Comissioned Officer Professional Development and Career Management

Excerpt: Chapter 28 Strategist Functional Area
Chapter 28
Strategist functional area

28–1. Introduction

a. Purpose. AC and RC Strategists (FA 59) lead multidisciplinary groups and facilitate senior leader decision-making by assessing, developing, and articulating policy, strategy, and plans at the national and theater levels. Through specialized education, training, and experience, Strategists integrate U.S. instruments of power across the Army, DOD, and throughout the JIIM environment. An FA 59 is the “go to” leader to organize, design, guide, and direct multidisciplinary, Joint, and coalition teams dealing with complex, unstructured (“blank sheet of paper”) problems. Additionally, FA 59s provide extensive experience and understanding of operations and national security processes, leverage strong networks across the Army, Joint Force, and Interagency, and provide clear, simple products to translate the Commander’s vision into action by leading planning efforts or allow senior leaders to make a fully informed decision.

b. Proponent information. FA 59 is managed within the Operations Support functional category. The DCS, G–3/5/7
serves as the FA 59 proponent. The Director, G–35 (Strategy, Plans, and Policy) is the staff lead and G–35/F, Strategic Leadership Division (DAMO–SSF), is the Office of Primary Responsibility. Additional information can be found at https://www.milsuite.mil/book/groups/strategist.

\[c.\] Functional competencies. Through education and iterative assignments at senior-level headquarters, FA 59 officers gain proficiency in five functional competencies in preparation for promotion to colonel:

1. Assess Strategic Environment, Options, and Risk: Operationally and Institutionally.
3. Lead Multidisciplinary Groups to Develop Policy, Strategy and Plans.
4. Integrate JIIM Capabilities.
5. Facilitate Strategic Education and Perspective across the Force. (Clarification: This does not mean only when assigned as instructors, but rather FA 59s elevate the knowledge and perspectives of those around them to the strategic implications of organizational activities and external impacts on their unit, regardless of echelon.)

\[d.\] Functional area assignments. FA 59 officers gain proficiency in the functional competencies through a diverse assignment path. FA 59 officers are expected to complete assignments in at least two of the four assignment categories (explained below) prior to promotion consideration for colonel. This experiential broadening, based on assignment sequencing, ensures that FA 59 officers are adequately prepared to serve as senior Army leaders. Although specific duty titles and descriptions vary by assignment, all FA 59 duty positions fall into one of the following categories:

1. Policy. FA 59s understand issues related to foreign policy and the changing geopolitical environment as well as their implications for developing national security policy and national military strategy. FA 59 officers practice and apply strategic art: the skillful formulation, coordination, and application of ends, ways, and means to promote and defend national interests. Assignments include, but are not limited to, Combatant Command strategist and policy officer, policy advisor, OSD strategist, speechwriter/Commander’s Initiatives Group member, interagency liaison officer, joint strategist, and multinational planner.

2. Operational force strategy. FA 59 officers lead the toughest planning efforts of their organizations (Army, Joint, and Coalition), translating strategic guidance and direction into campaign plans and operation orders. FA 59 officers understand how to integrate campaigns and plans, theater strategies, national military strategy, and national security policy. Additionally, they integrate strategy with operational planning, execution, and assessment. Assignments include, but are not limited to, Combatant Command strategic planner, ASCC strategy and plans officer, Corps strategic plans officer, and division strategic plans officer.

3. Generating force strategy. FA 59s understand the organization of the Army, its Title 10 responsibilities, and the missions, roles, and functions of its subordinate elements. FA 59 officers also codify best practices in Joint and Army organizations through development of concepts and doctrine. Assignments include, but are not limited to, Army doctrine/concept writer, policy analyst, Joint doctrine developer, Wargamer, and HQDA strategist.

4. Strategic education. FA 59s teach and develop curriculum to support education in strategic art, military theory, and national security strategies and policies. Assignments include, but are not limited to, Army War College faculty, National Defense University faculty, and USMA faculty.

28–2. Officer characteristics required

\[a.\] Characteristics required of all officers. All officers are expected to be agile and adaptive leaders for the 21st century. Our leaders must be grounded in Army Values and the Warrior Ethos, competent in their core proficiencies, and broadly experienced to operate across the spectrum of conflict. They must be culturally astute, able to operate in JIIM environments, and leverage capabilities beyond those provided by the Army. Further explanation of these characteristics can be referenced in ADP 3–0 and in chapter 3 of this publication. RC FA 59 officer development objectives and desired experiences will generally parallel AA FA 59 officers.

\[b.\] Unique knowledge, skills, and attributes. Strategists require the following knowledge, skills, and attributes:

1. A graduate degree in a strategy-related field, including but not limited to history, political science, international relations, national security, geography, public administration, public policy, foreign policy, linguistics, anthropology, economics, finance, and regional studies.

2. The ability to express ideas and recommendations accurately, clearly, and concisely in both oral and written communication.

3. Critical thinking skills and the ability to develop creative solutions to complex problems. Employ interdisciplinary assessment, problem solving, and planning techniques that complement senior leader decision-making and appraisal.

4. Be experts at building multidisciplinary, joint, and coalition planning teams and leading through influence and persuasion.

5. Understand how to integrate the Army’s capabilities with other services, U.S. government agencies, and foreign government partners. Recognizes the organizational dynamics, structure, doctrine, and the operating environment of the Operational Army and Generating Force, the Services, the combatant commands, and allied partners.

6. A broad understanding of the formal and informal procedures and processes for resourcing DOD and for developing national security and military strategy.
(7) The ability to operate routinely in high-level staff assignments where guidance may be minimal but close interaction with senior-level decision makers is frequent.

(8) The ability to organize and lead multidisciplinary, joint, and/or coalition planning teams. Maintain skills in interdisciplinary problem solving and assessment techniques that complement senior leader decision-making and appraisal.

(9) An inquisitive and open-minded approach to complex problems.

(10) FA 59 officers are required to possess or obtain upon accession a top secret security clearance.

28–3. Strategist development

a. Officer development model. The officer development model is focused more on the quality and range of experience, rather than any specific assignments required to progress. Officers in FA 59 gain experiential broadening through a variety of assignments. Figure 28–1 illustrates a potential AC FA 59 career.

(1) Officers will initially serve in one of the Army’s basic branches to develop the technical and tactical skills that form the foundation of the Warrior Ethos and cultivate the required leadership foundation necessary to excel as a Field Grade Officer.

(2) Throughout an officer’s career, the model highlights the need to gain JIIM experience and exposure to understand the elements of national power.

(3) A designated FA 59 officer should strive for training and assignments that broaden and develop the skills necessary to lead the Army of the future. These broadening opportunities are outside one’s normal branch or FA career development and are usually JIIM in nature.

(4) Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop both joint and expeditionary competencies. Expeditionary competencies are regional knowledge, cultural awareness, foreign language, diplomacy, and statesmanship.

(5) Flexible time lines enable officers to serve longer in developmental assignments, ensuring Strategists have adequate time to gain the necessary skills and experience.

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Figure 28–1. AC FA 59 officer career development
(6) FA 59 officers will move up and down echelons through a career, rather than only going to progressively higher echelons. For example, experience at service or combatant command staffs can provide foundational knowledge for service at divisions, corps, or Joint Task Forces.

b. Lieutenant and captain development prior to functional designation. Experience gained by lieutenants and captains during basic branch assignments serves as the foundation for future effectiveness as FA 59 officers. All officers must attend a basic branch CCC and complete the KD job for captain in their respective branches. In addition, officers should seek a broadening and KD experience in their basic branch prior to entering the career field. Officers are also encouraged to write about the profession, strategy, operations and other military matters.Officers with demonstrable planning experience or who possess advanced degrees will be given special consideration during the VTIP process. (See para 3–4b(5)(b) for additional information on the VTIP process.)

c. Accession.

(1) Officers are primarily selected to become Strategists through the VTIP in the AC. (See para 3–4b(5)(b) for additional information.) (See para 28–5 for RC accessions.) VTIP selections are held at least three times per year at HRC and interested officers should refer to the most recent MILPER message for specifics. Interested officers must opt-in if they wish to be considered for branch transfer. Once an officer submits a request to HRC for transfer, both the losing and gaining branches can concur/non-concur, but the final decision is made by a panel that will take a number of factors into consideration. These include the health by year group of both branches, the skills/desires of the officer, and the comments of the losing/gaining branches. Division Chief, Strategic Leadership Division (DAMO–SSP), is the waiver granting authority for all accessions requirements. To qualify for voluntary transfer into FA 59, candidates should meet, at a minimum, the following criteria:

(a) Must have graduate record examination scores, within the past 5 years, which meet the minimum standard for the Army Advanced Civilian Schooling Program.
(b) Must have or be able to obtain a top secret clearance.
(c) Must not be at risk for promotion to the next grade.
(d) Demonstrate characteristics and attributes listed in paragraph 28–2b.
(e) Successful company command or basic branch equivalent KD assignment.

(2) Additional sources of accession into FA 59 include:

(a) Harvard Strategist Program. Officers who apply for the HQDA DCS, G–3/5/7 Army Harvard Strategist Program will be selected by an HRC panel. Upon graduation from Harvard, officers will be career field designated into FA 59 and serve a two-year utilization tour on the Army Staff within HQDA DCS, G–3/5/7.

(b) U.S. Military Academy instructors. USMA instructors are eligible to become FA 59s. Any instructors who wish to become Army FA 59s should coordinate through the FA 59 career manager. Officers who are assigned to USMA and VTIP into FA 59 are strongly encouraged to attain all-but-dissertation complete towards a PhD during their 24 or 36 month USMA advanced civilian schooling experience and complete nonresident ILE and Defense Strategy Course while at USMA. If an officer achieves all-but-dissertation while at USMA, the HRC career manager will coordinate with the officer to enter the U.S. Army Student Detachment (USASD) to complete a PhD dissertation, as soon as possible after completing their first FA 59 assignment.

d. Development for Post-VTIP captains and majors.

(1) Initial FA 59 training and education requirements. There is a single, Federal standard for FA 59 education. The Strategist career begins with a four-phased education and training period consisting of the Defense Strategy Course, master’s degree, ILE Common Core, and the Basic Strategic Art Program (BSAP). The Defense Strategy Course is a non-waiverable prerequisite to attending BSAP, but the other phases may occur in any order. Once trained, the officer gains experience through a variety of FA 59 assignments that build on a foundation of military and civilian education. Officers selected for FA 59 who do not satisfactorily complete or receive constructive credit for the four phases of education and training may be returned to their basic branch or re-designated into another FA. All officers must attain MEL 4 to be considered fully qualified for selection to lieutenant colonel. MEL–4 consists of:

(a) Defense Strategy Course. Upon accession into FA 59, HRC career manager will automatically enroll officers into Defense Strategy Course, a 4-month distance education program provided by the U.S. Army War College. The Defense Strategy Course is a non-waiverable prerequisite to attending BSAP. The Defense Strategy Course addresses the national security policymaking process and the relationship of the national elements of power to defense strategy. The course improves student understanding of the role of the DOD in the development of national security strategy. Completion of Defense Strategy Course confers ASI 6Z (Strategic Studies).

(b) Master’s degree. Effective 1 October 2012, Strategists in cohort YG2004 and younger must complete a master’s degree from a regionally accredited university in a strategy-related field. This includes, but is not limited to, history, international relations, national security, geography, public administration, public policy, foreign policy, linguistics, anthropology, economics, finance, and regional studies. Degrees from a non-accredited university will not count toward MEL 4 qualification. Many FA 59s will meet the master’s degree requirement through the Army’s Advanced Civilian
Schooling Program. Advanced civilian schooling is a privilege available to officers with demonstrated potential for continued service. Officers must meet the requirements outlined in AR 621–1 to be eligible for advanced civilian schooling. Advanced civilian schooling will not exceed 18 months unless the officer is able to obtain all-but-dissertation status in 24 months. The HRC career manager will guide officers during the application process. Officers should strive to attend the most rigorous program they can. Officers who achieve an MA through AMSP will typically not be sent to advanced civilian schooling to earn a second degree.

1. Officers will provide a list of five graduate school choices to the career manager. As part of the application process, officers will apply to one of the National Intelligence University’s master’s degree programs. Additionally, one choice must be a tax-supported school which will offer in-state tuition and is considered a low-cost school by HRC standards. Officers will attend graduate schools and select degree programs that are approved by the FA 59 Proponent.

2. Officers entering FA 59 who already possess a graduate degree from a resident program will normally be given constructive credit from the Proponent. In these cases, the officers will not normally be afforded further graduate schooling at the Army expense. The Division Chief, Strategic Leadership Division (DAMO–SSF), is the waiver granting authority for exceptions.

(a) ILE. All majors must attend ILE. This course educates and trains field grade officers to be agile and adaptive leaders, capable of critical thinking, and prepared to lead forces in a JIIM environment. ILE credit is obtained in one of four ways: attend the ILE Common Core at a Command and General Staff College satellite campus; attend the resident program at Fort Leavenworth, KS; attend another Service command and staff equivalent; or complete the DL ILE Course. Currently, no distinction is made between officers based on their source of ILE Common Core. The end state of attaining MEL 4 is the same for all officers. Effective 1 October 2012, FA 59 officers in YG2004 and younger must complete the ILE Common Core as part of MEL 4 certification prior to consideration for promotion to lieutenant colonel.

1. ILE Common Core. The 14 week ILE Common Core focuses on preparing field grade officers for leadership positions in Army and Joint organizations. Officers normally complete Common Core prior to attending BSAP. This instruction is conducted in residence at Fort Leavenworth, in a TDY status at one of several satellite locations, or by distance learning. The requirement for ILE Common Core is waived for officers attending a sister Service or allied command and staff college.

2. Advanced Operations Course. The 10 month resident ILE program at Fort Leavenworth begins with the Common Core and includes the Advanced Operations Course and electives. The Advanced Operations Course professionally develops graduates to serve as staff officers and commanders with the ability to build and lead formations, and integrate unified land partners within the efforts of Joint, Interagency, and Multinational partners. Advanced Operations Course is not a substitute for BSAP.

a. FA 59 officers who attend the Advanced Operations Course must take the 3H (Joint operations planner) electives and the six-week, University of Foreign Military and Cultural Studies “Red Team Member” courses that may be offered in the elective phase of study.

b. Officers who attend Advanced Operations Course are expected to attain a master’s degree: either the Military Arts and Science offered through Command and General Staff College or one of the existing cooperative master’s degree programs.

c. Officers attending resident ILE at Fort Leavenworth are also expected to apply to the SAMS program.

(d) BSAP. Effective 1 October 2012, FA 59 officers YG2004 and younger must complete BSAP to achieve MEL 4 prior to their lieutenant colonel board. BSAP is a 14-week resident program conducted at the graduate level at the U.S. Army War College at Carlisle Barracks, Pennsylvania. The course educates newly designated FA 59s in the fundamentals of national strategy, and it fills a critical educational requirement which provides the tools for junior majors to bridge the gap between their tactical/operational background and the challenges of operating at the grand-strategic and theater-strategic levels of war and policy. It also introduces the officers to the unique skills, knowledge, and attributes needed as a foundation for their progressive development as Army FA 59 officers.

(2) Post MEL 4 training and education. Based on an officer’s future assignment, the Career Manager may schedule attendance at one of the following programs.

(a) Advanced Military Studies Programs. Following ILE, or later in their careers, some FA 59s may attend AMSP for the Army or its Service equivalents (the U.S. Marine Corps School of Advanced Warfighting (SAW), U.S. Air Force School of Advanced Air and Space Studies (SAASS), and the Naval War College’s Maritime Advanced Warfighting School (MAWS)). AMSP is a graduate-level program emphasizing the military art and science of planning, preparing, and executing operations in JIIM contexts. The curriculum combines the integrated study of military history, military theory, and execution-based practical exercises. It also enhances officers’ cognitive problem solving skills regarding operational challenges at the tactical and operational levels of war. The course emphasizes both command and staff perspectives on military decision-making, doctrine, and force employment. Graduates earn a Master of Military Art and Science in Theater Operations from the Command and General Staff College. Based on the officer’s timeline, this Military Arts and Science may serve as the officer’s graduate degree for MEL 4 qualification. AMSP attendance is highly encouraged for all FA 59s and selection is competitive. Interested officers should contact the FA 59 Career Manager for application requirements.
(b) University of Foreign Military and Cultural Studies Red Teaming is a structured process that provides commanders an independent capability to fully explore alternatives from a partner or adversary perspective. Officers who wish to attend University of Foreign Military and Cultural Studies TDY en route should contact the FA 59 career manager and request attendance to the 6 week Red Team Member course. Graduation confers the 7J (Red Team Member) ASI. Some graduates will be utilized as Red Team members at the Division/Corps/ASCC level. Some FA 59s may attend the 18-week Red Team Leader course or the 9-week Red Team Leader Course (Stopgap), both of which confer the ASI 7G (Red Team Leader). Both the Red Team Member and Red Team Leader courses are generally available as electives during the Advanced Operations Course. These courses provide skills that are valuable to FA 59s en route to Divisions, Corps, and ASCCs.

(c) Army Force Management School. Army Force Management School courses are based upon processes established for the conduct of Army operations worldwide. The Army Force Management Course is a 4-week course taught at Fort Belvoir, VA. The Army Force Management Course provides the processes that translates National Security Strategy into future Army force structure. It covers Strategy, Capabilities Development/Material Development, Force Structure, and Force Development. FA 59s often work closely with FA 50 (Force Management) officers; completion of one of these courses can help prepare FA 59s for assignments where they must understand Title 10 requirements and how the Army functions as an enterprise. This course would benefit FA 59s en route to Generating Force assignments and ASCCs.

(d) Joint professional military education level II. Currently, over a third of FA 59 billets are Joint duty assignment list positions that provide Joint credit upon reaching 36 points (one point per month for non-deployed joint positions, 3 points per month for deployed joint positions). FA 59s going into joint billets can expect to attend the Joint Combined Warfighting School (JCWS) en route to their assignment. Officers currently in joint positions who did not attend JCWS should coordinate with the Career Manager to complete JCWS. RC officers can attend advanced JPME in lieu of JCWS. Both JCWS and advanced JPME confer ASI 3H (Joint Planner).

(3) FA 59 PhD Program. The FA 59 Proponent may pay for resident, U.S.-based coursework towards a PhD. Officers will continue to perform their assigned duties. The Proponent will not fund distance education PhD programs, nor will it fund programs from a non-U.S. institution. Officers must obtain Proponent approval before beginning coursework funded by the Proponent. Once an officer has achieved all-but-dissertation status and PhD candidacy at an accredited civilian university, they will apply to the FA 59 proponent for an assignment to the U.S. Army Student Detachment (USASD) to complete their dissertation. Assignment to USASD incurs a 3:1 ADSO. The HRC career manager may direct a utilization assignment related to the PhD coursework.

(4) Key developmental assignments. A KD position is one that is deemed fundamental to the development of an officer in his or her FA competencies or deemed critical by the senior Army leadership to provide experience across the Army’s strategic mission. All FA 59 billets are coded as KD equivalents based on the variety of potential duties within an FA 59 assignment. Officers should complete assignments in at least two of the four assignment categories listed in 28–1d. prior to promotion consideration for colonel.

(5) Developmental and broadening assignments. All FA 59-coded positions are considered developmental assignments for FA 59 majors. Broadening assignments are defined as any non-FA 59 coded position in which the officer gains experience in one or more of the functional competencies. FA 59-specific and Armywide fellowship programs are also considered broadening. FA 59 officers should strive to get JIIM experience in any broadening opportunity.

(6) Self-development. The complex and changing nature of strategy formulation and policy development requires continual self-development by FA 59 officers. Officers are encouraged to complete nonresident education opportunities offered through the other Services (such as nonresident Service Command and Staff or War Colleges). FA 59s are also strongly encouraged to seek opportunities to broaden their experience base and to improve their skills in multidisciplinary problem solving. A continuous program of professional reading ensures that FA 59 officers remain sufficiently engaged in the discourse of ideas and concepts relevant to their work as Army Strategists. FA 59s are encouraged to publish articles in professional journals, develop cultural awareness, and improve public speaking skills.

(7) Desired experience. FA 59 officers gain experience and competency through iterative assignments in a broad array of assignments across different categories.

(a) Exposure to all five functional competencies and experience in three of the competencies by the time they become a senior major.

(b) Completed at least one FA 59 assignment (minimum 24 months, preferably 36 months) prior to their PZ consideration for lieutenant colonel.

(c) Proficiency in one category of FA assignments and familiarity with at least one other category.

e. Lieutenant colonel development. Development as an FA 59 lieutenant colonel focuses upon gaining exposure to and an understanding of all FA 59 functional competencies.

(1) Education. No education is currently mandated beyond that listed within the captain/major development path. Successful completion of JPME II is desirable. In addition, FA 59 provides non-MEL fellowships, broadening programs, and SSC opportunities to improve educational depth.

(a) Broadening opportunities/non-MEL Fellowships. Upon completion of one FA 59 assignment, high performing officers can pursue several unique broadening/fellowship opportunities designed to enhance previous educational
experiences. In addition to the centrally selected Army fellowships, FA 59s may request assignment to fellowships designed exclusively for FA 59. These non-MEL assignments (1 year) are located within the National Capital Region and are designed to provide broadening opportunities and expose FA 59s to policy development at the national strategic level. Senior FA 59 majors and lieutenant colonels are encouraged to apply and will be selected by a panel of HQDA DCS, G–3/5/7 FA 59s at the beginning of each academic year. Officers interested in applying should contact the FA 59 career manager. In accordance with appropriate regulations, an ADSO may be incurred.

(b) Seminar XXI. Strategists may also compete for seven fully funded educational opportunities hosted by the Massachusetts Institute of Technology. Seminar XXI (Massachusetts Institute of Technology) is a fully funded educational program for senior military officers, Government and nongovernmental organizations officials, and executives in the national security policy community. The program provides leaders with enhanced analytic skills for understanding foreign countries and the relations among them. Seminar XXI explores key policy issues by examining countries and problems critical to American interests. Senior FA 59 majors through colonels are invited to contact the FA 59 proponent manager for further information.

(c) Senior Service College. FA 59s compete for SSC in the same manner as other Army officers. The Proponent emphasizes that the Joint Advanced Warfighting School is the preeminent SSC opportunity for which FA 59s should strive because the school’s curriculum directly builds upon FA 59 competencies. The other course that also builds upon FA 59 competencies is the SAMS Advanced Strategic Leader Studies Program. For those officers attending the Army War College, the Proponent recommends that they compete for acceptance into the Advanced Strategic Art Program (ASAP) or National Strategy and Policy Program (NSPP). These programs strengthen officers’ abilities to develop theater campaign plans, conduct strategic appraisals, foster joint/interagency integration, and participate in the policy formulation process.

(d) U.S. Army War College Fellowship Program. The Proponent also recommends that SSC-selects compete for SSC fellowships. Officers should compete for these fellowships to round out niche areas of specialization within the five functional competencies or should select fellowship opportunities that will prepare them for follow-on assignments.

(2) Key developmental assignments. All FA 59 lieutenant colonel positions are coded as KD based on the variety of potential duties within an FA 59 assignment. A FA 59 officer must have a minimum of 48 months in FA 59-coded billets throughout a career before being fully qualified for promotion to colonel. Officers should have completed assignments in at least three of the four assignment categories listed in 28–1d. prior to promotion consideration for colonel.

(3) Developmental and broadening assignments. In addition to FA 59-coded developmental positions, FA 59 lieutenant colonels should actively seek one broadening assignment to gain a diverse experience in one or more of the functional competencies. FA 59-specific and Armywide fellowship programs are considered broadening. FA 59 lieutenant colonels should strive to get JIIM experience in any broadening opportunity.

(4) Self-development. Officers are encouraged to complete nonresident education opportunities offered through the other Services. FA 59s are also strongly encouraged to seek opportunities to improve their skills in multidisciplinary problem solving. A continuous program of professional reading ensures that FA 59 officers remain sufficiently engaged in the discourse of ideas and concepts relevant to their work as Army Strategists. FA 59s are encouraged to publish articles in professional journals, develop cultural awareness, improve public speaking skills, and develop other skills which will improve their skills as a strategist.

(5) Desired experience.

(a) Proficient in three of the five functional competencies and mastery of one by the time they become a senior lieutenant colonel.

(b) Proficient in three of the five functional competencies and mastery of one by the time they become a senior lieutenant colonel.

(c) Completed at least two FA 59 assignments (minimum 48 months, preferably 72 months) throughout the force prior to their PZ consideration for colonel.

f. Colonel development.

(1) Education. There are limited, though widely varied, numbers of educational opportunities for FA 59 colonels.

(a) Senior Service College. Some FA 59 colonels will be selected for resident or nonresident SSC. Officers selected for resident attendance will apply to attend the Army War College, sister Service war college, or a fellowship.

(b) Joint professional military education level II. Some FA 59 colonels in joint assignments may be selected for attendance at JPME II if they have not attended previously.

(c) National Security Management Course. The National Security Management Course is a 2-week resident course of instruction held at Syracuse University. The course explores the wide range of emerging management challenges facing domestic and international security professionals. National security management involves interrelated responsibilities of allocating scarce resources and dealing with complex institutional relationships, both internal and external to an organization. These responsibilities have profound implications in determining national security strategy and are the primary focus in the National Security Management Course. Colonels are invited to contact the FA 59 proponent manager for further information.

(d) Seminar XXI. Colonels may also compete for Seminar XXI held at Massachusetts Institute of Technology.
Seminar XXI explores key policy issues by examining countries and problems critical to American interests. Colonels are invited to contact the FA 59 proponent manager for further information.

(2) Key developmental assignments. At the rank of colonel, an FA 59 is expected to have a broad array of experience that allows him or her to be assignable to any FA 59-coded position across the force and effectively mentor and develop junior strategists in their assignments. There are no KD assignments at colonel.

(3) Developmental and broadening assignments for colonels are defined as any non-FA 59 coded positions in which the officer participates in national security policy or planning.

(4) Desired experience. The FA 59 colonel is expected to master a minimum of one competency and be proficient in two others. At the rank of colonel, assignments will enhance the officer’s competencies while ensuring that plans, policies, and strategies fully nest with national policy goals.

28–4. Warrant officer development

There are no warrant officers in FA 59.

28–5. Reserve Component officers

a. Career development. RC FA 59 officer development objectives and desired experiences will generally parallel AA FA 59 officers. Officers in the RCs (Army Reserve and National Guard) and officers within the AA will be developed to one standard. The challenge for the Army is to match the unique skills and expertise of civilian professionals with mission needs and requirements. RC FA 59 officers must be afforded military education and assignment opportunities so that senior military and civilian leaders can leverage the unique capabilities that exist among RC FA 59 officers. The goal is to build a talented and fully integrated FA 59 community within the Total Army, the Joint force, and the U.S. Government.

b. Life-cycle development model. The RC life-cycle development model for FA 59 officers mirrors that for AA officers, except that assignments are not limited to one reserve status or control group. Figure 28–2 illustrates a potential RC FA 59 career.

Figure 28–2. RC FA 59 officer career development
c. **Transfer to FA 59 in the U.S. Army Reserve.** Selection for FA transfer will be approved by the Army Reserve program advisor for AGR FA 59s. Accessions criteria for an Army Reserve FA 59 are the same as those for the AC (see para 28–3c). While most Army Reserve FA 59 officers serve as AGR officers in their PMOS before becoming FA 59s, occasionally a strong candidate newly accessed to the AGR program will be selected for FA 59 in an initial assignment.

d. **Transfer to FA 59 in the National Guard.** Selection and accession into the ARNG FA 59 program is approved by the ARNG G5 Chief in coordination with the Title 10 AGR accessions process governed by ARNG Human Capital Management protocol. ARNG officers typically self-nominate for FA 59 with the consent of their chain of command. Accession criteria for ARNG FA 59 are the same as those for the AC. However, unlike the AC, the ARNG FA 59 program dually-tracks officers in both FA as well as basic branch; affording ARNG officers career development opportunities as fully branch-qualified strategic advisors to senior Army leaders (see fig 28–3). Accessions into the ARNG FA 59 are program typically derived from the existing Title 10 and Title 32 AGR populations which best supports our role in operational and strategic venues.

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**Figure 28–3. ARNG Dual-Track System**

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e. **Assignment opportunities.** RC officers can expect assignment opportunities similar to those of AA officers. In addition, there are positions exclusive to the Army Reserve and National Guard that exist in response to the changing geo-strategic environment. RC Strategists work on the Joint Staff, OSD, the Army Staff, the NGB Joint or ARNG Directorate staffs (ARNG) or at the OCAR or USARC (USAR), geographic combatant command staffs, ASCC staffs, and various federal and state executive agency staffs where they support the formulation and implementation of RC equities in national security strategy and national military strategy.

f. **FA 59 development opportunities.**

1. A diverse and fluid career. The competing demands of civilian and military life pose a challenge for the professional development of the RC FA 59. The officers should follow AA officer development patterns as closely as
possible. However, a FA 59 RC officer’s development and assignment progression can be characterized by its ability to adapt to changes. Civilian professional development can benefit the Total Army, and should be leveraged.

(a) National Guard careers. To meet military career development objectives, National Guard officers can expect to rotate between M–DAY and AGR programs as needed or desired. While the majority of FA 59 positions are reserved for AGR personnel, transfers between duty status programs are occasionally necessary when considering individual career paths, military requirements, geographical considerations, and the ARNG’s need to provide as many officers as possible the opportunity to serve with troops in leadership and staff positions. ARNG FA 59s should seek broadening TDY assignments and/or mobilizations to gain additional experience in FA 59 competencies.

(b) Army Reserve careers. All FA 59 assignments in the Army Reserve reside in the AGR program. Many Army Reserve FA 59s transition to the FA after serving as AGR officers in their PMOS. Interested Army Reserve officers currently serving in the IRR or TPU and IMA status should contact their career manager and the FA 59 Army Reserve proponent advisor to discuss the process for applying to the Army Reserve AGR Program.

(2) Education and training. Due to the complexity and diversity of assignments in the FA 59 field, RC officers must continually develop their knowledge and analytical skills. They will be offered opportunities to pursue continuing education and training (civilian and military) and government internship programs to improve skills. All Army Reserve FA 59 majors must complete Defense Strategy Course and attend BSAP. Title 32 National Guard officers should complete Defense Strategy Course and attend BSAP. However, RC officers will have increased time windows to complete these requirements. Refer to paragraph 28–3c for FA qualification.
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