

QUAD CHART EXPLANATION

RECOMMENDATION #: As defined by THE G-3. -- PRIORITY: As defined by IPAT. -- LO: Defined by lead agent/IPAT IAW TCP. (Which Army "Transformation Campaign Plan" Line of Operation (LO) the recommendation occurs in.)

RECOMMENDATION: As defined by Final Report, refined by IPAT. (Insert recommendation title at the top. Overall lead and then ARSTAF lead under the title.)

RECOMMENDATION NARRATIVE: As defined by Final Report, refined by IPAT.

ACTIONS REQUIRED: As defined by lead agent's concept plan for recommendation, refined by IPAT. (Bullet listing of action.)

LEAD: As assigned by Final Report and validate by ARSTAF/TRADOC.

MILESTONES: As defined by lead agent's concept plan for recommendation, refined by IPAT. (Listing of suspense dates (identify by quarter and fiscal year) for actions leading to completion.)

LINKS: Identify linkages to ATLDP Officer and NCO recommendations or other recommendations contained in the WO report.

REQT IN BUDGET/BES/POM/FUNDING LEVEL: As defined by lead agent's concept plan and verified through Program/MEDP Managers. (PAED, with ARSTAF assist, will fill in the requirement and funding level for FY 02 and 03, the amount of the requirement that was requested and validated in the 04-09 POM submit and the funding level as of PF 2.2. Exact format for the funding portion TBD by PAED.)

REQT IN POM: As defined by lead agent's concept plan and verified through Program/MEDP Managers. (State the amount of the requirement based on the ATLDP recommendation (could be more, the same, or less than currently in the budget, BES, or POM.)

RECOMMENDATION TITLE:
Fully Integrate WOs Into The Army Officer Corps

LEAD: G1, DAPE-MP

RECOMMENDATION #: 1A1/1A2
PRIORITY: 1

RECOMMENDATION NARRATIVE: Take actions to Fully integrate WOs into the Army Officer Corps. Ensure consolidation of WO requirements and policies into Army regulations and DA pamphlets. Review current law established by Defense Officer Personnel Management Act, Warrant Officer Management Act, Reserve Officer Personnel Management Act, and proposed Reserve Component Warrant Officer Management proposal to develop integrated legislative package for coordination with other services.

LO: 3 & 5

ACTIONS REQUIRED:

MILESTONES: **ATLDP LINKS:**
W-1C1;O-1A2

- | | |
|--|---------|
| 1. Comprehensive policy review to identify portions of USC, DODI, DODD, ARs, etc. Requiring change to be consistent with applicable policy for branch commissioned officers. | 1. 4Q03 |
| 2. Analyze and determine necessary changes. | 2. 2Q04 |
| 3. Staff proposed changes with ARSTAF, TRADOC proponents, MACOMS, NGB, OCAR, and other applicable agencies. | 3. 3Q04 |
| 4. Develop COAs and staff with ARSTAF, TRADOC proponents, MACOMS, NGB, OCAR, and other applicable agencies. | 4. 4Q04 |
| 5. Obtain CSA decision on COA and submit ULB as required. | 5. 1Q05 |
| 6. Implement COA. | 6. 1Q08 |

RQMT IN BUDGET/BES/POM/FUNDING LEVEL	FY		
	03	04	05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)	FY		
	03	04	05-09
Required			

MDEP
TBD

GO

RATING:

REASON:



RECOMMENDATION TITLE:
Wear of Branch Insignia and Colors

LEAD: **G1, DAPE-HR-IPR,**
SGM Walter Morales

RECOMMENDATION #: **1B1**
PRIORITY: **2**

RECOMMENDATION NARRATIVE: Change AR 670-1 to direct WOs to wear the insignia and colors of their Branch.

LO: 3 - Manning the Force

ACTIONS REQUIRED:

1. Coordinate/staff with The Institute of Heraldry and AAFES.
2. Staff with HQDA: OTJA, G-1, G-4, NGB, OCAR, SMA, CSA, SecArmy.
3. Assess feedback/comments and develop/recommend implementation date to CSA.
4. CSA determines implementation date. (July 04)
5. Notification to MACOMs and AAFES of implementation date.
6. Coordinate revision of AR 670-1.
7. Execute ceremonial transformation.

MILESTONES:

1. 1Q03
2. 2Q03
3. 2Q-3Q03
4. 3Q03
5. 3Q03
6. 4Q03 – 1Q04
7. 4Q04

ATLDP LINKS:

None

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			1

MDEP

PAMP

GO

RATING:

A

REASON: **Coordination pending with Heraldry and AFEES.**

RECOMMENDATION TITLE:
WO1 Commissioning
LEAD: G1, DAPE-MP / PERSCOM

RECOMMENDATION #: 1C1
PRIORITY: 1

RECOMMENDATION NARRATIVE: In coordination with the other services, implement commissioning of WO1s upon successful completion of an officer candidate course.

LO: 3

ACTIONS REQUIRED:

1. Determine areas of law and policy that will be affected by commissioning at WO1 grade. (All service impact)
2. Develop recommended FY05 legislative change language for commissioning at WO1.
3. Staff with other services for amendment or concurrence and implement.

MILESTONES:

1. 2Q03
2. 3Q03
3. 4Q04

ATLDP LINKS:

W-1A1; W-1F2
W-6C1; N-1F1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

N/A

GO

RATING:

G

REASON:

RECOMMENDATION #: 1D1

PRIORITY: 1

LO: 3

RECOMMENDATION NARRATIVE: Incorporate WO career and professional development requirements into DA Pam 600-3. **Include common officer, branch, rank, and position requirements. Requirements must include mandatory assignments and the qualitative experience WOs must gain in each assignment by grade, position, and specialty. Include definitions of the role, duties, responsibilities, and authority of the WO. Use the principle that WOs acquire both tactical and technical competence appropriate to their grade, branch and specialty through progressive training, education, and utilization. Affirm the WO role as the Army's foremost expert and trainer on technical systems and equipment. Link this work to the following recommendations:**

- Update WO duties by grade and specialty in DA Pam 611-21, Military Occupational Classification and Structure, Chapter 8, Qualifications for and Duties of Specific Military Occupations.
- Update duty descriptions in DA Pam 611-21. Use them to develop and maintain individual tasks, conditions, standards, performance measures and doctrinal references associated with battle-focused duties.

ACTIONS REQUIRED:

1. Subsume ADS XXI (WODAP 7 – Publish professional development & other WO policies) under ATLDP management process.
2. Staff updated ADS XXI input for DA Pam 600-3 w/ personnel proponents and publish revised document.
3. Conduct follow-on DA Pam 600-3 revision to consolidate WO career development and education changes resulting from full integration initiative.

MILESTONES:

1. 1Q03
2. 3Q03
3. 4Q06

ATLDP LINKS:

- W-1F1; W-1F2**
W-3A1; W-6C1
W-6F1; W-7B3
N-1A1; N-1A2
N-1A3

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

TBD

GO

RATING:

G

REASON:

RECOMMENDATION #: 1D1-2 RECOMMENDATION NARRATIVE:

PRIORITY: 3

Consult the United States Military Academy work on officership. Integrate this approach to officership in future WO education.

LO: 5, Training and Leader Development

ACTIONS REQUIRED:

1. Develop / define Officership for WO ICW USMA
2. Coordinate/staff with branch proponents/MACOMS/DA Staff
3. Consolidate data / develop program/method to integrate officership into courseware.
4. Integrate into WO education.

MILESTONES:

1. 3Q03
2. 1Q04
3. 3Q04
4. 1Q05

ATLDP LINKS:

W-4A1; O-1A2
O-1A3

Combine with O-1A2

RQMT IN BUDGET/BES/POM/FUNDING LEVER **RQMT NOT IN BUDGET/BES/POM (\$M)** **MDEP**

	FY 03	FY 04	FY 05-09
Required			
Funded			

	FY 03	FY 04	FY 05-09
Required		0.07	3.100

TADV **GO**

RATING:

REASON: Lack of Funding



LEAD: TRADOC, DCSOPS&T

RECOMMENDATION #: 1D2
PRIORITY: 2

RECOMMENDATION NARRATIVE: Revise FM 7-0 (25-100), Training the Force, and FM 7-1 (25-101), Battle Focused Training, to emphasize the WO role of technical experts and trainers in the training process. [para 119]

LO: 7, ARMY DOCTRINE DEVELOPMENT
LINKS TO 4, 5, 14

ACTIONS REQUIRED:

1. CG TRADOC & CSA approve FM 7-0.
2. Initial draft FM 7-1 to CG TRADOC.
3. CSA release approved FM 7-0 to Army.
4. Trusted agent review of FM 7-1.
5. Final draft FM 7-1 to CG TRADOC.
6. FM 7-1 GOSC.
7. CG TRADOC & CSA approve FM 7-1.
8. CSA release approved FM 7-1 to Army..

MILESTONES:

1. Completed
2. 4Q02
3. Completed
4. 1Q03
5. 1Q03
6. 2Q03
7. 2Q03
8. 3Q03

ATLDP LINKS:

O-2A6; O-3B2
O-3C1; O-4A1
N-3A4; N-3B1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

Funding included in ATLDP(NCO) 3B1

MDEP

TSPU

GO

REASON:

RATING:

G

LEAD: TRADOC DCSOPS&T PPD

RECOMMENDATION #: 1E1
PRIORITY: 1

RECOMMENDATION NARRATIVE: Establish and resource a Chief Warrant Officer of the Branch (CWOB) position at proponent centers where they do not currently exist. Standardize and formalize CWOB duties.

LO: 3

ACTIONS REQUIRED:

1. Establish and announce CWOB positions by CSA message.
2. Update AR 600-3 to reflect the establishment of a CWOB.
3. Update DA PAM 611-21 to reflect responsibilities (SOG)
4. Determine resourcing (personnel, budget etc.)

MILESTONES:

ATLDP LINKS:
W-6C1; W-6F1

1. 2Q03 (G-1)
2. 2Q03 (PERSCOM)
3. 2Q03
4. 2Q03

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

TSPU

GO

RATING:

G

REASON:

LEAD: G1, DAPE-MP

RECOMMENDATION #: 1F1
PRIORITY: 1

RECOMMENDATION NARRATIVE: Adopt the following general definition of the warrant officer:

• General Role of the WO in full spectrum Operations: The Warrant Officer is a self aware and adaptive technical expert, leader, trainer, and advisor. Through progressive levels of expertise in assignments, training, and education, the WO administers, manages, maintains, operates, and integrates Army systems and equipment across the full range of Army operations.. WOs are innovative integrators of emerging technologies, dynamic teachers, confident war-fighters, and developers of specialized teams of soldiers. They support a wide range of Army missions throughout their career.

LO: 3 & 5

ACTIONS REQUIRED:

1. Apply general definition of role to DA Pam 600-3 rewrite.
2. Research additional pubs for inclusion of role definition, draft and staff changes.
3. Publish definition in applicable publications as part of normal update cycle.

MILESTONES:

1. 3Q03
2. 4Q04 (G-1/TRADOC)
3. Ongoing

ATLDP LINKS:

W-1F2; W-1D1
W-1C1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

REASON:

RATING:

G

RECOMMENDATION TITLE:
Definition of Warrant Officers by Grade

LEAD: G1, DAPE-MP

RECOMMENDATION #: 1F2
PRIORITY: 2
LO: 3 & 5

RECOMMENDATION NARRATIVE: Adopt the following specific definition of warrant officers by grade. (See note page for detailed definitions)

ACTIONS REQUIRED:

1. Apply general definition of role to DA Pam 600-3 rewrite.
2. Task TRADOC to research additional pubs for inclusion of role definition, draft and staff changes.
3. Publish definition in applicable publications as part of normal update cycle.
4. Update DA PAM 600-3 upon completion of W-1C1.

MILESTONES:

1. 3Q03
2. 4Q04
3. Ongoing
4. 1Q05

ATLDP LINKS:
W-1C1; W-1F1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

REASON:

RATING:

G

RECOMMENDATION TITLE:
Create W1E – W3E Pay Scale

LEAD: G1, DAPE-PRC

RECOMMENDATION #: 1H1 **RECOMMENDATION NARRATIVE:**
PRIORITY: 1

Amend the pay scale to give WOs with prior enlisted service the same percentage increase in base pay that officers with prior enlisted service receive. (See note pages)

LO: 3

ACTIONS REQUIRED:

1. Analyze and review pay compression and participate in OSD review of warrant officer pay.
2. Staff proposed new pay scale with Army leadership.
3. Obtain Services' and OSD concurrence for new pay scale
4. Obtain funding for new pay scale

MILESTONES:

1. Completion of OSD pay study (2Q03)
2. 3Q03
3. 4Q03
4. 2Q05

ATLDP LINKS:

W-1H2

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

G

REASON:

RECOMMENDATION #: 1H2 RECOMMENDATION NARRATIVE:

PRIORITY: 1

Take actions to reform WO pay. Restore the previous pay difference that historically separated enlisted pay grades from WO pay grades.

LO: 3

ACTIONS REQUIRED:

1. Analyze and review pay compression and pay differential and participate in OSD review of warrant officer pay.
2. Staff new proposed pay changes with Army leadership.
3. Obtain Services' and OSD concurrence for increasing warrant officer pay
4. Obtain funding to target applicable warrant officer grades

MILESTONES:

1. Completion of OSD pay study 2Q03
2. 3Q03
3. 4Q03
4. 2Q05

ATLDP LINKS:

W--1H1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

N/A

GO

REASON:

RATING:

G

RECOMMENDATION TITLE:
DA Guidance to Promotion Boards

LEAD: PERSCOM

RECOMMENDATION #: 111
PRIORITY: 2

RECOMMENDATION NARRATIVE:

PERSCOM must educate the field on DA guidance to promotion boards regarding low-density specialty OERs by publishing pertinent extracts from DA Memo 600-2, Policies and Procedures for Active-Duty List Officer Selection Boards and DA instructions to promotion boards on the OER Myths and Facts web page.

LO: 3

ACTIONS REQUIRED:

1. Link to OER Web Site on WOD web Site
2. Link to DA MEMO on WOD Web Site
3. Guidance in AR 623-105 APP B
4. WOD Div CHF Brief to Promotion Board

MILESTONES:

1. Complete
2. Complete
3. Complete
4. Complete

ATLDP LINKS:

O-1D2

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

REASON:

RATING:

C

RECOMMENDATION #: 1J1
PRIORITY: 3

RECOMMENDATION NARRATIVE:

Update AR 623-105 to incorporate MILPER Message 99-113. Develop and include guidance on counseling CW3s, CW4s, and CW5s.

LO: 3

ACTIONS REQUIRED:

1. Review current counseling requirements (DA MSG 99-113) for branch commissioned off and determine applicability to CW3, CW4 and CW5.
2. Write, staff and implement change to AR 623-105.

MILESTONES:

1. 3Q03
2. 3Q05

ATLDP LINKS:

W-3B1; W-3C1
O-1D3

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

REASON:

G

LEAD: TRADOC, DSCOP&T/ITD

RECOMMENDATION #: 1J2 **RECOMMENDATION NARRATIVE:**
PRIORITY: 3

Emphasize the counseling approaches as per FM 6-22 (22-100).

LO: 3 & 5

ACTIONS REQUIRED:

1. Develop a means to emphasize to the field to employ counseling techniques as per FM 6-22.
2. TRADOC review OES POIs and adjust as needed, emphasizing the use of the appropriate counseling approach when conducting performance/professional growth counseling.

MILESTONES:

1. 2Q03
2. 3Q03

ATLDP LINKS:

W-3B1; W-3C1
O-1D3; O-1E1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

REASON:

G

LEAD: G-3 DAMO-TRI

RECOMMENDATION #: 1K1 **RECOMMENDATION NARRATIVE:**
PRIORITY: 3

Involve proponents and commanders in forming education partnerships with post secondary and vocation schools near installations **in order to increase technical competency.**

LO: 5

ACTIONS REQUIRED:

MILESTONES: **ATLDP LINKS:**
W-7A1, W-2B2

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Coordinate with proponents to Identify MOS specific subjects which can be met through education at a civilian institute. 2. Determine which civilian institutes teach the MOS specific subjects for each branch. 3. Identify resources required to implement the program and POM for 06 -11. 4. Establish policy for funding, selecting and scheduling personnel to attend civilian institutes. 5. Implement the program. | <ol style="list-style-type: none"> 1. 4Q03 2. 4Q04 3. 4Q05 4. 2Q06 5. 4Q06 |
|--|---|

	RQMT IN BUDGET/BES/POM/FUNDING LEVEL		
	FY 03	FY 04	FY 05-09
Required			
Funded			

	RQMT NOT IN BUDGET/BES/POM (\$M)		
	FY 03	FY 04	FY 05-09
Required			

MDEP
TTDY **GO**

RATING:

REASON:



RECOMMENDATION TITLE:
WO Assignment Training
LEAD: TRADOC, CAC / WOCC

RECOMMENDATION #: 2A1 RECOMMENDATION NARRATIVE:
PRIORITY: 1

Ensure the skills WOs require based on Army assignment, beliefs, and practices are taught at appropriate levels. [para 70]

LO: 5, Training and Leader Development

ACTIONS REQUIRED:

1. Upon completion of 4A1, proponents determine appropriate training (institutional, AOT, or self-development) required for WO assignments within their respective career fields.
2. Publish career maps identifying proper pre-assignment training.

MILESTONES:

1. 3Q06
2. 4Q06

ATLDP LINKS:

W-2C1
W-2C2; W-2C3;
W-2C4;W-2D1;
W-3A1; W-4A1;
W-6C1; O-1C2B
N-2A1; N-2A11
N-2A12; N-2A13

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			1.5M

MDEP

GO

RATING:

R

REASON:Lack of Funding

RECOMMENDATION TITLE:
Integrate WOs into a Single Officer Education System

LEAD: TRADOC, DCSOPS&T / ITD

**RECOMMENDATION #: 2A2/
2A3 / 2B1**

RECOMMENDATION NARRATIVE:

PRIORITY: 1

Develop and implement an integrated education system for all Army officers that accounts for Common direct **technical, tactical**, leader skills and actions required by the Army Vision and full spectrum operations in the contemporary operational environment. [para 104-106]

LO: 5

ACTIONS REQUIRED:

MILESTONES:

ATLDP LINKS:

1. Develop and implement maximum shared training events as an enhancement to training programs; sharing events to be accomplished within existing resources (As directed by TRADOC FY03 Curriculum Guidance).

1. FY03

W-6C1; W-7B3
O-2A2; O-2A3
O-2A5; N-1A3
N-2A11; N-2A13

2. Upon completion of the needs analysis (4A1), and comparison with the Officer Education System, identify the common requirements and existing OES/WOES courses which teach these requirements. Emphasize the proper balance of tactical, technical, and leadership training.

2. 4Q03

3. Review TRADOC organization and operational management of WO TLD to determine the most effective integration means.

3. 4Q03

4. Integrate those common training requirements in a phased approach as it evolves where appropriate.

4. 1Q06

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			2.500

MDEP

GO

RATING:

R

REASON:

LEAD: TRADOC, DCSOPS&T / PPD

RECOMMENDATION #: 2B2 RECOMMENDATION NARRATIVE:
PRIORITY: 1

LO: 5

When WOs are assigned to duty positions for which they are not trained, provide them the necessary training prior to assignment. This links training to the skills required by grade and position, rather than promotion, and maintains flexibility in WOES. [para 65]

ACTIONS REQUIRED:

1. Subsume ADS XXI (WODAP 5 – Tailor technical training to unit and assignments & WODAP 8 – Provide force development specialty training to WOs) under the ATLDP management process.
2. PPOs identify position requirements.
3. Determine where and how the SKAs can be acquired.
4. Based on requirements and proponent career maps, PPOs determine AOT requirements.
5. Implement training.

MILESTONES:

1. 1Q03
2. 1Q04
3. 3Q04
4. 1Q05
5. 3Q05

ATLDP LINKS:

W-6C1; W-7B3
O-1C2B; N-2A9

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required	0.600	0.600	3.000
Funded	0.000	0.000	0.000

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

ADS XXI Budget and POM UFR

MDEP

TADV

GO

RATING:



REASON: Lack of Funding

RECOMMENDATION TITLE:
Provide Army Staff Skills Training to WOs

LEAD: TRADOC, CAC / WOCC

RECOMMENDATION #: 2B4 **RECOMMENDATION NARRATIVE:**
PRIORITY: 2

LO: 5, **Training and Leader Development**

Provide Army staff skills training to warrant officers using either the resident course or the advanced distributed learning version of CAS3. The timing for this training would be determined by each branch proponent, as appropriate to the career path of the warrant officer’s specialty. [para 107]

ACTIONS REQUIRED:

1. Upon completion of needs analysis (4A1), identify those MOS which require staff skills training and at what grade level.
2. Integrate WOs into the appropriate OES staff skills training.

MILESTONES:

1. 2Q04
2. 4Q04

ATLDP LINKS:

W-6C1; W-7B3
O-2A3; O-1C2B
O-1E4

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

Funding included in ATLDP(WO) 4A1

MDEP

GO

REASON:

RATING:

R

LEAD: TRADOC, CAC / WOCC

RECOMMENDATION #: 2C1 RECOMMENDATION NARRATIVE:
PRIORITY: 2

LO: 5, Training and Leader Development

When transforming WOES, provide requirements-based specialty-specific training to CW2s to sustain and update their technical expertise. Deliver training using a hybrid of learning methodologies as determined by each proponent:including, Advanced Distributed Learning, Training with Industry (TWI), Assignment-Oriented Training, civilian schooling, and functional courses.[para108]

ACTIONS REQUIRED:

1. Based on the needs analysis (4A1, 2B2), determine appropriate PME level courses, education and delivery methods for CW2s
2. Coordinate/staff with Army.
3. Integrate into WO education.

MILESTONES:

1. 4Q04
2. 2Q05
3. 1Q06

ATLDP LINKS:

W-2A1; W-2B2
W-6C1; W-4A1
N-1E2; N-2A6;

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required		0.546	1.675
Funded		0.000	0.163

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required		0.059	

MDEP

GO

RATING:



REASON: Lack of Funding

RECOMMENDATION #: 2C2 **RECOMMENDATION NARRATIVE:**
PRIORITY: 2

LO: 5, Training and Leader Development

When transforming WOES, organize the current training and education for CW3 along the lines of a career course. Phase I should provide all CW3s with branch-specific training on doctrine, organization, and materiel, with a focus on technical expertise and leadership. Examine the common branch training requirements in WOAC and CCC. Focus on common branch doctrine, organization, and materiel instruction. This phase should provide hands-on, performance-oriented field and simulation training. Phase II should provide CW3s with specialty-specific technical training.[para 110]

ACTIONS REQUIRED:

1. Based on the needs analysis (4A1, 2B2), determine appropriate PME level courses, education and delivery methods for CW3s.
2. Coordinate/staff with Army.
3. Integrate into WO education.

MILESTONES

1. 4Q04
2. 2Q05
3. 1Q06

ATLDP LINKS:

W-2A1
W-6C1; W-7B3;
O-2A3; N-1E2
N-2A6

	RQMT IN BUDGET/BES/POM/FUNDING LEVEL			RQMT NOT IN BUDGET/BES/POM (\$M)			MDEP
	FY 03	FY 04	FY 05-09	FY 03	FY 04	FY 05-09	
Required		1.255	3.841	Required	0.133		
Funded		0.000	0.358				

GO

RATING:



REASON: Lack of Funding

RECOMMENDATION #: 2C3 **RECOMMENDATION NARRATIVE:**

PRIORITY: 2

LO: 5, Training and Leader Development

When transforming WOES, provide requirements-based technical training to CW4s to sustain and update their branch-related and specialty-specific technical expertise. Develop and sustain this technically focused training using a hybrid of learning methodologies as determined by each proponent: including, advanced distributed learning, TWI, assignment-oriented training, civilian schooling, and functional courses. [para 111]

ACTIONS REQUIRED:

1. Based on the needs analysis (4A1, 2B2), determine appropriate PME level courses, education and delivery methods for CW4s (examine merging the Warrant Officer Staff Course curricula into a warrant officer graduating track of ILE).
2. Coordinate/staff with Army.
3. Integrate into WO education.

MILESTONES:

1. 4Q04
2. 2Q05
3. 1Q06

ATLDP LINKS:

W-6C1
O-1C4B/2A4
N-1E2; N-2A6

RQMT IN BUDGET/BES/POM/FUNDING LEVEIRQMT NOT IN BUDGET/BES/POM (\$M) MDEP

	FY 03	FY 04	FY 05-09
Required		0.993	3.089
Funded		0.000	0.323

	FY 03	FY 04	FY 05-09
Required		0.122	

GO

RATING:

R

REASON: Lack of Funding

RECOMMENDATION #: 2C4 RECOMMENDATION NARRATIVE:

PRIORITY: 2

LO: 5, Training and Leader Development

When transforming WOES for CW5s, provide training in strategic Army operations and issues, branch-technical integration, operational-level combined arms doctrine and tactics, joint operations, and cross-branch systems Integration. [para 112]

ACTIONS REQUIRED:

1. Based on the needs analysis (4A1, 2B2), determine appropriate PME level courses, education and delivery methods for CW5s.
2. Coordinate/staff with Army.
3. Integrate into WO education.

MILESTONES:

1. 4Q04
2. 2Q05
3. 1Q06

ATLDP LINKS:

W-2A2; W-2A3
W-6C1; O-2D1
N-1E2; N-2A6

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required		1.457	4.480
Funded		0.000	0.802

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required		0.176	

MDEP

GO

RATING:

R

REASON: Lack of Funding

LEAD: TRADOC, CAC / WOCC

RECOMMENDATION #: 2D1 **RECOMMENDATION NARRATIVE:**
PRIORITY: 2

Establish a comprehensive WOES military accreditation process to maintain professional military education standards over time in four areas: faculty, curriculum, facilities, and students. [para 113]

LO: 5, Training and Leader Development

ACTIONS REQUIRED:

1. TRADOC accreditation already established.
2. Sustain/resource accreditation throughout the WOES transformation, refine and enhance as appropriate.

MILESTONES: **ATLDP LINKS:**
W-2A1; O-2C1

1. On-going
2. 1Q06

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

Funding included in ATLDP (O) 2C1

MDEP

GO

RATING:

REASON: Lack of funding in ATLDP (O) 2C1



RECOMMENDATION TITLE:
WOES Course Completion Requirements

LEAD: G1, DAPE-MP

RECOMMENDATION #: 2E1 **RECOMMENDATION NARRATIVE:**
PRIORITY: 2

LO: 5

Require completion of appropriate level WOES courses within one year of being promoted to CW3, CW4, and CW5.

ACTIONS REQUIRED:

MILESTONES: **ATLDP LINKS:**
W-4A1

1. Re-write DA PAM 600-3 to require completion of appropriate school within one year of being promoted.

1. 4Q03

2. Upon completion of W-4A1, revisit this requirement.

2. 1Q06



RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

REASON: See notes



RECOMMENDATION #: 3A1 RECOMMENDATION NARRATIVE:

PRIORITY: 2

LO: 5 , linked to 7 & 14

Remove mandated common core out of WOBC and have all WOs receive this common core training during candidate school, Basic Officer Leadership Course and by Advanced Distributed Learning (ADL). [para 118]

ACTIONS REQUIRED:

MILESTONES:

ATLDP LINKS:

- | | |
|--|---------|
| 1. Extract common core requirements from the Needs Analysis/critical task selection board. | 1. 4Q03 |
| 2. Determine tasks suitable for WOCS; determine tasks that could be done via ADL . | 2. 2Q04 |
| 3. Coordinate/staff with Army. | 3. 3Q04 |
| 4. Accession Cmd revise POIs for WOCS; Proponents revise POIs for WOBC. | 4. 1Q05 |
| 5. Courseware placed on web (ATSC) & revised POIs implemented in WOCS & WOBC. | 5. 1Q06 |

**W-1D1; W-2A1
W-4A1; W-7A1
W-7D1; W-6C1
O-2C2; O-4A7
N-1D2; N-1F2**

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

RQMT NOT IN BUDGET/BES/POM (\$M)

MDEP

	FY 03	FY 04	FY 05-09
Required			
Funded			

	FY 03	FY 04	FY 05-09
Required			

GO
RATING:



REASON:

RECOMMENDATION #: 3B1 RECOMMENDATION NARRATIVE:
PRIORITY: 3

LO: 5 linked to 14

Reemphasize the importance of two-way communication, feedback, and developmental counseling in WO leader development in accordance with AR 623-105, MILPER Message 99-113, and FM 6-22 (22-100). [para 84]

ACTIONS REQUIRED:

1. Revise existing TSPs to incorporate hands-on, performance oriented scenarios with counseling WOs & ties to OERs (CAL & WOCC). Post the new revision of the TSP on the Reimer Library Web Site. (ATSC)
2. Update current POIs method of instruction in the pre-commissioning, OES & PCC on developmental counseling & the OER system. (ACC & CAL)

MILESTONES:

1. 2Q04

2. 4Q04

ATLDP LINKS:

W-1J1; W-1J2
W-3C1; W-7A1
W-6C1; N-1D1
N-1D3; N-1D4
N-1E5; N-1E6
N-1E7; N-2A6

RQMT IN BUDGET/BES/POM/FUNDING LEVEL RQMT NOT IN BUDGET/BES/POM (\$M) MDEP

	FY 03	FY 04	FY 05-09
Required			
Funded			

	FY 03	FY 04	FY 05-09
Required	0.063		
Funding per POC			

GO
RATING:



REASON: Lack of Funding

RECOMMENDATION #: 3B2 RECOMMENDATION NARRATIVE:

PRIORITY: 3

LO: 5

Provide instruction in OBC, CCC, and PCC on WO OERs contained in AR 623-105, Officer Evaluation Reporting System, Appendix B. Hyperlink this information to every branch homepage. [para 87]

ACTIONS REQUIRED:

1. Update current POIs method of instruction in the pre-commissioning, OES & PCC on developmental counseling & the OER system. (ACC & CAL)
2. Branch proponents establish hyperlink on branch home page to the counseling/OERs/FSPs on the Reimer Library Web Site.

MILESTONES:

1. 2Q04
2. 4Q04

ATLDP LINKS:

W-3B1; W-7D1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO RATING:



REASON:

RECOMMENDATION #: 3C1

PRIORITY: 3

LO: 5 linked to 14

RECOMMENDATION NARRATIVE:

Develop a counseling tool using performance indicators listed in Appendix B, FM 6-22 (22-100). Provide OES instruction that links these core competencies to WO leader development. Incorporate this product into the Center for Army Leadership's US Army Developmental Counseling Library (<http://www.counseling.army.mil>). [para 85]

ACTIONS REQUIRED:

1. Revise the current TDA to reflect a new position as webmaster to update and perform maintenance on the counseling web library.
2. CAL in conjunction w/WOCC develops a counseling aid that links competencies to WO leader development using the performance indicators listed in Appendix B, FM 6-22 (FM 22-100) by respective grade, CMFs, branch, and functional area to be utilized in conjunction with the 67-9-1.
3. Update & post the new counseling tool on the Army's Counseling Web Library (www.counseling.army.mil). (TRADOC)
4. Update current POIs in the OES, WOES, and Pre-Commissioning Courses with instruction on developmental counseling using these tools. (TRADOC)

MILESTONES:

1. 3Q03
2. 4Q04
3. 1Q05
4. 2Q05

ATLDP LINKS:

- W-1J1; W-1J2
W-3B1; W-7B3
N-1D1; N-1D2
N-1D3; N-1D4
N-1E5; N-1E6
N-1E7; N-1G2

	RQMT IN BUDGET/BES/POM/FUNDING LEVEL			RQMT NOT IN BUDGET/BES/POM (\$M)			MDEP TADV
	FY 03	FY 04	FY 05-09	FY 03	FY 04	FY 05-09	
Required				Required	0.189	0.095	0.475
Funded							

GO RATING:

REASON: Lack of Funding



LEAD: TRADOC, DCSOPS&T / PPD

RECOMMENDATION #: 4A1/ RECOMMENDATION NARRATIVE:

2B3, 2B5, 6E1

PRIORITY: 1

LO: 5

Transform WOES by conducting a systematic needs analysis, job analysis, and critical individual task analysis as specified in TRADOC Regulation 350-70, Systems Approach to Training, to determine the training and education requirements for WOs by branch, specialty, and grade.
Require proponents to electronically update WO duties by grade and specialty in DA Pam 611-21, Military Occupational Classification and Structure, Chapter 8: Qualifications for and Duties of Specific Military Occupations (6E1). [para 90, 103, 111, 116]

ACTIONS REQUIRED:

1. Publish Needs Analysis Study to develop common core.
2. Proponents MOS specific needs analysis.
3. Identify performance skills / conduct comprehensive review on WO skills.
4. Conduct task selection board.
5. Update or add appropriate courses based on approved tasks.
6. Update appropriate regulations and policies as required.

MILESTONES:

1. 4Q03
2. 2Q04
3. 4Q04
4. 2Q05
5. 1Q06
6. 1Q06

ATLDP LINKS:

W-2C1; W-2C2
W-2C3; W-2C4
W-2D1; W-3A1
W-6C1; W-7B3
N-2A1; N-2A11
N-2A12; N-2A13
O-1C2B

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required		1.640	14.850

MDEP

TADV

GO

RATING:



REASON: Lack of funding

LEAD: G1, DAPE-MP

RECOMMENDATION #: 6A1 RECOMMENDATION NARRATIVE:

PRIORITY: 1

LO: 3

Develop, resource, and implement a program that places responsibility on the chain of command for recruiting, accessing, and retaining WOs to meet the Army’s requirements. The Army G-1 should develop a strategy to provide resources to and link USAREC, PERSCOM, branch proponents, commanders, WOs, and installations in a comprehensive effort to recruit and access WOs. The Army must develop and implement recruiting and accessing using all accession methods. Priority should be early career, then early select, then mid-career, then late career.

ACTIONS REQUIRED:

MILESTONES:

ATLDP LINKS:

1. Subsume ADS XXI (WODAP 6 – Access Tech WOs @ 5-8 years AFS) under ATLDP management process.
2. Evaluation of enlisted and officer recruiting system regulations and statutory policy applicability to warrant officer recruiting process.
3. Develop WO recruiting policy template for all compos that provides guidelines for command involvement. (the entire process needs to be templated, not just the command involvement piece)
4. Staff and publish WO recruiting policy.

1. 1Q03
2. 2Q04
3. 1Q05
4. 1Q06

- [W-6A1](#); [W-6A2](#)
[W-6A3](#); [W-6A6](#)
[W-6A7](#); [W-6A8](#)
[W-6A9](#); [W-6A10](#)
[W-6G1](#)

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

RQMT NOT IN BUDGET/BES/POM (\$M)

MDEP

	FY 03	FY 04	FY 05-09
Required			
Funded			

	FY 03	FY 04	FY 05-09
Required			

GO

RATING:



REASON: Lack of funding.

LEAD: TRADOC, ACCESSION CMD

RECOMMENDATION #: 6A2

RECOMMENDATION NARRATIVE:

6A4; 6A5

PRIORITY: 1

Develop, implement, and resource a formal WO recruiting organization and program. (See note pages)

LO: 3

ACTIONS REQUIRED:

1. Research and develop a warrant officer recruiting organization and program that reaches down to the unit level. Include retention SMEs and proponents in developing Army policy template for WO recruitment.
2. Determine cost of implementing the program.
3. Establish program outlining duties and responsibilities at all levels to support recruiting mission.
4. Implement program.

MILESTONES:

1. 4Q03
2. 2Q04
3. 4Q04
4. 2Q06

ATLDP LINKS:

W-6A1; W-6A9



RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

R

REASON: Lack of funding

LEAD: TRADOC, ACCESSION CMD/ G-1 Assist

RECOMMENDATION #: 6A3 RECOMMENDATION NARRATIVE:

PRIORITY: 1

Eliminate disincentives to WO recruitment and accession in units (See note pages):

LO: 3

ACTIONS REQUIRED:

MILESTONES: ATLDP LINKS:

W-1A1; W-6A1;
W-6A2

- | | |
|--|---------|
| 1. Subsume ADS XXI (WODAP 10 – Automate the WO appointment process) under ATLDP management process. | 1. 1Q03 |
| 2. Determine whether commanders should get reenlistment credit for soldiers who attend WOCS and when those soldiers should be credited as losses to the unit | 2. 2Q04 |
| 3. ID which MOSs would participate in the program and determine annual project costs of retaining bonuses | 3. 3Q04 |
| 4. Review WOCS service obligations | 4. 1Q06 |
| 5. Simplify the WOCS application process to make it more user friendly. Include more automations and links. | 5. 2Q06 |

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required		1.5	

MDEP

GO

*Funding requirement identified for number 2.

RATING:



REASON: Lack of funding

LEAD: TRADOC, DCSOPS&T / TDAD

RECOMMENDATION #: 6A6 RECOMMENDATION NARRATIVE:

PRIORITY: 3

Use the Army's COOL web site to identify civilian occupations that meet proponent equivalent requirements.

LO: 3

ACTIONS REQUIRED:

MILESTONES: ATLDP LINKS:
W-6A9

- 1. Based on task analysis, compare Army tasks, skills, and knowledge to civilian occupational database.
- 2. Develop list of skills and knowledge tied to civilian occupations by MOS.
- 3. Coordinate with TAG for publication of skills and knowledge tied to civilian occupations by MOS.
- 4. Publish skills and knowledge tied to civilian occupations by MOS.

- 1. 4Q03
- 2. 4Q04
- 3. 1Q05
- 4. 3Q05

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

RQMT NOT IN BUDGET/BES/POM (\$M)

MDEP

	FY 03	FY 04	FY 05-09
Required			
Funded			

	FY 03	FY 04	FY 05-09
Required			

NOGO

RATING:

REASON: Lack of funding

RECOMMENDATION TITLE:
RC WO Shortages

LEAD: G1, DAPE-MP

RECOMMENDATION #: 6A8 RECOMMENDATION NARRATIVE:
PRIORITY: 1

LO: 3

Direct PERSCOM, OCAR, and NGB to conduct a review of existing and projected RC WO Shortages over the next ten years and use all available RC assets, while maintaining a single standard for the Army. (See note pages).

ACTIONS REQUIRED:

1. Review of existing RC recruitment programs and compensation incentives.
2. Recommend accession and compensation programs which address required RC capability.
3. Implement.

MILESTONES:

1. 4Q03
2. 4Q04
3. 1Q05

ATLDP LINKS:
W-6A1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:



REASON: Lack of funding

LEAD: TRADOC, DCSOPS&T, PPD

RECOMMENDATION #: 6A9 RECOMMENDATION NARRATIVE:

6A7

PRIORITY: 2

LO:3

In WO specialties with accession shortfalls, **conduct a review on the feasibility of expanding the feeder MOSs to include more MOSs in their accession pools where possible. This review should also** consider whether the Army can access individuals directly from civilian careers having skills related to the WO specialty. Invest in training and education through the Warrant Officer Candidate School and the Warrant Officer Basic Course to provide the individual the direct leader skills needed to serve as a WO1.

ACTIONS REQUIRED:

MILESTONES:

ATLDP LINKS:
W-6A2; W-2A1

- | | |
|---|----------|
| 1. Subsume ADS XXI (WODAP 4 – Prerequisites to expand tech WOs accession base) under ATLDP management process. | 1. 1Q03 |
| 2. Compile list of approved additional feeder MOSs. | 2. 2Q03 |
| 3. Publish updated feeder MOS list. | 3. 3Q03 |
| 4. Establish Non-feeder prerequisites | 4. 3Q03 |
| 5. Validate feasibility of applying early accessions methods to additional WO specialties. | 5. 4Q03 |
| 6. Study Civilian institution for graduation requirements. ID which civilian specialties have relevant WO specialty skill sets. | 6. 4Q04 |
| 7. Determine if additional incentives would be necessary to recruit from those civilian specialties | 7. 4Q04 |
| 8. Mentorship program for Civilian Hires | 8. 4Q04 |
| 9. Pilot Program developed | 9. 1Q05 |
| 10. Implement program | 10. 1Q06 |

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

RQMT NOT IN BUDGET/BES/POM (\$M)

MDEP

GO

	FY 03	FY 04	FY 05-09
Required	4.200	2.100	10.500
Funded	0.000	0.000	0.000

	FY 03	FY 04	FY 05-09
Required			

TADV

ADS XXI POM and Budget UFRs

RATING:

REASON: Lack of funding

R

RECOMMENDATION TITLE:
Aggressively Recruit TPU Soldiers to fill RC Shortages

LEAD: G1, DAPE-MP

RECOMMENDATION #: 6A10 **RECOMMENDATION NARRATIVE:**

PRIORITY: 3

LO: 3

The reserve components should recruit TPU soldiers as aggressively as they do AGR soldiers. Focusing only on AGR soldiers will not solve the problem of vacant WOs positions in the RC force structure.

ACTIONS REQUIRED:

- 1.
- 2.
- 3.

MILESTONES:

- 1.
- 2.
- 3.

ATLDP LINKS:

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

NOGO

RATING:

REASON:

RECOMMENDATION TITLE:
Improve Web-based Assignment System

LEAD: PERSCOM, WO Div.

RECOMMENDATION #: 6B1 RECOMMENDATION NARRATIVE:
PRIORITY: 3

Improve 'Warrant Officer Division's use of a web-based assignments system. The assignment Posting should include the duty description, required operational and institutional experiences (qualifications), and a link to the unit.

LO: 10

ACTIONS REQUIRED:

1. Web Based OAP application version 1 on line
2. Hot Jobs posted on CM pages
3. Req Trailer Data use by field.

MILESTONES:

1. Implemented
2. Implemented
3. 1Q05

ATLDP LINKS:

N-1H5

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required	250k	125k	125k
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required	1.5M	750K	750K

MDEP

GO

REASON: Lack of funding

RATING:

A

LEAD: PERSCOM WO Div, G1 assist

RECOMMENDATION #: 6C1 RECOMMENDATION NARRATIVE:

PRIORITY: 2

LO: 2

Assign responsibility for professional development and management, assignments, training, and education, of all officers to the branch proponents in the Officer Personnel Management Division (OPMD) of PERSCOM. Determine and allocate resources for branch proponents to accomplish this. Doing this will develop synergy in training, education, leader, and professional development. This integration must be, as a minimum, for assignments and branch-specific schooling. Evaluate the feasibility of maintaining a reduced WO branch to work common schooling, civilian education, Training With Industry and central management of CW5s (similar to the GOMO, colonels branch, and CSM branch).

ACTIONS REQUIRED:

MILESTONES:

ATLDP LINKS:

1. DA PAM 600-3 integration.

1. 1Q04

W-1C1; W-1D1

2. Branch insignia.

2. 4Q04

W-1E1; W-2A1

3. WOES changes/OES integration.

3. 1Q06

W-2A2; W-2B2

4. Internal PERSCOM changes to include establishing authorized warrant officer positions at each branch.

4. 4Q06

W-2B4; W-2C1

5. Referenced links accomplished first.

5. 1Q05

W-2C2; W-2C3

W-2C4; W-3A1

W-3B1; W-4A1

W-6H1; W-7A1

W-7B3

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

RQMT NOT IN BUDGET/BES/POM (\$M)

MDEP

GO

	FY 03	FY 04	FY 05-09
Required			
Funded			

	FY 03	FY 04	FY 05-09
Required			

RATING:

REASON: Personnel policy decisions, training and funding.



RECOMMENDATION TITLE:

Assign WOs by Grade

LEAD: G1, DAPE-MP

RECOMMENDATION #: 6D1 RECOMMENDATION NARRATIVE:

PRIORITY: 1

Direct PERSCOM to assign WOs by grade rather than by grade band.

LO: 3

ACTIONS REQUIRED:

1. Subsume ADS XXI (WODAP 2 – Assign WOs by grade) under ATLDP management process.

2. Modify data automation systems for distribution management at PERSCOM for assignment by individual grade.

3. Implement as part of DIMHRS conversion.

MILESTONES:

1. 1Q03

2. 1Q06

3. 4Q06

ATLDP LINKS:

N-1H1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

R

REASON: DIMHRS availability and funding

LEAD: G3, DAMO-TRC

RECOMMENDATION #: 6D2 **RECOMMENDATION NARRATIVE:**
PRIORITY: 1

LO: 4

Change AR 220-1, Unit Status Reporting, to specify WO shortages by grade rather than combining all WO grades into one category. Doing this will enable commanders to better emphasize the shortage of senior WOs in their units and its impact on unit readiness. The Army must have the ability to measure the effect on readiness caused by shortages of senior WOs.

ACTIONS REQUIRED:

- 1. Changes to AR 220-1 complete. Chapter 3 now has WO tracked by grade.

MILESTONES:

- 1. Updated 220-1 will be Published 2nd QTR FY 03

ATLDP LINKS:

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

REASON: Will be implemented upon publication of updated AR.

C

RECOMMENDATION TITLE:

Require GO Approval to Assign WOs Two Grades Up or Down

LEAD: PERSCOM, G1 assist

**RECOMMENDATION #: 6D3
PRIORITY: 3**

RECOMMENDATION NARRATIVE:

Change AR 614-100, Officer Assignment Policies, Details, and Transfers, and AR 623-105, Officer Evaluation Reporting System, to require general officer approval before a WO can be assigned two grades above or two grades below his or her grade. This recommendation will ensure senior officers in the chain of command are aware of and concur with assigning WOs to positions that do not match their grade in order to meet the needs of the command.

LO: 3

ACTIONS REQUIRED:

1. Include in DA PAM 600-3
2. Submit DA Form 2028 to change AR 614-100 para 1-5f and AR 623-105, appendix B.
3. Implement program based on changes to regulatory guidance.

MILESTONES:

1. 1Q04
2. 1Q03
3. 2Q04

ATLDP LINKS:

**W-6D1; W-6D2
W-2B2; O-1C2A**

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

A

REASON: Awaiting changes to regulatory guidance.

LEAD: TRADOC, DCSOPS&T / TDAD

RECOMMENDATION #: 6E2 / 6E3

RECOMMENDATION NARRATIVE:

PRIORITY: 2

Update the duty descriptions in DA Pam 611-21 based on proponent approved individual tasks, conditions, standards; performance measures; and doctrinal references associated with battle-focused duties. The proponent is responsible for identifying critical tasks and individual task analysis data. DA Pam 611-21 is built from the analysis data. **Hyperlink these standards to branch web sites and update as needed (6E3).**

LO: 4

ACTIONS REQUIRED:

MILESTONES:

ATLDP LINKS:

1. Conduct job analysis.

1. 4Q03

O-4A1; O-7A5
O-1E4; N-6A1

2. Conduct individual task analysis.

2. 2Q04

3. Compile and submit changes to DA Pam 611-21.

3. 4Q04

4. Load analysis data into ASAT.

4. 2Q05

5. Establish hyperlinks to branch web sites.

5. 2Q05

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

* Ensure update is linked to update of DA PAM 600-3.

RATING:

REASON: Awaiting research, analysis and update.

A

LEAD: TRADOC, DCSOPS&T, PPD

RECOMMENDATION #: 6F1

RECOMMENDATION NARRATIVE:

PRIORITY: 2

LO: 5

Require proponents to update and maintain WO career development models depicting specific, specialty-related developmental courses/certifications/licensing applicable at appropriate stages (i.e., new assignment, new equipment, or new processes) of a WO's career.

ACTIONS REQUIRED:

1. TRADOC develops a standard WO Career Development Model template as a guide & distribute to each proponent with a suspense for completion.
2. Each proponent develop/updates their WO career development model.
3. Based on 1D1 & 4A1 to eliminate DA Pam 600-11, incorporate information WO Professional Development into DA Pam 600-3 or establish hyperlink from the WOCC Web Site to each proponent school for their specific WO career development model (7B3). (G-1/CAL)

MILESTONES:

1. 2Q03
2. 3Q03
3. 4Q03

ATLDP LINKS:

[W-1D1](#); [W-1E1](#)
[W-4A1](#); [W-7A1](#)
[W-7B3](#); [O-2A1](#)
[N-1H2](#); [N-6C4](#)

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:

A

REASON: Awaiting research, development, and update.

RECOMMENDATION TITLE:
Develop a Formal WO Retention Program

LEAD: G1, DAPE-MP

RECOMMENDATION #: 6G1 RECOMMENDATION NARRATIVE:
PRIORITY: 2

Develop and implement a flexible, multifaceted program to retain WOs in career fields that exhibit retention problems (See note pages).

LO: 3

ACTIONS REQUIRED:

1. Direct PERSCOM TAGD to develop and execute methodology for capturing and analyzing data on warrant officer separations.
2. Establish policy for program of systematic compensation / benefits that may be applied whenever analysis indicates need.
3. Identify resources required to implement and POM for 06-11.

MILESTONES: **ATLDP LINKS:**
[W-1H2](#); [W-6A1](#)

1. 4Q03

2. 4Q04

3. 4Q04

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO

RATING:



REASON: Awaiting research, development and implementation.

RECOMMENDATION #: 6H1
PRIORITY: 2

RECOMMENDATION NARRATIVE:

LO: 3

Complete the ADS XXI grade-rollback initiative to realign the authorized grades for WOs throughout the AC TDA and TOE units to better reflect the actual WO grades required. Specifically, allow each branch proponent to adjust the Army’s AGDM for WOs to fit their needs and requirements. At the very least, consider creating an ADGM for aviation warrant officers, and a separate one for technical service warrant officers. Once this ADS-XXI initiative is complete, the number of WOs filling a position that does not match their grade will significantly decrease. This situation will improve the ability of assignment managers to assign WOs to appropriate positions.

ACTIONS REQUIRED:

MILESTONES: **ATLDP LINKS:**
W-6C1; O-1E3A

- | | |
|---|-------------|
| 1. Subsume ADS XXI (WODAP 1 – Roll back AC WO grade structure) under ATLDP management process. | 1. 1Q03 |
| 2. Proponents for Tech Services MOS initiate MOCS proposals to revise structure to closely match AGDM as established in WOMA. | 2. Complete |
| 3. MOCS process for Tech services complete and documents updated. | 3. 2Q03 |
| 4. Aviation Transformation TF complete work on Objective Force aviation structure. | 4. 3Q03 |
| 5. Avn Proponent submit MOCS change proposal. | 5. 1Q04 |

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

RQMT NOT IN BUDGET/BES/POM (\$M)

MDEP

	FY 03	FY 04	FY 05-09
Required			
Funded			

	FY 03	FY 04	FY 05-09
Required			

GO

RATING:

A

REASON: Awaiting completion of aviation restructure and submission of MOCS.

LEAD: TRADOC, CAC / WOCC

RECOMMENDATION #: 7A1

7B1, 7B2

PRIORITY: 2

LO: 5, Training and Leader Development

RECOMMENDATION NARRATIVE:

Expand and enhance training of WOs in units using resident, distributed learning, TWI, and specialty-focused post-secondary and vocational civilian education. Optimize reach back (from the field to the institution) and reach forward (from the institution to the field) assignment-oriented training and education for WOs during their operational experiences throughout their careers. [para 109]

ACTIONS REQUIRED:

1. Identify and enable reach back/reach forward training opportunities.
2. ICW O-7A4, analyze, design, develop; and implement digital knowledge network master plan for WOs.
 - A. Build pilot communities for knowledge management (KM). Collaboration (SME, Peer, virtual staff). Knowledge delivery, performance support and training support
 - B. Develop training support system for trainers, training developers, managers and resource managers.
 - C. Develop info technology infrastructure. Expand communities and tools, doubling capability each year. Migrate to Army-Wide integration of tactical communities.
3. Build capability to integrate explicit and tacit tactical knowledge management and online leader development system & link into Army DOD, industry based, and Joint Knowledge Management systems.

MILESTONES:

ATLDP LINKS:

W-1K1; W-6C1
O-1E4; O-7A4
N-1H7

1. 2Q04

2. 1Q05

3Q05

3Q05

3. 3Q05

LEAD: TRADOC, CAC / WOCC

RECOMMENDATION #: 7A1 RECOMMENDATION NARRATIVE:

7B1, 7B2

PRIORITY: 2

Expand and enhance training of WOs in units using resident, distributed learning, TWI, and specialty-focused post-secondary and vocational civilian education. Optimize reach back (from the field to the institution) and reach forward (from the institution to the field) assignment-oriented training and education for WOs during their operational experiences throughout their careers. [para 109]

LO: 5, Training and Leader Development

RQMT IN BUDGET/BES/POM/FUNDING LEVEL RQMT NOT IN BUDGET/BES/POM (\$M) MDEP

	FY 03	FY 04	FY 05-09
Required			
Funded			

	FY 03	FY 04	FY 05-09
Required			0.450

GO

RATING:



REASON: Lack of funding (ATLDP O-7A4 funding included.)

LEAD: TRADOC, ATSC

RECOMMENDATION #: 7B3 **RECOMMENDATION NARRATIVE:**

PRIORITY: 3

LO: 4, Links to 5

Hyperlink updated, specific, specialty-related, WO developmental courses/certifications/licensing (technical, tactical, and leadership) on each branch’s home page. [para 138]

ACTIONS REQUIRED:

1. Branch proponents develop and/or continually update your WO career developmental courses/certifications/licensing web sites.
2. Ensure hyperlink from AKO to the appropriate branch web page.

MILESTONES:

1. 4Q03
2. 1Q04

ATLDP LINKS:

- [W-1D1](#); [W-2A2](#)
[W-2B2](#); [W-2B4](#)
[W-2C2](#); [W-3C1](#)
[W-4A1](#); [W-6C1](#)
[W-6F1](#); [W-7C1](#)
[W-7D1](#); [O-7A4](#)

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

**GO
RATING:**



REASON:

LEAD: PERSCOM

RECOMMENDATION #: 7C1 **RECOMMENDATION NARRATIVE:**
PRIORITY: 3

Enable continual WO technical training and education through e-learning by expanding eArmyU.com online degree offerings to include programs applicable to WOs. [para 142]

LO:5

ACTIONS REQUIRED:

1. PERSCOM assess the ability to expand this program to WOs/Officers.
2. Evaluate incentives/disincentives to WOs/Officers using eArmy.u.
3. Provide recommendations and staff Army-wide.
4. Implement if applicable.

MILESTONES:

1. 3Q03
2. 1Q04
3. 2Q04
4. 1Q05

ATLDP LINKS:

W-7B3; O-7A7
N-6D1

RQMT IN BUDGET/BES/POM/FUNDING LEVEL

	FY 03	FY 04	FY 05-09
Required			
Funded			

RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required			

MDEP

GO
RATING:



REASON:

RECOMMENDATION TITLE:
Establish Self Development Programs

LEAD: G-3, DAMO-TRL

RECOMMENDATION #: 7D1/ **RECOMMENDATION NARRATIVE:**

7D2

PRIORITY: 3

Require commanders to establish and monitor self-development programs for their organizations IAW FM 6-22 (22-100) and FM 7-1 (25-101). Reemphasize the role of raters and senior raters in establishing self-development goals for WOs (using DA Form 67-9-1) and provide them with the appropriate time and resources as the unit mission permits. [para 139, 140]

LO 5

ACTIONS REQUIRED:

MILESTONES:

ATLDP LINKS:

1. DAMO-TRL determine the objectives and end-state of self development in the overall leader development process.
2. TRADOC, through executive agents, determine the appropriate level of commander, individual, and command responsibility; develop plan for implementation of revised self-development policy, doctrine, and initiatives.
3. Update, synchronize, and integrate designated policy and regulations; DA PAMs 350-58 and 600-3
4. Ensure sufficient and appropriate resources are available to support self-development policy, doctrine, and initiatives.
5. Monitor, sustain, and evaluate self-development policy, doctrine, and initiatives.

1. 2Q04
2. 3Q04
3. 4Q05
4. 4Q05
5. 4Q06

W-3A1; W-7D1
W-3B2; W-7B3
O-3A6; O-7A2
O-7A3; N-1G1
N-6C2; N-6C3
N-6C5

RQMT IN BUDGET/BES/POM/FUNDING LEVEL RQMT NOT IN BUDGET/BES/POM (\$M)

	FY 03	FY 04	FY 05-09
Required	0.00	0.00	
Funded	0.00	0.00	

	FY 03	FY 04	FY 05-09
Required	0.00	0.00	

MDEP: N/A

REASON:

GO RATING:

A