



FOREIGN AREA OFFICER – COUNCIL OF COLONELS
Senior U.S. Army Foreign Area Officer

MEMORANDUM FOR RECORD

09 January 2022

SUBJECT: Terms of Reference (ToR) for the FA48 (FAO) Council of Colonels

1. **Purpose.** Provide members of the FAO Council of Colonels (CoC) guidance as it pertains to the Council's goals and objectives to enable the Council to best serve the FAO corps. This memorandum summarizes points made during the 28 October 2021 FAO General Officer Steering Committee (GOSC) – CoC teleconference.

2. **Philosophy/Vision.** An engaged and proactive FAO CoC is critical to the success of the branch as we access, train, motivate, promote, and retain a cadre of Army officers to meet present and future defense needs. The CoC leads the branch by simultaneously ensuring we provide exceptional officers to the Joint Force and interagency and ensuring the Army fully understands and appreciates the return on investment it derives from the Army FAO program. To accomplish this, the CoC must understand the strategic and operational environment; identify challenges and opportunities; and develop approaches to exploit opportunities and mitigate risk. The CoC will consist of one to two experienced officers with diverse backgrounds from each Area of Concentration (AOC). The intent is for council members to serve two years to provide continuity and increase the prospect of achieving concrete results. (See appendix for current priorities.)

3. **Key Tasks of the CoC.**

- *Advise and assist Proponent.* Assist Proponent (DAMO-SSF) in the development and implementation of policies for the FAO corps. Support Proponent in providing the best policy advice to Army Senior Leaders (ASL).
- *Frame problems/opportunities and recommend solutions.* Priority goes to those issues, long term or emergent, with the greatest potential to impact our core mission. As required, form operational planning teams (OPTs) consisting of a diverse group of FAOs to “deep dive” issues to ensure requisite operational design is executed.
- *Communication and Outreach.* Proactively solicit input from the field to demonstrate the importance of their ideas to the welfare of the branch. Regularly inform the FAO community of initiatives under consideration by the CoC, Proponent and the GOSC. Collaboration with Proponent and Human Resources



Command (HRC) is important, but council members are empowered and uniquely situated to engage directly and often with FAOs.

- *Engagement with the GOSC.* Maintain an open dialog with the FAO GOSC on priority initiatives and developments within the Army FAO corps. There is no such thing as over-communication.
- *Talent Management.* Provide active assistance as FAO Proponent and HRC identify/acquire, develop, employ, and retain the diversity of FAO officer talent required to enable the Army and Joint Force mission.

4. The POC for this action is at 703-545-4372 or wynne.m.beers.mil@army.mil.



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Appendix: Current Priorities for FAO Council of Colonels as of 1 December, 2021

Current Priorities.

- *AOC Realignment.* Review lessons learned from the 48 E/C merger to ensure past mistakes are avoided during the implementation of the Asia-Pacific AOC (48P) Realignment. We must get this right the first time.
- *Development.* Review how we recruit and develop FAOs from selection thru training, to manning and utilization. Compare how different AOCs develop respective FAOs, determine differences, and best practices.
- *Stewardship.* Exam how other branches (basic and functional areas) conduct lifecycle management of their populations and determine if the FAO Corps could benefit from other branches policies and oversight.
- *Value to the Army.* Explore how FAOs can continue to add value to the Army and, as importantly, ensure the Army understands the return on investment it derives from the Army FAO program. Is there actually a problem to solve? Is it an issue of perception? If so, what can/should we do to improve the situation?
- *Pinnacle Billets.* Should the FAO identify billets to manage talent and further develop FAO O-6s? Would this solve the problem we are trying to solve? Assess feasibility and identify any differences between the AOCs.