

F.A.O. JOURNAL

VOLUME 1, NUMBER 2

MARCH 1997



In This Month's Issue

Possible FAO Impacts of OPMS XXI
Last O-6 Board Reviewed
Start of New Segment — Life After

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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

MARCH 1997

VOLUME 1, NO. 2

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EDITORIAL

WARY OF WARRIOR-DIPLOMATS!

A number of old FAOs read the many articles about the “SOF Vision 2020” with considerable confusion — the title “Warrior-Diplomat” in the document looked suspiciously like the traditional title “Soldier-Statesman” that has been applied to the members of the FAO community for the last twenty or more years. On the one hand, it was refreshing to see that GEN Shelton (CINC, US Special Operations Command) used the above title, because it showed that yet another senior Army General Officer recognizes the importance and value of high-level, military-to-military interaction with foreign armed forces. Unfortunately, his implied equation of Special Forces officers to FAOs largely missed the mark.

I must admit that the Special Forces Career Specialty does have similarities to FAO, but so do both the Military Intelligence Career Specialty and the Psychological Operations Functional Area. In each case these specialties find areas of commonality with facets of the FAO mission, but as the opposite sides of the same coin. The training, growth, and target audiences of each differs in critically important ways from FAO, as well as from each other.

“Green Berets” and FAOs both regularly operate in the international environment, on the sovereign territories of foreign nations, and to do this they require a basic grounding in indigenous languages. SF officers are warfighters trained for warfighter missions. They seek to influence, advise, train, and interact with foreign military forces and populations at the “grass roots” level. While they are well-briefed on the political and military situations prior to a mission, they require minimal detailed understanding of the regional environment. They are warriors performing necessary missions, but it is a mistake to call them “Warrior-Diplomats.”

Operating at the other end of the operational spectrum is the FAO. His/her work in the realms of security assistance and attaché work demands that he/she bring military background and training to bear on problems of a national character. In order to do this, an in-depth strategic level understanding of the target country and its place within the regional context are essential. While the SF Officer trains people for service in the field, the FAO uses his/her military expertise, operating in the halls of government -- translating Army and US national policy objectives into reality through interaction with the national administrations of other nations. Personal acquaintances that have matured into friendships through years of contact allow FAOs to be successful in this complicated, and often delicate, mission.

Because of the multi-faceted requirements inherent in the field, it takes years to create a fully qualified FAO (many SF officers make fine candidates for FAO and after additional training serve as FAOs later in their careers). Repetitive tours of duty within their target regions build on the basic experiences in FAO language training, graduate education in regional expertise, and in-country training. Both Green Berets and FAOs are necessary and increasingly important, as the Army attempts to promote regional stability through increased engagement. I believe, however, that in comparing the two, the differences far outweigh the similarities. Frankly, I am very wary of the term “WARRIOR-DIPLOMAT.”

Joseph D. Tullbane, III
President, FAOA

Letters to the Editor

EDITORIAL NOTE: This new column offers readers an opportunity to comment on the ideas and contents of articles published within this Journal. Hopefully it will spawn a healthy professional dialogue on pertinent issues of the day.

FAO TRAINING OUTSIDE THE BOX . . .

20 January 1997

I completely support continued dual tracking for FAOs and the need for FAOs to fully qualify at each grade in their basic branch. It isn't easy and one of the biggest "Killers On the Battlefield" for FAOs is the length of the training program and its generally adverse impact on selection for CGSC, selection for promotion, and selection for battalion command. This training keeps future FAOs out of one and usually tow "real world / rubber meets the road" (*branch*) assignments which other members of their year groups with shorter specialty training requirements are doing and getting OERs for. I think that some number of FAOs can overcome this with the cooperation and help of FAO Assignments Branch, the Proponent, and personal flexibility and exceptional effort on the part of the FAO trainee.

There are a number of well-thought-of, highly rated off-duty graduate programs that can be tailored for national security or regional studies offered in the Washington, D.C. area, by schools such as American, Georgetown, Catholic, George Washington, and others. The courses in these programs are taught by some of the finest adjunct professors in the world who work their areas of expertise during the day and teach in the graduate programs at night. Several of these off-duty programs even continue toward a PhD, if the student is so inclined. With a substantial number of FAO billets in the D.C. area, it is entirely possible for a FAO to get a graduate degree through off-duty study while he/she is serving in a 3-year utilization tour.

The benefits are substantial. The FAO reduces his training program by 1-2 years, gets a utilization tour OER (maybe more) on his record, receives high-level Army or Joint staff experience, and gains the time during his majority to do the needed branch qualification jobs and other jobs that he absolutely must have if he wants to command a battalion.

IT IS TIME TO THINK OUTSIDE THE BOX THAT WE'VE BUILT!

LTC John R. Freund
13/48H, YG 78

TELL IT STRAIGHT . . .

February 1, 1997

Dear Editor:

The first issue of the FAO Association Journal was a welcome sight. A couple of general observations —

First, it still contained too much "pious pontificating" from the CSA and PERSCOM. Enough of these "Spin Doctors." The Army needs to "put its money where its mouth is."

Second, the Journal needs to provide a forum for retired FAOs to network with each other and with prospective employers who are seeking job candidates with FAO skills. Many of us left the Army with unfulfilled expectations, while relatively young and in good health, and would like to find employment in overseas environments where our language and country training can be brought to bear. Perhaps an informal survey could be included in a future Journal to identify what former FAOs are doing and where they are doing it.

Of the articles in the first issue, I found the one on single tracking particularly distasteful, since I tried it and failed to sustain my own career. My mistake was in believing that consistently high performance in important, consecutive Soviet FAO assignments would overcome my lack of time as an O-4 in a tank battalion. I was wrong! Single tracking should not be permitted so long as the promotion and selection boards do not recognize it as a legitimate career path, PAM 600-3's guidance notwithstanding. Instead of dropping veiled hints about the perils of single tracking, the writer should have told us the truth about promotion and resident CGSC/AWC selection rates for FAOs who have attempted to pursue this career track.

That said, I want to personally thank the editor and staff of the Journal for taking the important first step of publishing a newsletter.

James F. Gebhardt
MAJ(RET), USA

Life After FAO

by Alan Norris

Is there life after FAO?

The answer is a resounding yes! What type of life largely depends on you. The opportunities are plentiful for those with well-honed regional skills and contacts. Frankly, considerable opportunities exist both in the more traditional contractor positions as well as in the world of private business and industry. It should come as no surprise to any of us that the business world holds significant promise for FAOs, mainly because of our skills and discipline. I found that my own move to a publicly traded and totally civilian company was relatively comfortable.

We have many advantages that we bring to the table when entering the business world.

The firm for which I now work has no ties to the military and except for having service members as our clients there is virtually no contact with the defense establishment. Coming into this firm I experienced some interesting reactions from my newly acquired peers. They had little understanding of what I had done as an Army officer and my regional skills (such as my fluency in several languages) seemed to scare them. My extensive time living overseas was alien to them. What I discovered

in the first month in the new job was that they found it difficult to relate to me and in essence created psychological barriers between us. This was doubly hard on me as I was faced with the prospect of reorienting my entire context of profession, working environment, and day-to-day life.

After analysing the cause of my apparent isolation, I began a concerted campaign to reach out to my new associates, employing the same techniques that we all have used in foreign assignments. Slowly my peers warmed to me just as host professionals of my earlier foreign assignments had. The lesson here is that while the business community is foreign and even its vocabulary is alien to us, it is no more so than Russia or China on the first visit.

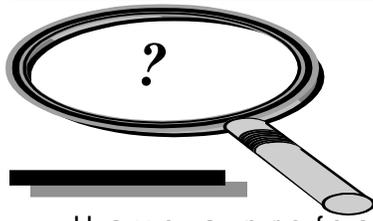
Obviously, there were other obstacles to be hurdled other than that of personal relationships. I found that I had to learn a completely new way of thinking when it came to concepts such as rewards, benefits, and pay. In my case, there was the added confusion of jumping from a salaried position to that of a commissioned employee. I, frankly, suspected that such a jump would be both difficult and entail learning vastly different skills. In fact, I found that this assumption was not to be true at all and that many of the same values that we hold as Army officers are among the best ones for an individual engaged in sales.

These include: taking care of the soldiers, or translated into “businessese,” the customers; displaying trust and competence; living your business; and doing the right thing.

The secret is to be cognizant of these advantages and learn how to make use of them...

All in all, we have many advantages that we bring to the table when entering the business world. The secret is to be cognizant of these advantages and to learn how to make use of them to sell yourself in the civilian job market. Job counselors will rightly say that your job hunt is a sale of yourself. To make this sale you must believe in yourself and in what you want. What I mean is that you must know what you want to do, not just temporarily, but for your next career. This is the hardest step in the process of civilianizing, because not until you have determined your goal, can you commit to that goal and look for a job. If you are unsure of where you ultimately what go with your career then a possible solution is to take a transitional job in a defense related field. Once you make your final commitment it will show in everything you do and your job interview will go well. More importantly, when you get the job under these circumstances, I guarantee that you will enjoy it.

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QUESTIONS FROM THE FIELD

Have a professional question? We'll try to get it answered! No names required. We'll select the best for publication.

We hear rumors about more cuts in Graduate Schooling starts Army-wide. Is Grad School still a key component of FAO training?

According to the Proponent, quality Grad School is still a key component of the FAO training program. It is one of the elements that sets our training apart from pysops, SF, or MI. Because FAOs serve in a variety of countries throughout their region of concentration, it is imperative that they receive a solid grounding in how the countries fit into the region — politically, militarily, socially, and economically. That said, the Army is critically short of Advanced Civil Schooling (ACS) money, and FAO (as one of the primary users of ACS slots) is continuously under pressure to reduce the length and cost of graduate school programs. For example, only 10% of FAO ACS slots can be high cost schools (in order to deal with this problem, FAO Proponent has negotiated Fellowships with some high cost schools, so that our officers can continue to attend them).



How will promotion rate percentages for FAOs be affected if OPMS XXI is implemented?

This is a speculative question, however, the conventional wisdom is that promotion rates for FAO, as well as most of the other "hard" functional area career fields will increase. Members of the OPMS XXI task force suggest that these rates should be about the DOPMA rates (70% to O-5 and 50% to O-6). If this is true then it is clearly an improvement over the current system and good news for FAO.

Are accessions into FAO going to be

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CULTURAL AWARENESS AND NEGOTIATION SKILLS

by Anthony D. Marley

I served more than half of my Army career as a Foreign Area Officer specializing in Sub-Saharan Africa (48J). During the latter stages of my career, while assigned to FAO positions in the Pentagon and the Department of State, I had the opportunity on several occasions to participate in negotiations — peace negotiations seeking to end African civil wars, as well as negotiations at the UN with NATO allies as we sought to hammer out the terms of a mandate for UN peacekeeping forces in Africa. While my thoughts are primarily drawn from my experience in Africa, I would hope that they may bear applicability to other regions of the world, because many of the issues with which we grappled are global in their nature.

The purpose of this essay is to identify and discuss the “cultures” with which I believe a FAO must be thoroughly knowledgeable if he or she is to successfully participate in negotiations. I will then discuss some basic “lessons learned,” and conclude with recommendations concerning specific training and experience that FAOs should seek to better prepare themselves to serve in such a capacity. “Negotiations” as discussed in this paper are from the perspective of the U.S. as a Third Party to the talks as a mediator, or as an observer-participant, not from the perspective of the U.S. as a principal party to the conflict being negotiated.

CULTURE

I believe that there are four

“cultures” or traditions with which an American military negotiator must be familiar. These are: the requisite foreign culture; U.S. political culture; culture of Western democratic tradition; and military culture.

Foreign Culture. In the area of “Foreign Culture,” a negotiator must be well-versed in regional history and culture, as well as possess a sophisticated understanding of regional politics and relationships. This knowledge is essential to give a would-be peacemaker a sense of the timing regarding the prospects for peace; to determine the ripeness of the situation for the reaching of a peace settlement.

The negotiator must understand the background and nature of the specific conflict in question, the participant state, and the factions involved. This includes an appreciation or awareness of such factors as ethnicity, history and pre-colonial traditions, patterns of political control, religion, and language. The negotiator must get into the personalities of the key players central to the conflict.

An awareness of the following subjects, as they pertain to the conflict, is also required:

- the identity and motivations of the foreign backers of the parties to the conflict;
- regional political dynamics;
- the possible political agenda of the mediator(s);
- the role and agenda of the regional organization (if any) in the area; and
- the role and agenda of the United Nations and its various sub-agencies.

U.S. Political or Politico-Military Culture

As concerns our own country, a military negotiator should have a thorough grounding in U.S. civil-military relations and U.S. national policy.

The situation demands that the

military negotiator understand American national political goals pertaining to the conflictual state and the region. Beyond “peace,” what are the goals that the U.S. seeks as the endstate of the negotiations process, and how solid is the U.S. political support for that endstate? What resources, if any, is the U.S. willing to commit to support the process, itself? The negotiator should also be able to frame the conflict in question against U.S. policy criteria for support of peace-keeping operations.

Understanding our own civil-military relations must include such seemingly esoteric elements as the fact that we swear an oath to uphold the Constitution rather than to stand by the President or a particular political movement, to the fact that while the President serves as the Commander-in-Chief only Congress can declare war. The officer should also understand what right military personnel do and do not possess pertaining to participatory politics. An American military negotiator must be able to explain to foreign interlocutors that the Constitution, as amended, not only establishes the Federal Government, but specifically limits the authority of that government in protecting the rights of the states and the individual citizens. The ability to explain the differences in our approaches to these issues to the foreign participants will go a long way to building the frame of references necessary for a successful negotiation.

Western Democratic Traditions.

There are many forms of democracy currently practiced by our Western allies and other countries around the world. How do they differ from each other, and how does each of them differ from the U.S. practices of democracy? The military negotiator should understand, in a general way, how the European forms of democracy

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(Cultural....Continued from page 5)

evolved, their politico-military traditions, and how they operate. These countries held the colonial reins of much of the Third World until the recent past and it is these forms that overlay the native traditions and condition the conflictual state's actions and reactions in the negotiation process.

Military Culture. A thorough understanding of general military culture is the greatest single asset that the military negotiator brings to the table.

Additionally, the military negotiator needs to understand the military aspects of the peace processes: Encampment and disarmament, demobilization of forces, and force integration (to include force sizing, structure, organization, and training). The bottom-line is that this officer needs to know what solutions have been tried elsewhere; what has worked and why; and what has not worked and why. He/she brings a professional "sanity check" to the process, ensuring that discussion remains focused on real solutions rather than idealized fantasy.

Lessons Learned. The military negotiator should be perceived as being a neutral. There usually are not "good guys" and bad guys" in a conflict; there typically is plenty of blame to attach to both sides of a war. A "carrot and stick" approach lets one party off the hook and focuses too narrowly on punishment for the other party. Such an approach risks hardening the positions of both parties. The negotiator must understand, and make the parties understand, that they have a mutual problem, and must find a solution together. The positive elements of a proposed agreement must be emphasized in an effort to convince all the players that they must cooperate to achieve any mutually beneficial outcome.

Politically, the negotiator benefits from the linkage between diplomacy and power. The U.S. is rightly perceived as a superpower, as well as being the leader of a strong military alliance. On the flip side, however, the negotiator must disabuse the parties in the negotiations of unrealistic expectations as to the extent that the U.S. can or will provide economic or security assistance.

A peacemaker should be a careful listener. This requires listening across cultural lines, and being able to provide advice and candid, credible opinions. Bluntness has its place in the process; to be direct rather than diplomatic, even with high ranking government officials can be beneficial. On the other hand, there may be times when a peacemaker cannot say something directly, or in an open forum with all sides present and observing. On occasion, informal meetings or even discussions over drinks may be more useful than a formal negotiating session. But the trick remains communicating across cultural lines and creating an appropriate atmosphere for a settlement.

Training. The purpose of the foregoing discussion was to lead to the issue of what FAOs must learn if they are to serve effectively as a military negotiator. In addition to being conversant with the four "cultures" outlined earlier, the FAO must learn his or her assigned foreign language(s) to a degree that permits participation in high level negotiations not conducted in English. To have to rely on translators for critical nuances is to invite failure. The goal of a FAO must be to read, speak, and comprehend the language with accuracy and confidence.

Second, the FAO must truly be familiar with the region of specialization. This includes widespread travel, consecutive assignments in the region or dealing with it, and staying abreast of professional and academic

discussion dealing with it.

Third, the FAO should understand how Washington, DC, "works." He or she must comprehend the dynamics of the interagency process in matters dealing with foreign and defense policies.

Last, if possible, the FAO should receive formal training in negotiation techniques. I had the opportunity to attend the State Department's course in "negotiating Arts and Skills," but only after I had already participated in peacetalks dealing with four separate conflicts. Fortunately, prior to that, I was mentored by an ex-FAO with extensive negotiations experience. In addition to the State Department course, the Army War College and the FBI conduct courses on negotiating, and several universities have negotiations courses as part of their curricula. It is in the interest of the Army to see to it that FAOs are sent to such training.

Participation in international negotiations is both interesting and rewarding in a professional sense. FAOs must be prepared to play their part if an opportunity comes their way.

LTC(R) Marley is an African FAO, a graduate of CGSC, and the Cameroon Staff College. He was the first Security Assistance officer in Cameroon. He was the Army Attache in Liberia. While in Washington, DC, he served in the Office Deputy Assistant Secretary of Defense for African Affairs and in the State Department as Military Adviser to the Bureau of African affairs. During his career, he participated in negotiations in Mozambique, Ethiopia, Rwanda, and Liberia.

OPMS XXI AND THE FOREIGN AREA OFFICER PROGRAM

by
MAJ Zsolt Szentkiralyi

A lot has been said and written lately concerning changes to the Officer Personnel Management System (OPMS) which are being proposed by the OPMS XXI Task Force. Hopefully, the following few paragraphs will “set the record straight” and eliminate any misconceptions concerning the Task Force’s efforts and recommendations. Although the comments below are primarily targeted towards FAOs, they are equally valid for all “hard-skill” functional areas and specialties.

To begin with, let me make absolutely clear up front the primary purpose of the Task Force: to improve the warfighting capability of our Army. In practical terms, this means reducing officer turbulence in the TOE force and leaving key leaders (primarily S3s and XO) in position for longer than the present 1-year average (the goal is two years). Doing so will lead to more experienced leaders, resulting in better units.

Literally, for the Army to win on a future battlefield, we need “skill overmatch” to execute the “technology overmatch” which we describe in Army Vision 2010. The problem is that we are not growing the specialists needed for that future vision. We must update the way in which we manage officers to ensure that the Army of the future will have enough of these specialists in the right skills and at the right grades. Being able to fight is essential, but it is not enough; we

also need officers who know how to “run” the Army and “prep the strategic battlefield” for the operational force, and it is this latter group that we are also addressing with our efforts.

What does this mean in practical terms? For officers who stay on the “command track” in the operational force, it will mean longer tours with units and less non-branch assignments. For officers who become specialists in a functional area, it will mean continued service and a genuine promotion opportunity to LTC and COL without field grade troop time. As a FAO in the future under the proposed OPMS XXI system, there are basically two things which can happen to you after your initial training, once you get selected for promotion to MAJ:

You can be designated to remain in the Operational Force career field, be an S3 or XO for two years, and compete for promotion to LTC and Bn Cmd. If you’re successful and make it to COL, you can then fill a FAO assignment as an O-6. If you’re not selected for Bn Cmd after promotion to LTC, you will be transferred to the Specialist career field. Here you will fill FAO assignments for the remainder of your career and compete against other FAOs for COL at a 50% promotion rate.

OR -

After selection to MAJ, you can be designated for the specialist career field, where you will fill FAO and maybe some branch-immateral assignments. You will compete only against other FAOs for promotion to LTC and COL at DOPMA promotion rates (70% and 50%, respectively).

CGSC selection will no longer

be an issue, because it will no longer determine your access to S3/XO jobs; designation to the operational career field will. Career field designation will NOT be just a “quality cut” (ignore the Army Times on this one), rather, it will be a function of aptitude, training and experience, needs of the Army, and personal preference.

The issue that has occupied most of our time within the Task Force is that there are not enough FAO COLs to fill all of the FA 48 O-6 jobs that exist. Basically, there are three ways to address this imbalance: 1) reduce the number of jobs to fill, 2) increase accessions to “grow” enough COLs at a set of given promotion rates, or 3) laterally transfer some COLs into FAO to help fill the shortfall in jobs. As concerns option 1, the proponent is doing a thorough review of FAO jobs worldwide. However, this effort will probably not bear much fruit, since the O-6 list of FAO positions has been subjected to regular scrutiny and there does not appear to be a lot of “fluff” left in it.

Regarding option 2: The number of officers we need to access in order to grow enough COLs is larger than the Army can afford in terms of personnel, and training costs would exceed any reasonable budget for the career specialty. Even if we could start with enough MAJs, this starting number is greater than the number of FAO MAJ requirements Army wide. The same is true at LTC. In other words, if we started enough MAJs to ensure that the right number of COLs came out the other end, we would have to find

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(OPMS XXI Continued from page 7)

something other than FAO work for a significant number of MAJs and LTCs to do.

This brings us to option 3. If we start (read that to mean train) enough officers to produce the number of COLs we need, but allow some of them to remain in the Operational force (command track) career field and compete at least through their majority, we accomplish two things: we reduce the number of MAJs and LTCs that we need to find employment for

when they're not doing FAO jobs, and we create a pool of trained officers on whom we can draw from to help fill the O-6 FAO billets further down the road, when they're needed. Even so, it will probably still take a few (single digits) untrained lateral transfers at O-6 to meet our goals. These lateral transferees would be fed into positions designated as "developmental positions" by the proponent (in order to enhance these officers' FAO credentials for later assignments).

The hard part is finding the "magic" combination of the 3 options outlined above to fill all O-6 spaces with the appropriate faces. We don't know what this works out to be yet, and there are obviously some management issues involved to ensure that what you put into the pipeline comes out the other end in the numbers and way in which you intended. But in a nutshell, this is where we are and what we are wrestling with now. Don't know how the numbers will work out yet, i.e. how many will stay in Ops, how many will move to the specialist field, how the transition will work out, what happens to cohorts now in the pipeline, etc. But what I've outlined above is the crux of the new system.

The system will probably be phased in incrementally, and the transition of those officers currently in the system will similarly happen incrementally. Officers such as you and I, who are already in the system as Majors, will probably be designated one way or the other IAW Army needs and personal wishes in conjunction with our LTC board.

Finally, the timeline for implementation and execution of any new system is fairly tight. We are to brief GEN Reimer, Chief of Staff, Army, in mid-April. He will make a decision on implementation and give us course corrections at that time. A final report is due 1 July, with the actual start of implementation to coincide with the introduction of the new OER in October.

The OPMS XXI Task Force

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ASSOCIATION UPDATES

MEMBERSHIP REACHES 600 AND CLIMBING

In the last three months we have added another 100 members to our little band of FAO stalwarts. Some of the increase is attributable to your “word of mouth” efforts and for that you have our thanks. Some of the more recent increases are due to our staff finally conducting our third major membership drive earlier this month — this time targeted at active duty FOA Captains and Majors. We are seeing some initially impressive results for this latest effort. **NEXT TARGET** — The FAO Retired Community! Remember, if you have friends that are not yet members of FAOA send us their names and address. There is strength in numbers and the networking that we are espousing can only be effective if we have the numbers.



MODERNIZING . . .

More and more of you are communicating with the Association via E-Mail. Using this mode of communications saves the Association postage and ensures a more rapid response to your questions. The only problems that we have experienced so far are when the net server is down. When that happens the sender typically gets a “No Such Number” response. The important point is that we are UP on the net, and if you don’t get through to us try again. Eventually, even the internet works. In any case, for those of you who don’t know our E-Mail number, it is:

FAOA@EROLS.COM

In order to improve our services to you the members (and to begin creating a genuine internet network for business-FAO interface), we are considering a proposal to open a FOAO Web Site sometime in latter Spring. One of our more computer literate members has volunteered to honcho the project and manage the site once it goes operational. Some of the ideas that we have had is to put the Journal on the Site with a chat room in place of the “questions from the field” segment; to publish “blind resumes” (resumes with no names or addresses / this will

require businesses or headhunters to contact the Association if interested — protecting your privacy) for business to pursue; and a bulletin board for passing traffic between members, etc. If you have other ideas, please share them with us.

Finally, we hope that you have noticed and approve of the changes in this quarter’s newsletter. Our objective

NEWSLETTER TO JOURNAL

has been to transition the newsletter into a journal as rapidly as possible. Maybe we are moving too quickly, but bear with us.

To really make a go of the Journal, we need two critical elements of help: **WE NEED YOUR INPUT AND IDEAS** (articles, letters to the editor, and questions) particularly as concerns the various regions; and **WE NEED ADVERTISERS** — happily, another of our members has come forward and volunteered to head an advertising effort for our new journal. We not only reach our membership, but every Defense Attache shop and Security Assistance shop worldwide, as well as Army and Marine flag officers. This is a huge audience and the advantage of advertising in the FAO Journal should be obvious to most companies. We have already produced a advertising brochure and solicit you help in getting ads for the publication.

(Questions from the Field, Continued from page 4)

reduced under the proposed new personnel system?

In theory, when we convert to a system heavily weighted to single tracking the accessions and training requirements for the specialty should be reduced somewhat. But in fact, they will probably remain steady in the short-term and grow in the long-term. Under today’s dual track system, FAO is unable to fully man the force. Even with the increased service of large numbers of single trackers, our current training base will be barely adequate to the task. If demand for FAOs in the Joint world continues to grow at the current rate, within five years we will be underfilling our worldwide commitments again.

SPOTLIGHT ON EUROPE



THE WORLD OF THE 48C

This is the first in a series of special Newsletter segments on the FAO regional areas of concentration. The information in this article is based on currently available data and is continuously changing. For example, some of the West European Assistant Army Attache positions are facing elimination to support needs at new embassies being established in the former Soviet Union. Nevertheless, it always is valuable, and even necessary, to have an overview of assignment possibilities when planning a career. It's difficult to get "a handle" on this list but we offer what we have as a service to you the membership.

* * * *

THE REGION. Currently, the European FAO or 48C geographical region is second largest of the FAO areas of concentration encompassing 34 countries (48J, (Africa, South of the Sahara) covers 46). In 1992 the boundaries for 48C were moved East to incorporate many of the European countries that were previously part of the 48E area. The 48C region now includes:

Albania, Andorra, Austria, Belgium, Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Macedonia, Malta, Monaco, Netherlands, Norway, Portugal, Romania, San Marino, Serbia-Montenegro, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom.

IN-COUNTRY TRAINING. The capstone phase of the FAO training process, in-country training (ICT), is usually a 12-15 month accompanied tour during which the FAO is immersed in the target country and region and carries out his activities under supervision of the senior FAO on station (Defense Attache, Army Attache, Office of Defense Cooperation Chief, etc.). Key objectives are the continued development of language proficiency, attending a host-nation course of study, conducting in-depth regional travel and study, and preparing selected reports that document the ICT experience and provide a record for future FAO trainees. The current 48C ICT sites and number of slots in each country are:

Austria (Vienna) - 1
Czech Republic* (Brno) - 1
Germany (Various) - 2

Belgium (Brussels) - 1
France (Compiègne) - 2
Greece (Thessaloniki)- 1

Hungary* (Budapest) - 1
Luxembourg (Lux City) - 1
Norway (Oslo) - 1
Portugal (Lisbon) - 1
Spain (Madrid) - 1

Italy (Civitavecchia)- 1
Netherlands (The Hague) - 1
Poland* (Warsaw) - 1
Romania* (Bucharest) - 1

the number of training opportunities opened with our NATO Partner countries in the past five years (indicated by an asterisk).

CURRENT POSITIONS

The following information provides an overview of all currently listed 48C positions in Europe and the US. The first chart is a quick 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 48C positions is grouped by grade and provides the command or agency and a basic description of each slot. Normally, not all FAO requisitions from the field are filled in a given year. The determination of which 48C 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.

48C SNAPSHOT

ABBREVIATIONS

O6 / COL ARMY

HQDA
TRADOC
TRADOC

STATE DEPT, EUR DIV
SR LNO - PARIS
SR LNO - COLOGNE

A/ARMA - ASSISTANT ARMY ATTACHE
ARMA - ARMY ATTACHE
CH - CHIEF
DAS - DEFENSE ATTACHE SYSTEM
DATT - DEFENSE ATTACHE
DIA - DEFENSE INTELLIGENCE AGENCY
DIV - DIVISION
DSAA - DEFENSE SECURITY ASSISTANCE
AGENCY
EUR - EUROPEAN
JAC - JOINT ANALYSIS CENTER (MOLESWORTH, UK)
JCTP - JOINT CONTACT TEAM PROGRAM

LNO - LIAISON OFFICER
ODC - OFFICE OF DEFENSE COOPERATION
OFC - OFFICE
OFF - OFFICER
OSIA - ON SITE INSPECTION AGENCY
REG - REGIONAL
SAO - SECURITY ASSISTANCE OFFICER
SA OFC - SECURITY ASSISTANCE OFFICE
SR - SENIOR

US ARMY WAR COLLEGE
HQ USAREUR
3rd CORPS SPT CMD (V CORPS)

DIR, EUR STUDIES
CH, LIAISON GRP - BONN
ACofS, G5

JOINT

DSAA
DSAA
DSAA
DSAA
DIA
NATO HQ
AFSOUTH, OFC CofS
AFSOUTH
EUCOM
EUCOM
DAS
DAS
DAS
DAS

CH, ODC - GREECE
CH, ODC - PORTUGAL
CH, ODC - ITALY
CH, ODC - SPAIN
EUR REG ATTACHE COORDINATOR
REG STF PLNR / STRATEGIST
REG SPEC
LNO ATHENS
CH, EUR / NATO DIV
CH, E EUR / JCTP DIV
DATT / ARMA - VIENNA
DATT / ARMA - BRUSSELS
ARMA - PRAGUE
ARMA - HELSINKI

DAS
DAS

DATT / ARMA - PARIS
DATT - BONN
ARMA - BONN
ARMA - ATHENS
DATT / ARMA - BUDAPEST
DATT / ARMA - DUBLIN
ARMA - ROME
DATT / ARMA - SKOPJE
ARMA - THE HAGUE
ARMA - OSLO
DATT / ARMA - WARSAW
DATT / ARMA - BUCHAREST
ARMA - MADRID
ARMA - STOCKHOLM
DATT / ARMA - BERN
ARMA - LONDON
DATT / ARMA - SOFIA

O5 / LTC
ARMY

HQDA ODCSOPS
CAC, FT LEAVENWORTH
FOREIGN SCIENCE & TECH CENTER
HQ 21st TAACOM
HQ 21st TAACOM
HQ USAREUR CMD GRP
HQ USAREUR

REG STAFF OFF
STRAT DIV INSTR / AUTHOR
EUR DIV REG SPEC
ASST CofS, CMO / DEP CMO
LNO - GE
PEC ASST TO CINC
CINC'S INITIATIVE GRP

JOINT

DSAA
DSAA
DSAA
DSAA
DSAA
DSAA
DSAA
DSAA
DEFENSE SPT ACTIVITY
DEFENSE SPT ACTIVITY
NATO HQ
AFSOUTH, OFC CofS
SHAPE
SHAPE
OSIA
OSIA
OJCS
OJCS
EUCOM

EUCOM
EUCOM
EUCOM
DIA
DIA
DAS

CH, ARMY SECTION,ODC - PORTUGAL
CH, SA OFC - POLAND
SAO - ALBANIA
SAO - HUNGARY
CH, ARMY SECTION,ODC - GERMANY
ARMY SECTION,ODC - NETHERLANDS
CH, ARMY SECTION,ODC - BELGIUM
JOINT US MIL GRP - SPAIN

REG STF PLNR - POL/MIL
REG SPEC ASST
MIL CONTACTS SECTION
OFC OF INTL AFFAIRS
CH, PLANS / LIAISON BRANCH
CH, INSPECTION / ESCORT BRANCH
W EUR POL/MIL PLANNER x 3
C & E EUR POL/MIL PLANNER x 2
MARSHALL CENTER CH, LANG
REFRESHER DIV
W EUR / NATO SA STAFF OFF x 2
C EUR POL/MIL OFF
E EUR / JCTP COUNTRY DESK OFF x 2
CH, EUR BR
FOREIGN EXCHANGE OFF - EUR
A/ARMA - BRUSSELS

DAS
DAS
DAS
DAS
DAS
DAS
DAS
DAS
DAS
DAS

DATT / ARMA - SARAJEVO
DATT / ARMA - ZAGREB
ARMA - COPENHAGEN
A/ARMA - HELSINKI
US LNO - FR
A/ARMA - PARIS x 2
A/ARMA - ATHENS
DATT / ARMA - BRATISLAVA
A/ARMA - LONDON
A/ARMA - BELGRADE

MAJ / 04

ARMY

HQDA ODCSINT
HQDA ODCSOPS
INTEL THREAT & ANALYSIS CENTER
FOREIGN SCIENCE & TECH CENTER
USMA
USMA
USMA
HQ 21st TAACOM
HQ 21st TAACOM
HQ 21st TAACOM
HQ USAREUR DCSINT
HQ USAREUR DCSOPS
HQ USAREUR
HQ USAREUR

W EUR ANALYST
REG STAFF OFF
REG ANALYST
REG ANALYST
FOREIGN LANG INSTR x 7
HISTORY INSTR x 2
SOCIAL SCIENCES INSTR x 2
CIVIL - MILITARY PLANNER
CIVIL - MILITARY OPS OFF
LNO - BENELUX
XO / CHIEF, OPS
INTL OPS DIV, PLANS OFF
INTL AGREEMENTS OFF x 2
INTL OPS DIV, MIL PRGMS MGR

JOINT

OSIA
OSIA
JAC
JAC
HQ EUCOM
DIA
DIA
DAS
DAS
DAS
DAS
DAS
DSAA
DSAA

CH, OPS BRANCH
INSPEC & ESCORTS, DEP TM CH x 3
INTEL ANALYST x 2
CH, EUROPE SECTION
NATO - BENELUX OFF
EUR BR INTEL OFF x 2
EUR REG ANALYSTS x 4
A/ARMA - NICOSIA
A/ARMA - BONN
A/ARMA - ROME
A/ARMA - MADRID
A/ARMA - BELGRADE
SEC ASST TRG INSTR
SAO - AUSTRIA

USMC FAO NOTES

by LtCol Barry Ford, USMC FAO Program Sponsor

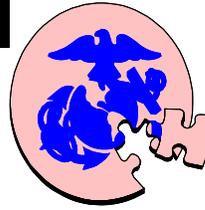
On 22 Feb. 1997, DoD Directive 1315.17 established new policy guidelines for the services' Foreign Area Officer (FAO) programs. It tasks Military Secretaries to develop and retain officers possessing: graduate level education or duty experience in the foreign regions in which they specialize; foreign language skills at the professional level; and qualification in their principal military specialties. The directive also tasks the heads of DoD components to designate positions in their organizations that require the above qualifications.

This Directive is only the latest indication of increased DoD emphasis on the services' FAO programs. Working with the DoN over the past year, HQMC has already improved its FAO program to meet or exceed the DoD requirement. With the release of MCO 1520.11E, the Marine Corps will further increase its ability to "develop and retain" a corps of regionally and linguistically experienced officers.

The goal of the revised FAO order is to expand the size of the Marine Corps pol-mil officer pool from 200 to 500 officers over the next 10 years, without breaking the bank with increased budget and manpower costs. The new order establishes the Political-military Officer Program, that will provide Marines interested in serving in exotic overseas billets far more flexibility and career options than the current FAO program.

This flexibility will come with the addition of a new Regional Affairs Officer (RAO) program. Unlike FAO training, which along with a follow-on utilization tour could keep an officer out of the fleet for up to 7 years, the RAO program will use an incremental approach for training pol-mil officers. RAO training will include a Naval Postgraduate (NPS) degree in Area Studies followed by a fleet or external tour that provides further on-the-job training. RAOs will be especially well suited for JUSMAG, DIA or other external billets that require niche language training immediately prior to assignment. The first 7 RAOs will be selected by this

year's FAO board to attend Monterey in the summer of 1998.



The good news for current Marine FAOs, is that those trained under the old two year program will be eligible to apply for the National Security Affairs (NSA) Area Studies degree. This will bring some of us up the standard of our USA counterparts and will be an especially good deal for majors who have not attended PME for grade. FAOs who successfully complete the NSA curriculum Joint Electives program will receive credit for both Phase I JPME and the first three courses of the Marine C&S non-residence course. The other courses will be offered through directed study courses.

Finally, the DoD tasker to component heads requiring that they designate FAO positions within their organizations should eliminate the monitors' practice of filling desirable FAO billets with whatever officer is closest at hand when the post comes open. I have already identified 200 billets of this type that will be reserved for designated pol-mil officers in the next revision of the Joint Manpower Manning Document.

For further information on the Pol-mil Officer programs, contact me at HQMC (code PLU) at DSN 224-3706/7/8.

(Life After FAO, Continued from page 3)

Author's Note: I now work as a Financial Advisor in the Washington, DC area. I volunteered to write the first in this new series of articles in an attempt to pass along some of the lessons that I learned in my transition to civilian life.

ARMY PROPONENT NEWS

by MAJ Mac Heston

With the release of each selection board's results, rumors fly around the FAO community about how badly FAOs once again did in relation to the rest of the Army. As is often the case, many of these rumors are exactly that: rumors, based on misunderstanding and filled with partial truths. It is a fact FAO did indeed do worse than the Army average to O-6 in the last promotion board. But, there is considerably more to the FAO selection story than just the results of one board.

It is time we start setting the record straight on how FAOs really fare on Army selection boards. Up to this point, we in the FAO Proponent have concentrated our efforts on educating the Army's senior leadership about FAOs and too often have not put this same word out to the FAO community. This has left FAOs in the field without the facts on how they are doing. Familiarity with the complete facts is very important, especially when we are talking with our peers in other career specialties who tend to look at the same statistics differently than we do.

Let me start out by addressing selection rates to major and lieutenant colonel. In both these cases, FAOs have virtually always been selected for promotion above the Army average. FAOs are consistently selected for promotion to major at least 5% above the Army average and for lieutenant colonel about 3% or better above their peers. These statistics are important for two reasons. First, the selection rate to major is based solely on the officer's basic branch performance, specifically in company command, and is a key indicator of the quality of officers we access into the FAO program. Second, times have changed and so has the measure of success in a smaller Army. In today's Army, any officer who attains the rank of lieutenant colonel is considered to have had a successful career. In fact, many successful officers today will find themselves retiring as majors. This is new and a bitter pill to swallow for most of us who remember the big Army we joined way back when, but it is a fact nonetheless.

Does this mean that all is well and rosy in FAO land? No, we have some significant problems, but it is

meant to show that in relationship to the rest of the Army, FAOs do well through the rank of lieutenant colonel.

Where the system breaks down for FAOs is in our selection rates for schools, battalion command and, most importantly, selection to colonel. The critical breakdown for FAOs, and an Army-wide issue being studied by the OPMS XXI Task Force, is the selection rate for resident Command and General Staff College (CGSC). The same groups of FAOs that have consistently been selected for promotion to major at least 5% above the Army average, now finds themselves being selected for resident CGSC 10%, or more, below the Army average. We in the proponent are very concerned about the FAO CGSC selection rate, especially since it has gotten worse since the beginning of the drawdown. YG 82 FAOs, the most recent group to have completed all four board looks, was selected for resident CGSC a record 17.1% below their peers.

Why is the FAO Proponent so concerned about our selection rate for resident CGSC? Because under the current OPMS, selection/non-selection for resident CGSC has a significant impact on an officer's chances of eventually making O-6. Under our current system, non-resident CGSC graduates are at an increased disadvantage in competing for the critical branch qualifying jobs of battalion XO and S3. These jobs are critical for future promotion. However, despite the fact that most FAOs are non-resident CGSC graduates, a review of FAO ORBs shows the majority are able to fight their way back to these key positions and therefore get selected to lieutenant colonel above the Army average. Unfortunately, less than 10% of O-5 level command selectees are non-resident CGSC graduates and without battalion level command, resident Senior Service College (SSC) selection is almost out of the question. Without battalion level command and resident SSC, an officer's prospect of selection for promotion to colonel is clearly limited under the current system and this manifests itself in the FAO selection rate to

O-6. In the last decade, FAOs have averaged about 5% below the rest of the Army in selection to colonel.

If I said earlier that the mark of a successful

career in today's Army was making lieutenant colonel, then why are we so very concerned about the selection rate of FAOs to colonel? The answer lies in the top-heavy structure of FAO authorizations and where the payoff to the Army is. Roughly 22% of FAO authorizations are at the rank of colonel. The vast majority of these positions are politically quite sensitive with these FAOs working directly for ambassadors, regional CINCs and other senior military leaders. Of the 163 authorized FAO O-6 positions, 83% are in the Joint arena and almost all are in key policy making positions.

OK, so what does all this mean? It means that in the big Army picture, the average FAO ends up being a successful officer, frequently doing better than his or her peers. On the other hand, because of our top-heavy requirement structure, it also means many FAOs have an expectation of success that is above that of the institutional Army. Over the years, this had lead to a belief among many FAOs that the system is stacked against them and that we FAOs don't do as well as the rest of the Army at every level.

Individuals hear or think they have numbers to back up their beliefs, and the memos, faxes and e-mails start flying around the Army about how badly FAOs have been treated once again. Too often, we end up being our own worst enemy in promoting these beliefs to the rest of the Army and the other Services. All this hurts the work we here in the proponent have been doing.

We have spent the last several years briefing and meeting with senior leaders throughout the Army and have made significant inroads on many of our problem areas. Along the way, we have built our case and credibility by dealing in facts and playing the honest broker. So, next time you have a question about how FAOs are faring, or hear one of these FAO rumors, take the time to get the facts. Incomplete information hurts the entire FAO community. If you have a question, call the FAO Proponent office. We have detailed statistics and have studied the issues effecting FAOs from every conceivable angle. We want everyone to know exactly what the real facts are because you as an educated, informed consumer can then better represent the FAO case to the rest of the Army.

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Regional Conferences

April 1997

9-11 Center for Political and Int'l Studies, Moscow, Subject: NATO-Russia Relations, POC: Dr. Nikitin, 011-7-095-280-6414.

10-12 University of Kansas, Subject: Central Slavic Conference

11-12 Old Dominion/SACLANT, Norfolk VA, Subject: NATO at the Crossroads: Eyes on the Horizon, POC: Regina Karp (757) 683-5700.

14-18 ODCSOPS-DA, Brussels Belgium, European FAO/PEP Conference, POC: LTC Hansinger, (703) 697-4013.

17-19 Apr Latin American Studies Association International Congress, Guadalajara Mexico, POC: (412) 648-7929.

19-21 Center for Iranian Research and Analysis Annual Conference, Atlanta GA, POC: (334) 380-3051.

22-24 Army War College, Carlisle PA, Annual Strategy conference, Subject: Russia.

23-24 US NAVAL INSTITUTE, Annapolis MD, Seventh Annapolis Seminar, POC: (410) 224-3378.

May 1997

4-8 NMIA Potomac Chapter, Tysons Corner VA, National OPSEC Conference and Exhibition, POC: (717) 241-3226.

12-16 Institute of Eurasian Studies, Garmisch GE, 50th Anniversary of Russian Institute, POC: 49-8821-750-680.

22 NMIA Potomac Chapter, Ft. Myer O'Club Arlington VA, Security Issues in East Asia: Focus on China. POC: JTM & Associates (703) 379-1107.

29- June 1 European Community Studies Association Biennial Conference, Seattle WA, POC: (412) 648-1168.

June 1997 and Beyond

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

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

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

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

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

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

21-25 Middle East Studies Association Annual Meeting, San Francisco CA, POC: (520) 621-5850.

(OPMS XXI Continued from page 8)

has two FAO representatives. Feel free to contact them directly with any questions or comments you may have.

They are:

MAJ Szentkiralyi, e-mail= szentkiz@hoffman-emh1.army. mil, phone 703-325 (DSN 221) -8616 or LTC Jack Dees, e-mail= deesw@hoffman-emh1.army.mil, phone 703-325 (DSN 221) -4670.

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Guess WHO'S at fault!

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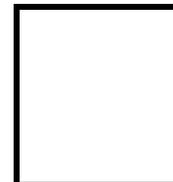
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