

Joint Military Attaché School

Current as of December 2016



Welcome to the Defense Attaché Service

Did You Know?

100% of JMAS Faculty have at least one tour in the DAS

JMAS graduates represent the US in over 140 countries worldwide

85% of eligible spouses attend some or all of JMAS

JMAS collaborates with experts from multiple federal agencies to ensure current content

JMAS trains military members from E-5 through O-8

JMAS curriculum undergoes regular rigorous review by external stakeholders

Every JMAS faculty member annually completes 40+ hours of professional development

JMAS provides support throughout the entire DAS life-cycle

Welcome to the Joint Military Attaché School and congratulations on your upcoming Defense Attaché Service (DAS) tour. As you may already be aware, preparations for your tour can be extensive and, at times, complicated. Responsibility for your preparedness lies with you so we encourage you to start your preparations early and ask questions as needed to prevent last minute problems and/or stress

Details regarding your individual training plan can be found on your training schedule which you should receive from your Service Representative. After reviewing your schedule, please contact your assigned training manager with any questions you may have as you prepare to attend JMAS. The following information is provided to incoming students to facilitate their transition – while it is helpful, it should not be considered exhaustive.

A Message from the Commandant

I want to welcome you to the Joint Military Attaché School (JMAS) and congratulate you on your selection for this interesting and challenging assignment. Our mission is two-fold:

To train attaché and attaché support personnel for worldwide duty in the Defense Attaché Service (DAS); and provide the unique opportunity for spouses of DAS personnel to receive training in preparation for their tour in the DAS.

JMAS faculty and staff integrate the team approach used on-station into all of our programs, and take great pride in providing the best possible blended training for the demanding environment in which you will be serving. We have all successfully completed tours in the DAS and bring years of practical experience to the training programs. In addition, we bring in subject matter experts to augment the expertise that resides in the JMAS faculty.

JMAS students generally comprise a group of experienced military personnel, DIA civilian personnel, and their spouses. Collectively, JMAS students bring to the training environment a vast amount of operational experience and expertise. As such, a high level of professional behavior, good judgment and exemplary demeanor is inherently expected of you. The JMAS training programs are designed to take your experience and knowledge base, leverage it with mission specific training and test it with practical and field exercises focused on those areas that will facilitate your operational success in the DAS.

From the day you arrive until the day you depart for post, you will be evaluated. You will be challenged in situations as realistic as our ability to simulate allows, not just to see if you will perform, but to demonstrate to us that you can. We will provide you the tools you need to succeed, but achieving success will require your commitment to the training program. That is my challenge to you.

Again, welcome, and I look forward to spending time with each of you as you progress through the course.

EDWARD A. BELLEM
Colonel, USAF
Commandant, Joint Military Attaché School



Overview of JMAS Programs

JMAS training combines classic adult education and military training techniques in a dynamic and interactive environment. Three class iterations of the major programs – Attaché Training Program (ATP), Attaché Staff Training Program (ASTP), and the Spouse Training Program (STP) – take place each year. Each program incorporates instructor-led training, seminars, senior guest speaker briefings, student presentations, discussions by JMAS faculty and other subject matter experts. Written and practical exercises provide students the opportunity to apply what they have learned to ensure they are well prepared for the myriad of Defense Attaché Office (DAO) missions. Throughout the program of instruction, students receive performance feedback and coaching from the faculty.

ATP and ASTP are considered **qualifying courses** and thus mandatory for military members and civilian employees selected for duty in the DAS. ATP and ASTP are also **selection courses** – students are additionally assessed on their behavior and demeanor to ascertain their suitability to serve in dynamic, politically sensitive international environments. Spousal participation is voluntary but highly encouraged; spouses are valuable contributors to the mission success of their partners and active participation in the voluntary STP program greatly enhances the family's time in the DAS.

ATP, ASTP, and STP are distinct programs each with their own completion standards and requirements which are outlined below. It is important, however, to note that the scenario based training model employed by **JMAS integrates the three programs into one team** in order to effectively mirror the realities of DAS life. As a result, many JMAS lessons are “team lessons” with the combined participation of all three programs.

In addition to the 13-week JMAS course, students are assigned additional training as required by their branch of service, their designated position on post, and/or their assigned embassy; students should refer to their Training Schedule for specific details.



Attaché Training Program (ATP)

ATP prepares selected military officers and Department of Defense (DoD) civilians for duty as Senior Defense Officials / Defense Attaché (SDO/DATT), Service Attachés, and Defense Liaison Officers (DLO). These highly visible and influential positions require dynamic critical thinking, strong communication and leadership skills and an ability to remain diplomatic under pressure.



Attaché Staff Training Program (ASTP)

ASTP prepares selected officers, warrant officers, non-commissioned officers, and civilians for Defense Attaché Office (DAO) staff positions as Operations Coordinators. The Ops team manages the daily operations of the DAO and serve as the critical backbone. These positions require individuals to multi-task while maintaining an eye for details in a fast-paced setting.



Spouse Training Program (STP)

STP provides tailored training to U.S. citizen spouses of Attachés, civilian Defense Liaison Officers, and members of the Attaché Staff. STP is designed to support participation by students from every background and walk of life. More information on this unique opportunity within the DoD can be found on pp. 7-9.

Student Academic & Performance Requirements

Because JMAS training programs take a building block approach to mastering the core competencies, students will have multiple opportunities to demonstrate their proficiency of each core competency during the course of instruction. Practice and field exercises are the primary vehicles for evaluating student progress.

ATP/ASTP: Faculty members constantly monitor and document student aptitude, attitude, teamwork efforts, and suitability for duty in the DAS. While most ATP and ASTP students receive a training report covering period of the attendance at JMAS, some receive a performance evaluation, as directed by their military service department. ATP and ASTP students unable to master the required core competencies or who otherwise demonstrate unsuitable behavior for duty in the DAS will, upon recommendation of their Program Manager, meet a Student Review Board (SRB). The board may recommend a continuation in training or a referral to DIA Senior Leadership for further action.

STP: As a voluntary program, STP is not required to be a graded learning event. Faculty members, however, do provide the counseling and assistance needed to enable students to improve their performance. Spouses who actively participate in training and take responsibility for their overall learning are much better prepared to be a safe and effective member of their DAO team and get the most satisfaction from their DAS tour. STP students receive a training record that documents attendance and program participation level.

Suitability for Service in the DAS

Serving in the DAS can be both rewarding and challenging.

The screening process is extensive specifically because support generally available to DoD employees and their family members may not be present at U.S. Embassies around the world. Distance, different time zones, low computer bandwidth, and limited manpower all increase the amount of time necessary to overcome issues and degrade one's ability to fix or mitigate problems. DAO members who experience problems (medical, personal, professional) beyond the Embassy's capability to handle them are returned to their service.

Additionally, due to the representational nature of DAO positions and the significant negative and public consequences of misconduct, employees who do not live by their Service's values (moral, ethical, behavioral) are immediately returned to service.



JMAS Faculty

JMAS faculty members from all three programs have extensive overseas living experience, foreign language ability, and have successfully served in one or more DAOs. In addition to their subject matter expertise, the faculty adhere to DoD standards for instructor certification and frequently engage JMAS alumni in the field to maintain currency. The faculty works as a team to facilitate, coach, mentor, monitor, and assist each student.

Accreditation

JMAS is accredited by the following organizations:



Program Attendance Requirements

Note: The following attendance requirements apply to ATP and ASTP only. For STP attendance, refer to Page 9.

The scenario based training model used by JMAS is designed to rapidly move students from foundational skills through to practical application. The pace of training requires a high level of commitment from students and **daily attendance is mandatory**. Training hours for ATP and ASTP generally run from 0800 to 1600 weekdays, Monday – Friday. However, certain training events require an earlier start and later end time; such time variations are reflected on each program schedule. Additionally, not all training events take place in close proximity to DIA. Subsequently, individuals are **required** to have a Family Care Plan should ensure it is updated.

Students are encouraged to review their class calendar at the beginning of the course to identify those times specifically set aside for overseas preparation and make their appointments accordingly.

Requesting reassignment due to a change in circumstance...

Occasionally a prospective student experiences a change in family circumstances or has a previously unidentified issue arise prior to attending JMAS that may preclude them from being fully present physically and/or mentally for training. The JMAS training schedule does not have the flexibility for students to work through significant issues (e.g., on-going medical, legal, or personal). In such cases, it is better for prospective students to delay attendance at JMAS in order to get their affairs in order prior to the commencement of class. Depending upon the circumstances, students may request reassignment to an alternate JMAS class, without prejudice. If this potentially applies to you, please notify your Service Representative immediately.

Related Training Opportunities

Based upon a student's position on post and service requirements, additional training may be authorized. Training may include:



Language Training

Many JMAS students are authorized language training in preparation for their overseas tour. Interested spouses of JMAS students who are authorized language training may also elect to enroll; this sponsored training takes many forms with varying degrees of time commitment. To learn more about individual options, future DAS employees should work through their JMAS Training Manager.



Safety & Security Training: *Foreign Affairs Counter Threat (FACT)*

This Department of State sponsored training course is designed to prepare personnel and adult family members from all backgrounds to live and work overseas. It is mandatory for all embassy personnel and highly advised for spouses, particularly those who plan to seek employment on post. This multi-day training generally takes place at the conclusion of JMAS and requires travel. Please refer to your training schedule for further details.

Student Responsibilities

Security Clearances

Students are required to possess a current polygraph **prior** to the beginning of the resident training program; eligible spouses must have a current SF-86 on file.

Exceptional Family Member Program (EFMP)

All family members must have an EFMP screening as part of the nomination process to ensure that service members are assigned to overseas locations where the availability of medical and/or educational services in the host nation can support their families' needs. In order to be authorized on their sponsor's orders, family members need to be **rescreened prior to departure** in accordance with the requirements of their branch of service. *Students must be proactive and work with the DIA Quality of Life Office early and often to avoid delays.*

A Message from Training Management

Training Schedules

ATP and ASTP students should carefully review the Training Schedule provided to them by their Service Representative. Questions regarding the schedule should be resolved quickly and directly; contact information for the student's assigned JMAS Training Manager, as well as their Spouse Training Program POC, is located on the schedule.

Signing-In

Students arriving to the D.C. area earlier than the date published on their training schedule may sign in with their service element, however, they will not be signed-in to JMAS. *Please coordinate your travel to arrive at JMAS IAW the date published on your training schedule – early sign-in to JMAS is not authorized.*

Uniform of the Day

Your training schedule will annotate an in-processing date. Uniform for in-processing is your service class B uniform. The formal JMAS course commences on a Friday and uniform on this day is your service class A uniform. The dress code for the remainder of JMAS varies according to scheduled events but ranges from casual to business attire; daily dress codes for all programs are annotated on your JMAS program schedule.

Contact Us

We encourage all students to contact their respective POC's upon the receipt of their training schedule from their Service Representative. please note that JMAS is unable to respond to inquiries prior to a student being assigned to a JMAS class.



Housing

Long-Term TDY Policy

For long-term TDY between 31-180 days, the authorized flat rate is 75% of the locality rate (lodging plus meals & incidental expenses referred to as M&IE) payable for each full day of TDY at that location. For long-term TDY in excess of 180 days, the authorized flat rate is 55% of the locality rate payable for each full day of TDY at that location. Please be sure to address this issue with any facility in which you seek lodging.

Long-Term Leases

Individuals attending JMAS on TDY orders will be funded by their service while attending the Attaché Training Program (ATP) or Attaché Staff Training Program (ASTP). In order to reside off base during this period of time, please comply with your service requirements. For Army students assigned in a TDY status, please see ALARCT FY 17 on DAS Travel Training Guidance for a detailed description of your service directed TDY lodging arrangement.

DV Lodging: Contact USAF Protocol Office: 202-767-7710, DSN: 312-754-7058

Long-Term Lodging

Joint Base Anacostia-Bolling (JBAB) Housing Office: 202-404-1840/6335, DSN: 312-754-1840/6335

Temporary Lodging

- Andrews Air Force Base: USAF Gateway Inn, 301-981-4614
- JBAB: Bolling Inn & USN Gateway Inn, 202-610-8000
- JBAB: Bellevue Housing Area: Navy Lodging Washington, 202-563-6950



Joint Base Anacostia-Bolling Facilities Information

- www.militaryinstallations.dod.mil
- www.bollingfamilyhousing.com

Schools

Families of school age children (**Pre-K through Grade 12**) should contact a School Liaison Officer (SLO) as soon as possible to understand their area education options (public, private and charter schools) and for specific guidance on school choice. SLOs can assist in navigating district boundaries, entrance & transfer requirements, enrollment, busing and – when applicable – the “Out of Boundary” lottery system for DC schools. Planning early and being proactive will help to secure your school of preference and facilitate a smooth transition for your child.

School Liaison Officer Contact Information

- Naval District Washington (NDW): Regional School Liaison Officer
Daniel Dunham: Daniel.L.Dunham@navy.mil, 202-433-2566
- Joint Base Anacostia-Bolling, School Liaison Officer
Horace Franklin, Horace.Franklin@navy.mil, 202-404-1014
- Fort Belvoir, School Liaison Officers
Wendy O’Sullivan: ena.w.osullivan.naf@mail.mil, 703-805-1836
Jamie Albers: Jamie.albers2.naf@mail.mil, 703-805-3126

SPOUSE TRAINING PROGRAM



"I'm so glad that I was able to be in all the JMAS classes... even the ones that I didn't think would apply to me. It pays to be prepared – especially those who are going to smaller postings."

OPSCO Spouse

"The skills and self-awareness that I gained through attending JMAS have forever changed me. I now feel confident in my ability to thrive personally and professionally anywhere."

Thank you!"

Attaché Spouse

Mission

A Unique Opportunity

The Spouse Training Program (STP) is a voluntary 13-week training program designed specifically for spouses of military and civilian personnel assigned to the Defense Attaché Service (DAS). The program – which runs concurrent with the Attaché Training Program (ATP) and the Attaché Staff Training Program (ASTP) – is designed to prepare spouses and family members for a successful DAS tour. Many of the lessons are team taught with spouses sitting side-by-side with their sponsor.

The experienced faculty at JMAS understand that a DAS tour is unlike any other overseas tour. As a result, our curriculum is highly tailored to meet the changing needs and unique challenges of the current global environment. STP instruction focuses on three main blocks: Safety & Security, Representation & Diplomacy, and Communication & Leadership. Each area is comprised of multiple interrelated lessons designed to provide practical information and opportunities for direct application.

In addition to providing support for spouses and family members, **STP also provides critical resources and information to single members of the DAS** on topics related, but not limited to, quality of life, cross-cultural communication and adjustment, media interactions, protocol, household help and more.

STP Registration

Prospective DAS members are asked to indicate whether or not their spouse intends to enroll during the employee JMAS administrative inprocessing session. Spouse registration occurs when the spouse student reports to JMAS for training. We encourage all students to contact their STP POC upon receipt of their training schedules for additional registration and program details.

Pre-Arrival Requirements

- All students must be US citizens
- Submission of a current spouse SF-86, generally via the employee nomination process

STP Levels of Participation

Our comprehensive curriculum, while divided into thematic instructional blocks, does not address any one topic in isolation but threads together concepts in a manner reflective of the real-world experience of spouses in the field. Maximum benefit is therefore derived from maximum participation. That said, we do not take an "all-or-nothing" approach to training — just the opposite! We recognize and attempt to accommodate various levels of participation — from frequent to infrequent, part-time to full-time. Consequently, STP students may be awarded one of three different JMAS completion certificates. STP Faculty Mentors work with each student to ensure they understand the training available to them and how to best engage with the program in a way that will suit their individual needs and attendance availability.



“As the traveler who has once been from home is wiser than he who has never left his own doorstep, so a knowledge of another culture should sharpen our ability to scrutinize more steadily, to appreciate more lovingly, our own.”

Margaret Mead
American Cultural Anthropologist

STP Program Basics

Core Competencies

The Spouse Training Program was designed to support the development of a vetted group of core competencies deemed essential for success in the field. These competencies are threaded throughout our instruction and across all three blocks of instruction.

Quality of Life Issues

JMAS directly addresses many common quality of life issues of interest to DAS families overseas. Topics covered include: Medical Care, Housing, Employment, Pets, Crisis Readiness, Evacuations, Resiliency, Schools and Parenting; students learn what resources are available and how to access them.

Collaborative Efforts

We actively collaborate with other federal agency partners to ensure JMAS training stays ahead of current trends. Additionally, we have extensive field reach back that allows us to focus instruction and direct you to experts who can answer your questions.

STP Instructional Blocks

Safety & Security

This block of instruction is designed to help students navigate the complexities of the current global security environment. Comprised of approximately 60% of STP course hours, this robust block of instruction focuses on everything from situational awareness to personal safety, the rights and responsibilities of diplomatic status to cyber security.

Representation & Diplomacy

All spouses, regardless of the DAS member's official position, are viewed as representatives of the US. What does this mean for you as an individual? A spouse? A family? This block explores these questions and addresses the nuts and bolts of “what to do” while at the same time leaving room to “be who you are”. Instruction focuses on real-life scenarios and the importance of regional differences.

Communication & Leadership

This block equips students with tools and techniques that facilitate cross-cultural communication, build skills and confidence in handling tough questions whether from the media or acquaintances. Other topics include leadership in the embassy, diplomatic and expat community as well as in relation to distinguished visitors and guests.

The Value of Accreditation

The Spouse Training Program's commitment to best practices in adult learning and professional training is evidenced by our status as an accredited provider of Continuing Education Credits (CEUs)

through IACET, a recognized leader in the field. Past graduates of STP who have completed the requirements and earned CEUs have found that they offer a competitive professional edge when it comes to employment

overseas and/or supplementing their current professional and educational credentials in their selected field.

A few words about out-of-cycle attendance...

Based upon individual considerations, STP may permit students to attend out-of-cycle with their spouse and/or across multiple class iterations. If this model of attendance applies in your circumstance(s), please contact your STP POC as soon as possible to discuss your participation options.

STP Attendance

What will the daily schedule look like?

JMAS Spouse Training Program meets on a variable schedule. In general, STP students can expect three full-days of training a week although some weeks may be higher or lower than this average. The course schedule is made available on the first day of class.

Is there any way to make-up a class a student was not able to attend in-person?

Students miss class for innumerable reasons. The good news is that the majority of our classes are recorded and made available for viewing in designated JMAS spaces during scheduled independent study times. Note: experiential exercises such as field trips and practical applications are not recorded.

What if the sponsor is assigned to an unaccompanied tour – should the spouse attend?

While your spouse's current DAS tour is slated as unaccompanied, attending JMAS as a team offers an opportunity to prepare for future opportunities. In addition to gaining insight into your spouse's position, you will learn about support resources available for unaccompanied spouses.

What training options are available for geographically separated spouses whose sponsors will attend JMAS on TDY orders?

Your training options consist of everything from electronic resources available through the STP e-mail distro list to in-person attendance. While spousal travel is not funded, many students arrange a visit to the DC area that coincides with particular classes they wish to attend. Coordination with your STP POC will help you optimize your training opportunities.

JMAS Childcare Supplement Program

The JMAS Childcare Supplement Program was developed to partially reimburse families for childcare costs incurred while a **spouse** participates in approved JMAS authorized training to include language and security training. This allowance, subject to availability of funds, is available for children 15 years and younger, or disabled dependents. As with any federally funded program, there are established regulations and procedures that must be followed. Information on this program may be requested via the email address provided on your training schedule.



While JMAS does not provide recommendations on care providers, we can generate a "Letter of Attendance" that may improve your priority-status with your selected provider. Please speak with your assigned STP POC if this applies to you.