletcher School of Law and Diplomacy** requires DLPT of 2+/2+ in **any language**.

For the International Affairs Officer Programs (IAOP), rank your top three region/language preferences.
Do not select an option more than once.

9. *IAOP preference 1: LATIN AMERICA - SPANISH - PERU
10. *IAOP preference 2: SUB-SAHARAN AFRICA - FRENCH - SENEGAL, MOROCCO, OR TUNISIA
11. *IAOP preference 3: LATIN AMERICA - PORTUGUESE - BRAZIL

For the Special Education Program (SEP) and Advanced Degree Program (ADP), rank your top five discipline preferences.
Do not select an option more than once.

12. *SEP/ADP preference 1: MATERIAL LOGISTICS MANAGEMENT - 8862
13. *SEP/ADP preference 2: INFORMATION WARFARE - 8824
14. *SEP/ADP preference 3: OPERATIONS ANALYSIS - 8850
15. *SEP/ADP preference 4: COMPUTER SCIENCE - 8840
16. *SEP/ADP preference 5: MODELING SIMULATION ANALYSIS - 8826

Notes:
1. **Education** (8802) and **History** (8878) are only offered through the Advanced Degree Program at civilian institutions. This program is **not fully funded.** Tuition is the responsibility of the officer. If ADP is your first choice, contact the program POC and apply to civilian institutions. **Attach** any **acceptance letters** to this questionnaire.
2. **Aeronautical Engineering** (8820) and **Environmental Engineering** (8831) are only offered through the Air Force Institute of Technology (AFIT). AFIT requires completion of the **Graduate Record Exam (GRE)** for acceptance. If you have taken the GRE, **attach** the **test results** to this questionnaire.
3. **Public Affairs Management** (4305) is only available for officers with **PMOS of 4302**.

What is the highest degree you have earned?

17. Degree: Bachelor's degree

What is the area of study of your highest degree?
(Limit: 40 characters)

18. *Major: History

Have you taken the Graduate Record Examination (GRE)?
If yes, upload exam results as attachment.

19. *GRE? ○ Yes ⊙ No

For ADP and SEP Law/ADP, do you have a letter of acceptance from a university?
If yes, upload acceptance letter as attachment.

20. *Acceptance? ○ Yes ⊙ No

Do you have specific areas of expertise or education you feel will assist in the slating process?
(Limit: 600 characters)

21. Comments:

Attachments (Add New)

DOCUMENT TYPE	DOCUMENT NAME	CREATE DATE

(* This question requires a mandatory response)

Save Draft Submit Cancel

FAO/RAO EXPERIENCE-TRACK APPLICATION FORMAT

From: Grade, Name, SSN, MOS(s), Component, Unit
To: Deputy Commandant, Plans, Policies and Operations (PP&O)
Via: Chain of Command (at least through Division or Group-level)

Subj: REQUEST FOR FOREIGN AREA OFFICER (FAO) / REGIONAL AFFAIRS OFFICER (RAO) ADDITIONAL MOS

Ref: (a) MCO 1520.11F

Encl: (1) Personal Essay. Mandatory for all applicants. Essay of approximately 3000 words demonstrating the applicant's writings style and knowledge of their region of application. Previously completed academic papers or publications that meet these requirements may also be submitted (i.e. course papers, thesis, etc.).
(2) Copy of transcripts for all undergraduate/graduate education.

1. Per the reference, it is requested that I be awarded (the Foreign Area Officer Additional MOS of 824x), (the Regional Affairs Officer Additional MOS of 822x), (or the Foreign Area Officer in Training MOS of 8240).

2. The following information is submitted to support my request:
a. DLAB score: Date, place tested (if taken).
b. DLPT information: (Required for FAO, as available for RAO)
(1) Language(s)/dialect(s):
(2) Date, place tested:
(3) DLPT Type(s):
c. Summary of military education:
d. Summary of civilian education:
e. Summary of FAO/RAO oriented experience: (Please be thorough. List all travel and/or military experience in the region of the requested AMOS.)
f.I possess a Secret/Top Secret security clearance based on a SSBI/NAC completed on (date) by DIS/NIS

3. Contact information: (Work phone and internet e-mail address).

/s/
Name

Chapter 2

Regional Affairs Officer (RAO) Program: AMOS 8220-8228

1. Purpose

a. Regional Affairs Officers (RAO) possess the regional expertise (academic and/or experience based) to serve as pol-mil officers. RAO training does not include language study or regional travel. The MOS may be awarded based on either regionally focused postgraduate academic study or extensive Pol-Mil experience in a region that results in a level of regional expertise equal to graduate-level study. Because of this, RAOs serve in billets that demand a comprehensive understanding of a region but do not require foreign language skills. Most often, these billets will be on operational or strategic level staffs.

b. Two Avenues into the RAO Community

(1) Study Track. 18 months of Graduate Study in National Security Affairs (NSA) curriculum at the Naval Post Graduate School (NPS) and the completion of a graduate thesis.

(2) Experience Track. Applicants who possess a graduate degree or sufficient regional experience, but do not possess the requisite language skills, may qualify for the RAO MOS without significant additional training. Marines selected for the following programs qualify for designation in accordance with paragraph 6.g. of this Order:

(a) PEP

(b) FPME

(c) Olmsted Scholarship Program

(d) APH

(e) Other experience such as study abroad, prior Marine Security Guard, religious missionary work, Peace Corps work and extensive travel abroad may be considered on a case-by-case basis as a factor in determining qualification. The graduate degree requirement may be waived on a case-by-case basis for individuals with 18 months of regional experience, to include significant interaction with foreign populations. The

Director, Strategy and Plans Division (PL) is the approving authority.

2. Responsibility (Stakeholders/Chain-of-Command). Refer to Chapter 1, section 2

3. Eligibility

a. Study Track Program Eligibility

(1) Unrestricted commissioned officers on active duty are eligible for the program. Reserve officers who are eligible for career designation status, i.e., a regular commission by the Officer Retention Board (ORB), may submit packages in accordance with this Order to allow for academic screening by NPS.

(2) The RAO study track program is limited to Majors and Major (selects), with nine to 15 years of commissioned service (YCS). The grade requirement is based on the current or selected grade of the officer at the time he or she commences RAO training.

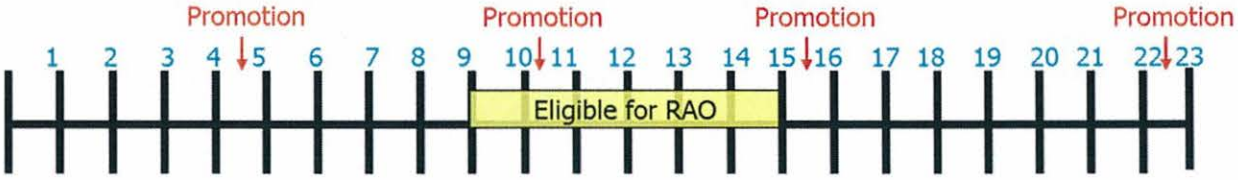

Figure 3.--Study Track RAO Selection Eligibility Timeline

(3) Officers applying for the study track program must be fully qualified in their PMOS. This qualification shall occur prior to entrance into the program. If there is a conflict in meeting eligibility requirements, PMOS considerations take priority over selection for IAP.

(4) As required by reference (w), officers applying for the study track program must possess a final Secret security clearance. Upon designation as an 824x or 822x, the FAO or RAO will submit a request for a Single Scope Background Investigation (SSBI).

(5) Officers applying for the study track program must be U.S. citizens.

(6) Officers must meet minimum time-on-station requirements of their current assignment prior to commencement

of the study track program. Waivers may be approved at the discretion of Manpower Management Officer Assignment (MMOA). Selection boards can recommend a deferral of training for up to one year to allow for operational commitments or unaccompanied tours. More details will be provided in MARADMIN announcements for the CPIB and CCLEB.

(7) Officers who have attended resident professional military education (PME) or other USMC funded graduate education program (Funded Law, Fellowships, SEP, etc) are eligible for selection to either the study track or partial study track program upon selection for promotion to the next grade.

(8) Officers who have acquired regionally focused graduate level education at their own expense may still be considered for the study track.

b. Experience Track Eligibility for RAO

(1) The goal of the RAO experience track program is to identify and designate officers whose knowledge and experience meet the requirements for RAO as outlined in paragraph 2 below. The experience track is well suited for reserve officers who are not eligible for either study track program.

(2) Active and Reserve component officers of all ranks are eligible for RAO based on the following:

(a) Fully qualified in primary MOS.

(b) U.S. citizen.

(c) Possesses a final Secret security clearance.

(d) Possesses regionally focused graduate-level education resulting in a degree that could include, but is not limited to, the historical, political, cultural, military, security, sociological, scientific, technical, economic and geographic factors of specific foreign countries and regions. The graduate degree requirement may be waived on a case-by-case basis for individuals with 18 months of regional experience, such as the examples listed in Chapter 1, section 1.c.(3). The Director, Strategy and Plans Division (PL) is the approving authority.

4. Application/Selection

a. As stated in paragraph 1.c of this chapter, there are two avenues for designation as a RAO.

b. Study Track Selection. RAOs are selected for the study track program via two annual boards: Majors and Majors (select) are selected through the CPIB. Selection via the CPIB is a two-step process based on the review of an applicant's Official Military Personnel File (OMPF) as well as their CPIB Questionnaire submission.

(1) See Chapter 1, section 4.b.(1).

(2) See Attachment 1 for a CPIB Questionnaire sample.

c. Experience Track Application

(1) Active and Reserve component officers requesting a RAO AMOS may apply to DC, PP&O (PLU) at any time. Applications will be in letter-type format and will include appropriate command endorsements. Branch Head, International Affairs Branch (DC, PP&O (PLU)) will convene a board on a quarterly basis to consider experience track applications, and will provide results to DC, M&RA (MMOA-3) via MAARADMIN. MMOA-3 will enter the RAO AMOS in the officers OMPF.

(2) There are no limits to the number of regional designations Marines can qualify for. Marines who meet the requirements for multiple regional designations rate a corresponding number of MOSs.

(3) All officers selected for RAO programs will be notified by MARADMIN.

(4) See Attachment 2 for a sample ET application format.

5. MOS Designations. Refer to section 4, part e, in the main body of this Order.

6. Training

a. RAO study track consists of one phase, an 18-month program at the NPS in Monterey, CA, yielding a Master's degree in National Security Affairs. Study track RAO are required to complete a written thesis in order to be awarded a Master's degree and the appropriate regional RAO AMOS.

(1) NPS Curricula: Refer to Chapter 1, section 6.b.2.

(2) RAOs may be entitled to a maximum of $200 for reimbursable costs associated with completing their required thesis (e.g., books, materials, etc.). RAOs should submit a claim to MARDET Defense Language Institute in accordance with Enclosure (7-8).

(3) Eligible candidates are matched to the regions announced by MARADMIN during the annual CPIB. These boards will consider such factors as individual performance, individual preference, undergraduate major, and the needs of the Marine Corps.

c. Family Participation in Training. Spouses of RAOs may participate in NPS as per the guidance in Chapter 1, section 6.f.(1). Substitute RAO for FAO.

d. Responsibilities and Chain of Command while in Training. Refer to Chapter 1, section 6.g.(1) and section 6.g.(1).a. Substitute RAO for FAO.

7. Career Management Considerations

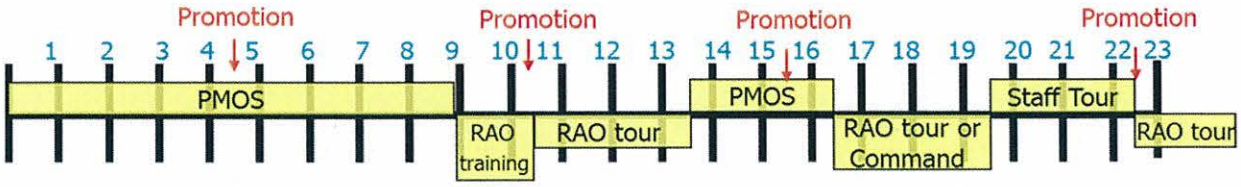

Figure 4.--Sample RAO Career Path