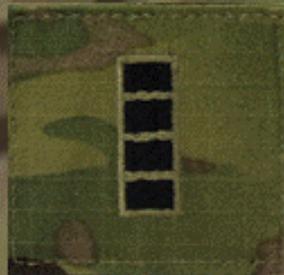




U.S. ARMY



THE ARMY WARRANT OFFICER 2025 STRATEGY

IN SUPPORT OF FORCE 2025 AND BEYOND

2016

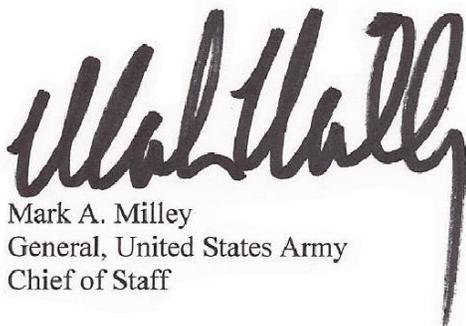
Foreword

United States Army Warrant Officers, a cohort within the officer corps, are the Army's premier land force technical experts and systems integrators. Increased reliance on warrant officers to meet current and future Army requirements necessitates the delivery of warrant officer training and education that keeps pace with rapidly changing technological advancements and dynamic operational environments.

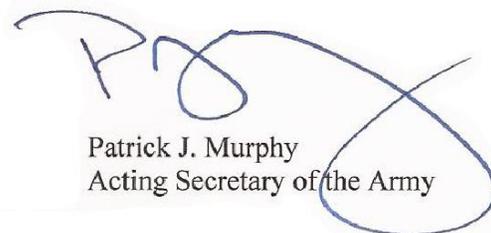
The leader development and professional military education afforded to warrant officers has served the cohort well in the past but must be designed to meet the future leadership development, understanding of evolving complex systems, and technical skill sets essential to supporting the advanced capabilities of *Force 2025 and Beyond*. *The Army Warrant Officer 2025 Strategy* provides a comprehensive approach to this task.

The Army Warrant Officer 2025 Strategy outlines how future warrant officers in the Total Force are accessed, developed, and utilized as they support the force in their highly specialized roles as the Army's systems operators, managers, integrators, and leaders. The strategy provides focused strategic thought toward meeting future force objectives, identifies lines of effort to achieve those ends, and identifies additional cohort efforts for supporting Army priority investments in education, training, and leader development.

The relevance of our Army warrant officer cohort has never been greater. The Army must define the steps necessary to ensure warrant officers are technologically agile, adaptive, and innovative leaders - trusted professionals - who will maintain capability overmatch and effectively manage logistical demands to "*Win in a Complex World*."



Mark A. Milley
General, United States Army
Chief of Staff



Patrick J. Murphy
Acting Secretary of the Army

Table of Contents

Introduction.....	1
Assumptions.....	2
Ends.....	3
Ways	3
Crosscutting Concepts	8
Means	8
Risk	10
Conclusion	10
Appendix A: The Army Warrant Officer 2025 Strategy Synchronization and Strategic Direction	11
Appendix B: Sources	12

“Innovation is the result of critical and creative thinking and the conversion of new ideas into valued outcomes. Innovation drives the development of new tools or methods that permit Army forces to anticipate future demands, stay ahead of determined enemies, and accomplish the mission.”

Army Operating Concept, 2014

Introduction

The *Army Operating Concept* (TRADOC Pam 525-3-1) describes how future Army forces, as part of joint, interorganizational, and multinational (JIM) efforts, operate to accomplish campaign objectives and protect U.S. national interests. The future force must be prepared to “Win in a Complex World” with adaptive leaders, resilient Soldiers, and cohesive teams,

including professional **warrant officers of character, competence, and commitment, who thrive in complex and uncertain environments.**

The future operational environment (OE) will present a complex set of threats. Diverse enemies will continue to employ traditional, unconventional, and hybrid strategies to threaten U.S. national security. Threats to U.S.

technological overmatch, increased human interaction, proliferation of weapons of mass destruction, the spread of advanced cyberspace and counter-space capabilities, and future urban operations among populations in cities will likely have significant impact on Army operations.

The objectives of the future force present unusual challenges for each cohort as the Army sets the course for becoming leaner, more lethal, and more expeditionary while retaining overmatch capabilities, and setting the conditions for fundamental change. Warrant officers, as the **Army’s premier land force technical experts and systems integrators**, will be expected to provide expedient solutions to increasingly complex problems. In their unique roles, warrant officers must possess the **deep knowledge and technical expertise** to integrate systems throughout the force, and be able to develop innovative methods to support future requirements. This will require a greater investment to fully develop the knowledge, skills, and abilities of every warrant officer to reach their unique potential as *Trusted Army Professionals*.



Warrant officers comprise approximately 3 percent of the Army, 21 percent of the officer corps, and serve in over 60 specialties across 17 branches: Adjutant General, Air Defense, Aviation, Chemical, Cyber, Engineer, Field Artillery, Judge Advocate General, Medical Service, Military Intelligence, Military Police, Ordnance, Quartermaster, Special Forces, Signal, Transportation, and Veterinary Service. Each warrant officer occupational specialty receives branch-designed technical training and education across the learning continuum to support their specified duties and responsibilities at the tactical, operational, and strategic level. An intrinsic goal of *The Army Warrant Officer 2025 Strategy* is to develop cohort centric best practices and solutions without restricting best practices and solutions that currently exist across the Operational and Institutional Army.

The Army Warrant Officer 2025 Strategy takes into account existing cohort Army Leader Development Program (ALDP) initiatives, future-focused recommendations from the 2013 Warrant Officer Continuum of Learning Study (WOCLS), and the Army Senior Warrant Officer Council's (ASWOC) Lines of Effort (LOE) to provide the foundation of a unifying cohort strategy. In addition, the Army Warfighting Challenges are applied to frame the learning and collaboration required for the future force. This strategy provides an effective, actionable methodology for completing existing initiatives, developing new initiatives, revitalizing warrant officer Professional Military Education (PME), and ensuring other key warrant officer leader development components are in place to meet emerging future land force requirements. Through sustained collaboration, the implementation of this strategy will ensure warrant officer initiatives are fully developed, vetted, and integrated within the Department of the Army processes. *The Army Warrant Officer 2025 Strategy* applies to all warrant officers in the Total Army.

Assumptions

The *Army Strategic Planning Guidance* and the *Army Operating Concept* help frame the following assumptions about future conditions supporting *The Army Warrant Officer 2025 Strategy*:

1. The Army will have resources to preserve readiness, force structure, and modernization necessary to meet National Defense Strategy demands.
2. The Army will conduct operations as part of JIM teams.
3. The Army will remain a professional all-volunteer force with warrant officers fulfilling highly specialized roles as leaders, managers, systems operators and integrators, and technological and logistical experts.
4. There will be challenges to U.S. Military technological advantages across the land, air, maritime, space, and cyberspace domains.

“Our most valued assets, indeed, the Nation's most valued assets, are our Soldiers and our solemn commitment must always be to never send them into harm's way untrained, poorly led, undermanned, or with less than the best equipment we can provide.”

39th Chief of Staff of the Army, General Mark A. Milley

Ends

The Army Warrant Officer 2025 Strategy seeks to produce a Joint and Combined Arms capable warrant officer cohort of Trusted Professionals with technologically agile, adaptive, and innovative leaders who maintain Army capability overmatch and reduce logistical demands for the Army's *Force 2025 and Beyond*. This requires a fully synchronized warrant officer cohort through optimized accessions, leader development, and world-class PME systems, prepared to provide an expected level of capability to leaders of future Joint and Combined Arms formations in unpredictable operational environments.

The Army Warrant Officer 2025 Strategy supports the *Army Operating Concept*, which describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as part of our Joint Force and working with multiple interorganizational and multinational partners. The *Army Operating Concept* also specifically calls for developing innovative leaders and optimizing human performance. Finally, *The Army Warrant Officer 2025 Strategy* nests with the Army's *Force 2025 and Beyond* initiative to deliver landpower capabilities as a strategic instrument of the future Joint Force.

Ways

The Army Warrant Officer 2025 Strategy is organized into four broad LOEs supported by two crosscutting concepts. The strategic approach organizes the LOEs by purpose and links supporting objectives and key tasks to the strategic ends. Each LOE has supporting objectives and key tasks. The supporting objectives define realistic outcomes that are necessary and sufficient to achieve the desired end state. The key tasks are the specific efforts identified as most likely to produce the desired outcomes.

The two crosscutting concepts – Leader Development and the Army Profession – serve to link the four LOEs.

The Army Warrant Officer 2025 Strategy has four distinct lines of effort:

1. Accessions
2. Development
3. Talent Management/Utilization
4. Army Profession



To achieve the desired ends, the warrant officer cohort requires greater integration and synchronization within the officer corps, alignment within the Army University, and nesting with the Army's *Force 2025 and Beyond* initiative. For LOE #1, this means analyzing the current accession processes and developing a new approach to analysis of accession processes, skill sets, and education criteria for compatibility with future requirements. For LOE #2, this requires Army institutions to develop new and more agile systems and processes in the education and development of Army warrant officers that allow them to adjust to a more dynamic set of requirements. For LOE #3, this means developing a new approach to Talent Management and utilization of warrant officers to better support the Army of 2025 and beyond. Finally, LOE #4 will reinforce the importance of continued commitment to the Army Profession and institutionalizing a professional culture of trust.

LOE #1: Accessions (USAREC/Branch Proponents): The Accessions LOE supports the following Army Warfighting Challenges (AWfC). #10: Develop Agile and Adaptive Leaders; and #14: Ensure Interoperability and Operate in the JIM Environment.

Supporting Objective #1.1: Complete a comprehensive analysis of accession processes, skill sets, and education criteria for compatibility with future requirements.

Supporting Objective #1.2: Create methodologies to identify and acquire the best qualified candidates, skilled in current and emerging technologies, to support future force requirements.

LOE #2: Development (Army University): The Development LOE supports the following AWfC. #1: Develop Situational Understanding; #4: Adapt the Institutional Army; #8: Enhance Training; #9: Improve Soldier, Leader, and Team Performance; #10: Develop Agile and Adaptive Leaders; #14: Ensure Interoperability and Operate in the JIM Environment; #19: Exercise Mission Command; and #20: Develop Capable Formations.

Supporting Objective #2.1: Establish the capacity to provide direction and oversight of *The Army Warrant Officer 2025 Strategy* planning, synchronization, and implementation through sustained collaboration.

Supporting Objective #2.2: Apply Warrant Officer General Learning Outcomes (GLOs) to all levels of warrant officer education and training.

Supporting Objective #2.3: Reduce Army contract logistical support through refocused warrant officer technical training.

Key Task 2.3.1: Resource requirements identified by the TRADOC Warrant Officer Basic Course (WOBC) and Warrant Officer Advanced Course (WOAC) Technical Training Implementation Plan.

Key Task 2.3.2: Sustain continued development of follow-on branch technical courses after Warrant Officer Intermediate Level Education (WOILE) and Warrant Officer Senior Service Education (WOSSE).

Key Task 2.3.3: Seek industry based technical certifications and credentialing to proactively support emerging systems requirements.

Key Task 2.3.4: Adopt key best practices to keep pace with the OE and technological change.

Supporting Objective #2.4: Fundamentally change warrant officer PME through institutional agility and unity of effort to improve future warrant officer leader development.

Key Task 2.4.1: Synchronize warrant officer PME efforts within the Centers of Excellence (CoE).

Key Task 2.4.2: Ensure the optimal organizational structure of the Warrant Officer Career College.

Key Task 2.4.3: Determine the benefits, feasibility, and cost of aligning all Combined Arms Center senior level education courses at a single Army installation.

Key Task 2.4.4: Conduct a review of Warrant Officer Candidate School (WOCS) Academic Governance and develop metrics to ensure increased institutional effectiveness.

Supporting Objective #2.5: Increase the value, rigor, and emphasis on education and training through Army University and other warrant officer initiatives.

Key Task 2.5.1: Increase academic rigor and relevance in the WOCS.

Key Task 2.5.2: Integrate warrant officers into the Mid-Grade Learning Continuum through the Warrant Officer Advanced Course (WOAC) Common Core redesign.

Key Task 2.5.3: Increase the academic rigor and relevance in the WOILE and WOSSE courses.

Key Task 2.5.4: Optimize WOILE/WOSSE – Establish distributed learning course alternatives and competitive selection criteria for resident attendance.

Key Task 2.5.5: Expand representation in Army Leader and Governance Forums.

Supporting Objective #2.6: Develop Army Warrant Officer Joint Education Standards.

Supporting Objective #2.7: Identify and resource expanded warrant officer broadening opportunity programs.

Key Task 2.7.1: Increase Training with Industry (TWI) opportunities.

Key Task 2.7.2: Integrate select warrant officers into Officer Intermediate and Senior Service Education/Seminars.

Key Task 2.7.3: Widen participation of select warrant officers in Fellowships.

Key Task 2.7.4: Expand Advanced Civil Schooling (ACS) attendance opportunities.

LOE #3: Talent Management/Utilization (HQDA G-1/Human Resources Command): The Talent Management/Utilization LOE supports the following AWfC. #9: Improve Soldier, Leader and Team Performance; #10: Develop Agile and Adaptive Leaders; #14: Ensure Interoperability and Operate in the JIM Environment; and #20: Develop Capable Formations.

Supporting Objective #3.1: Institute methodologies to improve utilization of the warrant officer cohort to better support the Army of 2025 and beyond.

Key Task 3.1.1: Develop warrant officer positions through force management to address utilization, leadership, and management gaps across Army organizations.

Key Task 3.1.2: Restructure the evaluation system for senior field grade warrant officers (CW5).

Key Task 3.1.3: Review management and oversight of senior field grade warrant officer assignments.

Key Task 3.1.4: Formalize talent management processes for select warrant officer positions.

Supporting Objective #3.2: Develop policy which mandates PME completion requirements to serve in critical warrant officer assignments.

Supporting Objective #3.3: Formalize Command Chief Warrant Officer (CCWO), Chief Warrant Officers of the Branch (CWOB), and Regimental Chief Warrant Officer (RCWO) roles and responsibilities in applicable Army Regulations.

Supporting Objective #3.4: Develop procedures to identify warrant officers in Joint, Interorganizational, and Multinational positions.

LOE #4: Army Profession (Mission Command CoE): The Army Profession LOE supports the following AWfC. #9: Improve Soldier, Leader and Team Performance; and #10: Develop Agile and Adaptive Leaders.

Supporting Objective #4.1: Promote and strengthen a professional culture of trust.

Key Task 4.1.1: Foster coaching, counseling, teaching, and mentoring across the cohort.

Key Task 4.1.2: Promote a fundamental change in cohort culture through stewardship and esprit de corps programs.

Key Task 4.1.3: Continuously improve the professionalism and ethical core of the cohort.

Key Task 4.1.4: Contribute to the Army art and science of land warfare through expanded submissions to military publications.

Supporting Objective #4.2: Institutionalize an unambiguous order of precedence within warrant officer grades; update applicable Army policies and regulations to bring in alignment with Army Regulation 600-20.

Crosscutting Concepts

Two important concepts cut across *The Army Warrant Officer 2025 Strategy* LOEs and impact all aspects of the strategic approach—Army Leader Development and the Army Profession. First, the Army’s Leader Development efforts must build the next generation of competent and committed leaders of character who improve and thrive in ambiguity and chaos. Second, the Army Profession is a unique vocation of experts in the effective and ethical application of landpower. The Army Ethic is the foundation for the Army Profession. The Army Ethic inspires our shared identity as trusted professionals with distinctive roles as honorable servants, technical and tactical experts, and stewards of the Army Profession. Serving under civilian authority, Army Professionals must defend the Constitution and the rights and interests of the American people. Both the Army Profession and the Army Ethic underpin an Army culture that enables Mission Command. The Army Profession and effective leaders at all levels are essential to achieve *The Army Warrant Officer 2025 Strategy* end state.

Crosscutting Concept #1. Leader Development. Train, educate, and provide experiences to develop leaders to prevail in Unified Land Operations using Mission Command. The *Army Leader Development Strategy* discusses the Army’s approach to leader development.

Crosscutting Concept #2. Army Profession. Reinforce an ethos of trust that supports honorable service, military expertise, stewardship, and esprit de corps. *Army Doctrine Reference Publication 1: The Army Profession* discusses the Army Profession.

Means

The Army Warrant Officer 2025 Strategy is not a resourcing document, however; it identifies key areas in warrant officer accessions, development, talent management/utilization, and the Army Profession that support greater integration and synchronization within the officer corps. Improvements in these areas will generate short-term resource requirements with substantial long-term return on investment. This document is a planning tool that the Army will supplement with implementation plans including full resource requirements and cost-benefit analysis. Effective implementation of *The Army Warrant Officer 2025 Strategy* requires a formal and effective governance process. This process will include the Army Senior Warrant Officer Council, the Army Learning Coordination Council, the Army Profession and Leader Development Forum, and the Training General Officer Steering Committee. *The Army Warrant Officer 2025 Strategy* will integrate existing and future cohort programs and initiatives.

Army Senior Warrant Officer Council (ASWOC). Chaired by the Command Chief Warrant Officer (CCWO), Combined Arms Center (CAC), the ASWOC is a Secretary of the Army-chartered senior leadership body whose mission is to introduce, review, and address relevant issues concerning Army systems, policies, and programs that are designed to produce ready and relevant warrant officers who are competent in executing the Army mission within their roles as Soldiers, officers, leaders, technicians, and systems integrators. ASWOC generated and sponsored leader development and life cycle related initiatives will be submitted through the Army Learning Coordination Council, Army Profession Leader Development Forum, Training General Officer Steering Committee, and other Army councils.

Army Learning Coordination Council (ALCC). Co-chaired by the Deputy Commanding General, United States Army Training and Doctrine Command (TRADOC), and the Commanding General, CAC, the ALCC synchronizes activities across Army centers, schools, institutes, and colleges to ensure integrated and sequential programs of learning from initial military training (IMT) to Senior Level Education, consistent with the Army Learning Model (ALM), Army Leader Development Strategy, and the Army Education Strategy. The ALCC serves as TRADOC's primary governance body for ALM implementation management.

Army Profession and Leader Development Forum (APLDF). Chaired by the Commanding General (CG), TRADOC, the APLDF's mission is to critically examine leader development initiatives and programs, discuss issues, and draw upon participants' experience and judgment to advise the Senior Responsible Official (SRO) for Army Leader Development. Authority for decisions within the APLDF rests with the SRO. Forum recommendations may impact policy and resourcing and are ultimately presented to the Chief of Staff, Army (CSA) for decision or guidance as appropriate.

Training General Officer Steering Committee (TGOSC). Chaired by the Headquarters, Department of the Army (HQDA), Deputy Chief of Staff (DCS), G-3/5/7, the TGOSC provides a management process to identify and resolve issues, determine priorities, and make decisions in support of Army Training and Leader Development in order to develop synchronized and integrated strategic recommendations for the CSA in support of Army Transformation and Force Readiness.

Army University Board of Directors (BOD). An Army level BOD led by the Army Secretariat and CSA approves the vision, establishes the priorities, and champions the resources to produce the required learning environment. The BOD will potentially include the Secretary of the Army; CSA; Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)); Sergeant Major of the Army; Army Staff Senior Warrant Officer; CG FORSCOM; CG TRADOC; CG AMC; Chief, Army Reserve; Director, Army National Guard; a senior DA Civilian; and Chair of the Army Education Advisory Group.

Army Organizations. The implementation of *The Army Warrant Officer 2025 Strategy* requires the involvement of multiple Army stakeholders. These organizations include: ASA(M&RA); Assistant Secretary of the Army (Acquisitions, Logistics, and Technology); U.S. Army Reserve Command; National Guard Bureau; Army Office of the Surgeon General/Medical Command; HQDA, G-1, G-3/5/7, G-8; Army University; TRADOC; and supporting Program Executive Offices. These organizations administer, manage, and integrate programs and resources for the Army.

Programs and Initiatives. While there are many existing warrant officer cohort programs and initiatives, the Army governance processes aligns them and recommends prioritization focused on the supporting objectives. More importantly, the overall Army governance process will ensure efficiency and effectiveness of warrant officer cohort programs and initiatives and will provide the emphasis and support necessary to secure resources and drive programs toward the accomplishment of strategic objectives.

Risk

There are three major risks to the successful implementation of *The Army Warrant Officer 2025 Strategy*. First, lack of shared understanding and a common operating picture of ongoing warrant officer cohort efforts may result in redundant and unfocused warrant officer programs that are ill-suited for the requirements of the operational force and do not fully optimize limited resources to support major cohort objectives. Second, lack of unity of effort could result in meeting tomorrow's challenges with a cohort optimized for yesterday's strategic environment and threats. This could result in warrant officer training and education that does not keep pace with rapidly changing technological advancements and dynamic operational environments. Third, a lack of proper governance could lead to insufficient funding for warrant officer cohort efforts, degrading the Total Army's ability to adapt to future strategic environments. An effective warrant officer cohort governance process will mitigate all three of these risks by properly evaluating and prioritizing all existing and future cohort programs, ensuring both efficiency and effectiveness.

Conclusion

The expected complexity of future operations will be especially challenging for the warrant officers responsible for operating, managing, and integrating the systems which support the network, combat equipment, logistics, weapons, and other systems.

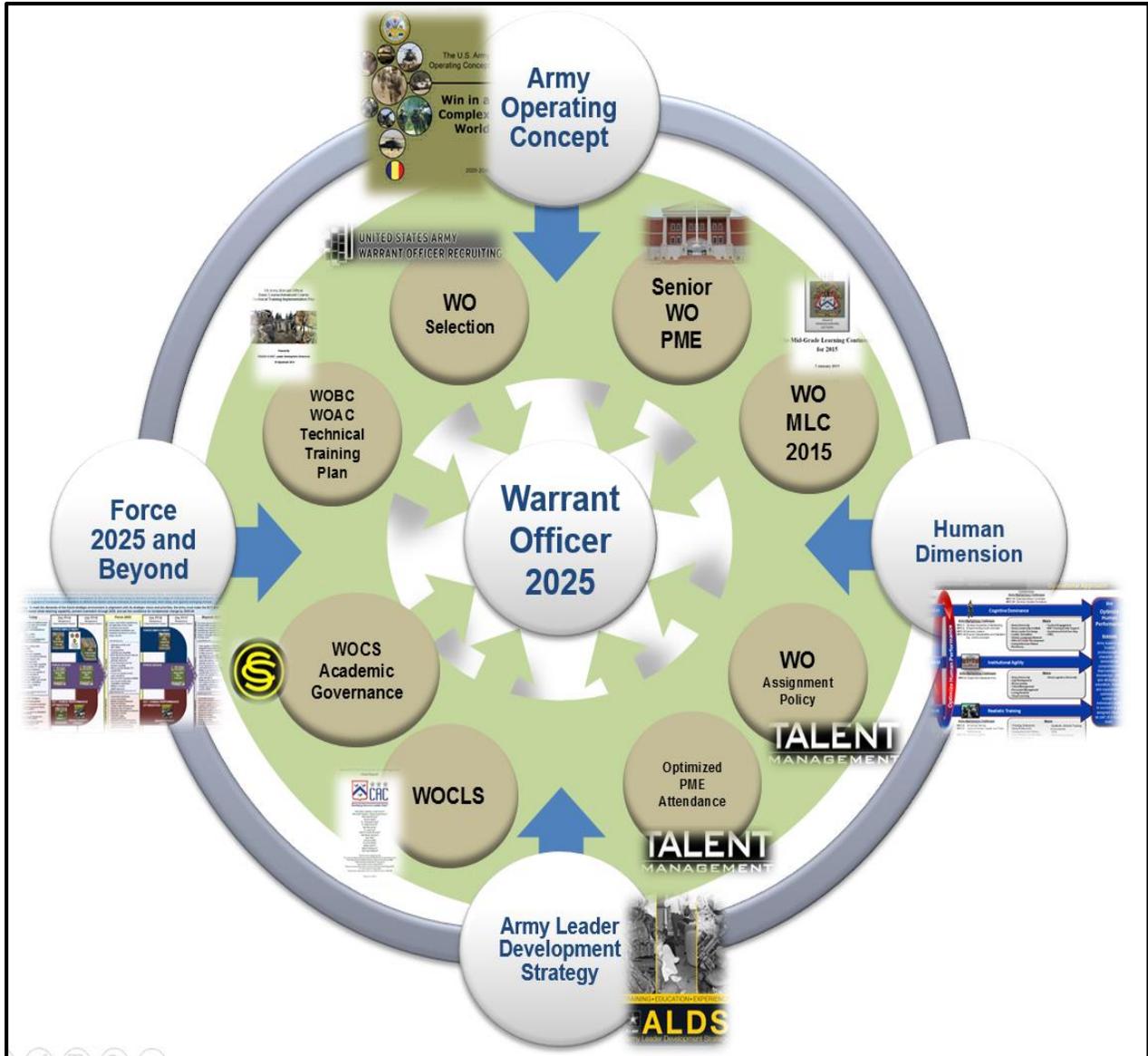
Consequently, maximizing the cohort's human dimension capabilities is essential to achieving the Army's Future Force objectives. Bottom line: *The Army Warrant Officer 2025 Strategy* is the cohort's planning vehicle and it outlines actionable first steps toward achieving the optimized accessions, PME, leader development, and the Army Profession for effective utilization and force integration required by the future force. This strategy provides strategic direction to ensure Army warrant officers are technologically agile, adaptive, and innovative leaders - *Trusted Professionals* - who will maintain capability overmatch and effectively manage logistical demands to "Win in a Complex World."

"... as warrant officers, our ability to transform our culture, keep pace with emerging technologies and remain the Army's premier technical experts, systems integrators and leaders will require a comprehensive strategy for the warrant officer cohort to support Force 2025 and Beyond."

CW5 David Williams
Army Staff Senior Warrant Officer

Appendix A: The Army Warrant Officer 2025 Strategy Synchronization and Strategic Direction

The Army Warrant Officer 2025 Strategy was developed and synchronized with the Army Operating Concept, Force 2025 and Beyond, Human Dimension Strategy, and the Army Leader Development Strategy. These documents serve as the foundation and guiding principles for the shaping of the warrant officer of the future.



Appendix B: Sources

Army Doctrine Reference Publication No. 1, *The Army Profession*, 14 June 2015.

Force 2025 and Beyond Human Dimension Publication, *The Army Human Dimension Strategy 2015*, 01 June 2015

Strategic Business Plan for the Army University, 16 March 2015.

Army Strategic Planning Guidance, 2014.

Department of the Army Pamphlet 600-3, *Commissioned Officer Professional Development and Career Management*, 3 December 2014.

TRADOC Pamphlet 525-3-1, *The U.S. Army Operating Concept: Win in a Complex World, 2020-2040*, 31 October 2014.

Force 2025 and Beyond Human Dimension Publication, *The Human Dimension White Paper*, 9 October 2014.

United States Army Senior Warrant Officer Council Lines of Effort (LOEs), 2013.

Army Leader Development Strategy 2013, 5 June 2013.

The Warrant Officer Continuum of Learning Study, 21 May 2013.

