

F.A.O. JOURNAL —

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Vignette

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PURPOSE: To publish a journal for disseminating professional knowledge and furnishing information that will promote understanding between U.S. regional specialists around the world and improve their effectiveness in advising decision-makers. It is intended to forge a closer bond between the active, reserve, and retired FAO communities.

SUBSCRIPTIONS / ASSOCIATION

MEMBERSHIP: Subscription to the journal comes with membership in the association. Membership information may be obtained through FAOA, P.O. Box 523226, Springfield, VA. 22152. The office Telephone/ Fax number is (703) 913-1356. E-Mail Address is: FAOA@EROLS.COM For those only interested in subscribing, cost is \$15.00/year and may be requested at the above address.

SUBMISSIONS: The Association is a totally voluntary enterprise. For the Journal to succeed, we need articles, letters to the editor, etc. Contributors should mail articles to the above address or to the FAO Proponent Office, ODCSOPS-DA (DAMO-SSF), Pentagon, Washington, D.C. 20310-0400. Articles are subject to editing by the FAO Journal Staff, to ensure that space constraints of the publication are met.

FAO JOURNAL

Regional Specialists

JUNE 1997

VOLUME 1, NO. 3

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EDITORIAL

The Right Kind of Advanced Civil Schooling for FAOs . . .

It is in the army's interest to create a highly trained Foreign Area Officer. If we have assessed properly the officers entering the FAO program, then we already have the "soldier" in the "Soldier-Statesman." What we must do is train the "statesman." The most important phase of that training is Advanced Civilian Schooling. To allow the trainee total freedom in selecting the institution where he/she is to receive his/her graduate degree or unlimited latitude in curriculum choice is foolhardy. However, to choose the appropriate graduate school for FAOs is a challenge, not only for the applicant but also for those of us who are mentors to the incoming FAOs. A related debate centers on an argument between sending officers to prestigious schools or to graduate degrees at the lowest cost to the Army. Frankly, this entire debate misses the point!

Those officers who have graduated with honors and are top rated professionally should be encouraged to apply for admission to the nation's most prestigious universities, but only if those universities have degree programs appropriate to the field. The value of such a degree is not to be underestimated. Experience has shown that officers who have graduated from top flight institutions have often been selected later to occupy the army's most distinguished positions. We want to have FAOs among them.

In 1995, the Army increased the assessment of officers into the FAO program (we enthusiastically concur because this gives a better/higher quality pool of officer candidates from which to draw trainees). However, why was there no corresponding increase in Advanced Civil Schooling? The record shows, in fact, that the number of ACS starts decreased. For this academic year, 1998, the FAO proponent attempted to get PERSCOM to increase the number of ACS starts. However, there are 19 FAO trainees who had to have their Advanced Civil Schooling deferred because of lack of funds. We understand the decision to limit the number of candidates attending high cost schools, but we are concerned that in the eagerness to be good stewards of the available money, students are being allowed to attend schools that offer inadequate or inappropriate programs. The choice is now to secure more money for ACS or to drastically limit the amount available per student and the number of graduate school starts per year.

In looking at the FAO home page on the Internet and the graduate school list maintained at PERSCOM, I am amazed by the number of universities listed under each FAO regional area of concentration. Some of the listed schools do not even have regional or international relations curricula. Previous staff studies on ACS in the FAO program reached the conclusion that only a small number of schools offering the most prestigious programs were acceptable for advanced degrees in our field. Even though money may have become a most critical factor, we cannot sacrifice the quality of the program. No one would even consider sending an ORSA to a history graduate program or a public affairs officer to an engineering curriculum. Similarly, it is a terrible waste of limited Army money to send a FAO to any course other than in his/her regional specialty. The Army list of schools must be scrubbed so that only the best ranking schools in each area of concentration remain.

The bottom line is that the match between student and school must be right. The Army must encourage those qualified officers to attend highly prestigious institutions and to ensure that all officers attend institutions that the proponent endorses as offering the best area studies' programs available.

Joseph D. Tullbane
President

Robert J. Olson
Member, Board of Directors

From the Field

RESPONSES TO “Wary of Warrior Diplomats...” FOR and AGAINST

I read with interest your editorial on the SF’s use of the term “Warrior-Diplomats” and its similarity to the FAO “Soldier-Statesman” and certainly concur with your conclusions. You also will be pleased to hear that the SF has also purloined the term “Global Scout” (sounds like Strategic Scout?). If you read the ARSOF Vision 2010, written by LTG Schoemaker, this term is also used. It caught my attention because the term “Strategic Scout” is so boldly displayed on the cover of the FAO Journal. Glad to see that FAO is “out front” in more ways than one!

Name Withheld by Request
7th SF Gp

ED NOTE: The editorial found no fault with “global Scout” because in fact both SF and FAO will be the forward deployed “Pointmen” of tomorrow’s force projection Army.

I was most disappointed to see that page one of the second issue of your publication was dedicated to a full-page editorial to what is, essentially, a petty squabble to safeguard “our terms” from a perceived threat from the Special Forces community.

As a Special Forces Officer and a 48E, I am personally well aware of the great differences between the qualities of the soldiers and the missions of the two communities. I am sure that GEN Shelton is also aware of these differences. The SF community has no intention of providing its soldiers to embassies, SAOs, and theater/Pentagon staffs to perform the role of area specialists. However, anyone who has been associated with SF activities in other countries during war or peace knows that these soldiers are involved as much in advancing the political-diplomatic objectives, as they are in warfighting.

If GEN Shelton chooses to use the term Warrior-Diplomat when describing his forces, this does not “imply equation” by any means. Shame on the editor for descending to such trivial parochialism. Furthermore, to have this tirade come from the president of an association, which claims to “promote understanding between U.S. regional specialists around the world and improve their effectiveness in advising decision-makers” only brings discredit upon the organization and embarrasses FAO’s in the field.

What next? Will we start a squabble with the armored cavalry community over the term SCOUT in the FAO moniker,

“Strategic Scout?” I hope not.

MAJ Christopher J. Tone

RESPONSES TO “OPMS XXI Update” ...

Greetings from Panama. Appreciated your article. Wanted to ask if there will be some mechanism to protect traditional “full program-trained” FAOs (e.g., DLI, grad school, ICT, with subsequent utilization tours) in terms of promotion to O-6 FAO slots, from the “13th hour FAOs” (operational guys who don’t serve as FAOs until they see they aren’t going to get a battalion command) who jump back into the specialty to get promoted to O-6?

48B Serving in SOUTHCOM

ED NOTE: We referred question to the author and he said, “The whole purpose of putting FAOs into their own career field for promotion consideration is to “protect” the “full program-trained” FAOs. However, even in the future, we have to allow for the genuine dual-tracker. These officers will compete for promotion in the Operational Career Track, while serving in both basic branch and FAO assignments. If they are not selected for command, they will be single-tracked into the specialist career field so the Army can realize a maximum return on the training and education invested in them.

Notice that these officers are fully trained as FAOs. If they are not, then they will not be designated FAOs. In addition, they are transferred AFTER promotion, so they will not skew the floors for the FAOs already serving in the Specialist career field.” — Z. SZENTKARELYI

Got a chance to read your article in the FAO Journal ... good poop ... would like to ask for your views on the reception folks who leave the Operational Force [Track] and go to the Specialist Career Field will receive from folks who have been in the latter track for a number of tours. I use myself as an example — I will serve as a S3/XO, but don’t see myself making the Bn Cmd cut. I may only have one or two FAO jobs under my belt when it comes to O-6 promotion board time. Any thoughts?

FAO at Leavenworth

ED NOTE: The short answer is “no one really knows,” because changes are occurring as I write. Even so, it appears that the basic composition of the DA Selection Boards won’t change — the same type of people will sit on them. Obviously, they will bring the same “green” attitude to the boards that they do now. The only other qualifiers are different instructions that

a single-track board would receive and the minimum FAO standard that will be established in a new DA Pam 600-3 (which still has to be written) as guidelines for the boards — it already appears set that if you are not fully trained you're out, and clearly there must be some number of FAO tours that will be required to maintain proficiency in the specialty. Lastly, as an Operational Force Track officer you would not compete with your FAO contemporaries until O-6, which should leave a sufficient time to regain any competitive edge you may have lost by dual-tracking. The guys that will have real problems are those that wait until later in the O-5 years to try and transfer into the FAO single-track field.

I'm not one to pontificate, nor do I consider my background any better than others, but...

There may be no solution, but... is there any fear with FAOs single tracking that they lose a bit of exposure to the "real" army? This is my eighth consecutive year away from troops. Yes, I try to stay current by reading a bit, and take advantage of TDYs to try to get caught up a bit, but, I feel that I have lost a bit of the "pulse" with the troops, OPTEMPO demands, and new equipment, etc. The most I have to fall back on "army," combined arms-wise, is my Bde FSO, Bn S-3 time, completed by 1980. I don't consider that enough. Even changes within my own branch are passing me by, yet alone those of the other services. What will these single track guys have? I think care must be taken that when these single track guys do their non-FAO job, it is one tailored so that they can get some combined arms exposure. Otherwise, when in country, how well can they describe the US Army?
Regards- John Wolters

ED NOTE: Your worry is shared by the designers of OPMS XXI and the FAO Proponent. One of the facets of OPMS XXI is that FAO will expand somewhat into the TO&E Army to help solve the problem that you are describing. Every FAO single tracker will serve one tour during his/her O-4/O-5 years back in the TO&E Army — either in a Division or Corps staff slot recoded to FAO, or in a Branch Immaterial slot that has been coded with a FAO secondary. It is not a great solution, but it will help the force maintain their "green."

I just read your article in the FAO Journal - undoubtedly, I'll need the latest poop from the proponent on what is the true story for FAOs. As a long-time FAO who kind of wound up single tracking and will probably never make O-6 (2 time passover), I recommend another course of action to get more O-6 FAOs - promote those FAOs who have earned their spurs in the field - not on some high level staff - and have proved their worth where it matters - out here. I have watched the O6 boards quite closely for the last six years and have followed the trends of those selected. There remains too much emphasis on getting Bn Cmd. The Army needs to move away from that mentality - being a Bn Cdr does not mean an officer can be a good FAO, nor should a

FAO have to be a Bn Cdr to make O6. I have seen too many instances where the Promotion Board has looked for that one check block and disregarded all else the officer has done as a FAO. I have also seen the results of laterally transferring O6s into FAO slots just to fill them with warm bodies. In the majority of instances, it does not work. It takes many years of training and multiple tours to a country or region to build a really good FAO. To de facto, hocus-pocus, make one out of an O6 who knows nothing about the country, region, language, etc., is a disservice to the regional CINC and to the FAO community as a whole. For passed over O4s and O5s, single tracking has always been an option. But why not make it a rule instead of an exception? Why not our own branch which takes us away from the Bn Cmd requirement for O6 promotion? How about if we maintain some integrity and create and maintain a solid corps of actual FAOs, not paper FAOs - especially at the O6 level?
LTC Paul S. Gendrolis

ED NOTE: LTC Jack Dees (FAO Rep on OPMS XXI) answered as follows:

"As I understand your concern, it boils down to the old problem of dual-track FAOs that spend more time in their branch gaining a promotion advantage over those that spend more time in pure 48 jobs. I believe that our work on the Task Force goes straight to the heart of that issue, and will resolve it to your satisfaction and to the good of the program.

First of all, you should know that the FAO program has been one of CSA's priorities as we've worked here. The Task Force works directly for him (not PERSCOM nor the DCSPER). In his initial guidance to us, he mentioned only one branch or functional area, and that was FAO. He sees the program as key to producing officers that will be key to the Army of the next century. While our work is very broad, and is aimed at other more basic changes in the Army, GEN Reimer has continued to insist that we look to resolving key FAO issues.

Second, as Zolt pointed out in his article, the very heart of the system we are developing is aimed at your concerns. One of the key design features of OPMS XXI is a reduction in the number of officers chasing S3/XO jobs in the warfighting Army, therefore providing more time on the job for officers that do serve in these key developmental positions. We expect that 60-70% of all field grade officers will remain on this command track, in what we will call the Operational Career Field, serve in these key O4 jobs and compete for battalion command. The system, however, provides alternate avenues to success (read O5 and O6) for officers, in all functional areas, not on the command track. It does so by grouping these officers into other "career fields," in which officers are managed apart from the command track folks. Most importantly, these officers will NOT compete with command track officers for promotion (Officers will remain in their basic branch through captain company command ((or other branch qualifying jobs for other branches)). They will still get functional areas, and most FAOs will begin training as senior captains, just as they do now. Its important to note that all officers will be promoted to major just as they are today, based upon how well they did as junior officers in their branch. Immediately AFTER promotion to major, officers will be designated by a DA board to serve in the

Operations Career Field or one of the alternatives. We expect FAOs to be grouped into one called Army Management, although that is not yet locked in concrete.)

We envision that 80% of FAO majors will be designated for service in the Army Management Career Field. These officers will be the core of our new FAO program. They will serve in repetitive assignments as a 48, and will compete against each other for promotion to 05 and 06. While most will serve one tour as a MAJ or LTC in a branch immaterial job (see below), none will serve in S3/XO positions, and none will compete for command (Only Ops Career Field officers will serve as S3s and XOs and compete for command.) The extensive modeling that we have done leads us to believe that FAO promotion rates to 05 will be the same as the Ops Career Field (70% across all looks), and to 06 will be only marginally less. (overall 50% plus or minus 2.5). The promotion rates are necessary to build the number of FAOs that we need at 06.

In order to meet our 06 FAO requirements, we will have to train more majors than we need to fill our major's authorizations. We will also have a small excess at LTC. As a result most, if not all, FAOs will serve in a branch immaterial assignment, FOR ONE TOUR ONLY, probably as a major.

(DCSOPS has a parallel effort ongoing to increase the number of FAO auths in operationally related positions by recoding some FA 54 positions to FA 48. That would reduce our branch immaterial "bill" by reducing our excess.) Admittedly, this gets away from the notion of repetitive assignments, but it's limited and it is the cost of accessing and training enough majors to produce the requisite number of colonels later on. Our objective will be to get those officers serving their branch immaterial tour into positions where they can get operational experience (corps or division staffs, for example). The key differences from today is that, for our FAOs not on the command track, there will NOT be the frantic chasing of 04 branch qualifying positions and battalion command. Officers will be promoted to 05 and 06 principally on how well they do the as FAOs in the field.

We will also take 20% of our trained FAO majors and access them into the OPS Career Field. These officers will serve as S3s and XOs and still compete for battalion command. However, they WILL NOT COMPETE against the Army Management Career Field FAOs for promotion to 05 and 06. They will compete for promotion against other Ops Career Field officers, their promotion rates will be the SAME or very close as non-command trackers, and they will be promoted (or passed over) based on how well they do as operators. Some number of these officers will be allowed to transfer out of the OPS Career Field as O5s AFTER promotion and subsequent non-select for command. Those that do transfer will be allowed to compete for 06 as FAOs. But here is the deal: they have to work as FAOs during their entire LTC years and for the rest of their careers. Once they transfer, that's it. There is no going back to the Ops Career Field. The bottom line: we seek to develop 06 FAOs that are fully trained to today's standards, have served repetitive tours in their region, and have 24-36 months of operationally-related experience in their field-grade years.

A couple of other points are key. We are changing the MEL 4 paradigm, though we are currently looking at multiple

options. Suffice it to say that the multiple look business is out, and we are working hard to do away with the current notion of 50% receiving resident MEL 4 and 50% do not. Also, all FAO 05s selected for colonel will attend SSC. Also, we will continue to have floors for each of our FAO AOCs, to ensure we meet requirements.

The transition to this new system will be challenging. We are presenting various options to the CSA this month as how to best conduct that transition. I hope to have the details of what happens to which year group within six weeks or so. A pretty good bet is that officers with 3-5 years or more remaining service will be affected by these changes."

Jack Dees

RESPONSES TO "Life After FAO"...

As a retiree, I'm interested in next issue's "Life After FAO" article. I'm also interested in the proposed web site, especially the "blind resume" page. Great job... keep up the fire.

Mark Yates

Good concept! How about something on interview effectiveness and resume writing.

Jim Smith

ED NOTE: Give us time, we'll be doing items on every facet of retirement, including reapplying for second and third jobs after retirement.

AN ALTERNATIVE TO CURRENT FAO TRAINING - Russian Style...

Dear FAO Journal,

I always read with interest the articles and letters that various military publications receive and publish concerning the length of Foreign Area Officer (FAO) training. I think by now a majority of individuals inside (and perhaps outside as well) the FAO community recognize that it may simply be too long. The result may be lower selection rates to resident Command and General Staff College (CGSC) and opportunities for battalion command and further promotion. While it is true that OPMS XXI is designed to address some of these issues, the fact is that we do not really know what its eventual outcome will be. In the meantime, it still appears that keeping FAOs in as many "real world/rubber meets the road" jobs as possible remains our best bet for successful career progression. To do this it is necessary to shorten the training timeline. This is particularly true in the training of Eurasian FAOs (48E's). After 47 weeks of learning Russian, 18 months of graduate school, and 18 months at the Institute for Eurasian Studies (IES) in Garmisch, Germany, doing In-Country Training (ICT), a 48E could be away from the "real world" for at least 4 years! Although I am not privy to the

decision criteria selection boards use for resident CGSC selection, I have been told that an officer's command evaluation reports are the most important. However, I suspect that a series of two or three academic evaluation reports (AER) on top of those all important command reports are of little help.

What I'd like to suggest to the 48E community is a means by which we can shorten the training timeline while still developing the skills necessary to be a successful FAO. Specifically, I am suggesting that we consider combining a 48E's advanced civil schooling (ACS) with ICT. By combining ACS and ICT an officer may be able to shorten his/her training timeline by as much as two years, thus enabling an officer to spend more time where "the rubber meets the road." By now you're probably wondering if a combined ACS/ICT is really possible. It is not only possible, but I did it and I believe that every 48E should have the opportunity to do it as well.

In 1994, I, like most 48E's, was looking forward to being stationed in Garmisch for my "ICT." However, while studying Russian at DLI, I learned that I'd been selected to attend resident CGSC. It came as a surprise. In fact, I'd already completed CGSC by correspondence because I did not anticipate being selected for the resident course. The problem was that I now didn't have the time (I'd spent too much time in the "real world" before starting my FAO training) to attend both Garmisch and CGSC and find a branch qualifying job as a Major. All concerned considered CGSC vital to my future and that I needed to find an alternative to the standard 48E training program.

As it turned out, arranging the ICT ACS combination was relatively easy as Stanford (the school that I was going to attend) had a 6-month overseas program in Moscow. Working with them, I was able to build a 6-month program of study and travel in Russia. This could have been expanded even further, and I actually could have spent most of my ACS in Russia.

The first three months I lived, studied, and travelled out of St. Petersburg (Summer Quarter) and the last three out of Moscow (Autumn Quarter). In both cities I lived with Russian families. This improved my language abilities well beyond that

which I ever expected to achieve and gave me a unique insight into and a very different perspective of Russian and the Russian people than I believe I would have received at Garmisch. Not better or worse, simply different.

The end product was that I spent less time overall, in a program that cost less money, and I believe, prepared me very well to be a 48E. Perhaps most importantly, it has allowed me the opportunity to remain competitive in my basic branch. I sincerely believe that those responsible for 48E ICT (as well as ICT/ACS in other FAO areas of concentration) should explore every opportunity to combine an officer's ACS with his/her ICT as a time-saving, low cost alternative to the current system. The time is right, as LTC Freund recently wrote, "to think outside the box that we've built."

Sincerely,
Major Peter Martinson, 48E

Army Eurasian FAO Program is 50 Years Old

An excellent Conference celebrating the 50th Anniversary of Eurasian FAO Training was held at the Marshall Center in Garmisch, GE., 12-16 May 1997. FAO Service representatives (remember all the Services now have FAO Programs), past graduates, and FAO customers gathered to discuss and project a direction for the next 50 years of Eurasian FAO training. The idea of the conference was to bring together all interested parties to consider the current program of training for the specialty and attempt to think "outside the box." Discussants came up with innovative methods for shortening the long training cycle without sacrificing quality; for expanding language training to include the emerging states of the ex-Soviet Union, other than Russia; and for better combinations of advanced civil schooling and in-country training to enhance the trainees' experiences.

To better reach into the future, the Institute of Eurasian Studies (the Russian Institute to you old-timers) presented a series of superb briefings on its current programs. Officers, who had attended the Vystrel Academy in Moscow, attended the Ground Forces Academy in Kiev, served as interim Defense Attaches in the 'Stans, and served as liaison officers to the IFOR/SFOR Russian Brigade gave interesting reports on their experiences. The Service reps also shared how far along their programs had come.

The bottom line is that a lot of solid work was accomplished in a very short time, resulting in the strengthening one of our stronger FAO training programs, even more.

1997 EUROPEAN FAO / PEP CONFERENCE

The 1997 European FAO / PEP(Personnel Exchange Program) Conference, the first since 1994, was held 14-17 April in Brussels and was hosted by the Defense and Army Attache - Belgium, COL Jeffery Donald, and his staff. All indications from feedback received are that this event was well-organized, professionally rewarding, and very productive. Participants included FAO In-Country Trainees and PEP officers and NCOs from Spain to Romania; and, reps from DAMO-SSF, the OPMS XXI TF, the Field Support Center, Ft. Meade, USAREUR and 21st TAACOM.

Brussels, "the Capital of Europe," proved to be a unique and exceptional location for the participants to accomplish the maximum possible in a few short days. Critical to success was the coordination by USDAO - Brussels with nearby headquarters and agencies, who supported the conference agenda by offering their facilities and valuable time of their key personnel. The following are some of the highlights:

- A welcome reception by Ambassador Blinken at his residence
- Visit to NATO HQ and briefings by LTG Montgomery and Mr. Clarence Juhl
- Briefings at the HQ of the Western European Union
- Visit and briefing at the US Mission to the European Union
- Visit and briefings at SHAPE and the Partner Coordination Cell in Mons.

One of the clear messages coming out of the after action comments was the hope that the European FAO / PEP Conference will be a regular or annual event. Depending on resource availability and willingness of a regional USDAO to act as organizing host, these conferences should continue.

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Commander's Intent - A Strategic Vignette by LTC Karl Prinslow

The idea of Commander's Intent is taught in the Army's junior officer's training courses with focus at the tactical and operational level. This philosophy is no less applicable as the junior officer faces operational and strategic level concerns while serving at more senior levels. Commander's Intent is "the commander's stated vision which defines the purpose of an operation, the end state with respect to the relationship among the force, the enemy and the terrain; it must enable subordinates to quickly grasp the successful end state and their part in achieving it". The following recalls how the lessons learned by a Foreign Area Officer when serving as a tactical unit staff officer and commander applied to an operational or strategic level situation.

In September 1994, the U.S. committed over 3,000 personnel from all services to support a humanitarian relief operation to halt starvation and disease brought about by ethnic fighting and mass emigration from Rwanda. The U.S. Operation Support Hope deployed naval ships, air force strategic and tactical lift, Military Sealift Command pre-positioned ships and Army personnel for their off-loading to East Africa. A Joint Task Force was organized by the European Command (EUCOM) and headquartered in Kampala, Uganda. Across the border in Kenya, within the Central Command (CENTCOM) Area of Responsibility (AOR), USAF personnel and aircraft supported over 30 flights a day of relief supplies into Rwanda, being re-fueled by tankers stationed in Zimbabwe. The military liaison office to the government of Kenya, called the Kenya U.S. Liaison Office (KUSLO) is a CENTCOM J4/7 field office that coordinates U.S. Security Assistance programs and CENTCOM contingency operations and training exercises in Kenya.

Much like the U.S. Transportation Command (TRANSCOM), the Military Traffic Management Command (MTMC) and the U.S. Atlantic Command (USACOM), the U.S. Central Command (CENTCOM) was a supporting CINC to the European Command for this operation. There was no formal command relationship between the KUSLO and the JTF. Personal contact leading to the following described events was

only via message traffic and occasional (and very difficult to complete) phone calls.

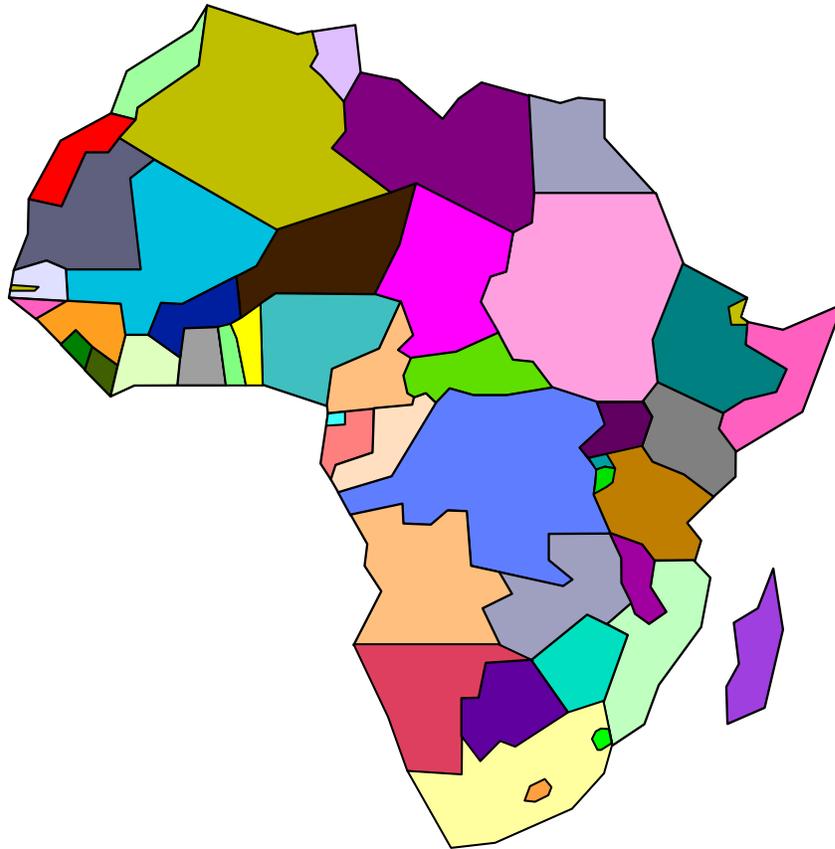
On a Friday afternoon the KUSLO read, in an otherwise routine message, of the possibility of Japanese Self Defense Force (JSDF) personnel conducting a site-survey and reconnaissance of East Africa in preparation for the possible employment of JSDF units to the humanitarian relief operation.

This site survey was to begin the following Tuesday. No guidance, requests for assistance or orders to provide support to the Japanese delegation was provided to KUSLO nor to the JTF.

Over the weekend the Chief KUSLO received a phone call from the First Secretary of the Japanese embassy requesting the KUSLO's help.

On early Monday morning Kenya time (about midnight in Washington) a rep of the Office of the Secretary of Defense for International Security Affairs, called the KUSLO to inquire as to whether KUSLO was aware of the Japanese delegation's mission and what will KUSLO do to support it? KUSLO informed him of their awareness of the pending delegation and their lack of details and guidance

or direction from CENTCOM or the JTF. MAJ Bittrick provided additional details of the Japanese advance party travel schedule and thus the implied deadlines. After about 5 minutes of exchanging uncertainties as to what is to take place and who is required or expected to act, it became clear to a KUSLO officer that among reasons for the American DOD's interest in the Japanese delegation was a letter sent by President Clinton, the Commander in Chief, to the Prime Minister of Japan pledging all available U.S. assistance to the Japanese delegation and humanitarian relief operations. This letter was sent to Japan during the preceding week, about two weeks prior to President Clinton's first meeting with the new Japanese head of state. Although many in the U.S. Department of Defense were not on the letter's distribution, members of the government of Japan were well aware of the letter. Their interpretation of its contents was a promise of the U.S. military's ability to support their delegation with aircraft, ground transportation, introductions to civil authorities in three countries and providing current



intelligence and sitreps.

An awareness of the letter and its contents caused the following phone conversation:

— KUSLO officer to MAJ Bittrick " What branch of service are you?"

— "Army"

— "Then you know what Commander's Intent' means and refers to?"

— "Yeah"

— "It sounds to me like we have the Commander's intent to support with all means available the Japanese delegation that arrives in Kenya tomorrow, the advance party for which arrived over the weekend or arrives today."

— "Yes I think that's correct."

— "I also understand that assistance to the Japanese delegation should not be done at the expense of supporting the ongoing humanitarian effort, i.e. don't bump relief supplies to accommodate the Japanese."

— "Yes, you've got it."

— "Good, then since it is coming up on one A.M. your time, why don't you get some sleep and when you come back to work call me and I'll tell you what we've done."

MAJ Bittrick then faxed a copy of the President's letter to Kenya.

With a clear understanding of the commander's intent (the Commander in Chief's intent in this case) and an appreciation for the sensitivity of U.S.- Japanese relations, the importance of the JSDF deploying combat troops outside the territory of Japan for the first time since 1945 and the dire emergency ongoing in east Africa, the KUSLO officer began to plan, organize and coordinate assets required to support the Japanese delegation.

The members of the Japanese delegation and schedule was confirmed by a visit from the first secretary of the Japanese embassy two hours later. Because of the possibility that the United Nations High Commissioner for Refugees (UNHCR) may have already arranged air transport, the next step was to coordinate with the UNHCR in Nairobi, UN air coordinator in Zurich, Switzerland and then the JTF air cell in Kampala, the EUCOM air operations cell in Stuttgart and the JTF air component commander in Mombasa, Kenya. The itinerary for the site survey, briefings and recons were coordinated with the Civil Military Operations Center (CMOC) located in Kampala, Uganda as well as in Kigali.. The CMOC also arranged the ground transport plan with their UNHCR representative.

By 1600 hours Nairobi time, KUSLO was able to meet the Japanese advance party. American 'face' was saved. As the Commander in Chief had promised, the U.S. military was able to confirm their aircraft departure time and place for the next morning, a tentative itinerary for the rest of the week and points of contact and briefings at each of their stops. The J-3 of the Joint Chiefs of Staff said of the KUSLO officer's efforts, "You really pulled our chestnuts out of the fire. In eight hours you planned, organized, coordinated and started execution on what we here in Washington couldn't decide to do in three days. Thanks. This would have been really embarrassing with

President Clinton going to Japan in less than two weeks."

The success of the Japanese site survey and recon allowed the delegation members to convince the Japanese parliament and respective Ministers to deploy JSDF combat units to this humanitarian crisis. It eliminated a potentially embarrassing issue between the two national leaders at a time of inter-governmental friction about pending trade talks. The close support and cooperation between the Japanese delegation and the American military liaison office paid dividends for further U.S. - Japanese relations in East Africa and especially throughout the humanitarian relief operation. It may have also demonstrated to the host nations of East Africa the value and resolve that these two nations have in maintaining support to their partners and even allies in the region as well as the U.S. commitment to humanitarian interests as being among our stated strategic interests.

LTC Karl Prinslow is an experienced Sub-Saharan African FAO, who currently works as the African Analyst at the Foreign Military Studies Office, Ft. Leavenworth, KS. He has contributed numerous articles to a variety of military journals.

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OPMS XXI: What does it mean for your future?

Twenty-first century technology is bringing changes to our Army: high-end equipment to make the Army able to deploy faster; better detect the movement, size and capabilities of enemy forces; and outmaneuver and overpower any adversary...but what type of officer corps do we need to lead these high-tech soldiers into the coming millennium? Or to manage our Army's resources, procuring the best possible equipment, and representing the field on DA and Joint Staffs. What type of officers do we need for the Total Force?

To answer these questions, Gen. Dennis J. Reimer, Chief of Staff of the Army (CSA), chartered the OPMS XXI Task Force (TF) and selected Maj. Gen. David H. Ohle to head the year-long effort. The result: a new Officer Development System (ODS) which was tentatively approved by the CSA in June. Implementation of the revised ODS begins October 1 and will take place gradually over the next five years.

This article outlines the basic recommendations of the OPMS XXI Task Force which Gen. Reimer approved, as well as how they will affect Foreign Area Officers.

OPMS XXI is the third major officer personnel management study since the Army War College's 1970 study on professionalism. The first two studies -- OPMS I and OPMS II -- were conducted in 1971 and 1983, respectively.

OPMS I recommended the centralized command selection process, designated command tours, primary and secondary specialties for officers, and abolished the Chemical Corps. The changes were fully implemented by July 1974.

OPMS II established single branch development; functional areas, not related to any branch; multiple career tracks; and a revised officer classification system. The results of this study, approved in 1984, have been in place since 1985.

The OPMS XXI Task Force began by looking at the current system and all of the changes which have occurred in the Army since its implementation. These changes, generated by force reductions, declining resources, increased statutory requirements, unit optempo, and the explosion of Information Age Technology, just to name a few, placed demands on the Officer Personnel Management System that it was never designed to handle. The question followed: Is the current system adequate for today's environment, and can it meet the needs of the future? The TF concluded...it cannot.

To help shape the officer corps for Army XXI and the Army After Next, the TF developed a three-part design criteria:

1. Enhance **warfighting capability** of the Army.
 - Increase MAJ "BQ" time.
 - Reduce turbulence for Ops Career Field.
2. Provide all officers with a **reasonable opportunity** for success.
 - Increase promotion opportunity.
 - Increase command opportunity.
3. **Balance grades and skills** at the field grade level.
 - Reduce the need for officers to fill positions in the next higher grade.
 - Increase level of fill.
 - Improve colonel-level experience

After an October brief to the CSA, the TF began developing the characteristics of the next OPMS, defining the problems and designing options for a new Officer Development System (ODS). In January, Maj. Gen. Ohle briefed the CSA and the Board of Directors (BOD) -- a group of Title X four-star generals -- on four possible options.

Those options ranged from simply "tweaking" the current system to organizing the Army Competitive Category into four distinct career fields and assessing officers from point of commission into these career fields -- personnel management groupings for promotion and development purposes only, of similar functions and disciplines aligned with the battlefield outlined in *Army Vision 2010*.

In April, after another in-progress review, the CSA asked the Task Force to further develop two of the options. (Both options imply few changes to company grade officer development and personnel management and follow the same "path" until an officer is selected for major.)

The first option analyzed contained three career fields to which officers could be assigned: the Operations, Information Operations and Institutional Support career fields (formerly called Army Management). The second option added the Operational Support CF. A description of each career field (CF) follows:

The **Operations (OP) Career Field (CF)** supports organizational units with officers qualified by training, education, and experience in Army operations. It is composed of the Army's 16 branches, as well as FA 39 (PSYOP/Civil Affairs) and FA 90 (Multifunctional

(Continued on page 10)

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Logisticians).

Officers in this CF will retain a functional area for the remainder of their careers, even if they never serve in it. This functional area will indicate special aptitudes and skills that may provide flexibility for future duty assignments at the field-grade level.

The ***Information Operations (IO) CF*** responds to the requirements of the 21st century information age. The IOCF brings together related disciplines with associated functional areas and creates several new ones. The officers within this CF, as with the other specialty career fields, Institutional Support and Operations Support, continue to be assigned across the Army in TOE and TDA organizations performing a wide variety of IO missions and tasks.

The functional areas in this CF are FA 30 (Information Operations); FA 34 (Strategic Intelligence); FA 40 (Space Operations); FA 46 (Public Affairs); FA 53 A and B (Systems Automation Officer); and FA 57 (Simulations). (IO CF has five new functional areas; FA 30, FA 34, FA 40, FA 53B, and FA 57).

The ***Institutional Support (IS) CF*** focuses on the increasingly technical and complex nature of running the Army as an organization. The emphasis in this CF is management, planning and programming of Army resources, both near-term and into the future years by projecting requirements and developing capabilities in the mid and long-term.

The functional areas in this CF are FA 43 (Human Resource Management); FA 45 (Comptroller); FA 47 (US Military Academy Permanent Associate Professor); FA 49 (Operations Research/Systems Analysis (ORSA)); FA 50 (Strategy and Force Development); and FA 52 (Nuclear Research and Operations). (IS CF has two new functional areas; FA 43 and FA 50).

The ***Operations Support (OS) CF*** strengthens current readiness while building the future force through its liaison, procurement, programming and development specialties. This CF contains the Army Acquisition Corps, which includes FA 51 (Research, Development and Acquisition), FA 53C (Systems Automation Acquisition), and FA 97 (Contracting and Industrial Management); and FA 48 (Foreign Area Officer).

The task force developed these career fields within the Army Competitive Category (ACC) through grouping interrelated branches and functional areas into occupational categories. Officers will compete for promotion only with other officers in the same career field, much as Acquisition Corps officers do today. This will end the "dual tracking" promotion system of today in which an officer counts both within his branch and functional area for promotion. Each career field has its own distinct development track.

Next, the task force developed a strategy for the Army to implement these changes, and presented its final recommendations to the CSA. Finally, the task force is scheduled to publish a final report in August. In addition, an informational chain-teaching kit, comprised of a VHS, CD-ROM, floppy, and viewgraphs, will be mailed to the field so officers can "read on" prior to October 1.

What does this mean to FAOs?

Throughout this process, we kept sight of the fact that warfighting remains job #1 for our Army, and that it is our primary focus. Nevertheless, we believe we are creating viable alternative career paths to success for those officers who have the skills the Army needs for the 21st century, but who choose not to follow the traditional command path.

Today, if you do not follow the traditional command path (i.e., resident CGSC, XO/S3, and Bn Cmd), your chances for continued service past the grade of major are significantly decreased. Despite the needs of the Army and the desires of the officer, we are forcing all officers to pass through the "eye of the needle" -- the traditional command track. The Army requires officers with special skills, education and training to be tracked differently than we do today beginning at the grade of major. These officers should be allowed to focus and concentrate in their related fields of expertise and provide the Army with a diverse bench of world-class officers for our Total Quality Force.

How might this work? As officers approach selection for promotion to major, they will submit a career field preference statement indicating where they would like to compete for promotion for the rest of their careers after they are selected to major -- against other branch officers, or against other FAOs in the Operations Support Career Field. This designation process will consider, among other things: the officer's preference, manner of performance, rater input from the new OER, and needs of the Army. A board of officers, separate from the major promotion board, will recommend where each officer can best serve the Army.

Some changes for FAOs based on the TF's recommendations: 80% of the newly selected majors will serve in the OS CF. These officers will become world-class specialists serving repetitive FAO assignments. Since warfighting experience is critical to the professional development and credibility of FAOs, all officers in this career field can expect to serve in an operationally-related non-FAO assignment once during their field grade years. They will compete against other officers in their career

(Continued on page 11)

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field for promotion to lieutenant colonel and colonel, and only FAOs in the OS CF will count against FA 48 floors.

What about those FAOs who have the aptitude and want to compete for command? Twenty percent of FAOs will be designated into the Operations CF, where they will serve in the same manner as any other basic-branch officer in that career field. Remember, increasing the Army's warfighting capability is job #1. If you are designated into the OP CF, your time with troops will increase. Three years in an operational unit, to include 24 months in an S3 or XO position as a major, will become the norm.

Trained FAOs who remain in the OP CF will only compete against other OP CF officers for promotion, not against the FAOs in the OS CF. In addition, OP CF officers will no longer count against FA 48 promotion floors. Those OP CF FAOs not selected for battalion or brigade command will be transferred to the Operations Support CF, where they will continue to serve the Army filling FAO billets for the remainder of their military service.

The Army will not implement every piece of the new officer development system this coming fall. Some key pieces of the plan will take place almost immediately; other facets will take longer, either because the time required for implementation will be lengthy, or the exact direction the Army should take remains unresolved.

The intent of the implementation plan was to transition the Army to the new career field based management system of ODS as rapidly as possible while at the same time ensuring that as few officers as possible are disadvantaged by the implementation. In order to accomplish this, a few general guidelines were developed and proposed:

First, officers will be designated into a career field so that they have two years available for service in their career field before being considered by a promotion board. This ensures that officers have some experience working in their CF so that a promotion board is comparing officers with similar backgrounds and experience.

Second, for those officers who cannot meet the criterion above, CF designation will occur only after their second opportunity to be selected for battalion command. This is to ensure that all officers who "grew up" under the old OPMS get a fair opportunity to command.

Before any of the above can be implemented, however, it is necessary for the Army to prepare for managing officers under the new system. This involves not only such tasks as reorganizing PERSCOM and determining what the career field designation board and promotion board instructions should be, but also such things as designing, printing, and distributing career field

preference statements, updating the design of the ORB to reflect career field information, and ensuring that the officer corps is educated so that each individual officer can make a well-informed decision about their future career preferences.

All of this takes time, which is why the first career field designation boards under the ODS are tentatively programmed for FY 1999. The initial promotion boards for COL and LTC are tentatively scheduled to be held in FY 2001 and 2002, respectively.

With the above as guidelines, the following table shows the implementation schedule *proposed* for CF designation boards and promotion boards operating under the career field based system of ODS:

Note: Officers in YGs prior to 1980 will not be affected by ODS.

Longer-range objectives and decisions required that the TF build an adaptable plan. Key pieces of the plan will be considered in officer development action plans (ODAPs). Each ODAP will group sets of related issues for further development, decision or implementation in a logical sequence that is synchronized with other affected ODAPs.

Additionally, each ODAP will have a proponent charged with executing that ODAP and monitoring its progress. Further, ODAPs will include a long-range piece that identifies potential

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ASSOCIATION NEWS



The Word is Slowly Spreading

As the FAO Association reaches one and a half years of existence, it is now possible to say that the prognosis for the long-term health of the organization is very good. Slowly, but surely, the association is defining its role in the world and its relationship to the Service proponents and the military, at large. While still completely dependent on volunteers to make our association run smoothly, we actually have some money in the bank and now have the economic muscle to embark on new projects to further strengthen our association. Ideas on how to improve are welcome.

Membership continues to grow, particularly in the active duty ranks, and we've finally reached the 700 benchmark for individual memberships. There have also been several requests for memberships by defense related corporations as well, but this type of membership is still not recognized by our Charter. It is the logical next step in the growth process and look for corporate membership to be just around the corner.

The production of the quarterly Journal is being regularized and we are now into preparing our fourth edition. The most pleasant development is that you, our members, are beginning to take serious interest in the Journal's potential as an open forum for professional discussion and publication of pertinent, regionally oriented articles. Please keep up the letters, notes, E-Mails, and articles coming in -- the Journal will live or die based on your interest and participation.

Our data base project to catalogue the current addresses of the entire FAO population (active, reserve, and retired) is progressing slowly, but already has more than 3,400 entries in it. Related to the data base project, we have had some recent successes in reestablishing friendships between members who have lost contact over time. Of interest is the fact that Corporations and corporate headhunters are learning of our existence and are beginning to contact us

looking for leads to solid regional experts. This is potentially very good news for our retired and reserve brethren.

With all this good news, what isn't going according to the program

The FAOA web page is coming on a bit more slowly than we originally intended. In the meantime, we are providing material to the Army Proponent's FAO web site. For example, we are providing the Regional Assignment Spotlights as they are produced, and will continue to update them (at least quarterly). This will hopefully keep at least some of the day-to-day information flowing, while we work out the kinks in our own efforts.

Our efforts to acquire advertisers for the Journal is also going slowly. Essentially, we need to make the Journal self-sufficient (that is, independent of membership and other projects). To do this we need approximately \$1600.00 worth of advertising in each issue (this equates to four full page ads or their equivalent). Ads can be from local companies such as Realtors, insurance firms, car companies, etc. (Remember!! That most of our people tend to rotate between Washington, DC and overseas), or from corporations and contractors looking for visual recognition or just showing their support of our association. I bring this issue up to you because we need your help in getting advertisers signed up. Actual advertising rates and requirements are available elsewhere in this journal. Making the Journal financially independent will go a step farther in guaranteeing the viability of our association.

So, in concluding this quarterly report, I would like to thank the people who have given so much of their time and energy to making this a viable organization. I would also like to encourage you "fence-sitters" to get on the bandwagon.

SPOTLIGHT ON LATIN AMERICA



THE WORLD OF THE 48B

THE REGION. The Latin American FAO (48B) geographical region encompasses 24 countries: Argentina, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Uruguay, and Venezuela.

IN-COUNTRY TRAINING. The capstone phase of the FAO training process, in-country training (ICT), is usually 9-15 months long accompanied tour. The current 48B ICT sites and number of slots in each country are:

Argentina (Buenos Aires) - 1*	Brazil (Brasilia) - 2
Chile (Santiago) - 1*	Colombia (Bogota) - 1**
Ecuador (Quito) - 1*	Guatemala (Ciudad Guatemala) - 3
Mexico (Ciudad Mexico) - 2	Peru (Lima) - 1***
Uruguay (Montevideo)- 1	Venezuela (Caracas) - 3

* FAO-Proponent currently staffing action to create additional position for FY98.

** Currently not filled due to security considerations.

*** Pending STATE/country team approval. Proposed site reactivation date -JAN 98.

CURRENT POSITIONS

The following information provides an overview of all currently listed 48B positions in Latin America, the Caribbean, and CONUS. Keep in mind that, at present, a significant number of positions are being re-coded into or out of FA48B. The first chart provides a breakdown of the positions into army and joint slots, and gives you an idea of the large number of joint requirements that must be met. The subsequent list of 48B positions is grouped by grade and provides the command or agency and a basic description of each slot. When available, geographic location is also provided.

Normally, not all FAO requisitions from the field are filled in a given year. The determination of which 48B slots are or are not filled varies based on the Officer Distribution Plan or ODP. This is the result of having more positions than FAOs to fill them.

ABBREVIATIONS

A/ARMA - ASSISTANT ARMY ATTACHE
ARMA - ARMY ATTACHE
CAC - COMBINED ARMS CENTER
CH - CHIEF
DAS - DEFENSE ATTACHE SYSTEM
DATT - DEFENSE ATTACHE
DCSCMO - DEP C/S (CIVIL-MIL OPS), USARSO
DCSOPS - DEP C/S FOR PLANS & OPS, DA
DIA - DEFENSE INTELLIGENCE AGENCY
DSAA - DEFENSE SECURITY ASST AGENCY
DUSA-IA - DEP UNDERSECRETARY OF THE ARMY
FOR INTERNATIONAL AFFAIRS

MAAG - MILITARY ASST ARMY GP
MLO - MILITARY LIAISON OFFICE
NAPA - US ARMY NATIONAL ASST PLANNING
ACTIVITY
NDU - NATIONAL DEFENSE UNIVERSITY
ODC - OFFICE OF DEFENSE COOPERATION
OOTW - OPERATIONS OTHER THAN WAR
SAO - SECURITY ASSISTANCE OFFICER
SOA - SCHOOL OF THE AMERICAS
SOUTHCOM - SOUTHERN COMMAND
TIPA - CTR FOR (PANAMA) TREATY
IMPLEMENTATION

IADB - INTERAMERICAN DEFENSE BOARD
IADC - INTERAMERICAN DEFENSE COLLEGE
JMUSDC - JOINT MEX-US DEF

TRADOC - TRNG & DOCTRINE CMD HQS
USARSO - UNITED STATES ARMY(SOUTH)

O6 / COL
ARMY

USARSO
SOA
USAWC

DCSCMO - PANAMA
COMMANDANT - FT. BENNING
TNG DIR, AMERICAS BR - CARLISLE BARRACKS, PA

JOINT

DSAA
DAS
OSD
IADB
IADB

CDR, MILGP - ARGENTINA
CDR, MILGP - BOLIVIA
CDR, MILGP - COLOMBIA
CDR, MILGP - ECUADOR
CDR, MILGP - EL SALVADOR
CDR, MILGP - HONDURAS
CDR, MILGP - GUATEMALA
CDR, MILGP - VENEZUELA
CDR, USMAAG - PERU
CDR, USODC - PARAGUAY
CHIEF, DHO5 - WASH, DC
DATT / ARMA - BRAZIL
DATT / ARMA - COLOMBIA
DATT / ARMA - ECUADOR
DATT / ARMA - EL SALVADOR
DATT / ARMA - GUATEMALA
DATT / ARMA - MEXICO
DATT / ARMA - NICARAGUA
DATT / ARMA - PANAMA
ARMA - ARGENTINA
ARMA - CHILE
ARMA - PERU
ARMA - VENEZUELA
DIR, PLANS SPRT, SOLIC - WASH, DC
STAFF - WASH, DC
ADVISOR, STUDIES DPT - WASH, DC

O5 / LTC
ARMY

CAC
CAC
DUSA-IA
DCSINT-DA
DCSOPS-DA
SOA
SOA
SOA
MILITARY REVIEW
MILITARY REVIEW
NAPA (SOUTHCOM)

TNG INST/AUTHOR-FT LEAVENWORTH
OOTW TNG INSTR/AUTHOR - FT LEAVENWORTH
REG STF OFF x 2 - WASH, DC
SENIOR LATAM ANALYST - WASH, DC
FAO MNGT, FAO PROP DIV - WASH, DC
CHF OF STAFF - FT BENNING
DIR, JOINT/COMBINED OPS - FT BENNING
STRATEGY DIV - FT BENNING
EDITOR, PORTUGUESE EDITION- FT LEAVENWORTH
EDITOR, SPANISH EDITION - FT LEAVENWORTH
CH, TACTICAL TNG

TRADOC

PROG MGR(LATAM) - FT MONROE

JOINT

DSAA	CH, USMLO - BRAZIL
DSAA	CH, USMLO - JAMAICA
DSAA	CH, USMLO - HAITI
DSAA	CH, USMLO - TRINIDAD & TOBAGO
DSAA	ARMY REP/TRNG OFF, MILGP - CHILE
DSAA	POL-MIL OFFICER - PERU
DSAA	LNO (NATIONAL GUARD)- VENEZUELA
DSAA	ARMY REP, ODC - URUGUAY
DSAA	ARMY PROG MGR - HONDURAS
DSAA	ARMY REP, MILGP - GUATEMALA
DSAA	ARMY REP, ODC - PARAGUAY
DSAA	CH, ODC - COSTA RICA
DSAA	CH, ARMY SECT, MILGP - COLOMBIA
DSAA	CH, ARMY SECT, MILGP - BOLIVIA
DSAA	SEC ASST OFCR, MILGP - ARGENTINA
TIPA	DEP FOR OPS - PANAMA
TIPA	CH, INSPECTION / ESCORT BRANCH
OJCS	OPS OFFICER - WASH, DC
OJCS	IADB/JMUSCD
OJCS	POL-MIL PLANNER x 3
SOUTHCOM	SPEC ASST TO CINC - MIAMI
SOUTHCOM	CH, POL-MIL AFFAIRS
SOUTHCOM	CH, SEC ASSISTANCE DIV
USARSO	CH, TRNG TACTICS BRANCH-PANAMA
IADB	DEP SEC FOR CONFERENCE- WASH
DIA	CH, AMERICAS' BRANCH - WASH, DC
DIA	ADIO (LATAM)
DAS	DATT / ARMA - BOLIVIA
DAS	DATT / ARMA - HAITI
DAS	DATT / ARMA - BARBADOS
DAS	DATT / ARMA - PARAGUAY
DAS	DATT / ARMA - SURINAME
DAS	ARMA - DOMINICAN REPUBLIC
DAS	A/ARMA - ARGENTINA
DAS	A/ARMA - BRAZIL
DAS	A/ARMA - COLOMBIA
DAS	A/ARMA - HONDURAS
DAS	A/ARMA - MEXICO x 2
DAS	A/ARMA - VENEZUELA
SOUTHCOM	DEP DIR, TIPA

MAJ / 04
ARMY

HQDA ODCSINT	LATAM ANALYST x 2 - WASH, DC
TRADOC	PROG MGR (BRAZIL) - FT MONROE
TRADOC	PROG MGR (REST OF LATAM)
SOA	CH, TNG MGT - FT. BENNING
USARSO	CMO BRANCH - PANAMA
USMA	FOR LANG INSTRUCT x 5 - WEST POINT
USMA	SOC SCI INSTRUCTOR
DLI	TNG OFFICER - PRESIDIO MONTEREY
USAF ACADEMY	HISTORY INSTR - COLORADO SPRINGS
USARSO	DEP PAO (PACIFIC) - PANAMA
LANTCOM (LNO TO EASTERN CARIB)	JNT TNG OFF - MIAMI

JOINT

IADB	XO TO CHRMN, IADB - WASH, DC
IADB	XO TO DIR, IADC
DSAA	SEC ASST OFF - PANAMA
DSAA	OPS OFF - WASH, DC
DSAA	TNG OFF - EL SALVADOR
NAPA	CH, SEC ASST DIV - PANAMA
NAPA	STAFF OFF, EXERC BRCH
HQS SOUTHCOM	POL-MIL OFF x 6 - MIAMI
HQS SOUTHCOM	SEC ASST OFF x 2
HQS SOUTHCOM	CINC AIDE-DE-CAMP - MIAMI
HQS SOUTHCOM	MIL AFFRS OFF - WASH, DC
DIA	LATAM BR INTEL OFF x 3 - WASH, DC
DIA	LATAM REG ANALYSTS x 7
DAS	A/ARMA - BRAZIL
DAS	A/ARMA - CHILE
DAS	A/ARMA - EL SALVADOR x 2
DAS	A/ARMA - GUATEMALA
DAS	A/ARMA - HAITI
DAS	A/ARMA - HONDURAS
DAS	A/ARMA - MEXICO
DAS	A/ARMA - PANAMA
DAS	A/ARMA - PERU
TIPA	OPS OFF x 2 - PANAMA
LANTCOM	SEC ASST, WEST CARB

This is the second in a series of regional highlights provided for the interest of the membership. As the staff is notified of changes in possible assignments we will get them out to you in the form of errata sheets. Once every two years we will publish a completely new segment on your region.

STAYING GREEN

by COL Bruce E. Boevers

FAOs are billed as the soldier-statesmen of the Army. That's who we are; that's what makes us special. We are soldiers who have developed special skills as statesmen in our regions of responsibility.

There is a reason why the soldier-statesmen moniker is in that order. We are first and foremost soldiers, not foreign service officers in uniform. The farther we wander from our roots, the greater we risk irrelevancy.

One of the greatest challenges most of us face is the requirement to "stay green." This challenge begins with the FAO professional development process and continues for as long as we stay on active duty. The problem can be exacerbated by Army requirements for back-to-back assignments away from the "real Army."

From the perspective in the field, there are several reasons FAOs need to stay green. They concern both our legitimacy and our competitiveness. Although this piece refers predominantly to DAO/SAO organizations, the principles apply to other FAO assignments away from the Army, such as joint and multinational staffs.

First, and foremost, we are the military experts on the country team. With fewer and fewer FSOs coming from the military, the role of military advisor to the ambassador and pol-mil partner in the embassy has grown. Second, we are the U.S. military experts in our countries of accreditation. Our hosts expect us to know about our own Army as we learn about theirs. Hand in hand with the credibility function is the legitimacy function. Many other countries send "professional attaches" to embassy postings abroad. I have shared several outings here in Finland with attaches who have no idea how their own military functions. Many show up in adverse field conditions without a clue about how to dress or behave. In many host countries, being a warrior and communicating soldier to soldier draw respect from host nation militaries. Little things like fieldcraft and military savvy earn huge dividends in the eyes of our hosts. Finally, our Army comrades expect us to be soldiers.

We scare enough of our fellow officers by speaking in tongues as it is. By sharing common experience and expertise, we look like the real soldiers we are.

As with all things, wishing doesn't make it happen. Each of us has to take concrete steps to ensure that we stay on the cutting edge of our profession. Several measures are relatively easy. For instance, maintaining an active professional reading program is a relatively low cost, high pay-off activity. I had a boss (now a FAOA board member) who made me read the Leavenworth reading list on my commute. Even alternating books between Clausewitz and Robert



Ludlum to maintain my sanity, I had more than enough time to finish the list, courtesy of the Washington Metropolitan Area Transit Authority. In the field, the challenge is keeping up with all the latest changes in equipment and doctrine. Here, subscriptions to professional journals are the only hope. Conversely, when serving in troop units, it is incumbent on all of us to maintain our regional expertise through professional reading, academic contacts, and whatever other means.

A second key measure is to maintain professional military education. The Army appears to be the only service which places so much emphasis on PME. If anything, we in the Army have tended to be overzealous in our attention to the selection process. Nonetheless, every FAO should compete fiercely to complete both MEL-4 and MEL-1 requirements at

(Continued on page 21)

FAO Get-together Survey Results !!!

129 members responded to our survey on whether or not to have a FAO Get-together sometime this year. All but 2 thought it was basically a good idea. Of the 127 left, an overwhelming group opted for either the cocktail party option (82) or the short business meeting and cocktail party option (39). There were 2 members that voted for a dinner, 2 that voted for a business meeting/dinner, and 2 that voted for seminars and dinner/cocktails. Four members offered their help in setting a function up,

(Continued from page 11)

events or actions that could trigger the Army to change how it implements the ODAPs or completely alter the nature of the ODAP.

An annual review of each ODAP will underpin these plans and address whether the ODAP needs to be changed. A transition team from OPMS XXI TF will oversee the implementation of the new system and ensure a smooth "hand off" to proponents.

The goal is to create a "win-win" system for both the Army and its officer corps, balancing the Army's diverse personnel requirements while providing a technically and tactically competent officer corps -- leaders who can create learning organizations focused on excellence in all they do.

One thing is certain: The officer development system approved by the Chief of Staff will be a flexible system -- one best suited for the officer corps, the Army, and the Nation.

If you'd like more information about OPMS XXI or would like to see briefing charts, please visit our web site at: <http://www.army.mil/opms>.



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LIFE AFTER FAO

by Mr. Alan Norris

This is the second in a series of articles designed to pass along lesson learned by retired FAOs as they have transitioned to civilian life.

The Job Search — How to Approach It

One of the most daunting tasks we face as we approach the transition to civilian life is finding our next job. We are accustomed to following orders, negotiating with our assignments officer, and hopefully landing the job that will lead to success. With this background, many of us feel ill equipped to do battle with civilian human relations managers who may ask unexpected questions and give no clear direction, let alone choices. In this new life, assignments branch no longer gives us alternatives and the road to the top is not clearly discernible. Because of this lack of clarity, many of my peers have taken jobs that are less challenging than their qualifications would merit. In part, this was because they viewed their transition as seeking a job rather than starting another career. Since a temporary job requires less resources and effort than a career, these people do not necessarily reach their full potential. In part, the result was due to a less than outstanding presentation of themselves.

To ensure you land a job with the level of responsibility you deserve, you must be correctly prepared mentally. There are numerous resources available to help prepare you to travel the road of transition. The Army Career and Alumni Program (ACAP) is a good start; they cover the basics and get you thinking. The Retired Officer's Association (TROA) puts on a very good lecture as part of their Officer Placement Service (TOPS). This lecture helps you establish a benchmark, it is given by people who have been there. TROA has a good program for job leads and a number of other tips. Do not overlook state employment agencies, they often have good leads and workshops. The concept that state employment agencies are targeted against blue collar type work is a myth. Last, but certainly not least, use networking opportunities such as this journal, hobbies, and other professional organizations. All these will assist you in establishing the correct mental framework so you can begin your preparation.

The concept that State employment agencies are targeted against blue collar type work is a myth.

Most retirement preparation programs begin with the basics and the first building block is your resume. While there are a number of types of resumes, there is no one perfect fit for you. The appropriate resume is really whatever the company you are looking at is comfortable with. This is all part of G2ing the prospective employer and can be determined by talking with

them. Good prior research of the firm will ensure that you design and write your resume in a manner they are accustomed to seeing and favor. As FAOs, we have a vast array of skills, but we need to present these qualities in a way that best shows the employer how they can benefit his bottom line. The method of presentation may be a chronological, skill based, or bullet resume, but in the final analysis the best format depends on the market.

I have found that many of the stories about resume failures are due not to the resume itself, but to a lack of preparation and follow up. The job search is your most important sales job: you must sell yourself to the employer. This takes proper preparation. Still, even if you have not presented the absolute best picture of yourself in the resume, you can often correct this mistaken impression through your enthusiasm in the interview setting. The trick is to present what the company wants to see in the resume in enough detail to get the interview and then sell yourself in the interview.

...start your search with an idea of type of job that you want — this goal will focus your energies.

The next question is where to look for jobs. Despite what many experts say, newspaper advertisements can be useful. While they may not hold the key to your next job, they can help identify trends — who is hiring, what skills are being looked for, and what are the prevailing salary levels. The key here is to identify a trend that matches your skills and inclinations. Once you figure out how your skills can be applied to the types of jobs being offered, see who is hiring, decide who you want to work for, and GO AFTER THEM. I put stress on this last purposely because in the end it is your enthusiasm that will make the difference.

Without making a blanket statement against headhunters, I will say that it does not make sense to pay someone to market you when you know the subject better than anyone else. For very senior executives, headhunters can often uncover opportunities that are not widely known. In this case, however, the searching company should be paying the headhunter's fee, not you. For the rest of us, while the assurances and platitudes of a headhunter may be reassuring, they will seldom land you the job you want.

Instead, start your search with an idea of the type of job that you want — this goal will focus your energies. Use the papers, your networking contacts, the internet, TROA, ACAP, and any other source you can think of. Explore every lead initially until you have narrowed the field to positions you are seriously interested in. Make this list small enough to manage, but large enough to keep you going. The exact size will depend upon what you are comfortable with. Once you have this list, research the companies thoroughly using reference materials, phone calls, and personal visits. Getting to know the company as well as its current employees will pay dividends in two ways: (a) you will ensure that you are ready for your interview; and (b)

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USMC FAO NOTES

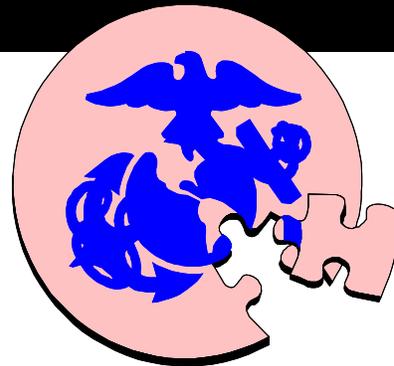
Marine Proponent Notes

The last few months have proved to be a real “good news, bad news” period for the Marine FAO program.

In April, HQMC formally established the Regional Affairs Officer Program (ALMAR 114/97). Now, in addition to 8 FAOs, the FY98 selection board will also send 7 RAOs to NPS for area studies master’s degrees. The RAO program will provide the selection board with the ability to tailor the pol-mil training that each FAO/RAO candidate will receive. For example, an officer who already possesses a working knowledge of French or Spanish, but lacks regional academic education, might only need a degree via the RAO program and an in-country assignment to qualify as a Latin America or Sub-Saharan Africa FAO. (This is why we included no Spanish language FAO quotas on this year’s board.) Since the period of training would be shorter, more senior majors and even FAOs without a master’s degree would be competitive for RAO selection.

With this flexibility, the full 3 year FAO study track program can be reserved to train those officers who possess the greatest potential to master the difficult category IV languages. Hopefully, the addition of the master’s degree will attract enough applicants to allow the FAO board to select only Marines with DLAB scores well above 110 for the program.

In other good news, in February DoD released Directive 1315.17 that establishes policy and responsibilities for the development of the Military Services’ FAO programs. This much anticipated document is intended to emphasize the FAO program’s importance as a source of officers possessing the political, regional and cultural knowledge that DoD needs for the future. One of the most important aspects of the directive is that it tasks the services to “develop procedures to ensure competitive career advancement for officers in the Service FAO Program[s].” Hopefully, this kind of



high-level attention will put some pressure on the services to energize their FAO programs.

That’s the good news. The bad news is that the directive’s

“competitive career advancement” language is a watered down version of the original draft. Citing Title X prerogatives, the services objected to DoD’s initial language requiring promotion precepts for FAOs. Unfortunately, the compromise language found in the final version may be too weak to affect the promotion rates for Marine FAOs. Worse, based on this year’s promotion results, some FAOs are complaining that promotion boards are even punishing FAOs for “hiding from the fleet,” and that the FAO program is a career killer. Skeptics cite the FY 98 promotion rates for Marines serving on attaché’ duty to prove their point. Five of seven majors and 3/4 lieutenant colonels on attaché’ duty were passed over. Even though they weren’t all FAOs, this is bad news for the program.

Fortunately, the overall promotion rates for FAOs weren’t as dismal as the attaché’ rate would suggest. According to manpower’s records, 10 of 17 FAOs (59%) were selected for lieutenant colonel and 8 of 14 (57%) to colonel, compared to the overall board rates of 68% and 39% respectively. Therefore, based on these numbers (even though manpower insists that the small number of Marine FAOs considered invalidated the statistics), it is just as easy to conclude that being a FAO is the best way to make 0-6 as it is to say that the program will get an officer passed over for 0-5.

As a 17 year FAO, and one of the 8 selected for colonel, I do not believe that Marines are getting passed over because of their service in FAO billets. However, I do believe that this year’s promotion statistics confirm the importance of career management for FAOs. Perhaps more than for any

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(Continued from Marine Notes, page 20)

other career path, FAOs must manage their assignments to ensure that they serve in the fleet whenever possible. FAOs must have the discipline to avoid nice-to-have tours and resident schools to preserve time for their FAO tours. The reason for this is not so much the nature of the FAO tour, as it is the nature of the Marine fitness report.

With today's inflated fitness reports, promotion boards have an extremely difficult task selecting the most qualified officers. Recognizing that all section "C" comments are inflated, selection board members use the Value and Distribution (V/D) "truth teller" as a key briefing discriminator. Basically, the briefer counts the Marines rated above the FAO and compares that number with those rated below to get a ratio. If the resulting V/D ratio is 1:1.5 or greater, the officer is competitive. If the ratio is 1:1 or less, the officer is in trouble.

The problem for FAOs is that they are normally rated 1 of 1, neither above or below another Marine officer, on their FAO fitreps. Since 1 of 1 fitreps do not contribute to the V/D ratio at all, a FAO's FMF fitreps will therefore have a disproportionate impact. This is why a FAO must seek out opportunities to compete with other Marine officers and avoid academic, non-observed and 1 of 1 fitness reports whenever possible. FAOs who perform well in the fleet will improve their V/D ratios and, hopefully, insulate themselves against a single marginal fitrep. FAOs who have few FMF fitreps risk a having low V/D ratio, being accused of "hiding from the fleet" and failing for selection.

As always, the program office is available to answer questions on the this or any other FAO issue at (703) 720-2651.

(Continued from Life After FAO, page 21)

you will learn if there is anything about the company you do not like. Working for a company whose goals and philosophy run contrary to your own is a losing proposition. Even if you receive an acceptable income, you will not be happy.

The author, Mr. Alan Norris, is a retired FAO and works as a Financial Advisor at Legg Mason Wood Walker, in Alexandria (Member

of New York Stock Exchange/Member SIPC)

(Continued from page Staying Green, 17)

appropriate times during his/her career. Even miracle colonels (promoted without battalion command or MEL-1) should accept the gracious invitation of the Army to complete the War College. In addition to the MEL courses, the Army War College used to offer a strategy course to field grade officers. This course is a great background course supporting both the FAO grad school experience and other PME.

Last, and perhaps most (certainly not least), is assignment progression. Real soldiers hold real soldier jobs. A young FAO once told me he had picked up our functional area to seek back to back assignments where he wouldn't have to give Article 15s or do PT. WRONG ANSWER.

Even if you accept my analysis of why FAOs need to stay green and what we need to do to accomplish that mission, the how often remains somewhat elusive. Least under our personal control is the assignment process. This is the situation already, and OPMS XXI may further limit options. The bottom line is to seek tough assignments with troops as long as the Army will let you. The "been there, done that" T-shirt is worth its weight in gold. The major challenge to maintaining professional reading and education is clearly that of time. We are all hard-

charging, can-do, more-to-do-than-we-have-time-for officers. Professional competency is not a hobby. Like physical training, it is part of the mission and we have to make the time to accomplish the mission. Steal time, was the guidance of one instructor. Steal from lunch, steal from bed, steal from the bus, program duty time. Do not steal from the family.

If the above analysis based on my FAO experiences contradicts the proponent or the personnel command, I apologize in advance. I have been blessed with a wonderful career, which in the absence of SERBS, I intend to continue. I have seen the FAO program from almost every conceivable angle, and I am convinced that FAOs are force multipliers in increasingly multinational environments. If the "system" screws us, shame on the leadership, if we screw ourselves, shame on us.

COL Bruce Boevers is currently the the Army Attache to Helsinki, Finland, but returns to Washington shortly as the European Division Chief in DHS.

ARMY PROPONENT NEWS

Welcome to the Proponent's News. And no, this Quarter's article is not an emotional issue such as our last one on Promotions/Selection Rates. Nonetheless, we'll cover a FAO subject that I'd never seen before my arrival at the Pentagon; the "unofficial" **History of the FAO Program**. Hope you find it as interesting as I. Good reading.

The Early Years. In 1947, the Army recognized the advent of a new era after World War II required specialists in foreign regions. The first effort was the Language and Area Training Program (LATP). This Program was open to combat arms officers and trained them in a foreign language; initial focus: Western Europe, Japan. It was both extremely small and selective. Sometime prior to 1950, training was expanded to include graduate school in foreign policy or international studies. In 1953, LATP was renamed the Foreign Area Specialist (FAS) Program and expanded to include the rest of the world, except Australia, Great Britain, New Zealand and Canada. The Program doubled in size (from 100 officers to about 200). Two years later, the Military Assistance Officer (MAO) Program was established to support the Army's commitment to the international security assistance field. The MAO training program included some regional training, repetitive assignments within the target region and a course in security assistance administration. Only basic language training was considered necessary within the new specialty. MAO never had more than 150 officers.

Both FAS and MAO predate the establishment of a military intelligence career specialty and during this earlier period, largely filled the Army's needs for strategic intelligence analysts. This is an material issue as the Intelligence Corps never succeeded in completely supplanting either FAS or MAO in this arena. In April 1973, the FAS and MAO Programs were consolidated into the newly designated Foreign Area Officer (FAO) Program. Training was only slightly expanded to include a "six-month basic training course" at the JFK Center as FAOs served as Army/ Defense Attaches, Pol-Mil Analysts, and Security Assistance, Psyop and Civil Affairs officers. At the time of consolidation, the new Program numbered about 200 officers and was still small enough to be governed by exception for personnel purposes. However, as the value of these highly trained staff officers became more apparent to commands around the world, the demand for their services went up exponentially and the capability of the Army to train and manage the specialty became a real problem. Thus,...

The Enhanced FAO Program. In the early 1980s, increasing requirements for FAOs had driven the Army to accessing far more officers than could be trained, given the limited resources committed to the Program. Specifically, 364 Majors had been accessed into the Program each year since 1980 but only 90 of these officers received language training, 75 received ICT and 60 graduate school. Complaints from the CINCs and Defense Agencies about declining officer qualifications increased. They demanded more FAOs but only if fully trained. Different initiatives by different players were the inaugural reactions to the complaints. In late 1982, the Proponent (ODCSOPS-DA) set up a "one-stop shopping" effort at Ft. Bragg; no ICT provided. Soon after these new "one-stop" FAOs (plus their contemporaries with little to no formal training) hit the street, the fault finding by the CINCs and Defense Agencies soon reappeared.

The CSA, GEN Wickam and the VCSA, GEN Thurmon ,

became directly involved by Fall 1984 and directed the ACSI (LTG Odom) and the DCSOPS (LTG Mehaffy) fix this Program. Also, GEN Richardson, TRADOC, was a player in this issue. Their efforts culminated in a decision briefing to the CSA in Spring 1985 recommending an "Enhanced" FAO Program be adopted. The sole remaining point of discord was who controlled the Proponent, OACSI or ODCSOPS.

Key Points of the Enhanced FAO Program. Accessions of FAOs would be reduced to 120 per year. Each FAO would be fully trained -- language, ICT and grad school; note: only one part could be waived. FAO candidates, possessing one language, would be trained in a second language, if feasible. ICT was to be carefully structured under the supervision of the Army attaché. Whenever possible, this training would include attendance at a host general staff college. Graduate schools were to be limited to the best in each field. The Proponent would create a list of high quality, not especially high cost, schools in each region annually. No FAOs would receive PhD education. FA 48 would be managed as a dual track specialty. FAOs would serve only in their basic branch or FAO positions. Changes in future training inputs (increases or decreases) would be examined via periodic Functional Area Assessments and based upon Army requirements at O-6.

CSA Decisions. GEN Wickam approved the entire "Enhanced" FAO Program and directed its implementation and funding. He directed the "one-stop shopping" at Bragg be terminated. OACSI and ODCSOPS would continue to operate separate but coordinating offices concerned with FAO. ODCSOPS, however, retained overall Proponency with OACSI concentrating on FAO language and grad school. In 1986, these offices were combined under ODCSOPS, DAMO-SSF, as the current FAO Proponent Office. Of note, since the training left Bragg and the Proponency stayed at ODCSOPS, not transferred to TRADOC, the CSA decided to sustain a shortened FAO Course with annually reevaluations. By 1986, this revamped course had become the FAO Orientation Course conducted at DLIFLC, Monterey, CA.

Changes Over Time. As with any policy or program, "stuff" just inevitably changes over time. So it has been with the FAO Program and Proponent. For example, the realignment between the former Western Europe and USSR/Eastern Europe Areas in 1991 or the Jan 1995 official approval of Single Tracked FAOs. Plus, training waivers are not allowed. Not to bore with detail, see DA PAM 600-3, Chapter 40 (FA 48) and you'll see exactly what our Program does today. It's just four and a half pages chalk-full of info. A good read. Also, belonging to our Association and working with your Assignment and Proponent managers are always a safe bet. But, let's get back to the changes. We do have significant challenges and most deal with money. Grad school starts, language refresher and ICT travel dollars are tight. Requirements for serving FAOs are increasing. This is doubly difficult in a "zero sum" growth environment. So the Army ends up with people shortfalls/mismatches.

Today's FAOs. Remember, since 1947 the FAO has been an integral part of our Army. This will not change in the 21st Century. As the Chief of Staff of the Army, Gen Reimer, says, "FAOs perform a critical function for our Army and our nation. They always have and I think they are even more important during this period of our history." He continues, "I remain convinced that a

(Continued on page 23)

ANNOUNCEMENTS

General Information

Major John Dacey welcomes contact with all other FAOs, both active and former service, specifically 48F's. Am especially interested in stories and advice regarding Singapore, Malaysia, Brunei, and Indonesia. Reach me at 21711 47th Ave. Ct. E; Spanaway, WA 98387-6035, or E-Mail at: RUGBY007@AOL.COM.

Heads up! The 358th Civil Affairs Brigade may undergo a CINC realignment from ACOM to SOUTHCOM in a year or so while dropping down a notch from the CA element for a CINC to the operational/tactical level headquarters as it was designed to be. CA will merge ACOM and SOUTHCOM AORs under the new 350th CA Command. It would be mutually beneficial for forward deployed FAOs in the SOUTHCOM AOR to visit the CA soldiers assisting in mission support. They may be able to provide information that is helpful in your target country. LTC Bruce R Ressler, CA, USAR

Looking for retired and former service FAO's. If you have names and addresses of some of these individuals (particularly if they retired prior to 1994), send them to the FAO Association. Every added former FAO increases our ability to network.

Possible Military Jobs

LATAM ARMAs!!! An opportunity exists for your FAO Trainees interested in participating in a real life mission of strategic importance to the United States. "Operation Safe Border" has an on-going need for 1-2 U.S. Army O-3/O-4s, to perform duties observing the separation of military forces deployed along the border between Peru and Ecuador. The assignment provides the chance for officers to interact with observers from Argentina, Brazil and Chile, as well as with Peruvian and Ecuadorian military personnel in AOR.

Funding is available for air transportation from anywhere in LATAM to base camp located in the Peru-Ecuador border, in-country transportation, lodging (observers live in semi-permanent wooden structures with running water, a stove and a cot), and meal costs. FAO trainees who are selected deploy for 94 days (includes 4 days for in-and out-processing) and are rated by an O-6 and an O-7. Next window of opportunity is 14 June - 14 September 1997. This will be continuous periodic requirement. If interested, please call?

48B: Ctry Dir, Office of SECDEF.

For Ln Off (Spanish), DUSA-IA.

48C: German Instructor at USMA.

Security Asst Officer, Hungary.

Security Asst Off, Haiti (French).

W.Eur/Cent Reg Off, EUCOM.

48E: Int'l Pol/Mil Aff Off, DIA.

Int'l Neg Intell Off, DIA.

Security Asst Officer, Lithuania.

Defense/Army Attache, Armenia.

OSIA (US and OCONUS).

Anyone: Defense/Army Attache, Bosnia (one-year, unaccompanied).

Army Attache, Romania.

Army Attache, Serbia.

(We will provide language training for anyone wanting these positions.)

For more information call:

MAJ David Wreford, (703) 325-3134 or DSN: 221-3134.

Possible Civilian Jobs

As a new segment of the FAO Journal, space will be given to Firms interested in Advertising for FAOs.

Contact:FAOA@EROLS.COM

(Continued from page 22)

healthy FAO Program is absolutely vital if we are to reshape the world in the 21st Century. I am proud of the Army Program and will work hard to ensure that it is as good as we can make it." Though it is obvious by the sentences above, in conclusion, FAOs have and will continue to play a major role in U.S. foreign policy with the full support of the CSA. We might be small in number but we play large in the world politic. I hope this "unofficial" History of the FAO Program helps give a little more perspective of our ever-changing Program.

Regards.

Chuck Doroski, COL, Proponent Chief

Regional Conferences

June 1997

5-7 Jun 97 Worldwide Civil Affairs Conference, Chicago IL, POC: P.O.Box 1504, Homewood, IL 60430-1504.

5-8 Jun 97 Directions in Peace Studies Ninth Annual Conference of the Peace Studies Association (PSA), Georgetown University, Washington, D.C., POC: Simona Sharoni. E-mail: ssharon@american.edu.

6-7 Jun 97 First International Conference on "Human Security and Global Governance" (focus is on current and emerging conflicts in Asia-Pacific), Toda Institute for Global Peace and Policy Research, University of Hawaii, Honolulu, POC: Prof. Majid Tehranian. E-mail: toda@toda.org.

11 Jun 97 Annual Countering Terrorism Seminar "Terrorism: Back to Basics," at NCO Club, Ft. Myer, Arlington, Virginia. Cost is \$100, with an optional dinner session available for \$25. POC: Mayer Nudell, (703) 237-2513 or E-Mail to: mnudell@juno.com.

11-13 Jun 97 Second International Conference of the Association of Genocide Scholars, "Genocide and the Modern World," Montreal, Canada. POC: Roger W. Smith, Dept. of Gov't, College of William and Mary, Williamsburg, VA 23187.

15-19 Jun 97 Conflict Management and Social Transformation, International Association for Conflict Management, Gustav-Stresemann-Institut, Bonn, Germany. POC: Dr. Norbert Ropers, Fax: +49 (30) 831 59 85.

27-30 Jun 97 "Security in a Post-Cold War World," Foreign Policy School, University of Otago (New Zealand).

July 1997

4-7 Jul 97 IAMCR Conference on "New Information Technologies, Globalization, and Multicultural Societies," Internat. Assoc. for Media and Communication Research, Oaxaca, Mexico, POC: Prof. Manuel Pares I Maicas, Universidad Autonoma de Barcelona, Dept. de Periodisme, 08193 Bellaterra, Barcelona, Spain.

6-9 Jul 97 "Land, Violence, and Social Problems in the History of South Africa," Biennial Conference of the South African Historical Society, University of Pretoria, South Africa. POC: Cobus Ferreira, Dept. of History and Cultural History, University of Pretoria. E-mail: vniekerk@libarts.up.ac.za.

August 1997

17-21 Aug 97 ~~International Political Science Association~~ World Congress, Seoul, Korea, POC: Professor Zartman (202) 663-5600.

17-21 Aug 97 "World Congress on Violence and Human Coexistence Congress," University College Dublin, Ireland.

28-31 Aug 97 American Political Science Association Annual Meeting, Washington, DC, POC: (202) 483-2512.

TBD Aug 97 Association of Chinese Political Studies Annual Meeting, POC: Dr. Yang Zhong, (423) 974-7187.

September 1997

13-18 Sep 97 "Confidence Building for Regional and Global Security," European Peace Research Association and the Asia-Pacific Peace Research Association, Centre for the Study of Forgiveness and Reconciliation, Coventry, England. POC: Dr. Kamran Mofid. Fax: +44(0) 1203 838400.

October 1997 and Out

31 Oct-1 Nov 97 "Non-State Actors and Authority in the Global System," Centre for the Study of Globalisation and Regionalisation, Warwick University, U.K.

12-15 Nov 97 Columbus Ohio, African Studies Association Annual Meeting, POC: (404) 329-6410.

14-16 Nov 97 "Peace and War Issues: Gender, Race, Identity, and Citizenship," Peace History Society, University of Texas, San Antonio, TX, POC: Scott L. Bills, Department of History, Stephen F. Austin State University, TX 75962. E-mail: SBills@sfasu.edu.

20-23 Nov 97 American Association for the Advancement of Slavic Studies National Convention, Seattle, WA, POC: Wendy Walker (617) 495-0677.

10-11 Dec 97 "Globalisation versus Regionalisation: New Trends in World Politics," First Annual Postgraduate Conference, Centre of Globalisation, Warwick University, United Kingdom.

F. Y. I. — Active/Reserve FAOs

DEFENSE LANGUAGE INSTITUTE,
(408) 647-5110/DSN 878-5110
EMAIL: WALKERG@POM-EMH1.ARMY.MIL

Army FAO Proponent Office

COL CHARLES F. DOROSKI - DIV CHIEF
(703) 697-3600 / DSN 227-3600
EMAIL: DOROSCF@DCSOPSP02.ARMY.MIL

MR. BOB OLSON - DEPUTY DIVISION CHIEF
(703) 695-7758 / DSN 225-7758
EMAIL: OLSON@DCSOPSP03.ARMY.MIL

MR. JIM PAHRIS - PERSONNEL EXCHANGE PROGRAM (PEP) MANAGER
(703) 695-4818 / DSN 225-4818
EMAIL: PAHRIS@DCSOPSP02.ARMY.MIL

MS. PAT JONES - BUDGET/RESOURCE MANAGER
(703) 697-6317 / DSN 227-6317
EMAIL: JONESP@DCSOPSP02.ARMY.MIL

MS. SABRINA NEELY - SCHOOLS OF OTHER NATIONS (SON) MANAGER
(703) 693-2498 / DSN 223-2498
EMAIL: NEELYS@DCSOPSP02.ARMY.MIL

LTC TOM HANSINGER - 48C/E REGIONAL MANAGER
(703) 697-4013 / DSN 227-4013
EMAIL: HANSITR@DCSOPSP03.ARMY.MIL

LTC DAVID ROBLES - 48B REGIONAL MANAGER
(703) 614-1766 / DSN 224-1766
EMAIL: ROBLES@DCSOPSP03.ARMY.MIL

LTC MARK VOLK - 48G/J REGIONAL MANAGER
(703) 697-6796 / DSN 227-6796
EMAIL: VOLKMAR@DCSOPSP03.ARMY.MIL

MAJ MAC HESTON - 48D/F/H/I REGIONAL MANAGER
(703) 697-6927 / DSN 227-6927
EMAIL: HESTOMC@DCSOPSP02.ARMY.MIL
LTC GARY WALKER - FAO PROPONENT LIAISON,

Army FAO Assignments Team, PERSCOM

MAJ DAVE WREFORD - Assgmts Off (48B, C, E),
(703) 325-3134/DSN 221-3134
EMAIL: WREFORDD@HOFFMAN-EMH1.ARMY.MIL

MAJ CHRIS REDDISH - Assgmts Off (48D, F, G, H, I, J), (703) 325-3132/DSN 221-3132
EMAIL: REDDISHC@HOFFMAN-EMH1.ARMY.MIL

MS. FRAN WARE - ACCESSIONS/TRAINING PLANS (48B, C, F, H, I),
(703) 325-3135/DSN 221-3135
EMAIL: WAREF@HOFFMAN-EMH1.ARMY.MIL

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USMC FAO Proponent

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(703) 614-3706
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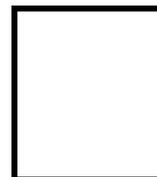
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F.A.O.A.
P.O. Box 523226
Springfield, VA. 22152



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