



**Foreign Area Officer (FAO)
In-Region Training (IRT) Handbook**

Version 6.0

**Headquarters, Department of the Army
Office of the Deputy Chief of Staff, G-3
Strategic Leadership Division (DAMO-SSF)**

TABLE OF CONTENTS

CHAPTER 1	Introduction.....	3
CHAPTER 2	Priorities.....	4
CHAPTER 3	Program of Instruction, Mid-Tour, and End-of-Tour Reports	7
	APPENDIX 1 TO CHAPTER 3. POI Format.....	10
	APPENDIX 2 TO CHAPTER 3. Mid-Tour Report Format.....	13
	APPENDIX 3 TO CHAPTER 3. End-of-Tour Report Format	17
CHAPTER 4	Training Event Reports	20
	APPENDIX 1 TO CHAPTER 4. Training Event Report.....	22
CHAPTER 5	FAO Regional Travel.....	24
CHAPTER 6	Hosting Visiting FAOs.....	27
CHAPTER 7	Officer Evaluation Report.....	28
CHAPTER 8	Standing Operating Procedures (SOP) Manual	29
CHAPTER 9	Administrative Reports	31
CHAPTER 10	FAO Budget	34
	APPENDIX 1 TO CHAPTER 10. Annual Budget Call-up - Sample Message	39
	APPENDIX 2 TO CHAPTER 10. Elements of Resource.....	41
	APPENDIX 3 TO CHAPTER 10. Direct Fund Cite Memo - Sample	42
	APPENDIX 4 TO CHAPTER 10. Monthly Report	43
	APPENDIX 5 TO CHAPTER 10. Monthly Report - Sample.....	44
	APPENDIX 6 TO CHAPTER 10. Department of State Housing Pool Memo	45
CHAPTER 11	International Cooperative Administrative Support Services (ICASS)	46
CHAPTER 12	FAO Housing.....	49
CHAPTER 13	FAO Property.....	51
CHAPTER 14	Cell Phone and Internet Policy.....	54
CHAPTER 15	Evacuations and Medical Treatment	55
CHAPTER 16	FAO Proponent Points of Contact.....	57
CHAPTER 17	United States Army Student Detachment (USASD), Fort Jackson, SC ..	58
CHAPTER 18	Embassy Glossary	60
CHAPTER 19	Frequently Asked Questions (FAQs).....	61
CHAPTER 20	Quick Reference Checklist.....	65
CHAPTER 21	Defense Travel System (DTS).....	66

CHAPTER 1

Introduction

1. The purpose of this guide is to provide the FAO trainee with information on planning and conduct of In-Region Training (IRT). The guide can also serve as an overview of the FAO in region training program for FAO supervisors, other services who want to become familiar with the Army's program and for other non-FAOs who want or need to be familiar with the program.
2. General Information: Each of our IRT sites is different and it would be impossible to thoroughly explain or anticipate every scenario. Use this manual as a source of information, but ensure you also consult with your IRT supervisor to determine any special circumstances that may apply to your site. Each IRT site has an information paper that will provide you with site-specific information. Your IRT site should also have a local SOP that will prove helpful. When in doubt, call the FAO Proponent and/or confirm with your local supervisor. Remember the Regional Program Managers in FAO Proponent are here to work with and support you as needed. If you have any questions about the conduct of FAO IRT after reading this handbook and discussing your IRT program with your local supervisor in country, telephone, fax, or e-mail the appropriate Regional Program Manager for further discussion.
3. Immediately after arrival in region you should establish contact with the Proponent, by e-mail or phone. Check the FAO Proponent MilSuite page at <https://www.milsuite.mil/book/groups/army-foreign-area-officer-program> or the HRC website for the most current contact information. All communications should go through your respective regional manager.
4. Remember that your conduct reflects upon the United States of America and the U.S. Army. The positive impression that you create as a visiting officer will further the FAO program. Likewise, adverse information will spread quickly and could endanger the future of the IRT Program. Additionally, it is important to remember that you, as a U.S. Army officer, may be observed by foreign intelligence services (FIS) and/or other trans-national organizations during IRT. Poor decisions made as a FAO IRT trainee could seriously impact your career and reputation months, or even years later, should a FIS attempt to use those decisions against you. Similarly, in the case of trans-national organizations, poor decision-making could make you an easy target for attack.
5. FAO trainees are prohibited from being involved in, or associated with, intelligence collection. The FAO trainee must be very careful not to do anything that could give the perception he/she is involved in any type of intelligence-related activities. FAO trainees should consult with their IRT supervisor early to better understand the local environment and how to avoid creating false perceptions.

CHAPTER 2

Priorities

1. General.

a. In-Region Training (IRT) is primarily focused on developing your in-region skills as a foundation for becoming one of the U.S. Army's regional experts. FAO trainees do this through acquiring practical experience and expertise within their particular region while using their target language as much as possible. In the future, when leaders turn to you, they will recognize your expertise and ability to help shape leaders' expectations of the actions and reactions of particular nations and their people. IRT also provides you and your family an opportunity to learn to adapt to some of the "peculiarities" of life in your part of the world.

b. The progress of your training is documented in three mandatory reports: the Program of Instruction (POI), the Mid-Tour Report, and the End-of-Tour Report. The POI is a blueprint for your IRT experience. It is a training plan that details how you will train the seven competencies listed in paragraph 2, below. The Mid-Tour Report details your training progress, lays out any adjustments to the second six months, assesses the training environment, and provides recommendations for the future. Finally, the End-of-Tour Report states exactly what you did, provides your final assessment of your training status, gauges your country as a training site, and provides recommendations for the future for your particular site as well as the IRT experience in general. The POI and End-of-Tour Reports are used as the basis of your DA Form 67-9, Officer Evaluation Report. Your POI must be coordinated with and approved by the IRT officer's local chain of command and then forwarded to and approved by your Regional Manager within 30 days of arrival.

c. The execution of your training is documented by Training Event Reports (see Chapter 4).

2. Focus Competencies. There are seven competencies upon which your IRT should focus. They are listed and defined below.

a. **Regional Experience and Knowledge.** PRACTICAL EXPERIENCE living, working, and travelling in the region as well as detailed ACADEMIC knowledge of the region. Practical experience includes working with, observing, and experiencing the politics, military, economics, societies, cultures, foreign affairs, geography, demography, and other "Hot Issues" in your region. Regional knowledge on these topics is gained through personal study and research on the countries in your region using both the countries internal reference resources (periodicals and books by local authors and publishers, official documents and publications of the local government, local reference libraries, etc) and external resources (internet sites, books, periodicals and reference materials from U.S or international authors or publishers). The goal of regional travel is to visit at least 75% of the regions in your Area of Concentration. For example, there are four regions in Sub-Saharan Africa (48J). The goal would be to conduct regional travel to at least three of the four regions.

b. **U.S. Policy Goals and Formulation.** Practical experience and a working knowledge of U.S. policy in your region and country, and how that policy is formulated and implemented in your region. Attempt to establish contact and discuss your area of expertise with regional desk officers on the Army Staff, Joint Staff, and in OSD-Policy. In addition:

1) Become familiar with the interagency policy formulation process and how that policy is executed by the embassies around the world.

2) Become familiar with the Defense Attaché Office (DAO) and Office of Defense Cooperation (ODC) input to the Ambassador's Mission Strategic Resource Plan (MSRP) and how the Department of State (DOS) and Department of Defense (DOD) execute foreign policy at your IRT site. Note: In some countries ODCs are referred to as MAG (Military Advisory Group) or MILGP (Military Group) or SAO (Security Assistance Office) or SCO (Security Cooperation Office); while the names may be different, they are essentially the same organization. For the purpose of this guide, the term ODC will be principally used throughout.

3) Be familiar with the current National Strategic Guidance and how it relates to your region. With that understanding, attempt to trace down how national guidance is translated into specific goals and objectives at the regional and country level.

c. **Language.** The FAO should demonstrate improvement with a goal of scoring a L3/R3/S3 (OPI) on the DLPT and have a professional knowledge of military terminology by the end of IRT. Language proficiency can be enhanced through formal schooling, personal study, contact with the local population, local reading material and television or radio transmissions.

d. **Military-to-Military Experience.** Practical experience working with regional military personnel through visits and briefings, attendance at foreign military courses, real-world projects, exercises, and actual operations. Become familiar with the structures, equipment, and traditions of the militaries in your region.

e. **U.S. Military Involvement.** Practical experience and a working knowledge of the U.S. military's involvement or interest in the country or region. This can often be best accomplished by conducting a series of "internships" with key organizations both within the embassy and within the region (principally the ODC and DAO, but may also include in special circumstances the Army Service Component Command (ASCC) and/or the Geographic Combatant Command (GCC). This may include the following:

1) Active participation or observation of security assistance activities such as Foreign Military Sales (FMS), Foreign Military Financing (FMF), International Military Education and Training (IMET), the Humanitarian Assistance Program (HAP), and Combined Operations & Exercises. Understanding the Security Cooperation Officer's (SCO) role in the development of the Theater Campaign Plan (TCP), and his/her role in coordinating and de-conflicting it with the Embassy's Mission Plan.

2) Understanding the Defense Attaché's role as a diplomat, military advisor to the Ambassador; representative of the Secretary of Defense, Service Secretaries, Service Chiefs, and agency heads; the combatant commander (in some countries); and a program manager.

3) Understanding Combatant Command priorities and activities in your particular region; the development of the TCP; and the duties of FAOs at the theater headquarters level (in J2, J4, J5).

4) Combined Operations and Exercises: Understanding the ASCC's role in the region and how the ASCCs in conjunction with the GCCs utilize operations and exercises to achieve regional goals; understanding how they are planned, coordinated, and executed; the goals of the operation or exercise (What do we, the U.S., get out of it? Why are we doing it?); the roles of the combatant command, embassy, and host nation; and post exercise considerations. IRTers should strive to observe or participate in U.S. Military operations/exercises within their region during their time in IRT. In addition, IRTers should understand how the SCO/DAOs interact and coordinate with ASCCs and GCCs in executing these events.

f. **Embassy Administration and Offices.** Practical experience and a working knowledge of an American embassy's administration and support structure to include General Services Office (GSO) ; Regional Security Office (RSO); Budget and Finance (B&F); General Housing Committee; the International Cooperative Administrative Support Services (ICASS); and the functions of other embassy offices (i.e. Political, Economic, Consular, Justice, CIA, Agriculture, Commercial, Legal, etc) and their support to and interaction with DOD agencies. Additionally, understand how the embassy defines and implements policy, goals, and activities in the MSRP.

g. **Understanding Joint, Interagency, Intergovernmental, Multinational Environments (JIIM):** It is critical for the FAO IRTer to understand how the U.S. operates and interacts across all environments and across organizations. FAOs are often considered the JIIM "experts" for DOD. This JIIM environment is where the FAO works at all levels of operations (tactical, operational and strategic). The IRT provides the Army FAO a unique opportunity to be exposed to all of these environments in one training experience.

1) FAOs should take advantage of the opportunity to work with and discuss with representatives of the other services (Joint), other agencies (Interagency), other governmental agency representatives (Intergovernmental) in this international environment (Multinational) how they operate and integrate their goals and objectives across these environments.

2) FAOs should strive to become adept and comfortable at operating in any one of these environments or in all of these environments at one time.

3) As this is a cross-functional training objective that crosses all other objectives, it is likely that this objective will NOT have any specific training requirement unique to it; all training events for the other six objectives provide an opportunity to build a greater understanding of JIIM.

CHAPTER 3

Program of Instruction, Mid-Tour, and End-of-Tour Reports

1. Program of Instruction.

a. General. The FAO IRT program is designed to allow uniqueness at each and every site around the globe. As a matter of fact, one of the strengths of the Army program is the refusal to allow a ‘cookie cutter’ approach to IRT. All regions are different and within regions each country is unique. As a result, this guide will give generic guidance in development of site programs and POIs.

1) The POI is your training plan. It provides a crosswalk between the seven training objectives and specific events or activities you will use to gain experience and knowledge about each. In your POI, you must outline what **specific** training events you are going to carry out to train each of these competencies. Coordinate with your regional manager to obtain priorities within your region prior to developing and submitting your POI.

Examples:

For Language - I will attend 10 weeks of French at the Université Nationale d'Abidjan from 10 MAR until 16 MAY.

For Combined Exercises - I will act as the Project Officer for an "Exercise Walk in the Woods" scheduled for 30 MAY - 10 JUN.

For Regional Knowledge - I will read the following books.... during the 3rd Quarter FY04.

2) Not all officers in all countries will be able to train each objective to the same degree. Some sites are currently dominated by a particular training event (e.g. a foreign staff college) and some sites are in uncooperative countries where certain activities do not exist. These sites might limit training in some FAO training objectives initially but each officer should work to balance the site's program later in his/her tour (reflected in the Mid-tour report) or for the next IRT FAO. Any structural changes to the country IRT program must be done in close cooperation with the IRT supervisors in country. In these cases, FAOs should address how you may mitigate these challenges to train in those particular objectives.

3) Development of a FAO's POI must start with an initial self-assessment with respect to the seven training objectives. For example, some officers may already consider themselves trained in a particular area while lacking experience in others. While the requirement for IRT is to train towards proficiencies in all seven training objectives, there is no requirement to conduct training in all seven competencies if an officer already considers themselves trained in an area. Rather, the FAO IRTer should develop their POI focusing on the areas in which they are weakest or need most work. Some officers may find that they consider themselves ‘untrained’ in all seven objective areas. In those cases, officers should develop their POI covering all or as many objectives as they possibly can. For the areas that an officer assesses they are “trained,” the officer should very briefly explain or justify their assessment. In all objectives that require training, officers should illustrate the training events or activities they will conduct to train themselves in that area.

4) An example format of the self-assessment can be found in the POI format at Appendix 1. The self-assessment should evaluate the officer in three distinct statuses: (1) the current status; (2) where the officer expects to be by the mid tour based on the planned activities; (3) and finally where the officer expects to be at the end of IRT based on the planned activities. An example could be the standard METL task format of T/P/U with Trained or “T”; Needs Practice or “P”; Untrained or “U.” Utilizing this format will illustrate in a simple form the areas in which the officer intends to focus and the effects of the training.

5) Other POI examples may be found in the FAO Web reference library (www.fao.nps.org).

b. The FAO Proponent fully understands the dynamic nature of the regions we work in as FAOs. Therefore, as new training opportunities occur or are developed by an IRT FAO and his/her supervisor, the FAO should inform DAMO-SSF of the modification (via email or phone call) so that DAMO-SSF can approve/authorize the training and obligation of funds. However, it is not necessary to adjust the POI in writing each time there is a modification to the plan. The Mid-Tour report can highlight the adjustments made during the first six months of training as well as indicate the changes in the training plan for the 2nd half of the training period.

c. Attendance at a host-nation school can be an outstanding vehicle for language immersion and experiencing mil-mil interactions during IRT. The optimal length of instruction is one to four months. This permits the FAO to perfect his/her language skills while still addressing the other training objectives. Courses longer than four months may prevent IRT FAOs from addressing most of the training objectives. IRT programs that contain a host nation school longer than four months must have explicit authorization from the FAO proponent office.

d. You should submit your POI within thirty days of arrival on station. The POI must be developed in close coordination and approval with your supervisor/rater and your senior rater and then submitted to your Regional Program Manager in FAO Proponent for approval. Your Regional Manager will provide feedback as appropriate.

e. A copy of the **approved** POI should also be placed in the FAO IRT library located on the FAOWeb in the FAO Files section. This will facilitate the creation of a FAO reference library and knowledge sharing within the FAO IRT community.

f. As part of your POI, update the IRT site description based on your coordination and program development of your POI. IRT site descriptions can be found on FAOWeb or from your Regional Manager.

2. Mid-tour Report.

a. The Mid-tour Report provides a method to communicate your progress, assess your current level of training, and modify your training plan as necessary. It also allows you to more accurately predict at what level you will train to (with respect to the seven objectives) by the end of your training considering the time available and events planned.

b. Mid-tour Report Format: See Appendix 2.

c. You must submit your Mid-tour Report after six months on station. The Mid-tour Report is submitted through your rater and senior rater to DAMO-SSF for review and approval. Your Regional Manager at DAMO-SSF will provide feedback and approval, as appropriate.

d. As with the initial POI, it is critical that the FAO IRTer conduct a self-assessment with respect to the seven training objectives. Just as in the POI, this self-assessment should indicate the level the officer was at initially, a current status at the mid-tour and where the officer expects to be at by the end of the IRT based on the planned activities.

3. End-of-Tour Report.

a. The End-of-Tour Report is a complete statement of the training you conducted. It also serves as your final assessment of your training status and of the suitability of the site for further use.

b. End-of-Tour Format: See Appendix 3.

c. You must submit your End-of-Tour Report 30 days *prior to* departing station. The FAO Proponent office uses it in determining your training status. The End-of-Tour Report is submitted through your rater and senior rater to DAMO-SSF for review. Your Regional Manager at DAMO-SSF will provide feedback or approval, as appropriate.

d. As with the initial POI and mid-tour report, it is critical that the FAO IRTer conduct a self-assessment with respect to the seven training objectives. Just as in the POI, this self-assessment should indicate the level the officer was at initially, the level at the mid-tour and the current level at the end of the officer's training. This final self-assessment will serve as a guide for the FAO IRTer in areas for self-study in the future as he/she continues on with training or starts their FAO jobs.

YOUR LETTER HEAD

YOUR OFFICE SYMBOL

DATE

MEMORANDUM THRU

Rater's Address

Senior Rater Address

FOR Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations, G-3, ATTN: DAMO-SSF (*rank name*), Washington, DC 20310-0400

SUBJECT: Foreign Area Officer (FAO) Program of Instruction (POI) for In-Region Training (IRT) in *Country-X* for *rank name*.

1. References:
2. Purpose.
3. General.
 - a. General Site Description (*from site information paper, with your changes*).
 - b. OER Rating Scheme.
 - c. OER Duty Description.
 - d. Tour length: start/projected end dates.
 - e. POC Information (*phone, fax, email, address*).
4. Training Plan. *For each competency below, tell exactly what events or activities you will do to train each one. You may not have or need events for all competencies; if so, explain.*

IRT Self Assessment: Officers should use the commonly known T/P/U method for evaluating themselves, with T= Trained, or at expected level of understanding; P = Needs Practice, or has some experience in this area but not a full understanding; U= Untrained, or has no experience at all in this area.

TRAINING OBJECTIVE	CURRENT	MID-TOUR	END STATE
Regional Experience and Knowledge			
U.S. Policy Goals and Formulation			
Language			
Military to Military Experience			

U.S. Military Involvement			
Embassy Administration and Offices			
Understanding JIIM*			

* JIIM: Joint, Interagency, Intergovernmental, Multi-National

a. Regional Experience and Knowledge. *Examples: Travel, Seminars, and Conferences, reading professional/academic books about region, write a research paper, etc. It is important to note that each regional travel/trip should include a “Central question” that the IRTer will study for this trip. This central thesis question should help focus the IRT officer in his/her research prior to conducting the trip as well as focus some questions and/or discussion during the trip. For further information or explanation, discuss this with your regional manager.*

- 1) *Event Name. Dates of Event.
Description of how this event will train this competency.*
- 2) *Event Name. Dates of Event.
Description of how this event will train this competency.*

b. U.S. Policy Goals and Formulation. *Example: Intern for the political section during the Mission Support Resource Planning process, be an observer for the ODC or DAO during the U.S. embassy planning process.*

- 1) *Event Name. Dates of Event.
Description of how this event will train this competency.*
- 2) *Event Name. Dates of Event.
Description of how this event will train this competency.*

c. Language. *What are you doing to get yourself to a 3/3. Examples: Attend FSI or a local university, work visa window for 4 weeks.*

- 1) *Event Name. Dates of Event.
Description of how this event will train this competency.*
- 2) *Event Name. Dates of Event.
Description of how this event will train this competency.*

d. Military to Military Experience. *Examples: Observed or participated in host nation military exercise, attended military school, attended Peace Keeping Seminar, served as a LNO, exercise officer, teach at a host nation institution, etc.*

- 1) *Event Name. Dates of Event.
Description of how this event will train this competency*
- 2) (2) *Event Name. Dates of Event.
Description of how this event will train this competency.*

e. U.S. Military Involvement. *Examples:*

1) Security Assistance Activities. *Examples: Manage HA project, or coordinate combined exercise.*

- a) *Event Name. Dates of Event.*

Description of how this event will train this competency.

2) Defense Attaché Activities. *Examples: Participate in representational events, or assist coordination of VIP visits.*

a) *Event Name. Dates of Event.*

Description of how this event will train this competency.

3) Combined Operations / Exercises. *Examples: Work as liaison officer between two HQs, do pre-exercise coordination, assist at the APOD or SPOD.*

a) *Event Name. Dates of Event.*

Description of how this event will train this competency.

4) Combatant Command, ASCC. *Examples: attend Theater planning conference, or backbench a meeting between Theater VIP visitor and local defense minister.*

a) *Event Name. Dates of Event.*

Description of how this event will train this competency.

f. Embassy Administration and Offices. *Examples: Work in consul's office for 3 weeks, intern with political office for a month.*

1) *Event Name. Dates of Event.*

Description of how this event will train this competency.

2) *Event Name. Dates of Event.*

Description of how this event will train this competency.

g. Understanding JIIM. No specific events are required.

5. Training Schedule. *Chronological Schedule depicting all events from paragraph 4 over time.*

08 JUL 07 - 30 SEP 07 Language Training

10 OCT 07 - 25 OCT 07 Trip to XX country

DATE EVENT

DATE EVENT

DATE EVENT

DATE EVENT

DATE EVENT

DATE EVENT

6. Conclusion. *Assess how well you will be able to train each area. What are the factors impacting upon this? What is your overall assessment your ability to become trained?*

APPENDIX 2 TO CHAPTER 3. Mid-Tour Report Format.

YOUR LETTER HEAD

YOUR OFFICE SYMBOL

DATE

MEMORANDUM THRU

Rater's Address

Senior Rater Address

FOR Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations, G-3, ATTN: DAMO-SSF (*rank name*), Washington, DC 20310-0400

SUBJECT: Foreign Area Officer (FAO) Program of Instruction (POI) for In-Region Training (IRT) in *Country-X* for *rank name*.

1. References:
2. Purpose.
3. Training Executed. *For each competency below, tell exactly what events or activities you have completed, and give your self-assessment of your training level during the first six months of your IRT. You may not have or need events for all competencies; if so, say that you did not train this area.*

IRT Self Assessment: Officers should use the commonly known T/P/U method for evaluating themselves, with T= Trained, or at expected level of understanding; P = Needs Practice, or has some experience in this area but not a full understanding; U= Untrained, or has no experience at all in this area.

TRAINING OBJECTIVE	INITIAL	MID-TOUR	END STATE
Regional Experience and Knowledge			
U.S. Policy Goals and Formulation			
Language			
Military to Military Experience			
U.S. Military Involvement			
Embassy Administration and Offices			
Understanding JIIM*			

* JIIM: Joint, Interagency, Intergovernmental, Multi-National

- a. Regional Experience and Knowledge.
 - 1) *Event Name. Dates of Event.*
A short description of what you learned from this event.
 - 2) *Event Name. Dates of Event.*

A short description of what you learned from this event.

b. U.S. Policy Goals and Formulation.

1) *Event Name. Dates of Event.*

A short description of what you learned from this event.

2) *Event Name. Dates of Event.*

A short description of what you learned from this event.

c. Language.

1) *Event Name. Dates of Event.*

A short description of what you learned from this event.

d. Military-to-Military.

1) *Event Name. Dates of Event.*

A short description of what you learned from this event.

e. U.S. Military Involvement.

1) Security Assistance Activities.

a) *Event Name. Dates of Event.*

A short description of what you learned from this event.

2) (2) Defense Attaché Activities.

a) *Event Name. Dates of Event.*

A short description of what you learned from this event.

3) Combined Operations / Exercises.

a) *Event Name. Dates of Event.*

A short description of what you learned from this event.

4) Combatant Command.

a) *Event Name. Dates of Event.*

A short description of what you learned from this event.

f. Embassy Administration and Offices.

1) *Event Name. Dates of Event.*

A short description of what you learned from this event.

g. Understanding JIIM. Give a short explanation of how what you collectively learned contributed to your understanding of the JIIM environment. It is not necessary to list all events again.

4. Training Plan. *For each competency below, tell exactly what events or activities you will complete during the remaining six months of your IRT. You may not have or need events for all competencies; if so, explain why.*

a. Regional Experience and Knowledge. *Examples: Travel, Seminars, and Conferences, reading professional/academic books about region, write a research paper, etc.*

1) *Event Name. Dates of Event.*

Description of how this event will train this competency.

- 2) *Event Name. Dates of Event.*
Description of how this event will train this competency.

b. U.S. Policy Goals and Formulation. *Example: Intern for the political section during the Mission Planning process.*

- 1) *Event Name. Dates of Event.*
Description of how this event will train this competency.

c. Language. *What are you doing to get yourself to a 3/3. Examples: Attend FSI or a local university, work visa window for 4 weeks.*

- 1) *Event Name. Dates of Event.*
Description of how this event will train this competency.

d. Military to Military Experience. *Examples: Observed or participated in host nation military exercise, attended military school, attended Peace Keeping Seminar, served as a LNO, exercise officer, etc..*

- 1) *Event Name. Dates of Event.*
Description of how this event will train this competency

e. U.S. Military Involvement. *Examples:*

1) Security Assistance Activities. *Examples: Manage HA project, or coordinate combined exercise.*

- a) *Event Name. Dates of Event.*
Description of how this event will train this competency.

2) Defense Attaché Activities. *Examples: Participate in representational events, or assist coordination of VIP visits.*

- a) *Event Name. Dates of Event.*
Description of how this event will train this competency.

3) Combined Operations / Exercises. *Examples: Work as liaison officer between two HQs, do pre-exercise coordination, assist at the APOD or SPOD.*

- a) *Event Name. Dates of Event.*
Description of how this event will train this competency.

4) Combatant Command. *Examples: attend Theater planning conference, or backbench a meeting between Theater VIP visitor and local defense minister.*

- a) *Event Name. Dates of Event.*
Description of how this event will train this competency.

f. Embassy Administration and Offices. *Examples: Work in consul's office for 3 weeks, intern with political office for a month.*

- 1) *Event Name. Dates of Event.*
Description of how this event will train this competency.

g. Understanding JIIM. Consider which events may provide most understanding for this training objective.

5. Training Schedule. *Chronological Schedule depicting all events from paragraphs 3 and 4. Don't mention any events dropped from your original POI.*

----- COMPLETED EVENTS -----

08 JUL 07 - 30 SEP 07 Language Training

10 OCT 07 - 25 OCT 07 Trip to XX country

DATE EVENT

DATE EVENT

----- FUTURE EVENTS -----

DATE EVENT

DATE EVENT

DATE EVENT

DATE EVENT

6. Conclusion.

a. *How well were you able to train each area?*

b. *What were the factors impacting upon this?*

c. *What is your overall assessment your ability to become "trained" by the end of IRT?*

7. Recommendations and Observations.

a. *How would you change this site for the next IRT FAO?*

b. *Recommended changes to the IRT Guide.*

c. *State whether IRT supervisor concurs or not.*

APPENDIX 3 TO CHAPTER 3. End-of-Tour Report Format.

YOUR LETTER HEAD

YOUR OFFICE SYMBOL

DATE

MEMORANDUM THRU

Rater's Address

Senior Rater Address

FOR Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations, G-3, ATTN: DAMO-SSF (*rank name*), Washington, DC 20310-0400

SUBJECT: Foreign Area Officer (FAO) Program of Instruction (POI) for In-Region Training (IRT) in *Country-X* for *rank name*.

1. References:
2. Purpose.

Training Executed. *For each competency below, tell exactly what events or activities in which you trained during your IRT, and give the level to which you feel trained in that area. You may not have or need events for all competencies; if so, explain why.*

IRT Self Assessment: Officers should use the commonly known T/P/U method for evaluating themselves, with T= Trained, or at expected level of understanding; P = Needs Practice, or has some experience in this area but not a full understanding; U= Untrained, or has no experience at all in this area.

TRAINING OBJECTIVE	INITIAL	MID-TOUR	END STATE
Regional Experience and Knowledge			
U.S. Policy Goals and Formulation			
Language			
Military to Military Experience			
U.S. Military Involvement			
Embassy Administration and Offices			
Understanding JIIM*			

* JIIM: Joint, Interagency, Intergovernmental, Multi-National

- a. Regional Experience and Knowledge.
 - 1) *Event Name. Dates of Event.*
A short description of what you learned from this event.
 - 2) *Event Name. Dates of Event.*
A short description of what you learned from this event.

- b. U.S. Policy Goals and Formulation.
 - 1) *Event Name. Dates of Event.*
A short description of what you learned from this event.
 - 2) *Event Name. Dates of Event.*
A short description of what you learned from this event.
- c. Language.
 - 1) *Event Name. Dates of Event.*
A short description of what you learned from this event.
- d. Military-to-Military.
 - 1) *Event Name. Dates of Event.*
A short description of what you learned from this event.
- e. U.S. Military Involvement.
 - 1) Security Assistance Activities.
 - a) *Event Name. Dates of Event.*
A short description of what you learned from this event.
 - 2) (2) Defense Attaché Activities.
 - a) *Event Name. Dates of Event.*
A short description of what you learned from this event.
 - 3) Combined Operations / Exercises.
 - a) *Event Name. Dates of Event.*
A short description of what you learned from this event.
 - 4) Combatant Command.
 - a) *Event Name. Dates of Event.*
A short description of what you learned from this event.
- f. Embassy Administration and Offices.
 - 1) *Event Name. Dates of Event.*
A short description of what you learned from this event.

h. Understanding JIIM. Give a short explanation of how what you collectively learned contributed to your understanding of the JIIM environment. It is not necessary to list all events again.

3. Training Schedule. *Chronological Schedule depicting all events completed.*

----- COMPLETED EVENTS -----

<i>08 JUL 07 - 30 SEP 07</i>	<i>Language Training</i>
<i>10 OCT 07 - 25 OCT 07</i>	<i>Trip to XX country</i>
<i>DATE</i>	<i>EVENT</i>
<i>DATE</i>	<i>EVENT</i>

4. Conclusion.
 - a. *How well were you able to train each area?*
 - b. *What were the factors impacting upon this?*
 - c. *What is your overall assessment your ability to become "trained" by the end of IRT?*

5. Recommendations and Observations.
 - a. *How would you change this site for the next IRT FAO?*
 - b. *Recommended changes to the IRT Guide.*
 - c. *State whether IRT supervisor concurs or not.*

Enclosures:

Defense Language Proficiency Test if updated

Updated Site SOP/Country Info Paper

CHAPTER 4

Training Event Reports

1. For each trip or other major training event (e.g. exercise, internship, or conference), IRT FAOs are required to prepare a Training Event Report. Training event reports are critical to evaluate not only the quality of each FAOs individual event, but the overall quality of the IRT. These reports also help future FAOs to prioritize training opportunities during future IRTs. The report must state the details of the event, provide an assessment of what you trained, provide an analysis of the topic of the event or trip, and provide lessons-learned for future FAOs. The report should be centered on your specific objectives for this event/trip. Objectives should be established prior to arriving in country or attending an event.
2. For regional travel events, the FAO should develop a central research question for the trip. This central question should serve as a guide to the FAO in a variety of ways. See Chapter 5, paragraph 3c for more information on the way it can serve as a guide. The travel event report should include the question and the analysis of the FAOs “on the ground” research.
3. The event report is an analysis of your experience; it is not a travel guide. Prior to travel, FAOs should list important objectives in the country clearance request. For events outside your assigned country, you must properly plan and communicate with Army officials in-country. FAOs could also include in their communication to Army officials their central research question so that the embassy agencies visited can be prepared to discuss it. These officials, normally in the DAO or ODC, will help prioritize your visits. Training Event Reports are an individual effort; FAOs participating together may not submit a collective report.
4. Training event reports also serve as an important way to improve your military writing. Your training event report should be succinct and to the point and should not point out the obvious or what is likely already known. As when you write for senior DOD leaders during your FAO career, you need to consider what your audience most needs to hear and what you want them to hear – all done in a very succinct, brief manner.
 - a. In writing your event report, know who your primary audience is and ensure that the report is written with them in mind. Typically, your primary audience is your on-site supervisors and the FAO proponent regional manager. Considering that audience, your report should succinctly describe the event and how it contributed to your overall development as a FAO. The FAO IRTer can use the seven training objectives as a guide in describing this.
 - b. Your secondary audience is other FAO IRTers and the Army officials in the host nation country you visited or in which conducted the event. Information that you wish to provide to them should most likely go into the enclosures section of your report. This will ensure that the key information for your primary audience is up front and not ‘hidden’ amongst other less relevant information.
5. ***Your event report should be no more than 2-3 pages in length*** (without considering enclosures), with it being **optimally 1-2 pages**. Simply put, senior leaders won’t read information papers longer than this and this is what will be expected of you as you write for

senior leaders while working as a FAO. All reports are routed through your supervisor and senior rater with a copy furnished to the appropriate Regional Program Manager in FAO Proponent for comment. Reports are due to FAO Proponent within 30 days of completion of the event. A copy of the report will also be placed in FAOWeb, for inclusion in the FAO reference library. As a courtesy, a copy of the Training Event Reports should be sent to all DAOs/ODCs of visited countries.

APPENDIX 1 TO CHAPTER 4. Training Event Report.

YOUR LETTER HEAD

YOUR OFFICE SYMBOL

DATE

MEMORANDUM THRU

Rater's Address

Senior Rater Address

FOR Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations, G-3, ATTN: DAMO-SSF (*rank name*), Washington, DC 20310-0400

SUBJECT: Foreign Area Officer (FAO) Program of Instruction (POI) for In-Region Training (IRT) in *Country-X* for *rank name*.

1. References:
2. Objectives. *Provide what you hoped to overall accomplish during this event; what were the principal training objectives and what was your central research question?*
3. Itinerary. *Give a succinct itinerary of the event using the table format below. This should focus on the event and not include other logistical considerations unless relevant to your learning objectives. Include travel method and travel time when applicable, meetings attended, civilian and military sites or persons visited. Keep in mind your audience and what they need to know from your report.*

** PLEASE NOTE: If your itinerary is exceedingly lengthy, include it as an enclosure in lieu of in the main sections of the event report. In this case, paragraph 3 of your event report should just say "See enclosure-Training Timeline"*

Example:

<i>Date</i>	<i>Event/Activity</i>	<i>Location</i>
<i>10 JUN 07</i>	<i>Travel by car- 7 hours</i>	<i>From Paris, FR to Stuttgart, GE</i>
<i>11 JUN 07- 12 JUN 07</i>	<i>Visited European Command Headquarters. Received the EUCOM command brief. Had office calls with the directors and division chiefs in J-4 and J-5 and with the Political Advisor to the EUCOM Commander.</i>	<i>Patch Barracks, GE</i>

4. Central research question (if event is regional travel) analysis. Give a brief summary analysis of your findings from your pre-trip and during trip research. This section should be no more than one page in length, with it *optimally being 2-3 well developed paragraphs*. Remember, be succinct in your summary.

5. Training Analysis. *This is not an area to repeat what training you executed, rather this section should describe what value this trip was in understanding your training objectives.*

a. *Training Objective.*

1) *For each objective, discuss what you learned during this event. You may not have or need to cover all competencies; if so, do not list that training objective in this event paper.*

2) *Consider how this training contributed to your overall development as a FAO in this objective.*

b. *Training Objective*

1)

2)

6. Lessons-learned. *This is not a repeat of the information provided above in the training analysis, rather an opportunity to inform your leadership and FAO proponent any issues or considerations that they or future FAOs conducting similar trips in the future should consider. Again, consider your primary and secondary audiences and what they would need to know.*

Signature block

CF:

Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations, G-35, ATTN: DAMO-SSF (*program manager*), Washington, DC 20310-0400
DAO (or ODC), country visited

Enclosures (as required or as necessary):

Contact Information. *Provide telephone numbers, email addresses, etc for any contacts. This could include defense attaches, security assistance officers, Department of State contacts, hotel/airline/travel contacts, etc. Basically, include any person or office that another FAO might have to contact.*

Training timeline. *if required (see paragraph 3 above)*

Graphics, maps, or pictures. *This may provide good and valuable information to fellow IRTers who may want to conduct a similar visit in the future*

Travel Log: *Include this if you consider it valuable for future FAOs to use*

CHAPTER 5

FAO Regional Travel

1. Regional travel is intended to give FAOs first-hand experience and expertise within their Area of Concentration (AOC). In the course of developing your POI, you will plan many trips within your country of assignment and throughout your region. The amount of regional travel FAOs execute varies with each IRT site. However, as stated in Chapter 2, the goal of regional travel is to visit at least 75% of the regions in your Area of Concentration. For example, there are four regions in Sub-Saharan Africa (48J). The goal would be to conduct regional travel to at least three of the four regions.

2. Regional travel needs to be prioritized and where possible be consistent with current U.S. Army and national priorities in your region. Contact your supervisor and/or regional manager for current priorities prior to developing your POI and during your IRT. Each country should be evaluated for a visit based on the relative political importance to U.S. National Security interests, time/space/distance requirements, budget constraints, and current political situation. You must remember that stewardship of our scarce travel funds is critical to the success of the program. Don't visit a country just because it's in your region. You must have specific training objectives relative to each trip.

3. Trip Planning Procedures.

a. **Always establish specific learning objectives** for official travel that is driven by your POI. Discuss these with hosting embassy, normally the DAO or ODC, during initial coordination. This will help them to assist you in developing and executing optimal training opportunities.

b. Do your homework before you go. This is key to successful regional travel. Don't expect to be spoon-fed information. Know the right questions to ask and the things to look for.

c. Develop a central research question for the trip. This central question should serve as a guide to the FAO in a variety of ways:

1) First, it should help focus the FAO in their research they do prior to the travel.

2) Secondly, it should act as a guide for what some of the areas the FAO should visit during the travel. It is important to note that the research question should not limit the areas the FAO can travel to, rather potentially guide the FAO in the travel planning to some of the areas he/she could visit to learn more about the question. There are many places that will be important to visit even though they may not have any relation to the research question.

3) Third, it should guide some of the questions and discussions the FAO may have during the travel. The travel report should include the question and the results of the FAOs on the ground research from the trip.

d. If present, contact the IRT FAO resident in the country you are visiting for assistance in making your itinerary, scheduling visits, determining availability of a FAO vehicle for use,

and for making lodging arrangements. Networking with your fellow FAOs can lead to reduced travel costs and thus stretch your travel budget (see Chapter 7).

e. Before traveling, you must check the DOD Foreign Clearance Guide (DOD 4500.54-G) to see if a country clearance is required (required for all official travel). If so, follow the guidance in the clearance guide. The clearance guide changes frequently and requirements can change on a monthly basis. The Clearance Guide has all the required information. We highly recommend that you use the most current information by using the electronic edition at: <https://www.fcg.pentagon.mil/>. Timelines for submission of country clearance requests vary, so ensure you meet all requirements stipulated in the Foreign Clearance Guide. When you send out a country clearance request, include your training objectives in the message. This will give the people who approve your visit an idea of why you are coming, plus it shows them you have specific interests in their country.

f. Do your own preparation for travel, if possible, to include flight and hotel reservations, sending out country clearance requests, and any other coordination that may be required. This not only helps you learn what it takes to make these trips happen, but also takes some of the burden off the agencies that support you. Please remember you are **required** to use the CTO to book official travel, but having your desired flight information will speed up the process.

g. Whenever possible, ensure the first stop you make in any country is at the U.S. Embassy or Consulate responsible for the area. You should arrange for briefings from the DAO, SAO, Political Officer, Economics Officer, Regional Security Officer, and any other pertinent agency that will provide you a solid basis for the visit. You must prepare for these meetings, to include prepared questions. It is not the responsibility of a Foreign Service Officer to give you an introductory lesson to the economics/politics of a given country. Your level of preparation will be noted after you leave and reflects on the IRT program overall. Ask to schedule these meetings in your country clearance message and ask them to make suggestions on any other required/desired agencies to visit. The IRT FAO in the country to which you are going to visit can offer suggestions as well. Always check with the local RSO to verify the current Force Protection posture and any local security measures that are in effect.

4. Other Comments about Travel.

a. Travel with your family, if possible. DAMO-SSF cannot fund family travel; however, with the FAO's costs paid, the cost of family travel is greatly reduced. Remember that, due to security classification or political sensitivity, it may not be appropriate for a family member to attend all briefings. Also, the inclusion of family members must not hinder or restrict IRT travel or objectives. FAO travel cannot be limited to major tourist areas and family members must be willing to "rough-it," if necessary.

b. Pace yourself. Many FAOs try to pack too much into too short a period of time. For example, visiting four countries in eight days is too ambitious. The amount of time you'll have to spend in a country to gain an understanding of the cultural, economic, and political situation will vary greatly, depending on the size of the country and the transportation infrastructure. Don't spend all your time in the capital. This goes back to the point of preparing before you

depart. Ensure you consult with the DOD or Department of State (DOS) agency that will host your visit before you develop your itinerary and send your country clearance request.

c. Quality Training Event Reports are important. They provide an opportunity for you to synthesize your thoughts and impressions. They are *the* tools in developing your analytical and writing skills – both vital skills for FAOs. Training Event Reports also represent important historical data that is of great use to both FAOs trainees at DLI and future IRT FAOs in your country. Training Event Reports reflect your manner of performance in IRT; take pride in your work and do them right.

5. Remember that FAOs strive to be **regional** experts. Officers who limit their regional travel to their country of assignment, or only visit the countries immediately adjacent to their IRT site, deprive themselves of the regional exposure they will need for future service.

CHAPTER 6

Hosting Visiting FAOs

1. Hosting visiting FAOs is a critical responsibility for every IRT FAO. You should personally meet, brief, and support every FAO visitor to your country, just as in future you will support all DOD visitors to your assigned country as part of the Country Team on behalf of the U.S. Ambassador. Provide as much assistance and insight as you can to make the visits productive. Remember, you are the primary POC for their visit. Present their goals and plans in the best light.
2. As the expert on your country, you will also likely be asked to assist in making hotel reservations or in directing the FAO to hotels at or below per diem rates. Your help with hotels and guiding the FAO to the important things to see in your country is critical in helping to hold down the costs of the FAO travel program.
3. If your site has a FAO vehicle you need to make the vehicle available to the visiting Army FAO during his/her visit. **FAO vehicles are provided primarily for this purpose. Don't restrict their use for your convenience.** Ensure the FAO is properly licensed and has appropriate insurance. This will greatly defray the costs of travel. The visiting FAO should pay for the gas and claim it on his/her travel voucher.

Important Note: The FAO Vehicle is an official vehicle and subject to relevant regulations. The in-country FAO is responsible for its accountability, cleanliness, and all maintenance. Its primary purpose is to reduce rental car expenses incurred by visiting IRT FAOs. When in-country and visiting FAO trips conflict, allow the visitor to use the vehicle. Its secondary purpose is as a duty vehicle for in-country FAOs. It can be driven from the Embassy to any place of duty, including routine in-country familiarization trips. It cannot be driven from a FAO's residence to a place of duty directly without a Domicile to Duty Authorization, granted due to security requirements, not convenience. Drive your POV to work. Drive the FAO vehicle while you are working, including in-country familiarization. Return the FAO vehicle once duty is complete and drive your POV home. Do not use the FAO vehicle for entertainment, personal errands, or allow a non-U.S. Government official, ie. family member, to use it.

CHAPTER 7

Officer Evaluation Report

1. The OER is the most important report an officer receives. It is crucial you take the time to work with your Rater and Senior Rater in the development of both your POI and OER Support Form (DA Form 67-9-1) using the HRC Evaluations Entry System (<https://evaluations.hrc.army.mil/index.html>).
2. If developed properly, the POI will serve as the primary source of data for your OER Support Form. However, there are normally other significant responsibilities that should be addressed. These may include: budget development, management and execution, property accountability, vehicle maintenance and accountability, and other duties as assigned by your rater. Take the time to properly complete your support form and update it as necessary.
 - a. You must ensure a valid rating chain exists. This is crucial since each IRT site is different and the rating chain may change based on grade, dates of rank and officer availability. Immediately upon arrival, you should discuss your rating chain with your supervisor. Your formal rating scheme must be identified and your POI and OER Support Form completed within the first 30 days after your arrival.
 - b. Duty title: DA Form 67-9, Part III, Block a, should read, “Foreign Area Officer-Location”. You are a FAO trainee, not an assistant security assistance officer or an attaché. You are neither a translator nor a liaison officer. IRT FAOs are not action officers. Therefore, you should not be used as a source of borrowed military manpower for your sponsoring organization. Any collateral duties assigned to you will be consistent with your availability to that organization and FAO IRT objectives. In no way will they take precedence over objectives stated in this guide and your approved POI.
 - c. Sample duty description. Foreign Area Officer assigned to [organization], [country]. Develops and executes a Program of Instruction aimed at developing regional expertise in political, economic, cultural, and geographic dynamics. [Next line applies to those FAOs attending a host nation military course] Attends the [name and location of course]. Plans and conducts extensive orientation travel and visits throughout the region and produces cogent Training Event Reports as a primary means of gaining this expertise. Manages an In-Country Training site, to include property, a site SOP, and historical files; manages and executes a budget of [dollar amount]. [As appropriate] In support of [organization] as required also performs duties as [any collateral duties].

CHAPTER 8

Standing Operating Procedures (SOP) Manual

1. Because no two FAO IRT sites are exactly alike, a local SOP is required for each station. In most cases, the SOPs already exist; however, where one does not exist or in the event of the opening of a new site, the incoming IRT FAO is responsible for producing an SOP. Upon reporting to a station, you should immediately become familiar with the SOP's contents and use it as a guide throughout the IRT period. During the tour, review and revise the document as needed. A new or substantially revised local SOP must be forwarded to DAMO-SSF for approval once per FAO cycle.

2. The SOP must be a detailed document to provide procedures and guidance for routine and contingency IRT-related operations. An SOP must contain, at a minimum, the following topics:

a. Reference (DAMO-SSF IRT Handbook).

b. Purpose of SOP

c. Scope

d. Organization of IRT site (for example: 2 US Army IRT FAOs, supervised by the ODC Army Section Chief, with office space within the ODC)

e. Training

1) Training Events

a) Internships

b) Cooperative Events in other Countries

c) Travel Procedures

d) Language Training

2) Training Event Reports

f. Administration.

1) Office Procedures (minimize workload on supporting staff).

2) Personnel Administration.

a) Feeder Reports (as required).

b) OER Rating Scheme and Procedures.

c) Pay and Allowances (travel, housing, etc.).

- d) Sponsor Program.
- e) In-processing.
- f) Out-processing.
- 3) Procedures for Visits by Regional IRT FAOs.
- 4) Budget.
 - a) Preparation and Approval.
 - b) Expenditure of Funds.
 - c) Budget Register and supporting documents
 - d) Supply and Maintenance.
- 5) ICASS Agreement.
- 6) FAO Vehicle.
 - a) Budget Reports
- 7) Property Accountability
- 8) International Cooperative Administrative Support Services (ICASS)
- 9) Vehicle Records and Maintenance
- 10) Medical
- 11) Commissary
- 12) Postal
- 13) Security Procedures
- g. Evacuation Procedures.
- h. POC Information
 - 1) Local contacts in embassy
 - 2) Local contacts in community
 - 3) Regional FAO contacts
 - 4) FAO Program contacts

CHAPTER 9

Administrative Reports

1. Monthly Budget Reports. You are required to submit a budget report to DAMO-SSF every month, to include copies of all TDY orders, claims, vouchers, and receipts, that were not uploaded into DTS, e.g housing repairs, etc. The budget report for a given month is due by the last day of the month following the covered period. A pre-formatted report form may be provided based on your IRT location and circumstances with the quarterly obligation authority memo sent by DAMO-SSF (only relevant to specific sites) and should be locally reproduced. In the event the budget report cannot be sent in time to reach our office by the end of the month, **ONLY** the pre-formatted report summary should be faxed to DAMO-SSF. Examples are given in Chapter 10.

2. Vehicle Reports. If your site is equipped with a FAO vehicle, you are required to submit several reports. You must report any incidents/accidents involving the FAO vehicle to your regional manager immediately.

a. Vehicle Maintenance and Status Report. This report verifies that maintenance inspections and services have been accomplished and communicates the overall status of the vehicle (format page 30). Use the worksheet in the IRT Guide to complete all of the requirements for this report. The Vehicle Maintenance and Status Report is due to your Proponent Regional Manager, with the semi-annual hand receipt update, on **1 April** and **1 October**. You may fax or e-mail us the report at the same time you transmit your hand receipt.

b. Annual Commercial Design Motor Vehicle Requirements Review Report (DA Form 1577) (format page 31). For this report all that you need to submit is the make and model of your vehicle, year, current odometer reading and a few other pieces of information. The data is due on **1 April** of each year. Your information is critical. Use the worksheet in the IRT Guide to complete all of the requirements for this report. All of the FAO vehicles are rolled up into one report that goes to the Tank-Automotive and Armaments Command (TACOM) with our priorities for new vehicle purchases. Unless we have good info, it's hard to justify new vehicles. Money is tight and we have to make a good case that our fleet is old and heavily used.

c. Federal Automotive Statistical Tool (FAST) Report (format page 32). This report goes through TACOM to the Department of Energy and the General Services Administration to show how much the FAO program has been using the FAO vehicles and what costs the vehicles are incurring. This report is due on **1 October** of each year. Use the worksheet in the IRT Guide to complete all of the requirements for this report. Keep this log sheet in your vehicle and update it each month. At the end of the FY, you will have all of the data you need to crunch the final numbers and complete the report before faxing it in to DAMO-SSF.

d. As your IRT comes to a conclusion it is imperative that these reports are up to date in order for you to pass along to the inbound IRT FAO.

FOREIGN AREA OFFICER VEHICLE PROGRAM

FAO Vehicle Maintenance and Status Report

Keep a separate worksheet for each vehicle at your location. This report must be faxed or e-mailed NLT **1 March and 1 August** to DAMO-SSF.

Vehicle Location (IRT Site) _____

VIN _____ Vehicle Make and Model _____ Odometer Reading _____

Date of last tune-up (every 12 months or every 10,000 miles, whichever comes first) _____

Safety inspection performed:

General remarks on the condition of the vehicle:

Inspection performed by (print and sign) _____

FAO Signature: _____ Date: _____ Printed Name/Title: _____

Phone Number: _____ E-mail Address: _____

FOREIGN AREA OFFICER VEHICLE PROGRAM

Annual Commercial Design Motor Vehicle Requirements Review Report

(DA Form 1577)

Keep a separate work sheet for each vehicle at your location. This report must be faxed or e-mailed NLT **1 March** to DAMO-SSF.

Vehicle Location (IRT Site) _____

VIN _____

Make and Model of Vehicle (e.g. Toyota Land cruiser, Jeep Cherokee) _____ Type
(must be one of these 3 categories: Sedan; Truck, Carryall 4x4; Truck, Carryall 4x2)

Year of Vehicle _____

Current Odometer Reading (in miles) _____

Give total numbers for the following:

Any vehicle additions in the past 12 months _____

Any vehicles currently due in _____

Any dispositions in the past 12 months _____

FAO Signature: _____ Date: _____

Printed Name/Title: _____

Phone Number: _____ E-mail

Address: _____

FOREIGN AREA OFFICER VEHICLE PROGRAM

Federal Automotive Statistical Tool (FAST) Report

Keep a separate worksheet for each vehicle at your location. This report must be faxed or mailed hard copy NLT **01 March** and **01 August** to DAMO-SSF.

Vehicle Location (IRT Site) _____

VIN _____

Year/Make/Model: _____

Light Duty Vehicle Description: (You must pick one of the choices in parenthesis, if your vehicle does not match one of the given categories you must explain on a separate sheet)

Class (Sedan, Truck 4x2 4 Dr, Truck 4x4 4 Dr) _____

Model (Subcompact, Compact, Midsize, Large) _____

_____ Fuel (Gas or Diesel or Ethanol) _____

FISCAL YEAR FAO VEHICLE STATUS TRACKING CHART

Month	Maintenance Cost (in USD)	Miles Traveled	Fuel Cost (in USD)	Gallons Fuel Used
Oct				
Nov				
Dec				
Jan				
Feb				
Mar				
April				
May				
June				
July				
August				
September				
FY Total				

FAO Signature: _____ Date: _____

Printed Name/Title: _____ Phone _____

Number: _____

E-mail Address: _____

CHAPTER 10

FAO Budget

1. Purpose. The purpose of this chapter is to provide procedures and guidance on the management of the FAO budget during IRT.
2. Responsibilities.
 - a. FAO Proponent Team (DAMO-SSF). Provides definitive funding expenditure guidance, dollar limitations by program, and manages day-to-day issues related to obligation of these programmed funds by FAO trainees worldwide. In coordination with the U.S. Army Tank Automotive and Armaments Command (TACOM), DAMO-SSF allocates FAO vehicles and provides guidance on their use. In coordination with the HQDA ACSIM, Washington, DC, DAMO-SSF manages DoS Housing Pool agreements pertaining to FAO trainees worldwide.
 - b. CDR, TACOM (AMSTA-LC-CJS), Warren, MI. provides funding for FAO vehicle procurements.
 - c. HQDA ACSIM, Washington, DC. Provides guidance concerning overseas government leased housing agreements and reviews all FAO DoS Housing Pool packages or other government leased housing agreements.
 - d. Military Personnel Division (MPD), Presidio of Monterey, CA; U.S. Army Pacific Command (USARPAC), Fort Shafter, HI; Third U.S. Army (USARCENT), Shaw AFB, GA; U.S. Army FAO and Language Training Institute (FLTI); Garmisch, FRG. Provide personnel administrative support and program coordination activities with in-region FAO trainees IAW support agreements with DAMO-SSF.
 - e. HQDA, OA22. Provides funding for ICASS. See Chapter 11.
3. Budget Programs. DAMO-SSF receives budget allotments for each fiscal year and provides appropriate obligation authority to each FAO IRT training site.
 - a. Program 323752.40: Funds training/travel expenses to fulfill FAO IRT objectives, FAO conferences, and related support services. Includes FAO vehicle maintenance, and basic office supplies when required.
 - b. Program 131050.00: Funds expenses and related services for official long distance telephone calls, postage, and base communications. Official phone calls related to PERSCOM, Military Personnel Division (MPD) Presidio of Monterey, CA, DAMO-SSF, and in-region training sites your station is visiting.
 - c. Program 194140.00: Funds Accompanied DOS Housing Pool lease expenses to include utility costs, interior and exterior maintenance expenses, limited housing furnishing at sites where required to join DOS Furniture Pool (mandatory in FY15 or new positions) or where HHG shipment is limited/restricted, and minor alterations not provided by the landlord. DAMO-SSF

does not fund such items as roof repair, concrete walkways, private fences, flower pots, house plants, china, silverware, linen, microwaves, toaster ovens, sheets, drapes, coffee pots, etc.

4. Program 131052.00: Funds Unaccompanied DOS Housing Pool lease expenses to include utility costs, interior and exterior maintenance expenses, limited housing furnishing at sites where required to join DOS Furniture Pool (mandatory in FY15 or new positions) or where HHG shipment is limited/restricted, and minor alterations not provided by the landlord. DAMO-SSF does not fund such items as roof repair, concrete walkways, private fences, flower pots, house plants, china, silverware, linen, microwaves, toaster ovens, sheets, drapes, coffee pots, etc.

5. Budget Phases. The two distinct phases, which define the annual budget process applicable to FAO trainees, are outlined below:

a. Formulation Phase (May-July). During this period, DAMO-SSF provides guidance and information related to estimating the dollar requirements for all FAO training programs for the next FY (Example A – Annual Budget Call Up). These estimates, by program, are required from each FAO training site. A funding estimate, which consolidates individual requirements, will be provided by the senior FAO in-country, where applicable. Estimated requirements are forwarded to DAMO-SSF to support the preparation of the overall FAO budget for the following FY. FAO IRT budgets should not be inflated. All anticipated expenses related to the IRT program should be included in this estimate. Use EOR codes to budget and account for expenses. These codes are the building blocks of all budgets and represent categories of expenses such as travel, supplies, equipment, postage, and communication. Example B provides several of the commonly used EOR codes.

b. Execution Phase. This phase includes the period of the budget appropriation, 1 October - 30 September, for all FAO-related programs. An approved budget does not constitute issuance/guarantee of funds. A Fund Cite Memo will be issued to you for execution of requirements. Fund cite for IRT travel executed via DD1610 will be provided on approved 1610. Fund cite for IRT travel executed thru DTS will be provided thru DTS on approved 1610. Execution of IRT travel will be according to your approved budget/POI, subject to limitations provided in Annual Budget Call Up. In some cases, circumstances arise which require changes to a FAO's POI and program increases or decreases to support unprogrammed budget requirements. Requests for adjustments and increases/decreases to program ceilings must be forwarded to DAMO-SSF prior to obligation.

6. Budget Allowances. FAOs do not have contracting authority to procure goods or services on behalf of the U.S. Government. FAOs must obtain authorization from DAMO-SSF by submitting a written request with justification for procurement of any goods or services. This includes housing furniture/appliances, office equipment, FAO vehicle maintenance/repair, language training as well as any other good/services required. Upon authorization, FAO will obtain an estimate from GSO and forward this estimate to SSF to receive fund cite/line of accounting. Once fund cite/line of accounting is provided, it is imperative that the transaction is completed without delay and copy of obligating, as well as supporting documentation, be provided to SSF on monthly report.

7. Budget Restrictions.

a. The following expenses are **NOT** funded by **FAO budgets**:

- 1) Transportation expenses between place of residence and place of duty.
- 2) Family travel expenses.
- 3) Personal services, such as gardener, chauffeur and maid/housekeeping services.
- 4) Internet connection fees.

5) Personal items such as computers, laptops, tablets, cameras, CD or MP3 players, garden supplies, books, electronic dictionaries, periodicals (local newspapers, the Army Times), office modular furniture, ammunition, awards, clocks, lawn furniture, clothing allowances, TV, VCR, vacuum cleaner, blenders, garden hose, lawn mower, tools, generator, telephone (land line and cell phone), ladder/step stool, shovels, shears, outdoor grills, patio furniture, vehicles, gifts, or other representational items, which are retained by the FAO for his/her personal use.

6) Personal conveniences such as taxis (except in conjunction with official travel, DD Form 1610/DTS), personal entertainment or recreation, cleaning of personally owned drapes and carpets, freight costs for personal items, shipment of household goods and personal vehicle, private postage or private telephones and petty cash.

7) Also reference DTS Business Rules (see Chapter 21)

8) **Travel on blanket travel orders is not authorized for FAOs.**

8. Procedures for estimating travel requirements:

a. Obtain best estimate transportation costs, e.g., air, rail, etc. from previous IRT FAO trips or from CTO.

b. Use the Joint Federal Travel Regulations (JFTR) to obtain per diem rates for each city/area to visit at <http://www.defensetravel.dod.mil/site/perdiem.cfm>.

c. Multiply appropriate per diem cost by number of days at location.

d. Add 7.a and 7.c for travel estimate.

e. To enhance travel opportunities, actual expenses can be reduced by lodging at hotels/motels less than maximum per diem rates or by staying with a fellow FAO.

9. Advice of Obligation Authority.

1) Fund Cite Memo is used to delegate specified obligation authority from DAMO-SSF to the individual FAO/Senior FAO acting as the intermediary between SSF and DoS for the FAO training site. This authority cannot be further delegated. See Example C.

2) This memo is currently the primary document used to provide fund cite/line of accounting for specified purpose during specified time period and reserves funds pending receipt

of obligating documents. FAOs may not obligate funds in excess of the authority issued. Unused funds may be carried forward and included in the unobligated balance of the following quarter(s) until the end of the fiscal year. **Unobligated balance at end of the FY does not transfer to next FY.** In many instances, more than one funding advice is issued to reflect additional requests or adjustments. Funds may also be provided by MIPR at certain sites.

3) **Funds cannot be transferred from one Element of Resource (EOR) to another EOR without authorizing approval from DAMO-ZCA-M.** Your travel EOR has a limitation target that restricts the amount of funding that can be used for travel (EORs 21T1 & 21T2). When this situation occurs, DAMO-SSF will notify each FAO training location by message, normally in the annual budget approval message; however, when these limitations do exist. Any funding excess/shortage in travel will have to be coordinated with DAMO-SSF for approval and appropriate reprogramming.

4) Although unobligated funds from one quarter are added to the subsequent quarter's program ceilings, **they cannot, under any circumstances, be reprogrammed for use in the next FY.**

5) **Funds authorized for use under one program cannot be switched to another program.** For example, an excess of funds in P323752 and P131050 may not be transferred into P194140 to cover an unexpected shortfall.

b. Monthly Reports

1) Monthly reports as indicated in administrative reports, Chapter 9, are used to provide transmittal documentation and summary of obligation. See Example D.

2) Obligations within each program are identified using the **date** the obligation occurred, the **standard document number** (provided in fund cite on Direct Fund Cite Memo/MIPR, line of accounting on DD Form 1610, or TANUM for DTS travel), its applicable **EOR**, the **amount** of the obligation), the **unobligated balance** remaining, and **remarks** (a brief description of the purpose of the obligation).

3) If payment of obligation exceeds previous month amount, only the additional obligation needs to be shown, together with reference to the earlier standard document number and description. A similar procedure is to be used to reflect actual obligations/expenses, which are less than obligations previously estimated. These adjustments are placed in parentheses. Documentation must always accompany any changes to the obligation.

4) Each Obligation Record will be signed by the FAO/Senior FAO, dated, and forwarded with supporting obligation documents directly to DAMO-ZCA-M. The monthly Obligation Record must be forwarded NLT COB on the last working day of the month following the report month or earlier if no further obligations are scheduled.

10. Each obligation entry must be fully supported by documented evidence of the obligation such as travel orders, DS-2076, approved Ariba purchase requests, contract, SF-182, etc. These obligation documents must contain the complete fund cite/line of accounting. It is the Senior FAO's responsibility to ensure copies of obligating documents are obtained and included with

monthly reports. Detailed information about obligations and obligation validity criteria are in Chapter 19, Frequently Asked Questions and DoS Foreign Affairs Manual, Volume 4 Handbook 3, Financial Management Procedures Handbook, 4 FAH-3 H-050.

<https://fam.state.gov/Volumes/Details/04FAH03>

11. Government Leased Housing. DAMO-SSF, in coordination with ACSIM, manages government leased housing. Funds for DoS Housing Pool leased housing is authorized through the Advice of Obligation Authority process via Direct Fund Cite Memo/MIPR. Requests for approval of new government leased housing agreements must be directed to DAMO-SSF.

a. FAO sites that anticipate a new requirement for government leased housing should contact DAMO-SSF as early as possible to obtain a clarification of current guidance and specific budgetary considerations.

b. All requests for DoS Housing Pool leased housing must include the DoS Housing Pool memo at **Example E**. This memo must be sent to DAMO-SSF. See Chapter 12.

12. Overseas Housing Allowance. See Chapter 12.

13. The following example documents will help guide you through the process. Listed are examples of budget reports for one quarter, copies of travel orders, and vouchers covering the transfer of funds between agencies and reimbursement.

14. Any questions reference these procedures should be addressed to the relevant FAO Proponent Regional Manager.

Examples
Appendix 1: Annual Budget Call-Up – Sample Message
Appendix 2: Elements of Resource
Appendix 3: Direct Fund Cite Memo-Sample
Appendix 4: Monthly Report
Appendix 5: Sample Monthly Report
Appendix 6: DoS Housing Pool Memo

APPENDIX 1 TO CHAPTER 10. Annual Budget Call- Up Message.

SAMPLE MESSAGE TEXT – ANNUAL BUDGET CALL-UP

Subject: IRT Budget Update (UNCLASSIFIED)

Importance: High

Classification: UNCLASSIFIED

Caveats: FOUO

To all 48B IRTers:

This is an important update regarding your IRT budgets and the change-over between Fiscal Year 2022 and 2023. As many of you are aware, we do not yet have approval for any FY23 spending, and as a result you will not be able to travel or utilize your budget funds until we've been given the green light from DoD.

I cannot be certain that we will receive funding for FY23 in the near term. However, my personal expectation is that the President will soon sign the Continuing Resolution (CR) budget, perhaps as quickly as this weekend. If that does occur then you should expect to receive FY23 funding within approximately seven days. Again, this is only my expectation, and there is no guarantee the CR will be either signed or processed that quickly. Regardless, fully plan for travel beginning in mid-to-late October to ensure your IRT POI is not disrupted. You should also have contingency plans in place if the CR is not approved.

***BUDGET TASKING: it is now time for you to update your individual budgets for FY23. IRT FAO Budget Requests for FY2023 are due to this office NLT 19 October 2022. To assist you I have attached a sample budget along with the FAOOC Budgeting powerpoint Presentation. Your submission does not have to be in the exact format as the attached sample budget but must contain the same basic information.

Budget submission is by country and should include all FAOs at that site during FY 2023. Estimated amounts should be included for new incoming IRT FAOs.

Items to keep in mind:

1) All projections should include the following:

A. Program 323752TFAO for IRT (EOR 21T0), office supplies (EOR 260B), and FAO vehicle rep/maint/ins (EOR 263A)

B. Program 231050QOIM for official telephone calls/communication (EOR 2310) and postage/mail (EOR 233Y)

2) DAMO-SSF current budget is \$40k per FAO per country for IRT travel. Any training requests will be deducted from this amount. POIs should be planned keeping this in mind.

3) When estimating your travel, <http://www.defensetravel.dod.mil/site/perdiem.cfm>, historical data at the IRT site, or the Embassy Travel Office provide a good resource. Please do not use Yahoo, Expedia, Travelocity, etc. as you will find yourself underestimating costs.

4) If you are in FAO Government Leased Housing (through the DOS Embassy Housing Pool), a fund site is provided for your housing to include rent (EOR 2310), utilities (EOR 2334), minor repair/maintenance (EOR 260B), and FFA&E (EOR 310A/B) based on High Cost Lease Memo, lease agreement, and correspondence between FAO, DAMO-SSF, and Embassy. You will not be entitled to OHA or MIHA allowances. You should include information regarding leases and other requirements in your budget submission. Please make sure you include whether lease is for an accompanied or unaccompanied FAO. Utilities funding includes electricity/fuel/water/trash but does not cover house phone.

5) ICASS costs should not be included in your budget. You will send ICASS reports separately as you receive them from Embassy. As FAO Proponent reviews your individual ICASS status we may follow-up with you if we have not received all the required information.

6) DAMO-SSF IRT funds cannot be used for home internet access expenses, business cards, personal phone calls, transportation expenses between place of residence and place of duty, family travel expenses, or any other personal expenses. If in doubt, please email for guidance.

7) Regarding telephones, both cell phones and home phones are a personal expense and will not be funded unless the embassy or consulate requires them for force protection measures. If that is the case, you or one of your supervisors must send us an official RSO memorandum stating this fact. Also remember that funding is provided for basic phone service and emergency calls, to include required communication checks, only.

8) An approved budget does not constitute issuance/guarantee of funds. A Fund Cite Memo or fund cite/line of accounting will be issued to you for execution of requirements. IRT travel will be executed according to your approved budget/POI and paragraph 2a above, with fund cite provided thru DTS or on approved 1610. Monthly

report providing status of fund cites and copy of obligating document, as well as any other supporting documentation, must be sent to the relevant FAO Proponent Regional Manager. Failure to do so will result in funding being withheld or withdrawn.

- 9) Extensions for the budget estimate must be made to your regional program manager with justification.
- 10) Each country/site must submit only one budget that includes all FAO trainees for that site. Budget should also include projections for trainees that currently are not on site as well but will arrive later in the FY.
- 11) Please acknowledge receipt of this message as soon as possible.
- 12) Use the following format for projections funding programs/EORs applicable to your FAO location:
 - Program (323752.40) EOR 21, 25, 26
 - Program (131050.00) EOR 23 ONLY

EOR PURPOSE 1ST QTR 2ND QTR 3RD QTR 4TH QTR TOTAL
 21 (TRAVEL)

Travel plans must list:

- A. Country or countries to be visited for each trip by quarter; number of days in each country
- B. Name (s) of officer (s) conducting each trip
- C. Priority of each trip by quarter (if three trips are planned in a quarter, there is a priority 1, 2, & 3)
- D. Estimated cost for each trip (depict per diem, transportation, and additional reimbursable expenses check joint federal travel regulations (JFTR) at your station for expenses)

EXAMPLE:

NAME	PLACE	DAYS	PRI	PER DIEM	TRANS	OTHER EX	TOTAL
CPT RAY	ITALY	7	1	1000	500	50	1550
MAJ FAES	GREECE	8	2	2000	1000	50	3050
CPT PATE	SPAIN	10	3	800	400	50	1250

- 2311 (Communications)
 - 233Y (Postage)
 - 25 (Office Contractual Svcs)
 - 26 (Office Supplies)
 - 26 (FAO Vehicle Maintenance / Insurance)
- TOTALS

Program (194140)

EOR PURPOSE	1ST QTR	2ND QTR	3RD QTR	4TH QTR	TOTAL
2310 (Government Lease)					
2334 (Utility Expense)					
25 (Housing Repair/Maintenance)					
31 (Housing Furniture and Appliances)					
TOTALS					

Any questions regarding the budget should include be directed to your regional program manager.
 Respectfully,

APPENDIX 2 TO CHAPTER 10. Elements of Resource.

ELEMENTS OF RESOURCE (EOR)
(AR 37-100)

P323752.40

21T0 – TRAVEL (AIRLINE) (old 21T1)
PER DIEM & OTHER (old 21T2)

252C – TRAINING

260B – BASIC OFFICE SUPPLIES (old 26CB)

263A – VEHICLE REPAIRS/INS (old 26CA)

P131050.00

2310 – OFFICIAL COMMUNICATION (old 2311)

233Y – OFFICIAL POSTAGE

P194140.00 (Accompanied)

2310 – LEASE (old 231Z)

2334 – UTILITY (old 233B)

260B – SUPPLIES/MAINT (old 26CB)

310A – FURNITURE/APPL (old 31CA) P131052.00 (Unaccompanied)

2310 – LEASE (old 231Z)

2334 – UTILITY (old 233B)

260B – SUPPLIES/MAINT (old 26CB)

310A – FURNITURE/APPL (old 31CA)

APPENDIX 3 TO CHAPTER 10. Fund Cite Memo.

FUND CITE MEMO

**SUBJECT: FY23 FAO PROGRAM (P323/P131) FUNDS - FAO ARGENTINA
DIRECT FUND CITE MEMO**

Fund cite below is being provided for FAO ARGENTINA FAO VEHICLE MAINT/RPR/INS

LOA	INCR/DECR	INCR/DECR
021 202010D13 323752TFAO 263A A22AT 5019382095 40631 S21001		\$450.00usd

FUND CITE ABOVE IS ISSUANCE OF A FUND CITE ONLY, FOR PURPOSE STATED, TO BE APPLIED TO AN OBLIGATING DOCUMENT.

PLEASE CITE COMPLETE ACCOUNTING CLASSIFICATION ON ALL OBLIGATION AND DISBURSEMENT DOCUMENTS.

Funds expire for obligation on 30 September 2023.

Status of fund cite must be provided on a monthly basis. Copy of obligating document as well as all supporting documentation must be sent to FAO Program Budget Office via your respective FAO Proponent Regional Manager.

Obligations shall not exceed the dollar amount listed above without prior written approval from DAMO-SSF.

Senior FAO currently attached to Embassy will verify documentation received from Dept of State, forward requests for review/fund cite and serve as intermediary between Dept of State and FAO Program Budget Office. They will be responsible POC for ensuring monthly report and obligating, as well as support documentation, are forwarded to FAO Program Budget Office.

Questions on appropriate use of funds should be directed to the relevant FAO Proponent Regional Manager.

APPENDIX 4 TO CHAPTER 10. Monthly Report.

APPENDIX 4 TO CHAPTER 10. Monthly Report

TO: HQDA, DCS G-3/5/7 (DAMO-ZCA-M)
 RM 5046, Zachary Taylor Bldg. MARY SWORDS
 2530 CRYSTAL DRIVE
 ARLINGTON, VA 22202

SITE: QTR/FY

DATE: **FAO IRT MISSION TRAINING FUNDS**

#####

DATE	WHO	Type	EOB/DOC #	OBLIG	EXECUTE	FINAL	DESCRIPTION
		IRT TRAVEL	2110				
						\$ -	TOTAL EXPENDITURE
		OFFICIAL PHON	2310				
						\$ -	TOTAL EXPENDITURE
		OFFICIAL MAIL	233Y				
						\$ -	TOTAL EXPENDITURE
		OFC SUPPLIES	260B				
						\$ -	TOTAL EXPENDITURE
		VEH REPAIR/MAINT	263A				
						\$ -	TOTAL EXPENDITURE

END OF QUARTER TOTAL OBLIGATED OR EXECUTED	\$ -
PREVIOUSLY OBLIGATED OR EXECUTED FUNDS THIS FY	
TOTAL FUNDS OBLIGATED/EXECUTE THIS FY THIS SITE	\$ -

#####

FAO NAME	EXPENSE/QTR	PREVIOUS	TOTAL IRT
			\$ -
			\$ -
			\$ -
			\$ -
			\$ -
TOTAL FOR SITE	\$ -	\$ -	\$ -

KEY TO TABLE TERMINOLOGY

1. DATE = DATE OF USE OF FUNDS
2. WHO = PERSON (OR SITE) WHO MADE EXPENDITURE
3. TYPE = TYPE OF EXPENDITURE BY CATEGORY
4. EOB/DOC # = ELEMENT OF RESOURCE (fancy finance term...); DOC # = the number associated with the payment or issuance of funds, starts with the number 50 and is 10 characters in length (For example: 5019646574). You can find this number in the fund cite obligating document. For DTS, this is a number that starts with TA and the number
5. OBLIG = FUNDS OBLIGATED FOR SERVICE PENDING BUT NOT YET REIMBURSED. In DTS for example, this is the amount you submitted in your authorization.
6. EXECUTE = EXACT AMOUNT THAT WAS PAID FOR EVENT OR SERVICE
7. FINAL = AMOUNT EITHER OBLIGATED OR EXECUTED
8. DESCRIPTION = VERY SHORT DESCRIPTION TO ASSIST PROGRAM MANAGERS IN DETERMINING

APPENDIX 6 TO CHAPTER 10. DoS Housing Pool Memo.

SAMPLE MESSAGE TEXT, DoS HOUSING POOL LEASE APPROVAL

SUBJECT: REQUEST FOR DoS HOUSING POOL LEASE APPROVAL

1. THIS OFFICE WILL REQUIRE THE FOLLOWING ADDITIONAL INFORMATION FOR HIGH-COST LEASE APPROVAL IN _____

A. POSITION: NORMALLY ASSIGNED TO UNIT: ARMY FOREIGN AREA OFFICER (FAO)

B. NORMAL GRADE FOR POSITIONS:

C. INTENDED INCUMBENT

1. NAME:
2. GRADE:
3. ARRIVAL DATE IN COUNTRY (MO/DAY/YEAR):
4. END OF TOUR DATE (MO/DAY/YEAR):
5. ORGANIZATIONAL ASSIGNMENT:
6. DUTY STATION:
7. ACCOMPANIED TOUR:
8. NUMBER OF DEPENDENTS:
9. SEX OF DEPENDENTS (OTHER THAN SPOUSE):

D. EXECUTIVE AGENT FOR LEASE:

E. PROPERTY TO BE LEASED:

F. DESCRIPTION:

1. GROSS SQUARE FEET:
2. NET SQUARE FEET:
3. NUMBER OF BEDROOMS:
4. NUMBER OF FULL BATHS:
5. NUMBER OF HALF BATHS:
6. DETACHED: () HIGHRISE: () DUPLEX:()

G. DISTANCE FROM NORMAL WORK SITE:

1. MILES:
2. MINUTES:

H. LEASE TERMS:

1. FROM _____ TO _____
2. DATE HOUSING BOARD ASSIGNED LEASE TO FAO PROGRAM _____
2. OPTION TO RENEW LEASE (YES/NO)

I. COSTS:

- | | | |
|---------------------------------|----|----|
| 1. BASIC RENT | | \$ |
| 2. ESTIMATED UTILITIES | \$ | |
| 3. ESTIMATED MAINTENANCE | \$ | |
| 4. OTHER COSTS
(MAKE READY*) | | \$ |
| 5. TOTAL COSTS | | \$ |

6. ARE THERE PROVISIONS FOR AUTOMATIC COST INCREASES: (YES / NO)
(*ITEMIZED LIST MUST BE SUBMITTED DETAILING THESE COSTS)

J. CERTIFICATION OF APPROPRIATION AND COMPARABILITY: THIS IS TO CERTIFY THAT I HAVE PERSONALLY DETERMINED THAT THE LEASED QUARTERS INTENDED FOR OCCUPANCY BY _____ ARE NEITHER OSTENTATIOUS NOR TOO LARGE AND THAT THIS DETERMINATION HAS BEEN CONFIRMED BY _____, ADMINISTRATIVE OFFICER, AMERICAN OFFICER. ALSO, I HAVE DETERMINED THAT THESE (1) QUARTERS WILL BE COMPARABLE IN SIZE AND COST TO THOSE OCCUPIED BY EMBASSY PERSONNEL OF EQUAL OR SIMILAR STATUS, AND (2) (INITIAL) (RECURRING) ADVANCE RENTAL FOR () MONTHS (IS) (NOT) REQUIRED BY (LAW) (CUSTOM) OF THE COUNTRY.

SIGNATURE: _____

2. YOUR IMMEDIATE ATTENTION TO THE REQUEST IS GREATLY APPRECIATED.
3. POC AT DAMO-SSF IS RELEVANT FAO PROPONENT REGIONAL MANAGER.

CHAPTER 11

International Cooperative Administrative Support Services (ICASS)

1. Description of ICASS

a. ICASS is a system for paying for shared services at overseas posts. In other words, the State Department bills the FAO program to operate out of embassies. You must review any proposed ICASS documents and/or budget invoices that come your way. DAMO-SSF is the approving authority for ICASS at all IRT sites. Your ICASS account is separate from the DAO and/or the ODC. The Army account that we are under is entitled: 2105.2 ARMY-HQDA, DCSOPS STRATEGIC LEADERSHIP DIVISION.

b. ICASS is the principal means by which the U.S. Government provides and shares the cost of common administrative support at its more than 200 diplomatic and consular posts overseas. The ICASS system seeks to provide quality services at the lowest cost, while attempting to ensure that each agency bears the cost of its presence overseas. ICASS is a break-even system; the charge to the customer agencies equals the cost of service inputs.

c. A full range of administrative services is available through the ICASS program. These include motor pool operations and vehicle maintenance, travel services, reproduction services, mail and messenger services, information management, reception and telephone system services, purchasing and contracting, personnel management, cashiering, vouchering, accounting, budget preparation, non-residential security guard services, and building operations.

2. The FAO's responsibility with ICASS.

a. You are required to email a copy of the final version that you have negotiated on site to DAMO-SSF for Proponent review and approval **before signing**. After review, DAMO-SSF will instruct you to sign the document. Normally the senior IRT FAO at each site signs the final documents. Submit the invoice to the embassy finance office and forward a signed copy back to DAMO-SSF.

1) The local POCs are your embassy finance officer and the OPSCO in the DAO or the OPS NCO in the ODC. You will probably have to do worksheets to estimate your costs and sign invoices about twice a year with the embassy finance officer. Always run these by the OPSCO/OPS NCO, this is where their expertise in dealing with State can really be an asset.

2) DAMO-SSF needs to see anything that you are asked to sign regarding ICASS, for example, the "Invoice by Agency (Target Budget) for FYXX" and the "Department of State – ICASS Specific Expenses Invoice by Agency for FYXX" spreadsheet.

b. The most important thing to remember about the FAO Program and ICASS is that you are not full-time members of the embassy and, should ONLY receive support needed to accomplish your mission. Take the time to carefully review all ICASS agreements to ensure you are not charged for services you do not require. If you are "remote sited" at a foreign

school or similar situation, you should receive only essential services and at the lowest modification rates.

c. Additionally, the FAO is its own agency and has a seat and vote in the council.

3. The ICASS Process.

a. Agencies subscribe to ICASS services by signing a Memorandum of Understanding (MOU) with the embassy. The post-specific MOU and its attachments describe the services offered by the embassy and the performance standards for each service. There is also an ICASS Charter that establishes the ICASS system at post and describes the basic operating procedures.

b. The ICASS system is established at post under the authority of the Chief of Mission. The Chief of Mission is responsible for ensuring that the post has a functioning ICASS Council and that the relationship between the Council and service provider(s) is constructive such that ICASS services are delivered fairly and effectively. In the event that an ICASS Council cannot resolve a dispute with the service provider or between agencies on the Council, the Chief of Mission must make a ruling to resolve the dispute.

c. The post ICASS Council comprises the heads of any agency that receive their own ICASS invoice, including the FAO. The Council sets shared service priorities, selects providers, approves the post's ICASS budget, approves all new ICASS support positions, develops service standards collaboratively with the service provider, and annually assesses the performance of these services at post. Some post ICASS Councils establish an ICASS Working Group to research ICASS issues and develop proposals for improving ICASS services.

d. The costs of shared administrative support are distributed to cost centers representing the services being offered. The ICASS system takes into account the differences between large posts and small. Large posts and most medium ones distribute costs to 32 different ICASS cost centers. Smaller posts generally use a system called ICASS Lite, which distributes the cost of the same services to 16 cost centers for ease of administration.

e. The factor for determining agencies' use of services varies by cost center. For some services, actual transactions (e.g., number of vouchers processed) are the basis for determining use. For others, use is calculated by allocating a percentage of the cost based on head count, number of square meters of office space occupied, number of computer peripherals serviced or a similar factor. In some cases, an agency may perform portions of a service itself and not require the full range of functions offered by the ICASS service provider for that service. In such cases, the ICASS Council may agree to modify the agency's usage or workload count for that service either to 30% (0.3) or 60% (0.6) of full service. Not all ICASS services can be modified.

f. When the initial budget for the fiscal year is prepared at each diplomatic mission, the post utilizes each agency's actual use of services in the prior year, or projects usage for new subscriptions. The expenses for each service are then divided by the total number of units used to establish a unit cost. The unit cost is then multiplied by the number of units used by agency to determine each agency's cost for that service. A proportional share of the administrative overhead cost and the cost of services consumed by ICASS administrative personnel is added to

this figure to arrive at each agency's invoice for services at that post. Agency heads at post sign their invoices at the time that the post's ICASS Council approves the budget.

CHAPTER 12

FAO Housing

1. FAOs on IRT live in a variety of accommodations, depending on their site location. Normally, FAO trainees live in leased housing on the local economy. When necessary, they live in quarters provided by a host nation or those leased from an embassy housing pool.
2. FAO trainees at **most** FAO training sites reside in private leased housing, paid for with the officer's BAQ and Overseas Housing Allowance (OHA). The Per Diem, Travel and Travel Allowance Committee determine OHA for a given location. OHA is similar to the Variable Housing Allowance (VHA) used in CONUS providing a variable additional monthly allowance for housing expenses based on local costs. OHA also includes allowances for average utility and recurring maintenance costs. Some sites are also authorized Move-In Housing Allowance (MIHA). Authorized MIHA sites can be found in JFTR, Appendix N.
3. Requests for OHA are processed with the Finance and Accounting Office (F&AO) servicing the student. OHA Rates are available at <http://www.defensetravel.dod.mil/site/oha.cfm>. The FAO will require the following information to process requests for OHA: DD2367
 - a. Amount of rent paid and type of currency (foreign or U.S.) in which rent is paid.
 - b. Utility costs (note whether included in rental expense).
 - c. Member is with or without dependents.
 - d. Member is legally separated or divorced and paying alimony and/or child support.
 - e. Member is sharing quarters with other service members and number of other service members.
 - f. Date of occupancy or change of privately leased quarters.
 - g. Copy of lease agreement (English translation).
4. At some sites, as required by CoM, IRT FAOs are provided housing through the U.S. Embassy (DoS) housing pool. These officers do not receive OHA. All requests for government leased housing must include a memo (see Example E, Chapter 10) with all relevant information included. Additionally, the type of currency and rate of exchange effective at the time of the application, as well as any known initial occupancy requirements must be included in the message. Completed memo, copy of lease agreement, and proof of CoM requirement must be submitted to DAMO-SSF for review. Package will then be submitted to ACSIM for their review/approval. Upon approval by ACSIM, Fund Cite Memo will be issued providing fund cites for lease and utilities.
5. DAMO-SSF can provide make-ready funds for DOS Housing Pool leases to offset anticipated start-up expenses, e.g., painting and upgrade of the quarters, purchase/replacement of

furniture/appliances, etc (not to exceed 25% of annual rent). An itemized list must be obtained from Embassy and submitted to SSF for issuance of fund cite.

6. Sites where DOS Furniture Pool is required or HHGs are restricted/limited will be reviewed for furniture purchases. Requirement to join DoS Furniture Pool for all who live in DoS Housing Pool will become effective in FY15.

7. In general, FAO sites that anticipate a requirement for new government leased housing should contact DAMO-SSF as early as possible to obtain a clarification of current guidance and specific budgetary considerations.

8. Requests for adjustments to the OHA should be directly submitted to the Per Diem Travel and Transportation Allowance Committee, Hoffman Bldg. #1, Room 836, 2461 Eisenhower Avenue, Alexandria, VA 22331-1300.

CHAPTER 13

FAO Property

1. The FAO Program maintains an extensive amount of property worldwide, ranging from non-tactical vehicles to household furnishings. With property hand receipted to nearly 50 IRT locations, we are, naturally, concerned about accountability and preventing misuse of this property.

2. The single most important thing to know about the FAO property is that we do not have funding for durable or non-expendable items. We control only our FAO Training (P323752.40) funds and these funds cannot go to purchasing property. Requirements such as furnishings and appliances must be charged to the appropriate Housing funds. We must receive HQDA ACSIM approval for property purchases, so IRT FAOs must receive our approval before ordering these items.

3. Hand Receipt Management. IRT sites must establish and maintain property accountability for all government property procured in support of the FAO IRT program as prescribed in procedures outlined in AR 710-2 and AR 735-5.

a. Hand receipt responsibility will be part of IRT FAO duty description as annotated on DA Form 67-9-1.

b. The senior IRT FAO at each site will serve as hand receipt holder.

c. One regional manager in the FAO Proponent office will be the principal point of contact.

d. The Pentagon, (Logistics) Property Book Officer maintains oversight of all FAO property. *

e. The hand receipt holder has authority to sub-hand receipt property to other IRT FAOs, if applicable, in his/her country. FAO property is provided solely in support of the FAO IRT program.

f. The hand receipt holder will conduct a 100 percent inventory with the incoming FAO prior to departing country. If the hand receipt holder departs the country prior to arrival of the incoming FAO, the IRT FAO rater or his/her designated representative should conduct a 100 percent inventory and sign for property until arrival of incoming FAO who will then conduct an inventory and sign for all property. In the event that the FAO IRTer departs station prior to the incoming FAO arrival, he/she will conduct inventory and transfer to a member of the permanent party of the office they are assigned to during IRT.

g. FAOs will include **all** Government purchased items on the hand receipt, to include furnishings and appliances, library reference material, computer equipment and software, vehicles, and accessories. FAOs will not maintain non-FAO property on the FAO hand receipt.

* The Property Book Officer is Ms Ruby Johnson, 571-256-4639, as of the time of publishing this document

h. Any lost, damaged, or destroyed property will be accounted for IAW procedures outlined in AR 735-11. Lost, damaged, or destroyed property will be reported to DAMO-SSF within 5 working days from time of discovery.

4. Hand Receipt Submission. IRT FAOs will normally sign for all FAO property on DA Form 2062. FAO may use their embassy GSO printout. We have no preference as long as all required information is listed and a valid signature and date are present. **FAOs who choose to use the GSO printout must understand that we will continue to hold them responsible for correctness and timeliness of hand receipt actions.**

a. Signed and dated hand receipts must be submitted to FAO Proponent regional managers within 30 days of arrival. Regional managers will maintain hand receipt book for all sites in their region. In addition:

- 1) Within **30 days** of arrival on station, semi-annually (o/a 15 April and 15 October).
- 2) When there is a change of hand receipt holder.
- 3) When there is an addition/deletion of property.

b. Upon change of hand receipt holders, a memorandum and copy of DA Form 2062 will be sent to DAMO-SSF within five working days indicating the following:

- 1) Name, rank, SSN of the new IRT hand receipt holder.
- 2) Description of any new property, not on the previous hand receipts, and procured with FAO funds in support of the IRT program. Provide serial numbers, etc.
- 3) Verify FAO vehicle(s) make/year/identification number with every change of hand receipt holder.

5. FAO Vehicles. This is our most contentious issue and the subject of much misunderstanding on the part of IRT FAOs.

a. The FAO Program is NOT authorized any vehicles. That said, we do have an extensive fleet of non-tactical vehicles, most of them in IRT sites in developing countries. IRT FAOs frequently complain about the condition of their vehicles and of our inability to get them replaced in a timely fashion. The Proponent, however, cannot buy vehicles. We rely on resources allocated by TACOM. Each year TACOM may purchase for our program a number of vehicles according to priorities we provide and funds available. The life span of a FAO vehicle is short and the cost of keeping it roadworthy is high. All funds for repairs to your FAO vehicle(s) come out of your P323752.40 - 263A account and, therefore, will have a direct effect on your training budget.

b. FAOs need to maximize the life span of their vehicles by using them only for their intended purpose and performing aggressive maintenance on them. The maintenance schedule you'll find in an operator's manual will in no way reflect the level of care required to keep a vehicle roadworthy especially in our third world country sites.

c. FAOs should make every effort to keep their vehicles roadworthy. Seek additional funding from the Proponent, as necessary. We do not want you operating an unsafe vehicle, nor do we want “hangar queens.” Look for a replacement vehicle “in house.” The best source to do a lateral transfer is from your supporting DAO/ODC offices or another agency within the embassy. In many cases, they have a vehicle to be replaced that is newer and has lower mileage than the FAO vehicle. As long as the vehicle is in good working condition and does not need any significant repair work, it could be laterally transferred to you rather than turning it in for disposal. Contact DAMO-SSF prior to disposing of or accepting any vehicle.

d. Understand the rules that govern the use of a FAO vehicle. Simply put, a FAO vehicle is not a substitute for a FAO POV. All FAOs are either authorized POV shipment or provided transportation by their DOD agency. FAOs that elect not to ship a vehicle can purchase one in country. **The FAO vehicle is NOT a personal asset.** It is an Army asset provided solely in support of official in-country and regional travel. They are for the use of all Army FAOs in the region. They are **not** provided to meet the daily transportation needs of FAOs or their families. Domicile-to-Duty can only be authorized by the Secretary of the Army or the COCOM commander, must be renewed every 90 days and will only be authorized in response to a direct security/threat situation.

6. Lateral Transfers and Disposals must be coordinated with the FAO proponent property principal POC. Contact your regional manager for more information.

CHAPTER 14

Cell Phone and Internet Policy

1. Cell Phones. Several of our IRT sites require FAOs to have a cell phone for security purposes. The purpose of these phones is to provide immediate access to the embassy in case of an emergency. These phones **ARE NOT** provided for FAO's personal or official phone calls.

a. DAMO-SSF funds cell phones only when the Defense Attaché Office or Regional Security Officer at the embassy has established a formal policy (in writing) that **REQUIRES** all personnel to carry cell phones for force protection. In such instances, DAMO-SSF will only pay for the basic phone service and emergency calls, to include required communication checks. The user will pay for all other calls.

b. Funds for cell phones will come from the budget already allocated to that site; there will be no budget increase to cover cell phone costs. The monthly telephone bill requires a statement signed by the user certifying that the charges are specifically those related to force protection. **Lost cell phones will be replaced by the individual FAO.**

c. Cell phones and SIM cards shall be purchased through embassy channels. If this is not possible contact the Proponent Regional Manager and Budget Officer to verify the purchase.

2. Internet Access. Department of the Army policy prohibits DAMO-SSF from funding Internet access. Internet access is considered part of your personal communications, much like your home phone. Because the Internet can be used for personal, in addition to official business, with no means of oversight, the Army cannot pay for it.

CHAPTER 15

Evacuations and Medical Treatment

1. General. If a situation occurs in which it is necessary for you to evacuate the IRT site, you and your family should be handled like any other military member of the Country Team. In this regard, you must ensure you and your family are part of the embassy's Non-combatant Evacuation Operation (NEO) plan. You should also keep DAMO-SSF informed of any possible/pending NEO actions at your IRT site. In the case of a medical emergency, the funding will come from the supporting regional military hospital. Upon arrival in your IRT assignment coordinate with your supervisor to ensure all pertinent NEO information and instructions are understood and sent to the proper authorities as necessary.

2. Emergency Evacuations Primer.

a. Within the Department of State (DOS), there are two types of evacuation: an Authorized Departure and Ordered Departure. When the DOS declares an Authorized Departure in official message traffic (a cable in "State Speak"), dependents are authorized to depart the country for the DOS-designate Safe Haven (usually CONUS). The DAO/SAO OPSCO or Operations NCO will prepare TDY orders to move your family; you should ensure this is laid out upon your arrival in country. Army G-1 will put out a message on dependent entitlements. Any departure of dependents without the official declaration by the Department of State (**not the embassy**) will be at the service member's expense without chance of reimbursement. The service member remains at the IRT site during an authorized departure.

b. If DOS declares an Ordered Departure, or upgrades an Authorized to Ordered Departure, then the family is "required to depart." We caveat this because the USG cannot order a private U.S. citizen (your dependents) to leave a foreign country; however, command, embassy, and host nation sponsorship will likely be withdrawn. Dependents receive the same entitlements as for an Authorized Departure. USG employees and service members, who are not essential to the embassy's mission in the opinion of the ambassador, will likely be withdrawn. This may or may not include the IRT FAO. If so, this is done in either in a TDY or PCS status. Any evacuation of the IRT FAO needs to be coordinated in advance with DAMO-SSF.

c. The evacuation status of a country is reviewed every 30 days by the ambassador and the Department of State. During these reviews, the ambassador can recommend to DOS that the status be continued, upgraded, downgraded, or ended. At 180 days, the evacuation is either ended or the country becomes an unaccompanied posting.

d. A small sub-group of ordered departures are "Military Assisted Evacuations." These are the classic NEO operations with which many Army officers are familiar (e.g. Monrovia). While the most critical, these operations have been few and far between in comparison with

more administrative departures, which are generally due to an increased terrorist threat or a natural disaster.

e. Your in-country supervisor's office (DAO/ODC) will provide you with expert advice as the situation develops. Keep your FAO Proponent regional manager informed of any and all information you receive concerning evacuations.

3. Medical and Dental Information.

a. Upon arrival at the in-region training home station you should coordinate with your supervisor and the OPSCO or Operations NCO to update your TRICARE status. Your supervisor's office personnel will already possess the most detailed and up-to-date information on emergency, non-routine, and routine medical care within the country in which you are stationed. Ensure you inform and coordinate with both your supervisor and Proponent regional manager when initiating emergency and non-emergency medical evacuation and travel.

b. The same information applies to dental treatment for you while you conduct IRT and if applicable, your family.

c. If you or your family will require a regular supply of prescription medications during your IRT timeframe ensure you coordinate with your IRT supervisor as soon as possible to identify how prescription medicines are filled in your country of assignment.

CHAPTER 16

FAO Proponent Points of Contact

For most current contact info, visit the FAO Proponent website at <https://g357.army.pentagon.mil/SS/SSF/SitePages/Home.aspx> and the HRC website at <http://www.hrc.army.mil/>.

CHAPTER 17

United States Army Student Detachment, Fort Jackson, SC

([USASD Home \(army.mil\)](http://USASD Home (army.mil)))

1. FAOs receive finance and personnel service support from the United States Army Student Detachment (USASD), Fort Jackson, South Carolina during IRT. USASD capabilities include:
 - a. Finance actions, including travel settlements, advances, pay inquiries, processing adjustments/changes to entitlements, and civilian clothing allowances (CCA).
 - b. Personnel actions to include processing of OERs and awards (filing only), updating official military records, and remote site language proficiency testing.
2. Arrival Actions.
 - a. FAOs must send USASD a copy of orders immediately upon receipt via FAX or email. The entire in-processing packet,, must be returned to USASD within five days of arrival on station. This is often difficult due to lack of access to computers/faxes/scanners and the unavailability of housing, etc. The IRT FAO should at least make contact with their POC for in-processing and let them know he/she has arrived and is working on the documents. Since BAQ, OHA, and COLA are tied to this packet, it is vital to ensuring your entitlements are correctly adjusted after your PCS. FAO Proponent must receive an arrival notification from the gaining IRT officer. The DATT or sponsoring agency may do this in lieu of the FAO.
 - b. Travel settlement. Complete the DD Form 1351-2 (Travel Voucher) and forward as part of the in-processing packet. If TLA/E is requested, complete this request and forward at the same time. Upon reimbursement/settlement, ensure you forward a final settlement voucher to USASD.
 - c. CCA: Governed by AR 700-84 (Issue and Sale of Personal Clothing). The duties and/or security requirements oblige many IRT FAOs to wear civilian business attire. These officers are eligible for CCA; however, that determination is made by the immediate chain of command (i.e., SAO or DAO, etc) IAW the conditions in AR 700-84. Essentially, an officer's duties must require that he/she wear civilian attire **at least 50%** of the duty day. If appropriate, the FAO will complete a request for CCA and forward through his/her chain of command in-country with a copy of assignment orders through USASD. AR 700-84 contains all the instructions for how to do this.
3. Awards. Normally, FAOs on IRT do not receive achievement and/or PCS awards; however, this is possible for FAOs performing collateral duties (exercise officer, AO for bilateral conference, etc) for their sponsoring agency (DAO, SAO, etc). In this case, the sponsoring agency has sole responsibility for processing this award; that agency's chain of command will approve the DD Form 638 (Recommendation for Award) and forward, when completed, to USASD.

4. Foreign Language Proficiency Pay (FLPP). DA 330s must be forwarded to USASD for processing. If testing is not available, the supervisor may authorize an extension of FLPP by validating that the FAO remains proficient at the previous proficiency level. A 4187 must be submitted to USASD stating that the FAO remains proficient at the previous proficiency level along with a copy of the previous DA 330.
5. Official Credit Cards. USASD does not support government credit cards for official travel. All government credit cards must be activated through your FAO proponent regional manager.
6. For all other FAO issues contact the FAO Proponent office.

CHAPTER 18

Embassy Glossary

A/ARMA – Assistant Army Attaché

AIRA – Air Force Attaché

ALUSNA – Naval Attaché

ARMA - Army Attaché

BFO – Budget & Finance Office/Officer

Chancellery – The main “working” building of the embassy, usually closed to the public

CLO – Community Liaison Office/Officer (sort of like MWR)

Consulate – open to the public for visas, helps Americans abroad, etc.

COM – Chief of Mission (the Ambassador)

DAO – Defense Attaché Office

DATT – Defense Attaché

DCM – Deputy Chief of Mission (the Embassy XO)

GSO – General Services Office (Officer) (sort of like the embassy S4)

ICASS – International Cooperative Administrative Services

MAG – Military Advisory Group

MILGP – Military Group

ODC – Office of Defense Cooperation (Security Assistance)

OPSCO – Operations Coordinator (a Warrant Officer or Senior NCO in the DAO)

PNG – *Persona non Grata* - Under the Vienna Convention on Diplomatic Relations Article 9, a receiving State may "at any time and without having to explain its decision" declare any member of a diplomatic staff *persona non grata*. A person so declared ("PNG'd" in diplomatic and espionage jargon) is considered unacceptable and is usually recalled to his or her home nation.

POST 1 – Main USMC guard post

RSO – Regional Security Officer (sort of like the S2/provost marshal)

The Residence – Where the ambassador lives

SAO – Security Assistance Office (Officer)

SDO/DATT – Senior Defense Official / Defense Attache (the senior DoD officer at the embassy)

CHAPTER 19

Frequently Asked Questions (FAQs)

- 1. Why can't I transfer funds between programs (P32 and P19)?** The funds are entirely different Congressional budget appropriations. Shifting funds from one to the other is illegal.
- 2. How can I get funding for language training in country?** Contact your regional manager for language sustainment planning. This is approved on a case by case basis. Formal language training is not required, and if conducted, should not detract from other objectives. FAOs are regional experts and as such must focus on developing language abilities that have broadest applicability.
- 3. Why can't I get a new FAO vehicle?** Demand for new and replacement FAO vehicles far outweighs available resources, and Proponent is limited to TACOM's approved budget for non-tactical vehicle purchases. As with P19 funds, we are a line in someone else's budget. With an average allocation of 2-4 vehicles a year, we can only fill the most urgent requirements. Ensure when you submit your vehicle FAST report to your regional manager you elucidate why your IRT site requires a new or replacement vehicle. Proponent will review all cases and make a decision on the most critical cases.
- 4. Can I use the FAO vehicle for "official business" that is not regional travel?** Yes. It is an official vehicle and may be used for official purposes. AR 58-1 (Management, Acquisition, and Use of Administrative Use Motor Vehicles) establishes Army-wide policy. The FAO vehicle is an Army asset intended to support IRT regional travel, including your own. Its primary purpose is to reduce rental car expenses for travelling FAOs and should be maintained with that purpose in mind. It is not to be used for Domicile to Duty without specific written authorization. Using a FAO vehicle for daily commuting to and from a host nation school location, even if it is not from the FAO residence, is not authorized. Use appropriate judgment when conducting internship activities for the DAO or ODC. Many FAO vehicles were donated by these offices so to refuse to use them is inappropriate if no other transportation is available. However, the FAO should first ask to use DAO or ODC vehicles when conducting internship activities.
- 5. What are the rules governing Civilian Clothing Allowances (CCA)? How do I apply?** AR 700-84 (Issue and Sale of Personal Clothing) establishes the criteria and tells you how to apply. Many FAOs are authorized CCA. IAW the circumstances in AR 700-84, your supervisor will make a determination regarding allocation of CCA once you arrive in country.. If appropriate, the FAO will complete a request for CCA and forward through his/her chain of command to the USASD. A copy of the FAO's orders must accompany the form.
- 6. How do I apply for Permissive Jump Status (PJS)?** Any FAO wishing to conduct airborne training while on IRT must be on valid PJS. A FAO must meet minimum requirements of 3 cumulative years of parachute duty in an airborne position, an ASI of either "5P" or "5S", and must undergo airborne refresher training within six months prior to the date of permissive parachute jump. Other conditions apply. See AR 350-1 or contact your regional manager for the current policy.

7. **Who is entitled to frocking? How is it done?** AR 600-8-29 (Officer Promotions) establishes DA policy for frocking. FAOs are normally frocked from CPT (P) to MAJ when their IRT involves attendance to a CSC-type course and the chain of command has determined that this is required. The FAO's immediate chain of command will forward a request to the FAO Proponent IAW AR 600-8-29.

8. **Are IRT FAOs authorized representational funds?** No. IRT FAOs are not authorized to conduct official representational activities.

9. **Who has UCMJ authority over FAOs?** US Army Student Detachment, Fort Jackson, SC.

10. **Who has force protection responsibility for FAOs in IRT?** The Ambassador, as Chief of Mission has this duty. The governing references are the Foreign Service Act of 1980 and the 1986 Diplomatic Security Act. These acts place the responsibility for physical security and force protection for all U.S. government personnel and accompanying family members in a foreign country (except those under the command of a United States area military commander) with the Chief of Mission. Specifically:

a. The Foreign Service Act of 1980, section 207, states the Chief of Mission "shall have full responsibility for the direction, coordination and supervision of all Government Executive Branch employees in that country (except for employees under the command of a United States area military commander)."

b. The 1986 Diplomatic Security Act, section 103, states the Secretary of State "shall develop and implement (in consultation with the heads of other Federal agencies having personnel or missions abroad...) policies and programs, including funding levels and standards, to provide for the security of United States Government operations of a diplomatic nature...Such policies and programs shall include – protection of all United States Government personnel on official duty abroad (other than those personnel under command of a United States area military commander) and their accompanying dependents."

c. For most IRT FAOs, this means the Ambassador (through members of the staff such as the Regional Security Officer) is responsible for force protection. In all cases, DAMO-SSF coordinates with the responsible agencies to ensure appropriate levels of oversight exist. For those sites where the IRT trainee is not formally part of the embassy's housing pool, the required oversight and modifying of quarters can be contracted through ICASS.

11. **Are FAOs authorized FLPP during their IRT?** Yes, you are authorized FLPP pay as soon as you graduate from DLI. Your servicing PAC (USASD, Fort Jackson, SC) can assist in starting your FLPP pay. You must retake the DLPT annually.

12. **Does IRT count as an overseas tour?** Yes, IRT counts as an overseas tour as long as the tour is greater than 12 months in length. AR 614-30 (MAR 2010).

13. **What do I do if I need to get my vehicle fixed or contract for a service needed?** It is very important that FAOs on IRT use the appropriate process in order to obligate US funds. All services required by FAOs should be coordinated thru the GSO at the Embassy. If not previously

used, they may have to request “Procurement cost center” be added to ICASS. GSO should provide FAO with approve vendor (s) for use in obtaining an estimate if the service needed is for vehicle maintenance or communication requirements. FAO should then get a written estimate to be used in requesting funds for the service. GSO should provide FAO with copy of obligating document. FMO should be able to assist them as well with obtaining copies of obligating documents if needed. Proponent will provide FAO with fund cite to be used for IRT expenses. To complete the process, FAOs need to provide proponent with a copy of obligating document with our fund cite.

14. How can I obligate funds? Below are the most common expenses; while Embassies can operate differently from site to site, below is general obligation information. Please note that nowhere will it state that the FAO purchases the service then asks for reimbursement. All proper paperwork should be done beforehand.

a. Travel is primarily done in DTS now but obligating document is approved 1610.

b. For DOS Housing Pool, we receive a copy of lease agreement which shows amount and payment schedule. We also have FAO/DOS complete Housing Memo which includes GSO/Housing signature and includes date Housing Board assigned us the lease (sometimes we receive a separate DOS form stating this with the lease agreement). Embassy will then request funds, if not already provided, for payments to landlord. We need a copy of paperwork showing rent being charged to our fund cite.

c. For utilities, housing lease agreement will state Tenant pays utilities. There may be a separate agreement as well, FAOs should ask. Believe most Embassies use the DS-2076 (Purchase Order, Receiving Report and Voucher) for payment. We should be provided a copy of our bill, which FAO has verified as receiving, along with a copy of DS-2076 or form used for charging us.

d. For communications, we should receive a copy of contract, lease, or agreement. As with utilities, we should be provided a copy of our bill, which FAO has verified as receiving, along with a copy of DS-2076 or form used for charging us.

e. For FAO vehicle maintenance, FAO normally submits a purchase request for service which normally requires an estimate from the approved vendor. Approved purchase request is the purchase order (obligating document) and typically is paid direct to vendor

f. For training, FAO should coordinate with GSO to determine if SF-182 can be accomplished or contract/purchase order accomplished from embassy. Sometimes, training is conducted under a contract already in place at the Embassy. Embassy may not provide us with a copy of the contract but should be able to provide documentation for our charge, which includes the contract #, and copy of payment voucher for our charge.

15. What do I do if I am in a motor vehicle accident with the FAO Vehicle?

- a. Follow immediate guidance from the Embassy. Depending on location, this may mean calling traffic police and going to a station to file a report or in some cases throwing contact cards out the window and driving directly to the Embassy.
- b. Contact the RSO and your supervisor to report what happened.
- c. Complete a SF91 and send it to FAO Proponent. Review AR58-1, AR 750-1, AR 385-55.
- d. Schedule repair quote through GSO. Send quote to FAO Proponent for review and funding authorization.
- e. Repair the FAO vehicle.
- f. Drive more carefully.

CHAPTER 20

Quick Reference Checklist

- ___ (1) Conduct IRT travel training IAW your region (ISOPREP, SERE, AT1, etc) D-30
- ___ (2) Notify Regional Manager and USASD In-processing POC upon arrival D+5
- ___ (3) In-process USASD D+10
- ___ (4) Hand Receipt Inventories and send to DAMO-SSF D+30
- ___ (5) Obtain access to DTS and Cross Org Funding to FAO Proponent D+30
- ___ (6) Obtain any regional priorities from regional manager and complete POI D+30
- ___ (7) Send draft ICASS to DAMO-SSF prior to signing D+45
- ___ (8) Mid-Tour Report to your regional manager D+180
- ___ (9) Country SOP/Info Paper to your regional manager D+270
- ___ (10) End of Tour Report to your regional manager D+270
- ___ (11) Vehicle Maintenance and Status Report 1 Apr & 1 Oct
- ___ (12) Annual Commercial Design MV Req Review Rpt (DA1577) 1 Apr
- ___ (13) Federal Automotive Statistical Tool (FAST) for FAO Vehicle 1 Aug
- ___ (14) Budget Requirements/Forecast Once per cycle dictated by DAMO-SSF
- ___ (15) Trip Reports after training event to your regional manager As Required
- ___ (16) Monthly Obligation Reports to FAO Proponent End of Each Month

CHAPTER 21

Defense Travel System Appendix

1. All FAO IRT Travel will be conducted using the Defense Travel System (DTS).
2. Please read and fully implement the In-Region Training Defense Travel System Business Rules. For the most recent version of these, contact your FAO Proponent Regional Manager.
3. Use the following DTS tri-folds “Create an Authorization” and “Create a Local Voucher” when using DTS to create an authorization or completing your voucher.
4. Ensure DTS checklist is completed and submitted with all vouchers in DTS in accordance with the DTS Business Rules.
5. Refer to the link below for the most current DTS training and resources:
<https://www.travel.dod.mil/Training/eLearning/>