

TELEPHONE OR VERBAL CONVERSATION RECORD <small>For use of this form, see AR 340-15; the proponent agency is The Adjutant General's Office.</small>	<small>DATE</small> 041515 Jan 80
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SUBJECT OF CONVERSATION
 MILPERCEN Input to ODCSOPS FAO Action Plan

INCOMING CALL		
<small>PERSON CALLING</small>	<small>ADDRESS</small>	<small>PHONE NUMBER AND EXTENSION</small>
MAJ CORCORAN	DAPC-OPP-S	325-0417

<small>PERSON CALLED</small>	<small>OFFICE</small>	<small>PHONE NUMBER AND EXTENSION</small>
MAJ DUFFIE	DAPE-MPO-C	697-7619

OUTGOING CALL		
<small>PERSON CALLING</small>	<small>OFFICE</small>	<small>PHONE NUMBER AND EXTENSION</small>
<small>PERSON CALLED</small>	<small>ADDRESS</small>	<small>PHONE NUMBER AND EXTENSION</small>

SUMMARY OF CONVERSATION

Following input cleared by COL Lowder (Acting Dir, OPMD) for input to FAO Action Plan:

"FAO utilization statistics as provided by MILPERCEN include the following:

- a. Authorized FAO positions.....1107
- b. Officer distribution plan (ODP) support for FAOs (CY 79)..... 908
- c. FAOs assigned by MILPERCEN to FAO positions..... 726
- d. Non-FAOs assigned by MILPERCEN to FAO positions.... 316
- e. FAOs reported as serving in FAO duty positions..... 516
- f. FAOs not serving in FAO positions.....2137

The difference noted in the established ODP and the number of bone fide FAOs assigned by MILPERCEN to FAO positions is attributed primarily to incorrect/incomplete coding of many positions which should not require FAOs. Although the overall strength of the FAO Specialty is well balanced with approximately two FAOs existing for each FAO position (utilization ratio of 52 percent), the existence of underalignments in several geographical regions also precludes the assignment of qualified FAOs to all authorized FAO positions.

////////////////////////////////// END OF INPUT //////////////////////////////////////


 ROBERT D. DUFFIE, Major, GS

CF: DAPC-OPP-S/DAMO-SSA

Since assignment, in June 1978, to DAMO-SSA with responsibility for ODCSOPS proponency functions for FAO, LTC Downey has collected the references listed below. Individually and collectively, these references support a conclusion that FAO Specialty Management requires improvement. The file is available on request.

1. European CONUS Trip Report (U), LTC R. Sprague, USAIMA, 19 October 1978.

"FAO utilization continues to be a frustrating problem for both the FAO and the user commands. The vagaries of our personnel system too often prevent matching of a FAO to the slot needing his talents."

2. Letter to LTG Yerks, DCSPER, from COL J. Stallings, Army Attache (Turkey), 13 July 1978.

"It would seem then that after investing thousands of dollars and several years in the training of one FAO, some serious long-range planning would be done to ensure his immediate and useful utilization. But, I have not found this to be the case at all."

3. End of Tour Report, FAO Program, Tunis, LTC W. Bailey, 15 July 1977.

"Both captains here will go on to Middle East assignments, but only after much weeping and gnashing of teeth. One officer feels he may have prejudiced his career by not taking what was offered and remaining quiet. After 2 or 3 years of study, respectively, they were told there was nothing available in the Middle East for a captain."

4. End of Tour Report, FAO Program, Greece, MAJ Haase, 25 February 1978.

"This high caliber officer must be retained in the program to assist in maintaining standards for future officers. I feel, however, that retention will not be fully realized until officers are satisfied that specialized programs will not hinder branch material development and promotion."

5. "The Foreign Area Officer Program, A Critique," LTC Bullard and LTC Martin, August 1978.

"Both selection process and the integration of the FAO training with OPMS need serious reconsideration."

6. Fifth Saudi Arabian Army Mechanization Review (SALF V), 8-12 January 1979, (DRSAC-MM/SA), pages 4-5.

TAB F

"It is very important that a cadre of Arabists be established in the US Army."

7. "Summer Sounds Off," Army Times, LTG G. Sumner, Jr., USA, Ret, 11 September 1978.

"Foreign area specialist majors and lieutenant colonels who have recently served in Latin America are keenly aware of the lack of upward mobility for their outstanding colonel-type bosses. Thus, these younger officers contemplate early retirement or, at best, ways of changing their specialties, despite the investment in their specialized training."

8. "Help Wanted: Attache, MILGP Jobs (Overseas Positions)," Army Times, 19 February 1979.

"MILPERCEN has put out a 'help wanted' call for qualified colonels to fill several overseas attache positions and military group command positions (in Latin America) that become vacant during the next 2 years."

9. End of Tour Report, COL P. Coughlin, Attache (Argentina), 15 August 1978.

"If just one of the highly qualified, broad-based Latin American FAO colonels who served in key jobs in recent years (Mallett, Shaha, Corbett, Swett) had been selected for promotion, there would be a rush to fill those positions."

10. "Duty Warning; Reader's Response," Army Times, LT K. Murphy, 12 March 1979.

"Any of the foreign area specialty officers who have been involved with Latin America can tell you that assignments there are, at best, an obstacle to overcome in any Army career. Before anyone considers volunteering for assignment to Latin America, they might note the number of general officers who had more than one assignment in this area prior to making brigadier. The number is an alarming zero."

11. End of Tour Report, LTC Robert C. G. Disney, Assistant Army Attache (Pakistan), 19 October 1979.

"My OERs from this position have been outstanding in every respect. However, it is my sincere belief, and I have also been informed by my branch, that Attache duty is not particularly career enhancing--'it takes one out of the mainstream of the Army, and one becomes less competitive'. Until the Army begins to honestly give the appropriate credit for the long and expensive training required to become a FAO and the positions related to this specialty, i.e., attache duty, I doubt that the Defense Attache System (DAS) will get the numbers of high quality officers volunteering

for these positions which require top-quality officers. Professionally, regardless of the extremely competitive OERs which have been rendered on me since being the AARMA, I believe that my chances for promotion and advanced military schooling have been diminished."

DAMO-SSA

SUBJECT: Foreign Area Officer (FAO) Action Plan

References:

- A. AR 600-101, OPMS Specialty Proponency.
- B. CSR 614-6, Foreign Area Officer Specialty.
- C. AR 611-101, Commissioned Officer Classification System.
- D. AR 310-49, The Army Authorization Documents System (TAADS).
- E. AR 15-28, DA Foreign Area Officer Steering Committee.
- F. CSR 15-8, OPMS Steering Committee.
- G. Review of Education and Training for Officers (RETO), Fall 78.

1. GOAL. To discharge proponent responsibilities for FAO IAW ref A and B. This plan describes the coordinated staff action required to train and develop officers in the proper grades and politico-military skills to support the roles and missions of the US Army in the decade of the 80s and beyond.

2. SCOPE OF PLAN. The fundamental element of this plan is an action, already underway, to accurately define the Army requirement for FAO through the use of position coding which is contained in The Army Authorization Documents System (TAADS). Once the requirement is defined, it will be used to determine:

- a. The size of the FAO Specialty;
- b. The mix of other OPMS specialties which should be in the FAO Specialty;
- c. The promotion rates the Specialty should achieve in order to satisfy requirements for senior grades;
- d. A system to monitor the promotion process as it affects the FAO Specialty; and
- e. The utilization and assignment patterns which best fulfill FAO requirements.

When completed, the collective result of these actions will be used to develop, if needed, recommendations to ensure that the FAO Specialty can attain the goals stated above.

3. ACTIONS REQUIRED.

a. Correct TAADS data base.

(1) Provide precise instructions for coding of FAO positions and inputting to TAADS during the period 1 Jan-31 Mar 80 when changes can be accepted. (Message instructions dispatched 21 Nov 79.)

(2) Publish change to AR 310-49 which reserves authority to change FAO position coding to HQDA effective 31 Mar 80. (Published 3 Dec 79.)

(3) Recommend change to AR 614-10 which defines position coding procedures.

(4) Establish a new monthly report to provide a TAADS extract of FAO data. One section of this report will monitor FAO position changes to ensure positive DA control. By 15 Apr 80, the TAADS report will provide a detailed statement of the FAO requirement by:

- (a) Grade
- (b) Region
- (c) Language within region
- (d) Mix of other specialties

b. Identify positions requiring senior service college (SSC) graduates. (This will be done manually on the TAADS printout.)

c. Determine size of the FAO Specialty necessary to support the FAO requirement. Derived by applying known factors of attrition and promotion. This action will also determine number of FAOs which should be trained and developed for each region designated with an Additional Skill Identifier.

(1) Review historical data on attrition/promotion factors and correlate to the FAO Specialty. In this action, it will be necessary to differentiate between those FAOs who have spent significant time in FAO positions and/or training and those who have spent little or no time in FAO related duties or training.

(2) Analyze selection rates as they apply to the FAO Specialty.