



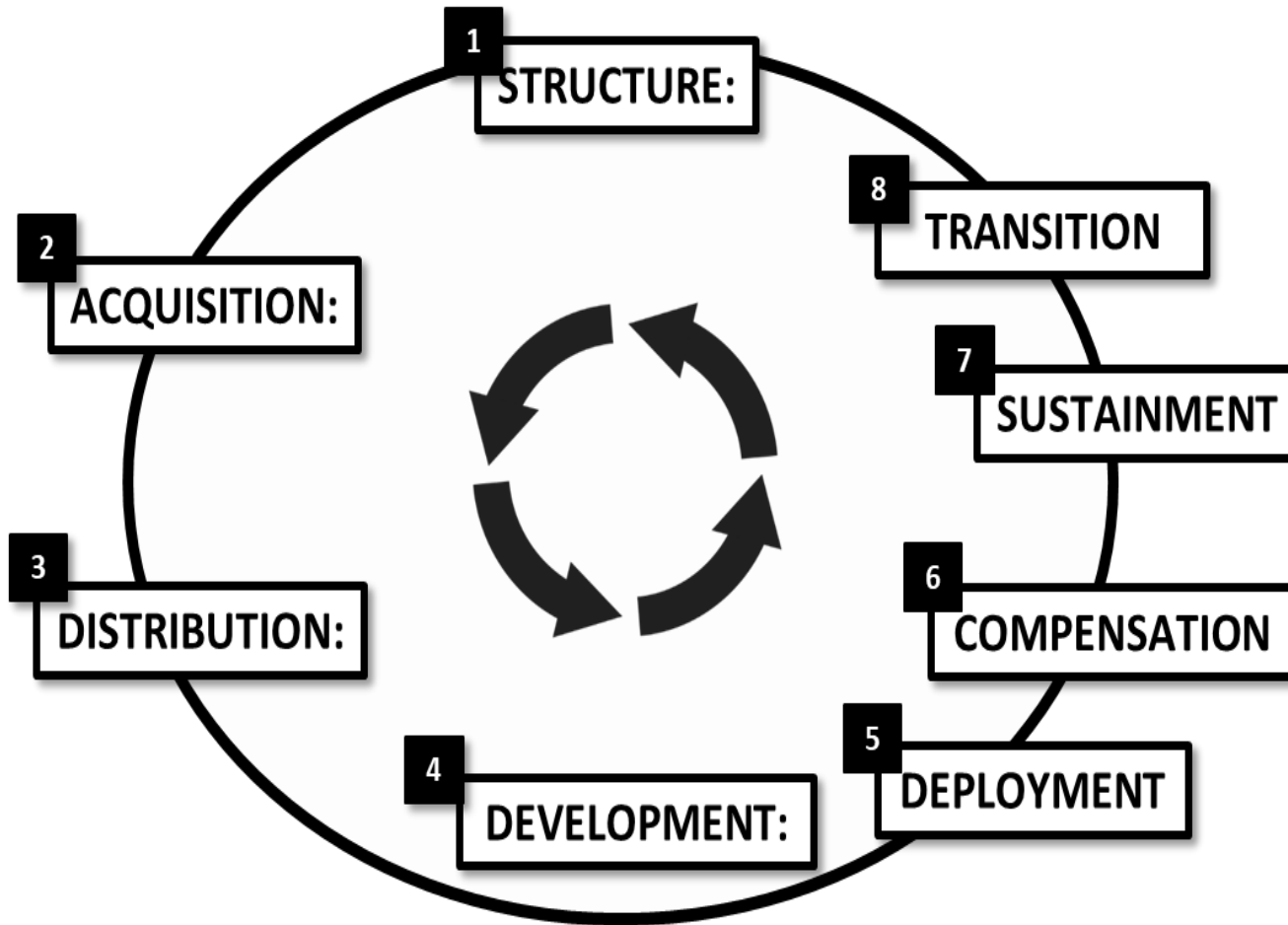
ARMY FAO 101 & FA48 PROponent OVERVIEW

POC: COL Brian Luti
HQDA G-3/5/7, Strategic Development & Initiatives Division Chief

12 JAN 2026

- Acquisition
 - Development
 - Training and Certification
 - Force Structure
- But also.... **RESOURCING**





- **AR 5-22** – “The Army Force Modernization Proponent System” - DCS, G-3/5/7 (DAMO-SSF) is the designated Force Modernization Proponent for FAs 48, 52, and 59:
- “Proponents will execute force management responsibilities...” IAW the “eight personnel lifecycle functions”
- Manage Change to Support **Army Priorities**
- Identify “Levers” & Tools to Sustain the Lifecycle
- Get the **Force Structure** Right (Foundation)
- Acquire **High-Quality** Officers
- **Train & Develop** More Efficiently
- Distribute Officers Effectively & Efficiently (HRC & COMO)

*AR 600-3: Army Personnel Development System

General Officer Steering Committee (GOSC)

MG Garrick Harmon (48E)
 BG Jason “Brad” Nicholson (48J)
 BG Pat Teague (48P)
 BG Ron Franklin (48E)
 BG Dave Kobs (48G)
 BG Allen Pepper (48J)

Colonel Officer Management Office

LTC Robert “Joe” Nussbaumer

Human Resources Command – FAO Branch

LTC Christian Mitchell- Chief
 MAJ Chris Hawkins- Career Mgr E/J
 LTC G. “Harry” Calhoun – Career Mgr B/G
 LTC Justin Kwon – Career & Training Mgr 48P
 Kevin Wyatt – Training Mgr B/G
 Kristie Kinson – Training Mgr E/G
 CPT Jonathon Ng- Future Readiness Officer



LTG Brian Eifler
 Deputy Chief of Staff, G-3/5/7

FAO Proponent



MG Stephanie Ahern
 Director, G-3/5 Strategy, Plans, and Policy

ARSTAF Lead

FAO Proponent Office (DAMO-SSF)

COL Brian Luti – Div Chief
 LTC Brian Vega – Prop Chief, 48P
 LTC Todd Dahmann – 48G
 LTC Christopher Sherwood– 48E/J
 LTC Travis Oscarson – 48B

Office of Responsibility

FAO Council of Colonels (CoC)

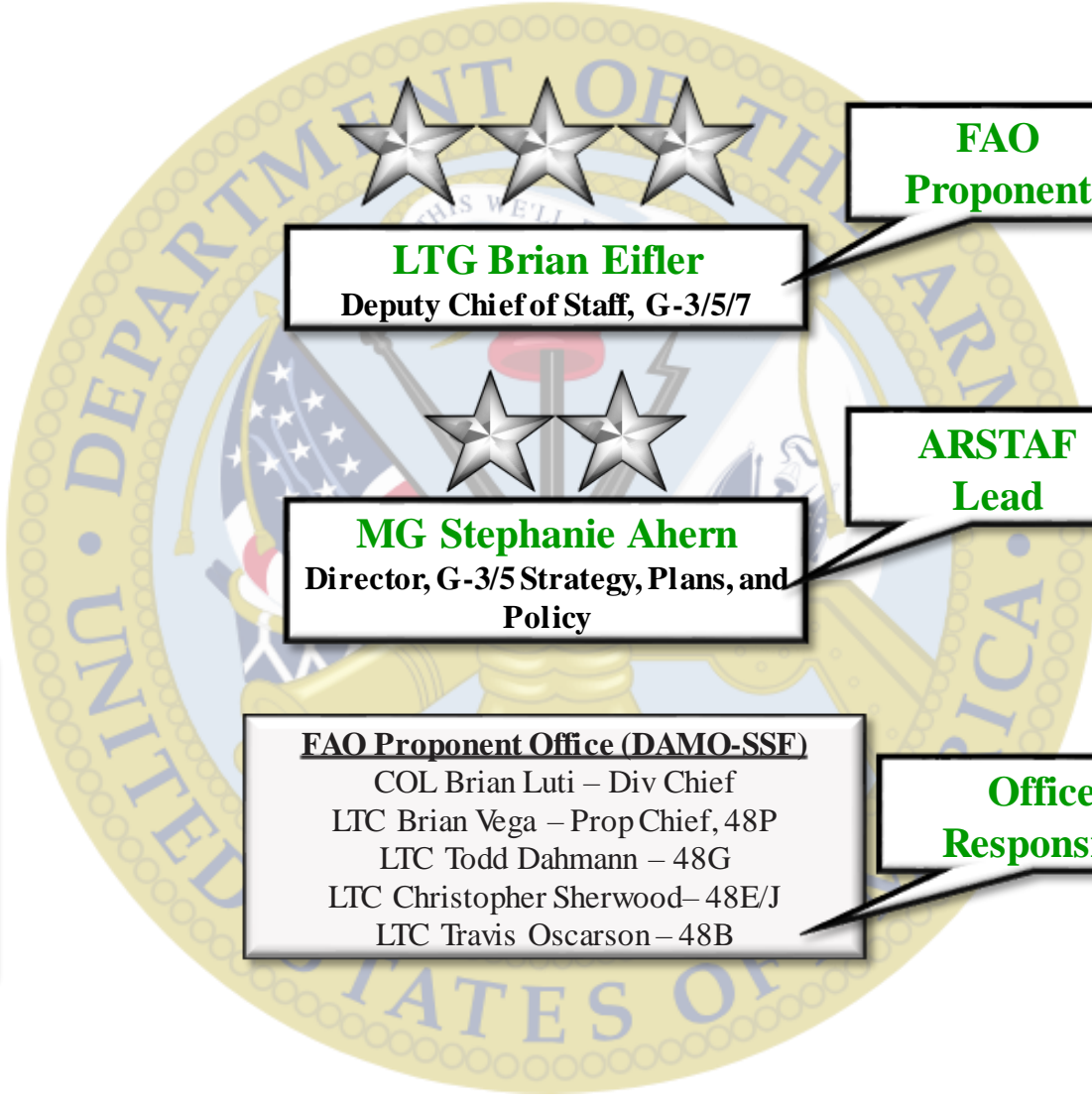
COL Lance Awbrey (48B)
 COL Agustin Dominguez (48B)
 COL Joseph Bilbo (48E)
 COL John Myers (48E)
 COL KC Evans (48G)
 COL Rob Gillespie (48G)
 COL Matt Kopp (48J)
 COL Scott Polasek (48J)
 COL Jackie Hearne (48P)
 COL Joshua Rodriguez (48P)
 COL Will Buchholz, USAR (48E)

Reserve FAO Proponent Office

COL Tom Adams – 48E
 LTC Justin Liberatore– 48B

FAO Program Directors

LTC Ura Shamel- DLIFLC Monterey
 LTC David Bermingham - DLIFLC Washington
 LTC Steve Abrams- GCMC
 LTC Mike Hill- WHINSEC



Army Positions (20%)



- Country Desk Officer, Regional Branch Chief
- Army International Programs
- FAO Proponent Office



- Country Desk Officer, Regional Branch Chief
- Security Cooperation Division Chief



- Political-Military Analyst
- PME Facilitator
- FAO Career Manager



- Instructor, Assistant Professor, Professor
- Associate Dean
- Director of Regional Studies

Army FAOs provide Army Senior Leaders (ASLs) access to Allies and Partners while building strong joint, interagency, intergovernmental, and multinational (JIIM) relationships

Joint, Defense Agencies, & Interagency (80%)



- Senior Defense Official/Defense Attaché:
- Army Attaché, Assistant ARMA
- Security Cooperation Officer



- Political-Military Analyst



- Country or Regional Security Assistance Coordinator



- Arms Inspector



- Country Desk Officer, Regional Branch Chief
- Regional Engagement Division Chief



- Country Desk or Regional Policy Coordinator

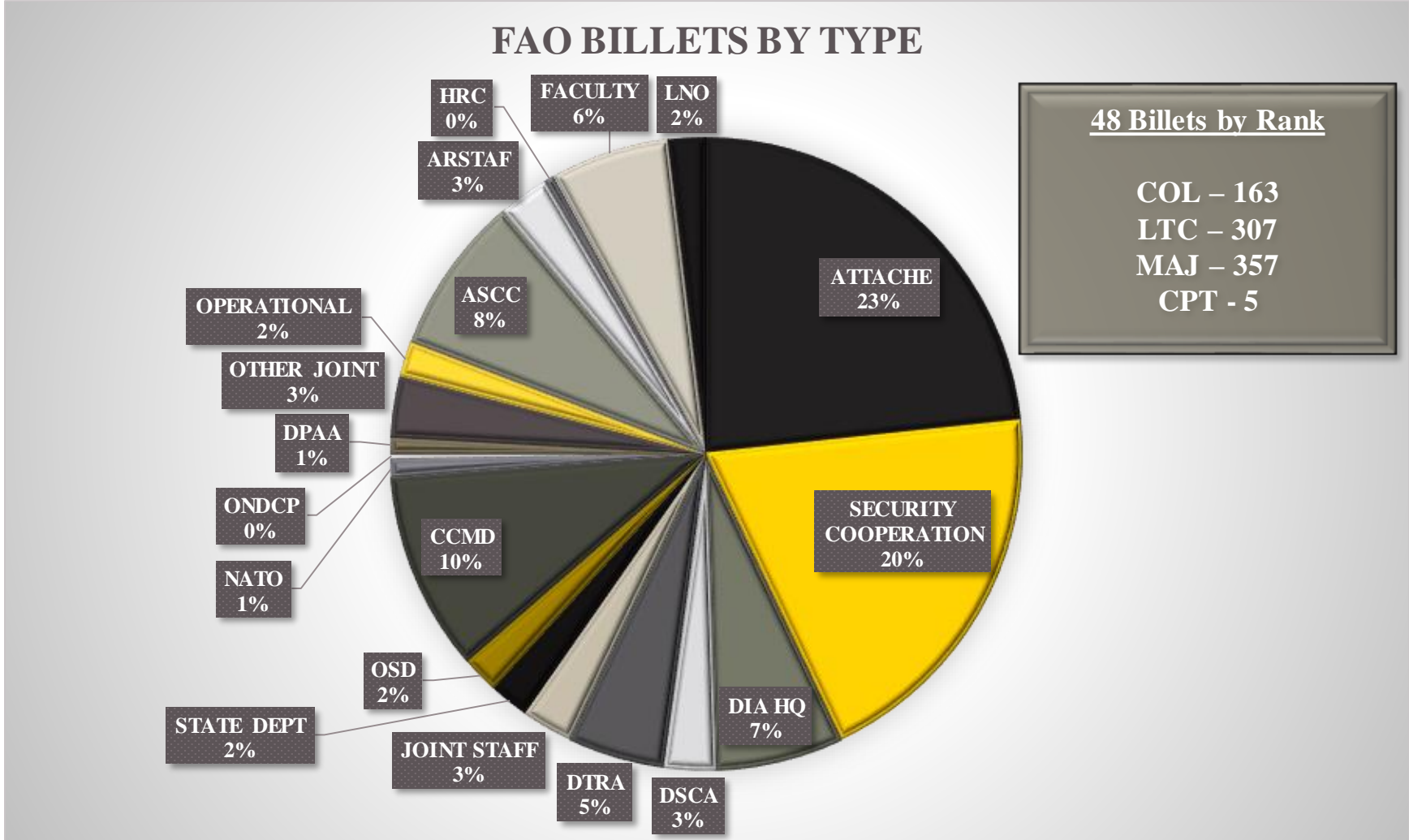


- Country Desk or Regional Policy Coordinator



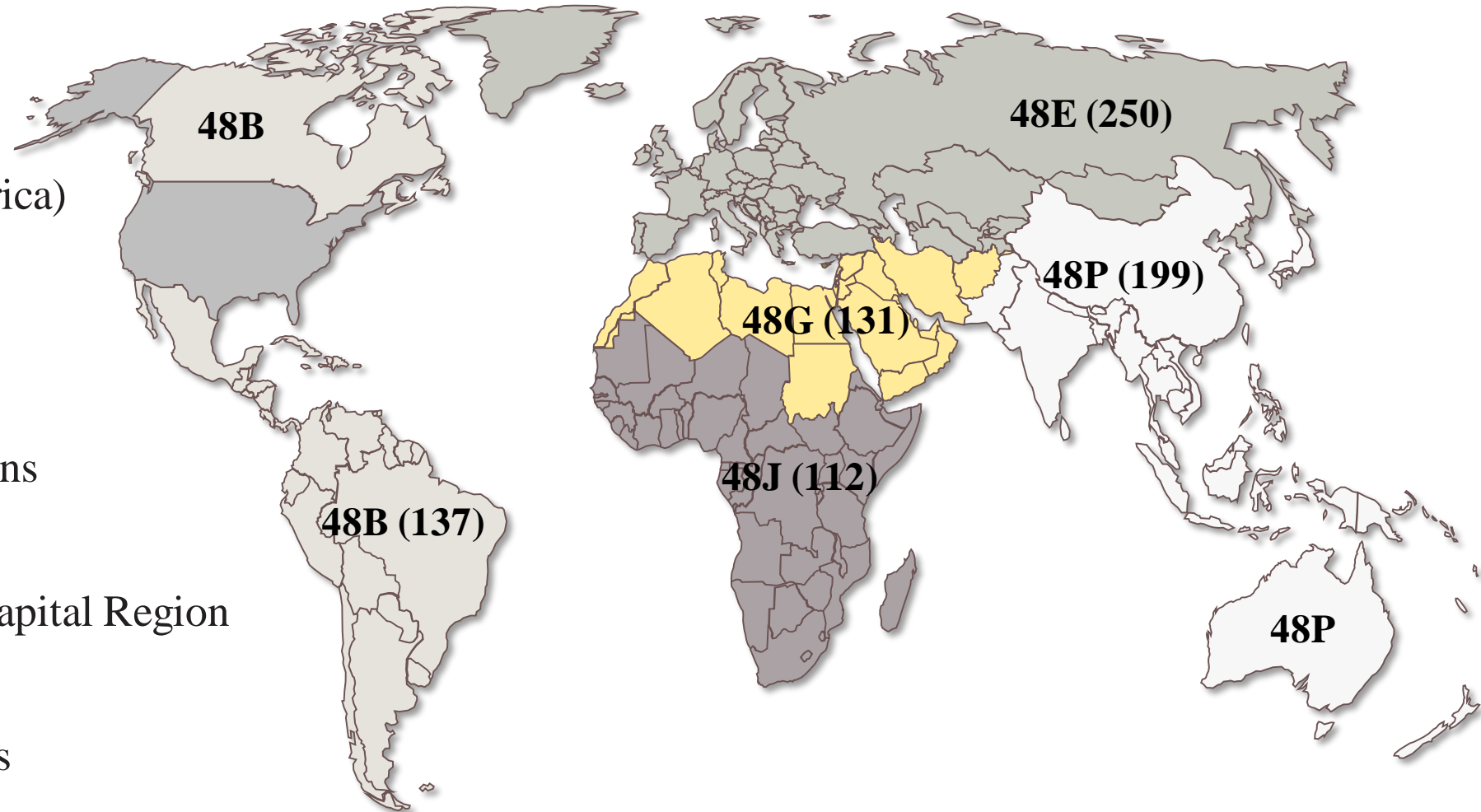
- Political-Military Advisor

COUNTRY TEAM	359
ATTACHE	195
SECURITY COOPERATION	164
POLITICAL-MILITARY	301
DIA HQ	55
DSCA	22
DTRA	41
JOINT STAFF	22
STATE DEPT	17
OSD	16
CCMD	85
NATO	8
ONDCP	2
DPAA	7
OTHER JOINT	26
ARMY OPERATIONAL-INSTITUTIONAL	176
OPERATIONAL	15
ASCC	68
ARSTAF	22
HRC	4
FACULTY	51
LIAISON OFFICER	16



- 48B (Western Hemisphere)
- 48E (Europe/Eurasia)
- 48G (Middle East/North Africa)
- 48J (Sub-Saharan Africa)
- 48P (Indo-Pacific)

- 832 authorizations
- 62% OCONUS
- 21% National Capital Region
- 148 Countries
- 59 Organizations



FAO IRT LOCATIONS

48B (Western Hemisphere)

Mexico City, Mexico
Lima, Peru
Santiago, Chile
Bogota, Colombia
Rio de Janeiro, Brazil
Buenos Aires, Argentina
San Salvador, El Salvador
Guatemala City, Guatemala
Asuncion, Paraguay

48E (European/Eurasia)

Garmisch, Germany
Ankara, Turkey
Paris, France
Tashkent, Uzbekistan
Astana, Kazakhstan
Tbilisi, Georgia
Sarajevo, Bosnia

48G (Middle East/North Africa)

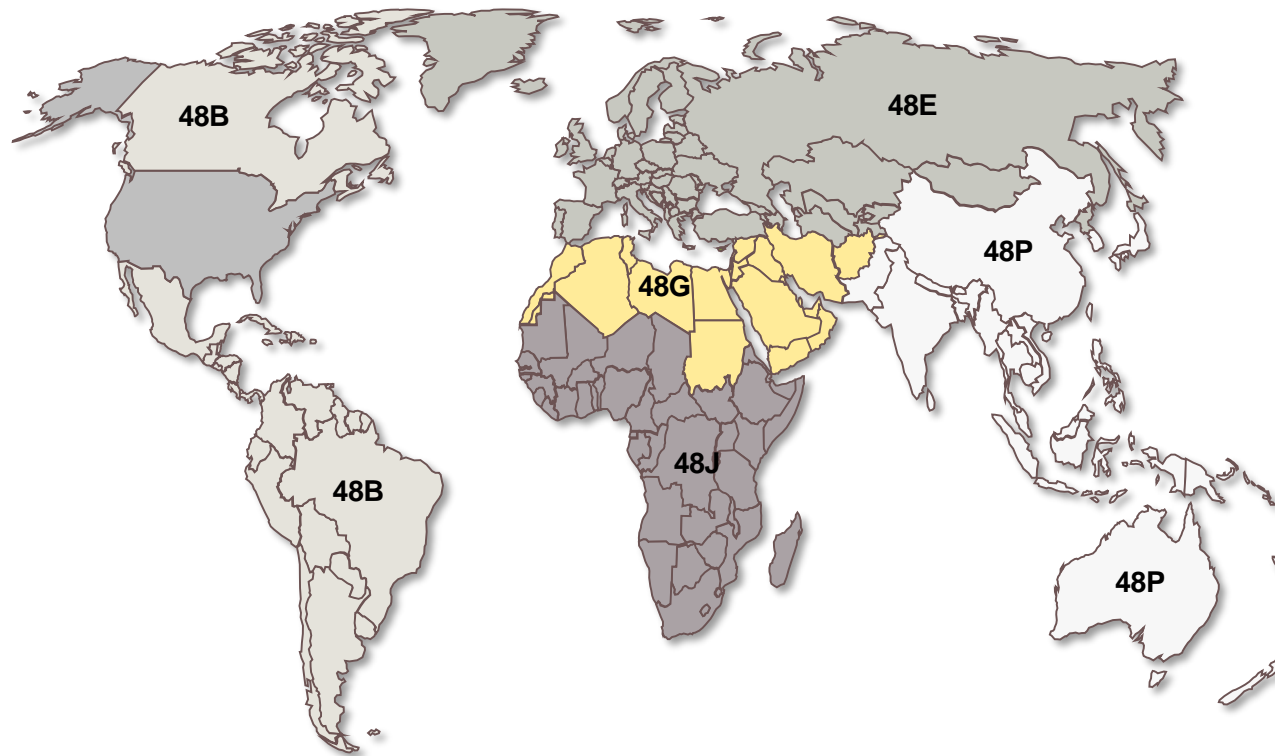
Rabat, Morocco
Tunis, Tunisia
Cairo, Egypt
Amman, Jordan
Abu Dhabi, UAE
Muscat, Oman

48J (Sub-Saharan Africa)

Gaborone, Botswana
Abidjan, Cote d'Ivoire
Dakar, Senegal
Rabat, Morocco
Tunis, Tunisia
Maputo, Mozambique
Dar-es-Salaam, Tanzania

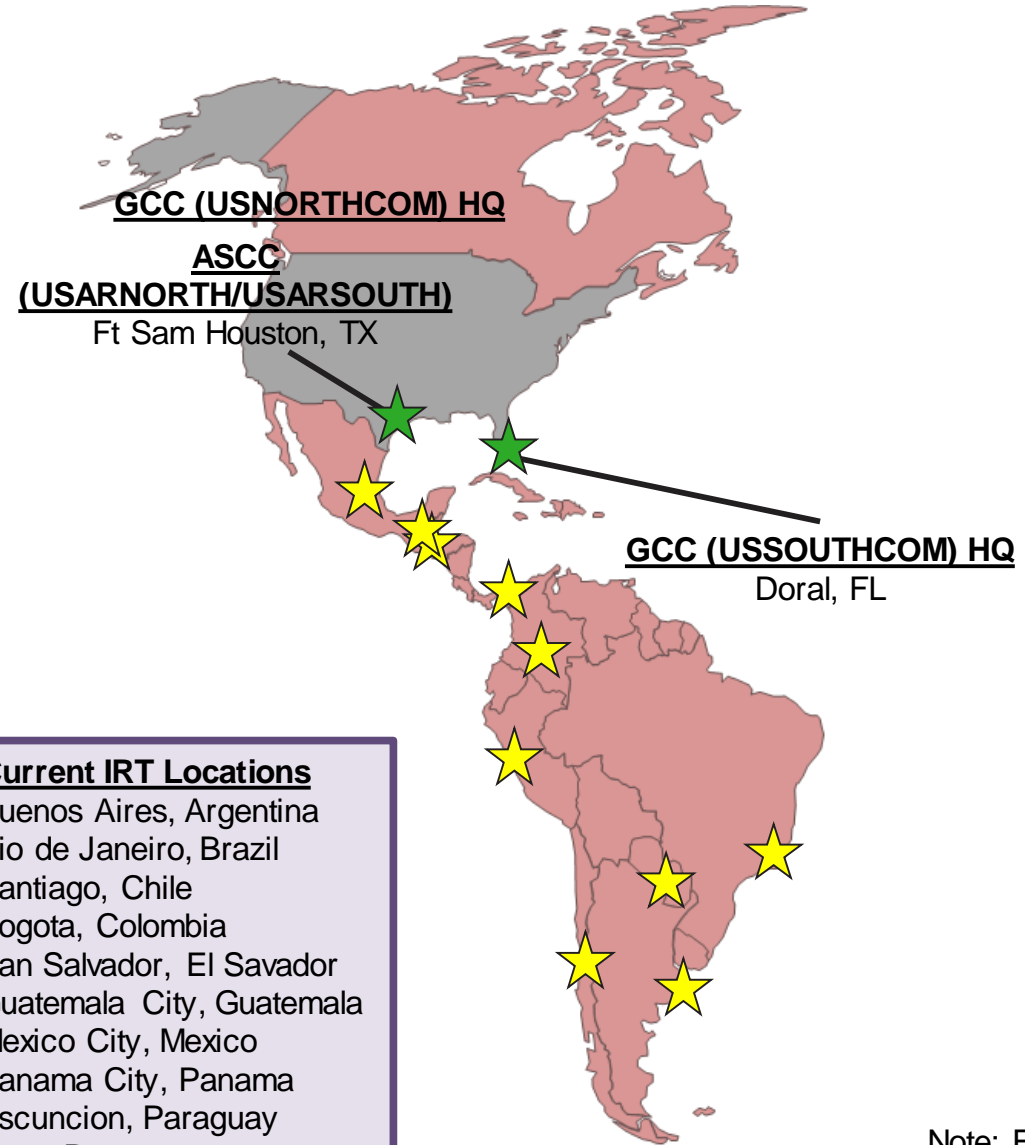
48P (Indo-Pacific)

Taipei, Taiwan
Seoul, Korea
Tokyo, Osaka, Naha, Japan
Bangkok, Thailand
Jakarta, Bandung, Indonesia
Hanoi, Vietnam
Beijing, China
Kuala Lumpur, Malaysia
Manila, Philippines
Wellington, India
Colombo, Sri Lanka
Singapore
Dhaka, Bangladesh
Kathmandu, Nepal
Ulaanbaatar, Mongolia



FAO Billets	Auths
U.S. Country Team	
ATTACHÉ SECURITY ASSISTANCE	39
Political-Military	
DIA HQ	8
DSCA	1
JOINT CHIEFS OF STAFF	4
OFFICE OF NATIONAL DRUG CONTROL	2
STATE DEPT	2
OSD	2
COCOM HQ	10
Army Operational	
OPERATIONAL	2
ASCC	16
ARSTAFF	4
Institutional	
FACULTY	16
TRADOC LNO	1
USMA/AF ACADEMY	2
Total Auths	141

- ★ **Current IRT Locations**
- Buenos Aires, Argentina
 - Rio de Janeiro, Brazil
 - Santiago, Chile
 - Bogota, Colombia
 - San Salvador, El Savador
 - Guatemala City, Guatemala
 - Mexico City, Mexico
 - Panama City, Panama
 - Ascuncion, Paraguay
 - Lima, Peru



48B – Western Hemisphere
 Argentina, Barbados, Belize, Bolivia, Brazil, Canada, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, French Guyana, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela

48B Billets are:

- 52% OCONUS (74)
- 15% NCR (21)

Critical Languages (Difficulty)

- Spanish (1)
- Portuguese (1)

Note: FAO Authorizations bolded. Locations shift frequently.



Army FAOs visit the Brazilian Army Language Center.

Army FAO participates in a ship visit while serving in the Western Hemisphere AOR.

48E- EURASIA

48E – Eurasia Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia-Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kazakhstan, Kosovo, Kyrgyzstan, Latvia, Liechtenstein, Lithuania, Luxembourg, Macedonia, Malta, Moldova, Monaco, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Russia, San Marino, Serbia, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Tajikistan, Turkey, Turkmenistan, Ukraine, United Kingdom, Uzbekistan

FAO Billets	Auths
U.S. Country Team	
ATTACHÉ	82
SECURITY ASSISTANCE	37
Political-Military	
DIA HQ	10
DSCA	4
DTRA	35
JOINT CHIEFS OF STAFF	7
STATE DEPT	3
OSD	7
COCOM HQ	21
NATO	5
Army Operational	
OPERATIONAL	2
ASCC	11
ARSTAFF	8
Institutional	
FACULTY	13
TRADOC LNO	4
USMA/AF	
ACADEMY	4
Total Auths	260



ASCC (USAREUR)
Wiesbaden, Germany

GCC (EUCOM) HQ
Stuttgart, Germany

48E Billets are:

- 70% OCONUS (181)
- 22% NCR (58)

Note: FAO Authorizations bolded.
Locations shift frequently.

Critical Languages (Difficulty)

- Russian (3)
- Turkish (3)
- Serbo-Croatian (3)
- French (1)

★ Current In-Region Training Locations

- George C Marshall Center Garmisch, Germany
- Paris, France
- Istanbul, Turkiye
- Sarajevo, Bosnia
- Tbilisi, Georgia
- Warsaw, Poland
- Astana, Kazakhstan



U.S. Embassy Defense Attache joins members of the North Macedonia Army as guests on MRT Morning Program to talk about a joint military exercise in Krivolak, North Macedonia.



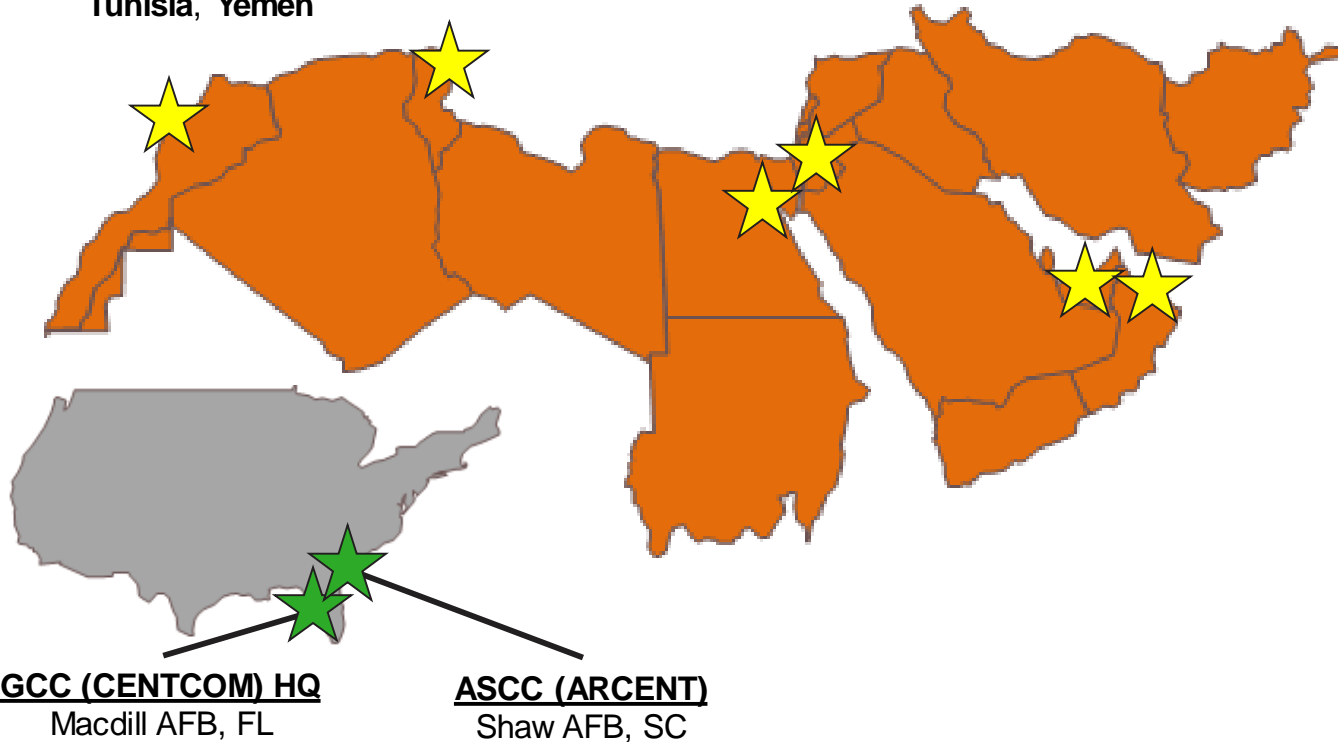
Army FAO participates in a landing craft exercise in Finland.

48G – Middle East and North Africa

Afghanistan, Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syria, UAE, Tunisia, Yemen

Note: FAO Authorizations bolded. Locations shift frequently.

FAO Billets	Auths
U.S. Country Team	
ATTACHÉ	34
SECURITY ASSISTANCE	29
Political-Military	
DIA HQ	9
DSCA	3
DTRA	1
JOINT CHIEFS OF STAFF	3
STATE DEPT	1
OSD	1
COCOM HQ	18
Army Operational	
OPERATIONAL	3
ASCC	11
ARSTAFF	4
Institutional	
FACULTY	5
USMA/AF ACADEMY	1
Total Auths	137



- ★ Current In-Region Training Locations:**
- Rabat, Morocco
 - Tunis, Tunisia
 - Cairo, Egypt
 - Amman, Jordan
 - Dubai, UAE
 - Muscat, Oman

- 48G Billets are:**
- 52% OCONUS (71)
 - 17% NCR (23)

- Critical Languages (Difficulty)**
- Arabic (4)
 - Persian-Farsi (3)

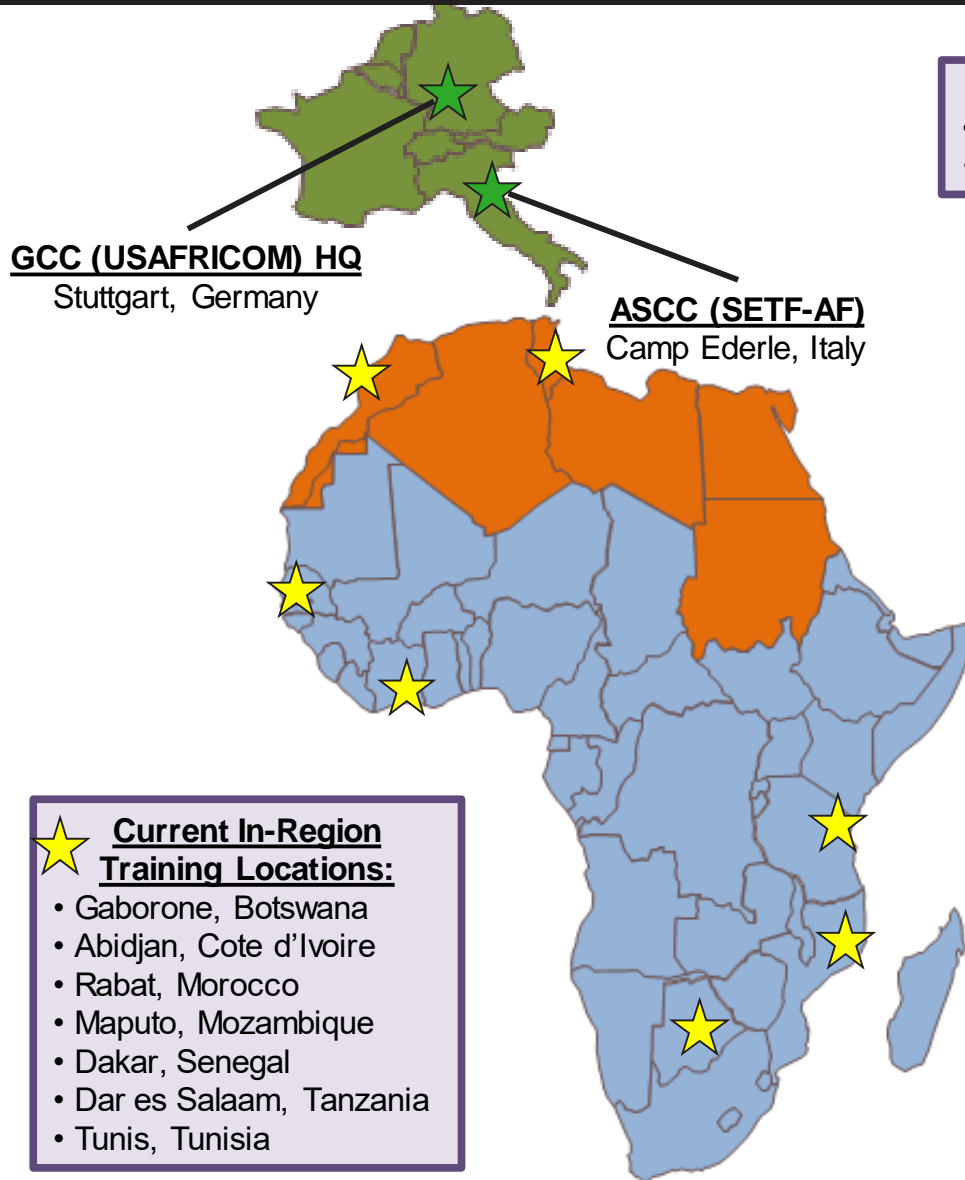


Army attaché engaging with Royal Bahraini Air Force and cabinet members on the sidelines of the Bahraini International Defense Expo. Building an expansive network of foreign colleagues is a key FAO skill.



Army Senior Defense Official/Defense Attaché conducting key leader engagement with Republic of Yemen Minister of Defense.

FAO Billets	Auths
U.S. Country Team	
ATTACHÉ SECURITY ASSISTANCE	38
	20
Political-Military	
DIA HQ	5
DSCA	2
DTRA	1
JOINT CHIEFS OF STAFF	1
STATE DEPT	4
OSD	3
COCOM HQ	12
Army Operational	
Operational	1
ASCC	11
TRADOC LNO	2
Institutional	
FACULTY	6
USMA/AF	
ACADEMY	2
Total Auths	116



48J Billets are:

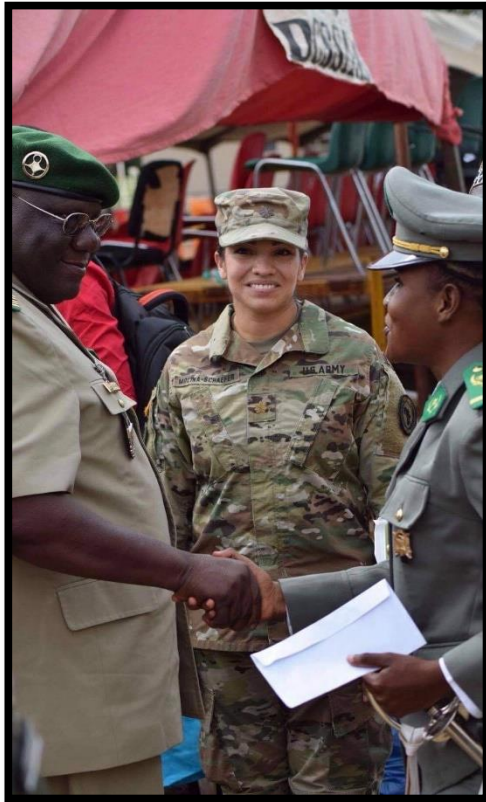
- 74% OCONUS (86)
- 16% NCR (18)

48J – Sub-Sahara Africa
Angola, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Cote d'Ivoire, Comoros, Democratic Republic of Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of Congo, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Swaziland, Tanzania, Togo, Uganda, Zimbabwe

Note: FAO Authorizations bolded. Locations shift frequently.

Critical Languages (Difficulty)

- French (1)
- Portuguese (1)
- Swahili (3)



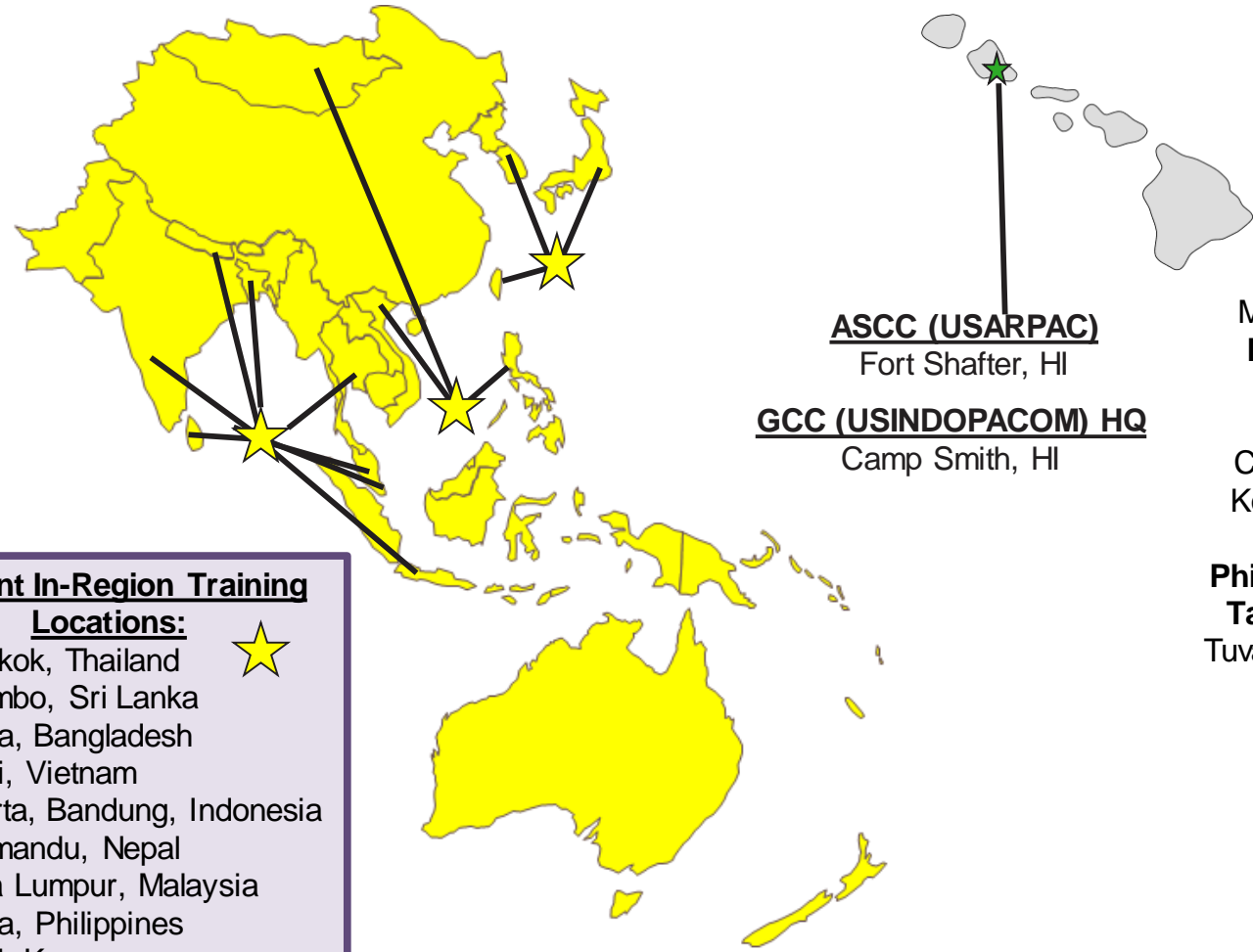
Army OSC Chief attending Officer School graduation in Niger. Army FAOs encourage gender diversity and professionalization in partner armed forces worldwide.



Army Senior Defense Official/Defense Attaché pictured with the Commandant of the Burundian National Defense Forces Senior Command and Staff College following a presentation on U.S National Defense Strategy. Army FAOs interact with foreign military service schools and help them model their policies and strategies on effective U.S. approaches.

48P- INDO-PACIFIC

FAO Billets	Auths
U.S. Country Team	
ATTACHÉ	39
SECURITY ASSISTANCE	28
Political-Military	
DIA HQ	17
DPAA	2
DTRA	3
JOINT CHIEFS OF STAFF	6
STATE DEPT	3
OSD	2
COCOM HQ	19
Army Operational	
Operational	3
ASCC	19
TRADOC LNO	7
Institutional	
FACULTY	9
USMA/AF	
ACADEMY	3
Total Auths	195



- Current In-Region Training Locations:**
- Bangkok, Thailand
 - Colombo, Sri Lanka
 - Dhaka, Bangladesh
 - Hanoi, Vietnam
 - Jakarta, Bandung, Indonesia
 - Kathmandu, Nepal
 - Kuala Lumpur, Malaysia
 - Manila, Philippines
 - Seoul, Korea
 - Singapore
 - Taipei, Taiwan
 - Tokyo, Japan
 - Ulaanbaatar, Mongolia
 - Wellington, India

ASCC (USARPAC)
Fort Shafter, HI

GCC (USINDOPACOM) HQ
Camp Smith, HI

48P – Asia-Pacific
Australia, Bangladesh, Bhutan, Brunei, Cambodia, China, Fiji, French Polynesia, Hong Kong, India, Indonesia, Japan, Kiribati, Laos, the Maldives, Malaysia, Marshall Islands, Mongolia, Nepal, Federated States of Micronesia, Myanmar (Burma), Nauru, New Caledonia, Nepal, New Zealand, North Korea, South Korea, Sri Lanka, Palau, Pakistan, Papua New Guinea, Philippines, Singapore, Solomon Islands, Taiwan, Thailand, Timor Leste, Tonga, Tuvalu, Vanuatu, Vietnam, Western Samoa

48P Billets are:

- 80% OCONUS (156)
- 14% NCR (27)

- Critical Languages (Difficulty)**
- Mandarin (4)
 - Japanese (4)
 - Korean (4)
 - Thai (3)
 - Hindi (3)
 - Nepali (3)
 - Vietnamese (3)
 - Indonesian (2)

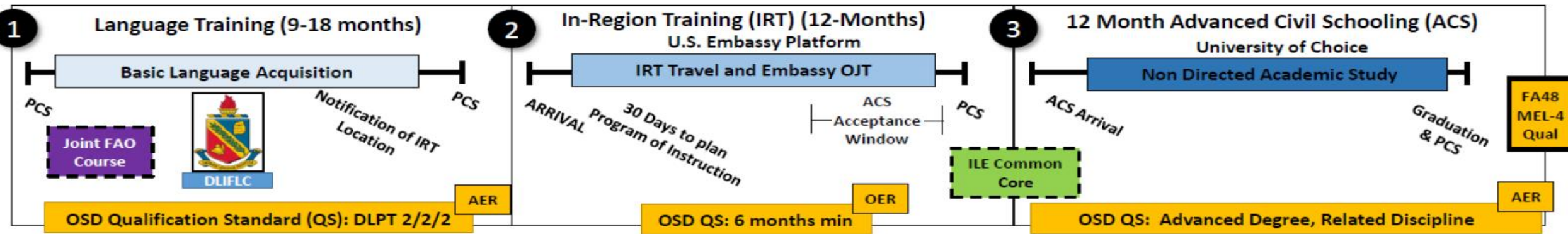
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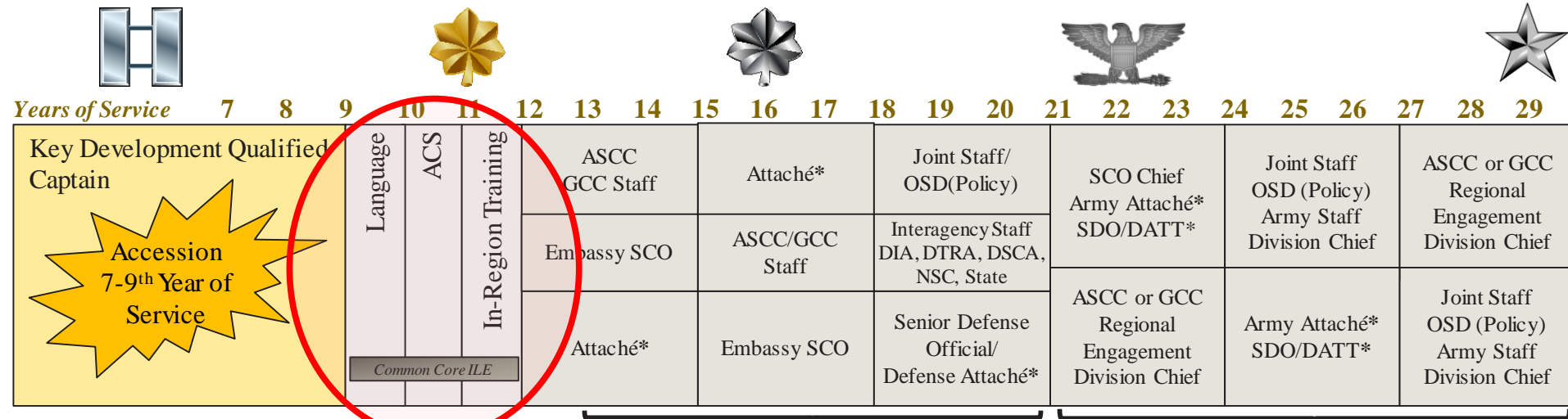
Army FAO attends a tour of the Thai Army Headquarters, interacting with the host nation and several foreign partners.



Army FAO leverages his Control Language (CLANG) by holding an office call with the Indonesian Training Director, discussing how to bolster U.S.-Indonesia interoperability through SFAB training opportunities.



- HQDA G-3/5/7 established the FAO Military Education Level 4 (MEL-4) qualification standard which consists of: 1) the Joint Foreign Area Officer Course (JFAOC), 2) ILE Common Core, 3) Language Qualification, 4) In-Region Training (IRT), and 5) graduate level education (typically through Advanced Civil Schooling – ACS). These standards are outlined in DA PAM 600-3.
- FAOs that do not possess language proficiency in their Control Language (CLANG) are assigned to a basic language acquisition training program at DLIFLC (Monterey, CA) or DLI-Washington (Arlington, VA). Training Managers (HRC) and Regional Managers (Proponent) determine language training and requirements based on cohort size, timing, and follow-on training. **Standard: 2L/2R/1+S**
- Training Managers inform FAOs of their IRT assignment. This can be a U.S. Embassy **Country Team assignment** where FAOs receive on-the-job experience, language immersion, and regional familiarization. Some FAOs are selected to attend a **foreign staff college** which grants ILE credit. FAOs author a Program of Instruction (POI) within the first 30 days of IRT, which is approved by the rating chain. **Standard: Individual Critical Task List completed.**
- Training Managers inform FAOs of their ACS quota (high, medium or low-cost). FAOs will obtain three acceptance letters from graduate programs on the Proponent approved schools list within their designated quota and submit ACS packets to Training Managers. **Standard: 60% regional concentration in Master’s Degree.**



- Pre-FAO
- TTHS Status
- Utilization
- * Requires 5-month Joint Military Attaché School

DODI 1315.20 mandated training occurs while other officers perform broadening assignments

3-4 Assignments

2-3 Assignments

Army FAOs serve in operational assignments continuously and repetitively upon completion of branch certification.

TTHS = Trainees, Transients, Holdees and Students
 DoDI 1315.20 – “Management of the DoD Foreign Area Officer Program”

At the end of an optimal qualification process, an Army FAO can:

Subject Area 1: Understand the Region

1. Understand the political complexities, drivers of conflict, and geostrategic tensions in the region and evaluate their impact on U.S. policy and on military operations.
2. Understand and evaluate the foreign policy, strategic posture, defense policy, and military strategy of countries in the region.
3. Understand and assess the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) of foreign security forces and non-state armed groups in the region for U.S. audiences.
4. Assess the formal and informal power structures governing security forces in the region.
5. Understand U.S. policies at the strategic, theater, and country level in the region and how those policies are formulated.
6. Understand the strategic objectives, foreign and defense policy of external powers (to include Russian and China), and how they are manifested in the region.

Subject Area 2: Communicate Complexity to Stakeholders

1. Effectively communicate strategic and operational-level insights, observations, and recommendations to inform senior Army, Joint, Intergovernmental, Interagency, and Multinational leaders via written or oral communication.
2. Conduct liaison activities with Joint, Intergovernmental, Interagency, and Multinational organizations on behalf of the Army and/or Joint Force.
3. Communicate U.S. interests and strategy to a host nation official.
4. Conduct principled negotiations across JIIM cultures by applying diplomatic, language, and cultural skills.

Subject Area 3: Enable U.S. Policy and Represent the Army

1. Provide regional political, military, and social insights in support of Army Theater Security Cooperation plan and JIIM operational/strategic planning processes.
2. Represent the U.S. Army in a foreign country and facilitate conduct of U.S. defense policy and equities.
3. Plan, organize, and execute reciprocal visits and exchanges, to include coordination with higher headquarters and lateral organizations.
4. Advocate for mutually beneficial alliance and partnerships in support of Army and Joint Force objectives, priorities, and missions.
5. Set favorable conditions for Access, Basing, Overflight (ABO) during competition, crisis, and conflict.

Subject Area 4: Understand Security Cooperation

1. SC-102 Foundations of Security Cooperation (1 Hour; Online)
2. SCO-103 Foundations of Security Cooperation Organization (SCO) (4 Hours; Online)



THANK YOU.

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