



AFCLC
UNITED STATES AIR FORCE
CULTURE & LANGUAGE CENTER



In-Region Training (IRT) Handbook

*Guide to assist the FAO- in-training with
IRT planning, execution, and after-action*

January 2018

SUMMARY OF MAJOR CHANGES

Handbook (supersedes version dates September 2017) has been revised to include these major changes:

- Para 4.2.8: Updated Anti-Terrorism/Force Protection Plan requirements
- Para 4.2.11: Provided additional clothing requirements
- 4.3.5. Added Arrival Plans
- Para 4.4.7: Added SAF/IA – AFCLC Leave Policy
- Para 4.4.8: Updated Per-Diem requirements
- Table 4.0 Added countries by region
- Appendix 8: Updated FAQ's

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Introduction

This handbook provides information on the Foreign Area Officer (FAO) In-Region Training (IRT) program. The intent is to provide a direct, concise means of explaining the IRT program, what is expected of each officer, and how officers may individually plan and execute their IRT. Publication is maintained by the Air Force Culture and Language Center (AFCLC) in consultation with SAF/IAPA.

Supporting forms include:

- IRT Checklist
- IRT Pre-Travel Guide
- IRT Itinerary Worksheet
- Statement of Understanding
- Official Air Force Bio Template
- Supplementary Travel Funds Request
- Leave in Conjunction with IRT

1.0. Overview

The IRT is a career-qualifying experience. In order to be awarded the 16F AFSC, officers must receive a minimum of six months experience in their assigned region. This experience must “involv[e] significant interaction with host-nation nationals and/or host-nation entities” as required by DoDI 1315.20 and AFI 16-109. The AFCLC and SAF/IAPA review each officer’s experience, skill sets, and personal circumstances to determine specific country locations and duration of the IRT.

The five primary objectives of the IRT are:

1. Maximize linguistic skills, regional expertise, and cultural knowledge and proficiency through real-time application of these skills.
2. Develop experiential knowledge of an American embassy’s administration and operations.
3. Develop a working knowledge of US Policy formulation and its implementation in the region.
4. Acquire practical experience and a working knowledge of US Military involvement, interests, and nature of its military-to-military interaction in the region.
5. Become an expert in traveling, living and working in a foreign country as a government official.

The preparation and planning for the IRT is as much a part of the education and training as the travel itself. After completing an IRT, officers should have the knowledge, skills, and abilities to perform well in their first FAO assignment. This includes the foundation for improving one’s cultural, regional, and linguistic skills over the course of a long career of service as an international affairs expert.

2.0. Expectations

2.1. Conduct. First and foremost, FAOs must always be aware that, while on immersion, they represent the US, the US Air Force, and the FAO community in an official capacity. Professionalism both on- and off-duty is arguably more important on an IRT due to the fact that the FAO operates as the sole representative, in many situations, to foreign nations' civil officials, militaries, and civilian populations. Furthermore, officers should give their IRT the same attention and focus as any other training activity. As such, adherence to professional military standards is expected at all times to include meeting AFCLC deadlines, fulfilling requirements, following instructions, and respecting authorized directives. Even though the curriculum must be tailored to each student, personal desires and conveniences are secondary to completion of the training.

2.2. Preparation. FAOs are ultimately responsible for the successful execution of their immersion. They should be mindful that while AFCLC staff members do facilitate certain aspects of travel preparations, they are not travel agents or tour guides. FAOs must actively participate in the planning, preparation, and execution of the mission.

2.3. Study. FAOs are expected to become experts in their respective regions. This includes not only experiential knowledge of the language, culture, and politics of the region, but also the administrative and bureaucratic requirements necessary to conduct official government business. Additionally, they must be proactive and take every opportunity to learn those requirements while ensuring they are always in compliance with each country's laws and associated combatant command's regulations. Additionally, FAOs are part of a larger FAO community and should make every effort to learn from senior officers, share lessons learned with current pipeline officers and lay the groundwork for future FAOs from all services.

2.4. Reaction to Cultural Challenges. In most regions of the world, living standards are not as high as those in the US. While FAOs should expect to encounter safe and relatively sanitary conditions, they should not expect the same level of comfort, amenities, food selection, telecommunication access, and personal privacy found at home. Differences in living situations, customs and courtesies should be expected when traveling abroad. Every effort should be made to tolerate and appreciate those differences during the short time in country, provided health and safety is not jeopardized. Mature and reasoned judgement should be applied prior to making complaints or requesting alterations to existing arrangements. Feedback should be provided to the AFCLC and/or language vendors in a timely manner, giving them time to address the issues as appropriate (Appendix 7).

2.5. Organizational Communication. FAOs should ensure the AFCLC has their current work and personal e-mail addresses. They should communicate primarily with the AFCLC and SAF/IAPA via organizational e-mail accounts. In addition, The FAO should keep their assigned language school vendor and US Embassy POCs updated on unanticipated program changes. Use rank/title and last name both when addressing government POCs and signing your name.

3.0. Roles and Responsibilities

This section provides a broad overview of IRT program roles and responsibilities.

3.1 Roles and Responsibilities

FAO	<p>Serves as the primary facilitator for individual IRT.</p> <ul style="list-style-type: none"> ▪ Follows guidance laid out in the IRT Handbook and accompanying guidance provided by the AFCLC and SAF/IAPA. ▪ Capitalizes on lessons learned from past IRTs conducted in assigned region (e.g., past participants and Embassy POCs). ▪ Manages the tactical logistical details of their IRT in concert with the AFCLC, the language school vendor, and Embassy POCs.
AFCLC	<p>Manages IRT processes.</p> <ul style="list-style-type: none"> ▪ Develops IRT itineraries and identifies a vendor for each leg. ▪ Solicits support from Defense Attaché Office (DAO)//Office of Defense Cooperation (ODC) Chief and facilitates initial contact between FAO and appropriate Embassy POCs. ▪ Tracks milestone and requirement completion. ▪ Reviews and authorizes travel orders in DTS ▪ Coordinates State Dept. visa letters, AT/FP Plans, & SOFA waivers.
Language Vendor	<p>Facilitates language school, lodging, and in-country transportation, as coordinated by AFCLC.</p> <ul style="list-style-type: none"> ▪ Arranges language schools and/or tutoring, homestays, hotels, or apartments ▪ Facilitates airport pickup and local transit, when not provided by Embassy ▪ Creates arrival plan for FAO and AFCLC ▪ Provides guidance on the language and cultural program, along with information on the country, safety tips, and a packing list.
Embassy Sponsor	<p>Structures strategic engagement (SE) activities in conjunction with FAO.</p> <ul style="list-style-type: none"> ▪ Advises FAO on logistical considerations for SE portion of IRT. ▪ Helps FAO attain objectives of understanding Embassy operations, US policy formulation and regional military involvement.
SAF/IAPA	<p>Oversees FAO policy and selection of the FAO track.</p> <ul style="list-style-type: none"> ▪ Coordinates FAO selection boards & language / region designation. ▪ Cross-org's FAOs in DTS. ▪ Develops The FAOs career paths.
AETC/A3Q	<p>Oversees the training and development of the FAO.</p> <ul style="list-style-type: none"> ▪ Coordinates training timelines with DLI and NPS. ▪ Develops the FAOs Career Field Education and Training Plan (CFETP).
Local Units (AFIT, DLI, NPS)	<p>Provides a number of administrative and orderly room functions.</p> <ul style="list-style-type: none"> ▪ Examples include: Security Office, GTC Administration, DTS Account Administration, ISOPREP training, Passports, Visa's etc. ▪ See Appendix 7 for a list of local units and functions.

3.2 Organizational Assistance

Topic	AFCLC	Vendor	SAF/IAPA	Embassy Sponsor	Parent Org / NPS	See Handbook References
IRT Itinerary Approval	X					4.1.1.; Table 4.0
Passport Processing					X	4.1.2.
Visa Processing		X			Alternate	4.2.2.
DLPT Failure; Change in DLI Grad Dates	Info Copy		X (Info A3Q)			4.1.1.
Change In NPS Dates	Info Copy		X (Info A3Q)			4.1.1.
Change in IRT dates (+/- 1-2 weeks)	X		Info Copy			4.1.1.
Details of Language School / Host Family		X				4.2.2.
Strategic Engagement Expectations	Info Copy			X		4.2.4.; 6.0
AT/FP Plan Coordination	X					4.2.8.
DTS Admin					X	4.1.5.
DTS Cross Org			X			4.1.5.
DTS Authorization			X			4.3.1.
State Dept. Visa Letters	X					4.1.1.
APACS Questions	X					4.2.7.; Appendix 2
Security Clearance					X	4.1.3.
Embassy Visitation Requests					X	4.2.9.
Special Supplies					X	4.3.4.
Major Problems with Host Family or Language School	Info Copy	X				4.4.4.; Appendix 3
Supplementary Travel Endorsement				X		4.4.3.
Arrival Plan	Info Copy	X				
Supplementary Travel Approval	X					4.4.3.
Emergency Leave Initial Coordination	X	Info Copy		Info Copy	Info Copy	4.4.6.
DTS Voucher	X					4.5.1.
Leave in Conjunction	X				Endorsement/ Info Copy	4.4.7
Admin Assistance					X	

4.0. IRT Planning and Execution

IRT Planning and Execution may be accomplished by the FAO and supporting organizations over a period of overlapping phases, beginning at the time the officer is selected for the FAO career field to completion of after-action reports. These phases may be placed against a backdrop of 180 days leading up to the IRT, the IRT itself, and 30 days following the IRT. FAOs should use the IRT Checklist received in your AFCLC auto-generated Itinerary email as a primary source with the following information as a supporting reference.

The in-region training is comprised of two program types: Language and Culture (LC) and Strategic Engagement (SE). The LC is an intensive language course designed to raise the language knowledge to a new level and to provide the cultural experience of the region. It is important to note that during the LC, the FAO falls under the Combatant Command (CCMD) authority for force protection.

The Strategic Engagement is the hands on approach to the inner-workings of the US Embassy. The FAO can expect to participate in training events, exercises, and a host of other related duties. To maximize the SE training, the FAO must communicate with the embassy host to map out training objectives, goals, and other learning expectations. Generally, while in the conduct of the SE, the FAO falls under the Chief of Mission COM for force protection.

4.1. Getting Started (*T-180 to T-120*)

4.1.1. Itinerary Worksheet. In concert with the AFCLC, SAF/IAPA determines the time and duration of an IRT based on the officer's DLI and/or NPS schedule, language proficiency, and regional experience. Based off of Department of State security requirements, Personnel under COM authority in designated countries are required to complete the Foreign Affairs Counter Threat Course (FACT) or the distance Learning High Threat Security Overseas Seminar (HTSOS).

Each officer will submit an *Itinerary Worksheet* to the AFCLC. The itinerary should be submitted as soon as possible. FAOs should consider the purpose of the IRT as outlined above, along with their experiences, strengths, weaknesses and interests. AFI 16-109 lists countries based off of Combatant Command regions, i.e. AFRICOM, PACOM, SOUTHCOM, etc. Final IRT itineraries will be approved by the AFCLC IRT Manager. The AFCLC will provide FAOs a draft itinerary along with a State Dept. or LITE Letter to document each IRT country location. This letter may be used by the FAO to process passport and visa requests.

4.1.2. HTSOS/FACT. High Threat Security Overseas Seminar (HTSOS) (HT401) is required for FAOs under COM FP authority on TDY to one or combination of High Threat High Risk (HTHR) posts for less than 45 cumulative days in a calendar year. Foreign Affairs Counter-Threat (FACT) (OT611) is required for FAOs under COM FP authority on TDY to one or combination of HTHR posts for more than 45 cumulative days in a calendar year. As of this writing, SAF/IA manages the payment for both courses and scheduling of the FACT. For HTSOS the FAO will complete an SF182 and forward to the SAF/IA org box at usaf.pentagon.saf-ia.mbx.saf-iapa-ias@mail.mil. Once the SF182 is completed and approved by SAF/IA, the FAO will schedule and complete the online course. The HTSOS certificate will need to be sent to AFCLC. Reference the electronic Foreign Clearance Guide (eFCG) and the Dept of State (DoS) electronic Country Clearance guide (eCC) to review requirements specific to your IRT locations.

4.1.3. Official No-Fee Passports. Official passports (current and within 18 months of expiration) will be required for the majority of IRT participants. FAOs should consult the eFCG and submit an official no-fee passport application IAW their parent unit's procedures, if required.

4.1.4. Security Clearance. Know the minimum security clearance prior to the IRT start date, know the status of your security clearance, and make sure it will not expire during your IRT. If so work with your parent unit's security manager immediately to extend your clearance.

4.1.5. Government Travel Card (GTC). All FAOs must work with their parent unit POC to ensure they have an active GTC and that the limit has been increased to the max amount that can be authorized by their owning unit's APC. Officers must also ensure that their GTCs will not expire while traveling on their IRT.

4.1.6. DTS Training. FAOs should ensure their DTS account is active and appropriately gained into their owning unit's hierarchy. Officers should be fully capable of completing travel authorizations, amendments and vouchers in DTS. If assistance is required, training is available online through DTS TraX system (link provided in Appendix 9) or through resident courses available at NPS or DLI. DTS assistance will not be provided by the AFCLC, local unit, or SAF/IAPA unless training has been completed. SAF/IAPA is responsible for completing the cross-org for IRT participants.

4.1.7. Official Biography. Ensure your official Air Force Biography is current, has the most recent picture, and send to AFCLC. This may be utilized for introductions to the embassy POCs. This document represents you, your Air Force career and may be the first impression to the Embassy. Dedicate time to prepare your biography, making certain it is correct. It will provide the POC insight to your background in preparation for your strategic engagement once you are introduced.

4.2. Travel Planning (T-120 to T-45)

4.2.1 Statement of Understanding (SOU). FAOs should submit their SOU to the AFCLC and begin following the IRT Checklist.

4.2.2. Language Vendor. The AFCLC will place each FAO in contact with a language vendor. This individual will be responsible for coordinating a language school (if applicable) and homestay or hotel for each IRT participant. The vendor will provide pre-arrival cultural information on the location. See Appendix 3 for information on vendor services.

4.2.3. Visas. Many countries require visas on official passports. In most cases, the appointed language program vendor will be able to assist with visa processing. Some countries, such as France and UAE will not accept visa applications from a third party contractor. In such cases FAOs will submit visa applications through their parent organizations, in consultation with the US Embassy. Ensure full compliance with guidance in the eFCG.

4.2.4. Embassy Sponsor. Once the AFCLC has made initial contact with sponsoring Embassy POCs and solicited support from the DAO or ODC, the AFCLC will introduce the sponsor to the FAO via e-mail. At that point, FAOs should begin working IRT details with their sponsor and provide an official AF biography (Appendix 1) and other personal information, as required.

Once introduced you should begin working with your sponsor, establishing learning and work objectives for strategic engagement training. You will want to ask questions on attire, work environment, hours, etc. Section 5 of this handbook may serve as a guide for determining these objectives.

4.2.5. In-Country Travel. The AFCLC in coordination with the embassy and vendor will determine in-country travel modes for each leg of the IRT. If rental cars are authorized, booking must be made through DTS.

4.2.6. Country Clearance. It is the responsibility of the FAO to ensure timely submission of country and theater clearance requests IAW the eFCG. Country clearance requirements will vary from GCC and country to country. It is imperative to refer to the eFCG to fully understand the training, documentation, and travel considerations associated with each country to be visited. In addition, it's important to be aware of Aircraft and Personnel Automated Clearance System (APACS) submission timelines as specified in the eFCG (Appendix 2).

DoD personnel traveling to a country with which the United States does not have a Status of Forces Agreement (SOFA) must be aware they are subject to host nation laws governing all acts, official and unofficial, that they commit. See DoS "Treaties in Force" document available at <http://www.state.gov/s/l/treaty/tif/index.htm>; and/or consult local JAG, AFOSI, or SSO for more information. AFCLC will prepare any SOFA waivers required for travel.

The AFCLC will provide pre-travel training AOR checklists that will assist in tracking individual training requirements.

4.2.7. APACS. Create an individual account in APACS. Once the account is established, training modules within the system will be available for familiarization purposes. FAOs will use this account to complete submission of country and theater clearance requests for every country to be visited during the IRT (Appendix 2). In most cases, the eFCG requires APACS submission NLT 30 days prior to arrival. Submit APACS as soon as you have *most* of the required information. Embassies will hold you accountable to the 30-day submission timeline. You may revise and add information later, if necessary. It is essential

to provide the APACS approval ID number to AFCLC NLT T-7 for each country. The traveler cannot be cleared for travel until the approved APACS has been received by AFCLC. The approval must be both country and theater.

4.2.8. Anti-Terrorism / Force-Protection (AT/FP) Travel Plan. USAFRICOM requires an AT/FP travel plan and completion of an Annex A to Individual/Small group travel plan for Air Force personnel. The AFCLC will draft and forward the AT/FP for the traveling FAOs review and signature. Once the signed plan is returned AFCLC will prepare the Annex A, forward for appropriate signatures and return the completed form to the FAO. This needs to be available during travels within AFRICOM. Consult the AFCLC for the date of your AT/FP approval when drafting your APACS.

4.2.9. Embassy Visitation Requests. The FAO works with their unit security manager to provide Joint Personnel Adjudication System (JPAS) information to US Embassy Sponsor. Use the Embassy Visitation Request template provided in the FAO – IRT Getting Started Guide.

4.2.10. Medical. FAOs must contact TRICARE prior to leaving CONUS to obtain overseas contact information and any other forms and materials. Additionally, they must ensure that all mandatory medical and dental appointments are completed prior to departure. Once in country, the FAO will need to go to the website and change region of assignment for the Officer, NOT for dependents, if applicable. If given different instructions by a TRICARE representative, follow those instructions. Furthermore, see the DLI Physician's Assistant for any deployment health related questions.

Once in country, you should check in with the Embassy and ask which hospitals or clinics the Embassy health services officer recommends. FAOs should ensure all medical prescriptions and supplies are sufficient for the duration of IRT travel. Additionally, all immunizations required or recommended by the Foreign Clearance Guide or Embassy must be received. FAOs must be aware that some immunizations are time sensitive and must be scheduled in advance of departure.

4.2.11. Clothing. Participants should dress appropriately for the weather and climate at their locations, taking into account professionalism and local cultural norms. Due to the amount of walking in many locations, comfortable shoes are recommended. Conduct research on appropriate attire for your IRT locations and pack accordingly. Avoid wearing valuable items such as jewelry or watches, especially in crowded areas.

Prior to departing for the in-region training coordinate with the Embassy POC's/sponsors on clothing requirements during the strategic engagement training.

Keep in mind that your appearance can make you a target during foreign travel. AFOSI recommends the following tips, which can be accessed through the AF Portal by typing in "AFOSI Foreign Travel Training".

Maintain a low profile by:

- Wearing suitable attire
- Traveling in pairs or small groups of no more than four people
- Not flaunting you are an American or attaching an air of importance to yourself
- Being sensitive to local customs and laws
- Blending in with local populace
- Not being aggressive or insulting to local populace

Remember, if you look affluent, you may be a target for a thief. Dress modestly and be discreet.

- Men, if possible, keep your wallet in your front pocket. You can frustrate pickpockets by wrapping rubber bands around your wallet or placing the wallet in your pocket sideways.

- Women, if possible, don't carry a handbag. They are considered an easy target for thieves.
- If you need to carry a handbag, do not carry money or identification in it. Place your valuables on your person.
- Money belts/pouches worn on the outside of clothing or loosely hung around the neck are easily cut or ripped off.

4.3. Final Prep (*T-30 to T- Travel*)

4.3.1. DTS Authorization. FAOs should submit travel authorizations in DTS IAW Joint Travel Regulations (JTR) and program specifications provided by AFCLC and detailed in Appendix 4. Authorizations should reflect accurate travel dates, per diem rates, locations, meals, and lodging arrangements particular to each leg of the IRT. Airline itineraries should be submitted to the AFCLC after signing authorizations in DTS. Please note that DTS reservations for flights on foreign carriers may not be processed until 48 hours in advance of the flight.

4.3.2. APACS Approval. FAOs should submit a pdf version of their *approved* APACS requests to AFCLC (Appendix 2).

4.3.3. Visa Receipt. FAOs should work with the language vendor to facilitate visa processing and confirm with AFCLC once all visas have been received.

4.3.4. Supplies. Equipment such as mosquito netting may be supplied by the FAO's owning unit. However, this is not guaranteed. In some cases, FAOs may need to buy supplies out of pocket (not reimbursable on travel vouchers). Check early with your UDM or medical officer.

4.3.5. Arrival Plan. The Travel vendor will prepare an Arrival Plan to facilitate information exchange between the AFCLC, the participant, and the vendor or sponsor regarding airport pickup and lodging.

4.4. Travel

4.4.1. Check-In. Within 24 hours of arriving at each location or immersion leg FAOs should send an e-mail to the AFCLC at afclc.leap.admin@us.af.mil to notify of a safe arrival.

4.4.2. Non-Reimbursable. Per the JTR, laundry, phone and internet are not reimbursable expenses via DTS. FAOs should contact their cellular provider for any international plans. Those who wish to have in-country cell phones, SIM cards, or WiFi access must expect to purchase them on their own. Laundry services is an expense to the FAO. These expenses are considered "incidentals" and are covered in the "meals and incidentals" portion of a FAO's per diem.

4.4.3. Supplementary Travel. While on the SE portions of their immersion, FAOs may be requested to participate in additional travel to support embassy operations or enhance their regional knowledge. FAOs are allowed up to \$1,000 in additional travel funds for the entire IRT, not per each location. Supplementary travel must be coordinated with the embassy and endorsed by an embassy sponsor. Requests must be submitted to the AFCLC NLT two weeks prior to the event date. Expenses will be reimbursed via the DTS travel voucher process. FAOs must take the lead to facilitate all associated country clearance paperwork, i.e. AT/FP plans, APACS, etc., necessary for supplementary travel. Any dual lodging costs must be approved by the DTS authorizing official.

Cultural immersions during the language and culture portions of an IRT are included as part of a prearranged package and invoiced to the AFCLC.

4.4.4. Vendor Support Concerns. Any concerns with the quality of vendor services should be addressed with the vendor POC first and subsequently the AFCLC if the situation is not resolved.

4.4.5. Emergencies. Emergency matters affecting life and limb should be brought to the attention of the In-country POC (ICP) immediately and the US Embassy, as needed. Follow Annexes B thru E of the AT/FP Travel Plan. Alert the AFCLC as soon as possible.

4.4.6. Emergency Leave. In the event of a personal emergency that requires the FAO to return home or otherwise leave his or her IRT location the officer must notify the AFCLC and/or travel vendor and make flight arrangements through the Commercial Travel Office.

4.4.7. Leave in Conjunction. Leave in conjunction with an IRT may be authorized by the AFCLC with endorsement by the member's commander. FAO's can request to take leave between IRT legs or at the conclusion of the final IRT leg. There can be no itinerary deviation and the FAO must coordinate all actions such as APACs, Passports, Visa, etc.

During leave the member is free to travel, but the DTS itinerary should not change. No constructed travel worksheet will be processed on DTS authorizations or vouchers due to leave in conjunction with IRT. While on leave status, participant is under authority of the appropriate Aircraft and Personnel Automated Clearance System (APACS) approving organization for Leave Travel as per the DoD Foreign Clearance Guide. While on leave, the member is no longer traveling in an official capacity with SAF/IA or AFCLC. AFCLC is not responsible for reimbursement of any cost associated with the leave request such as advance lodging or airline tickets, if the IRT is cancelled.

To obtain approval of leave in conjunction, FAO participants must complete a FAO Leave in Conjunction with In-Region Training worksheet, found in the LEADeR Library and submit to the AFCLC/LEAP Admin Org Mailbox, AFCLC.LEAP.Admin@us.af.mil NLT 45 days prior to the IRT start date. Late or incomplete forms will not be approved.

4.4.8. Per Diem Entitlements. As a general rule, if you are provided 1-2 meals per day in a homestay or hotel setting, you are authorized partial per diem. Indicate this under the Per Diem Authorizations tab in DTS by selecting "Provided" and checking "breakfast" and/or "dinner." If no meals are provided the appropriate per-diem rate applies (TDY is 30 days or less in a single location the rate is 100%; TDY is 31-180 days at a single location the flat rate is 75%.) This rate applies on day one of the TDY. If your lodging is being arranged by a travel vendor, you will not factor in lodging when creating your DTS Authorization. For questions refer to the Joint Travel Regulation, Table 2-21.

4.5. Post-Travel

4.5.1. DTS Voucher. FAOs must complete their voucher in DTS NLT 5 days after returning from travel. All receipts **MUST** be translated into English and all currencies must be converted into US dollars.

4.5.2. Security Debrief. Within 14 days of return, FAOs must receive an AFOSI (or equivalent sister Service function) security debrief.

4.5.3. After Action Report (AAR). Within 30 days of return, FAOs must complete and provide an After Action Report (AAR) to AFCLC. This AAR is intended for the FAO to provide details on the experiences gained during both types of training during the immersions, Language and Strategic. Comments should be focused on the training pieces. Failure to do so may postpone FAO certification.

4.5.4. Post-IRT survey. Approximately 5 days before return from the final leg, the FAO will receive an email from AFCLC regarding the completion of the post-IRT survey. This is a mandatory requirement for all FAOs to complete within the prescribed timelines. These surveys are used to collectively score or rate the logistical effectiveness of the IRT, travel preparation, lodging, transportation and learning effectiveness by program.

Table 4.0. IRT Locations Utilized

The AFCLC selects IRT locations based on a number of factors to include SAF/IAPA input, DAO or Security Cooperation Office (SCO) relationships, nature of language/culture and strategic engagement learning opportunities available, force protection and force health considerations, and past lessons learned.

The following list may provide insights for planning IRT itineraries. Future locations are not necessarily limited to this list, and some of the countries listed below may no longer be available due to changes in CCMD guidance and/or country conditions. Refer to AFI 16-109, *International Affairs Specialist (IAS) Program*, for a complete country breakdown by FAO region.

Region	Countries
AFRICOM	Benin, Botswana, Cote D'Ivoire (Ivory Coast), Djibouti, Gabon, Morocco, Mozambique, Rwanda, Senegal, Sierra Leone, South Africa, Tanzania, Togo, Tunisia, Uganda
CENTCOM	Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Oman, Qatar, Tajikistan, Turkmenistan, United Arab Emirates, Uzbekistan
EUCOM	Armenia, Azerbaijan, Belgium, France, Georgia, Germany, Latvia, Moldova, Ukraine
PACOM	Brunei, China, India, Indonesia, Japan, Malaysia, Mongolia, Myanmar, Nepal, Philippines, Singapore, South Korea, Sri Lanka, Thailand, Vietnam
SOUTHCOM	Argentina, Brazil*, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Honduras, Nicaragua, Panama
NORTHCOM	Mexico

*Not during Feb/Mar Timeframe

5.0. IRT Objectives

Language	FAOs are expected to build their language skills through established in-country schooling and via personal study through contact with the local population, local reading material, television and other communication means. Officers should use the IRT to build a professional and working knowledge of foreign and diplomatic terminology. Although FAO's are expected to maintain the SAF/IA standard of L2/R2 on the DLPT, in order to be fully functional in the assignment a proficiency goal of L3/R3/S3 is desirable.
Regional Experience and Knowledge	Regional experience and knowledge is gained through work with or observation of political-military affairs, political, cultural, sociological, economic and geographic factors of the country and region. It is also obtained through the understanding and fulfillment of specific AF, DoD, and US Government (USG) regulations and requirements pertaining to official travel and operations. Additionally, exposure to the local community and society via informal discussions of current events in FAO target languages will further aid in developing professional-level skills.
Embassy Organization and Operations	FAOs should gain practical experience and a working knowledge of the American embassy's administration, support structure, and operations. They must work primarily to develop understanding of DoD embassy officials and entities such as the DAO or ODC. FAOs should be cognizant of different yet equivalent titles in a region, such as Office of Military Cooperation or Joint U.S. Military Assistance Group
US Policy Goals and Formulation	Officers should develop a working knowledge of US policy, formulation and implementation in the region. Additionally, they should become familiar with the interagency policy formulation process and how it is executed by embassies around the world.
Regional Military Involvement	FAOs should seek practical experience working with foreign military or civilian leadership. As practical, FAOs should attempt to meet with foreign counterparts and attend briefings and combined training exercises. FAOs should become familiar with structures, equipment, and traditions of the militaries in the region. FAOs should always obtain approval from the DAO/SCO prior to engagement.

6.0. Strategic Engagement Preparation

Key to a successful strategic engagement is pre-departure preparation by, speaking to FAOs who recently visited each location on your itinerary, mapping out projects with your embassy sponsor, and preparing research questions.

Prior to beginning the first strategic engagement it is recommended the FAO read *Inside a U.S. Embassy – Diplomacy at Work* by Shawn Doorman, as this book discusses the duties and inner workings of a U.S. Embassy

To gain some familiarization with the Security Cooperation Office, the Defense Security Cooperation Agency (DSCA) offers online learning through the Defense Institute of Security Cooperation Studies (DISCS) website. It is highly recommended by DSCA and SCO's to complete the two online level courses, *Security Cooperation Management Familiarization Course (SCM-FA-OL (SCM 101))* and *Security Cooperation Management Orientation Online Course (SCM-FA-OL (SCM-201))*. These courses are an excellent source of information for SCOs. Refer to Appendix 9 for the link for course information and registration.

Preparation Strategy:

- Ask your AFCLC regional director and/or embassy sponsor for contact information on FAOs who are interning or recently interned at your assigned embassy. You may also use the Networking Tab in LEADeR to identify FAOs who have recently traveled to your region.
- Engage with your embassy sponsors to determine what projects, exercises, operations, and site visits they recommend during your time in country. Ask if any special uniforms may be required, e.g., mess dress?
- Ensure proper security clearance paperwork is processed before you leave to prevent unnecessary downtime or access obstacles.
- Prepare a broad training outline, based on your research.
- Select research questions to begin investigating upon arrival.

6.1. Sample Research Questions.

Embassy Strategy:

- How do the DOS and DOD execute foreign policy?
- How does National Strategic Guidance relate to this region?
- How is national guidance translated into specific goals and objectives at the regional and country level?
- What are the Combatant Command's priorities and activities in your particular region and how is the Theater Campaign Plan (TCP) developed?
- What is the SCO's role in the development of the TCP, and what is their role in coordinating and de-conflicting it with the Embassy's Mission Plan?

- What is 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?
- How does the DAO and ODC provide input to the Ambassador's Mission Strategic Resource Plan?

Embassy Operations:

- How does the ODC operate? NOTE: In some countries ODCs are referred to as MAG (Military Advisory Group), MILGP (Military Group), SAO (Security Assistance Office), or SCO; while the names may be different, they are essentially the same organization.
- Who are the primary and tertiary offices you should talk to about working pol-mil issues? Political officer, econ officer, security officer, OSC chief, Defense Attaché, etc.
- What are some Embassy Administration and Offices available to visit and/or intern?
 - General Services Office
 - Regional Security Office
 - Budget and Finance
 - General Housing Committee
 - International Cooperative Administrative Support Services
 - Political, Economic, Consular, and Justice offices
 - Agriculture, Commercial, and Legal offices
 - US Agency for International Development
- How do these offices support and interact with DOD agencies?
- How does the embassy define and implement policy, goals, and activities in these offices?
- How does the US operate and interact across all Joint, Interagency, Intergovernmental, and Multinational Environments?

Military Partnerships:

- What is the US relationship with the host nation, both military and Dept. of State? Some countries have great political relationships, but others have contentious military relationships.
- What are the major bilateral agreements between the US and the host nation? Political bilateral, military bilateral, Homeland security/FBI bilateral agreements?
- To which political and economic organizations does the host nation belong, and how does that affect the relationship with the USG?
- What are the major Security Cooperation programs with the host nation?
- What major mil-to-mil engagements do we have with host nation?
- What are the contentious issues that challenge the host nation and USG relationship?
- What are the key economic or cultural factors of the host nation that make it a challenge to execute US policy?

- In what security assistance activities, e.g. Foreign Military Sales, Foreign Military Financing, International Military Education and Training, the Humanitarian Assistance Program, and Combined Operations & Exercises does the embassy operate?
- How are combined operations and exercises planned, coordinated, and executed?
- What are the goals of operations or exercises (What do we, the U.S., get out of it? Why are we doing it?)
- Which Non-governmental organization (i.e. Red Cross), Intergovernmental Organization (i.e. UN organizations) and other US Government organizations (i.e. Peace Corps) that affect or impact US interests in the host nation?

Appendix

Appendix 1 – Air Force Biography Guidance

Refer to AFH 33-337, *Tongue and Quill*, Chapter 20 for guidance on preparing The Official Biography. A biography gives the reader some insight into who you are, where you've been assigned and the jobs you have handled. It should also include your education, awards, and if rated, flying hours and the type of aircraft experience. The official Air Force Biography includes an official Air Force photograph. **This document represents you so it's critical to be accurate and current.**

It is important to follow the recommended format so that there is consistency of presentation, style, and length of information. A "corporate look" needs to be maintained so readers are not confused going from one biography to another. Also, it makes for ease of distribution whether the biography is printed, posted on a web site, or sent by e-mail. See <http://www.af.mil/AboutUs/Biographies.aspx> for examples.

FORMAT FOR BIOGRAPHY

Rank and Name (ALL CAPS)

First paragraph. Rank/Mr.; Mrs.; Ms. and Name, Duty Title, Unit/Organization, Base/City and State. (Include a short statement of current job responsibilities. If included, the statement must conform to current policies concerning Internet security.)

Second paragraph. *Courtesy title* (i.e.: Major Smith; Mr. Smith; Ms. Smith) is a (year) graduate of (college). Begin a brief nontechnical narrative (two short paragraphs) in chronological order of military/civilian career, including more prestigious tours of duty and locations. Avoid listing every assignment.

Duty titles, not job descriptions or designations, will be capitalized. (Example 1: His staff tours include duty as Manager, name of Section/Directorate. Example 2: Major Smith served as (Duty Title or job title.) He managed the logistics group in Europe, including duty in special interest projects (name project) for the commander.

Third paragraph. If needed, continue job information. Insert relevant language, region, and culture experience. **DO NOT** include family information.

EDUCATION

(In chronological order, list year, type of degree earned, field in which earned, school attended, and location. Executive courses should include the year, full name of course, school attended, and the location [city and state].)

1965 Bachelor of Science degree in (degree), Syracuse University, Syracuse, NY

1976 Air Command and Staff College, Maxwell Air Force Base, AL

1976 Master's Degree in Business Administration, Auburn University, AL

ASSIGNMENTS

Show service from beginning month/year assigned to ending month/year, position, unit assigned, location. (Civilians may list year to year only. Career Chronology will include military and civilian assignments for civilians who have served in the Armed Forces. For their military assignments include year-to-year, position, unit assigned, and location. Duty titles will be capitalized; job descriptions or job designations will not.)

1. Month and Year – Month and Year, job description, organization, Base/City, State.

2. Continue entries to present assignment showing dates, duties, and locations. The last entry in the assignments section should match the first line of the biography. **NOTE:** Significant temporary duty assignments within a normal duty assignment should be included in the same entry with the main assignment. Example: 3. Month and year – Month and year, job duty, unit, Base/City, State (Month and year – Month and year, job duty, unit, Base/City, State). The assignment in parenthesis is the temporary assignment.

MAJOR AWARDS AND DECORATIONS

If an award needs to be explained, it should not be included in this section. Instead, include the information as part of the narrative in paragraphs 2 or 3.

Vietnam Service Medal

Republic of Vietnam Campaign Medal

Kuwait Liberation Medal (specify Government of Saudi Arabia or Government of Kuwait)

OTHER ACHIEVEMENTS (Optional)

2000 “Who’s Who in America”

PUBLICATIONS (Optional)

“Titles of Books/Published Articles,” Name of publication and the year published

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS (Optional)

(List memberships or former memberships within last 5 years only)

Air Force Association

Order of Daedalians

Women’s Bar Association

EFFECTIVE DATES OF PROMOTION: (CHRONOLOGICAL ORDER)

(Current as of January 2003)

ADDITIONAL INFORMATION:

1. When preparing a biography, list the name and address of the organization owning the biography on the top portion of the first page.

2. Only official Air Force photographs may be used on the biography. Post the photo on the *right* side of the narrative.

Appendix 2 – APACS

FAOs will fall under either COM or CCMD security authority, depending on the nature of their IRT leg. COM authority applies to those serving at Embassies. CCMD authority applies to those attending language schools not associated with Embassies. While under CCMD authority, FAOs may still be under COM (operational control) authority. In this situation, FAOs may be able to access administrative support from the embassy on an exception basis (i.e. Customs clearance, mail, visa support, etc.), but will not have access to embassy security resources.

Generally, travelers will need to have the following information before submitting an APACS request: a) Travel Dates b) Travel Country & City c) Language School/POC Name, Address, Phone, and e-mail.

Regardless of one's specific destination, any official travel overseas will require completion of pre-travel training and some countries may require the traveler to enter the completion dates in APACS.

Anti-Terrorism (AT) Level 1: All regions; refer to the FCG for required completion date prior to travel; <https://atlevel1.dtic.mil/at/>

Isolated Personnel Report (ISOPREP): All regions; refer to the eFCG for required completion date prior to travel; SIPRNet website; See local UDM or intelligence shop for assistance. There is one SIPR terminal at DLI located in the Army Security office, on the ground floor of Rasmussen Hall, building 614 (POC Angelica Seivwright)

SERE 100: All regions; refer to the eFCG for required completion date prior to travel; <https://Jkodirect.jten.mil>

Travel Tracker/Individual Anti-terrorism Plan: PACOM only; <https://iatp.pacom.mil>

Human Rights Awareness Education: SOUTHCOM only; within last 12-months; <http://jko.jten.mil/>; Course number: J3SN-US649-HB

General Order 1: SOUTHCOM only; mandatory to read and comply; https://www.fcg.pentagon.mil/static/SC_GO_1_1_Mar_2013.pdf

Medical Assessment: Immunizations & Public Health for travel to [Country X]; AFRICOM only; (https://www.fcg.pentagon.mil/static/AFRICOM_TRAVEL_HEALTH_FORM.pdf) Each location will require you to submit an APACS request online. Although you may not be able to complete and submit the request until you have more details about your program, you should register for an account and complete the training now. You can find account registration instructions and the training link on the APACS website: <https://apacs.dtic.mil/apacs/login.jsp>.

HTSOS/FACT: Applies to certain High Threat High Risk (HTHR) posts; valid for 5 years. Enrollment procedures are found at the DOS Foreign Service Institute (FSI) website, <https://fsitraining.state.gov/Home/Index/8>.

You will be required to submit your APACS request online 30-45 days prior to your projected arrival date in country. Even if some of your information is missing, go ahead and submit; you can always provide an updated later. *As soon as you create your APACS request (and NLT T-30 Days), you MUST send AFCLC Staff your APACS ID number*—Staff will not be able to see your request in the system but may need to

reference the ID number later. **We will need a pdf document of your approved APACS. To be complete the APACS must have approval from both Country and Theater clearance authorities.**

In accordance with instructions or at the request of AFCLC, please follow these steps to upload a copy of your APACS submission in PDF file form to your LEADeR account documents area:

Instructions for saving a copy of your APACS Submission/Approval to LEADeR.

- Step 1- Access your APACS Submission by clicking on the Status under the **REQUEST STATUS** Column



- Step 2- Scroll up to the top of the page and click on **EXPORT TO FILE....**



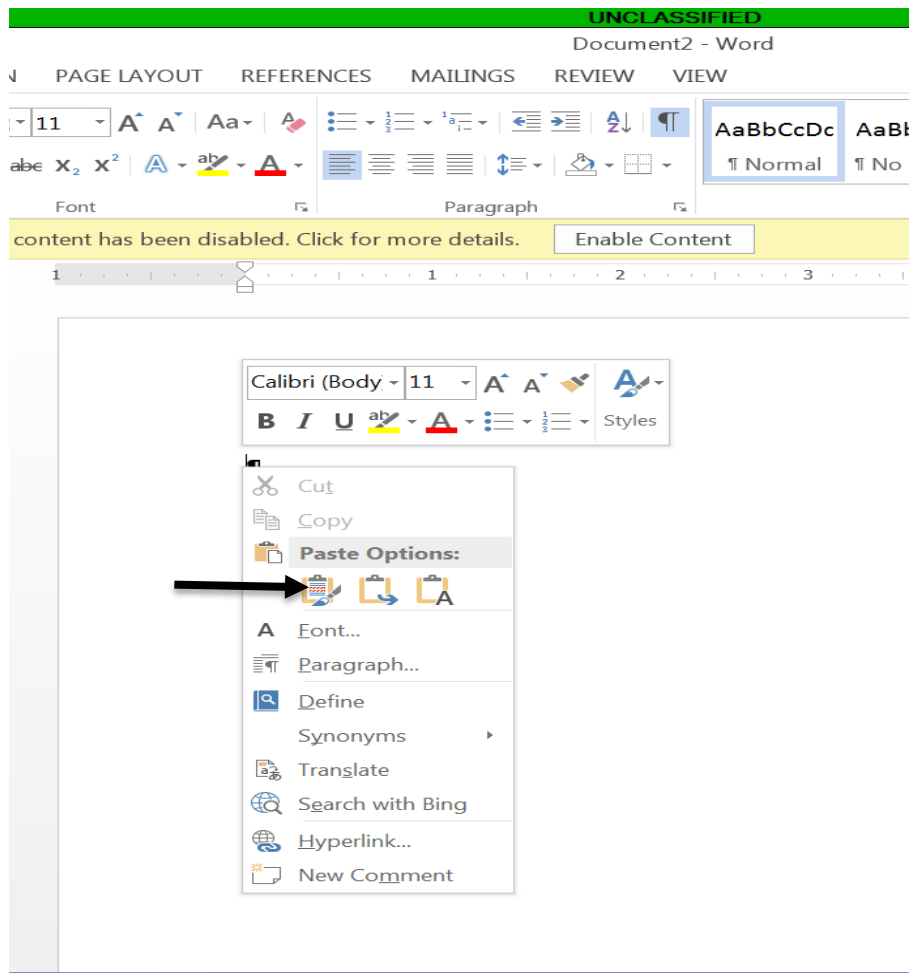
....and click **HTML**



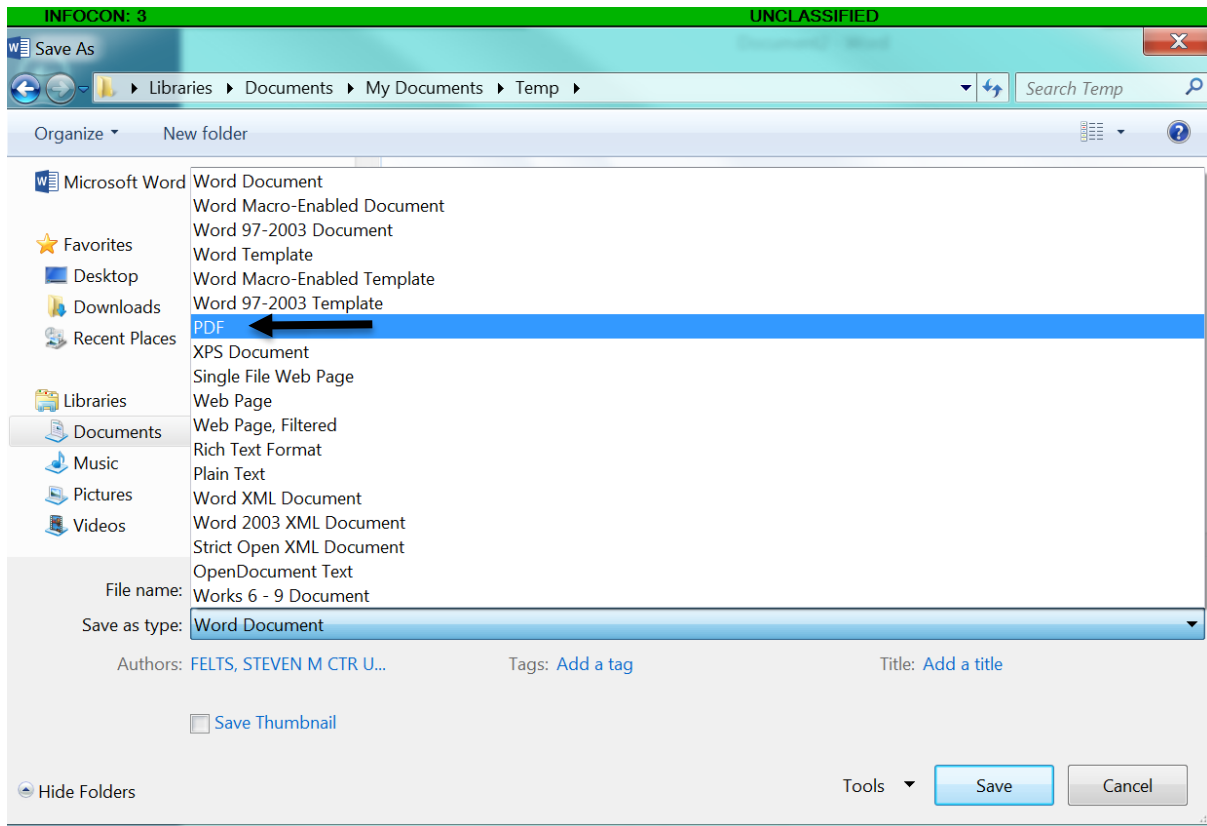
- Step 3- When you click **HTML** a new tab or window will open that has a copy of your complete APACS submission. From the main menu area click **EDIT**, and then **(1) SELECT ALL**. After select all, click **(2) COPY**, which will copy your whole submission.



- Step 4- Open up a Blank Word Document and **PASTE** the submission into the blank document. Within the **PASTE OPTIONS**, choose the option below which is **KEEP SOURCE FORMATTING**.



- Step 5- Your APACS submission is now in the document in an editable format. If it isn't you may need to go back and repeat the directions. **SAVE** your APACS submission as a PDF File



- Step 6- You now have a complete APACS submission to be uploaded to your LEADeR Account.

This process allows your Travel Manager to verify your APACS status, and review your submission for possible errors or items that might need to be added, deleted, or changed.

Appendix 3 – Vendor Services

The AFCLC will make arrangements with one or more private companies who will facilitate in-country transportation, language school instruction, and lodging accommodations. In cases where embassy-procured transportation is more cost-efficient and effective, the AFCLC may make those arrangements.

Overall Guidance. At least two weeks prior to your IRT leg, the vendor will provide information on the language and cultural program along with information on the country, safety considerations, and travel tips such as a suggested packing list.

Transportation. Transportation for the following situations may be provided:

- Transportation to and from the airport/host family or accommodations
- Transportation to and from local embassy for official embassy immersion duties
- Transportation to and from planned programs, activities, and excursions
- Transportation to and from cultural planned programs, activities, and excursions

Accommodations. To increase the effectiveness of the Language and Cultural immersion portions of the IRT, most FAOs will be placed in a home stay environment. In the event that home stays cannot be arranged or are not permitted by the host-nation Regional Security Office (RSO), other accommodations, such as dormitories, apartments, or hotels, will be provided to the FAO (arranged by the language vendor). Home stay families will primarily host only one FAO at a time; no other students should be staying with the host family. On rare occasions a LEAP participant may be housed at the same home stay family if necessary and only if pre-approved through the LEAP office. Home stay families must provide a receptive family environment and all of the following:

- A clean, private, ventilated, well-lit room furnished with a bed (including linens and one pillow) and space for coursework.
- Environment free of any communicable diseases, including TB; free of rodents/ pests.
- Environment capable of maintaining a reasonable degree of comfort (around 65° F).¹
- A clean, indoor flushable toilet that affords privacy.
- An indoor bathtub or shower with clean hot and cold running water.²
- Access to an indoor sink with clean hot and cold running water.³
- Access to a phone.
- Access to laundry facilities.
- Storage space for four one-liter bottles of water in a refrigerator.⁴

Keep in mind housing standards will vary greatly between regions (i.e. Sub-Saharan Africa vs. Europe, etc.) Remain flexible and have an open mind; try to learn from every experience and use common sense with maturity when assessing conditions in a home stay or other lodging environment. If an officer feels unsafe in the family they should alert the school, the contracted provider or the AFCLC.

Meals. On the day of the arrival, home stay families will provide a meal appropriate to the time of arrival. Students who are not staying with a home stay family will be reimbursed for the cost of this initial meal in the travel voucher at the conclusion of his immersion. On the day of departure, the home stay family will provide a morning, and if necessary, a noon meal. Students not staying with a home stay family will be reimbursed for the cost of this final meal in the travel voucher at the conclusion of his immersion. Students

¹ Student is moved to new lodging if environmental control systems fail for 48 hours.

² Student is moved to new lodging if the hot water fails for more than 48 hours.

³ Refrigerator may not apply in dormitory setting; contractor will make alternate arrangements

⁴ Ibid

will arrange their own lunch every weekday, utilizing personal funds. Lunch costs are included in the partial per diem that will be received after the travel voucher is successfully filed. The contracted vendor shall ensure students have reasonable access (within walking or metro distance) to eating establishments during their language schooling. Throughout the language and culture portion of the IRT, the home stay family or dormitory/hotel will provide each student with the following:

- Two balanced meals: breakfast and dinner, providing at least 1800 calories per day
- Water that is either bottled (drinking) or boiled (cooking)
- All food is subject to inspection by the in-country agent before preparation and considered safe for consumption

Security. In addition to the AT/FP plan required by some CCMDs, the vendor shall implement and administer a security program to ensure the safety and security of all students during both portions of the IRT. The contracted vendor shall provide an in-country representative who is available at all times and his or her contact information. The vendor is responsible for vetting security for lodging and school accommodations. As a secondary measure, the AFCLC maintains a 24/7 emergency number that will be provided to all IRT participants. Finally, all FAOs should keep the US embassy Post One phone number and DAO contacts listed in the eFCG available at all times. They are the official USG representatives who can assist you in the event of an emergency.

Cultural Excursions and Tours. The contracted vendor shall provide students with two visits per month to an institution, business, or cultural excursion.

The following are approved sites for cultural excursions: museums, banks, factories, cultural events (opera, ballet, concert, theater, etc.), and religious events/place of worship, school, government building, and manufacturing facility.

The contracted immersion coordinator shall also provide when applicable:

- Pre-paid admission (including tax)
- A list of vocabulary words germane to the cultural excursion (prior to departure)
- A guide possessing sufficient knowledge of the subject matter for each site

FAOs are also encouraged to actively seek out local cultural events to attend and experience outside of those arranged for them. Work with the school or the contracted vendor to de-conflict schedules should any event they wish to attend overlap with pre-arranged activities.

Instruction. The vendor shall arrange all instruction during the Language and Cultural study portion of the IRT.

The contracted vendor shall provide the following:

- A clean, well-lit facility capable of maintaining at least 65° F
- Qualified instructors (in the target language) with at least one year of adult language training experience
- Student to teacher ratio will not exceed 6:1
- Language Instruction:
 - Average of 4 classroom hours per day of language instruction, for a minimum of 48 hours of language instruction per month in the primary country. Minimum of 48 hours per month is encouraged to be exceeded.
 - Adequate levels of coursework to be conducted outside the classroom that will require concerted effort from the student and maximize interaction with host family and locals in the target language
 - Level of instruction must be tailored to student's proficiency level (grouped by skill level)
 - One-on-one tutor sessions for each student – average of 1 hour per day
- The instructor will provide a Weekly Lesson Plan and Detailed Itinerary.
- Instructor will conduct a language assessment the first day of class to assess the level of proficiency.

Health and Safety Concerns. Legitimate health and safety concerns include but are not limited to the following:

- NO access to running water for several days (home or work)
- NO protection from the elements (mosquito nets, closable doors/windows, some type of heating or cooling (even if only fan/blankets), etc.)
- NO room/building security (i.e. lockable door)
- Suspicious persons or suspicious activity in/near the place of work/lodging (i.e. groups of strangers hanging around the house while host family is away; strangers asking questions about American presence; etc.--these should all be reported immediately to the local RSO or equivalent).

Appendix 4 – IRT DTS Authorization

Print and follow this guide as you draft your DTS authorization (orders).

GTC: All expenses claimed on your travel voucher (receipts provided) must be purchased with your Government Travel Card (GTC). Please ensure you have a GTC that it is current, activated and working. If you do not have a GTC, you will need to work with your unit to apply for a card and request that it be expedited. The \$20 fee for expediting the card can be reimbursed on your travel voucher. Also, please make sure you have a working PIN for your GTC. If you do not, you can call the number on the back of your card and request a PIN. If you feel you may need cash for the trip, do the ATM withdrawals before you leave so you will not incur ATM withdrawal fees in a foreign country. If you plan to use your personal credit/debit cards for any purchase, give your bank a travel notification to prevent a freeze on your card from suspicious overseas activity.

GTC WITH CHIP: Many countries now require a special Visa or Master Card with an embedded chip and a PIN to purchase items or withdraw cash from ATM machines. If your current GTC doesn't have the chip and PIN, you may wish to obtain a GTC with the chip and a PIN prior to departure. Call Citibank at (800) 200-7056 (or 757-852-9076 for outside the U.S.) to request this. The reissue of the GTC takes approx. 7-10 business days.

TRAVEL DATES: For travel dates, please reference your IRT itinerary. Dates are flexible within a day, depending on availability. Coordinate variations with your AFCLC regional director, language vendor, and embassy sponsor.

TRIP TYPE: Indicate the 'Trip Type' as "Routine TDY/TAD". For 'Trip Purpose' put "Training Attendance". A brief statement such as "IRT, attending home stay Seoul, Korea" will provide sufficient explanation for the purpose and description of the TDY. There is also a place for comments on the Travel Order where the traveler may identify anything irregular regarding your authorization.

AIRLINE RESERVATION: Book your flight through DTS. Maintain copies of your airfare receipt as you will need this for your voucher to be reimbursed. If you are having problems booking a flight, experiment with your departure times to get a better selection. If you continue to experience difficulties, contact your Commercial Travel Office (CTO). **Do not self-procure through a foreign flag carrier, this is not reimbursable on your travel voucher. Foreign flag carriers must be approved by the CTO.** If you have any changes to your airline tickets, please work with the CTO. For 24 hour emergency INSIDE the U.S. please call 1-866-576-4635; OUTSIDE the U.S. Int'l Collect, 210-877-6828. (www.carlsonwagonlit.com)

If you are approved by your CTO to book tickets outside DTS, insert them under the 'Travel' tab in DTS, then click on 'Other Transportation', and enter your airfare amount there. This will allow you to select GOVCC (government credit card) or CBA (centrally billed account) for those who do not have a card at this time.

PER DIEM ENTITLEMENTS: Under the "Expenses" tab, select "Per Diem Entitlements." As a general rule, you will receive 1-2 meals per day provided by the hotel or homestay and partial per diem. Indicate this under the Per Diem Authorizations tab by selecting "Provided" and checking "breakfast" and "dinner." If no meals are provided the appropriate per-diem rate applies (TDY is 30 days or less in a single location the rate is 100%; TDY is 31-180 days at a single location the flat rate is 75%. This rate applies on day one of the TDY). You will not factor in lodging when creating your DTS authorization. See <http://www.defensetravel.dod.mil/site/perdiemCalc.cfm> for per diem rates.

RENTAL CAR RESERVATION: For the vast majority of IRTs, participants are not authorized rental cars. In the rare instance the nature of your IRT arrangement necessitates a rental, you will be required to book the car through DTS due to the exclusive government insurance rates and coverage offered. If you do not book through CTO, you assume full personal risk.

FUND CITE: Make sure you have been received into your organization's hierarchy and/or have not moved hierarchies. Prior to Date T-60, SAF/IAPA should cross-org you to their fund. At the accounting screen, select the "18 IAS TNG" fund cite then select "SAF/IA RAS Officers". If you do not see the IAS label when you are preparing your orders, please let SAF/IAPA know. ****Please do not pick a different label as you will be selecting a fund cite not associated with IRT training.****

MANDATORY REMARKS: Under the 'Review/Sign', 'Other Authorizations', add these items:

- OTHER- Insert the statement, "We considered VTC as well as other alternate methods of communication to accomplish this mission. However, the alternate communication methods are not sufficient to accomplish the travel objectives. Such means are insufficient to meet the mission objective of Language and Culture immersion."
- PERSTEMPO Code E (Individual Training)
- VARIATIONS AUTHORIZED (insert the statement-mission directed)

Under the Pre-Audit screen you MUST provide an explanation for flagged items.

CHECKING APPROVAL STATUS: To check the status of your orders in DTS:

- (1) Click on the "Official Travel" tab, then click "Authorizations". Click on "View/Edit." Open the Document VIEW-Only (Do not un-check box unless you want to route the orders back to you). Click on the "Digital Signature" tab. Check the pending routing actions.
- (2) Unless you are scheduled to depart within 48 hours, do not contact AFCLC regarding authorization approval.

Appendix 5 – IRT DTS Voucher

Print and follow this guide as you draft your DTS voucher.

File your travel voucher within the required 5 duty days when you return from your TDY. This will help keep your Government Travel Card in good status, not delinquent.

REQUIRED RECEIPTS: Required receipts are airfare, lodging, rental cars, registration fees, and anything \$75 or more. The CTO-issued airfare itinerary (with costs, dates, and locations, and CTO fee) is mandatory. **WITHOUT THESE RECEIPTS, YOUR VOUCHER WILL BE RETURNED AND YOUR VOUCHER PAYMENT MAY BE DELAYED.** DoDFMR 7000.14R Vol 9, Ch. 2 still states that receipts for all lodging expenses must be provided, even if the JTR states otherwise. Please label in DTS.

CURRENCY CONVERSION: When traveling OCONUS you must convert your receipts from foreign currency to US dollars. You must indicate this conversion directly on the receipts before you scan them. Refer to <http://www.oanda.com/currency/converter/>. Foreign conversion fees are reimbursable.

LODGING TAXES: When traveling OCONUS, lodging taxes or VAT are rolled up into your lodging costs. They are not separated out.

AIRFARE ITINERARY/RECEIPT: For your airfare receipt, you will want to use the one that was emailed to you 2-3 days prior to your trip. **This is your official receipt for airfare and shows the paid ticketed amount for your travel.** To save this receipt and upload it, please do the following: Make sure you have taken the receipt provided by CTO, switched it to HTML, copied the info and pasted it into a word document. Save this as a PDF and then upload it into DTS for your airfare receipt. If you cannot find your airfare receipt please go to <https://mytripandmore.com/>. Please include all airline receipts/itineraries to include cancellations, refunds, and changes.

Make sure that figures reflected on the “Expenses Summary” under the “Accounting” tab correspond **EXACTLY** to the sum of your receipts.

GTC PAYMENT: If you used your GTC to obtain cash from an ATM and need to send more money to your GTC on your voucher, you can do so by going to the Additional Options tab, then to Payment Totals. At the bottom of the screen is a break out of your TDY expenses and an option to send more money to your GTC. Add the amount there and select >Calculate. This will result in you not having a residual balance on your card.

NON-REIMBURSABLES: Other things to note and consider. Laundry, phone calls, disposable cell phones, ATM fees are **NOT** reimbursable; they are covered by your M&IE. If you claim them on your voucher they will be removed and not reimbursed. Your Citi Bank bill is not a viable form of receipt. If you use it as a receipt your voucher will be returned. Refer to the Joint Travel Regulation, Annex G for more details: <http://www.defensetravel.dod.mil/site/travelreg.cfm>

Appendix 6 – Contacts / POCs

AFCLC

Primary - afclc.leap.admin@us.af.mil Secondary - afclc.language@us.af.mil
[LEADeR website - https://cmsweb.maxwell.af.mil/Leap](https://cmsweb.maxwell.af.mil/Leap)

SAF/IAPA

Organizational email - usaf.pentagon.saf-ia.mbx.saf-iapa-ias@mail.mil

DLI

GTC & DTS Accounts

311 TRS: TRS/CSS, Bldg. 627B, Rm 110, 831-242-6054; DSN: 768-6054

314 TRS: TRS/CSS, Bldg. 627A/Behind Glass 831-242-4178; DSN: 768-4178

ISOPREP/Briefs/JPAS

517 TRG Security Manager:

NPS

GTC - AFIT:

Comm: (937) 255-8400 Ext 3617; DSN: 785-8400 Ext 3617 (831) 214-9517

DTS Accounts

NPS Travel Office: 1 University Circle, Herrmann Hall, Bldg. 220 – Rm. 038 Comm. (831) 656-2041, DSN: 756-2450

DTS Technical Support Help Desk

866-817-5245 ext. 2

ISOPREP/Briefs/JPAS

NPS Security office, Comm: 831-656-2450, DSN: 756-2450

Passports / Visas

NPS Passports: 1 University Circle, Herrmann Hall – Rm. 038 Comm: 831 656 1855; DSN: 756-2247 or DSN 424-1855,

NPS Travel Office: 831-656-2041, DSN 756-2041

SATO Travel

NPS Bldg. 300, 855 744-4657 | FAX 866 352-9235 (both toll-free), after hours: 800-359-9999 (toll-free)

Appendix 7 – Travel Tips

Acclimatization. Please expect a period of acclimatization (particularly to weather, time difference, and food) that could last for the duration of your IRT leg. **Why?** People adjust at different rates to different environments, especially with respect to heat/cold/humidity tolerance and digesting various types of food. Even American-prepared food in foreign countries can take some travelers about a month to adjust and digest normally.

Cash. Do not carry large sums of cash. Carry enough money in USD and foreign currency to get by in country for a few days or weeks. If you choose to bring USD, recommend smaller bills \$1, \$5, or \$10. A vendor or merchant who accepts USD may not be able to make change. ATM use abroad generally incurs currency conversion fees as well as machine usage charge. Be prepared and check card statements online for correct charges. This charge is reimbursable; refer to Joint Federal Travel Regulations, Volume 1 (JFTR) Uniformed Service Members, and Appendix G: Reimbursable Expenses on Official Travel.

Cell Phone. If you plan on using your own communication device while abroad, consult your carrier about overseas charges and international plans. You should also research your specific device in case there are specific settings that might unintentionally incur extremely high international fees (e.g. the “data roaming” feature on the iPhone).

Common Access Card (CAC). Ensure CAC is current through end of IRT.

Credit and Debit Cards (Personal). If you plan to use your personal credit or debit card, call your bank to put a travel notification on your account so they do not put a hold on it for use in a foreign country. Also, make sure you have the necessary phone numbers to your banks in case you experience problems abroad.

Gifts. Review AFI 51-601 for guidance on gift giving (not required on IRT, but may be culturally appropriate).

Luggage. Although each FAO is authorized up to \$500 for excess baggage for the entire IRT, pack efficiently and research published weight limits for airlines prior to arriving at the airport. Intra theater trips with local airlines generally have stricter limits on luggage. If a FAO has multiple or heavy bags, consider shipping personal items, **which is a non-reimbursable, personal expense**, via postal service as it may be less expensive, less to carry, and finally shipping may be tracked and insured.

Shipping Personal Belongings. Consider shipping personal belongings home via postal service prior to departing each IRT location, especially when baggage exceeds maximum weight allowed for airlines. Postal services often offer insurance and tracking on parcel mail. This is a personal, non-reimbursable expense, but may save the FAO money and hassle in the long run.

Appendix 8 – FAQs

Who is the first American that I should contact in case of an emergency during my immersion? In the event of an emergency you should contact Post One at the nearest U.S. Embassy. Contact information is available in the FCG.

Can I take PCS house hunting Permissive TDY in conjunction with my IRT? No.

What do I do in case of a family emergency? In the event that you are required to return to your home of record for emergency leave, notify the AFCLC and make arrangements immediately. The same procedures will apply for immediate extended family, i.e. parents, grandparents, siblings and in-laws. All other emergency leave requests will be addressed on a case by case basis.

How do I obtain a Vehicle Registration Extension Request (for Presidio of Monterey?) If your vehicle registration expires while on IRT, contact SAF/IAPA for an extension letter.

Who has UCMJ authority over me while I am on my IRT? NPS if assigned to NPS, DLI if assigned to DLI.

Who has force protection responsibility for me while in region? During the SE portion of an IRT the Ambassador, as COM and members of the staff such as the RSO, are responsible for force protection. When engaged in LC, the CCMD has force protection authority.

Are FAOs authorized FLPB during their IRT? : Officers selected for deliberate development who have achieved language proficiency of 2/2 or higher, but have not yet completed FAO training, are authorized FLPB at the Enhancement Rate for languages coded to their assigned region (ref AFI 36-4002 4.5.4)

Am I authorized clothing allowance? No. Only personnel assigned (PCS) overseas are authorized clothing allowance per AFI 36-3014.

What clothing should I bring? Ask your in-country Embassy POC and/or language school vendor. Be sure to double check on special events such as military balls that may be planned during your stay. Participants should dress appropriately for the weather and climate at their LITE location, taking into account professionalism and local cultural norms. Due to the amount of walking in many locations, comfortable shoes are recommended. Conduct research on appropriate attire for your LITE location and pack accordingly. Avoid wearing valuable items such as jewelry or watches, especially in crowded areas.

Is laundry provided at no cost or is it reimbursable? No. The lodging contracts do not include laundry as a free provided service. Laundry cannot be filed on the voucher for reimbursement as it is an incidental expense associated with the Joint Travel Regulations Per Diem for the TDY country.

What are Requirements for Lodging Residence? Refer to Appendix 3.

What do I need to do to participate in events that aren't scheduled as part of my IRT? For any events which incur additional costs to the government (travel, lodging, full per Diem, etc.) submit a Supplementary Travel Funds Request.

What are allowed reimbursable expenses? Refer to JFTR, Volume 1, Uniformed Service Members, Appendix G: Reimbursable Expenses on Official Travel.

What should I do if I have an issue during the IRT (substandard living conditions, less than two meals per day, failure of contractor to meet specified requirements, etc.)? Try to resolve the issue with the vendor and alert the AFCLC if necessary.

What should I do if I have allergies, or food or health concerns? Address all concerns with the AFCLC and vendor during the **planning stages** of the IRT. If in country and you have problems, coordinate with the local vendor representative. Be polite, use tact and diplomacy in how you handle the issue with your host family.

Am I authorized Family Separation Allowance? Yes, as long as you meet the minimum TDY length requirement.

What should I pack? Are Excess Baggage fees authorized? You will need to work with the Attaché to determine uniform requirements. Refer to Joint Federal Travel Regulations, Volume 1 (JFTR) Uniformed Service Members, Appendix G: Reimbursable Expenses on Official Travel.

While I'm on my Immersion, my family will be living somewhere other than Monterey. Will the government pay for me to put my stuff in storage while my family stays at (X location)? No. Government moves are only funded upon PCS. If you decide to make movements prior to having PCS orders, you must pay for these out of pocket.

Are accrual vouchers required for IRTs? Accrual vouchers are now required for IRTs; however, they're called partial payments when you use DTS. Travelers can locate this function when they select "Additional Options" in DTS. Once you have selected partial payments, DTS will automatically schedule your payments and make them for you while you are gone. You will be able to view the schedule before you sign the authorization.

Can I bring my family? Family members are not permitted to accompany the FAO during immersion training. Family members can join the FAO when in leave status only. Any associated expenses are not reimbursable.

Can I take leave during my immersions? Yes, leave is permitted with pre-coordination. Leave can be taken either at the end of the IRT or in between separate legs of the IRT. For leave between legs, maximum length is 7 days. Leave cannot interfere with any follow-on training or assignments. You must submit your leave request to AFCLC on a Leave in Conjunction form NLT 45 days before the start date of the full IRT. There can be no deviations from the scheduled itinerary. It is understood any expense associated with leave is on the member. For further questions contact AFCLC at the org box, afclc.leap.admin@us.af.mil.

Appendix 9 – Links

(See Appendix 2 for Additional Training Links)

AFCLC (Field Guides)

http://culture.af.mil/products_fieldguides.aspx

DTS

<http://www.defensetravel.osd.mil/>

[DTS Travel Explore \(TraX\)](https://www.defensetravel.dod.mil/site/trax.cfm)

<https://www.defensetravel.dod.mil/site/trax.cfm>

DTS Per Diem Rates Query

<http://www.defensetravel.dod.mil/site/perdiemCalc.cfm>

Foreign Clearance Guide

<https://www.fcg.pentagon.mil/fcg.cfm>

LEADeR

<https://cmsweb.maxwell.af.mil/Leap>

NPS Travel

<http://www.nps.edu/Travel/>

NPS Travel Wiki

<https://wiki.nps.edu/x/oIA7HQ>>

TRICARE

<http://www.tricare-overseas.com/ContactUs/ContactEUR.html>

US Department of State – US Bilateral Relations Fact Sheets

<https://www.state.gov/r/pa/ei/bgn/index.htm>

eCountry Clearance

<https://ecc.state.gov/security/EccLogin.aspx>

US Department of State – Bureau of Consular Affairs

<https://travel.state.gov>

Overseas Security Advisory Council

<https://www.osac.gov>

Defense Security Cooperation Agency – Defense Institute of Security Cooperation Studies

http://www.discs.dsca.mil/_pages/courses/online/catalog/default.aspx?section=courses

Appendix 10 – Medical Clearance (DLI/NPS)

Individual Medical Readiness (IMR). Please ensure that your IMR requirements are up to date. You can verify your IMR needs by checking your status via the Air Force Portal, and search “My IMR”. These items include Preventive Health Assessment (PHA), Deployment Related Health Assessment (DRHA), Immunizations, Laboratory items, and Dental Class I or II. Your IMR requirements must be current throughout your Immersion.

Immersion. In order to be medically cleared for your IRT, you must complete the following:

- 1) Contact the Air Force Medical Office at (831) 242-5026 or via email at 517trg.medoffice@us.af.mil to initiate Immersion needs
 - a. Information includes:
 - i. Locations during Immersion
 - ii. Date of Departure
 - iii. Date of Return
 - iv. Length of Immersion TDY
- 2) The medical office will then load your Immersion template into your IMR needs that includes:
 - a. DRHA questionnaire IAW DoDI 6490.03 if traveling for more than 30 consecutive days.
 - b. Immunization needs IAW Areas of Responsibility Military Vaccination requirements. Appointment can be scheduled by contacting 866-957-2256.
 - c. Pre and Post Serum Laboratory requirements
 - d. Additionally, the medical office will verify PHA and Dental needs will not become overdue while on Immersion.
- 3) A face to face medical appointment will be scheduled once you have completed the required IMR items.
 - a. Interview and Physical Exam will be completed
 - b. Travel Medications to include chronic medication requirements will be provided
 - c. Anti-malaria Medications, DEET Cream, and Mosquito netting will be issued as necessary.

Post Immersion. Upon return from your Immersion, you will contact the Air Force Medical Office to schedule your appointment and additional IMR processing guidance.

- 1) Post DRHA Questionnaire completion
- 2) Post Labs as required

IRT Medical Questions. Please contact the Air Force Medical office at the Presidio of Monterey.

- 1) (831) 242-5026
- 2) 517trg.medoffice@us.af.mil

Acronyms

AAR	After Action Report
AFCLC	Air Force Culture and Language Center
AFH	Air Force Handbook
AFI	Air Force Instruction
AFOSI	Air Force Office of Special Investigation
AOR	Area of Responsibility
APACS	Aircraft and Personnel Automated Clearance System
AT/FP	Anti-Terrorism/Force Protection
CAC	Common Access Card
CBA	Centrally Billed Account
CCMD	Combatant Command
COM	Chief of Mission
CONUS	Continental United States
CTO	Commercial Travel Office
DAO	Defense Attaché Office
DLI	Defense Language Institute
DLPT	Defense Language Proficiency Test
DOD	Department of Defense
DODFMR	Department of Defense Financial Management Regulation
DoDI	Department of Defense Instruction
DOS	Department of State
DRHA	Deployment Related Health Assessment
DTS	Defense Travel System
DATT	Defense Attaché
eCC	Electronic Country Clearance
eFCG	Electronic Foreign Clearance Guide
FACT	Foreign Affairs Counter Threat
FAO	Foreign Area Officer
FAQ	Frequently Asked Question
FLPB	Foreign Language Proficiency Bonus
GOVCC	Government Credit Card
GTC	Government Travel Card
HTHR	High Threat High Risk
HTSOS	High Threat Security Overseas Seminar
IAW	In Accordance With
ICP	In-Country Point of Contact
IMR	Individual Medical Readiness
IRT	In-region Training
ISOPREP	Isolated Personnel Report
JAG	Judge Advocate General
JFTR	Joint-Federal Travel Regulation
JPAS	Joint Personnel Adjudication System
JTR	Joint Travel Regulation
LC	Language and Culture
LEAP	Language Enabled Airmen Program
LITE	Language Intensive Training Event
M&IE	Meals and Incidental Expense
MAG	Military Advisory Group
MILGP	Military Group
NPS	Naval Post-Graduate School

OCONUS	Outside Continental United States
ODC	Office of Defense Cooperation
PHA	Physical Health Assessment
POC	Point of Contact
RSO	Regional Security Office
SAF/IA	Secretary of the Air Force/International Affairs
SAO	Security Assistance Office
SCO	Security Cooperation Office
SE	Strategic Engagement
SOFA	Status of Forces Agreement
SOU	Statement of Understanding
TCP	Theater Campaign Plan
UDM	Unit Deployment Manager
USG	United States Government
VAT	Value Added Tax