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To: (S1 Net Registrants)
Sent: Thursday, February 09, 2006 7:09 AM
Subject: Warrant Officer Update - Feb 06

S1 NET

"1"s, The WO Advisor to the CSA sends the following update on Warrant Officer Issues. Please pass this note to the Warrant Officers in your units.

S1Net Team

WARRANT OFFICER UPDATE, 6 Feb 06

The below update on working WO initiatives is provided to advise WO's in the field of some of the initiatives that are working in the Army today concerning WO's. I have collected this information from those senior WO's who are noted at the end of each paragraph. Please distribute this information freely to all WO's in your unit, post, or community. Thanks for all you and your Soldiers are doing in support of our Army and our Nation.

CW5 Jerry Dillard, WO Advisor to the CSA

1. Warrant Officer Net: The U.S. Army Warrant Officer Career Center is collaborating with the Combined Arms Center to develop "Warrant Officer Net", a key part of the Battle Command Knowledge System (BCKS). Warrant Officer Net will provide Internet-based "one-stop-shopping" for all issues relevant to the Warrant Officer Corps. Resources will include libraries, archives, downloads, links, professional development, branch and MOS-specific information, and real-time discussion forums. Warrant Officer Net is still in development and the opening date for enrollments remains to be determined. In the interim, it may be previewed at:

<https://leadernetwork.bcks.army.mil/CommunityBrowser.aspx?id=51485>

AKO username and password are required for access.

(provided by CW4 Michael Bronnenberg and CW5 Jim Hill, WOCC)

2. RC Accession Bonus: This initiative provides a \$6,000 accession bonus for WOs who agree to serve six years in the Selective Reserves. Implementation guidance was approved in Feb 05, and the program is being executed now. In FY 05, 302 warrant officers accepted, and in FY 06, 69 warrant officers have accepted this option. In the National Defense Authorization Act (NDAA) 06, the maximum amount for the Accession bonus was increased to \$10,000.

(update provided by CW5 Matt Wojdak, WO Policy Integrator, Army G1)

3. WO Pay Table Reform Initiative: This initiative, which was recommended by the WO ATLDP study, would increase the pay difference between NCO and WO grades to provide more incentive for NCOs (specifically senior NCOs) to apply for WO. The Office of the Secretary of Defense (OSD) is now the sponsor for the pay initiative for NDAA 2007. Along with the annual pay increase in January 2007, OSD has proposed an additional pay scale adjustment in April 2007 to close current gaps in pay for both **warrant officers** and higher ranking enlisted personnel. There is also a proposal to extend the pay table to encourage longer service. This proposal, as with any change in law, must go through the legislative process for both the House Armed Service Committee and the Senate Armed Services Committee this spring before it will be forwarded for inclusion in the final NDAA 07. The action is working its way through the "system" but that does not guarantee final approval. A recent article in reference to the pay issue was published in the 13 February 2006 Army Times.

(update provided by CW5 Carl Jenkins, WO Policy Integrator, Army G1)

4. Increased Maximum Age for Initial Aviation Training: This initiative, requested by the Aviation proponent and approved for execution, increases the age limit for initial aviation training from 29 to 32, thus increasing the pool of NCOs eligible for aviation training.
(update provided by CW5 Carl Jenkins, WO Policy Integrator, Army G1)

5. Active Component WO Accession Bonus: This initiative authorizes an accession bonus for hard to fill MOSs. MOS 180A, Special Forces (SF), is authorized a \$20,000 accession bonus for Soldiers who access and complete their WOBC. Currently, six MI WO MOSs (350F, 351L, 351M, 351Y, 352N, and 353T) are at OSD for approval and implementation in the next 60-90 days. When approved, these MOSs will receive an accession bonus of \$20,000 upon successful completion of WOBC.
(update provided by CW5 Carl Jenkins, Army G1)

6. USARNG Pilot Program to Conduct Warrant Officer Candidate School (WOCS) at Regional Training Institutes (RTIs). ARNG implementation of WOCS at 13 state RTIs (Alabama, Arizona, California, Connecticut, Indiana, Idaho, Kansas, Maryland, Minnesota, Ohio, Pennsylvania, South Carolina, and Texas) is moving forward; the program should be fully implemented in FY07. In addition to providing an additional avenue for Reserve and National Guard Soldiers to become Warrant Officers, the program allows use of existing OCS facilities and resources. Furthermore, the program should make WO candidate training more accessible to qualified RC candidates who cannot afford to spend five consecutive weeks away from their home stations to attend resident WOCS. The ARNG initially requested that 80 candidates be enrolled in the pilot program and subsequently increased that to 160. As of early February 2006, 139 candidates were enrolled in the program. RC candidates will continue to have the option to attend the WOCS resident course at Fort Rucker. The RC participants complete the DL phase (Phase 1) through the WOCC. After completing Phase 1, candidates will then attend the resident phase, which is divided into Phases 2A and 2B, at the RTIs. Phase 2A will be conducted during five drill weekends (inactive duty for training [IDT] status) at all 13 RTI sites beginning in April. Subsequently, in September candidates will complete the two week Phase 2B at Camp Atterbury, Indiana in active duty training (ADT) status. In addition to providing the curriculum for the program, WOCC is providing train-the-trainer training for the ARNG WOs who will be their state's Training, Advising, and Counseling officers (TACs). Training began in Jan 06 and will continue through early Apr, with each attendee completing approximately 20 days of intense training that covers every aspect of a TAC's responsibilities. Throughout the training, the appropriate role of a TAC will be stressed with emphasis on the importance of the fact that, to quote CG, AAC, "We must teach these people with the respect and stature that they bring in here; treat them as W1s from day one!"
(update provided by CW5 Charlie Wigglesworth, Deputy Commandant, WOCC)

7. College Loan Repayment Program for Officers: This initiative will enable Soldiers accessing into officer ranks to retain educational loan repayment benefits, was approved for implementation in NDAA 06, and will provide additional incentives for Soldiers to apply for warrant officer. The Army G-1 is currently awaiting OSD implementation guidance for execution of this program.
(update provided by CW5 Carl Jenkins, Warrant Officer Policy Integrator, Army G1)

8. RC WO Critical Skills Retention Bonus (CSRB): RC WOs were not included in the CSRB which was authorized by Congress for FY05. A legislative change package was submitted and the program was approved as part of NDAA 06 and will provide the authority to the Reserve Component to pay a CSRB of up to a maximum amount of \$100,000. The Army G-1 is currently awaiting OSD implementation guidance for execution of this program.
(update provided by CW5 Carl Jenkins, Warrant Officer Policy Integrator, Army G1)

9. RC Affiliation Bonus: This initiative, which is approved and being executed, provides a \$6,000 affiliation bonus for WOs who agree to serve 3 years in the Selective Reserves. NDAA 06 included provisions to allow a max payment \$10,000.
(update provided by CW5 Matt Wojdak, Warrant Officer Policy Integrator, Army G1)

10. AC Lower Time-in-Grade for Technical Service Promotions: As WOs in the field are gaining experience much faster than they did in a peacetime environment, and we are critically short CW4s and over strength CW3s, the Army staffed a proposal to lower the time-in-grade requirement for promotion to CW4. After conducting a thorough review and establishment of the 5 year promotion plan, this concept was modified to expand the Primary Zone of consideration for CW3 and CW4 to 24 months in both the aviation and the technical services MOS. The FY 06 board convened on 30 January 2006 and the zones of consideration were published by MILPER message. The FY 07 promotion board will meet in the January-February 2007 time frame and the zones of consideration for CW3/4/5 will be back at the normal 12 month Primary Zone and will include a Below-the-Zone category.

(update provided by CW5 Mike Funk, WO Accessions and Promotions, Army G1)

11. Eliminate Separation Requirement for 2-time Non-select for Promotion in the Army Reserve: Current policy requires that WOs in the Army Reserve who are 2-time non-selects for promotion be separated from service. This policy has been changed to allow retention of qualified Reserve WOs in all specialties. An exception was granted for the CY05 promotion board for and additional 3 year retention of these officers, a change to policy is being staffed through the approval process. (update provided by CW5 Matt Wojdak, WO Policy Integrator, Army G1)

12. Tenure AC CW4s: Current policy requires that AC CW4s who are 2-time non-selects for CW5 be separated, unless they are selected for continuation (SELCON). The legislative change to law was approved by OSD and forwarded as the input for NDAA 07. This action must still work through the legislative process as well as the HASC and SASC before inclusion in NDAA 07. Since this is a non-budgetary change to the law, the expectation is that this will be approved and implemented in NDAA 07. In the interim, this section of the law was temporarily suspended in Dec 05 by the Assistant Secretary of the Army (Manpower & Reserve Affairs)

Another legislative change that has been approved by OSD and forwarded for inclusion in NDAA 07 is a to remove the 30 years total service limit and soldiers would only be limited by total warrant officer service, which would still be capped at 24 years of WO service for CW4s and below. (update provided by CW5 Carl Jenkins and CW5 Mike Funk, Warrant Officer Policy Integrators, Army G1)

13. Aviation Continuation Pay (Bonus): The program was modified in FY 06 to target senior retirement eligible aviation warrant officers who have reached 20 years of service. Soldiers who elect to receive the annual \$12,000 bonus will be required to sign a three year contract. Additionally in November 2005, the VCSA directed a review of the program to include all rotary wing Maintenance Test Pilots. This addendum was approved by OSD in January for implementation by the Army. This program pays all Maintenance Test Pilots who have completed their initial flight school obligation \$12,000 annually for a contract of three years. (update provided by CW5 Carl Jenkins, Warrant Officer Policy Integrator, Army G1)

14. Warrant Officer Candidate School Transformation: The Warrant Officer Candidate School (WOCS), located at Fort Rucker, Alabama, is currently undergoing the most significant change in its 50-year history. The transformation is taking place to ensure that Soldiers who become Warrant Officers have skills relevant to an Army at war and are thus better able to operate and survive on today's ever changing battlefield in the Global War on Terrorism. The School is no longer just "Basic Training on Steroids"; rather, it's a leadership school that helps candidates develop the skills they need to effectively lead Soldiers in the contemporary operational environment (COE). Changes that contribute to the transformation are obvious in almost every aspect of the program.

The changes that would probably be most obvious to previous WOSC graduates are rational changes to eliminate or revise directives or standards that were often perceived as having little relationship to the "real Army." Although such directives or standards may have provided tools for evaluating how well candidates adjusted to and performed in a highly structured environment, they did little, if anything, to help prepare Warrant Officers to perform effectively in an Army at war.

For example, the personal areas inspection (PAI) is now a candidate leadership function rather than a function of the Training, Advising, and Counseling (TAC) Officers. Maintenance functions for personal areas have shifted from "rote or routine tasks," such as rolling socks and underwear, to more realistic tasks relevant to those that Soldiers frequently perform. Other examples of logical changes include elimination of WOCS-unique standards for haircuts and saluting (Army standards apply), authorization to report to the School in civilian clothes rather than Class A uniforms, authorization to use cell phones following reasonable guidelines, and elimination of the requirement to pass a command inspection prior to graduation. Along with eliminating or revising directives or standards that did not meet the commonsense test, other, even more substantive, changes have been made to add rigor to the WOCS program.

The WOCS has increased rigor in its program by adding a number of activities relevant to the COE and by strengthening the academic classes. The objective of these changes is to better prepare candidates for the challenges they face as Warrant Officers and junior leaders. Added rigorous activities include weekly marches with full backpacks, close quarters combat training, room clearing techniques training, combatives training, a 5-day field leadership exercise (FLX) conducted at a forward operating base (FOB), Tactical Operations Center (TOC) familiarization training, candidate-led warrior task and battle drills training, and urban orienteering exercises. These changes, and the previously discussed changes, are complemented by a subtle shift in how candidates are taught.

WOCS's teaching focus has changed from one of emphasizing what to think to one of emphasizing how to think, particularly how to think strategically. This modification acknowledges the reality that when candidates become Army Officers, their decisions have much more influence than their decisions had when they were Non-commissioned Officers (NCOs) or civilians. From a strategic perspective, candidates are led to understand that their decisions and actions often have an impact well into the future. Thus, the revised focus is on helping candidates think three to five steps ahead and plan for the reactions to and long-range effects of their decisions and actions.

The transformation of WOCS has increased emphasis on having cadre who are committed to the WOCS mission and who meet stringent ethical, moral, physical fitness, and academic standards. Cadre Warrant Officers are frequently the first Warrant Officers with whom candidates have the opportunity to interact, and one of their most important responsibilities is to provide candidates with a view of what "right looks like." Because of the demands placed on cadre, the Army assigns Warrant Officers to the WOCS who are some of the best and brightest in their fields.

WOCS' mission is to provide the Army with the most capable Warrant Officers possible-Warrant Officers who have relevant and effective thinking skills; who are flexible and adaptable; and who have the competence, confidence, and self awareness to excel as the Army's technical leaders in the COE. The School's ongoing transformation, evident in a number of key areas, will help ensure it provides Warrant Officers who meet these standards.

The Redesigned WOCS Curriculum: Beginning in January 2006, Warrant Officer Candidates will complete the WOCS in one of two ways, depending on their experience level. Both versions are tough and demanding to best serve a nation and an Army at war. Army Sergeants (E-5s) who've completed the Warrior Leader Course (WLC), formerly known as the Primary Leadership Development Course (PLDC), and Army NCOs in higher grades will complete the program through a combination of distributive learning (DL) courses and four weeks in residence. All other candidates will complete WOCS entirely in residence (six weeks).

The DL phase, known as Phase 1, consists of refresher courses aligned with the WLC that provide the first two weeks of training for those who meet experience requirements; students may access these courses at home or at work through their Army Knowledge Online (AKO) accounts. Students may test out of DL courses-if they score high enough on a course pretest, they're not required to complete that course. After completing Phase 1 through DL, candidates then complete the last four weeks of training in residence at the WOCS.

Those who attend the entire 6-week resident program receive the Phase 1 material during the first two weeks of the program; however, for the majority of the classes, instructors present the material in the traditional classroom setting. The last four weeks of the resident program, completed by all candidates, consist of academic classes on subjects such as leadership, officership, ethics, history, and

oral and written communications-topics relevant to the COE and important to developing effective Warrant Officers. Throughout the resident program, TAC Officers mentor candidates and provide them feedback on their leadership and officership skills.

The WOCS strives to maintain an environment that supports its formal academic and leadership training curricula. One major goal of such an environment is helping candidates demonstrate and improve their time management skills by learning to effectively prioritize tasks they're required to complete. A second major goal is to create an environment that considers the "whole Soldier" by placing emphasis on high moral and ethical standards and internalizing appropriate Army values. The WOCS also maintains an environment that encourages candidates to develop or improve their ability to make tough, right decisions rather than easy, wrong decisions in high stress, time constrained situations; the emphasis is on making decisions based on the best, most factual information available using common sense and experience, always grounding those decisions in Army values.

The Warrant Officer Candidate School's transformation, to include its redesigned curriculum, positions the School to fully and effectively support the Total Army's need for Warrant Officers. Additionally, improvements brought about by the School's transformation help ensure that future Warrant Officers consider their WOCS experience as invaluable in their becoming effective technical, warrior leaders. (provided by CW5 Charlie Wigglesworth, Deputy Commandant, WOCC)

15. Warrant Officer Education System (WOES) and Officer Education System (OES)

Consolidation: Multiple studies conducted since 1985 send a clear and consistent message: WOES does not prepare Warrant Officers to fulfill their leadership responsibilities. The WOES has continued without significant change since 1992, and is segregated from OES, contributing to inadequate development of Army Doctrine regarding Warrant Officer Roles and Responsibilities, cultural confusion among all Soldiers, and inconsistent institutional adjustments to a dynamic COE and uncertain future operating environment. Fundamental change is required for Warrant Officers to effectively and optimally contribute to the Army's mission.

Recognizing the need for change, the CG, Combined Arms Center (CAC) published OPORD 04-261A on 17 September, 2004, with the following Mission Statement: "Not later than 1st Quarter, FY 07, CAC (with CGSC executing) consolidates WOES into a single OES in order to allow appropriate shared education and training to occur at all education levels."

Consolidation of WOES and OES is being conducted in four phases: Phase I: Identify and Integrate Lessons Learned from OEF and OIF into existing WOES. The Warrant Officer Career Center (WOCC) and the Branch Centers combined efforts with the Center for Army Lessons Learned (CALL) in March, 2005, establishing systems and cells to collect, analyze, integrate, and disseminate Observations, Insights, and Lessons Learned. Lessons Learned Integration continues to be refined and is on track. Phase II: Tasks the Command and General Staff College, Center for Army Leadership, (CGSC, CAL), WOCC, and the 15 Branch Centers to (1) determine training and education requirements for all Warrant Officers, and (2) identify opportunities at all education levels for integration of Warrant Officer Education System (WOES) into the Officer Education System (OES):

- * WOCS and OCS/BOLC I

- * Newly appointed WO1s to attend BOLC II (Approved by CSA On 9 Nov 05 for full implementation NLT FY09)

- * WOBC and OBC/BOLC III (MEL 7)

- * WOAC and CCC (MEL 6)

- * WOSC and ILE (MEL 4)

- * WOSSC and AWC (MEL 1)

- * Assignment Oriented Training (AOT)-Force Management Course, Army Management Staff College, Army Logistics Management College, etc.

Branch Centers and Schools conducted independent analyses achieving integration of varying degrees at MEL 7 and MEL 6. WOCC contracted with TRADOC Analysis Center (TRAC) to conduct a comprehensive Needs Analysis of Warrant Officer Leader Development. In concert with Branch Centers/Schools, WOCC and TRAC developed and administered an occupational survey to measure leader development performance and requirements for Warrant Officers. The TRAC survey was administered from June to August, 2005. The data collected fully represent Army Warrant Officers in

terms of component, branch, and rank. Originally targeted for completion NLT 30 September, 2005, scope and complexity demanded continuing analysis through March, 2006.

Upon receipt of TRAC findings, CAL and WOCC will develop a decision paper and briefing for the CG, CAC (tentatively scheduled for presentation on 24 March 2006). Findings and recommendations will include Branch-specific recommendations for MEL 6 and MEL 7, and Branch response to recommendations for pre-appointment, MEL 4, and MEL 1.

Phase III: Design, Development, and Pilot Courses will be conducted following CG, CAC guidance in response to the findings and recommendations of Phase II.

Phase IV: Implementation of a consolidated OES will occur following CG, TRADOC guidance in response to findings and recommendations of the previous phases. (provided by CW5 Bob Huffman, Center for Army Leadership, and CW5 Jim Hill, WOCC)

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