



DEPARTMENT OF THE ARMY
OFFICE OF THE
DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS
WASHINGTON, DC 20310-0405

MEMORANDUM

DIRECTOR OF THE ARMY STAFF OCT 19 '92

General Reimer

General Sullivan

DAS

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FILE

- Sir - "Interview" response.
1. "Interview" response.
 2. Brief to you in November ... Will also enlarge it to give you feel for scope of AMC/TDC LNOs and exchange students (FEAOs in country) to judge forward presence concerns, etc.

EXCELLENT PAPER -

RIN

✓/r
Brimmi

TOOLS IS REALLY A GOOD PAPER -

92089460

DAMO-SS
14 October 1992

SUBJECT: FAO Single Tracking.

1. Single tracking is a fundamentally important FAO issue. Single tracking, as a general policy, will kill the FAO program as we know it.
2. FAOs cannot do their jobs unless they have credibility and competence as mainstream Army officers. They have to serve in units.

- Their credibility and competence comes from being first an Army officer and second a Foreign Area Specialist.

- In their role as:

Attaches (most Army officers in approximately 99 countries are FAOs);
Chiefs of Offices of Military Cooperation, or Military Assistance Groups, or
Offices of Defense Cooperation (all security assistance organizations) in
51 offices around the world;

Staff officers on the DA Staff or the Joint Staff, working with attaches and
embassy staffs and visitors such as Chief of Staff counterparts; working
with on site inspection regimes such as monitoring CFE;

At State;

In Joint Commands, such as J-5 CINCPAC.

The FAO gets his credibility from the fact that he is a *bona fide* Army Officer -
commanded a battalion, Mech battalion XO in Desert Storm, III Corps plans officer,
commanded a company in Germany and a company at Fort Hood, just got back from Alaska,
and so on.

- A FAO's graduate school training, language training, and in-country training makes them a real FAO. All this is built on the foundation of a mainstream Army officer.

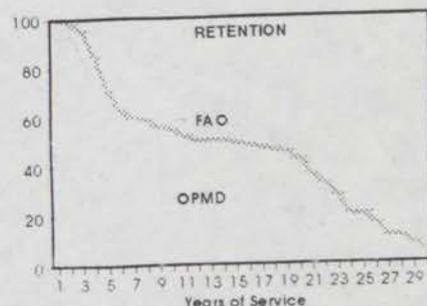
3. We desire officers to be FAOs who want to serve with troops as a major and who want to command a Battalion. If they think they will never get a chance to do any of that, the good ones will not sign up to be FAOs.

4. Questions and Answers:

Q: Does dual tracking attract and retain competitive officers?

A: Yes, and we're keeping them in the Army.

I LIKE THIS --



Q: Do they fall behind on promotions?

A: No. They do well at MAJ and LTC level, and, generally they are slightly above average at COL level.

YEAR	MAJOR			LTC			COL		
	ARMY	FAO	DIFF %	ARMY	FAO	DIFF %	ARMY	FAO	DIFF %
1991	62.0	85.0	+23.0	61.7	78.1	+16.4	38.6	40.0	+1.4
1990	64.7	83.3	+18.6	60.5	62.1	+1.6	37.2	37.7	+0.5
1989	68.7	90.0	+21.3	61.4	77.8	+16.4	40.5	30.5	-10.0
1988	64.8	68.4	+3.6	65.0	79.0	+14.0	39.6	39.3	-0.3
1987	72.4	79.1	+6.7	69.5	76.9	+7.4	45.0	42.3	-2.7
1986	75.4	80.4	+5.0				51.3	53.0	+1.7
1985	76.9	78.2	+1.3	76.4	78.6	+2.2	53.4	55.0	+1.6
1984	78.0	81.9	+3.9	70.9	71.6	+0.7	48.9	49.0	+0.1
1983	78.8	81.7	+2.9	71.7	81.0	+9.3	44.6	47.1	+2.5

Q: Is there de facto single tracking out there - officers who do not get to the field as Majors?

A: Yes. Roughly 25% are de facto single trackers. Many of these have made this choice themselves. In many cases their company command records are not strong enough to be competitive for battalion command, no matter what they do as majors. Additionally, there are some who decide simply that they want to be full-time FAOs.

Q: Do FAOs who have been single tracked do a good job?

A: Of course.

Q: Can we single track some officers in the future?

A: Sure. But as soon as we force single tracking for company or field grade officers, word will spread that if you become a FAO you can't be a Battalion S-3/XO and Battalion Commander. If we were to single track FAOs, it is essential that such an option be voluntary for those in the grade of Major, for only a small slice of the overall program. (In the revised FAO chapter in DA PAM 600-3, single tracking for field grade, non-selects for battalion command is already proposed as an option.)

Q: How well do FAOs compete for command selection?

A: If they had strong company command when they got in the program and then strong time as majors with a battalion they do OK. Overall they are a little below average.

Battalion Command Selection

	1990			1991			1992		
	ARMY - 10.7%			ARMY - 10.2% FAO - 8.1%			ARMY - 12.9% FAO - 7.7%		
	1ST TIME	PREVIOUS	TOTAL	1ST TIME	PREVIOUS	TOTAL	1ST TIME	PREVIOUS	TOTAL
CA									
ARMY	27.2%	3.3%	12.5%	29.7%	2.6%	12.0%	29.9%	3.4%	13.6%
FAO	14.7%	3.3	7.1	29.1	2.6	10.6	14.5	0	5.1
CSS									
ARMY	17.1%	2.3	8.8	12.9	4.3	7.4	21.4	7.0	12.6
FAO	unkn	unkn	unkn	0	3.4	2.6	12.5	5.8	8.0
CS									
ARMY	16.5%	4.4	9.2	22.4	3.1	10.3	26.3	4.6	11.6
FAO	unkn	unkn	unkn	8.8	3.7	5.7	25.0	8.3	12.5

Q: Is the FAO program broken?

A: No.

Q: Do we need to keep working the FAO program?

A: Yes.

- Working on a comprehensive laydown for the DCSOPS this month.
- Completely reworked the FAO chapter for DA PAM 600-3 last spring.
- Changed boundaries/responsibilities for Eastern Europe and the former Soviet Union.
- Establishing in country training sites in Hungary and Poland.
- Met with DCSPER/PERSCOM team and went over program from A to Z, and still working the detailed follow-up on that.

5. There is not a parallel between the Army Acquisition Corps and the FAO program. The Acquisition Corps officer is a specialist in acquisition who has, early on, some Army experience. When he is promoted to LTC with 17 years service, the fact that he has not been in a unit for 12 years has minimal impact on his work. That situation would have major impact on a FAO's work. In order to conduct their FAO business, our FAO's need to understand how units are manned, equipped, trained, and sustained; how units are made combat ready and how they fight; and how the Army operates as an institution. Thus, to gain this knowledge and experience, FAOs must serve in units.

6. Summary. We should not single track as a general policy for two principal reasons:

- We will not get the right officers to apply to be FAO's.
- FAO's will not have credibility and competence.

NOTICE
HAPPENING
WAS STAFF
BY ATTENTION

SUBJECT: FAO/PEP UPDATE

1. FAO program adjustments are well underway which will align the program to meet future requirements.

- Working on a comprehensive laydown for the DCSOPS this month.
- Completely reworked the FAO chapter for DA PAM 600-3 last spring.
- Changed boundaries/responsibilities for Eastern Europe and the former Soviet Union.
- Establishing in country training sites in Hungary and Poland.
- Met with DCSPER/PERSCOM team and went over program from A to Z, and still working the detailed follow-up on the Assessment.
- Identifying future FAO requirements.

OCTOBER

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
12	13	14 FAO BRIEF TO DAMO-SS	15 A.O. LEVEL PERSCOM MEETING	16 PERSCOM PREBRIEF A/DCSPER
19 PERSCOM PREBRIEF DCSPER	20	21 FAO BRIEF TO DCSOPS (T)	22	23 PERSCOM BRIEF VCSA
26	27 MESSAGE TO FIELD - CORRECTIVE ACTION ON ASSESSMENT	28	29 MESSAGE TO FIELD - ACC REALIGNMENT	30

NOVEMBER

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	3	4 FAO BRIEF TO CSA (T)	5 <i>MSA VCSA</i>	6
9	10	11	12	13
16	17	18 UPDATE ON FAO ASSESSMENT	19	20
23	24 FINALIZE CORRECTIVE ACTION FROM ASSESSMENT	25	26	27
30	1	2	3	4

2. PEP program is on track and meeting our objectives.

- DCSOPS continues to fine tune the program.
- Emphasis is on orienting on increases with non-English speaking countries.
- Expanding PEP with English speaking countries only when U.S. Army stands to gain something unique.
- Closely monitoring language capability of U.S. nominees.

APPROVED EXCHANGE POSITIONS

COUNTRY	OFFICER/NGO	COUNTRY	OFFICER/NGO
AUSTRALIA	22/4	ITALY	2/0
BELGIUM	1/0	JORDAN	2/0
BRAZIL	4/0	MEXICO	1/0
CANADA	8/3	NETHERLANDS	2/0
COLOMBIA	3/0	PAPUA NEW GUINEA	0/1
FRANCE	1/0	PARAGUAY	1/0
GERMANY	4/1	SINGAPORE	2/0
GUATEMALA	1/0	UNITED KINGDOM	35/0
HONDURAS	1/0	VENEZUELA	5/0

95 OFFICER POSITIONS AND 18 NCO POSITIONS