

# STRENGTH IN KNOWLEDGE

## THE WARRANT OFFICER JOURNAL

January - March 2025

Volume 3, Issue 1



# *Strength in Knowledge: The Warrant Officer Journal*

The Professional Journal of the U.S. Army Warrant Officer

Volume III, Issue 1 - January - March 2025

Professional Bulletin 1918-25-3-1

Commander, USACAC; Commandant, CGSC; DCG for Combined Arms, TRADOC

Lieutenant General Milford H. Beagle, U.S. Army

Provost, The Army University; DCG, CGSC

Brigadier General Jason H. Rosenstrauch, U.S. Army

Commandant, USAWOCC; Director and Editor in Chief: Colonel Kevin E. McHugh, U.S. Army

Managing/Contributing Editor: Jim Steddum, CW5 (Ret)

Contributing Editor: Dr. Leonard S. Momeny, Ed.D., CW5 (Ret)

Contributing Editor: Dr. Russell Houser, DMA, CW5 (Ret)

## Editorial Board Members:

Director, Education and Training, USAWOCC, Benjamin Valentine, COL (Ret)

Deputy Commandant, USAWOCC: CW5 (Dr.) Stephen C. Napoli, DSL, U.S. Army

Deputy Commandant - U.S. Army National Guard, USAWOCC: CW5 Derrick J Kanouse, USARNG

Deputy Commandant - U.S. Army Reserve, USAWOCC: CW5 Jason E. Godwin, USAR

***Strength in Knowledge*** (ISSN: 3065-2367) is a quarterly Professional Bulletin published by Army University Press under the auspices of the U.S. Army Warrant Officer Career College to educate the Army and provide professional discourse. *Strength in Knowledge* presents professional information, but the views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position nor change or supersede any information in other official U.S. Army publications. Authors are responsible for the accuracy and source documentation of their material. *Strength in Knowledge* reserves the right to edit material. Anyone may contribute to this Journal. For information, please see the submissions guideline in the Call for Paper or send an email to [WO\\_Journal@army.mil](mailto:WO_Journal@army.mil).



The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law. Funds for printing this publication were approved by the Secretary of the Army in accordance with the provisions of Army Regulation 25-30.

By Order of the Secretary of the Army:

**RANDY A. GEORGE**

General, United States Army  
Chief of Staff

Official:

**MARK F. AVERILL**

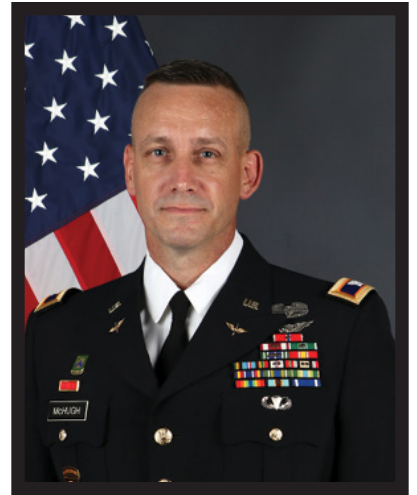
Administrative Assistant  
to the Secretary of the Army  
2511209

# Table of Contents

- 4 Commandant's Corner**  
Colonel Kevin E. McHugh, Commandant, USAWOCC
- 5 Deputy Commandant's Corner - Mentorship Part 4**  
CW5 Stephen Napoli, Deputy Commandant, USAWOCC
- 7 PB1918: A Quick Look Back and a Glimpse into the Future**  
Dr. Leonard S. Momeny, CW5 (ret), Contributing Editor
- 8 Step Out of Your Boots to Find Innovation: Eagles Rise Higher, Embedded with Industry**  
CW4 Mark J. Bowling
- 14 The Forgotten Warriors**  
CW3 Daniel Urbanik
- 16 Special Operations Forces - Multi-Domain Task Force Integration: Lighter, Faster, Stronger...**  
CW4 Marcus A. Montez, Special Forces
- 20 Revamping Readiness in the Army Reserve**  
CW4 Erica Crawford, Adjutant General
- 23 The Exhausted Instructor - Guarding the Army Ethic**  
Adaptation by CW4 Marcus A. Motenez, Special Forces
- 24 LET'S GO ARMY, FINISH THE RACE!**  
CW4 David M. Saggio, MP/JA
- 27 Retaining Expertise Through Lost-Cost Opportunity, Innovation, and Modernization**  
CW4 Phillip J. Hall, Special Forces
- 33 Army Warrant Officer Broadening Assignments**  
CW4 Michael F. Lima, Ordnance
- 39 The Key Role of Army National Guard Bands in the State Partnership Program: The Powerful Impact of Collaboration**  
CW5 Curtis Hiyane, Chief, Army National Bands
- 41 The Importance of Stress**  
CW3 Nicholas P. Ciullo, QM, CTARNG
- 43 Candidate Collection: A new warrant officer's perspective on modeling leadership - CW5 Jeanne Pace, AG (Bandmaster)**  
WOC Bridget Olenik, WOCS Class 25-07(Submitted by CW4 Rob Nesbeth, Instructor)
- 44 Candidate Candor: On Leadership and the Profession**
- 45 Book Review**  
A review of Operation Biting: The 1942 Parachute Assault to Capture Hitler's Radar by CW2 Dylan Fackler, Military Intelligence
- 47 Strengthening Information Warfare Capability and Capacity: The Case for Information Operations Warrant Officers in the U.S. Army**  
CW4 William Bryant, Special Forces
- 53 Call for Papers and Submission Guidelines**
- 54 The Chief Warrant Officer EJ Kahn, Jr. Professional Writing Award**

# Commandant's Corner

## Colonel Kevin E. McHugh, Commandant, USAWOCC



What an exciting time to join this great Army and Cohort. As of the publication of this issue, the team here at the USAWOCC is closing in on the completion of over two years of analysis, design, and development targeting the modernization of warrant officer education, USAWOCC's number one priority. The new curriculum is squarely aligned to TRADOC's modernized warrant officer educational continuum, facilitating progressive and sequential education from WO1 all the way to CW5. USAWOCC did not do this work alone nor in a vacuum; USAWOCC and COEs collaborated over the last several months to identify and eliminate any potential educational redundancy across the Centers to ensure we collectively maximize every training hour focused on enhancing WO warfighting skills. Moving forward, this requires a focus on the technical or branch-specific necessary training to sharpen WO capabilities, but also an understanding of the broader skills achieved through the continued pursuit of knowledge gained by the study of leadership, doctrine, and the lessons learned through our nation's storied history delivered by the USAWOCC faculty. Together, future Warrant Officers will report to their units better educated, trained, and ready to integrate themselves (and their systems) to meet the requirements of large-scale combat head-on. The scheduled implementation for all modernized courses at the USAWOCC and the Centers remains 1 October 2025. Part of the analysis indicated a gap at the most senior warrant officer levels. To close this gap, the team at USAWOCC is also developing the Warrant Officer Master Course (WOMC) that will be delivered a year later, on 1 October 2026 (FY27). Altogether, a tremendous effort from a great team, all working to ensure the cohort remains ready for whatever challenges lie ahead.

This issue highlights how warrant officers continue to enhance Army readiness through support to Army transformation and warfighting initiatives. Enjoy the read, and thanks for all you do!

***Strength in Knowledge!***





# Deputy Commandant's Corner - Mentorship

## Part 4

### CW5 Stephen Napoli, Deputy Commandant, USAWOCC

This quarter, we continue with the series of mentorship articles developed from an old warrant officer's perspective and experience. You will find that there is an overlap between mentorship and leadership through the series. As a reminder, the CARE Model was born from my poor answer to a good question about success. We should be so well-versed at being Credible, Approachable, & Relevant Everyday (CARE) that it is natural to apply its value to our lives. We all know people that are stellar at one component, but weak at the others. Of course, it is easier to preach it and teach it than it is to live it sometimes.



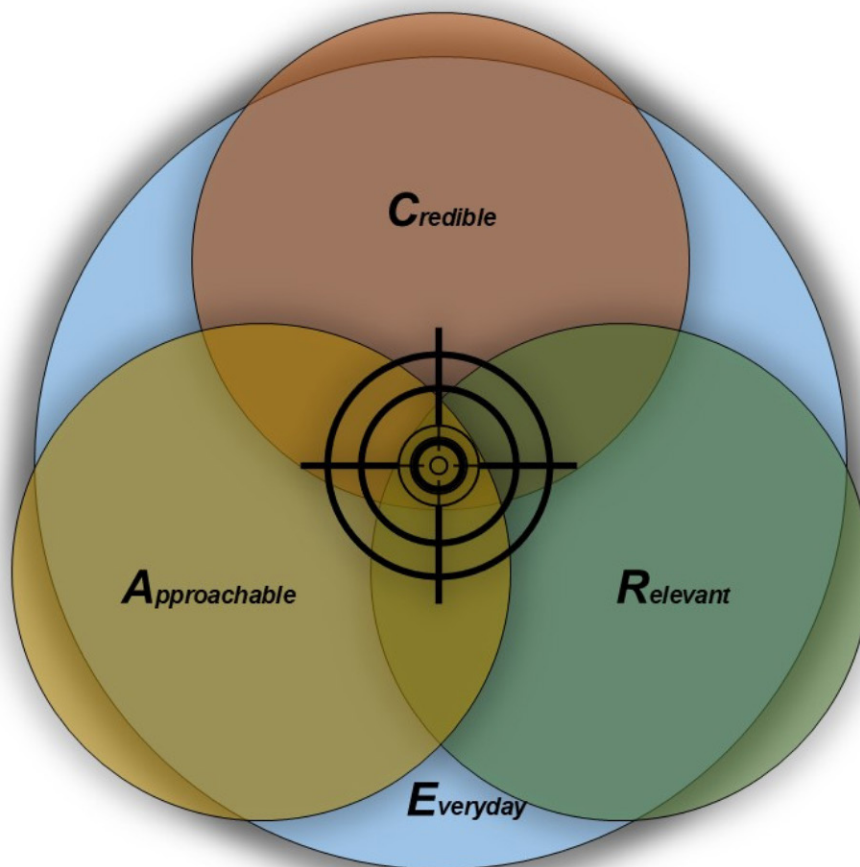
We have laid the foundation of mentorship in previous articles in Strength in Knowledge. Last time we addressed "Credibility." That is only one key ingredient to the CARE Model. It does not do much for your mentorship journey be only credible in your role. If we are not approachable, it does not really matter how credible you are. How many times have we referred to someone as "the smartest and most dedicated (perhaps credible) person?" Then (wait for it) . . . BUT . . . "you cannot have a reasonable conversation (or another synonymous phrase)" with that person. I learned that lesson early in my aviation career. There was a talented instructor pilot that I went to with what I thought was a simple aviation-related question. Instead of an answer, I almost received a "no-notice" evaluation. I was dismayed that I, as an aviator, could not ask another aviator a question. As he put it, "I would be depriving you of an opportunity to learn the same way I learned." What I learned that day was that if I have a question, DO NOT go to that particular instructor pilot. He was more than credible in the profession; however, he was not approachable. In turn, I found him to be less relevant in my professional (and personal) growth.

Good mentors that are unapproachable do not exist. What does it even mean to be approachable? ADP 6-22 tells us, "Army leaders are approachable when they encourage open, candid communications and observations. Approachable leaders show respect for others' opinions, even if contrary or non-doctrinal. To be approachable, leaders remain objective when receiving bad news and encourage subordinates to be open and candid in their communication" (page 6-5). It has the same feel as a fusion of Army Values. Being approachable is more than announcing to the world that you are approachable. As mentors (or senior leaders) we do not determine for ourselves if we are approachable. Others that observe and interact with us determine if we are approachable. You cannot convince people you are approachable—you must show them. Being approachable also requires us to be accessible. But not everyone that is accessible is approachable. For myself, I tell others that I do NOT have an "open door policy." What I do have is an open door, where everyone is welcome. If it is important enough for a visitor to interrupt what I am doing, then it is important enough for me to stop what I am doing and listen. Receptive leaders have people around them that are telling them the truth because they do not fear the outcome. Approachability allows us to develop appropriate relationships with others; therefore, it helps to build trust. ADP 6-22 tells us, "Unselfish, humble leaders set themselves apart as teammates who are approachable, trustworthy, and open to follower input and advice" (page 2-4).

The ability to simply listen goes a long way to being approachable. It is the one thing you can do without doing anything that can generate relief. Listeners do not always have to solve problems. Sometimes it is enough to listen. When action is required, we are better informed about the decisions to make when we listen. The Bible verse I have applied to my personal and professional lives has held me accountable to that promise to listen. James 1:19 says that we should be "quick to listen, slow to speak, and slow to become angry." What a great order of events for leaders or mentors to follow. I even have

that verse adorned on my personal challenge coin because it is my personal reminder. Some folks default to the last action in that verse—anger. Anger will separate you from approachability quicker than a lack of Credibility or Relevance (two components of the CARE Model). Re-read the verse. It does not say “don’t get angry.” Rather, it says to be “slow to anger.” If you default to anger, you have lost approachability. And it will be difficult to regain it because real emotions and judgments are involved. Being approachable is not simply being nice to others. It does help to be kind; however, there is a time to speak firmly or even get angry. But, it cannot be every time if approachability is desired.

It might surprise some leaders and mentors that unapproachability is a characteristic of counterproductive leadership. Page 8-8 of ADP 6-22 describes it this way: “Erratic behaviors—includes behaviors related to poor self-control or volatility that drive the leader to act erratically or unpredictably. Specific examples include, but are not limited to, blaming others, deflecting responsibility, losing temper at the slightest provocation, behaving inconsistently in words and actions, insecurity, or being unapproachable.” Take note of the other behaviors that are aligned to being unapproachable. One might even argue that a lack of approachability equates to a lack of relevance, and I would agree. We will make the connection between approachability and relevance next quarter. Until then, continue to self-develop the means to lead and mentor so that our replacements are well-equipped to continue the fight after we are gone.



The CARE Model by CW5 Stephen Napoli.

# **PB1918: A Quick Look Back and a Glimpse into the Future**

**Dr. Leonard S. Momeny, CW5 (ret), Contributing Editor**

The Warrant Officer Journal has just completed another tremendous year. These last two years of publishing have been exciting, filled with learning and plenty of hard work. Every endeavor on the part of the editorial team has been completed with one thing in mind: providing our wonderful cohort a platform to share ideas, Warrant Officers, and the greater Army. This goal has only been accomplished because of each of you.

To the reader, you inspire us to work tirelessly to ensure the journal continues, so the Army's Warrant Officers remain fully engaged in the modernization activities of the Army. Trust us when we say the journal is a labor of love, as all who work on it do so in a voluntary capacity. Second, to the writers, your voice matters to us and others. We must continue to share your expertise throughout the U.S. Army. To our students, we endeavor to provide insight from peers and leaders across the cohort, as we always learn best when we learn from each other.

With two years of book publication, the editorial team is proud of Jim Steddum and all he has done as the journal's managing editor. What a year it has been! First, the journal was categorized as a Professional Bulletin, specifically PB 1918. A professional bulletin is an important designation and serves as a medium to exchange ideas, knowledge, and concepts on professional development, and is directed toward a specific branch or area of expertise. Additionally, a PB is an element of Army doctrine and allows us to focus on shared best practices, lessons learned, and general discussion. The fact that it is designated as 1918 is a homage to the year of our birth, a true artist's touch.

Jim has also shepherded the journal through the process of being added to Line of Departure. Line of Departure (LOD) connects the "U.S. Army professionals to the best professional writing" available across all Army journals. Every article on LOD is available in audio format, providing new ways for readers to engage with our writing. Getting the journal to the LOD was no easy feat, and Jim was patient and diligent throughout.

Jim's work as the managing editor has been simply astounding. The journal is adding a new layout and cover design to these already tremendous accomplishments, as many have likely seen. And now, if you stayed with me to this point, the journal has incredible news: This will be our first year offering the Chief Warrant Officer EJ Kahn, Jr. Professional Writing Award. Check out the specifics surrounding the Kahn writing award on the subsequent pages and share the news with others!

Finally, before enjoying the beginning of Volume III, please check out our refined guidance on the Call for Papers. Senior leaders have issued a challenge, and we are looking to our writers to respond.



# Step Out of Your Boots to Find Innovation: Eagles Rise Higher, Embedded with Industry

**CW4 Mark J. Bowling**

The nature of Army Warrant Officers (WOs), particularly technical WOs, has always been somewhat ambiguous. Over the past century, various Army publications have repeatedly redefined their role. Commissioned officers are recognized as generalist leaders, Non-Commissioned Officers (NCOs) as managers, and junior enlisted Soldiers as followers. In contrast, Army Warrant Officers are defined as technical experts (DA PAM 600-3). Despite this distinction, commanders often question how and where to employ their technical WOs best, if they have one, particularly during periods of unit reset. I assert that technical WOs should spend at least 50% of their working hours in the private sector to gain intimate exposure to and expertise on emerging technologies. This will enhance their ability to integrate innovation into Army strategies, operations, and tactics, ultimately positioning them as champions of change in their organizations.

## History and Definition

The role of the Army Warrant Officer has evolved. The precursor to the WO was the Army Field Clerk, authorized by an Act of Congress in 1916. Initially considered civilians, the Judge Advocate General (JAG) ruled them to be military members. This led to the genesis of courtesy titles like Mr. and Ms. Throughout the World Wars, WOs served in various roles, including pilots and marine engineers. Promotion to WO was often seen as a reward for exceptional enlisted service. However, after the Korean War, a more standardized language emerged (WOHF).

1957: “Highly Skilled Technicians...”

1985: “Highly Specialized Experts...”

1986: “Highly Specialized Single-Track Specialty Officers...”

2005: “Adaptive Technical Experts...”

The current DA PAM 600-3 (2023) defines the Warrant Officer as:

“A technical expert, combat leader, trainer, and advisor. Through assignment experience, training, and education, the WO administers, manages, maintains, operates, and integrates Army systems and equipment across unified land operations. WOs are innovative integrators of emerging technologies, dynamic teachers, confident warfighters, and developers of specialized teams of Soldiers. They support a wide range of Army Missions throughout their career. WOs in the Army are assessed with specific levels of technical ability. They refine their technical expertise and develop leadership and management skills through tiered, progressive assignments and education.”

## Developing Expertise

WOs initially gain their technical expertise from their education, training, and experience as enlisted Soldiers, or through civilian careers in the case of Reserve and National Guard Soldiers. Malcolm



Gladwell asserts in “Outliers” that someone can be considered an expert after 10 years or 10,000 hours of experience (Gladwell). Most NCOs possess sufficient experience before applying to become WOs. However, the proficiency gained in the first decade of enlistment will not suffice for the subsequent 5-30 years of Warrant Officer service, particularly as technology and warfare evolve rapidly. In Chief of Staff Paper #1, General McConville succinctly states, “The United States Army faces an inflection point that requires innovation, creativity, and entrepreneurship in the application of combat power...This requires the development and fielding of new weapon systems...This bold transformation will provide the Joint Force with the range, speed, and convergence of cutting-edge technologies needed to provide future decision dominance and overmatch required to win the next fight” (CoS Paper #1).

In 2004, however, during modularity and the Global War on Terror, a concerted effort was made to integrate WOs into the commissioned officer corps better. They were required to remove the eagle rising from their lapels and don a branch insignia, losing their unique identity (Welsh). We were no longer the Warrant Officer Corps; instead, the Warrant Officer Cohort of the Officer Corps. At the time, this seemed like a harmless change and distinction that enabled flexibility and interoperability during mobilization. However, this interchangeability neglected the WOs’ technical aptitude and potential to influence technological change. This narrative underscores the need to change the Army’s approach to WOs, which recognizes and utilizes their technical expertise.

In 2010, when I first became a Warrant Officer, I returned home from candidate school to find my unit without lieutenants. My commander asked me to serve as 2nd Platoon Leader (PL). I obliged; I thought I could do anything they could do just as well. In 2013, on deployment to the Middle East with the same unit, none of the PLs were trusted to lead a construction platoon; they were inexperienced. I was sent forward to Afghanistan with a Staff Sergeant by my side to lead a concrete detachment successfully. This experience highlighted the importance of WOs’ technical expertise in leading successful operations. Over the years, I progressed through various assignments with Directorates of Public Works (DPWs); I was assigned to replace staff officers who were Majors, never in a position to learn about, harness, or integrate new and innovative technological changes.

## **Philosophy on Change**

The Greek philosopher Heraclitus famously stated, “The only constant in life is change.” You can’t step into the same river twice (Heraclitus) - or battlefield. Beyond that, Charles Darwin is often misquoted as writing in the Origin of Species, “It is not the strongest of species that survives, nor the most intelligent, but the one most adaptable to change.” Business professor Leon C. Megginson is credited with saying this after reading Darwin’s work (Darwin). Additionally, Moore’s Law, paying homage to the founder of Intel Corp, observes that computer processing power doubles every two years (Intel). This indicates that modern technological change is not only continuous but also exponential. WOs must remain experts in their field’s technology despite these rapid changes.

So, how do Warrant Officers remain proficient in the technology we are assigned if 1) it is always changing, 2) adaptation to change is required for survival, and 3) change is happening faster and faster as time progresses? It simply cannot be done based solely on the training, education, and experience they received as an enlisted Soldier. They must embrace an acceptance of lifelong learning to stay abreast of new and emerging technologies.

Once candidate school is complete, WOs progress through successive levels of professional military education (PME). This includes both common core and branch-specific training. Common core education is necessary for shared understanding with the generalist officers that WOs will serve and support. However, the technical training WOs receive is insufficient compared to the volume and pace of technological advancements. Moreover, the training provided by proponents is taught by instructors

entrenched in the same bureaucratic military career as the student. They, too, are likely far removed from the cutting-edge technology emerging in their field of expertise.

## **Bureaucratic Organizations**

It is understood that large bureaucratic organizations, such as the DOD, are often slow to change and innovate. They risk a loss of competitive advantage. This phenomenon is also familiar in business. Companies like Motorola and Microsoft illustrate how failure to adapt allowed Apple to beat them to market with innovations like the

iPhone and iPad. Similarly, Tesla beat Ford and GM to market with electric vehicles, and Amazon beat Walmart to market with eCommerce. As Darwin suggested, it's not the biggest, most substantial, or most innovative organization that survives but the quickest to adapt to environmental changes. While large organizations can innovate, most groundbreaking ideas come from individuals or small businesses in the private sector (Hamel).

## **Adaptation vs. Innovation**

However, the philosophers mentioned earlier said nothing of innovation, only adaptation. So, what is the difference? Adaptation involves incremental adjustments to suit new conditions, while innovation represents paradigm-shifting changes (Kirtan). Adaptors are akin to running backs in football, bruising at 4 yards per carry to score a touchdown. Innovators are like quarterbacks throwing "flea-flicker" bombs to wide receivers fifty yards down the field. Or better yet, switching to an entirely different sport. Both types of change, adaptation and innovation, have their advantages and are necessary. A good combination of runs and passes (and defense) is the best strategy to win a football game (or a war). In business, Thomas Edison and Henry Ford are examples of high adaptors, while Nikola Tesla and Elon Musk are seen as high innovators. All four have changed the course of history and revolutionized their respective industries and the world.

## **So What?**

So, if the federal government is slow to change, but is required to adapt to survive and maintain a competitive advantage over adversaries, how can they do it? They must rely on private industry to innovate and procure those technologies—for example, General Dynamics, Lockheed Martin, Raytheon, Northrop Grumman, SIG Sauer, etc. The list goes on and on. In my career field, Architectural/Engineering (A/E) firms design revolutionary facilities. While the U.S. Army Corps of Engineers is the design agent for the Army, most designs are contracted to A/E firms like Michael Baker, HDR, Jacobs Engineering, etc. (EP 715-1-7).

## **The Role of Warrant Officers**

How do Army Warrant Officers fit into the picture? By definition, WOs are expected to be technical experts in their domains, integrators of innovation and emerging technologies, and have progressive assignments and education to refine their technical expertise. How can they do this while fixed within a bureaucratic organization? They can't. WOs must be regularly synchronized within the industry to maintain their technical expertise. This integration allows them to remain current with emerging technologies rather than being confined to bureaucratic structures that stifle innovation. Army leaders

need WOs to understand the Commercial off-the-Shelf (COTS) technology their units will train on and utilize down-range. I am not talking about simply visiting industry trade shows or performing Contracting Officer Representative (COR) duties for a procurement contract; I am talking about working alongside the engineers and inventors while the adaptations and innovations are taking shape, like an extended internship program.

## **Addressing Skepticism**

Skeptics may question the rationale behind the government subsidizing a private company's workforce. However, embedding WOs with industry will yield significant returns. The small investment of half the time of less than 2% of the Army will be a force multiplier. They will return to their unit with unique insights into emerging technologies' functionality, capability, and weaknesses. In addition, their years of military experience will enhance the development of innovations and improve the Army's operational capabilities. Companies crave this already, which is why retirees are hired so quickly by the private sector.

In 2004, while deployed to Iraq as an enlisted maintainer, we encountered a situation where our mechanics struggled with faults impacting newly delivered up-armored LMTVs. It was primarily due to their lack of experience with the equipment. Luckily, a contractor from Caterpillar was embedded with the unit and provided critical guidance. Had our maintenance WO been working with the company before deployment, they would have been better equipped to address potential problems. They might have known we needed a proprietary O-ring to fix a leaking injector pump on the engine. Instead, we were solely reliant on a contractor on the battlefield.

## **Ethical Considerations**

Undoubtedly, concerns about the ethical implications of WOs working directly with contractors must be addressed. Clear guidelines can mitigate risks, such as requiring non-disclosure agreements (NDAs) to protect intellectual property or restrictions against WOs completing performance evaluations and reviewing future solicitations. Some leaders might be concerned about WOs remaining gainfully employed while away from the flagpole. As a solution, although the WO chain of command would not change, executive-level leadership could provide supplemental input to the WO's evaluation. In addition, the WO could regularly submit information papers to advise military leadership about changes on the horizon. This, in turn, could help inform future revisions of technical or field manuals and update tactics, techniques, and procedures (TTPs). A trusted voice from a fellow service member would be better insight than a sales pitch from a company trying to secure future government contracts.

## **Embracing Change**

Like accepting change in general, implementing a new model for WO utilization will be challenging. However, it is essential for maintaining a competitive advantage. Change is hard; humans are creatures of habit. Change, while perpetual and necessary, is uncomfortable. This is why some individuals and large bureaucratic organizations are reluctant to do it to their detriment. A strict militaristic system and organizational structure provide uniformity, predictability, and discipline for effectively performing clearly defined tasks, especially on the battlefield. However, it sacrifices the autonomy and flexibility of adaptation and innovation necessary for survival, a form of Mission Command.

Since Commissioned Officers are ultimately charged with leading their formations, and Non-

Commissioned Officers manage, support, and train their soldiers, who are the Champions of Change (CoC) in an organization? It should be the WO. Officers seek creative ways to strategically, operationally, and tactically defeat the enemy. Meanwhile, NCOs and soldiers employ tactics, techniques, and procedures to get the job done. It is the WO that is best positioned to be the CoC and be the innovative integrator of emerging technology. It's in their definition. WOs must be the CoC, leveraging their technical expertise to drive innovation across the Army, breaking the outdated trends of the past.

From inception, the nature of the technical Warrant Officer has been challenging to pin down. First, promotion was simply recognition for being the best at what they did, which made them an expert until that point in their career. Unfortunately, their enlisted experience can only get them so far, especially considering how much and how fast technology changes over time. To stay abreast of emerging technology, WOs must be embedded in the industry where adaptations and innovations are developed. Left of the deployment - not in the office while at home station. It is with industry that the engineers and inventors are revolutionizing their field.

If technical Warrant Officers spent half of their time with those organizations, they would be best positioned to uncover paradigm-shifting ideas and, in turn, share the knowledge with the rest of the Army. Whether a few days per week, every other month, or year-on-year-off, technical WOs spending half of their time embedded with industry will ensure they remain experts in their domain and champions of change in their organization. This will guarantee the United States stays one step ahead of its adversaries and any potential future threats.

*Author's Note: CW4 Mark Bowling is an Army Reserve Engineer Warrant Officer serving the United States Army Reserve Command, Strategic Planning and Integration Branch of the G-3/5/7 Engineers. He holds a Master of Engineering Management (MEM) Degree from Penn State University, with graduate studies in Engineering Leadership and Innovation Management (ELIM).*





## References

- Change (2025). Heraclitus: Quotes. Encyclopædia Britannica. Retrieved from: <https://www.britannica.com/quotes/Heraclitus>
- CoS Paper #1 (2021). Army Multi-Domain Transformation. Headquarters, Department of the Army. Retrieved from: <https://api.army.mil/e2/c/downloads/2021/03/23/eeac3d01/20210319-csa-paper-1>
- DA PAM 600-3. (2023). Officer Talent Management, Warrant Officer Definitions. Headquarters, Department of the Army. Retrieved from: <https://armypubs.army.mil>
- Darwin (2016). The evolution of a misquotation. Darwin Correspondence Project. Retrieved from: <https://www.darwinproject.ac.uk/people/about-darwin/>
- EP 715-1-7 (2012). Architect-Engineer Contracting in USACE. U.S. Army Corps of Engineers. Retrieved from: <https://www.publications.usace.army.mil/Portals/76/Publications/EngineerPamphlets/>
- Gladwell, M. (2015). Outliers. MANJUL PUBLISHING HOUSE.
- Hamel, G. (2014). Bureaucracy must die. Harvard Business Review. Retrieve from: <https://hbr.org/2014/11/bureaucracy-must-die>
- Intel (2025). Moore's law. Intel. Retrieved from: <https://www.intel.com/content/www/us/en/newsroom/resources/moores-law.html>
- Kirton, M. J. (2006). Adaption-innovation: In the context of diversity and change. Routledge.
- NSC. (2022). National Security Strategy. Biden-Harris Administration. Retrieved from: <https://www.whitehouse.gov/wp-content/uploads/2022/10/Biden-Harris-Administrations-National-Security-Strategy-10.2022.pdf>
- Welsh, D. (2023). The legacy of leadership as a Warrant Officer- 90 years of technical expertise in the Army. The Army Historical Foundation. Retrieved from: <https://armyhistory.org/>
- WOHF (2023). History. The Army Historical Foundation. U.S. Army Warrant Officer Association of America. Retrieved from: <https://www.warrantofficerhistory.org/history/>



# The Forgotten Warriors

## CW3 Daniel Urbanik

Due to a manual, cumbersome process, the Army routinely fails to promptly pay Army Individual Mobilization Augmentee (IMA) Reservists for their time and attendance. The delays in paying Soldiers add unnecessary stressors to families who rely on IMA pay to meet financial obligations (e.g., food, shelter, etc.). Moreover, and more importantly, with today's low recruitment numbers, the delays negatively affect morale and retention, making it difficult for the Army to attract and retain talent (Braye, 2023). By implementing an automated pay process for IMA Reservists, Human Resources Command (HRC) would ensure timely pay, which would help retention, incentivize Active Duty Soldiers with post-service options, and provide soldiers with funds to cover financial responsibilities. This is a matter of convenience and a pressing issue that demands immediate attention.

### Background

When paying an IMA Army Reservist, the Soldier must complete a DA Form 1380 to account for the time on duty. Once the Soldier has completed the DA Form 1380 (PDF), the form is sent to a signing official to validate the Soldier was present for duty. After the unit signs the DA Form 1380, it is staffed (email) to a small team at HRC for processing. From the PDF, it is opened, and data is manually transferred into another database. The process is manual and labor intensive and introduces the possibilities for error. Unfortunately, staffing the forms depends on HRC's workload, ranging from a few minutes to a few months. In some cases, this delay can be as long as four weeks, which is a significant period for a Soldier waiting for their pay (H. Somers, personal communication, 2021). According to an IG investigation in 2020, HRC asserted the delays in pay were due to "COVID and vacant positions waiting to be filled. There has been a four-week delay with processing all Reserve actions, including IMA pay." Still, four years later, the problem persists (T. Herriot, personal communication, 2021).

### Impact

Not processing Army IMA Reservists' pay affects Soldiers' lives and well-being because the lack of timely funds forces IMA Soldiers to seek other venues to meet financial obligations. This financial strain affects not only the soldiers but also their families. Like many others, IMA Reservists have financial responsibilities and depend on their Army salary for services rendered to the nation. The current process does not only harm the Soldier but also the Soldier's family and Army retention. The amount of time needed to process IMA Reservists' pay, from the Soldier to the unit to HRC through a Signing Official, is taxing to the Army (S. Collins, personal communication, 2024). The inability to pay Army IMA Reservists has second and third-order effects on the Force (M. Madayag, personal communication, 2023). From financial stressors to not knowing when they will get their next paycheck, they are the forgotten warriors of today's Army. The Army would be better served by implementing an automated process for paying soldiers, comparable to other reservists across the force.

## Conclusion

In summary, by automating pay for IMA Reservists, HRC would significantly improve timely compensation, thereby improving retention rates, offering active-duty Soldiers more career options, and ensuring soldiers are not impacted financially by an outdated payroll system. The potential benefits of automation are vast, from reducing error rates to the amount of full-time equivalent (FTE) hours needed to process pay, ultimately benefiting the Army and the Soldier. This solution can bring about positive change and should be seriously considered.

## References

Braye, K. (2023, December 27). U.S. military sees record-breaking low recruitment numbers. WAVY.com. <https://www.wavy.com/news/military/u-s-military-sees-record-breaking-low-recruitment-numbers/>



# **Special Operations Forces - Multi-Domain Task Force Integration: Lighter, Faster, Stronger...**

## **CW4 Marcus A. Montez, Special Forces**

As part of the force structure transformation, the US Army embraced a bottom-up driven approach to transformation. Historically the analytical framework utilized to modernized change is the Functional Solution Analysis (FSA). This operationally based assessment of potential Doctrine, Organization, Training, Materiel, Leadership / Education, Personnel, Facilities and Policy (DOTMLPFP) approaches to solving (or mitigating) one or more of the capability gaps identified in the Functional Needs Analysis (FNA). However, the lengthy lab tested and based technology would be outdated before it even arrived in the user's hands. The significance of a Multi-Domain Task Force (MDTF) was a result of Congress expressing concern about the threat to US national security posed by Russia and China. (Congressional Research Service, July 2024).

In the Army's Chief of Staff Paper #1: Army Multi-Domain Transformation Ready to Win in Competition and Conflict dated March 16, 2021, the Army described the MDTF as "theater-level maneuver elements designed to synchronize precision effects and precision fires in all domains against adversary anti access/ area denial networks in all domains, enabling joint forces to execute their operational plan-directed roles." (Chief of Staff Paper #1, March 2021) As part of the force structure and the unpredictability of the environment today the United States Army Special Operations Command (USASOC) is continuously evolving to support the Joint Force.

The current environment is volatile, uncertain, complex, and carries ambiguity. USASOC is primarily responsible for the organization, training, and deployment of the US Army's special operations forces. To address these challenges, this paper argues that USASOC must develop a comprehensive Special Operations Force - Multi Domain Task Force (SMDTF) task force and strategy, leveraging the unique capabilities of the Special Operation Forces (SOF) Triad (space, cyber, and special operations) and focusing on Irregular Warfare (IW) activities to effectively deter strategic competition and enhance the capabilities of the Joint Force. Where there is limited Joint Force presence, SOF will be important in setting the theater to include the extended deep. Therefore, USASOC's SMDTF task force and strategy would provide the Army and policy makers more options to meet strategic objectives.

## **SOF-Multi Domain Task Force & Strategy**

The National Security Strategy (NSS) provides a strategy that is defined by, "modernize the joint force to be lethal, resilient, sustainable, survivable, agile, and responsive, prioritizing operational concepts and updated warfighting capabilities." (NSS, 2022). By designing an SMDTF specific that is expeditionary and agile USASOC could impose effects across geographical combatant commands. This would provide the US an SMDTF that is a theatre-level element capable to prevail in competition and conflict further securing strategic objectives. Therefore, the Global Force Management Implementation Guidance (GFMIG) would have to provide the Special Operations Command (SOCOM) an MDTF and then SOCOM would provide operational control (OPCON) to USASOC.

USASOC's SMDTF modernization strategy would require a critical review of its – FSA funded under major force program 2. Additionally, doctrine would have to be produced to support an SMDTF compared to traditional IW activities executed by SOF. Organizational Modified Table of Organization and Equipment (MTOE) tables would be updated to reflect personnel and order of battle structure. Training efforts in combined training centers such as the Joint Readiness Training Center or National



Training Center would have to update their decisive action training environments to reflect traditional IW activities with a bolted on SMDTF maneuver element in an INDOPACOM scenario. Materials could be procured from existing fire support units. Leadership and education would be drawn from those existing conventional forces. However, USASOC would have to provide SOF doctrine and education to prepare new leaders while conventional leaders would have to reciprocate the same efforts. Personnel across conventional and SOF leadership would foster a better relationship further developing both organizations, creating a mutually blended relationship. Policy makers could now develop new policy for an SMDTF that is expeditionary and agile in nature ready to deploy across the globe in a timely manner. And rightfully so, all DOTMLPF-P components would have to be prioritize based on Army force structure transformation initiatives. “On February 27, 2024, the Army released a white paper, Army Force Structure Transformation, outlining plans to transform the force.” (Congressional Research Service, Jul 2024) The white paper did not provide any details regarding USASOC. Therefore, USASOC’s SMDTF strategy along with USASOC’s 2030 strategy needs to be updated for our policy makers to determine where to allocate funding and resources.

## **Leveraging the SOF-Triad**

The SMDTF would attempt to solve how to enable sensor-to shooter capabilities in the deep and extended deep of an adversary (i.e., physical, information, human) in a denied environment. A method to solve this problem would be to leverage the SOF-Triad. “Space, cyber and special operations leaders said America and its allies continue to integrate capabilities in a triad intended to influence multi-domain and full-spectrum operations and provide the joint force with an enhanced capability to see, sense, stimulate, strike, and assess across the spectrum.” (Cutshaw, 2023) In November 2021 LTG Braga, Commanding General USASOC, proposed a strategic concept that leverage space, cyber and special operations, commonly referred to as the SOF-Triad. The result of this relationship was to deliver effects across the competition continuum, cyber and space. To truly understand the space domain a leader would have to understand the interlaced dynamics across all domains and dimensions. Therefore, USASOC embraced its own operational art and design to build the framework necessary to meet strategic goals. This effort continues and was a result of the rapid developments by peer adversaries in the cyber and space domain. This has created opportunities for Irregular Warfare (IW) activities in the cyber and space domains that could enhance the capability of the Joint Force.

## **Enhance the capability of the Joint Force**

It is safe to assume that the Joint Force has transformed since the departure from Afghanistan to meet the future challenges across an operational environment composed of five domains (land, maritime, air, space, and cyberspace). Understood through three dimensions (physical, information, human) (FM 3-0, 2022). The SMDTF’s new role would provide operational concepts for employment of SOF to enhance the capability of the Joint Force. With its expeditionary and agile ability across geographical combatant commands, the SMDTF could also augment a standing MDTF to extend the fight. The SMDTF would be designed to increase the depth and scale at which Army forces can protect Joint and Coalition forces, conduct intelligence gathering and synchronization, deliver non-kinetic space and cyber effects to shape operations, and deliver long-range fires in support of joint force maneuver.

The benefit of the SMDTF is that SOF already has a continuous presence across the geographical combatant commands with partnered forces that has access and placement. This would also demonstrate the value of SOF in Large Scale Combat Operations. For example, how does SOF enable the delivery of joint long range precision effects to disrupt, delay, deny adversaries in a denied environment? Lessons learned from the incursion of Ukraine have identified SOF’s capability to set the theatre in a unique way

by fostering enduring partnerships with our allies. Of course, the SMDTF would focus on NSS priorities but also share updates to optimize current MDTFs further demonstrating SOF's value proposition.

## **SMDTF and Irregular Warfare**

The IW annex to the National Defense Strategy (NDS) states, "IW includes the specific missions of unconventional warfare (UW), stabilization, foreign internal defense (FID), counterterrorism (CT), and counterinsurgency (COIN). Related activities such as military information support operations, cyberspace operations, countering threat networks, counter-threat finance, civil-military operations, and security cooperation also shape the information environment and other population-focused arenas of competition and conflict." (IW Annex, 2020) The annex completely summed up USASOC's missions, however; there is no consideration in Army Force Structure Transformation. So how does USASOC leverage the SOF-Triad to support the Joint Force? An example would be "targeting of enemy space enabled infrastructure" (SEI) as described in, Reframing the Special Operations Forces, Cyber-Space Triad Special Operations' Contributions to Space Warfare. (Hamel, 2024)

Rapid developments in the cyber and space domain across the private and military sectors has created opportunities for IW activities to support the targeting of adversary space enabled infrastructure in the periphery. Targeting SEI is critical for the US to achieve positions of competitive advantage in cyber and space under IW missions. Cyber and Space assets require the use of physical and human dimensions to operate these systems creating critical requirements and critical vulnerabilities of the adversaries SEI. An SMDTF asset is in the best position to conduct decisive operations against SEI. Furthermore, preparation of the environment is also recommended to assist in mapping and networking SEI for future targeting, which supports all other methods of space negation.

## **Conclusion**

To address these challenges, this paper argues that USASOC must develop a comprehensive Special Operations Force - Multi Domain Task Force task force and strategy, leveraging the unique capabilities of the Special Operation Forces Triad and focusing on Irregular Warfare activities to effectively deter strategic competition and enhance the capabilities of the Joint Force. Where there is limited Joint Force presence, SOF will be important in setting the theater to include the extended deep. The transformation in contact must provide SOF inclusion in the MDTF model to provide the Joint Force with an expeditionary and agile theater level asset.

## **Recommendation**

Align the 5th MDTF that is to be stationed at Fort Liberty, NC under USASOC. "The 5th MDTF is currently planned to be fully operational by FY2028." (MDTF, July 2024) This minimizes the scale to details/time of, Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy.



## References

The Army's Multi-Domain Task Force (MDTF), Congressional Research Service, Informing the legislative debate since 1914. 10 July 2024.

Army's Chief of Staff Paper #1: Army Multi-Domain Transformation Ready to Win in Competition and Conflict dated March 16, 2021.

National Security Strategy, 2022.

Irregular Warfare Annex, National Defense Strategy, 2022.

FM 3-0, Operations, 2022.

Reframing the Special Operations Forces-Cyber-Space Triad, Hamel, Brian Major U.S. Army. Special Operations' Contributions to Space Warfare Space and Missile Defense 2024.

Global Force Management Allocation Policies and Procedures. CJCSM 3130.06D. 20 June 2024.

Cutshaw, Jason. Leaders give update on 'modern triad', [https://www.army.mil/article/268971/leaders\\_give\\_update\\_on\\_modern\\_triad](https://www.army.mil/article/268971/leaders_give_update_on_modern_triad), USASMDC August 9, 2023, accessed on 15 January, 2025.



# Revamping Readiness in the Army Reserve

## CW4 Erica Crawford, Adjutant General

The United States Army Reserve (USAR) supports and supplements the Active Component to help wage and win America's wars. At the heart of its success lies personnel readiness. Whether meeting physical standards or staying on top of all the administrative tasks, this readiness is crucial for our operational effectiveness. However, it's no secret that these administrative requirements can become overwhelming. From medical readiness to retention to ensuring all your forms are up to date, it's easy to let things slide when balancing requirements. But getting it right is not just important; it's critical.

To keep the USAR strong and ensure top-notch personnel readiness, we need to address the key personnel readiness challenges through fresh and innovative strategies. These will prioritize engaged leadership, simplify processes, and provide better training opportunities. A revitalization will enable the USAR to support better the mission to wage and win the Nation's wars and retain soldiers in the ever-evolving landscape, underscoring the critical importance of our proposed strategies.

## Key Focus Areas for USAR Personnel Readiness

For the USAR to be at its best, there are a few areas we need to keep an eye on. These include medical readiness, evaluations, sponsorship, and ensuring all your paperwork—like the Service Group Life Insurance (SGLI) and Record of Emergency Data (DD93)—is in order. I know this sounds like everything you have heard before. \*\*\*Yawn\*\*\* How do we make it easier for Soldiers to complete?

## To the Basics!

We hear from all echelons that we must get back to the basics. How do we do this from the perspective of personnel readiness? Let's look at the individual Soldier tasks of SGLI and DD93. Why do we keep harping on the SGLI and DD93? And why is it up to the S1 to ensure they are done? These documents provide critical info about your family in case of an emergency or worse. No one wants to be the person whose spouse finds out they won't be getting benefits because the Soldier didn't update their paperwork. The problem? These forms often get overlooked because they're buried under all the other training and tasks (like that last-minute MRT class). How do we get around this? Have computers available at the next unit mandatory training session. Have your HR professionals present to help and have first-line leaders track compliance: two birds, one stone.

## Improving Medical Readiness: Fixing What's Broken

Currently, the USAR's medical system is, well... let's just say it could use a little TLC. The Reserve Health Readiness Program (RHRP) is contracted to Civilian providers. Previously, the USAR used Logistics Health Incorporated (LHI), and it recently switched to QTC (which stands for Quality-Timeliness-Customer Service, but Soldiers do not see it operate under any of those statements). Since they took over, medical readiness standards have taken a nosedive. But here's the good news: we understand the challenges, and there are ways to fix them!

**Ditch QTC:** Let's bring the medical readiness process back in-house. Sure, it would require extra



training for USAR medical professionals, but it would give them a real mission to do over BA weekends.

**Explore Partnerships with Civilian Medical Systems:** Thanks to MHS Genesis, we can see a Soldier's complete medical history, even if they went to a Civilian provider. Why aren't we letting Soldiers use their insurance to visit their private doctor or the Veterans Administration Hospital for their physicals? This would give greater access to Soldiers in remote areas and ensure our members receive timely care. Once complete, they could submit the paperwork directly, and we'd have a faster, more reliable system while maintaining readiness, offering a promising future for our medical readiness.

**Change the Physical Health Assessment Timeline:** Instead of doing this every year, let's stretch it to every 3-5 years. Soldiers are taking care of critical items with their providers and profiling through their units. Most conditions can be fixed within the 72-hour window required for deployment.

**Host Mass Medical Events by State:** Let's get all the physicals done in one place at a time. If the Guard and Reserve coordinate to create medical readiness facilities at the state level, they could service both USAR and National Guard Soldiers with Army or contracted medical professionals. This would save time and reduce the headache of coordinating appointments.

## **Keeping Soldiers in the Reserve: Let's Talk Retention**

Here's the million-dollar question: why are so many Soldiers leaving the USAR? The answer isn't simple but boils down to a few key reasons.

**Lack of Leadership Engagement:** New Soldiers often feel bored and disconnected. They join to do a job, but then they do nothing unrelated on BA weekend. If we want to keep Soldiers, we need to engage them more to show them how their skills are valued and how they support the total Army warfighting function.

**Civilian Life vs. Military Life:** As Soldiers advance, their responsibilities grow. They must balance their civilian careers, family lives, and military obligations. Some can't make it work.

**Limited Training Opportunities:** Sure, there's annual training, but how often are Soldiers allowed to go to those cool schools, such as air assault or cold weather training? Rarely. And when those opportunities come around, they tend to go to the same handful of people.

**Skills Misalignment:** The USAR is geographically spread out, so you might not find an opening at a unit close to you if you have a specialized job, and it could require travel to attend a BA weekend. Some Soldiers must take Friday and Monday off from their Civilian jobs to attend their BA. And with the growing demand for tech skills, the Army Reserve isn't always able to keep up with the certifications needed.

## **Improving Retention: Let's Get Creative**

We can fix retention, but it requires thinking outside the box. Here's how we do it:

**Career Development:** Soldiers need to feel like their career is progressing. That starts with leadership, which knows its Soldiers. Too often, new Soldiers come to battle assembly weekends and sit around with no one discussing career growth. It's time to change that. Even if they're enlisted, why not speak with them about officer or warrant officer opportunities? As one of my mentors, CW5 (Ret) Dan Eckhoff, would say, "We have warrant officers in formation who are wearing the wrong rank. We need to fix that."

The conversations alone could boost morale and keep Soldiers motivated.

**Better Integration of Civilian and Military Careers:** Balancing civilian jobs with military obligations is challenging. One solution? Flexibility. If a Soldier's unit is far away, let's work with them to make up their battle assembly at a closer unit (within reason, of course). They must go there when a critical event occurs at their home unit. It's about helping them find that sweet spot between career and service.

**Better Benefits and Incentives:** How do we make membership in the USAR desirable outside of increased college benefits and retention bonuses? Money talks. One way to improve retention is to offer benefits like full-time childcare through Child Care Aware for TPU Soldiers or give them hiring preference for MILTECH positions. Giving Soldiers a leg up in civilian careers can make a huge difference in keeping them around and positively influence our MILTECH force.

## Reworking the Sponsorship Program

The Total Army Sponsorship Program (TASP) is supposed to help Soldiers integrate into their new units. But here's the thing: it's not very USAR-friendly. Any time a Soldier is reassigned, the system generates a checklist and requires assignment if a Sponsor. Soldiers are often reassigned within their command and don't need to go through the whole sponsorship process again. And for those who do need it, the program is confusing and not always helpful. So, what's the solution? We need a separate TASP module that is explicitly aimed at the USAR.

Improving mentorship in the USAR would provide long-term benefits. Right now, we tell Soldiers to find or be mentors, and then we move on as if that explains what needs to be done. We have no training program for Soldiers to understand the difference between coaching and mentorship or how to establish those relationships. If we had a professional training program in the Reserve, we would help Soldiers feel more connected to their units, ultimately leading to higher retention rates and a more engaged Reserve community.

Readiness in the USAR isn't just about checking the box on a list. It's about ensuring Soldiers have the tools, support, and opportunities to thrive on and off the battlefield. We will create a stronger and more resilient Reserve force by streamlining processes, addressing medical readiness challenges, investing in retention, and improving sponsorship programs. When the USAR is ready, the entire Army is ready, standing prepared to defend our Nation, achieve victory, and adapt to the challenges of tomorrow.



*Author's Note: CW4 Erica Crawford, a seasoned Human Resource Technician in the Army Reserve with 28 years of dedicated service, brings a wealth of experience to this proposal. In her Civilian capacity, she serves as a Human Resource Officer and holds a Master of Science in Organizational Leadership.*

# The Exhausted Instructor - Guarding the Army Ethic

Adaptation by CW4 Marcus A. Motenez, Special Forces

Old Guy sat slumped at his desk of woe,  
His patience worn thin, his energy low.  
With papers stacked high, a bureaucratic hill,  
He cursed the beast called “administrative skill.”

“Why must I wade through this tedious mire,  
Of essays that lack all passion or fire?  
Their sentences meander, their grammar’s a joke,  
It’s a miracle none of my red pens have broke!”

The students, he thought, were a clueless crowd,  
With run-ons and fragments they read out load.  
“Their words are hollow, their logic thin-  
When did teaching writing become such a sin?”

And oh, the tech-his eternal foe,  
A computer that hummed too fast, too slow.  
Emails unanswered, slides that froze,  
“How do I fix this? Nobody knows!”

But Guy was a soldier, though weary and worn,  
Through decades of teaching, his resolve was born.  
Though he cursed at screens and sighed at prose,  
He still showed up, as each morning rose.

For in every bad draft, there flickered a light,  
A student who tried, who got it almost right.  
And sometimes a thank-you, a heartfelt plea,  
Reminded old Guy why he chose this degree.

So, here’s to the instructors, like Guy, who fight,  
Through paperwork, nonsense, and endless nights.  
May they find their peace, their long-deserved rest,  
For teaching is hard—but they give it their best!

*Author’s Note: “The Army ethic is the set of enduring moral principles, values, beliefs, and laws...” (Department of the Army, 2019). CW4 Montez is the course director for the Special Forces Warrant Officer Intermediate Level Education Department at the US Army John F. Kennedy Special Warfare Center and School located at Fort Bragg, North Carolina.*

*Editor’s Note: CW4 Montez presented this poem as a piece of professional advice on behalf of senior warrant officers to those who follow after them.*

# LET'S GO ARMY, FINISH THE RACE!

**CW4 David M. Saggio, MP/JA**

On August 1, 2020, the starter's pistol fired, and the Army was off; the marathon had begun. The problem was identified, a solution proposed, and the remedy initiated. The Army started with a strong cadence and seemed well on its way to success. The success they so desperately sought seemed to be at their fingertips; then the unthinkable happened: they stopped. The race was not over; only two-tenths of a mile remained. Despite their seemingly unstoppable momentum, they were motionless just short of the finish line. The marathon they entered and seemed to have adequately prepared for was to protect the military's meritocracy. The identified problem was the potential for biases to contaminate the very framework of the military board process. The appearance of gender and racial biases were not just conceivable; they were probable. This is a critical juncture where immediate action is needed to ensure the integrity of our promotion processes.

The solution proffered was to redact the gender from all documentation and remove the Service Members' official Department of the Army photo. This solution carried us 26 miles into our 26.2-mile marathon. The remaining two-tenths of a mile can be completed by implementing an AI scrub of all board files to sanitize all identifiable demographic information. If we run each board file through an AI filter to replace all proper names and personal pronouns (he, she, him, and her) with SM (short for Service Member), we can further protect the meritocracy of the military. This innovative approach will not only eliminate potential biases but also ensure a fair and equitable selection process for all Service Members.

As stated above, I am proposing an additional scrub of all board files. This would result in a board member receiving a board file with an HRC-generated board file number replacing the Service Member's Personally Identifiable Information. Additionally, in every location where the boarded Service member's name or representative pronoun would have appeared, the board file will simply read SM. This will help remove any intentional or unconscious biases that may be applied by determining the Service Members' gender, race, or ethnicity through the narratives within their board file. While we can all agree there is no perfect solution, this will significantly aid in an unbiased, truly meritoriously based selection process in the future. This solution ensures fairness and equality in the boarding process, reassuring all involved.

Effective August 1, 2020, the United States Army removed the requirement for DA Photos for all selection and promotion boards and the redaction of "all data" that indicated gender, race, and or ethnicity. Removing the DA photo was the fastest and, quite frankly, the most effortless attempt to combat improper bias within our promotion system. We owe it to our entire community to carry this across the finish line and complete what we started nearly five years ago. According to Kearney (2020), "In the commercial job market, candidates with more ethnicity-identifying information on their resumes were significantly less likely to be called for interviews. Similarly, resumes with pictures of minorities or women were strongly correlated with negative reactions by potential employers, even when minority applicants held elite credentials such as Ivy League college degrees."

This proposed process will exponentially increase the number of best-qualified selectees throughout our formation. This will immediately lead to a stronger and more resilient population, significantly improving our Army's overall readiness and sustainability. The positive impact of this proposal on our Army's strength and preparedness cannot be overstated. Not only can this be implemented immediately, but it will also produce lasting positive results. The utilization of computer-based applications, such as AI, can achieve the requested results with little to no additional resource requirements for the Army. It would be



naive to believe this would not create additional requirements; however, the most significant would be the additional personnel hours needed to run these through the system. The benefits of this proposal grossly outweigh these requirements.

While exploring this proposal's feasibility, I requested a third party's assistance to conduct a proof-of-concept test. This test was performed utilizing both the ChatGPT and NiprGPT platforms. The proof-of-concept was conducted utilizing excerpts from historical narratives from his OERs. The first test was a success. I then performed a second test using an excerpt from one of my past OERs, and again, the test was a success. These tests were conducted on the micro (individual) level; however, the simplicity in application demonstrated the viability of this proposal to be implemented at the macro (full board) level.

Many people will argue that we have fixed the issue and done enough to make the board process fair. If we do anything further, we will be degrading the effectiveness of the U.S. Army's board process. Additionally, we must trust the senior leaders entrusted to sit on these boards. I agree that we have to trust those and be tasked with ethically conducting these boards. I also concede that sanitizing and redacting information provided to board members could get out of control if not carefully monitored. Unfettered sanitation would lead to degraded effectiveness; however, that is not what this proposal seeks to authorize. By implementing these changes, we can further protect the integrity of all board members by removing any residual impression of bias. Headquarters Department of the Army Policy Notice 600-2 (2021) states, "Data identifying an officer's race, ethnicity, and gender will be redacted as part of the board file. Although some records under review by this board may contain such prohibited information, board members must disregard it." These changes will remove the remaining data identifying a Service Member's race, ethnicity, or gender with the SM nomenclature so they do not have to be disregarded.

I would argue the steps we have taken thus far were either a ruse to placate the people who initially reported this as a problem or, more accurately, are insufficient and not working. A review of the 2023 Demographics report of the armed forces shows a less than 1.5% change in active-duty strength between men and women and approximately .5% change in Service members who identify as part of a minority group. This would suggest either there is no issue in the process and standard deviance between genders and ethnicities, or the attempt we made to correct any inappropriate bias disparity was inadequate and is not working.

As I built this proposal, I discussed it with many Service Members to gain their insight into the current system and my proposed changes. I interviewed a prior board member from a recent warrant officer selection board. This board member confirmed that gender was redacted, and the DA photos were absent from any board files. When asked if they could determine the gender, race, and ethnicity of most of the boarded Service Members based on their name and the narratives contained within their file, they affirmed that they could very quickly. When asked if they believed these proposed changes would have added to or degraded the overboard selection process, they said they would have been a great addition. We all agree there must be some level of interpretation of the board files by the board members; however, those interpretations can be much more effective for the overall strength of the Army when they are based entirely on merit.

This will allow the Army to get the most qualified Service Member at every position and significantly increase the morale and esprit décor throughout our entire force. One senior warrant officer I interviewed expressed their continued concerns with the infection of gender bias throughout our systems for promotion and position selection. Whether this is something you have experienced or even if you do not believe it is still occurring, it is not our ethical duty to attempt to eliminate it, to avoid even the appearance of impropriety. Once we have eradicated these biases, our population will be less likely to second guess our decision on placement and promotion. This will build a more cohesive Army, bolstering a more competitive culture of professionals working hard to achieve a higher position.

We need to pick ourselves up and finish this marathon. By removing the personally identifiable information and assigning a board file number for each file, we can begin to improve our current position. We can take this process across the finish line by following that up with replacing all proper names and identifiable pronouns. Implementing these changes will be extremely inexpensive as all the required assets are already available within our system. Furthermore, this proposal can be implemented as soon as the Army is ready to decide. Once implemented, these changes will dramatically improve our overall Army readiness, as we will retain and promote stronger, more qualified Service Members.

As stated above, this will build a more positively competitive culture within the Army. Indeed, these changes may not affect some Service Members, and despite some inevitable naysayers or counterproductive personalities, these changes will not negatively affect anyone. Considering the benefits mentioned above and the cost and time analysis, this proposal must be enacted immediately to improve our Army. We must do our ethical duty to protect the military's meritocracy, and these proposed changes do precisely that. We must build our strength from within to ensure we remain the strongest Army in the world. That is precisely what I am asking for through these proposed changes. **LET'S GO, ARMY, FINISH THE MARATHON STRONG!!!**

## References

Defense, U. D. (2023). Profile of the Military Community 2023 Demographics.

Headquarters Department of the Army Policy Notice 600-2. (2021, November 23). Policies and Procedures for Active Duty List Officer and Department of the Army Selection Boards.

Kearney, P. (2020). Not Worth a Thousand Words: Abandoning the DA Photo.

*Author's Note: CW4 David M. Saggio has served over 19 years in the United States Army, 3 years as a military court reporter, 2 years as an Enlisted paralegal, 1.5 years as an Executive Officer, 6 years as a Warrant Officer with The Judge Advocate General's Corps, MOS 270A, Legal Administrator, and 7 years as a Special Agent with the Army Criminal Investigation Division, MOS 311A. All individuals interviewed for this paper have requested to remain anonymous as of this publication. CW4 Joshua Gates assisted in developing this concept and successfully conducted the proof-of-concept test.*



# Retaining Expertise Through Lost-Cost Opportunity, Innovation, and Modernization

**CW4 Phillip J. Hall, Special Forces**



Chief Warrant Officers Felix Rodriguez and Michael Watson, geospatial intelligence tech officers assigned to the 522nd Military Intelligence Battalion, 207th Military Intelligence Brigade (Theater), participate in the U.S. Army Southern European Task Force, Africa (SETAF-AF) joint task force validation command post exercise at Caserma Ederle, Vicenza, Italy on Mar. 16, 2023.

## Introduction

Implementation of the Chief Warrant Officer Six (CW6) grade for select positions at the two-star level and above, offers a cost-effective, innovative solution to retain expertise without adding additional force structure. The military can maximize technical expertise and experience of senior warrant officers by capitalizing on their unique skills, education, and years of experience as technical advisors, systems integrators, and senior mentors. Implementing this grade by echelon ensures continuity of knowledge, experience, leadership while strengthening operational and strategic level effectiveness.

## The Retention Problem

The military invests considerable time and resources in its personnel, as people are the Department of Defense's number one asset (Cisneros, 2022). The military services equip them with a wide range of skills that can apply across different industries within the civilian sector. Warrant Officers are recognized as technical experts in various specialized fields, including logistics, aviation, and cybersecurity. Warrant Officer have leadership skills gained through operational experience; these veterans arrive ready to contribute from day one.



## **Civilian Companies**

Companies create strategies to maximize efficiencies and lower costs in today's competitive business environment. One solution lies in recruiting experienced military veterans as they approach the end of their careers. These individuals create a talent pool, bringing years of expertise and training acquired in high-pressure, sometimes high-threat environments. They offer corporations a cost-effective substitute for lengthy, expensive training programs.

Consider the cost of training an aviator with minimal experience versus hiring a veteran with years of experience in military aviation, often on multiple platforms. Further consider expenses linked with developing and maintaining leadership compared to hiring a former military officer competent in leading troops in high-stress situations; these financial benefits become abundantly clear.

Most importantly, veterans are known for their strong work ethic, discipline, and commitment to mission success—qualities instilled through years of rigorous military training. A strong work ethic equals higher productivity, lower turnover rates, and a culture whose foundation is based on efficiency and results (Goozner, 2024).

## **Retirements**

In 2023, approximately 1100 Warrant Officers retired between the grades of CW2-CW5, averaging 24 years of service in the US Army (W. Tuchtenhagen, personal communication, March 10, 2025). These retirements are a significant loss of expertise and a considerable financial blow to the Department of the Army. While a CW4 with 15 years of aviation training averages nearly \$27,000,000 in training (C. Carter-White, personal communication, March 10, 2025), other technical experts can average \$300,000 per individual. This financial burden pales in comparison to the irreplaceable experience of expertise walking out of the door.

These 1100 Warrant Officers represent 26,400 years of hands-on expertise and institutional knowledge translating to a significant reduction in the military's ability to:

- **Maintain complex systems:** Warrant Officers possess technical proficiency, which is critical for troubleshooting and ensuring the operational readiness of sophisticated equipment.
- **Train and mentor personnel:** Their experience is invaluable for shaping the next generation of junior officers and warrant officers and for providing commanders with recommendations based on years of experience.
- **Develop and refine tactics, techniques, and procedures:** Years of real-world experience contribute to evolving practical strategies and operational procedures.

This loss of personnel creates a knowledge gap that will take years to fill and millions of dollars to replace. Retaining this invaluable human capital through targeted incentives and creating additional opportunities is not just fiscally responsible, it is essential for maintaining military strength.

## **Addressing the Solution: Force Management**

The growth of the Warrant Officer cohort within the Department of the Army, from a mere 1,120 positions in 1920 to about 26,000 in 2025 (Winkler, 2023), highlights the increasing importance and contribution



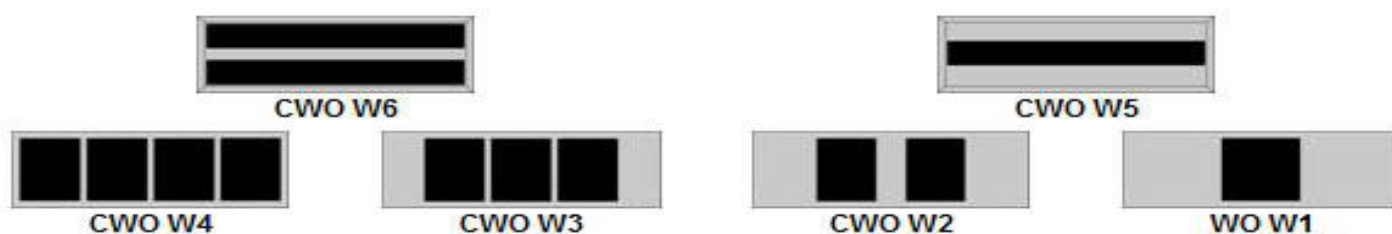
that warrant officers' offer. This growth, however, leads to a stove pipe at the highest echelons of Warrant Officer leadership. As of today, about 1,215 individuals wear the rank of CW5 (Department of the Army, 2025) representing the peak of their technical expertise and leadership within a specialized field (Department of the Army, 2019).

At times, this concentration of talent presents a challenge in terms of upward mobility and strategic influence. A strategic opportunity presents itself by converting approximately 10% of existing CW5 billets at the two-star command and above. This innovative shift would place highly experienced Senior Field Grade Warrant Officers in positions to advise senior leaders and commanders on operational impacts and technical matters, influence policy decisions, and shape long-term strategic planning and integration.

This approach recognizes the value of Senior Filed Grade Warrant Officers and incentivizes career progression, minimizing the number of those looking to retire or ETS to join the civilian sector. This, in turn, would strengthen the entire force by ensuring that the most experienced voices contribute to strategic decision-making at the highest levels as the Department of the Army faces the Large-Scale Combat Operations dilemma.

## Cost

Considering a fiscally constrained environment, when each dollar spent is imperative, the conversion of approximately one hundred twenty CW5 billets to CW6 presents a cost-effective solution to combat retention challenges and leverage senior Warrant Officers' experience. The projected annual cost of converting roughly 120 billets is less than \$2.5 million. This investment is a fraction of the hundreds of millions of dollars associated with losing personnel to the civilian sector and offers a high return on investment. CW6 will see a monthly increase of \$1,500 in base pay (see Figure 1).



Warrant Officer Grade Insignia approved by Chief of Staff of the Army, 10 June, 1970. CW5 was approved by Congress in 1991. CW6 was not approved by Congress.



Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18
W-6											
W-5											
W-4	5,273.10	5,671.50	5,834.40	5,994.60	6,270.60	6,543.60	6,820.20	7,235.40	7,599.90	7,946.70	8,231.10
W-3	4,815.60	5,015.70	5,222.10	5,289.00	5,504.40	5,928.90	6,370.80	6,579.00	6,819.90	7,067.40	7,513.80
W-2	4,260.90	4,663.80	4,787.70	4,873.20	5,149.20	5,578.50	5,791.80	6,001.20	6,257.40	6,457.80	6,639.00
W-1	3,739.80	4,143.00	4,250.70	4,479.60	4,749.90	5,148.30	5,334.30	5,595.30	5,850.90	6,052.20	6,237.60
Pay Grade	Over 20	Over 22	Over 24	Over 26	Over 28	Over 30	Over 32	Over 34	Over 36	Over 38	Over 40
W-6	10,875.60	11,351.10	11,705.70	12,097.20	12,097.20	12,628.20	12,628.20	13,183.50	13,183.50	13,769.10	13,769.10
W-5	9,375.60	9,851.10	10,205.70	10,597.20	10,597.20	11,128.20	11,128.20	11,683.50	11,683.50	12,269.10	12,269.10
W-4	8,508.30	8,914.50	9,248.70	9,629.70	9,629.70	9,821.70	9,821.70	9,821.70	9,821.70	9,821.70	9,821.70
W-3	7,814.70	7,994.70	8,186.10	8,447.10	8,447.10	8,447.10	8,447.10	8,447.10	8,447.10	8,447.10	8,447.10
W-2	6,856.20	6,998.70	7,111.80	7,111.80	7,111.80	7,111.80	7,111.80	7,111.80	7,111.80	7,111.80	7,111.80
W-1	6,462.90	6,462.90	6,462.90	6,462.90	6,462.90	6,462.90	6,462.90	6,462.90	6,462.90	6,462.90	6,462.90

Figure 1. Example Military Pay Table with CW6 (based on 2025 Military Pay Table).

The Basic Allowance for Housing (BAH) with dependents of \$110 and BAH without dependents of \$164 (see Figure 2) serve as powerful retention incentive, encouraging these highly skilled professionals to continue their service and contribute to national security at the highest levels.

W5	
with DEPENDENTS:	without DEPENDENTS:
\$2,190.00	\$1,986.00
W6	
with DEPENDENTS:	without DEPENDENTS:
\$2,300.00	\$2,150.00

Figure 2. Example BAH Table (based of BAH Table for Birmingham AL in 2025).



## **Requirements and Restrictions**

To attract the most qualified individuals, all positions converted should be strictly nominative. Warrant Officers should not be able to achieve Chief Warrant Officer Six (6) through the traditional time-in-service or time-in-grade requirements. Eligible CW5s who are interested will be vetted and selected based on their performance, leadership, and strategic knowledge. Furthermore, each CW6 CCWO position should be designated as an “up-or-out” assignment, requiring the selected warrant officers to either progress to higher roles or transition out of the military. This approach will prevent stagnation and ensure a constant flow of highly qualified Senior Field Grade Warrant Officers at the highest levels, mitigating the risk of the “stovepipe effect” discussed earlier and reducing the chance of complacency and adaptability.

## **Structural Changes**

The Department of the Army should intentionally assign the proposed CW6 positions to key leadership and operational units across the Army, including each of the 54 states and territories within the Army National Guard, the National Guard Bureau, and the Office of the Chief of the Army Reserve. Additionally, each of the 11 Combatant Commands and the 17 Chief Warrant Officers of the Branch positions will have dedicated CW6 positions. Understanding the importance of Professional Military Education (PME), the US Army Warrant Officer Career College and other TRADOC entities requiring Command Chief Warrant Officers or Commandants must also establish these positions. Finally, the Chief Warrant Officer of the Army and select positions within the Warrant Officer Council ensure representation for strategic input at the highest level.

## **Professional Military Education**

In 2023, TRADOC mandated the modernization of Warrant Officer Professional Military Education. (J. Young, personal communication, March 7, 2025). The US Warrant Officer Career College has reorganized and developed a new curriculum from the Warrant Officer Candidate School through the Warrant Officer Master Course, specifically designated for Senior Field Grade Warrant Officers for those identified to serve in select nominative positions. Feedback from over a dozen current and former CCWOs from the O6 – O10 level provided valuable insight on topics they would have benefited from, including Defense Planning Guidance; Budget Estimate Submission; Program, Planning, Budget Execution, Manning; and recruiting/retention (J. Young, personal communication, March 7, 2025). The Warrant Officer Master Course will function as PME for these executive level CW6 positions and, if required, be modified to add additional content.

## **Conclusion**

Congressional approval of the Chief Warrant Officer Six (CW6) rank represents a practical solution to retain our military’s technical experts while strengthening leadership at strategic levels. This straightforward change would help prevent the exodus of experienced warrant officers to civilian corporations, provide commanders with specialized expertise, and acknowledge the critical contributions of our warrant officer cohort—all at minimal cost to taxpayers. We must engage in meaningful dialogue about this opportunity at upcoming leadership forums, professional development sessions, and branch conferences as military professionals dedicated to force readiness. I urge you to share your perspectives on implementing the CW6 rank with your chain of command and congressional representatives, as collective advocacy from

those who understand the operational impact will ultimately drive this long-overdue advancement for our warrant officer corps and the military's technical leadership capabilities. Strength in Knowledge. This We'll Defend.

*Author Note: Phillip J. Hall is a Chief Warrant Officer Four (CW4) in the Alabama Army National Guard and currently serves within the G3 division of the Joint Forces Headquarters (JFHQ). He has 27 years of experience, 22 of which in Special Forces, and has worked at the ODA, Company, BN, Brigade, Division, and TSOC levels.*

## References

- Cronk, T. (2022, April 27). DOD's Great Strength Is its People, Undersecretary Says. US Department of Defense News.
- Goozner, M. (2004). Higher skills, fewer jobs: with advanced technology and skilled workers, America can keep a strong manufacturing sector, but rising productivity equals a smarter--and smaller--work force. *The American Prospect*, 15(1), 42+.
- US Army. (2023, July 7). Fort Liberty celebrates the 105th anniversary of the Army Warrant Officer Corps. US Army. [https://www.army.mil/article/268200/fort\\_liberty\\_celebrates\\_105th\\_anniversary\\_of\\_army\\_warrant\\_officer\\_corps](https://www.army.mil/article/268200/fort_liberty_celebrates_105th_anniversary_of_army_warrant_officer_corps).
- US Army. (2019). Office Professional Development and Career Management (DA PAM 600-3).
- Winkler, D. (2022, January 6). AFC warrant officer achieves CW5 rank. US Army. [https://www.army.mil/article/263117/afc\\_warrant\\_officer\\_achieves\\_cw5\\_rank](https://www.army.mil/article/263117/afc_warrant_officer_achieves_cw5_rank)





# Army Warrant Officer Broadening Assignments

**CW4 Michael F. Lima, Ordnance**

During my Warrant Officer Senior Service Education (WOSSE), our Small Group Leader asked, “What makes a warrant officer?” It is a question that drives discussion but has a deep meaning. The question isn’t about the purpose of a warrant officer or what we bring to the table. However, the essence of the question is how one becomes a warrant officer and continues being one, as opposed to an enlisted service member or a branch-qualified officer with an area of concentration (AOC). To find the answer, one would have to look at the definition of a U.S. Army Warrant Officer. As each nation does not utilize warrant officers differently, there are even slight differences between the DoD services. The warrant officer classification system (2025) defines a warrant officer as:

An officer appointed by warrant by the Secretary of the Army based upon a sound level of technical and tactical competence. The warrant officer is the highly specialized expert and trainer who, by gaining progressive levels of expertise and leadership, operates, maintains, administers, and manages the Army’s equipment, support activities or technical systems for an entire career.

While many individuals could draw different conclusions from the statement above, progressive expertise for an entire career alludes to the core of making a warrant officer. Making a proficient warrant officer requires progressive assignments that allow individuals to hone their technical expertise for the entire time they are in military service. Assignment varies for each servicemember but is controlled by regulation and policy and is not arbitrarily given to warrant officers.

## Warrant Officer Assignments

Army policy for Warrant Officer assignment requires that Warrant Officers be assigned to positions in their grade. Still, it may be one grade lower or higher and must be classified with the officer’s primary military occupational specialty (MOS). The warrant officer MOS system is a structuring of codes authorized for the occupational classification of warrant officer positions (Department of the Army, 2025b). Additionally, the warrant officer standards of grade (SG) tables provide the authorized duty title abbreviations, standards of grade (SG) for tables of distribution and allowances (TDA), tables of organization and equipment (TOE) and modified TOE (MTOE) for each warrant officer occupational specialty (Department of the Army, 2025c). While these documents reference the available positions for specific WO MOS, they do not provide a clear pathway for individuals to plan for future assignments. Other products offer this type of information quickly so that anyone can view and decide on their career, as seen in Figure 1.



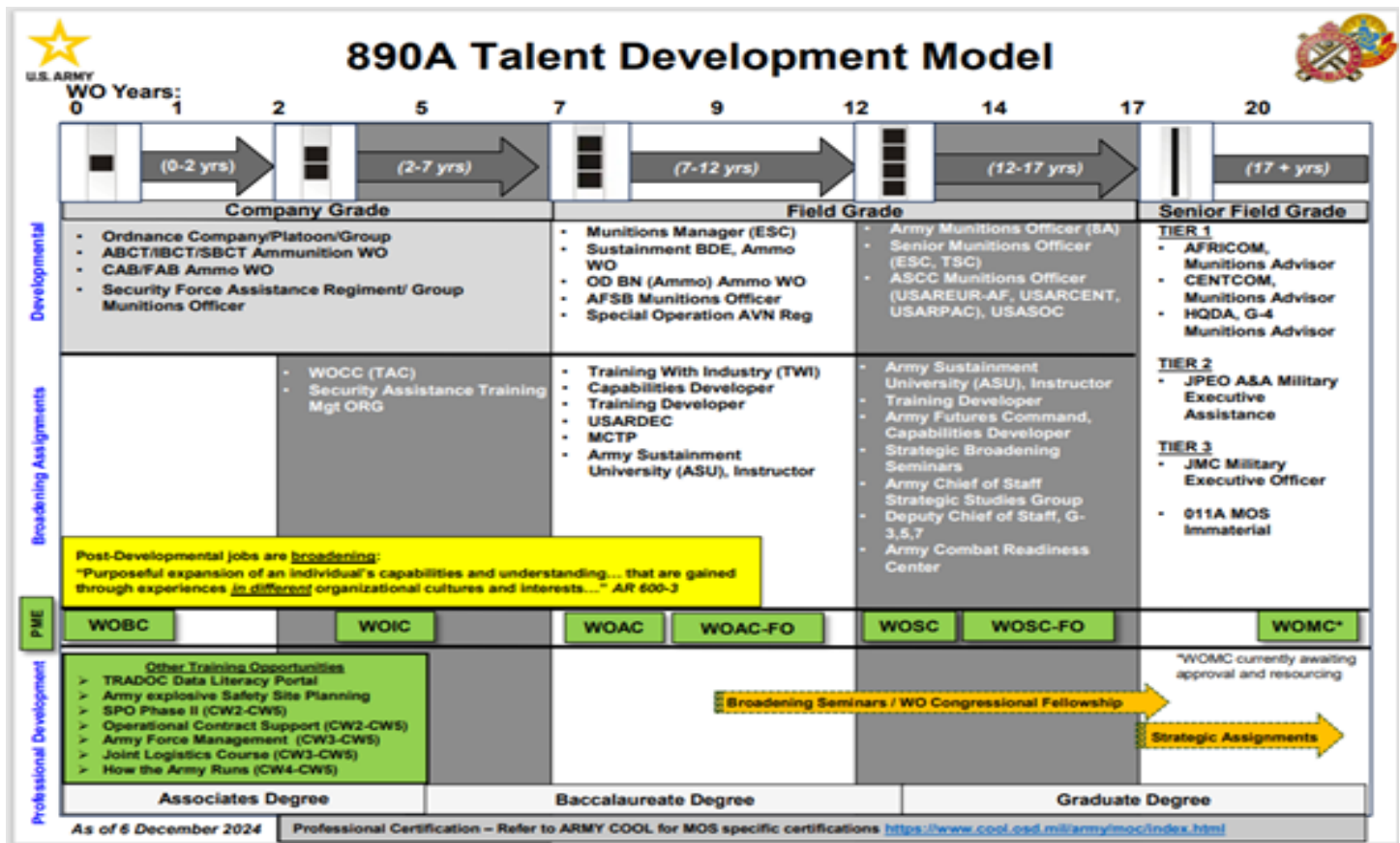


Figure 1. MOS 890A Talent Development Model (Ammunition Warrant Officer)

The Professional Development Model (PDM) provides a standardized framework, career information, and professional development for warrant officers. This model, created for each Branch by the branch proponent (Army Career Tracker, 2025), displays key operational, developmental, institutional, and broadening assignments and PME and civilian education goals. It serves as a roadmap for warrant officers, helping them understand the various career paths and the skills and experiences they need to develop to progress in their careers. Similarly, the U.S. Army G1 Publications page Smart book offers career charts (Talent Development Model) by functional area (FA) and Branch and lists by military occupational specialty. A complete listing of available Warrant Officer Positions can be found on the Force Management System (FMSWeb) and Army Career Tracker websites. At the same time, all officer positions are developmental. Generally, with exceptions, Warrant Officers can consider TOE assignments as developmental and TDA assignments as broadening positions (Department of the Army, 2025a).

## Developmental and Broadening Positions

First, warrant officers must understand that broadening positions provide the opportunity to develop knowledge, skills, and behaviors critical for future career objectives within a branch and the Army. This is a subject that I struggled with, serving in a broadening assignment myself. I had the opportunity to serve under not just one but two formal regimental warrant officers now working in the commercial sector. My former view was that I should conduct the mission in the Operational Army. The advice was that broadening assignments must be done, but the gains are only realized after moving on and returning to the operational Army. Warrant Officers should view broadening as a focused growth offered through opportunities, both internal and external assignments in the Army. These assignments enhance key warfighting skills and provide a more extensive view of the level of responsibility, a deep understanding

of the center of excellence interoperability, and branch-related generating force actions that contribute to warrant officer development. They create innovative and adaptive leaders outside of the operational force who will, in turn, return, which is a key developmental step in warrant officers.

These assignments enhance key warfighting skills, a more extensive view of the level of responsibility, a deep understanding of the center of excellence interoperability, and branch-related generating force actions that contribute to warrant officer development. That creates innovative and adaptive leaders outside of the operational force who will, in turn, return, which is a key developmental step in warrant officers. While the Warrant Officer cohort does not have pre-defined key developmental assignments, if we did, specific broadening assignments would be for senior warrant officers. The broadening process varies according to demand within specific branches and may include a nominative process. All available broadening opportunities have different scopes, responsibilities, and developmental outcomes, but most broadening assignments fall within the five major categories.

## **Tactical, Functional, or Institutional**

Tactical broadening is an assignment directly related to a warrant officer's MOS or Branch but develops a more comprehensive range of Army-specific skills. The Smartbook for DA Pam 600-3 Officer Professional Development and Career Management (2024) includes assignments such as Observer/Controller (National Training Center or within First Army), Security Force Assistance Brigade, the 75th Ranger Regiment, the 160th Special Operations Aviation Regiment, or other special mission units (SMU). These are different from functional and institutional broadening assignments, which give a deeper understanding of the Army's operations. Functional broadening is closely related to the WO's Branch, such as Ordnance and conducting a Training with Industry (TWI) opportunity with a missile defense contractor. Institutional broadening may be inside or outside the Warrant Officer branch but with force-generating billets. The Smartbook examples include the U.S. Army Training and Doctrine Command (TRADOC), Human Resources Command (HRC), Army Software Factory (ASWF), Artificial Intelligence Integration Center, Army Commands (ACOMs), or regionally or functionally aligned headquarters. At the same time, these broadening assignments are the most common and should be pseudo-key development milestones for senior warrant officer positions. Others are not familiar with the Warrant Officer cohort.

## **Scholastic and Civilian Enterprise**

Academic type of broad assignments provide an experience within a community of scholars, at an institute of higher learning, or in civilian industry. This opportunity offers the warrant officer a new perspective that cannot be obtained from military training or education. An example of this type available for warrant officers is the Army Congressional Fellowship open to Chief Warrant Officers 3 and 4. The Broadening Opportunity Programs (BOP) FY25 (2024) catalog highlights that the Army Congressional Fellowship Program is a 44-month program that includes the pursuit of a Master of Professional Studies (MPS) Degree in Legislative Affairs at George Washington University, service as a Fellow for a Member of Congress, and with a follow-on utilization tour on the Army Staff (ARSTAF) in a congressional-related duty position.

## **Joint or Multinational**

Joint qualification is one of the programs that are not authorized for warrant officers. The assignments are joint duty assignment list (JDAL) billets. Some operational assignments may not be a JDAL billet

for a warrant officer but offer joint opportunities to the Warrant Officer Cohort. These developmental assignments immerse warrant officers in a joint environment requiring a skill set that expands from Army operations to joint understanding within the joint force. This type of developmental assignment also includes working with partner nations. One of the most unique Army assignments is with the only Active-Duty Support Group. The 10th Support Group is a logistical support unit in Okinawa, Japan, and the senior U.S. Army unit on the island. It is often known as the most joint, non-joint assignment in the Army. A developmental assignment with significant interaction with all of the other branches of the military is not officially considered a joint duty assignment on the Joint Duty Assignment List. These assignments are still within the military, but other opportunities remove the warrant officer from the Department of Defense.

## **Interagency or intergovernmental**

These Interagency or intergovernmental assignments are generally at U.S. Government agencies outside of the DoD with governmental agencies. One example is the White House Fellowship, open to all Warrant Officers. Broadening Opportunity Programs (BOP) FY25 (2024) catalog states that the White House Fellowship aims to bring the best and brightest talent in the nation to Washington, DC, to participate in the process of government in the Executive Branch. The program extends beyond the career progression goals of the Army and is more than a broadened assignment, but greater insight to impact service to the nation.

## **Cross-component**

Lastly, the cross-component assignments for active-duty WO in reserve and national guard units and vice-versa are career-enhancing, broadening opportunities that expand knowledge of the Army's capabilities in reserve components. A chance to develop an understanding of COMPO 2 and 3 for active-duty personnel. Which is often overlooked but instrumental in combat operations because some branches have the majority of their capabilities in the other components

## **Broadening Assignments Benefits**

Broadening assignments have been instrumental in developing my skill set and will significantly benefit the organizations and commanders I serve. Now, looking back at the last four years with two key developmental broadening assignments—Functional and institutional- I am well versed in not only the Ordnance Branch but also the Army at large. This insight includes basic and applied research for defense and the underlying funding for defense research and development (R&D) in the functional assignment. Additionally includes course and curriculum design, Program of Instruction (POI) development, and conducting Critical Task Site Selection Board (CTSSB) within my duty title as a training developer in the institutional assignment.

However, the deeper understanding goes into System Training Plan (STRAP), doctrine and policy development, force design updates (FDU), and organizational transformation at the center of excellence level, to name just a few. While anyone can read about all the processes in the How The Army Runs (HTAR) publication, it is a much richer level of understanding to accomplish and genuinely see the institutional Army at work. One of the most significant drawbacks of nominative broadening assignments is that if you are selected and attend any Broadening Opportunity Program, including the Training With Industry (TWI) Program. You must wait 10 years from the program's end date before applying for another Broadening Opportunity Program (U.S. Army Human Resources Command, 2024). This



means that you must be judicious in selecting your broadening assignment instead of a developmental assignment, as you may only get one chance to do a Broadening opportunity.

## Conclusion

Warrant Officers master their craft but becoming a truly proficient Warrant Officer goes beyond being a technical expert in systems. The title of expert requires a continuous journey of diverse experiences that shape adaptive leaders capable of impacting the Army beyond specialized roles. Warrant Officers must embrace broadening opportunities presented through varied assignments—Tactical, Functional, Institutional, or even intergovernmental—not as detours but as essential pathways to develop a wide range of technical understanding of system development, enabling them to serve the nation at the highest level. As a warrant officer, you must commit to personal growth beyond your comfort zone in the operational Army. Actively seek those broadening assignments that challenge your perspective and expand your viewpoint. By embracing these challenges, you will enhance your career potential and contribute to an innovative Army prepared to address future complexities.

*Author's Note: Chief Warrant Officer 4 Michael K. Lima is a training developer with the Ordnance Training Development Division. He is assigned to the Ordnance Corps & Ordnance School under Combined Arms Support Command, Fort Gregg-Adams, Virginia. He was training with industry participants at Raytheon Missile Defense and an accountable officer for the ammunition supply point at Kadena Air Base in Okinawa, Japan. He holds a doctorate in business administration and a master's degree from Baker College Center for Graduate Studies.*





## References

- Army Career Tracker. (2025). The Officer Professional Development Model. <https://actnow.army.mil/>
- Department of the Army. (2023, April 14). Officer talent management (Department of the Army Pamphlet 600-3 (Smartbook)). [https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/ARN36110-PAM\\_600-3-000-WEB-1.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN36110-PAM_600-3-000-WEB-1.pdf)
- Department of the Army. (2024, June 8). Officer assignment policies and procedures (Army Regulation 614–100). [https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/ARN36147-AR\\_614-100-000-WEB-1.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN36147-AR_614-100-000-WEB-1.pdf)
- Department of the Army. (2025a). Ordnance Branch (DA Pam 600-3: Force Sustainment). <https://api.army.mil/e2/c/downloads/2025/02/19/b1d37b87/da-pam-600-3-ordnance-fy25.pdf>
- Department of the Army. (2025b). Chapter 6 - Warrant Officer Classification System (DA Pam 600-3: Military Occupational Classification and Structure). <https://api.army.mil/e2/c/downloads/2024/11/20/c5b333fd/chapter-6-wo-classification.pdf>
- Department of the Army. (2025c). Chapter 8C - Warrant Officer MOS Standards of Grade (DA Pam 600-3: Military Occupational Classification and Structure). <https://api.army.mil/e2/c/downloads/2024/11/20/c5b333fd/chapter-6-wo-classification.pdf>
- Ordnance Proponent. (2024, December 6). DA PAM 600-3 Career Charts WO OD (FY25 ).pdf. <https://api.army.mil/e2/c/downloads/2025/02/19/4298ce45/da-pam-600-3-career-charts-wo-od-fy25.pdf>
- U.S. Army, Human Resources Command (AHRC). (2024, May 31). Broadening Opportunity Program Catalog (Fiscal Year 2025 BOP Catalog). <https://www.hrc.army.mil/wcmt-api/system/files/2024-11/FY%2025%20BOP%20Catalog%20%28Updated%2018%20Nov%2024%29.pdf>



# The Key Role of Army National Guard Bands in the State Partnership Program: The Powerful Impact of Collaboration

## CW5 Curtis Hiyane, Chief, Army National Bands

For over three decades, the United States National Guard State Partnership Program, a significant initiative vital to United States security, has been fostering enduring relationships between National Guard units and partner nations worldwide. This program, as outlined in section 341 of Title 10, United States Code, authorized the Secretary of Defense to establish a program of activities to

support the Security Cooperation objectives of the United States, between members of the National Guard of a state or territory and any of the following: a) the military forces of a foreign country, b) the security forces of a foreign country, c) governmental organizations of a foreign country whose primary functions include disaster response or emergency response (National Guard State Partnership Program Fact Sheet-Oct 2024).

The United States National Defense Strategy provided three key elements to strengthen alliances: to confirm a foundation of mutual respect, responsibility, priorities, and accountability; expand regional consultative mechanisms and collaborative planning; and deepen interoperability...The operational National Guard is fully integrated with the National Defense Strategy through these activities as a part of the joint forces and adds a unique contribution through the State Partnership Program. At a time when resources are being shifted, and readiness is essential for strategic competition, the State Partnership Program provides the Department of Defense with a scalable and tailored approach to security cooperation and partner enhancement (Gen Joseph L. Lengyel, United States Air Force Chief, National Guard Bureau 2018).

Army bands have a strong tradition of communicating the United States' ethos of the armed forces. During nation-building and security collaboration, military music plays a significant role in fostering unity and enhancing the human dimension of operations (Total Military Insight Editorial Team, 2024). The universal language of music is a conduit for effective communication and connection. The bands of the Army National Guard, consisting of talented and dedicated musician-soldiers, foster an encouraging, open, low-threat environment with people from different cultures and backgrounds. "As outlined in the 2018 National Defense Strategy, strengthening and evolving our alliances and partnerships is a Secretary of Defense priority as we meet shared challenges and potential threats. The National Guard forges its unique State Partnership Program relationship by integrating its activities with the strategic goals of combatant commands and chief of United States missions" (Gen Joseph L Lengyel., United States Air Force Chief, National Guard Bureau 2018).

"State Partnership Program builds relationships that enhance global security, understanding, and cooperation, helping build United States and partner capacity to meet 21st-century security challenges" (National Guard State Partnership Program Fact Sheet-Oct 2024). By promoting unity and cohesion among troops of partnering nations, Soldiers can strengthen their interpersonal bonds, which enhances teamwork and boosts morale during missions in diverse environments (Total Military Insight Editorial Team, 2024). State Partnership Program alliances create trust and a chance for coalition enhancement with military personnel and allied nation civilians. A few activities in which Army National Guard bands participate are partner countries' national celebrations, cultural festivals, and parades. As part of their musical programming, Army National Guard bands also showcase the rich and diverse American culture, which builds goodwill by sharing both countries' unique cultures and traditions. Connecting with bands from allied nations fosters camaraderie and strengthens military ties. Cultural exchange

workshops and masterclasses for local musicians and students provide a basis for musical education (i.e., instrumental instruction) and joint or combined performance opportunities in concerts, recitals, and other events. Positive relationships with partner nations are a key mission set inherent to the State Partnership Program and are enhanced with intercultural interactions. Performances connect United States state/territory State Partnership Program players with partner nation military personnel, enhancing military-to-military cooperation and goodwill and serving as a tool for cultural diplomacy. This leads to the overarching goal of positive international relations and global security. Community performances connect neighborhoods, the local populace, and schools to help bands build strong, positive relationships. This engagement, in turn, builds intercultural communication, showcases American values, supports diplomatic efforts, enhances military-to-military cooperation, and promotes community engagement. The operational environment is profoundly affected, and the United States can build mutual cultural understanding, contributing to the broader goals of global security.

States and territories should increase State Partnership Program participation for all 51 Army National Guard bands. State Partnership Program travel and manning (pay and allowance) funds are essential for band participation. Band leadership must identify the appropriate Musical Performance Team to accomplish musical missions and be involved in pre-planning. Band leadership can tailor a musical program to match priorities and overarching goals. Performances by Army National Guard bands in various settings can build a cultural bridge that diminishes tensions and promotes goodwill, reinforcing the idea of national partnership as a collaborative effort. Musical interaction with host nations goes beyond shaping relations in the near term but extends to succeeding generations. Cultural exchanges that build trust are invaluable for strengthening collaboration and coalition alliances. “The State Partnership Program mission supports the security cooperation objectives of the United States and the Geographic Combatant Commands by developing enduring relationships with partner countries and carrying out activities to build partner capacity, improve interoperability, and enhance United States influence while increasing the readiness of United States and partner forces to meet emerging challenges” (National Guard State Partnership Program Fact Sheet-Oct 2024). By recognizing and enhancing the Army National Guard band’s contributions, the State Partnership Program can increase effectiveness and develop enduring mutually beneficial relationships for the United States and partner nations. Army National Guard bands foster positive interactions between countries and governments across the globe. The lasting influence of bands’ participation in the State Partnership Program is highlighted in its effectiveness in promoting peace and stability. Using Army National Guard bands to assist in the State Partnership Program will promote benevolence and pave the way to high-yielding national partnerships. The Army National Guard band participation will establish unity and boost morale among troops of partnering nations. Including cultural aspects of the State Partnership Program will promote harmony and reinforce the mission’s objectives (Total Military Insight Editorial Team, 2024).

As the State Partnership Program continues to evolve in the changing geo-global political climate, Army National Guard bands’ participation in it will become exponentially more relevant and impactful in addressing the complexities of international security. Army National Guard band participation will become even more critical and essential in the turbulent international landscape. The infusion of musician Soldiers from the 51 Army National Guard bands will catalyze assisting the National Guard in its effort to promote global security through the State Partnership Program.



## References

Department of the Army. (2017). The Operational Environment and the Changing Character of Warfare. TRADOC Pamphlet 525-92. US Government Printing Office.

Gen Joseph L. Lengyel, USAF Chief, National Guard Bureau 2018. (2018). Securing the Nation One Partnership at a Time. Strategic Studies Quarterly Fall.

National Guard State Partnership Program Fact Sheet-Oct 2024. (2024, October). Retrieved from [https://www.nationalguard.mil/Portals/31/Documents/J-5/InternationalAffairs/StatePartnershipProgram/State-Partnership-Program-\(SPP\)-FactSheet-Oct-2024.pdf](https://www.nationalguard.mil/Portals/31/Documents/J-5/InternationalAffairs/StatePartnershipProgram/State-Partnership-Program-(SPP)-FactSheet-Oct-2024.pdf)

Total Military Insight Editorial Team. (2024, July 12). The Role of Military Music in Peacekeeping Operations. Retrieved from Total Military Insight: <https://totalmilitaryinsight.com/military-music-in-peacekeeping/>

## The Importance of Stress

### CW3 Nicholas P. Ciullo, QM, CTARNG

During the Middle Ages, Burgundian monks discovered stressing the grape vines produced smaller, more concentrated grapes, which resulted in higher-quality wines. Over-watering the vines produced visually larger and more appealing grape, but they grapes were less concentrated and produce a diluted wine. Stressing the vine, making the roots dig deeper to find ground water, made the roots exceptionally strong and resilient.

### The Soil.

The soil is your foundation, composed of your experiences, education, training, mentoring, reflection and yes, stress! As minerals enrich soil, these components all work together to form the nutrients of your leadership.

### The Roots.

Character, Presence, and Intellect are your roots. Each root absorbs minerals from the soil to enhance your leadership attributes. Character anchors the vine, allowing the leader to stand firm. Presence reflects the visible reach of the vine; it's ability to grown and connect with others. Intellect is the adaptive root, absorbing all the nutrients and enabling thoughtful problem solving.

### The Grapes.

With roots firmly planted in nutrient soil, and the right amount of stress, Leads, Develops and Achieves become the fruitful grapes of a well-cultivated vine. These grapes are the culmination of the growing



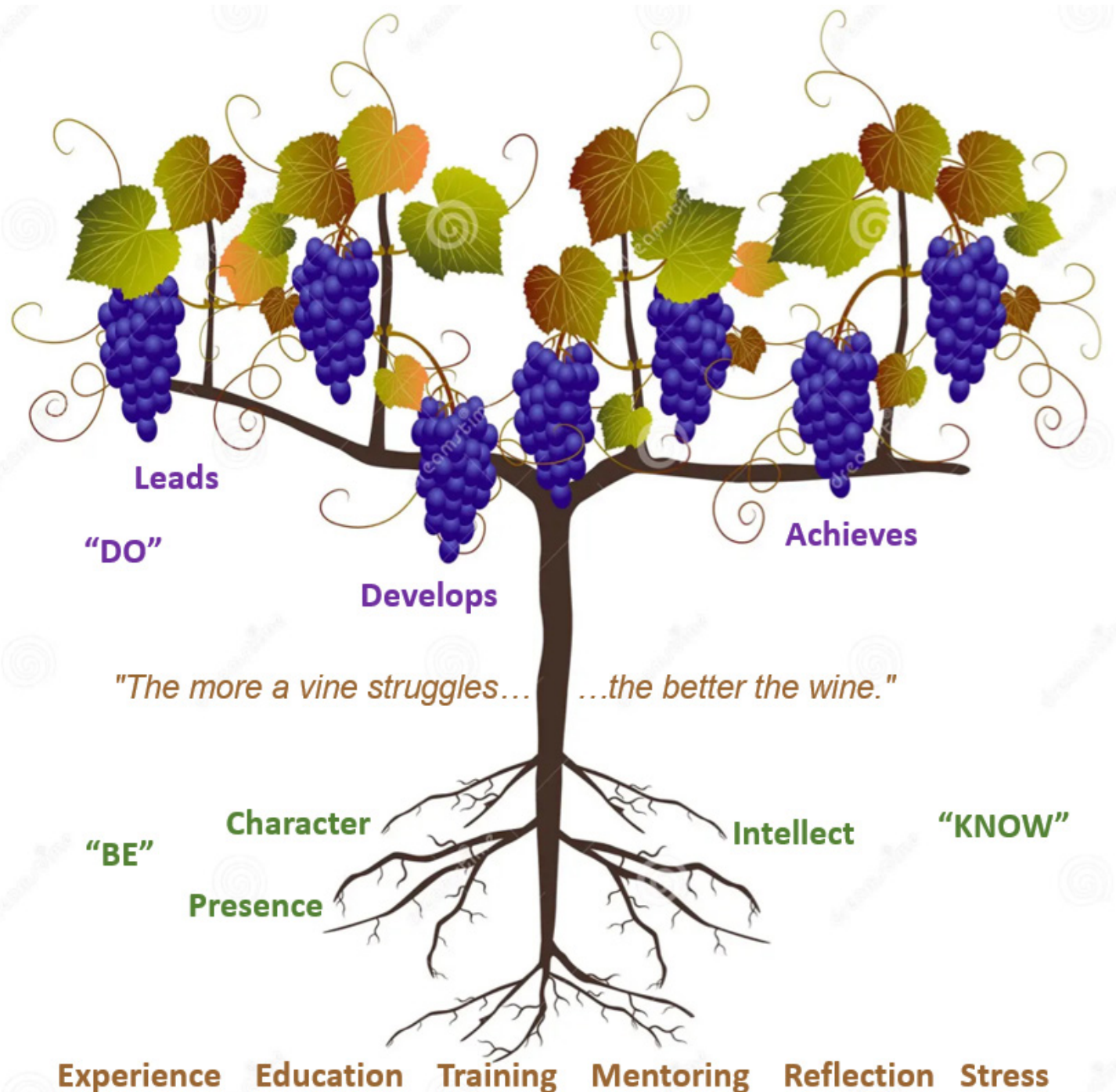


Figure 1. The Vines Leadership Model by Nichoals Ciullo

process and are the “product” you deliver as a leader. This is not the end of the process! Burgundian monks were never satisfied with their product. They continued developing methods to better their wines. Vines don’t die in the winter; they just go dormant until they feel the spring sun.

Stress is essential to your development. It fosters growth, resilience, and adaptability. A vine produces the best fruit when it’s challenged by tough growing conditions. Stress forces you to confront limitations and discover new capabilities. Without stress, growth remains stagnant, and potential goes unrealized.”

# **Candidate Collection: A new warrant officer's perspective on modeling leadership - CW5 Jeanne Pace, AG (Bandmaster)**

## **WOC Bridget Olenik, WOCS Class 25-07(Submitted by CW4 Rob Nesbeth, Instructor)**

There are many noteworthy firsts in military history, especially for women in the Army. One of the historic individuals for Army women and Army bands is Chief Warrant Officer Five (CW5) Jeanne Pace. With over 43 years of collective service, her stewardship of the profession helped change the culture of Army Bands and further the successful integration of the Women's Army Corps (WAC) Soldiers into the all-volunteer Army force. CW5 Pace is a trailblazer with a stellar record of honorable service that resonates across the band field. She embodies all leadership competencies and attributes and furthers the Army profession.

CW5 Pace, the longest-serving female warrant officer, served during a pivotal time for females in the Army. She led a positive integration with male troops, demonstrating resilience in adversity. Her unit, the 14th WAC Band, received male Soldiers for the first time. During her first command at the 1st Cavalry Division Band, she developed leaders in working with female leaders. As the first female Army band warrant officer and the only female warrant officer in the division, she faced scrutiny on what a woman could do. Instead of taking offense, she accepted the opportunity and the challenge to explain the changes that had taken place in our Army. She achieved results in the band field and during a national crisis. On September 11th, 2001, CW5 Pace coordinated her unit to assist with the aftermath. The Old Guard Fife and Drum Corps spent the days after September 11th assisting the military police with credentialing and security operations, thanks to the forethought of CW5 Pace and her dedication to helping the force in every way possible.

The efforts following September 11th are a testament to CW5 Pace's character. She is known as a champion for the Army bands through her service, actions, and words. In one conversation with CW5 Pace, she said, "I once knew a Soldier who couldn't understand the importance of the Army having bands... But it was that moment when he stepped off the plane from his deployment and the band was playing; he not only got why we are important ... he felt it" (Army Times, 2015). Her presence in the field was at all levels, from instructing new Soldiers at the Army School of Music to serving above the band in the G-1 for III Corps. Using her extensive experience and training, her intellect allowed her success as an instructor of drum majoring, band operations, and band administration while at the school of music.

In addition to showcasing all leader attributes and competencies, CW5 Pace demonstrated the characteristics of the Army profession. Throughout her career, she faced significant challenges as the first female officer in various circumstances. She built trust with her senior leadership and her subordinate troops and established rapport to accomplish the mission. Having the Old Guard unit participate in the post-September 11th efforts was a chance to foster esprit de corps among her band; the Soldiers wanted to assist but did not have an outlet to do so. Thanks to CW5 Pace's innovative mindset, she found an outlet for her Soldiers to process their shock from the event and be a part of the response. To this day, CW5 continues to share her military expertise as a mentor, speaker, and advisor since retiring in 2015 (Army.mil, 2023). Her experience in the WAC, integration into the co-ed force, and decades of leadership paved the way for female leaders to follow, demonstrating her unwavering dedication to the Army profession.



CW5 Jeanne Pace is a name that will remain highlighted in Army band history. She achieved many firsts in the Army, breaking barriers with grace. Her mindset was to have conversations instead of building walls, helping ease the tensions of integrating the force. Her actions speak to her commitment to the Army profession, and her experience and legacy come from excellent leadership attributes and competencies. Several female band warrant officers have followed in her career footsteps since, in part due to her diligence and passion. She helped pave the way for the future of the Army bands, and they continue to thrive and roll along.

## References

Army Times (2015). The longest-serving female warrant officer will retire after 43 years. Retrieved from <https://www.armytimes.com/news/your-army/2015/07/10/longest-serving-female-warrant-to-retire-after-43-years/>

Bartelt, E. (2023). West Point honors women's history, 'trailblazer' Pace speaks about her Army experience. Retrieved from [https://www.army.mil/article/265050/west\\_point\\_honors\\_womens\\_history\\_trailblazer\\_pace\\_speaks\\_about\\_her\\_army\\_experience](https://www.army.mil/article/265050/west_point_honors_womens_history_trailblazer_pace_speaks_about_her_army_experience)

## Candidate Candor: On Leadership and the Profession

*Editor's Note: These paragraphs represent inspiring representations of leadership that Warrant Officer Candidates experienced before selection. These leadership acts can explain why Soldiers remain in the Army.*

**Chief Warrant Officer Four Glenn Spencer**, 740A, exemplifies the characteristics, attributes, and competencies of leadership that are the Army's guiding star. Soon after arriving in Kuwait, in support of Operation Spartan Shield multiple female junior enlisted Soldiers reported that two male NCOs were sending sexually harassing messages. Company leadership wanted to brush the problem aside and decided additional SHARP training for the Company would solve the problem. CW4 Spencer disagreed. He encouraged the reporting Soldiers to move forward with their complaints, ensuring everyone understood that he would not tolerate a lack of respect for others and that he had the integrity to do what was morally right in this situation. His honorable service upheld the Army ethic and established a foundation of trust within the unit. -- **WOC Emily Smith-Sherlock, WOCS, RTI, Wisconsin Army National Guard (Submitted by CW3 Amanda Brach, Instructor)**

**CW5 Teresa Domeier** served over 40 years before her well-deserved retirement in 2023. As the first female Command Chief Warrant Officer of the Army National Guard, Chief Domeier made a career out of mentoring Soldiers and young Warrant Officers, setting an example for those who followed in her footsteps. CW5 Domeier showed extraordinary character in the effort she took to care for her sister and fellow soldier, Mellessa, when she was diagnosed with cancer. She stayed with Mellessa during her chemotherapy treatments and played an important role in her recovery and eventual return to military service. Empathy is not always prominent in the military, but Chief Domeier looked after her family and Soldiers with great responsibility. This responsibility was also underlined in her presence when she helped her female squad mates at basic training to develop resiliency skills and to improve their physical fitness. **WOC Kelsie Keeling, WOCS Class 25-08 (Submitted by CW4 Rob Nesbeth, Instructor).**

# Book Review

## **A review of Operation Biting: The 1942 Parachute Assault to Capture Hitler's Radar by CW2 Dylan Fackler, Military Intelligence**

**Written by Max Hastings. Published by Harper Collins, New York, NY. 2024. 384 pages.**

The movie *Black Hawk Down* made the word “Irene” of Operation Gothic Serpent famous, but have you heard of “Walnut Twelve” or its associated operation? Today’s special operations forces owe much of their heritage to the trailblazers of the Second World War. There is a lot of literature on the most recognizable formations, like the American Office of Strategic Services (OSS) or the United Kingdom’s Special Operations Executive (SOE). Much has been said of how these forces used cutting-edge technology to support their operations, but what of special operations that support the development of technologies? Max Hastings’ latest book highlights one such effort during the relative lull between the Battle of Britain and the American entry into WW2.

Operation Biting: The 1942 Parachute Assault to Capture Hitler’s Radar delves into the human aspects of the 1942 airborne raid to steal a Nazi air defense system from the coast of France. Hastings explores multiple facets of the necessity for the raid from the personal, political, military, and scientific perspectives. Special Operations seldom achieve merely tactical advantages but are nested within a broader end state spanning the operational to strategic levels of war. The Bruneval Raid, as it is known, is an early example of specially organized forces supporting scientific insight that enabled broader war efforts. Hastings lays out the successes and failures in achieving the raid in terms that are understandable and informative to military history novices and experts alike.

Readers will be immediately introduced to the key personalities of Operation Biting, as the first six chapters, out of 12, are focused on the brief biographies and their associated chronologies leading up to the raid. These chapters establish the political challenges and military realities facing the United Kingdom in the early 1940s. Hastings explores the political posturing and infighting typical of the British senior-ranking officers of the time. More importantly, he delves into what this meant for the men selected to train for and execute the mission.

Operation Biting’s influence extends far beyond its historical context. You don’t need to be an expert in WW2 history to grasp the measure of its impact on the larger-scale and more complex operations that followed throughout the war. Direct parallels with Operation Market Garden are made as a few of the same personalities played critical roles in both. At this point in the war, cooperation in planning and executing operations involving multiple services was an experiment. An experiment that, if successful, would unlock the tools required to defeat the seemingly unbeatable German dominance of continental Europe. This book provides valuable insights for modern special operations, making it a must-read for military personnel and history enthusiasts alike.

Operation Biting is not just a book; it’s an engaging journey. Like the entertaining narrative of Richard Dunlop’s *Behind Japanese Lines: With the OSS in Burma* (Rand McNally & Company, 1979), it draws you in with its surprisingly engaging and insightful technical components. The book boasts an impressively researched inventory of appendices, references, and a topically organized index, making it a must-read for military history enthusiasts.

Operation Biting is a superbly researched and easily readable exploration into the dynamics of joint service planning for special operations during politically sensitive times. Hastings expertly brings the human dimension of war to the forefront throughout the experience. Drawing on extensive interviews

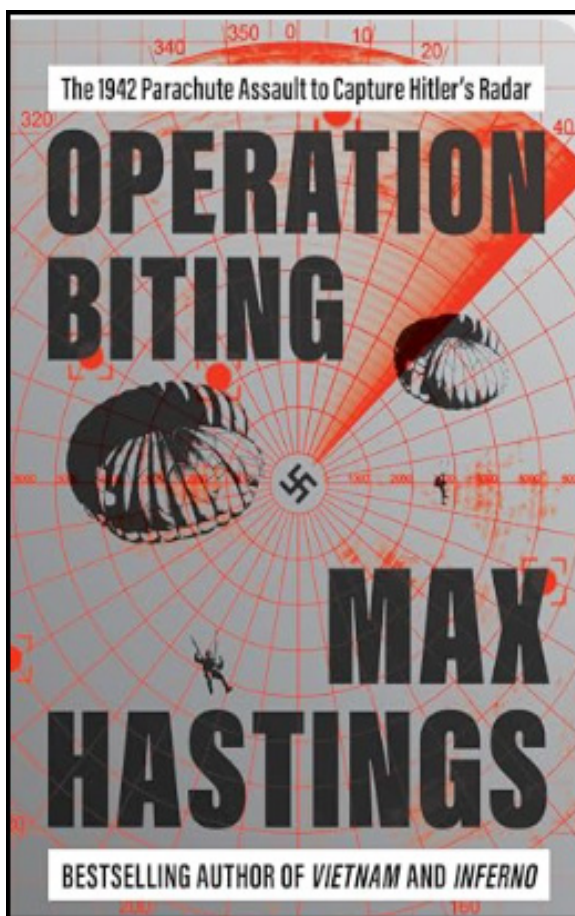


with participants or those with first-hand knowledge of the raid, he accurately details the all too real personal frustrations of attempting such an operation. Poor communication between service components, missing equipment, botched rehearsals, lack of key intelligence, and poor weather played their role in that February night in 1942. Hastings keenly provides the relevant perspectives from the British and German combatants and the French bystanders, thus giving a complete and comprehensive analysis of the events. The dynamics of conducting the mid-20th-century equivalent of multi-domain operations are most relevant to current Army SOF readers. Today, tactical leaders can take much from the first-hand testimony of Major John Frost, the British ground force commander that night.

Hastings put considerable effort into normalizing the timing throughout the book, even detailing the timing standardization in a note before the first chapter. That said, the person-focused narrative does impose effort on the reader looking to understand the tactical dynamics and chronology of the various parties involved in the raid.

Max Hastings's *Operation Biting: The 1942 Parachute Assault to Capture Hitler's Radar* sheds light on how Special Operations Forces and scientific experts have influenced military strategy on the grandest scale. This is a nod towards how SOF may again do so. Army Special Operations soldiers and support personnel can draw valuable perspectives from this book. Military history aficionados or those seeking to join or support SOF may enjoy this book detailing a WW2 example of specially selected and trained forces executing Multi-Domain Warfare.

*Author's Note: CW2 Dylan Fackler is assigned as an Army Intelligence Data Platform – All Source SME to the INSCOM Data Capabilities Division at Fort Belvoir, VA. His previous warrant officer assignments include the JSOC Intelligence Brigade (JIB), 2nd BCT 82nd Airborne Division, and 4th Bn 1st Special Forces Group.*



# Strengthening Information Warfare Capability and Capacity: The Case for Information Operations Warrant Officers in the U.S. Army

**CW4 William Bryant, Special Forces**

The United States Army is at a pivotal point in its evolution, facing unprecedented challenges in modern warfare. With increasing threats from cyber and space domains, including the information and cognitive dimensions, the information environment (IE) has morphed into a complex space where information advantage can shape and dictate outcomes. To navigate this increasingly intricate terrain, the Army must evolve its personnel structure by establishing a specialized role for Information Operations Warrant Officers (IOWOs). This article posits that establishing IOWOs will cultivate enduring and dedicated information professionals beyond the Army's Functional Area 30 (FA30) Information Operations (IO) Officers, significantly strengthen the Total Army's effectiveness from competition to large-scale combat operations (LSCO), and enhance information advantage in multidomain operations (MDO).

To establish the IOWO within the Army, senior decision-makers must understand the urgency and significance of this initiative. This proposal uses established doctrine and processes to facilitate a collaborative and unified approach to developing an IOWO. A thorough understanding of IO should underpin the advocacy for creating IOWOs, ensuring that transparency and accountability remain central to the decision-making process. A deep understanding of strategic Army policy and systems thinking will be essential in navigating the complexities and challenges of implementing this crucial role. By evaluating this concept through the Army's Capabilities-Based Assessment (CBA) process and recommending changes through Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P), the Army can foster a more resilient, adaptable, and informed force capable of meeting contemporary and future IE challenges (Department of the Army, 2021).

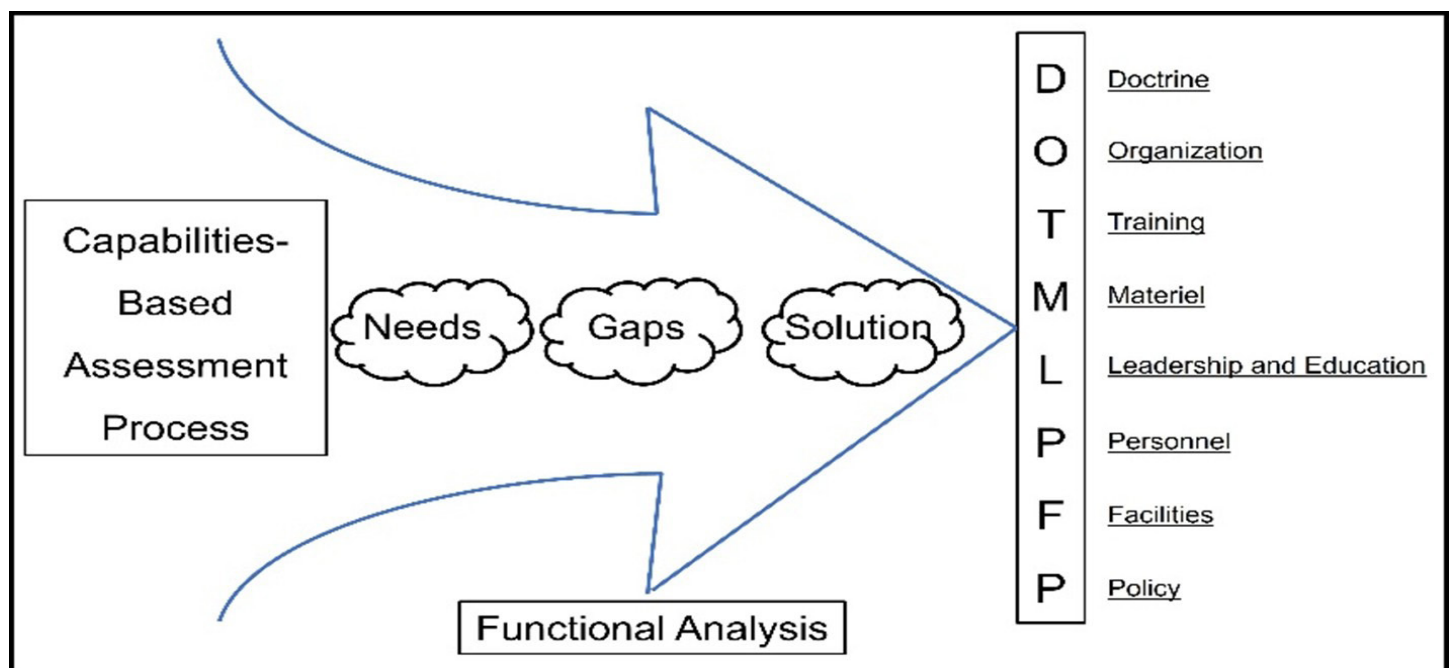


Figure 1. The CBA Process. Created by author from Department of the Army. (2021). How the Army runs: A senior leader reference handbook. Army Publishing Directorate.

## The Imperative of Information Operations

IO has transcended the conventional purview of warfare, incorporating emerging technology into operations in the information environment (OIE). Effective IO requires a sophisticated integration of psychological operations (PSYOP), electronic warfare, cyber capabilities, and other influence activities that aim to influence perceptions and enemy decision-making processes (Armistead, 2004). This complexity is echoed by Qiao Liang and Wang Xiangsui (1999), who argue that concepts like unrestricted warfare venture far beyond traditional battlefields, using information and cyberspace to deceive, disrupt, and attrit the enemy. The contemporary IE underscores the necessity for dedicated, highly skilled professionals who can effectively manage and employ diverse capabilities like deception, influence, propaganda, precision messaging, and targeted information campaigns.

In an era characterized by rapid technological advancements, the need for a structured approach to information warfare against human and system behavior is critical (Dept of the Air Force, 2023). The selective use of information can shape how history is interpreted and presented, significantly affecting our understanding of events (Gaddis, 2002). This underscores the importance of recognizing how IO narratives can influence perceptions, manipulate public opinion, and shape political or military outcomes in information warfare. The flow of information and the timing of its dissemination can influence or disrupt enemy decision-making, create uncertainty, and manipulate perceptions on the battlefield (Leonhard, 2017).

The recognition of information forces in Joint and Army doctrine highlights the criticality of those units and codifies it in recent publications like ADP 3-13 (2023) and JP 3-04 (2022). However, current structures often leave a gap in sustained expertise and tactical execution, particularly at lower echelons of command. In the age of rapid communication, understanding and leveraging information force capabilities is as crucial as traditional military tactics. Joint doctrine currently identifies the following types of information forces: PSYOP, Civil Affairs, Public Affairs, Electromagnetic Spectrum Operations (EMSO) units, Cyber forces, and Space forces (Joint Chiefs of Staff, 2022). Current Army IO doctrine includes the same forces and adds FA30 to the Army's list of information forces (Dept of the Army, 2023).

### Analyzing the Current Model: FA30 vs IOWO

The Army relies heavily on the FA30 community (CPT, MAJ, LTC, and COL) for IO integration. While FA30s are trained to perform crucial information-related tasks, this model has inherent limitations. The broad scope of responsibilities assigned to FA30 Officers can dilute their focus, leading to a lack of depth in the specialized areas essential for effective information warfare. Additionally, the rotation and transition of FA30s can create inconsistencies in organizational knowledge and continuity.

In contrast, establishing an IOWO professional would fill critical gaps by providing dedicated personnel who can integrate IO into broader operations consistently, at the echelon, and with a longer time in a unit. These warrant officers would serve not only as subject matter experts but also as commissioned officers and trainers who can integrate, communicate, operate, lead, and advise (ICOLA) on information targeting, ensuring that the Army possesses a cohort with experience and knowledge in managing the multifaceted aspects of information warfare. The complexities of joint and combined operations highlight the need for better interoperability, especially in IO missions. The emerging threats posed by adversaries in cyberspace and information realms mandate that units operate cohesively to meet common objectives (Brose, 2020).

The integration of IOWOs would improve this interoperability by embedding information professionals

and technical IO experts within every level of tactical and operational planning. As noted in Air Force Doctrine Publication 3-13 (2023), the integration of IO across different domains enhances operational effectiveness for the Joint Force. By training IOWOs to serve as liaisons with joint and combined partners, the Army can ensure a more synchronized effort in MDO.

### DOTMLPF-P: Building a New IOWO MOS

Figure 2 highlights a basic DOTMLPF-P model that can be used to further discussion and informed decision-making for the creation of the IOWO.

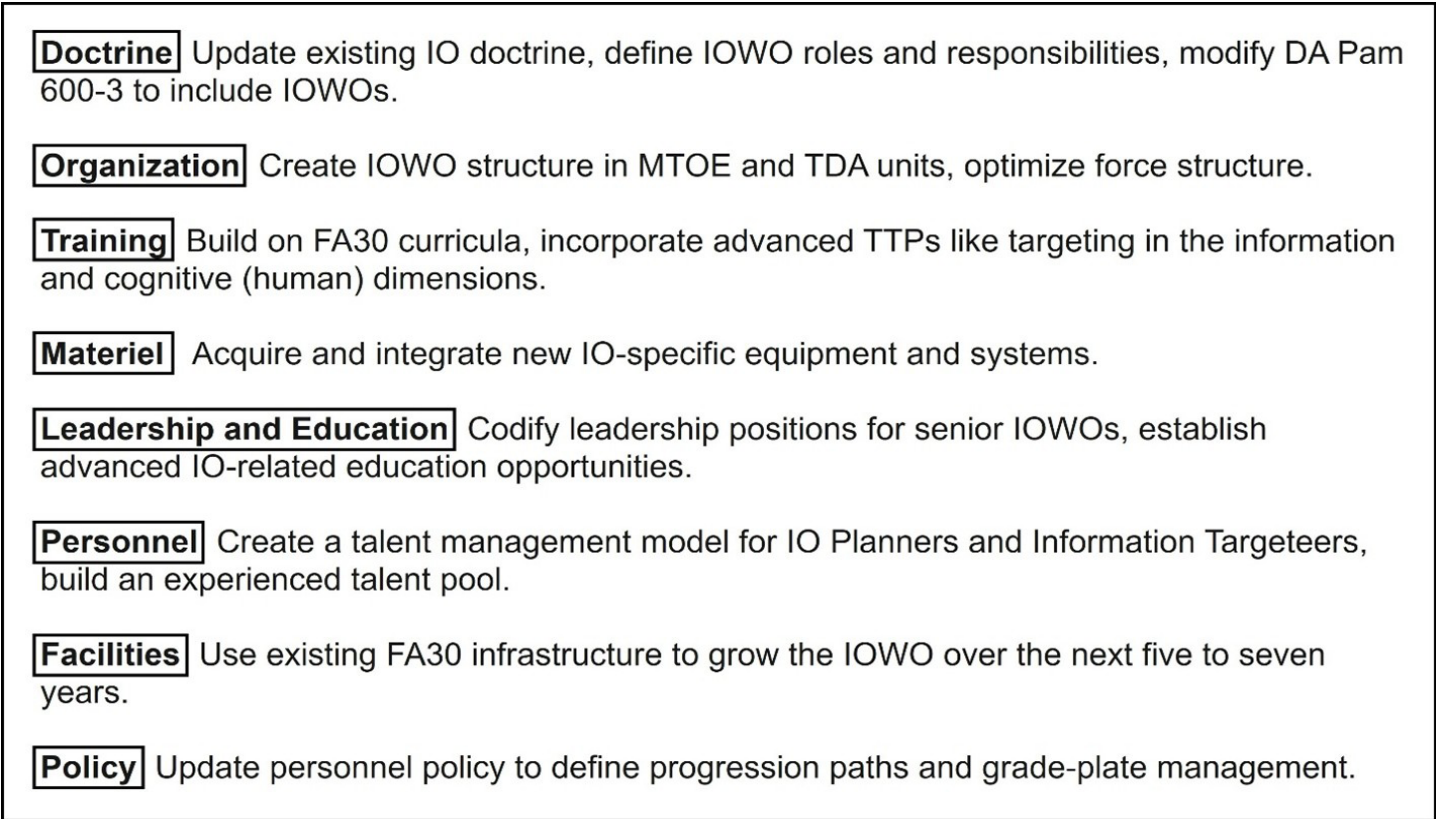


Figure 2. IOWO DOTMLPF-P. Note. Created by author. (2025).

### Implementing an IOWO Career Development Model

Entry-level IOWOs will attend a Warrant Officer Basic Course that contains many of the same learning outcomes and training objectives that FA30s receive. These new IOWOs will be adept at integrating information into planning and target sets, serving as an Information Targeteer or IO Plans Officer for their respective commands. The recommendations outlined for career development are summarized in a proposed IOWO (370A) career development model (see figure 3). This 370A model displays an example of a 30-year career as an IOWO, with years of warrant officer service, PME, education and training, key developmental (KD) assignments, and broadening assignments.





# 370A Career Development Model

Rank																															
Years	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
PME	WOBC		WOIC				WOAC					WOSC				WOMC															
Training and Education	Airborne MDPC Air Asslt OPSEC ASCBC	IWC SLJM JFC STO Planner Cyber Planner POQC					JIPC JTSC SOMILDEC JMTC DOPC					HTARC AMSP NDU / NPS PCC				Capstone education and seminars															
	Tactical IO training						Operational and Strategic IO training																								
Key Developmental Assignments	Co, Bn, Bde IO Planner or Targeteer						Div IO Planner					Corps IO Planner				Bde CCWO			WOCC Commandant			ASCC CCWO									
	SA IO Planner at Bn / Bde						Div IO Targeteer					Corps IO Targeteer				IO CWOB			Regt CCWO			Army 011A			CAC CCWO						
Broadening Assignments							WOCC Instructor IOWO Instructor CTC OCT CTC Plans Officer Fellowship  ASCC Staff Officer, TSOC Staff Officer, CAC IO Developer,					Doctrine Writer IO Course Director HRC Career Manager DA G-3/5/7 Staff Officer  MAJCOM Staff Officer, COCOM Staff Officer, Student (SAMS / NDU / NPS)				Army 011A Billets Joint 011A Billets															
Civilian Education and Certifications	Associate Degree		Bachelor's Degree				Master's Degree																								

Figure 3. 370A Career Development Model. Created by the author. (2025).

**KD Assignments:** Company grade warrant officers must serve at the company, battalion, or brigade-level for three to seven years, or until they are selected for promotion to CW3. KD positions for WO1s and CW2s include IO Plans Officer, Information Targeteer, and Sensitive Activities Planner. CW3s and CW4s should fill KD Planner or Targeteer billets at the Division and Corps levels (or equivalent). Additionally, CW4 KD should include a Senior Warrant Officer Advisor (SWOA) position, as part of a battalion command team. Finally, CW5 IOWOs should serve in nominative leadership positions within their field, such as Command Chief Warrant Officer (CCWO), and Chief Warrant Officer of the Branch (CWOB).

**Broadening Assignments:** The company grade IOWO should serve at echelons below division. Field grade IOWO broadening assignments include service as a Plans Officer or Targeteer at Army Service Component Commands, Army Major Commands, Theater Special Operations Commands, and Combatant Commands. Additional field grade IOWO opportunities include service at Combat Training Centers, Warrant Officer Career College, Combined Arms Center, Army Human Resources Command, and Headquarters Department of the Army. The IOWO should strive to serve in a variety of Army and Joint positions, to include special operations and conventional units.

**Company Grade Training and Education:** WO1s and CW2s should complete at least four of the following courses to expand their IO skillsets: OPSEC Officer Course, Military Deception (MILDEC) Planners Course, Army Space Cadre Basic Course, Irregular Warfare Course, Special Technical Operations Planner Course, Cyber Effects Application Course, Cyber Operations Planners Course, Joint Firepower

Course, and the PSYOP Officer Qualification Course. Select IOWOs may also complete courses like Airborne, Air Assault, and Static Line Jumpmaster.

Field Grade Education and Training: CW3s and CW4s should complete at least three of the following courses: the Joint Information Planner Course, Joint MILDEC Training Course, Special Operations MILDEC Planner Course, Joint Targeting Staff Course, Joint Electronic Warfare Theater Operations Course, Defense OPSEC Planner Course, and Joint Operational Fires & Effects Course. CW3s and CW4s may also apply to attend advanced programs like the National Defense University or the School of Advanced Military Studies. Additionally, CW4s should strive to complete the How the Army Runs Course.

Civilian Education: Advanced civilian education fosters a well-rounded IOWO, enabling them to achieve a broader understanding of socio-political landscapes. It enhances their ability to analyze information from multiple viewpoints, fostering critical thinking that is vital in developing innovative strategies in IO. Company grade IOWOs should attempt to complete an associate degree as a WO1, a bachelor's degree as a CW2, and a master's degree as a CW3 or CW4. This educational progression allows IOWOs to study key principles of information warfare and theory, preparing them to assess threats and leverage opportunities more effectively. Professional reading lists complement this pathway by exposing IOWOs to IO-related theories, case studies, and lessons learned, promoting continuous learning and adaptive thinking essential to successful IO. Ultimately, civilian education empowers IOWOs to anticipate shifts in the information environment, respond proactively, and contribute meaningfully to their units and missions.

## **Conclusion**

The establishment of IOWOs within the U.S. Army is imperative in light of the evolving complexities of current and future IEs. Modern conflicts increasingly hinge on information supremacy, with adversaries effectively leveraging information to manipulate perceptions and influence behaviors throughout the competition-crisis-conflict spectrum. The proposed IOWOs would transcend traditional roles, providing specialized expertise to understand and exploit the intersection between information and military operations. Their training would equip them to anticipate adversarial narratives, coordinate information campaigns, and enhance decision-making processes, allowing commanders to maintain an operational advantage through informed decision-making and effective influence strategies.

The IOWO is not just a response to the complexities of modern warfare; it is a proactive strategy for leveraging IO as a decisive component of military power. By developing a dedicated pool of information professionals, the Army can ensure it has the expertise necessary to navigate complex IEs while enhancing interoperability and achieving information advantage in MDO and Joint All-Domain Operations. This initiative aligns seamlessly with the Army's CBA Process and the DOTMLPF-P framework, promising a cohesive approach to addressing the challenges of information and influence in modern warfare. The time has come for the Army to recognize and act on the critical need for specialized personnel focused on IO—expanding beyond FA30s—to secure its future operational success.

## References

- Armistead, E. L. (2004). Information Operations: Warfare and the hard reality of soft power. Potomac Books.
- Brose, C. (2020). The kill chain: Defending America in the future of high-tech warfare. Grand Central Publishing.
- Department of the Air Force. (2023). Information in Air Force operations. (Air Force Doctrine Publication 3-13). Air Force Publishing Directorate.
- Department of the Army. (2021). How the Army runs: A senior leader reference handbook 2021-2022. Army Publishing Directorate.
- Department of the Army. (2023). Information. (Army Doctrine Publication 3-13). Army Publishing Directorate.
- Gaddis, J. L. (2002). The landscape of history: How historians map the past. Oxford University Press.
- Joint Chiefs of Staff. (2022). Information in joint operations. (Joint Publication 3-04). [https://jdeis.js.mil/jdeis/new\\_pubs/jp3\\_04.pdf](https://jdeis.js.mil/jdeis/new_pubs/jp3_04.pdf)
- Leonhard, R. R. (2017). Fighting by minutes: Time and the art of war (2nd ed.). CreateSpace Independent Publishing Platform.
- Qiao, L., & Wang, X. (1999). Unrestricted warfare. Echo Point Books.



# Call for Papers and Submission Guidelines

**Strength in Knowledge:** The Warrant Officer Journal is a professional bulletin of the United States Army produced by the faculty and staff working at the United States Army Warrant Officer Career College (USAWOCC). The editorial staff makes the quarterly publication to improve all areas of the Warrant Officer's education, whether common core or technical. This resource intends to inform and shape organizational systems in the greater profession of arms by sharing key insights and lessons learned.

We continuously accept manuscripts for rolling publications and subsequent journal editions. The journal invites practitioners, researchers, academics, PME students, and military professionals to submit manuscripts that address the issues and challenges of military education and training, training development, doctrine (whether specific data from manuals or discussion of concepts), systems warfare, Army modernization and other subjects relevant to the profession of arms. Submissions related to technical areas of various Warrant Officers' specialties will be considered case-by-case. Book reviews of published relevant works are also encouraged.

## Submission Guidelines

Submissions should be between 1,500 and 5,000 words and supported by research, evident through citing sources. Scholarship must conform to commonly accepted research standards, such as those described in The American Psychological Association Publication Manual, 7th edition. For resources on writing in approved APA format, simply contact USAWOCC. Book reviews should be between 500 and 800 words, and the book should be concisely evaluated regarding its relevance to the professional warrant officer or current fight. The editors recommend using Professional Writing (2024) available at: [https://armyuniversity.edu/cgsc/cgss/DCL/files/ST\\_22-2\\_US\\_Army\\_CGSC\\_Writing\\_Guide\\_March\\_2024.pdf](https://armyuniversity.edu/cgsc/cgss/DCL/files/ST_22-2_US_Army_CGSC_Writing_Guide_March_2024.pdf)

Articles and manuscripts must be submitted in Microsoft Word or a compatible format, with separate, author-owned or Creative Commons-licensed picture files and a 100–150-word author's note. We will publish articles individually and/or on a quarterly schedule. For additional information or to submit an article, email to [wo\\_journal@army.mil](mailto:wo_journal@army.mil).

## Writing Challenge (Submission Ideas)

Senior leaders have recently commented on the journal's articles and content, noting that our writers tend to target the specifics of the Warrant Officer community. These same senior leaders have expressed an interest in seeing writers take the next step and consider how Warrant Officers can translate their experiences to increase Army lethality and capability on the current and future battlefield. So, what can we start to write about?

Consider writing about the Army Transformation Initiative, or ATI, and the subsequent impacts on programs of record mentioned in the memorandum. The transformation plan impacts everything from AH64-D and Gray Eagle to the newly acquired Booker. UAS seems to be evolving by the minute, and autonomy and data management are substantial areas of interest and concern. What do the Army's technical experts and systems integrators have to say on the subject? Everything from acquisition to system implementation for several record programs is actively evolving. Everyone across the Army would be interested in what "Chief" has to say regarding the impacts of these changes. Also, consider how tech has changed everything, such as the recent drone attacks by Ukraine in Operation Spider Web. How is war changing, and how will it impact our cohort? The force wants to read about that, so the challenge has been issued. Good luck, writers.



## The Chief Warrant Officer EJ Kahn, Jr. Professional Writing Award

1. The Chief Warrant Officer EJ Kahn Jr. Professional Writing Award (KPWA) aims to advance literature on training, doctrine, and policy for professional development from a systems perspective. The KPWA recognizes writers who express systematic knowledge, experiential wisdom, and enthusiastic candor or discourse regarding the Strength in Knowledge theme for 2025: “systematic, data-driven approaches to address strategic gaps in operational readiness.”

- a. Background. Strength in Knowledge: The Warrant Officer Journal was established in January 2023 at the US Army Warrant Officer Career College at Fort Novosel, Alabama. The Journal is managed by faculty as an additional duty with support from volunteers. The Secretary of the Army recognized it as a Professional Bulletin (PB) 1918 in October 2024 with the third issue of Volume 2.
- b. The Chief of Staff’s Harding Project prompted the Journal to research Major General Harding. The research led to the article Beer and Skittles (2024), titled after Major General Harding’s quote, “Army life, especially in war, is not all beer and skittles.” This quote is found in the forward of Chief Warrant Officer EJ Kahn, Jr.’s book *Army Life* (1942), published by the Infantry Journal.
- c. Chief Warrant Officer EJ Kahn Jr. was drafted in WWII and served most of his Army career as a writer for Major General Harding and a *New Yorker* war correspondent. He published many works throughout his life, many characterized by his unique skill to make complex information accessible to diverse audiences through storytelling.

2. Three award levels recognize voluntary article submissions to Army professional bulletins contributing to the Army’s body of knowledge or professional discourse.

- a. The Bronze Award recognizes writers selected for PB 1918 by at least five peers published in PB 1918. The award recipients will be announced in the quarterly Strength in Knowledge: The Warrant Officer Journal issue.
- b. The Silver Award recognizes writers submitting and publishing two articles in Army professional bulletins within six months, one of which must be PB 1918. This award is limited to two annual awards, and each is announced in quarterly issues of Strength in Knowledge: The Warrant Officer Journal.
- c. The Gold Award recognizes a writer with three or more different published articles in at least two separate Army professional bulletins within one calendar year. This award is limited to one award per calendar year and will be announced in the Strength in Knowledge: The Warrant Officer Journal.

3. Requirements.

- a. Writers must have submitted their original work using the published submission guidelines, and the publisher selected and published the article.
- b. Writers must affirm that the article is their original work and that no part of the article was plagiarized from other sources; that all references to other work have been properly and fully attributed; that it has not been previously published; that it is not now being considered elsewhere for publication; and that it is not currently pending consideration as an entry in any other competition.
- c. Nominations for silver and gold award recognition must be received from:

- (1) two officers (CW2 or above), or
  - (2) two Army Civilian Professionals (GS-11 equivalent or above), or
  - (3) any combination of officer and Army Civilian Professional.
- d. Nominations must be received within six months of the latest original publication. The nomination should include the author's name, the article's title, and the publication's volume and issue. The nomination should also briefly explain why the article is relevant to contemporary Army issues or historically significant. Nominations must be sent by email to WO Journal@army.mil. There is no specific format for the nomination.
  - e. The Commandant of the US Army Warrant Officer Career College will make the final selections and announce the winners.
4. Evaluation is unavoidably subjective; however, these questions help evaluate essays and articles more objectively.
- a. Does the article speak to all generations clearly with a reader-centric hook and maintain the reader's attention with candor, humor, wit, or charm?
  - b. Does the article fairly represent the background facts and provide a credible examination of the issue that is easily discernible by diverse audiences?
  - c. Does the article show evidence of research using accepted academic standards? Is the research mainly from primary sources properly cited using the style required by the publisher?
  - d. Does the article offer plausible solutions, recommendations about the problem or issue, or opinions about how the Army can find innovative solutions to face future challenges and threats despite work-force reductions and budget cuts?
  - e. Is the article well-organized? Does it move logically from a clear thesis through a well-developed argument using supporting evidence to yield persuasive conclusions or a call to action?
  - f. Does the article contribute anything new to the professional knowledge on the selected topic?
  - g. Does the article avoid excessive acronyms or jargon?
5. Point of contact for this award is the managing editor of the wo\_journal@army.mil.

*\*\*\* Cash prizes are provided by the Above the Best Silver Chapter, US Army Warrant Officer Association, a IRC 501(c)(3) public charity. For more information, see their social media content. No governmental endorsement of this private organization is implied.*

