

Date 10 JUN 91

## ROUTING AND TRANSMITTAL SLIP

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. G3	[Signature]	
2. PAO - [Signature]		
3. problems.		
4.		
5.		

Action	File	Note and Return
Approval	<input checked="" type="checkbox"/> For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
<input checked="" type="checkbox"/> Coordination	Justify	

## REMARKS

Attached is for publication.

Request edit. Closing is not as "snappy" as I'd like.

Request clearance.

Spelling of Schwartz

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
LTC Yates / CW	Phone No. 4020/4021

# FOREIGN AREA OFFICER



## SOLDIER-STATESMAN



Vol. 2, Issue 2

SPRING/SUMMER 1990



### Foreign Area Officers:

Soldiering, politico-military expertise, foreign language proficiency, U.S. national security awareness--these are just some of the skills that Foreign Area Officers exhibit on my staff every day. Whether meeting foreign officials, discussing arms negotiations, developing the Army's international strategy, or coordinating the Army's role in the drug war, FAOs are key players.

While Army structure declines, the importance of FAOs will grow. The new Vice Chief of Staff, Army recently stated, "Of all the growth industries, and there are not many, FAO may be one of them." We must maintain contact with foreign governments, stabilize friendly relationships, and develop new and closer ties throughout the world. You, the Foreign Area Officer, will continue to be the key to our success.

  
DANIEL W. CHRISTMAN  
Brigadier General, GS  
Director of Strategy,  
Plans, and Policy

### IN THIS ISSUE:

"The Front Line of Freedom: America's Foreign Area Officers," by GEN Thurman  
The On-Site Inspection Agency  
FAO Program Refinements  
RC-FAO Program

FAO Video  
Assignment Opportunities and Professional Development  
Advanced Civil Schooling  
ICT Spotlight: SE Asia



*The following article is provided by General Thurman, CINC SOUTHCOM. His august career and close affiliation with the FAO Program make General Thurman an expert on FAO development and utilization. All FAO's should take heed with the following thoughts and advice.*

#### **THE FRONT LINE OF FREEDOM: AMERICA'S FOREIGN AREA OFFICERS**

**The Strategic Situation Facing America:** As any casual observer of the daily news can determine, "the times-they are a changing." This past year--an epochal year--has been such a remarkable change that strategists and policy makers everywhere are scrambling. Few predicted the dramatic changes engulfing the world today; we all have watched in awe the changes sweeping Eastern Europe, Latin America, and the Third World.

The Berlin Wall came tumbling down so fast that even the political leaders who promoted the change in the Eastern Bloc were caught by surprise. With an incredible momentum the cause of liberty has swept old, dictatorial regimes off the political landscape of Europe and into history books, and the long, pent-up desire for freedom burst the bonds which for so long had held so much of Europe chained in slavery to a bankrupt ideology.

Equally as dramatic, if not so rapid, has been the change to democracy in Latin America. One-by-one since 1979, the dictatorships in Latin America have given way to new, democratic regimes. Although it seems impossible to many Americans, the only dictatorship left in Latin America is Cuba, and certainly Fidel Castro must know his days are numbered.

Throughout the Third World, change is coming rapidly. The political leaders in Asia and Africa find themselves being carried along by the tide of liberty as nation after nation is demanding its independence and liberty. Leaders who attempt to fight the current are simply swept away. The American dream of "freedom, liberty, and justice for all" is now the world's dream. And the dream a reality!

These dramatic changes have changed the political landscape of those nations behind the "iron curtain" and throughout the world. They have begun to change the way we in America and the West see the world. One of the side effects has been that the world has become a much more complex place for American policy makers. Only months ago the West and the U.S. were preoccupied with the Soviet Union, China, and a few key allies. Today, an ever increasing number of sovereign states are charting their own courses into the future. Old allies are reassessing their own roles and futures. Our foreign policy system is being challenged to its fullest.

The magnitude of these changes has left the U.S. with a demand for specialists who understand the history, traditions, and cultures of these individual nations. Fortunately, the Army has been training FAOs for many years, and they have been ready to step in, take up the slack, and advise national policy makers on the military and political significance of these changes. Not only military leaders, but civilian leaders and Ambassadors have sought out the Army's experts looking for advice and assistance. Never before have the services of the Army's Corps of Military Statesmen been so important to the nation, nor your service so valuable!

**America's Foreign Policy Objectives:** America's primary policy objectives have not changed, and will not likely change in the foreseeable future. The first priority of American Foreign Policy will continue to be to safeguard the Nation's security, because the world is still a very dangerous place. History shows us that rapid political and social change is rarely peaceful, and the military planner must be concerned primarily with capabilities and not only apparent intentions. FAOs serving throughout the world give us our best vision of real versus theoretical capabilities of the armed forces of current and potential adversaries. National Technical means of intelligence give us the ability to "count the beans" of foreign forces, but the FAO is the man on the ground providing policy makers with the insights into levels of morale, training, mainte-



52  
104  
48  
150  
26  
91  
171  
86  
676

nance, and intentions. The events of Eastern Europe might have been less surprising had we spent more time on understanding the minds of the people and less on counting tanks or missiles. Insights into men's minds--these judgements are key to policy makers who are trying to determine how much of America's limited resources must be dedicated to maintaining U.S. forces deployed throughout the world to protect our interests and security. Likewise, the level of Security Assistance provided to our allies is dependent on these same critical judgements. The FAO, probably more than any other specialist, is the key individual in making these assessments. 104

In addition to security, U.S. Foreign Policy will continue to promote the growth of the economic welfare of the U.S. and its allies, and the growth of democratic values. The FAO, as a valuable member of the Embassy's Country Team, plays an important role in advancing these goals. 48

**The Role of the Foreign Area Officer:** The key institution in accomplishing U.S. Foreign Policy goals in each of the many countries in the world is the U.S. Embassy. The Ambassador, the President's representative, is responsible for the execution of U.S. Policy. The FAO, whether serving as the Attache or in the Military Group, is a key member of the Country Team made up of representatives of various agencies of the U.S. Government. Though the DAO and MILGROUP have different roles, requirements, and chains of commands, both represent the Secretary of Defense and serve to support the Ambassador in accomplishing American objectives in the host nation. The Country Team is on the front lines of international conflict and competition in the modern era. This is where the FAO's skills as a professional military officer and country/regional specialist are most needed. Country team jobs are exciting and demanding. Seek them! 150

The military officers in these positions often find that they really are serving a multitude of masters. First, they serve to support the Ambassador as a

member of the Country Team. The Defense Attache (DATT) is required to do the bidding of the DIA. The MILGROUP supports the Defense Security Assistance Agency (DSAA) in its mission of providing security assistance to the host nation in accordance with the Embassy objectives and host nation needs. Both must also help to support the CINC as a key DoD representative in providing DoD support to the Ambassador. At the same time, these officers actually have a service to provide to the host nation, particularly in the case of our allies. 91

They work to ensure the U.S. provides the best, and most effective assistance that the host country needs and the U.S. Congress has authorized. Professional officers should not assist foreign military establishments to purchase equipment for which there is no need, which they cannot maintain, and which saps the nation of key resources. This is especially the case in Third World states which can ill afford to spend the limited resources provided by U.S. taxpayers on costly, high tech weapons for which there is no operations and maintenance support and which are of limited use to the nation's defense. At other times, where it is in the interests of the U.S., the military professional must actually be an advocate for the host nation military in the American bureaucracy to help ensure that policy makers provide the assistance clearly needed. These are difficult and challenging masters, all with different priorities and concerns, and it is the responsibility of FAOs on the scene to balance these priorities and work to accomplish U.S. objectives. 171

**The FAO In Just Cause:** Operation Just Cause was an excellent example of the success of the Army's FAO system. Army FAOs served at every level of the policy formulation process, the planning process, and the execution of Just Cause. Their contributions were important in the success of the operation. FAOs provided key information on troop dispositions, capabilities and likely intentions. A key factor in the planning was determining how the Panama Defense Forces would react to the invasion, and FAOs serving in troop units, on



tactical staffs, in the Treaty Affairs Office, and at the National level were key to this analysis.

During the execution of Just Cause, FAOs who knew the terrain and individual PDF officers were essential in gaining the surrender of tactical units as well as so called "dignity battalion" members with minimum casualties on both sides. FAOs who understand the nature of the society helped to develop tactical strategies and psychological campaigns which were very effective in defeating the PDF and in gaining support of the population for the newly installed Government of Panama. These officers assisted establishing the new government as it got itself organized to carry out the functions of government. FAOs are still active in Panama, helping the nation to rebuild and establish its new police forces. In Just Cause, FAOs were clearly a combat multiplier.

**The FAO in the Drug War:** Currently Southern Command is engaged in the Drug War by helping Country Teams and host nations of Latin America develop and execute plans against the international narcotics trafficking organizations. A large part of the President's Andean Ridge strategy is to provide Security Assistance to the Armed Forces of the Andean Nations to encourage them to defeat the illegal narcotics trafficking organizations operating from their nations. Teams of FAOs from the Southern Command have been instrumental in assisting the Ambassadors, the Country Teams, and host nations in developing these plans. In many cases the particular expertise of the FAO in operational planning has made him the key member of the Ambassador's staff in efforts to defeat the narcotics traffickers. Army FAOs are working closely with the DEA and other U.S. agencies in the prosecution of this war, and they have become invaluable to the success of the mission.

**Your Duties as a FAO:** To accomplish your mission as a FAO assigned to an embassy or unified command staff, you must clearly know U.S. objectives. FAOs have a responsibility to

ensure that their advice is considered by key policy makers in the Embassy, in DoD, and in the host nation military. Your duty is not only to be prepared when called, but also to ensure that your particular expertise is considered in the making and execution of policy. You must always remember that you are a representative of the people of the United States of America. It is a part of your duty to promote good, solid American values. You must understand local cultural values, but you must never accept nor condone the violation of basic human rights by any of the host nation forces with whom you work. Honesty, civilian control of the military, leadership by example, and equality of all citizens are simple values which we take for granted but which you must demonstrate by your words and deeds. The collapse of communism and tyranny has again validated basic, core American values. FAOs have a special responsibility to promote our value system with military institutions throughout the world.

**Preparation and Maintenance: The Key to Successful Service:** To be a successful FAO you must be able to speak the language and have an appropriate advanced degree in the Social Sciences which provides you a solid theoretical base upon which to build your expertise. Through individual travels, FAO training, and additional study you deepen your knowledge of the history, cultural values, and political-military processes of the region in which you are expected to serve. You must also be a successful soldier leader in your basic branch. If you hope to serve in key policy-making positions as a Defense Attache or as a Military Group Commander, you must be an outstanding officer--generally one who has served as a battalion and brigade commander. This fact places an extra burden on you not only to be successful in your basic branch, but to stay current and maintain proficiency in your region of expertise and language skill. This is not an easy task and will require effort on your part and on the part of branch managers to ensure you are provided the opportunity to be successful in the dual track career. Obviously, only the most dedicated and

capable will be able to successfully manage both responsibilities, but that is exactly what we need in the key positions of Defense Attache and Military Group Commander.

**WANTED--Outstanding Professional Officers Who Serve on the Front Lines of the Modern Battlefield:** The world has never been more exciting nor the role of the FAO more important. As the U.S. begins to scale back its presence overseas, the role of the FAO will grow ever more important as he or she serves to make and execute American Foreign Policy. I challenge each of you to improve your capability to serve your nation in these important times. Maintain and improve your FAO skills and expertise, and march to the sound of the guns. Strive to be a successful commander in your branch. Your nation needs its FAOs now and the future is bright! Be all you can be!



**M. R. THURMAN**  
General, U.S. Army  
Commander in Chief  
U.S. Southern Command  
Quarry Heights, Panama

*The following article is provided by Brigadier General Ronald Lajoie, Director, On-Site Inspection Agency. BG Lajoie is the Army's senior active duty East European/Soviet FAO and was selected to head OSIA, a separate DoD agency which reports directly to the Under Secretary of Defense for Acquisition.*

### THE ON-SITE INSPECTION AGENCY

Visited any Soviet military installations lately? If you are an East European FAO and the answer is "no," then you are not part of the most interesting and challenging FAO Utilization assignment to come along in the past four decades: The On-Site Inspection Agency (OSIA).

The On-Site Inspection Agency was created to implement the INF Treaty. OSIA is a joint organization responsible for conducting all inspections of Soviet intermediate- and shorter-range missile bases as well as coordinating all activities associated with Soviet inspections of U.S. bases in Europe and America. In the past two years, OSIA has conducted over 325 inspections in the USSR while escorting Soviet military inspectors on more than 150 visits to U.S. missile facilities. It has established a continuous inspection presence at the former SS-20 assembly plant in Votkinsk, USSR and escorts Soviets conducting a similar inspection of the Hercules Rocket Motor Production Plant near Salt Lake City, Utah.

Army 48E's in the grade of LTC are used as team chiefs to lead ten person inspection teams of missile specialists and linguists on tours of Soviet missile bases to conduct various types of inspections mandated by the Treaty. They also serve as Site Commanders in Votkinsk, supervising the 30 government and contract inspectors on duty 24 hours a day, 365 days a year. Other FAOs are used to head teams escorting Soviet officers visiting our own INF missile facilities for the same purpose while other FAOs serve as inspectors and Deputy Team Leaders for each of the different types of inspections.

The travel schedule, while demanding, has opened areas of the Soviet Union to inspectors which have never before been visited by foreigners. The length of visits can run from several days to several weeks depending on the function of the facility inspected.

An assignment with OSIA provides immediate opportunity to apply FAO training and skills. Whether in the preparation of new inspectors and escorts, or in days and weeks spent as the senior American on a Soviet installation, the years of study in Russian language and knowledge of Soviet government, history and culture are put to the test.

OSIA was recently tasked with the planning mission to determine resources needed to monitor compliance with START, CFE, NTT, and CW

treaties. Arms control is clearly emerging as a growth industry and presents increasing opportunities and challenges for FAOs to get up close and personal with the Warsaw Pact at both strategic and conventional installations. The scope of the task confronting the U.S. Government is demanding. To do it professionally will require the impressive talents available in the skilled ranks of today's East European FAOs.

*The following information was submitted by LTC Paul Peyton, 18/48H. LTC Peyton begins the Japanese War College (MEL-1 Producing) this summer.*

### NEWS FROM JAPAN

In 1987, I was assigned as the USARJ/IX Corps Liaison Officer (LNO) to the Japan Ground Self Defense Force (GSDF) Northern Army (NA) and the only U.S. military member on Hokkaido. This has been the most educational and rewarding assignment of my FAO career.

Duties are diverse--serving as a coordination conduit between each of the Northern Army HQ staff sections and their counterparts at USARJ/IX Corps; conducting briefings on U.S. Army/joint doctrine, organization, weapons/equipment, etc.; acting as intermediary with civilian agencies with bilateral training-related claims against the U.S. government; coordinating VIP visits; and, arranging/translating for bilateral CPX/FTX related coordination conferences. Periodically, I get away to observe GSDF training or familiarize myself with Hokkaido key terrain features. Sometimes I politely fend off not-so-pro-military reporters who would love to scoop the competition with an anti-U.S./bilateral training article.

The single most indispensable FAO skill has been language qualification. The ability to comprehend and explain Japanese plans/proposals, and the rationale behind them, has been crucial. Civilian interpreters sometimes lack the military terminology/doctrinal background needed. Non-FAOs often do not have the cultural understanding required to

ask the right questions or avoid embarrassment/"face loss" for both sides. There is no substitute for the FAO with adequate language skills to preclude misunderstandings and avoid incidents that otherwise might damage a bilateral relationship.

### FAO PROGRAM REFINEMENTS

An ARSTAF Council of Officers now meets regularly at Headquarters, Department of the Army, to plan, develop, and execute refinements to the Enhanced FAO Program. Under the chairmanship of the Chief, FAO Proponent Office, the Council, which also serves as the Functional Area 48 Personnel Proponency Committee, includes representatives from ODCSPER (and PERSCOM); ODSCINT; ODSCLOG; Office, Chief Army Reserve; ARPERCEN; and, the United States Army Personnel Integration Command.

The Council has developed a list of program refinement tasks in three principal areas: improve FAO personnel management, improve attractiveness of selected DAO/SAO positions, and monitor improvements in the FAO Program. For each specific task, a primary office of responsibility is assigned. At the Council meetings, the representatives report on each task for which their office has responsibility. A description of the most significant on-going actions follows.

**--Improving FAO Management.** FAOs are no longer eligible for ROTC, recruiting, readiness and branch immaterial assignments unless they have completed basic branch material and FAO specific assignments. This change will be included in Update 14, DA Pam 600-3 scheduled for publication in July. FAOs will serve on all field grade promotion boards when feasible and special oral and written instructions to these boards are being provided to ensure board members recognize the criticality of FAO assignments. Promotion requirements by area of concentration will be identified when projected shortages dictate. "Qualification verification panels" are institutionalized at PERSCOM before each field grade promotion board

to ensure officers designated FA 48 are qualified FAOs. Officers determined unqualified at the junior field grades are either assigned or trained to become fully qualified; unqualified senior field grade officers will lose their FA 48 designation before the promotion board convenes. With the assistance of the West Point Mathematics and Systems Engineering Departments, a FAO life-cycle model by area of concentration is being developed. Authorization documents for both active and reserve FAO positions are being relooked. The Reserve FAO Program has been realigned with the Enhanced Active Component FAO Program. The entire active FAO Inventory has been surveyed; results of the survey will be published in the next FAO Newsletter.

**--Improving Attractiveness of Selected DAO/SAO Positions.** Two major actions are ongoing to improve the attractiveness of austere duty posts. Both will require statutory and/or regulatory changes to implement. One would allow families assigned to posts without high schools to send their children to any high school at government expense, up to the cost of attendance at the current approved high school at High Wycombe, outside London. The second would authorize payment of "austere duty pay" to military assigned to austere duty posts overseas; these posts would be based upon the State Department evaluations for post differential pay.

**--Monitoring Improvements in the FAO Program.** In addition to the FAO Council, a FAO Senior Advisory Board is being organized. Chaired by the Director of Strategy, Plans, and Policy, ODCSOPS, the Board initially will include the Director, Military Personnel Management, ODCSPER; the ADCSINT; ADCSLOG; Deputy Directors of the Defense Intelligence Agency for Attaches and Operations and the Defense Security Assistance Agency; and, distinguished retired officers.

Additional suggestions and ideas for improving the FAO Program are solicited at each Council meeting. Recommendations from the field also are welcome by the FAO Proponent Office, ODCSOPS.

#### ASSIGNMENT OPPORTUNITIES AND PROFESSIONAL DEVELOPMENT OF THE QUALIFIED FOREIGN AREA OFFICER

Fully qualified FAOs can expect many different assignment opportunities over the course of a career. Organizations to which FAOs are assigned include the Defense Attache System, Security Assistance Organizations, Combined and Joint Commands, Office of the Secretary of Defense, State Department, Joint Staff, Defense Intelligence Agency, Army Major Commands, and Service Schools. Within these organizations the FAO serves as an attache; security assistance officer; liaison officer; instructor; and politico-military, policy, or intelligence staff officer.

The overwhelming majority of these assignments are nominative; the officer must be accepted by the gaining organization. Factors which the gaining organization will consider include the officer's experience (assignment history/military and civilian schools), grade, military education level (MEL) status, language skills, and demonstrated manner of performance (OERs). The importance of the *Officer Record Brief (ORB) cannot not be over emphasized* in the assignment process. It is the critical document used by both PERSCOM and gaining commands to assess the qualifications of the officer nominated.

While every attempt is made to take the officer's preferences into consideration, the needs of the Army are of paramount importance. To increase opportunities for position of choice, you must maintain contact with your assignment officer in the FAO Management Section. Telephone traffic into the building can at times be overwhelming, so to lessen the difficulties here are a few helpful reminders.

--Know who you need to talk to when you call. There are three assignment officers and each handles specific areas of concentration (see POC list). Training questions should be addressed to the Accessions/Training Manager, not the regional assignment officer.

--Time permitting, send a hand-written note several weeks in advance identifying the subject to discuss.

--If you have a question/problem with your ORB or official file contact your basic branch; they maintain your file. The FAO Management Section will assist in updating your ORB when they are actively working your nomination, but the basic branch has full-time technicians and provide the service.

All officers should play a central role in their professional development. This is especially true for the FAO who must strike a continuous balance between FAO utilization and branch qualifying assignments. To do this you should "time-line" your career path, e.g., know when you are in the primary zone for promotion or eligible for service school selection and match those key gates with assignment considerations (branch and FAO). You will know exactly where you are in terms of your career goals/needs, and how to stay on track in achieving them.

#### FAO VIDEO

**"In Search of Excellence: The Foreign Area Officer,"** is now showing starring **Generals Powell, Vuono, and Sullivan** at your local audio-visual support center. The video is an instrument to better inform officers and cadets about the FAO Program prior to selection of a functional area. The video has been sent to basic branch schools, USMA, and ROTC regional commands. For current FAOs, the video demonstrates your value to national security from the perspective of our Army leadership.

Pass the word on this video; it serves no purpose if

it is not seen. Be innovative--you might recommend it be shown at an officers call. The value of this production goes beyond the current and prospective FAO community. Let the non-FAO community know what a FAO is and what a FAO does for our Army and nation. In overseas locations, consider showing it to host-nation and Department of State counterparts.

The video is available by requesting **PIN 708460, TVT 21-220** from your audio-visual support center. Viewing time is 23 minutes.

#### REPORTING TO DLI

FAOs reporting to DLI for language training who arrive during normal duty hours should report directly to Company E, Building 276 on Plummer Street, Presidio of Monterey, California, Autovon: 878-5128, Commercial: (408) 242-3181. If arriving after duty hours, go directly to the Fort Ord Welcome Center at Martinez Hall, Building 2798, 2nd Ave and 12th Street, Fort Ord, to make billeting arrangements. Advance reservations for billeting can be made through Fort Ord Billeting, Autovon: 929-3181, Commercial: (408) 242-3181.

#### THE FAONET

The FAONET, a computerbased teleconference system is open to all FAOs. FAONET is used to address current issues relevant to FAO development. Participants in the net, include FAOs in graduate school and members of the DA and DoD staffs. Requirements to enter the net are a computer, modem, and communications software. For an ID number and password, send a note to FAO Coordinator, ATTN: ATFL-TDS, Defense Language Institute, Presidio of Monterey, California 93944-5000 or call: Autovon: 878-5110, Commercial: (408)647-5110.



**FAO ADVANCED CIVILIAN SCHOOLING (ACS)**

AR 621-1, Training of Military Personnel at Civilian Institutions, governs policy and procedures for training military personnel at civilian institutions.

Officers applying for ACS must submit completed DA Form 1618-R (Application for Detail as Student Officer at a Civilian Educational Institution or Training with Industry) to FAO Management Section, PERSCOM (TAPC-OPB-A). The Army will reimburse officers for up to three application fees. At least one school where the applicant will be considered a resident for tuition purposes (bona fide or defacto resident while attending school) or which offers competitive tuition rates will be listed among the three choices. If attendance at such a school is not possible, an explanation must appear on DA Form 1618-R. Letters of acceptance/non-admittance must be attached. Preferences must be prioritized.

FAOs are authorized to apply to **area studies** programs at schools shown on page 9, consistent with the officer's regional area of concentration. FAO Management Branch, PERSCOM, will notify officers of the school approved for attendance.

**IN-COUNTRY TRAINING---AROUND THE WORLD**

This is the third in a series of articles describing in-country training (ICT) sites by area of concentration. The Spring/Summer 89 FAO Newsletter highlighted training in Sub-Saharan Africa. The Fall/Winter 89 issue focused on South Asia.

**Spotlight On: Southeast Asia**

Area of Concentration (AOC) 48I is the designation for Southeast Asia FAOs. OCONUS utilization tours for fully-qualified Southeast Asia FAOs are located in Australia, Burma, Hawaii, Indonesia, Malaysia, Papua New Guinea, the Philippines,

Singapore, and Thailand.

The following is a short description of current training opportunities for 48I ICT:

**Indonesia:** One FAO per year completes a 16-17 month ICT program. The FAO attends an Indonesian military-run language course in Jakarta, followed by attendance at the Indonesian CGSC in Bandung. In-country/regional travel and studies follow CGSC attendance. The FAO should be a MAJ/CPT (P) and proficient in Bahasa Indonesian.

**Malaysia:** One FAO per year completes a 15-16 month ICT program. The FAO attends the Malaysian Armed Forces Staff College in Kuala Lumpur, followed by in-country/regional travel and studies. The FAO should be a MAJ/CPT (P) and proficient in Bahasa Malaysian.

**Philippines:** One FAO per year completes a 15 month ICT program. The FAO attends the Armed Forces of the Philippines CGSC in Manila and conducts in-country/regional travel and studies. The FAO should be a MAJ/CPT (P) and proficient in Tagalog.

**Singapore:** One or two FAOs per year complete a 12-13 month ICT program. The FAO audits classes at the National University of Singapore, conducts research and attends conferences at the Institute of Southeast Asian Studies, and conducts in-country/regional travel. The FAO can be a MAJ or CPT, and should be proficient in Bahasa Malaysian/Indonesian.

**Thailand:** Two FAOs per year complete a 15 month ICT program. One FAO attends the Royal Thai Army CGSC in Bangkok. Another FAO conducts advanced language studies, audits classes at Chulalongkorn University, and liaisons with host-country military units/organizations. Both FAOs conduct in-country/regional travel and studies. Both FAOs can be a MAJ or CPT, and should be proficient in Thai.



**APPROVED SCHOOLS FOR AREA STUDIES**

	48B	48C	48D	48E	48F/H	48G	48I	48J
U. Illinois	1	1	1	1	1			
UC-Berkeley	1	1	1	1	1	1		1
U. San Diego	1							
U. Michigan			1	1	1	1	1	
U. Wisconsin			1	1	1			1
UCLA				1	1	1		1
U. South CAL					1			
U. Florida	2							2
U. Kansas	2			2	2			
U. Texas	2				2	2		
U. New Mexico	2							
New Mexico St	2							
U. Pittsburgh	2				2			
U. Minnesota		2	2					
U. Hawaii			2		2		2	
U. Washington			2	2	2	2		
Ohio State U.				2	2			
Ohio U.					2		2	
U. Utah						2		
SUNY-Bingham						2		
Indiana U.	3	3		3	3			3
City U NY		3						
Michigan St					3			3
N. Illinois U							3	
Cornell	4	4	4	4			4	
Georgetown	4	4		4		4		
Yale	4			4	4	4		4
U. Chicago	4		4	4	4	4		
Tulane	4							
Vanderbilt	4							
Columbia		4	4	4	4	4		
Tufts		4						
Syracuse			4					
U. Penn			4		4	4		
Harvard				4	4	4		
Princeton				4	4			
Johns Hopkins				4				
Stanford				4	4			
Geo Washington					4 (F Only)			
New York U						4		
Boston								4
Northwestern								4

Code:  
 1 = In-state tuition for bona fide residents (legal residence)  
 2 = In-state tuition for Army personnel residing in-state during enrollment  
 3 = Competitive with in-state tuition rates  
 4 = High-cost tuition rates



PERSONNEL CHANGES

**FAO Proponent Office:** Effective 1 June 1990, LTC Donnell F. Saffold became Chief, FAO Proponent Office. An Armor officer, and former commander of the 1st Battalion 77th Armor, Ft Carson, LTC Saffold is a fully qualified 48G, with assignments in Tunisia and Oman.

COL John R. Miller departed the FAO Proponent Office for OPMS brigade-level command of the U.S. Army Personnel Integration Command, National Capital Region.

MAJ Scott Page, FAO Staff Officer, departs late July to begin training for an attache assignment. MAJ Keith Kernak, from Ft Richardson, Alaska, replaces MAJ Page.

**FAO Orientation Course:** LTC Chris Wise, Director, FAO Orientation Course (FAOOC) at the Defense Language Institute, Monterey, California retires Aug 90. LTC Wise has been the only FAOOC Director since implementation of the course in 1988. His development of the POI, administration of the course, and mentorship of all FAOs attending DLI have served the Army and the FAO Program admirably. LTC Terry Johnson will replace LTC Wise. LTC Johnson comes from the Joint Strategic Plans Staff, Offutt AFB.

**FAO Management, PERSCOM:** MAJ Egon Hawrylak moved from Team Chief and assignment officer for 48D, 48G, 48I, and 48J to Colonels Assignment Branch for Infantry and Special Forces. MAJ Doug Bray, the new assignment officer for FAO MAJ/LTC positions in the above AOCs, recently completed graduate studies at the University of Southern California.

MAJ Charles Rey becomes Team Chief in August and assumes 48C and 48E assignment responsibilities from MAJ Terry Jernigan who will report to DIA. MAJ Ray recently completed MEL-4 qualification at the Canadian Staff College.

FAO SURVEY

The FAO survey was distributed to 2216 serving FAOs. Data was collected through 11 Jun with greater than an 81% return rate. Thanks for your support in making this the highest return rate on record for an Army survey--just one indication of the care and concern FAOs have regarding the program. 82% reported that if they had it to do over again, they would select FAO as their functional area. On another question, 72% indicated that they were "satisfied or very satisfied" with the current program. All data is being analyzed and results will be published in the next FAO Newsletter.

LIFE-CYCLE MODELING

The FAO Proponent Office and West Point's Systems Engineering and Mathematics Departments are designing life-cycle models for each FAO area of concentration. The modeling will assist in FAO personnel management to include identification of requirements for accession, training, and utilization. The nine regional models will be based on existing force structure requirements. Changes in that force structure will force the computer to build a new life cycle model.

RC-FAO PROGRAM

The Reserve Component Enhanced FAO Program is being implemented. The initial cohort of RC-FAOs attended one of two special orientation courses (4-15 June or 16-27 July 1990). LTC Chris Wise, DLI-FAO Coordinator, and LTC Stan Constantini, ARPERCEN, coordinated these courses. Future accessions into the RC-FAO Program will attend one of the active component orientation courses also conducted at DLI.



After reviewing the files of each qualified RC-FAO, ARPERCEN programmed each officer for an approved Individual Mobilization Assignment (IMA) position. All commands, organizations, and agencies must continue to review their documentation to ensure FAO IMA positions are properly coded--additional RC-FAO authorizations are welcome provided the position requires FAO skills. Within the Washington, D.C. area, some RC-FAO positions are drilling IMA positions. A drilling IMA position can allow the soldier to receive pay for 24 drills per year.

**AR135-11, The Enhanced Reserve Component Foreign Area Officer Program**, is expected to be published later this summer. In part, it requires applicants to be field grade officers, possess a graduate degree in an area studies program or related discipline, demonstrate language proficiency (DLPT 2/2 rating), be branch qualified, and have completed a minimum of 50% of CGSC.

Interested officers may continue to apply for admission to the RC-FAO Program. For more information, call MAJ Angelo Sanchez, ARPERCEN, DARP-ZB-PM, 1-800-648-8929 or AV: 693-7442/7443.

MAILING PROCEDURES

DAMO-SSF sends newsletters to all active duty officers who appear on the Officer Master File (OMF) as holding functional area 48. DAMO-SSF does not control or have access to the OMF; instead, PERSCOM provides the list each time a newsletter is ready for distribution. ARPERCEN is provided bulk distribution to further send to reserve component FAOs.

Although a small percentage, many newsletters are returned due to incorrect or improper mailing addresses (many are returned after the postal system unsuccessfully forwards the newsletter). The problem normally stems from outdated information in the OMF. OMF data matches the mailing address depicted in Section IV of your

Officer Record Brief. If the ORB is wrong, have your servicing personnel office update the information.

A second problem, normally found with overseas locations, is that the data shown is a local, not U.S. postal mailing address. If stationed at an embassy, the APO/FPO or Department of State Pouch address should be reflected on your ORB and hence, the OMF.

Upon receiving the newsletter, check with other FAOs to see if they also received a copy. If not, share yours with them. Since non-FAOs are not on the distribution list, also consider passing a copy around to other interested persons, especially junior officers not yet having a functional area.

POINTS OF CONTACT

U.S. Army Student Detachment  
ATTN: ATZI-TBD  
Ms. Rita Byrns (Admin Support)  
Ft. Benjamin Harrison, IN 46216-5820  
(317) 549-5658 AV: 699-5658

Director, F&AO (OASA) FM  
ATTN: SAFM-FAB-D  
Ms. Nancy Alvey (Schools of Other Nations Budget)  
Indianapolis, IN 46249-0190  
(317) 542-2286 AV: 699-2286

U.S. Army Field Support Center  
ATTN: IASV-P-A  
7321 Parkway Drive, S. Hanover, MD 21076  
(301) 677-7857/6482 (Personnel); 677-5119/6360 (Finance)  
AV: 923-7857/6482 (Personnel); 923-5119/6360 (Finance)

U.S. Army Support Command Hawaii  
ATTN: APZV-PAA-RP (CW3 Carver)  
Ft. Shafter, HI 96858  
(808)438-8913



U.S. Army Personnel Command  
(PERSCOM)  
ATTN: TAPC-OPB-A (FAO Management  
Section)  
200 Stovall Street  
Alexandria, VA 22332-0411  
(703) 325-3135 AV: 221-3135

FAO Management Section (CPT-LTC):  
MAJ Doug Bray--Assignments Officer: 48D,  
48G, 48I, 48J, UNTSO  
MAJ Terry Jernigan--Assignments  
Officer: 48C, 48E  
MAJ Phillip Gick--Assignments Officer: 48B,  
48F, 48H  
Ms. Brenda Renfroe--Accessions/Training  
Plans  
SGT Kenneth Sparks--Administrative NCO:  
Training RFOs

U.S. Army Personnel Command  
(PERSCOM)  
ATTN: TAPC-OPC-A (Colonels Division)  
200 Stovall Street  
Alexandria, VA 22332-0411  
(703) 325-7877 AV: 221-7877  
LTC Paul Barb--Colonels Assignments Officer  
(MI & FA48)

U.S. Army Security Assistance Agency--  
Latin America  
ATTN: LOSA-SA-PP (MAJ Clair)  
Ft. Clayton, PN  
APO Miami 34004  
50787-3253 AV: 287-3253

U.S. Army Western Command  
(WESTCOM)  
ATTN: APOP-IM (LTC Henning)  
Ft. Shafter, HI 96858  
(808)438-6312

3rd U.S. Army/USARCENT  
Coalition Warfare Division  
ATTN: AFRD-DTC (LTC Yates)  
Ft. McPherson, GA 30330-7000  
(404)752-4824 AV: 572-4824

FAO Coordinator-DLI  
ATTN: ATFL-TDS (LTC Wise)  
Presidio of Monterey, Ca 93944  
AV: 878-5110/5565

U.S. Army Reserve Personnel Center  
(ARPERCEN)  
ATTN: DARP-ZB-PM (MAJ Sanchez)  
9700 Page Blvd  
St. Louis, MO 63132  
1-800-648-8929  
AV: 693-7443

Department of the Army  
ODCSOPS (DAMO-SSF)  
Room 3B521, The Pentagon  
Washington, DC 20310-0420

*LTC LORENZ*  
LTC ~~Donnell F. Saffold~~  
Chief, FAO Proponent Office  
AV 227-3600/commercial (202) 697-3600

*MAJ Kernek*  
MAJ ~~Scott W. Page~~  
FAO Staff Officer  
AV 227-6927/commercial (202) 697-6927

Mr. James M. Pahrns  
Personnel Exchange Program (PEP) and  
Schools of Other Nations (SON)  
AV 225-4818/commercial (202) 695-4818

Ms. Patricia A. Jones  
Budget Analyst/Resource Manager  
AV 227-6317/commercial (202) 697-6317

Mrs. Rowena G. Baxter  
Editor FAO Newsletter/Admin. Assistant  
Av 223-2498/commercial (202) 697-2398

This publication is an authorized publication for  
members of the Army. Contents of the FAO  
Newsletter are not necessarily the official news  
of, or endorsed by, the U.S. Government, Depart-  
ment of Defense or Department of the Army.

The Deputy Chief of Staff for Operations and  
Plans (DCSOPS) is the FAO proponent. The FAO  
Proponent Office is responsible for the Foreign  
Area Officer Program and policy. The FAO  
Newsletters, published under the provisions of  
AR 25-30, para 10-1, communicates matter of  
DA policy and information pertinent to the  
training, development, and utilization of FAOs.  
Suggestions and comments are welcome.

Department of the Army  
ODCSOPS (DAMO-SSF)  
Room 3B521, The Pentagon  
Washington, DC 20310-0420



OFFICIAL BUSINESS

FIRST CLASS

LTC Mark B. Yates  
3320 STERNBRIDGE  
LITHONIA, GA 30058

FAX  
224-2675  
(703) 614-2675

PUBLICATION: SOLDIER - STATESMAN: FAO Newsletter

ADDRESS: Department of the Army  
ODCSOPS (DAMO-SSF)  
Room 3B521, The Pentagon  
Washington, DC 20310-0420

SUSPENSE: Receipt by EOM, JUN 91

CRITERIA: 2 - 3 pages, requested FAO utilization, DESERT SHIELD/DESERT  
STORM

REQUEST RECEIVED: 7 JUN 91 by LTC Yates

This short sketch is one FAO's personal observation of DESERT STORM. It is provided to demonstrate the variety of positions in which FAOs may find themselves.

After securing the King's request for US force deployment to Saudi Arabia, Secretary of Defense Cheney and General Schwarzkopf hurried back to their U.S. headquarters, leaving LTG John J. Yeosock, the Third Army/ARCENT (Army Forces Central Command) Commander, in the kingdom to begin organizing the defense. LTG Yeosock's first order of business for the CINC was to establish a command and control organization in Saudi Arabia. He commandeered US armed forces officers in the kingdom to build an ad-hoc headquarters; they eventually augmented/assisted the ARCENT headquarters. As the former Project Manager (PM) for the Saudi Arabian National Guard (SANG) modernization project, LTG Yeosock was uniquely suited to be the ARCENT commander. During the preceding year - plus, LTG Yeosock had taken the opportunity to renew old bonds and forge new ones with Saudi military leaders, as well as observe the Pakistani field exercise which maneuvered three corps.

I deployed from Atlanta, home of ARCENT headquarters, on the first plane out, 8 AUG 90. My fellow Arab FAO and I initially worked as current operations officers: receiving situation reports, tracking the flow of in-bound forces, preparing for the following headquarters and forces, keeping the commander informed and communicating his intent.

One of the issues the commander had to grapple with was developing a mechanism to coordinate the tactical efforts of the multinational forces

that responded to the Saudi call for assistance. LTG Yeosock called another former PM-SANG, MG Schwarz, to this challenge. As vice commander for ARCENT, MG Schwarz's primary mission was the American director of C3IC (Coalition Coordination and Communications Integration Center). C3IC bridged the joint staffs of CENTCOM and the Coalition Forces. Since no status of forces agreement existed, it became intimately involved in those types of linkages. The third Arab FAO assigned to ARCENT went to C3IC. He assisted MG Schwarz by advising Coalition counterparts in the employment of forces larger than they were accustomed to, and by helping resolve host nation support prioritization and execution.

After the President's Thanksgiving visit, I was posted from Riyadh to "the north," to King Khalid Military City or KKMC. Operational planning had progressed from DESERT SHIELD to DESERT STORM. KKMC would become the center of gravity for our offense and ARCENT would require a command and control center there to influence the current battle and facilitate on-site coordination for the future battle. My mission was to unobtrusively secure facilities to support the theater army's forward command post. As the only G3 representative on site, my portfolio quickly expanded. I became involved in securing authorization from the Saudi command at KKMC for air and ground recons, which led to site occupations by both VII and XVIII Corps. Additionally, I became involved in negotiating existing range upgrades, securing live fire ranges in the corps' areas, establishing air space management for the northern area and initiating an expansion of aircraft support facilities in the KKMC area. It was at KKMC that I met a VII Corps FAO who acted as liaison to the Northern Area

Command; later he would become the VII Corps liaison to the Egyptian corps. Even later, he would become a negotiator with the Iraqis, working issues such as Iraqi displaced civilians and repatriation of captured Iraqis.

Momentum built, the ARCENT forward command post closed on KKMC, the air campaign was imminent, and I secured a posting to the ARCENT liaison team to the Joint Forces Coalition - North (JFC-N). This Saudi ad-hoc headquarters commanded the Egyptian corps (two divisions and a commando brigade), the Syrian division and Special Forces regiment, the provisional Saudi division (Saudi armored brigade, Saudi mechanized brigade, Kuwaiti armored brigade, Kuwaiti light infantry brigade), a Niger battalion and a Czechoslovakian chemical defense unit. I pulled my fellow Arab FAO from Riyadh. The LNO team advised JFC-N on methods to facilitate command and control, and assisted in the translation of Riyadh's orders into orders appropriate for the forces deployed. More importantly, we kept the American forces on either flank, as well as ARCENT and CENTCOM, informed as to current status and intent of the JFC-N.

Combat was successfully joined, Kuwait was liberated, disengagement followed and, leaving my fellow FAO with JFC-N, I became the XO to MG Robert S. Frix, the Commander of Task Force Freedom and Deputy Commanding General, ARCENT. TF Freedom in Kuwait City was built around the 352 Civil Affairs Command and was primarily concerned with restoration of the government of Kuwait and the provision of emergency services to civilians in Kuwait. Further, it tied-in the American and Coalition combat forces

in Kuwait, as well as support units and an extraordinary international explosive ordnance disposal effort. Eventually, the government of Kuwait assumed many of the service and coordination functions, others were assumed by Defense and Reconstruction Assistance Office (DRAO), and we redeployed to Atlanta.

The mind-boggling complexity of modern combat required that every soldier put forward his best effort. Throughout the entire operation, I was impressed with the versatility displayed by FAOs. From the planner/advisor with C3IC to the VII Corps operator/advisor, the FAOs I met proved to be consummate staff officers, dedicated to the realization of the commander's intent. They repeatedly demonstrated the "art of the possible," employing their unique skills where and when possible in order to secure the objective. Like the other dedicated soldiers in this magnificent effort, they materially contributed to both winning the war and winning the peace.