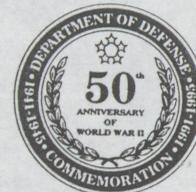




UNITED STATES ARMY
THE CHIEF OF STAFF



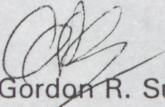
DACS-ZAA

15 August 1994

MEMORANDUM FOR DCSOPS

SUBJECT: FAO Program

1. I had two very important encounters with FAO's during my recent trip to Africa and Europe:
2. First, in Africa, I saw how important LTC Marley and LTC Odom are to their respective Ambassadors and to the CINC. They are both out in harms way using their unique skills to be invaluable eyes and ears in this crisis.
3. Second, in Garmisch, I learned that the current Eastern European FAO class had a large number of officers passed over again this year.
4. I appreciate that, through the personal involvement of your predecessors, we have addressed many of the problems in the FAO program; but the fact that we are sending officers who are not competitive into the training programs suggests that we have a long way to go.
5. I would like you to undertake a new review of the program, to look at our several initiatives over the past few years and examine what the facts really are. I want you to consider selection criteria, basic branch qualification, and other issues. I want to specifically consider whether or not FAO should be a single track specialty and, if so, at what point it should become single track. If you make such a recommendation, show me what officer progression would look like for the field as a whole.
6. As I go around the Army today, I find that the Marley's and the Odom's are as important as ever — maybe even more important when we consider the role they could play in many of these crises we are facing almost daily. Take sixty to ninety days and bring me a coordinated position on this issue.


Gordon R. Sullivan
General, United States Army
Chief of Staff

CF:
VCSA