

## Chapter 42 Public Affairs Functional Area

### 42-1. Unique features of Public Affairs functional area

*a. Unique purpose of Public Affairs functional area.* The Public Affairs (FA 46) functional area is an occupational specialty within the Information Operations Career Field where trained and experienced Public Affairs officers (PAO) respond to the requirements of the 21st Century information age. These officers provide their commanders with the expertise and guidance on conducting public affairs/information operations, which enhance a command's ability to collect, process and act on information. Since modern mass media and information technologies now involve the public immediately and intimately with events on the modern battlefield or in a peacetime garrison environment, Public Affairs officers must assist the commander in anticipating and dealing with the effects of mass media both on forward deployed forces and in the rear area while ensuring communication is maintained with internal and external audiences. With the technological advances in communications equipment, commanders cannot assume they will be able to control or monitor all of the information leaving the battlefield. As a result, Army public affairs programs will increasingly play a pivotal role in the overall ability of a command to meet its military objectives. The Public Affairs officer's principle function is to help the commander fight the information dimension of the modern battlefield. Public affairs is a potent information operations combat multiplier. The Department of the Army Chief of Public Affairs is the proponent for FA 46.

*b. Unique functions performed by Public Affairs functional area.* The public affairs (PA) mission is to keep the American people and the Army informed and to help establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war. This includes providing information to the soldiers and employees on their roles, keeping families advised on what is happening, explaining to the American public through varied media what soldiers are doing, maintaining effective relationships with communities and stakeholder groups and dealing with the issues that arise from media coverage or community interaction.

*c. Unique features of work in Public Affairs functional area.*

(1) Work within Army Public Affairs requires the application of professional and technical skills from the military and civilian sectors. Public Affairs officers are personal staff officers or staff principals and supervise PA staff sections or attached PA units. They serve as the principal Public Affairs officer or on the PA staff at division level and higher. They serve as instructors at the Defense Information School (DINFOS), Fort Meade, Maryland, and other institutions. They provide public affairs coordination at all levels of command and lead public affairs units and organizations. They are responsible for effective execution of the public affairs core processes:

*(a) Public affairs planning.* The process of continuously assessing operational situations for public affairs implications, developing solutions and monitoring the effects of implemented public affairs operations. This includes:

1. Preparation of PA estimates and advising commanders and staff members on global information environment issues likely to impact operations.

2. Development of public affairs courses of action, risk assessments, PA annexes and plans, information strategies and preparation of PA guidance. Conducting research on audience attitudes and perceptions of policies, programs and information needs.

3. Monitoring ongoing PA operations, assessing effectiveness and adjusting plans and operations as required by events.

4. Supervising and executing the public affairs planning, policy, research and resource management functions. This involves anticipating public affairs issues, developing solutions and conducting follow-up analysis.

*(b) Execute information strategies.* The development and execution of synchronized campaigns for using all available and appropriate methods of communicating messages to inform internal (command information) and external (public information) audiences and maintain two-way communication with those audiences. This includes:

1. Acquisition of information to support message development.

2. Production of stories, news releases, media products or other information products from acquisition source material. This includes all aspects of editing and producing a final product.

3. Distribution of products to target audiences through an appropriate medium; leveraging all appropriate components of the global information environment to achieve maximum audience penetration.

4. Protecting information from inadvertent public release; enforcing security at the source procedures and monitoring the operational security (OPSEC) implications of public affairs operations.

*(c) Conduct media facilitation.* The process of assisting media representatives in covering Army operations; maximizing their access to soldiers while also maximizing the commander's access to the media. This process includes:

1. Assisting media entry into the area of operations.

2. Registering media representatives.

3. Orienting media on coverage ground rules and ensuring they understand security policies.

4. Arranging interviews and briefings; coordinating unit visits and unit escorts.

5. Providing thorough and timely responses to media queries.

6. Embedding media in operational units.

7. Establishing and maintaining liaison with news media representatives.

8. Advising the commander on the regulatory requirements and DOD/Army policies regarding the timely release of information.

*(d) Conduct Public Affairs training.* The process of providing or coordinating PA training for soldiers, civilian employees and family members, as well as specialty training for PA professionals. This includes:

1. Training conducted at the installation or home station.

2. Integration of public affairs training into staff exercises, field exercises and combat training center rotations.

3. Management and support of professional development programs and training to support lifetime career progression of PA soldiers and civilians.

*(e) Community relations.* The maintenance of effective community relations contributes to the morale of soldiers and their families, directly supports public understanding of America's Army, enhances the projection and sustainment capabilities of Army installations and garners hometown support for soldiers and their families. Specific community relations efforts include:

1. Evaluating community relations programs and public attitudes through formal, developed feedback mechanisms.

2. Development and management of community relations programs such as commander's councils and speaker's bureaus.

3. Managing community interface programs such as hotlines and complaint resolution activities.

4. Identifying and responding to community issues.

5. Planning and arranging comprehensive special events, open houses, tours, speaking engagements, exhibits and demonstrations.

6. Development and coordination of installation-community cooperative ventures and support arrangements.

(2) The Public Affairs functional area currently has two areas of concentration (AOC). They are:

*(a) General Public Affairs officer (FA 46A).* Includes the majority of public affairs practitioners who are trained to accomplish the functions outlined in paragraph 42-1c(1) above.

*(b) Broadcast officer (FA 46B).* Officers with a professional or educational background in electronic media or broadcast journalism. Such officers command or serve as staff officers in support of AFRTS networks and operations. Officers serve in this AOC following training and an initial qualification assignment in AOC 46A.

## 42-2. Officer characteristics required

*a. Competencies and actions common to all.* Army officers must be premier warfighters who can effectively apply the four core dimensions of leadership: values, attributes, skills and actions. (For additional discussion of these leadership dimensions, see FM 22-100.) The four core leadership dimensions provide the basis for what a leader must be, know and do. The values and attributes set the basis for the character of the leader - what a leader must be. The skills developed by leaders establish his or her competence - what a leader must know. The actions that leaders conduct and execute constitute leadership - what a leader must do. The leadership framework describes a leader of character and competence who acts to achieve excellence across the spectrum of operations from total war, to operations other than war, to disaster relief and in times of peace.

(1) *Values.* Values are at the core of everything the Army is and does. The Army is an institution of people with unique and enduring values. These values must be a part of the men and women—officers, enlisted personnel and civilians—who are the Army. These values provide the sense of purpose necessary to sustain our soldiers in combat and help resolve ambiguities in operations other than war. Officers must establish and maintain an environment in the Army where soldiers and civilians do what is right; where we treat each other as they should be treated; and, where everyone can be all they can be. There are seven Army values (LDRSHIP).

(a) *Loyalty.* Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers.

(b) *Duty.* Fulfill your obligations.

(c) *Respect.* Treat people as they should be treated.

(d) *Selfless-service.* Put the welfare of the nation, the Army and your subordinates before your own.

(e) *Honor.* Live up to all the Army values.

(f) *Integrity.* Do what's right, legally and morally.

(g) *Personal Courage.* Face fear, danger or adversity (physical or moral) with the spirit and determination of a warfighter.

(2) *Leader attributes.* Attributes are fundamental qualities and characteristics. Attributes assist in defining what an officer should be and contribute to leader actions. Army leader attributes are described in three categories - mental, physical and emotional.

(a) Mental attributes describe aptitudes and capacities for learning that leaders should possess and develop. Included in this category are will, self-discipline, initiative, judgment, confidence, intelligence and cultural awareness.

(b) Physical attributes specify physical dispositions or aptitudes that can be nurtured and developed. Included in this category are health fitness, physical fitness, stamina, military bearing and professional bearing.

(c) Emotional attributes are those affective aptitudes or capacities that contribute to how one feels and substantially contribute to leadership. Included in this category are self-control, balance and stability.

(3) *Leader skills.* Skills are synonymous with competencies. They are abilities or competencies that one develops and uses with people, with ideas and with things. Competence is of primary importance for all Army officers. The Army recognizes that officers must develop four types of skills.

(a) Interpersonal skills reflect competence in communicating with people.

(b) Conceptual skills refer to competence in handling ideas.

(c) Technical skills reflect competence with things.

(d) Tactical skills refer to the ability to put together technical, interpersonal, and conceptual skills and apply them to warfighting tasks.

(4) *Leader actions.* Officers provide purpose, direction and motivation as they influence their subordinates, operate to accomplish their mission and strive to improve their unit or organization. Leader actions are how Army officers act to achieve excellence and get the job done. These actions are applicable across all levels of leadership.

(a) Influencing refers to the use of appropriate people skills to

guide subordinates or teams toward mission accomplishment. Influencing subdivides into communicating, decision-making and motivating.

(b) Operating or accomplishing the mission refers to the relative short term actions of getting the job done. Operating divides into planning, executing and assessing.

(c) Improving refers to the long term investment-type actions essential to improving everything the leader influences. Improving subdivides into developing (people), building (teams) and learning.

*b. General.* Public Affairs officers are tactically proficient as a result of successful branch qualification in a basic branch. This grounding in the operational Army is vital to success and credibility as a Public Affairs officer. Because of their role in information operations and duties which require them to explain the Army and its operations to a wide range of external and internal audiences, Public Affairs officers must maintain a sound grasp of Army doctrine and warfighting knowledge throughout their careers.

*c. Unique skills.* FA 46 officers form a pool of highly qualified communications and information operations officers capable of supporting tactical, operational and strategic level requirements in peace and war. FA 46 officers are required to display a wide range of skills, knowledge and attributes.

(1) *Interpersonal skills.* Public Affairs officers are part of a combined arms team. They must be skilled in building teamwork within their staff organization and recognize they often simultaneously belong to many teams; facilitating development of those teams. In addition, they must:

(a) Be effective, exemplary communicators with highly developed speaking and listening skills.

(b) Demonstrate outstanding leadership skills in both tactical and institutional environments; applying those skills in dealing with both military and civilian personnel.

(c) Have highly developed coaching, mentoring and facilitation skills.

(2) *Conceptual and decision making skills.* Public Affairs officers must have sound judgment and be both critical and creative in their thinking. They routinely operate in high level staff assignments where guidance may be minimal and close interaction with senior level decision makers is frequent. They work in a dynamic, high tempo environment and must be highly skilled, effective staff officers with the ability to synthesize data and to clearly communicate information. PAOs work independently and make decisions with little or no immediate supervision. The ability to work under pressure and deal positively with stress is essential.

(3) *Tactical and technical skills.* Public Affairs officers must exhibit proficiency in professional knowledge, judgment and warfighting. They apply skills from both the military and private sectors. They also must:

(a) Master and apply a comprehensive set of communication, public relations, counseling and advising skills to the accomplishment of public affairs missions.

(b) Incorporate and apply advanced automation and information management skills to the Public Affairs functional area.

(c) Be the Army's experts in all forms of personal and organizational communication, to include training others in communications skills.

*d. Unique knowledge.* Public Affairs officers are well versed in current Army organization, structure and doctrine. In addition, they:

(1) Possess a comprehensive knowledge of public relations, organizational communications and issue management.

(2) Remain current on developments in the civilian community for possible application to their area of expertise.

*e. Unique attributes.* Public Affairs practitioners must exhibit intellectual honesty with superiors and be unafraid to state and defend their convictions. Public Affairs officers must often deliver unpleasant news and persuade their superiors to approve or accomplish difficult or unattractive courses of action. They must:

(1) Possess a deep respect for the principles of Constitutional democracy. No one can effectively perform as an Army Public Affairs officer without a thorough knowledge of the Constitution and the conviction that the American people have a right to know.

(2) Realize they represent the Army and the commander first and have a specific mandate to help Army leaders gain and keep public support for Army Leadership goals.

(3) Understand a fundamental tenet of Army Public Affairs philosophy is that the best way to gain and maintain public support is to always tell the truth. Integrity is paramount.

(4) Be warfighters capable of leading change and accommodating ambiguity in the conduct of operations in the global information environment.

### 42-3. Critical officer developmental assignments

*a. General.* The goal of FA 46 development is to provide a successful career within the Information Operations Career Field while providing the Army world-class Public Affairs officers. All FA 46 officers begin their careers in one of the Army's accession branches. All attend branch basic and advanced courses and serve in branch qualifying positions as lieutenants and captains. Officers are designated to the Public Affairs functional area between their 5th and 6th years of service based upon the needs of the Army, officer preference, military experience and in some cases, civil schooling. Captains are not eligible for a Public Affairs assignment until they are qualified in their basic branch. Most officers will not receive a FA 46 assignment until selection to major and designation into the Information Operations Career Field as a Public Affairs officer.

*b. Functional area qualification and development.* Attendance at the Defense Information School's Public Affairs Officer Course (PAOC) is mandatory for all FA 46 officers prior to their first FA 46 assignment. FA 46 officers whose first Public Affairs assignment is with the Armed Forces Radio and Television Service (AFRTS) attend specialized training in the management and administration of AFRTS networks after attending PAOC. FA 46 officers assigned to AFRTS positions later in their career will attend this training en route to the assignment.

(1) *Captain.* Experience in the Public Affairs functional area at the grade of captain is not a requirement for promotion to major, but could enhance selection to the Information Operations Career Field during the Career Field designation process. FA 46 captain positions are key developmental billets, but in the current system are not crucial to career progression in the functional area. High potential officers are assigned as commanders of Public Affairs Detachments. Captains who have successfully completed 24 months of FA 46 duty and demonstrate strong potential may be considered for early attendance at funded graduate schooling in FA 46 related disciplines.

(2) *Major.* After selection to major, officers will be designated into one of the four OPMS XXI Career Fields by a Career Field Designation Board. Public Affairs officers in the Information Operations Career Field will then serve primarily in their functional area, with an occasional opportunity for assignment to a branch/functional area generalist (branch immaterial) position such as ROTC, USMA faculty and staff and Inspector General. FA 46 majors should aggressively seek key assignments as division/installation PAOs, nominative positions on the HQDA, DOD and joint staffs and as a Mobile Public Affairs Detachment (MPAD) commander. Majors who complete all required developmental training and have served successfully for at least 24 months in a Public Affairs assignment are considered qualified for promotion in their functional area. They will compete only against other officers in the Information Operations Career Field for promotion to lieutenant colonel. Of course, completion of Command and Staff College (CSC) is essential for all majors to be competitive for lieutenant colonel.

(3) *Lieutenant colonel.* Officers selected for lieutenant colonel should seek assignments of greater responsibility in their functional area or in branch/functional area generalist positions. FA 46 lieutenant colonels are generally assigned to senior staff positions, where they can fully use their knowledge of the Army and their functional area. High potential PAOs should seek functional area assignments to include: corps PAO, PAOs supporting other 3-star commands, division director and nominative positions on HQDA, DOD and joint staffs, and AFRTS network command slots. Officers should

achieve lieutenant colonel level functional area qualification described below prior to assignment as the FA 46 proponent activity director or assignment officer at PERSCOM.

*(a) Professional development.* FA 46 lieutenant colonels should achieve a graduate degree in a public affairs related discipline prior to primary zone consideration for promotion to colonel. Additionally, they are encouraged to seek professional accreditation through the Public Relations Society of America or the International Association of Business Communicators.

*(b) Functional area qualification.* FA 46 officers are considered functional area qualified and eligible to compete in the Information Operations Career Field for promotion to colonel if they have 48 months cumulative public affairs experience. They also must have served in one of the following positions:

1. Principal PAO for a 2-star or 3-star level commander for at least 18 months.

2. AFRTS lieutenant colonel level network commander for 24 months.

3. Director of an Office of the Chief of Public Affairs (OCPA) field operating activity. All FA 46 officers should have a minimum of 18 months time in field grade division/corps level or equivalent assignments, preferably as a PAO, prior to consideration for promotion to colonel.

*(4) Colonel.* All FA 46 colonels should complete resident or nonresident Senior Service College. As the senior practitioners in their functional area, they will primarily serve on joint, MACOM or HQDA staffs, or may be assigned to branch/functional area generalist positions. Key assignments include warfighting unified commanders and MACOM PAO slots, director of Army Broadcasting Service, or division chief billets on the HQDA and DOD public affairs staffs.

*c. Branch/functional area generalist assignments.* Public Affairs officers can expect to serve at least one branch/functional area generalist (01A coded) assignment such as ROTC, USMA faculty and staff and Inspector General. The goal is for all FA 46 officers to serve one 12 to 24 month branch/functional area generalist assignment prior to consideration for promotion to colonel.

*d. Joint assignments.* FA 46 officers will serve in joint environments whether or not they are formally assigned to a Joint Duty Assignment List (JDAL) position. Officers assigned to JDAL positions will meet all JPME requirements and attend the Joint Officers Public Affairs Course. Only officers who meet current regulatory requirements will be designated as Joint Specialty Officers (skill identifier 3L). FA 46 officers normally will not be considered for assignment to JDAL positions until they have served an initial Army FA 46 assignment and been selected for promotion to major. Since not all FA 46 officers will serve in JDAL assignments, this will not preclude their selection to the rank of colonel.

### 42-4. Assignment preferences and precedence

*a. Assignment sequencing.* Prior to their first FA 46 assignment, all officers will receive their initial functional area training at DIN-FOS. All Public Affairs officer assignments require incumbents to be graduates of the Public Affairs Officers Course (PAOC). In addition to the PAOC requirement, FA 46B assignments require incumbents to be graduates of the DINFOS Broadcast Management Course. It is extremely important that an officer's first FA 46 assignment be to a position where he or she are personally supervised or mentored by a senior PAO and work with Public Affairs non-commissioned officers.

*b. Precedence.* Some FA 46 billets will be designated as requiring Advanced Civil Schooling or Training With Industry. Officers assigned to those positions must complete the required courses prior to reporting to their duty assignments. Officers who have successfully completed TWI programs will be assigned to positions which provide the Army maximum benefit from this highly valuable form of training.

### 42-5. Duration of critical officer life cycle assignments

*a. General.* Most assignments in public affairs will be 24 to 36

months in length. Tours could be longer in areas with a high concentration of billets such as the National Capital Region. OCONUS locations will continue to require tour lengths specific to those regions.

*b. Key Public Affairs functional area qualification positions.* Public Affairs Detachment commanders will serve for 18 to 24 months. Mobile Public Affairs Detachment commanders will serve for 24 months. Assignment to installation, division, and corps PAO positions will be for a minimum of 24 months. AFRTS network commanders serve for 24 to 36 months per theater assignment policies.

*c. Public Affairs functional area life cycle.* Figure 42-1 depicts the Public Affairs life cycle model.

#### **42-6. Requirements, authorizations, and inventory**

*a. Goal.* The goal is sustain a cadre of highly qualified Public Affairs officers while providing a viable career path to colonel for high potential FA 46 officers. FA 46 officer inventory must be optimized to fulfill Public Affairs and branch/functional area generalist requirements while providing sufficient time for functional area qualification prior to consideration for promotion to lieutenant colonel and colonel.

*b. OPMS XXI implementation.* The number of authorized FA 46 authorizations, by grade, will vary as force structure decisions are made and actions to implement them are taken. Officers desiring more information on current authorizations or inventory should contact either the FA 46 personnel proponent office at the PA Proponent Activity, Fort Meade, Maryland, or the FA 46 assignments officer at PERSCOM.

#### **42-7. Key officer life cycle initiatives for Public Affairs**

*a. Structure.* Public Affairs officers serve in all echelons worldwide. FA 46 positions exist in Army division and corps units, headquarters staffs, joint commands and national agencies.

*b. Acquire.* FA 46 officers comprising a particular year group are designated into the functional area between their 5th and 6th years of service. The criteria for selecting an officer to the Public Affairs functional area includes type of civilian degree, grade point average, personal preference and manner of performance.

*c. Distribute.* After designation into the Information Operations Career Field at the rank of major, all FA 46 officer assignments will be managed by the Functional Area Management and Development Division (FAMDD), Officer Personnel Management Directorate, at PERSCOM.

*d. Deploy.* Public Affairs officers are warfighters who remain personally and professionally prepared to deploy worldwide at all times. Whether assigned to mobile TOE units with high levels of readiness or fixed site TDA organizations, all FA 46 officers must be deployable to accomplish missions across the full spectrum of conflict. FA 46 officers may deploy tomorrow with their units to deter potential adversaries and to protect national interests; or as individuals to support joint and multinational operations other than war such as humanitarian and peace keeping missions. Public Affairs officers must prepare themselves and their families for this most challenging life cycle function.

*e. Sustain.* Officers designated into the Information Operations Career Field will compete within their Career Field for promotion to lieutenant colonel and colonel to fill requirements for those grades.

*f. Develop.* PAO development is based upon institutional training, operational assignments and self-development. Effective development and sustainment of FA 46 skills and knowledge occurs throughout the FA 46 life cycle.

(1) *Training.* FA 46 institutional training includes the following elements:

*(a) Initial specialty training.* This training is conducted at DINFOS. All FA 46 officers attend the eight week Public Affairs Officer Course prior to their initial Public Affairs assignment. This course provides the basic set of knowledge and skills required to perform entry level Public Affairs officer duties. Those officers

selected for their first broadcast assignment will attend the Broadcast Managers Course at DINFOS following successful completion of PAOC.

*(b) Graduate level Advanced Civil Schooling (ACS).* Some FA 46 officers attend funded graduate school in a public affairs related discipline. Selection is competitive and normally occurs after the 8th year of service. Following graduation, officers are assigned to Army Educational Requirements System (AERS) designated utilization positions. Utilization tours may be deferred if needed to realize maximum benefit for the Army, and when deferral best meets the professional development needs of the officer.

*(c) Training With Industry (TWI) program.* High potential officers spend from 10 to 12 months training with leading print, broadcast and public relations companies. Following graduation, they are assigned to AERS designated positions. The nomination process for TWI is similar to the ACS program process mentioned above, but officers must have completed CSC, have 24 months public affairs experience and be highly competitive for promotion.

*(d) Combined ACS/TWI program.* This highly competitive program places an officer in a program which combines graduate level schooling with a TWI assignment. At the completion of an 18 month program the officer receives a graduate degree in public communication along with TWI experience at a leading international Washington D.C. based public relations firm. The officer then serves a utilization tour in the Office, Chief of Public Affairs or as the PA assistant to a senior Army leader.

*(e) DOD Advanced Public Affairs Course.* Sponsored by the American Forces Information Service. This graduate level course, taught at a major university, is geared toward public relations research and management, and can be applied toward a graduate communication degree.

*(f) Command and Staff College (CSC).* All FA 46 officers should complete either resident or nonresident MEL 4 requirements.

(2) *Operational assignments.* PAOs should serve in both operational and institutional assignments. PAOs should have least 18 months cumulative field grade division/corps level or equivalent public affairs experience prior to primary zone consideration for promotion to Colonel.

(3) *Self-development.* PAOs must pursue an aggressive self-development program. Membership and accreditation by a relevant professional organization is strongly encouraged. Professional reading and research are key to maintaining both strategic and tactical skills and knowledge. PAOs must maintain currency with doctrinal developments, joint PA policies and procedures, and overall U.S. political, economic and military strategies. All PAOs must be familiar with HQDA level strategic communications programs and goals.

*g. Separate.* Public Affairs officers will separate from the Army in the same manner as all other officers.

#### **42-8. Public Affairs Reserve Component officers**

*a. General career development.* Reserve Component FA 46 officer development objectives and qualifications parallel those of their Active Component colleagues. Since the majority of tactical Public Affairs assets are in the Reserve Component, RC Public Affairs officers can expect periodic active duty deployments in support of ongoing Army and joint missions. This mandates an equivalent development program for RC FA 46 officers.

*b. Public Affairs Reserve Component functional area qualification and development.* Development and qualification will be equivalent to the Active Component. Greater use of distance learning approaches will be used to ensure delivery of required training and education to RC officers. Reserve Component PAOs should seek the same developmental opportunities as their AC counterparts or equivalent opportunities available in the Army National Guard or U.S. Army Reserve. RC officers will not be awarded FA 46 until successful completion of the DINFOS Reserve Component PAOC (PAOC-RC) or resident AC course. RC officers enrolled in PAOC may serve in a public affairs billet prior to completion. PAOC must be completed within 3 years of enrollment. Qualification requirements for award of the FA 46B AOC are the same as for AC

officers. Successful completion of PAOC is required prior to assumption of PA TOE unit command. Qualification requirements may be waived only with the concurrence of the Chief, Army Public Affairs.

*c. Life cycle development model.* The Reserve Component life cycle development model is shown at figure 42-2.

Years of Service	0	5	10	15	20	25	30
		<b>CPT</b>	<b>MAJ</b>	<b>LTC</b>	<b>COL</b>		
<b>Officer PME</b>		Captains Career Course	CSC	SSC			
<b>Functional Area Training and Education</b>		PAOC BMC ACS (following first 24 months of FA 46 experience)	PAOC DODJPAC BMC JOPAC ACS ACS/TWI Program TWI	ACS ACS/TWI Program TWI DODJPAC JOPAC	CPA Fellowship DODJPAC JOPAC		
<b>Functional Area Qualifying</b>		Officer must be branch qualified prior to PAOC attendance and first FA 46 assignment PAOC required prior to initial FA 46 assignment, plus BMC prior to initial ABS/AFRTS assignment	24 months of field grade FA 46 service (PAOC required prior to initial FA 46 assignment, plus BMC required prior to initial ABS/AFRTS assignment)	18 months as the principal PAO for a MG/LTG command or 24 months as AFRTS LTC level commander or OCPA Field Operating Agency Director 48 months cumulative field grade FA 46 service	Assignment as Unified Command PAO requires 24 months as MACOM or ASCC PAO (waivable upon agreement of CPA and gaining Commander)		
<b>Developmental</b>		PAD Commander Brigade PAO Division/Corps PA staff ASCC/ABS/MACOM PA staff officer HQDA PA action officer Speechwriter ROTC/USMA Faculty and Staff	Division/Installation PAO MG Command PAO MPAD Commander AFRTS Network Commander DA Senior Leader PA assistant FA 46 Assignment Officer Corps PA staff TAACOM PAO Brigade/COSCOM PAO ASCC/MACOM/HQDA/ABS/ Joint/DOD PA staff officer DINFOS Faculty/Staff Speechwriter ROTC/USMA Faculty and Staff Officer Generalist Billets	LTG Command PAO AFRTS Network Commander Director, PA Proponency Editor, Soldiers Magazine DA Senior Leader PA asst Joint/DOD Senior Leader PA assistant FA 46 Assignment Officer ASCC PA staff officer MACOM/HQDA/ABS/DOD/ Joint PA staff officer DINFOS Faculty/Staff Speechwriter Officer Generalist Billets	ASCC/MACOM/Unified Command PAO OCPA Division Director DINFOS Commandant ABS Commander Director, Defense Information Deputy CPA Director, AFRTS-BC ABS Network Cdr Joint PAO Staff		

Figure 42-1. FA 46 life cycle development model (Active)

Years of Service	0	7	14	21	24	30
		<b>CPT</b>	<b>MAJ</b>	<b>LTC</b>	<b>COL</b>	
<b>Officer PME</b>		Captains Career Course	CSC	SSC		
<b>Functional Area Training and Education</b>		PAOC (or equivalent PAOC-RC) BMC	PAOC (or equivalent PAOC-RC) BMC	DODJCC JOPAC BMC	CPA Fellowship DODJAPAC JOPAC	
<b>Functional Area Qualifying</b>		Officer must be branch qualified prior to PAOC enrollment and first FA 46 assignment PAOC must be completed within three years of initial enrollment Successful PAOC completion required prior to assumption of PA TOE unit command	24 months of field grade FA 46 service Training requirements at left apply. BMC completion required prior to BPAD command.	48 months cumulative field grade FA 46 service		
<b>Developmental</b>		Division PA Staff ASCC/MACOM PA Staff (IMA) State TAG PA Staff PA TOE Unit Staff	Division PAO MG Command PAO State TAG PAO MPAD/BPAD Commander Corps PA Staff (IMA) Brigade/COSCOM PAO ASCC/MACOM/OCPA PA Staff (IMA) DINFOS Staff (IMA) PA TOE Unit Staff NGB-PA Staff	PCH/PAOC Commander LTG Command PAO State TAG PAO ASCC/MACOM/OCPA PA Staff Officer (IMA) Joint IMA Positions NGB PA Staff	Senior IMA Billets State TAG PAO	

Figure 42-2. FA 46 life cycle development model (Reserve)