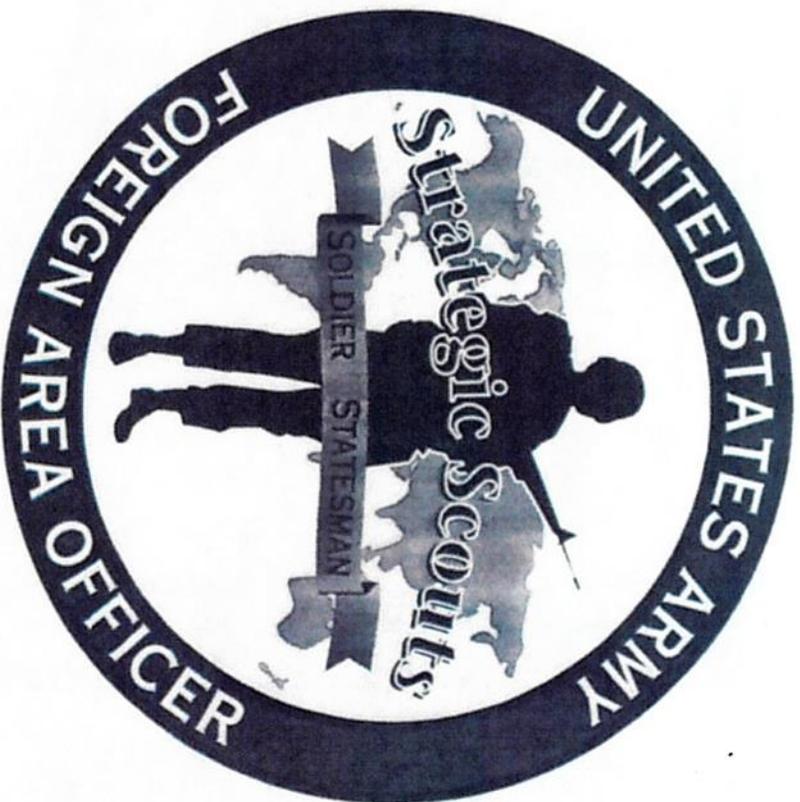




**FOREIGN AREA OFFICER PROPONENT DIVISION**



**CSA FAO PROGRAM REVIEW**  
**GENERAL SULLIVAN**

**STRATEGY, PLANS AND POLICY**

# PURPOSE

## Review the Health of the FAO Program

*Background:* Following your trip to Africa and Europe, you directed (15 Aug 95) DCSOPS to conduct a “new review of the Program.”

Your concerns expressed in the memo included :

- selection criteria
- basic branch qualification
- single tracking, and if so when?

## **BRIEFING AGENDA**

- **THE FAO PROGRAM**
- **THE HEALTH OF THE PROGRAM**
- **INITIATIVES**
- **ISSUES**

**STRATEGY, PLANS AND POLICY**

# HISTORY OF THE PROGRAM

- 1947 LANGUAGE AND AREA TRAINING PROGRAM (LATP)
- 1953 FOREIGN AREA SPECIALIST (FAS)
- 1969 MILITARY ASSISTANCE OFFICER PROGRAM (MAOP)
- 1973 FOREIGN AREA OFFICER PROGRAM (FAO)
- 1984 ENHANCED FAO PROGRAM
- 1989 CSA PROGRAM REVIEW

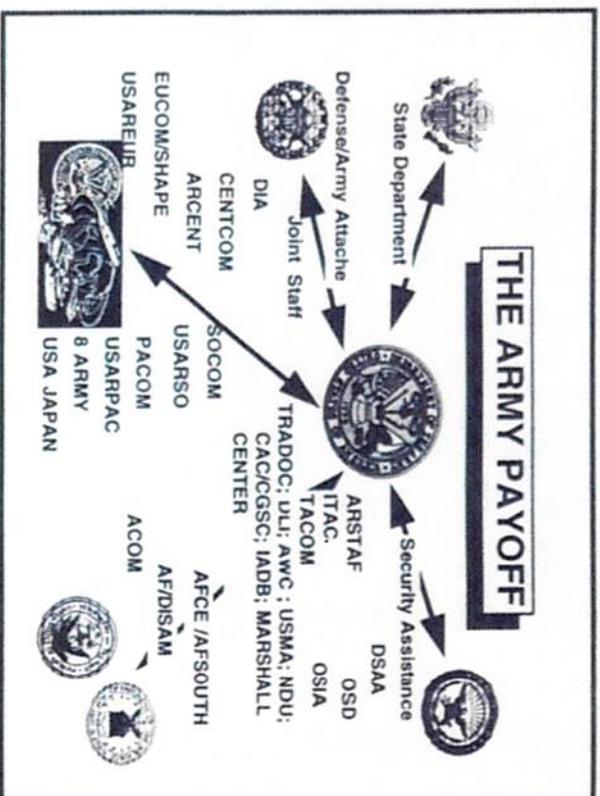
# THE FOREIGN AREA OFFICER PROGRAM

## FOUNDING PRINCIPLES:

Create a First Class Program:  
Army Officers who are **SOLDIERS**  
and Linguists, Regional Experts,  
Political-Military Officers.

## FAO VISION:

Utilize FAOs in Key Army, Joint, DoD,  
and Inter-Agency Positions to Formulate  
and Execute U.S. Politico-Military Policy.



STRATEGY, PLANS AND POLICY

# ACCESSIONS

## CRITERIA FOR SELECTION:

- VOLUNTEER
- ABOVE "CENTER-OF-MASS" FILE
- APTITUDE FOR LANGUAGES
- BACCALAUREATE DEGREE
- SOLID GRE SCORES
- SECURITY CLEARANCE
- ASSIGNABLE WORLD-WIDE

## THE MIX:

- Combat Arms: 65-70%
- Combat Support: 25-30%
- Combat Service Support: 5%

## TREND:

Increasing Accessions

<u>1990</u>		<u>1994</u>
141		211

STRATEGY, PLANS AND POLICY



# FAO AUTHORIZATIONS

FY 87

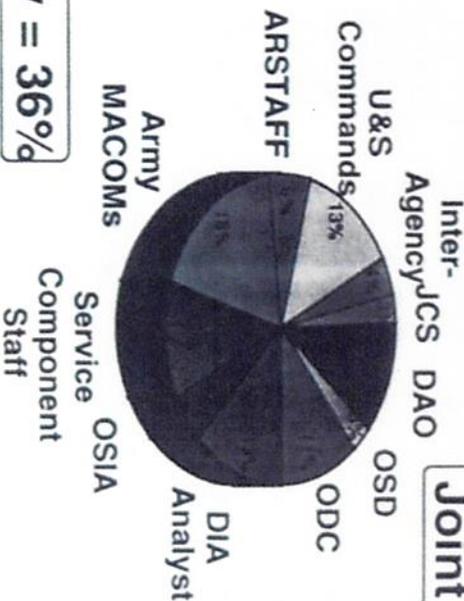
ARMY OFFICERS = 82,044

FAO = 853

**FAO = 1% OF ARMY OFFICER AUTHORIZATIONS**

## JOINT VS. ARMY FAO AUTHORIZATIONS

**Joint = 64%**



**Army = 36%**

**FAO REDUCTION: -6%**  
**ARMY AVG REDUCTION: -35.6%**

FY 94

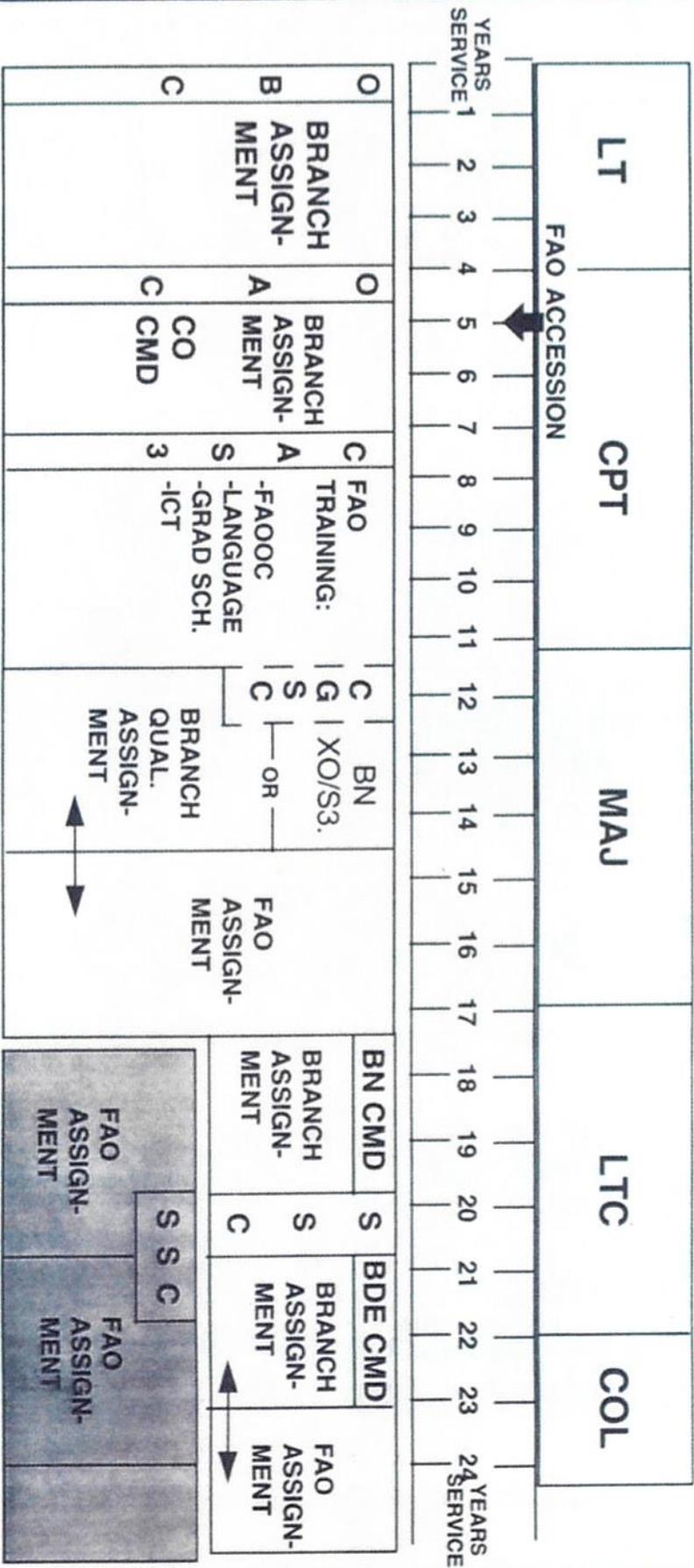
ARMY OFFICERS = 63,393

FAO = 820

**FAO = 1.3% OF ARMY OFFICER AUTHORIZATIONS**

STRATEGY, PLANS AND POLICY

# FOREIGN AREA OFFICER DEVELOPMENT MODEL



DUAL TRACK FAO

SINGLE TRACK FAO

STRATEGY, PLANS AND POLICY

## **HEALTH OF THE FAO PROGRAM**

- **PROMOTIONS**
- **COMMAND AND SCHOOL SELECTION**
- **SERB**
- **PERSONNEL**
- **CONCLUSIONS**

**STRATEGY, PLANS AND POLICY**

# PROMOTIONS

		FAO%	ARMY%	DIFF%
<u>COL</u>	1993	38.0	43.9	-5.9
	1992	46.2	44.3	+1.9
	1991	40.0	38.6	+1.4
	1990	37.7	37.2	+0.5
	1989	30.5	40.5	-10.0
	1988	39.3	39.6	-0.3
1987	42.3	45.0	-2.7	
1986	53.0	51.3	+1.7	
<u>LTC</u>	1994	65.0	65.2	-0.2
	1993	63.7	63.1	+0.6
	1992	66.0	62.9	+3.1
	1991	78.1	61.7	+16.4
	1990	62.1	60.5	+1.6
	1989	77.8	61.4	+16.4
1988	79.0	65.0	+14.0	
1987	76.9	69.5	+7.4	
<u>MAJ</u>	1994	83.3	77.7	+5.6
	1993	73.0	73.4	-0.4
	1992	76.1	71.1	+5.0
	1991	85.0	62.0	+23.0
	1990	83.3	64.7	+18.6
	1989	90.0	68.7	+21.3
1988	68.4	64.8	+3.6	
1987	79.1	72.4	+6.7	
1986	80.4	75.4	+5.0	

## COMMAND & SCHOOL SELECTION

INDICE (Last 5 Years)	ARMY AVERAGE	FAO	DIFFERENCE
CGSC	49.9%	41.5%	-8.4%
BN CMD	11.3%	6.6%	-4.7%
SSC	6.7%	3.9%	-2.8%

# YEAR GROUP PROGRESSION

(% SELECTED)

YG	MAJOR			CSC			LTC (Floor supported)			SSC			COL (Floor supported)		
	Army	FAO	DIFF	Army	FAO	DIFF	Army	FAO	DIFF	Army	FAO	DIFF	Army	FAO	DIFF
68	74.5						71.7	81.0	+9.3				40.5	30.5	-10.0
69	74.1						70.9	71.6	+0.7				37.2	37.7	+0.5
70	74.5						76.4	78.6	+2.2				38.6	40.0	+1.4
71	80.1	85.0	+4.9	56	66	+10	69.5	76.9	+7.4	5.9	3.1	-2.8	44.3	46.2	+1.9
72	79.6	84.6	+5.1	54	60	+6	65.0	79.0	+14.0	6.5	3.6	-2.9	43.9	38.0	-5.9
73	78.8	81.7	+2.9	48	40.6	-7.4	61.4	77.8	+16.4	6.7	3.6	-3.1			
74	78.0	81.9	+3.9	46	35.0	-11.0	60.5	62.1	+1.6	7.3	5.0	-2.3			
75	76.9	78.2	+1.3	45	39.5	-5.5	61.7	78.1	+16.4						
76	75.4	80.4	+5.0	46	36.5	-9.5	62.9	66.0	+3.1						
77	72.4	79.1	+6.7	44	38.9	-5.1	63.1	63.7	+0.6						
78	64.8	68.4	+3.6	46	38.0	-8.0	65.2	65.0	-0.2						
79	68.7	90.0	+21.3	51.1	41.2	-9.9									
80	64.7	83.3	+18.6	54.3	44.5	-9.8									
81	65.0	85.0	+20.0	54.3	44.8	-9.5									
82	71.1	76.1	+5.0												
83	73.4	73.0	-0.4												
84	77.7	83.3	+5.6												

STRATEGY, PLANS AND POLICY

# SERB

(% SELECTED FOR EARLY RETIREMENT)

FY	MAJOR			LTC			COL		
	Army	FAO	DIFF	Army	FAO	DIFF	Army	FAO	DIFF
95				11.5	16.6	+5.1	9.7	7.7	-2
94	37	11	-26	13	17	+4	14	18	+4
93	29	29	0	6	6	0	20	15	-5
92	29	12	-17	25	21	-4	28	33	+5

# PERSONNEL

## INVENTORY/ODP POSITIONS

REGION	MAJ	LTC	COL	TOTAL
OBJECTIVE RATIO:	2.5	2.2	2.0	
LATIN AMERICA	2.6 (125/48)	2.7 (113/41)	1.1 (32/28)	2.3 (270/117)
EUROPE	2.8 (124/44)	3.5 (98/28)	1.2 (30/26)	2.6 (252/98)
SOUTH ASIA	1.8 (21/12)	1.6 (13/8)	2.0 (4/2)	1.7 (38/22)
EURASIA	1.8 (127/70)	1.5 (79/54)	1.4 (25/18)	1.6 (231/142)
CHINA	1.5 (26/17)	3.7 (26/7)	0.5 (2/4)	1.9 (54/28)
MIDDLE EAST	1.6 (89/56)	1.8 (67/37)	1.2 (31/25)	1.6 (187/118)
N.E. ASIA	1.6 (38/23)	1.3 (28/22)	2.6 (13/5)	1.5 (79/50)
S.E. ASIA	2.2 (24/11)	2.2 (18/8)	0.8 (11/13)	1.6 (53/32)
SUB-SAHARAN AFRICA	2.1 (40/19)	1.5 (35/23)	1.2 (7/6)	1.7 (82/48)
TOTAL	2.0 (614/300)	2.1 (477/228)	1.2 (155/127)	1.9 (1246/655)

## FY95 ODP SUPPORTED POSITIONS / FILL

MAJ	LTC	COL
81% (279/227)	107% (256/274)	87% (128/112)

STRATEGY, PLANS AND POLICY

# ASSESSMENT

## PROGRAM HEALTH: AMBER

ACCESSIONS	TRAIN OFFICERS FROM UPPER 2/3s OF OFFICER CORPS
TRAINING	QUALITY TRAINING PROGRAMS OF 2.5 TO 4.0 YEARS (ACS QUOTAS CONTINUE TO BE BOTTLE NECK)
PROMOTIONS	ARMY AVERAGE AT LTC; BELOW ARMY AVERAGE AT COL
POSITIONS FILL	BELOW ODP
SCHOOL SELECTION	BELOW ARMY AVERAGE AT CGSC
BN CMD SELECTION	BELOW ARMY AVERAGE
SERB	WORSE THAN ARMY AVERAGE AT COL

*Program is reasonably healthy, with some areas that require attention.*

STRATEGY, PLANS AND POLICY

## **CURRENT INITIATIVES**

- **ACCESSIONS**
- **TRAINING**
- **CAREER MANAGEMENT**

**STRATEGY, PLANS AND POLICY**

# ACCESSIONS

## Current Initiatives:

- **PERSCOM**
  - Increased quality accessions (“A” and “P” files only)
  - Increased number of accessions (1991: 145; 1992: 162; 1993: 182; 1994: 211)
  - Post Company Cmd quality cut (drops only officers not competitive for MAJ)
- **DCSOPS**
  - Recruiting Efforts: Getting the word out about the program
    - > Letter to all Senior FAOs on the need for quality recruits
    - > Visits to Officer Advanced Courses
    - > Letters to high caliber candidates

# TRAINING

## Current Initiatives:

- **PERSCOM**

- Manage trainees to minimize lost time during training and maximize time available for branch qualification as a Major.

- **DCSOPS**

- Continuing to adjust training cycles to reduce training time.

- > Korean, Arabic, Russian training cycles (Reduce to 3 years)

- Increase number of ICT sites.

- > Open sites in FSU, and Africa; expand capacity elsewhere.

# FAO CAREER MANAGEMENT

## Current Initiatives:

- DCSPER
  - Exploring new model for FAO promotion floors to better describe Army FAO requirements.
- PERSCOM
  - OPMD policy: FAOs do not serve in "01A" type positions.... only FAO or branch qualifying.
  - FAO qualification scrubs (QVR prior to LTC/COL promotion)
  - Mid/Late-career accession recruiting
- DCSOPS
  - New Administrative information to boards in place

## **ISSUES**

- **THE ARMY CULTURE**
- **DUAL TRACK / SINGLE TRACK**

**STRATEGY, PLANS AND POLICY**

# THE CULTURE

## Ambassadors worldwide:

- "Give us more Army FAOs."  
- "Army FAOs key members of the Country Team."

VCJCS: "Army FAOs are benchmark for other Services."

GEN Schwarzkopf: "FAOs were absolutely invaluable..." "The investment [in FAOs] paid off tremendously...[and] illustrates the need to sustain this vital program..."

CSA: The FAO Program is... a vital tool as we shape a future in concert with our nation's values and interests.



Bn Cdr: "If you go FAO, you are ending your career."

Bde Cdr: "If you want to be CSA you will never do it as a FAO."

Bde Cdr: "I'm not going to waste my top block on a FAO."

Bn Cdr (now O-6): "There is nothing wrong with your file. The only reason you haven't been selected for CGSC is you are a FAO. While you were 'screwing off' in FAO training, other guys were getting their boots muddy."



# THE CULTURE

- Fact of life... and it has value.
- Culture will change in response to the changing missions of the military.
- It is a function of education... and leadership at all levels.  
*FAOs are warfighters, but with an added dimension.*

STRATEGY, PLANS AND POLICY

# DUAL TRACK VS. SINGLE TRACK

## ● Why Dual Track?

- To keep the *SOLDIER* in Soldier Diplomat.
- Keep the promise of possibility for Battalion Command to entering population in order to attract the kind of officers the FAO Program needs.
- We need more soldiers with FAO skills in the mainstream.

## ● Why Single Track?

- Single tracking allows the greatest return on its investment in FAOs, and the best use of a shortage specialty.
- Single tracking allows development of greater depth in regional expertise, including valuable personal contacts with key foreign civilian and military decision makers.
- We already do it now -- Army reqmts drive the system:
  - > 25% of FAO Majors already are defacto single tracked upon completion of non-res MEL 4.
  - > Most FAO LTCs single track.

# THE CHALLENGE

## ● For Majors:

- Only 5 years as a Major to complete training, CGSC, branch qualification (XO/S-3), and FAO utilization.
- Non Res CGSC FAO ≠ Bn S-3/XO and Non Bn S-3/XO ≠ Bn Cmd...  
Therefore: Non Res CGSC FAO = Single tracker
- Without branch qualification, officer is much less competitive for LTC.
- Even with above systemic problems addressed, current Army culture makes branch qualification difficult.

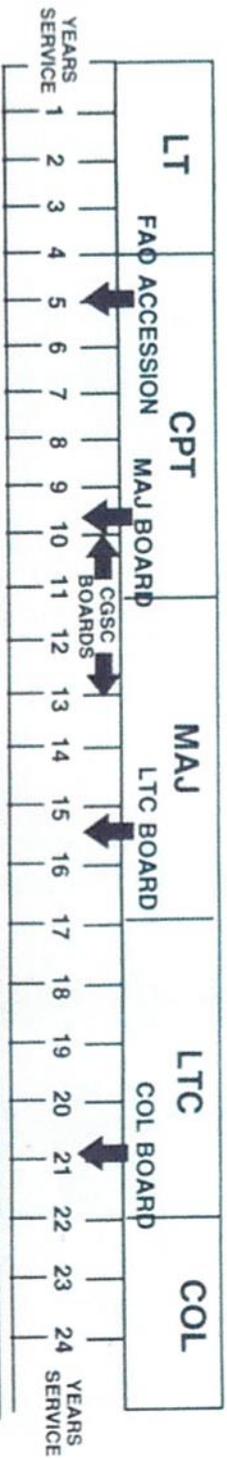
## ● For LTCs:

- Only 5% of FAOs are selected for Bn Cmd and continue to "dual track."
- The majority single track, but must compete for promotion in a dual track system.
- Selection for SSC is less than Army average.
- Promotion to COL is below average even with the help of floors.

## **SUPPORT DUAL TRACK GOAL... ...PROVIDE FOR SINGLE TRACK REALITY**

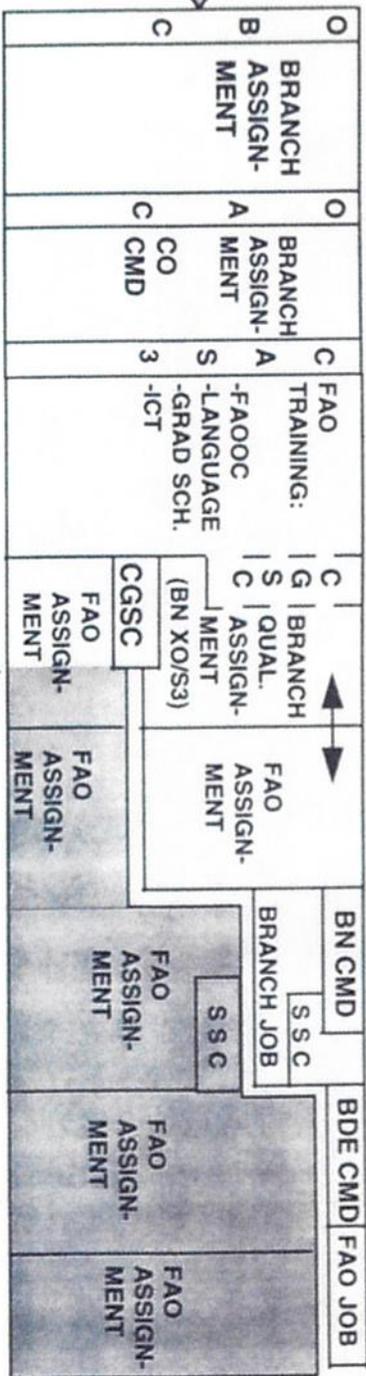
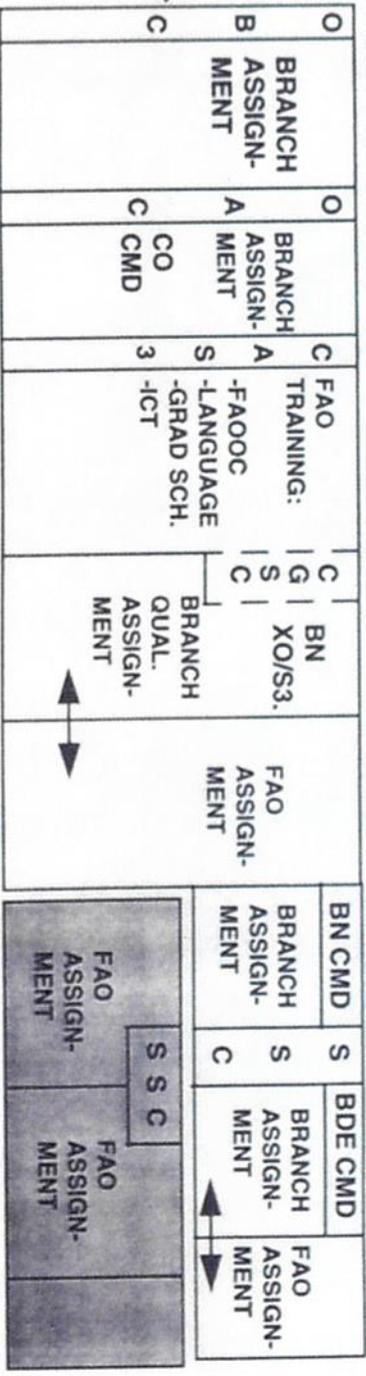
- Continue to support dual tracking for those FAOs who remain competitive for Battalion Command.
  - Will likely comprise 50% of Majors and 10-20% of LTCs.
  - Almost all will be resident MEL 4.
- Support a viable single track career path for FAOs who elect to single track after completion of MEL 4.
  - Will likely comprise about 50% of FAO Majors and 80-90% of FAO LTCs.
  - Almost all will be non-resident MEL 4.
- Ensure the Army “grows” the number of COLs needed to fill DATT, SAO, and Pol-Mil positions -- the Acquisition Model.

# FOREIGN AREA OFFICER DEVELOPMENT MODEL



**Current Model**

**Proposed Model**



**DUAL TRACK FAO**      **SINGLE TRACK FAO**

**STRATEGY, PLANS AND POLICY**

## **CONCLUSIONS**

- **The FAO Program is an Army success story -- the standard to meet for all the services.**
- **In the changing strategic environment, the importance of and demand for FAOs is increasing.**
- **A healthy program, but one that will continue to need work.**

## RECOMMENDATIONS

*Continue to work the problem!*

- Support continued programmatic changes in accessions, training, and career management.
- Support the incorporation of a single-track model in the new DA Pam 600-3.
- Support increased participation of FAOs to resident CGSC.
- Lend personal support to educate the force on the relevance of FAO to the Army and warfighting in the post-Cold War era.

*“In our future force projection Army, FAOs will be the point of the spear.”*