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15 November 1984

85/16 NOV 84

XOT 565

Furn to

- Carott, SW @

- DCS CD

- DCS OOE

- DEST

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WRP
15/11

LTC Ed Dewey
ATCG

Ed,

1. Per my discussion with General Richardson, attached are VCSA remarks reference FAO propo- nency issue (13 Apr 84) and his margin comments on DCSOPS MEMO, dated 25 Apr 84, reference the same subject.
2. FYI - ACSI notified me today of the CS brief on 3 January.
3. Let me know if you need any additional information.

Ken Colucci
LTC K. F. COLUCCI

To
DCSOPS

ROOM 3E634

DCSOPS
OPSI
ACSI

13 April 84

Subject: FAD/MAD

I do not think the current FAD/MAD system will produce the high quality FAD's necessary to run the attacks, post-wit analysis and strategic intel analysis.

Give me a plan by 15 May to:

- ① Separate FAD from MAD.
- ② Create a top-flight FAD program by
 - Program selection criteria; excellence.
 - All FAD attend DL to achieve language fluency of 2+ (a degree)
 - Graduate level education leading to award of MA or 5 prestigious universities.
 - Area expertise tailored to meet the 7 different regional disciplines.
 - Drop attendance at 6 month Brygg place
- ③ MAD's can continue current model at Brygg.
- ④ Programing for FAD = ACSI; MAD = CRS.



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS
WASHINGTON, DC 20310

REPLY TO
ATTENTION OF

DAMO-SS

25 April 1984

29
VCSA: This is lengthy
but well laid out
and deserving of your
time to read.
Jm

27 April

MEMORANDUM THRU ~~DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS~~
FOR VICE CHIEF OF STAFF, ARMY

SUBJECT: Foreign Area Officer (SC48) Development Plan -- ACTION
MEMORANDUM

1. Purpose: VCSA memo requested a plan to produce high quality FAO's (TAB A). Recommendations provided herein constitute such a plan which can be implemented by end FY85. Rationale for departure, where necessary, from specific VCSA guidance in developing plan is provided at introductory paragraphs and enclosures.

2. Discussion:

a. Ironically, the FAO specialty's current development problems stem not from producing too few, but too many quality officers (TAB B). Envid individual and collective professionalism, coupled with an undisciplined TAADS have caused the specialty to grow by new spaces beyond its development system's capacity to fill with thoroughly trained faces. New demands on the system generated in minutes take years to supply. The OPMS Study Group has correctly identified TAADS indiscipline as a major concern and its GOSC will recommend major new disciplinary tools to the CSA. *product under new system or old defined as...*

b. The goal of the specialty is to develop through relevant language, graduate degree and area orientation, a pool of true experts in one of eight world regions (ASI). Once ASI competence is achieved, subspecialization (SSI) as Attache, Security Assistance officer or Politico-Military analyst can be added with short training modules as needed for specific assignments. Recognizing that the specialty was attempting to cover too wide a range of SSI, Special Forces (48E with 115 positions) was separated as SC18. SSI48F (Civil Military Operations) was combined with SSI48D (Civil Affairs) to make a single subspecialty. To further cut the specialty's size and scope, SSI's in Psychological Operations (48B) and Civil Affairs Operations (48D) could also be separated. Such a division would focus the scope of the FAO specialty and support the SOF Master Plan. Care must be taken when creating new specialties in this manner, however, that adequate structure remains in each to support logical career patterns (TAB C). *MAO & FAC*

c. While often associated with attaches and strategic intelligence, 63 percent of current FAO's are combat arms officers; only 19 percent are from intelligence specialties. In order to continue to attract quality officers of all entry specialties, FAO must offer the prospect *Good!*

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of maintaining proficiency and competitiveness in both specialties. It must, at the same time, provide both soldier and foreign area skills to key security assistance, politico-military and attache positions worldwide. Single-tracking a captain into FAO will not yield the soldier-scholar colonel upon which the Army's FAO reputation was built, and which the nation needs.

Agree!

d. There are a number of impediments to maintaining FAO dual specialty proficiency. The FAO development process (language, graduate degree, AERB payback, in-country training, and Foreign Area Officer Course (FAOC), Ft Bragg) can keep the FAO away from his entry specialty too long. Coupled with CAS³ and C&GSC there is no time to "return to troops" as a major, thus jeopardizing competitiveness for battalion command selection. Prolonged absence from troop units also causes officers to lose currency in US Army doctrine, tactics, and equipment, thereby limiting their ability to perform well in either attache or security assistance assignments.

Answer is to cut Bragg

e. Convinced that keeping most FAO's proficient and competitive in their entry specialty at least until promotion to O5 is important, the FAO proponent has urged MILPERCEN career managers to:

(1) Select FAO's and begin development process as early as possible (4-6 years of service).

(2) Avoid development in lock-step sequence, phasing the various education/training elements to allow for intermittent "troop" assignments.

(3) Delay AERB payback. Current AERB payback rules treat graduate education as training to be used immediately in the next assignment. They should support the FAO concept of graduate education to create a pool of talent for utilization over the long term by allowing payback in subsequent assignments.

(4) Combine, compress, validate, or provide constructive credit for as many elements as possible. For example:

- Recruit native or proficient linguists.
- Select graduate degree programs which incorporate in-country studies.
- Grant MEL 1 and MEL 4 credit for equivalent foreign military education.
- Give "in-country" credit for custodial assignments, liaison positions, some other OCONUS assignments.

?!? We should be trying to expand our linguist pool yet cluster it... and we have to watch that we don't overdo the natives... Hispanic survival individuals may in the long run be less productive than the Soviets as far as Latin America

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f. Not all positions currently coded for FAO in any SSI (junior security assistance officers, strategic analysts, or assistant attaches) require all FAO skills. A strict TAADS scrub should remove SC48 designation for positions which require only combat arms officers with foreign language proficiency, for example. Such positions are needed in the structure, however, as developmental positions for the expert FAO Lt Colonels and Colonels we seek to grow. For that reason we need a regional qualification program for any specialty with regional requirements. Such a program would provide FAO experience which makes use of branch (INSPEC) expertise; allow return to that branch before completing remaining FAO development; help maintain the FAO specialty at a manageable size, and provide a broad base of regionally oriented officers to benefit many specialties while developing quality FAO's (TAB D). *agree in grades.*

g. The specialty cannot continue to grow expert foreign area professionals in the numbers required to fill even a drastically reduced number of valid positions unless it continues to attract top quality, proficient officers early in their careers. Active recruitment of successful junior officers during or before completion of initial specialty advanced course is key. Language aptitude testing, graduate records exams and interviews should provide necessary quality control mechanisms. Recruiters should look for relevant undergraduate degrees, existing language skills, and genuine, enlightened interest in the role of the specialty. Individual education and training must include rigorous requirements to achieve genuine ASI capability (validated language proficiency; quality graduate degree in a relevant discipline and valid in-country experience).

h. ~~FAOC was never intended to be a substitute for nor competitive~~ *good* with quality graduate degree programs. For officers who have graduate degrees or are programmed to get them before their first overseas FAO or FAO developmental assignment, the FAOC is redundant. For others, it provides career managers a useful professional development tool. It's potential relationship to the SOF specialty created by separating FAO SSI 48B and 48D will need careful exploration by the proponent for those SSI.

i. FAO selectees must achieve relevant language skills to a measurable standard level within a reasonable time period. To achieve quality FAO linguists will require: matching Defense Language Aptitude Battery (DLAB) scores to difficulty of language; longer training time for some languages; continuing training in and immediate utilization of language skills. A proficiency (DLPT) level of 2 is realistic for most languages only with increases in course lengths. In some languages (Arabic, Chinese, Korean), DLPT of 2 can take 84-93 weeks. Once achieved, language skills must be maintained and used. Incentives and valid testing will be required (TAB E).

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j. Proponency has not languished in ODCSOPS (TAB F). Nonetheless, there are management issues in a specialty as broad as FAO which transcend the normal interests or capacity of any one agency. TRADOC (JFKSWC), for example, has controlled the FAOC and had Army doctrinal responsibilities for unconventional warfare, civil affairs, and psychological operations (currently, 14 percent of FAO positions). OACSI is proponent for Army language training and is the Army's POC for attaches and strategic intelligence positions (about 25 percent of current FAO positions). ODCSOPS is the Army's POC for security assistance policy, allocation of resources, and training generally. It is the agency which provides interface between the Army and the joint, combined, and interagency arenas, political-military activities which comprise 61 percent of existing FAO positions. ODCSOPS manages several international programs with direct relevance to FAO In-Country Studies ASI qualifications: Personnel Exchange Program (PEP), Schools of Other Nations, and Program 10, Support to Other Nations (TAB G). Through MILPERCEN, ODCSPER manages the FAO pool, assigning and nominating faces for assignment against existing SC48 spaces. Despite these degrees of shared responsibility, AR 600-3 provides for a single proponent agency for each SC (TAB H).

3. Conclusions:

a. SSI's 48B (Psychological Operations) and 48D (Civil Affairs Operations) be separated from FAO and managed like SC18 as Special Operations Forces (SOF) specialities under the full proponency of TRADOC (JFKSWC). Such a separation will reduce FAO structure by 232 positions by end FY85.

need to get straight the difference between FAO/MAD.

at ACSI conduct joint review
b. ODCSOPS conduct a complete position-by-position review of TAADS including all remaining FAO SSI's so that only positions requiring language proficiency, AERB graduate degree and in-country experience would be coded FAO. Analysis indicates that disciplining FAO TAADS in this way will cut remaining positions from 1250 to about 750 by end FY85.

c. ACSI produce an approved AR stipulating academic requirements for FAO accessions, individual education and training to achieve qualification in one of the eight required ASI's. AR would include standards and systems for initial graduate education, language qualification and in-country studies, as well as refresher training. Coordinated AR to be effective beginning 1st quarter FY85.

at ACSI
d. ODCSOPS (with MILPERCEN support) create and distribute FAO development positions (i.e., those requiring language qualifications only) so that FAO professional development sequences allow for

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intermittent return to initial specialty assignments through promotion to O5. To be completed simultaneously with TAADS review by end FY85.

e. ODCSPER actively seek revision by 2d quarter FY85 of AERB rules to allow payback to occur over a longer term in "subsequent" rather than "immediate" utilization assignments as is now the case. ✓

f. Completion of FAOC be discontinued as a regional ASI requirement for SC48 beginning in FY85. CG, TRADOC continue as FAOC proponent. ✓

g. Proponent (AR 600-3) for remaining FAO SSI (48A, 48C, 48G) continue to be DCSOPS. Proponency be improved: (1) create a separate DAMO-SS office to manage FAO, PEP, In-Country Studies and Schools of Other Nations, (2) increase professional and secretarial staff, and (3) continue to assign FAO qualified officer as Director or one of Deputy Directors, DAMO-SS. ?

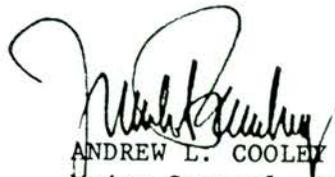
h. Qualified senior FAO be sworn to each OPMS selection board to insure that fully qualified FAO's are selected, especially where ASI selection floors are to be applied. ✓

i. ODCSOPS and ODCSPER jointly implement SC48 education, training, and professional development programs which incorporate the provisions of Para 5, a-d. ✓ OCSJMA
ACSI = 15A

j. Any SC 48 recommendations be coordinated with the DA OPMS study group so that they are not at variance with CSA OPMS decisions (TAB I).

k. ACSI nonconcur with conclusions (TAB J). Consideration of non-concurrence at TAB K. DCSOPER concurs in recommendation. ACSI informed.

4. Recommendation: VCSA direct that ODCSOPS, OACSI and ODCSPER develop a coordinated effort for presentation to him by 15 June 1984.



ANDREW L. COOLEY
Major General, GS
Director of Strategy,
Plans, and Policy

FRANK A. PARTLOW, JR.
Colonel, GS
Deputy Director for Planning

11 Enclosures

May 84 - Noted VCSA with comments: "Note comments.
ACSI get your stuff together! Let's have
a pow-wow!"

COL Frank A. Partlow, Jr./54798
Typed by Ms. Ann Tucker

Go Key
BERT H. SCALES, JR.
GS
Assistant to the Director
of the Army Staff



DEPARTMENT OF THE ARMY
OFFICE OF THE
DIRECTOR OF STRATEGY, PLANS, AND POLICY
WASHINGTON, D.C. 20310

18 Apr 84

MEMO FOR: DCSOPS

- Pl's see my notes. Key here is:
- FAO is not perfect. I have been working this issue within SS + with FAOC course since I came on board.
 - We have been basically running this program with one guy (Elrod). We have done pretty well but are looking at ways to do better. It has been in SSA and maybe buried.
 - Vice should not direct a split. We should study the issue and make the best decision based upon rational analysis (One guy long AZ author.) - not on conjecture.
 - Program not broke. Needs some ruler guidance.

Andy
(MG Cooley)

18 APR 84

ISSUE: Comments on VCSA tasker, next under.

o Goal (FAO excellence) is a good idea; however, no hard evidence contra FAO excellence exists. (MG Odom will cite selection board floors; see attached briefing slides.) *see promotion stats & clip.*

o Timing is wrong. Preempts CSA fall decisions on OPMS study which may have major impact.

o Clearly identifies FAO as "intelligence" specialty (MG Odom will deny), yet 63% of current FAO's are combat arms. FAO needs combat arms ethic to attract top people, keep them, do the existing FAO jobs properly, (e.g., Al Baker; Ken Crabtree; Fred Zilian).

o Surgery is too radical. Shrinkage of specialty is imperative, but it can be done in reasoned, evolutionary manner (see attached highlighted roll up of generic problems -- inclusive issues and viable solutions).

o Separation of FAO from MAO depends on where separation is made -- it must include all key FAO slots (Attache, Pol-Mil and SAO) (MG Odom disregards importance of SAO positions, the logical combat arms FAO slots). *If you want to separate do it with attache only. Don't give ACSI Pol-Mil proponency. There are too many ways.*

o Any OPMS specialty must have developmental structure, not just key 06 slots. Otherwise, no way to grow expertise. Structure (positions) drives population; development.

o Language requirements discipline ^{is} sorely needed, not just in FAO but throughout Army (per DCSPER). Currently no valid aptitude, achievement measurements; records; maintenance or retraining; proficiency inducements exist. (MG Odom says coming on line, but very expensive, not here yet). DLI not viewed by everyone as best language program.

o FAOC should not be required of all FAO's, but no direct correlation between it and graduate education exists (MG Odom thinks the two compete for resources).

o There are as many opinions as there are FAO's concerning "In-Country" programs (MG Odom has his).

o Everyone wants proponency -- DCSOPS still has strongest, if not overwhelming argument. Move to ACSI will cement very unhealthy internal (US Army) and external (US, Foreign Governments) view that FAO is part of "intelligence community," which it profoundly is not, nor should it be.

Recommend you quickly glance through selected briefing slides attached for another view of FAO before MG Odom meeting.

CR