

FILE

17 SEP 1992

~~LT GEN PEAY~~

→ General Sullivan  
via Bianni

SUBJECT: THE FAO PROGRAM--THE SINGLE TRACKING QUESTION/LTCS  
MARK MORGAN AND SCOTT MCMICHAEL

AS YOU KNOW, THERE IS A LOT OF TALK OUT THERE ABOUT SINGLE TRACKING FAOS. THERE ARE SOME ODP SHORTFALLS, FOR INSTANCE, THAT CAUSE THE PERSONNEL COMMUNITY TO LOOK AT SINGLE TRACKING AS A SOLUTION.

**SINGLE TRACKING WILL KILL THE FAO PROGRAM AS WE KNOW IT.**

- WE WON'T GET THE RIGHT PEOPLE TO SIGN UP TO BE FAOS--  
OUR FAOS WANT TO BE SOLDIERS FIRST
- THEY KNOW THEY CAN'T BE IN BATTALIONS ALL THE TIME--WHEN NOT OUT IN THE FIELD THEY WANT TO BE FAOS.
- WHEN THEY DO THEIR FAO JOB AND ARE WORKING WITH FOREIGN OFFICERS, THEY HAVE TO HAVE CREDIBILITY AS SOLDIERS...ATTACHES, MAAG'S, FAOS ON DA STAFF WHO WORK WITH ATTACHES.
- IT IS THEIR SOLDIER BACKGROUND THAT IS THE FUNDAMENTAL REQUIREMENT--NOT THE FACT THAT THEY ARE SPECIALLY TRAINED AND SPEAK THE LANGUAGE.

**EXAMPLES:**

- WHEN CINCCENT WAS LOOKING FOR A REPLACEMENT CHIEF OF MILITARY COOPERATION HE SPECIFIED "FORMER BATTALION COMMANDER." WE SENT HIM PAUL FEYEREISEN (WHO WAS AN SS DEP DIRECTOR) WHO IS A FAO, SPEAKS ARABIC, AND WHO COMMANDED AN INFANTRY BATTALION.
- SKIP FESMIRE DID A GREAT JOB IN ARGENTINA BECAUSE HE IS AN INFANTRY OFFICER WHO COMMANDED 6/31INF AND TF BRAVO--NOT JUST BECAUSE HE SPEAKS SPANISH.
- JOHN HOWARD AND JIM ELLIS HAD THE FULL CONFIDENCE OF THE PAKISTANI ARMY BECAUSE THEY ARE SOLDIERS.

**MARK MORGAN AND SCOTT MCMICHAEL**

o BOTH PERFECT EXAMPLES OF WHAT WE ARE LOOKING FOR IN A FAO.

MORGAN

USMA 75--INFANTRY  
U GRENOBLE 82  
TUFTS 83  
SPEAKS FRENCH (DLI)  
AIRBORNE/RANGER  
COMPANY CDR FT HOOD  
AIDE TO SACEUR  
BRIGADE S3 GERMANY  
BATTALION XO GERMANY  
BRIGADE EXEC GERMANY  
DESERT STORM WITH 3RD ARMOR  
CIB

MCMICHAEL

DAVIDSON 72--FIELD ARTILLERY  
U. CHICAGO 78  
SPEAKS RUSSIAN  
AIRBORNE/RANGER  
BATTERY CDR ALASKA  
BATTERY CDR GERMANY  
G3 OPS 1ST ARMOR  
BN S3 GERMANY

MORGAN WAS AN ALTERNATE ON THE BATTALION COMMAND LIST--WE SURE HOPE HE IS ON LIST NEXT YEAR. MCMICHAEL HAS MISSED LIST 3 TIMES. IN ANY CASE, THEY ARE BOTH BONA FIDE SOLDIERS. (LOT'S OF PEOPLE THAT ARE VERY GOOD DON'T MAKE BATTALION COMMAND)

WITHIN THE PAST WEEK BRIG FOWLER AND BG FAUPIN HAVE BOTH GONE OUT OF THEIR WAY TO TELL ME HOW MUCH THEY LIKE MORGAN. THEY RESPECT HIM AS A SOLDIER FIRST AND FAO SECOND.

**DO WE NEED TO KEEP TUNING THE FAO PROGRAM?**

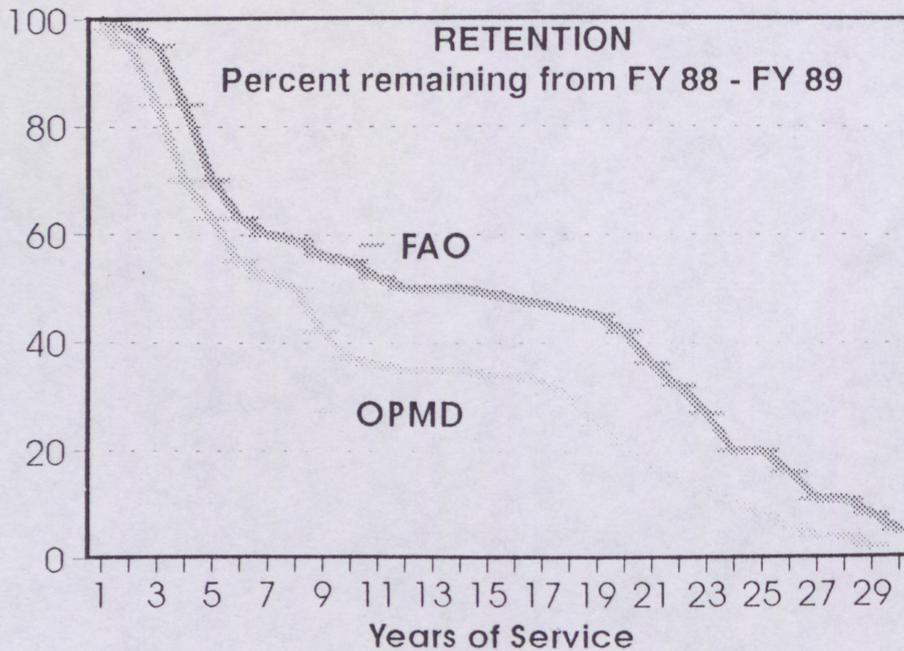
- o SURE
- o WE COMPLETELY REWORKED THE FAO CHAPTER FOR PAM 600-3.
- o HAVE CHANGED FAO BOUNDARIES/RESPONSIBILITIES IN EASTERN EUROPE.
- o ARE LOOKING AT ALL THE PERSONNEL PROFILES
- o MET WITH DCSPER/PERSCOM TEAM AND WENT OVER PROGRAM A TO Z AND ARE STILL WORKING THAT.

WHAT KIND OF SHAPE PROGRAM IN OVERALL?

o NOT BAD

PROMOTIONS

YEAR	MAJOR			LTC			COL		
	ARMY	FAO	DIFF %	ARMY	FAO	DIFF %	ARMY	FAO	DIFF %
1992				62.9	66.2	+3.1			
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 (YG78)	65.0	79.0	+14.0	39.6	39.3	-0.3
1987	72.4	79.1	+6.7 (YG77)	69.5	76.9	+7.4	45.0	42.3	-2.7
1986	75.4	80.4	+5.0 (YG76)				51.3	53.0	+1.7
1985	76.9	78.2	+1.3 (YG75)	76.4	78.6	+2.2	53.4	55.0	+1.6
1984	78.0	81.9	+3.9 (YG74)	70.9	71.6	+0.7	48.9	49.0	+0.1
1983	78.8	81.7	+2.9 (YG73)	71.7	81.0	+9.3	44.6	47.1	+2.5



WHAT'S NEXT?

WE NEED TO GET IN AND DO A LAYDOWN FOR THE CHIEF.

-Dave