

U.S. Army Warrant Officers Association – Strategic Plan 2002 – Goals and Objectives

GOAL 1: Sustain and enhance the Army Warrant Officer Corps.

OBJECTIVES:

1. Ensure that the Army maintains and improves the current status of the warrant officer corp with a strong emphasis on education and training, recognizing the necessity to prepare newly appointed warrant officers to face the future, fully qualified and ready to do their duty.

Initiatives:

| BUDGET COMMITTEE | MEMBERSHIP COMMITTEE | PROFESSIONAL DEVELOPMENT COMM | STAFF | EXCOM/BOD |
|--|---|--|--|--|
| Develop approaches to ensure that WO pay and allowances keep pace with all other DOD compensation | Develop recruiting material addressing what the association is doing in these areas to attract and retain members | Develop partnership with TRADOC regarding Basic and Senior WO Training and Education (T&E) | Research and define needs for improved or increased education and training for the Corps | Formally submit to the DCSPER recommended changes to current Army policy to fully prepare WOs for their major role in the Army of the future |
| Develop recommendations to ensure fair and equal compensation for the duties performed by WOs | | Survey membership for input on needed T&E | Research and define a formal mentor program for junior WOs | Recommend a formal mentor program be implemented, for junior WOs |
| Ensure funding is allocated in this and future budgets to fund committee and staff support actions | | Develop partnership with Service Schools regarding WO Technical T&E | Prepare and publish Newsliner articles and information papers supporting the proposed actions to gain membership support | |
| | | Work with DA to increase the number of WO Training with Industry (TWI) slots each year. | Ensure member's input (polls, focus groups, etc.) is used in developing all association recommendations | |
| | | Research and define needs for improved or increased education & training for the Corp | Ensure membership is kept apprised of all official association positions | |

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2. Advise and suggest appropriate initiations of or changes to Army policy and/or philosophy pertaining to the role of the warrant officer.

Initiatives:

| BUDGET COMMITTEE | MEMBERSHIP COMMITTEE | STAFF | Asst. VP for National Guard Affairs | EXCOM/BOD |
|--|---|---|--|---|
| Ensure funding is allocated in this and future budgets to fund committee and staff support actions | Develop recruiting material addressing what the association is doing in these areas to attract and retain members | Research and define changes needed in current Army philosophy and policy | Make contact with all states having a CCWO. Document the process and justification utilized to get position approved | Formally submit, to the DCSPER, recommended changes to current Army policy to improve the Corp. |
| | | Executive Director will serve as the conduit between the association and DOD leadership | Research and develop listing of states w/o CCWO | The Association President will be the official spokesperson with DOD and other organization staff |
| | | Work to gain support of these recommendations from all components (AD, AR, NG) | Establish POC in each state w/o CCWO. Aggressively provide assistance to those states to develop position. | Ensure that recommendations made are supported by the membership |

3. Maintain professional personal contact with appropriate members of the Army's leadership.

Initiatives:

| BUDGET COMMITTEE | PROFESSIONAL DEVELOPMENT COMMITTEE | STAFF | EXCOM/BOD |
|---|---|---|---|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Develop working relationship with WOLDC | Maintain liaison with senior leadership in the AD (weekly) , AR, and NG (monthly) components through frequent official visits as well as social interaction | Ensure visibility and further Association goals by maintaining close relationships with senior leaders in the AD, AR, and NG components through both official visits and social interaction (Quarterly) |
| | | Monthly visits to the CDR, PERSCOM and | |

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| | | DIR, OPMD. Report such meetings in the Newsliner. | |
| | | Quarterly visits to the ODCSPER. Report such meeting in the Newsliner. | |

GOAL 2: Increase the membership of the Association.

OBJECTIVES:

1. Maintain a plan for the recruitment of new members and the retention of existing members. Expand this effort to also address increasing Chapters with the various Regions.

Initiatives:

| BUDGET COMMITTEE | MEMBERSHIP COMMITTEE | CHAPTER LEADERSHIP | REGION LEADERSHIP | STAFF | EXCOM/BOD |
|--|--|---|--|--|---|
| Ensure funding is allocated in this and future budgets to fund committee and staff support actions | Develop a viable plan that addresses questions of recruiting new and retaining existing members | Utilize national material and rosters to maintain contact, and retain current members | Utilize national material and rosters to track and support chapter efforts in retaining current members | Ensure member's input (polls, focus groups, etc.) is used in developing all association recommendations | Maintain constant review of actions of membership Comm and staff to ensure they are effectively implemented |
| Gather rate cards for advertising in national news media | Prepare series of letters for chapter use in recruiting | Utilize national material and rosters to maintain contact, and attract new members | Utilize national material and rosters to track and support chapter efforts in contacting, and attracting new members | Ensure letters are sent to all chapters | Check on the implementation of the Under-Represented Specialties Comm's recommendations from the 1999 AMM |
| Consider feasibility of funding national advertising | Develop a package of material to be sent to all prospective members | | Expand effort to increase Chapters in all Regions | Prepare and publish Newsliner articles and information papers supporting the proposed actions to gain membership support | |
| | Encourage members to provide name and addresses of other WOs (ROA, TROA, NGUS, and AUSA. AAAA) to National for | | | Attempt to legally gain access to WO mailing lists from other organizations (NGUS, TROA, ROA, AUSA, AAAA) | |

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| | recruiting | | | | |
| | Develop a plan to recruit reservist and retired not located near mil installations | | | Locate population data and identify pockets of retired, reserve and NG WOs. | |

2. Follow up on lapsed membership to seek renewal and to determine reasons for non-renewal.

Initiatives:

| BUDGET COMMITTEE | MEMBERSHIP COMMITTEE | CHAPTER LEADERSHIP | REGION LEADERSHIP | STAFF | EXCOM/BOD |
|--|--|--|---|--|------------------|
| Ensure funding is allocated in this and future budgets to fund committee and staff support actions | Develop procedures for follow-up at chapter and regional level | Utilize procedures provided for follow-up at the chapter level | Utilize procedures provided for follow-up at the region level | Provide quarterly chapter rosters indicating lapsed members, for chapter and region follow-up | |
| | Distribute procedures for follow-up to chapter and regional level | | | | |
| | Develop standard format letter for lapsed members inviting comments on non-renewal | | | Ensure standard format letter for lapsed members inviting comments on non-renewal are sent 30 days after lapse | |
| | Encourage input from chapters and regions on successful methods for recruiting and retention | | | Inform chapters immediately when member lapses for follow-up | |
| | Develop both individual and Chapter level awards to support this effort. | | | | |

3. Provide chapters with suggested methods to recruit and retain members, to establish membership drives, to solicit prospective members, and to develop ways to include existing members in chapter activities.

Initiatives:

| BUDGET COMMITTEE | MEMBERSHIP COMMITTEE | CHAPTER LEADERSHIP | REGION LEADERSHIP | STAFF | EXCOM/BOD |
|---|--------------------------------------|---------------------------|--------------------------|------------------------------|--------------------------------------|
| Ensure funding is allocated in this and | Ask chapters for input on successful | | | Follow up on Membership Comm | Ensure the actions of the Membership |

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| future budgets to fund BOD and staff support actions in this area | membership drive approaches | | | plans and keep that committee advised of results | Comm and staff are being effectively implemented |
| | Provide data on successful approaches to all chapters | | | | |
| | Prepare a plan for the use of all chapters to include all existing members in chapter activities and forward these plans to all chapters | | | | |

4. Offer incentives, where practicable, to energize the recruiting and retention of membership.

Initiatives:

| BUDGET COMMITTEE | MEMBERSHIP COMMITTEE | AWARDS COMMITTEE | CHAPTER LEADERSHIP | REGION LEADERSHIP | STAFF | EXCOM/BOD |
|---|---|---|---------------------------|--------------------------|--|---|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Consider and recommend methods of incentives to the EXCOM/BOD | Prepare annual awards, using staff input to recognize the individual who has sponsored the most new members | | | Provide necessary info. To Membership Comm and the Awards Comm | President writes a personal letter to all individuals who recruit more than 10 new members. List Names of individuals who receive this letter in the Newsliner. |
| | | Present award at Annual Meeting of the Members | | | | |
| | | Research need for awards for old (5+ years) & new Chapters | | | | |

GOAL 3: Provide pertinent information to Army Warrant Officers.

OBJECTIVES:

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1. Publish a periodic informational magazine titled the NEWSLINER.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
|---|--|--|
| Ensure funding is allocated in this and future budgets to fund the publication of this periodical | Prepare and publish Newsliner articles and information papers | |
| Ensure funding is allocated in this and future budgets to fund the mailing of this periodical | Ensure membership is kept apprised of all official Association positions | |
| | Ensure member's input (polls, focus groups, etc.) are used in developing all Association recommendations | Maintain constant review of Newsliner operations |
| | Increase advertising revenue to offset NEWSLINER costs | Approve stepped-up advertising in the Newsliner, as a way of offsetting costs of publication and mailing |
| | Continuously solicit advertising from suitable sources | |

2. Schedule talks by National and/or Regional officials to individual chapters, consistent with budgetary constraints.

Initiatives:

| BUDGET COMMITTEE | MEMBERSHIP COMMITTEE | CHAPTER STAFF | REGION STAFF | STAFF | EXCOM/BOD |
|--|---|---|---|---|--|
| Ensure funding is allocated in this and future budgets to fund this initiative | Take opportunities to recruit, by visiting various OBCs and WOCC. | Establish and maintain e-mail circuit within element to pass time-sensitive information | Establish and maintain e-mail circuit within element to pass time-sensitive information | Encourage Chapters to invite groups and individuals, who are not USAWOA members to attend | Monitor visits to ensure equal coverage and costs involved |

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| | | | | such meetings | |
| | | | Attend Chapter meetings whenever possible | | |
| | | | Endeavor to convene Regional meetings (COP) when practical | | |

3. Use e-mail to the maximum extent practical to speed the flow of time-sensitive information and exchange of general information

Initiatives:

| BUDGET COMMITTEE | REGIONAL STAFF | STAFF | EXCOM/BOD |
|---|--|--|-----------------------|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Maintain up to date Chapter e-mail addresses and by this means disseminate information to their chapters | Send e-mail messages to regional directors on a regular basis to update them on matters affecting their membership | Monitor use of e-mail |
| | | Distribute President's letter and all other correspondence by e-mail. Increase e-mail usage to maximum extent possible | |

4. Maintain a World Wide Web Home Page to provide information concerning the Warrant Officer Corp and the Association. Also, review, and approve chapter or region home pages.

Initiatives:

| BUDGET COMMITTEE | AWARDS COMMITTEE | STAFF | EXCOM/BOD |
|---|--|--|--|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Establish awards for outstanding home page | Provide technical assistance to chapter/regions in their home page efforts | Formally recognize exceptional efforts in home page creation and maintenance |

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5. Inform all chapter of essential operational and administrative information by means of an information letter sent periodically to all chapter presidents

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
|---|---|---|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Utilize e-mail whenever possible to distribute information while reducing mailing costs | Monitor that the most effective means of communications is being used |
| | Send monthly President's letter to all Chapters and Regional Directors | |
| | Increase use of e-mail for communications, to maximum extent possible. | |

6. Encourage chapters to establish their own newsletters and/or home pages to disseminate information to the chapter membership. Mentor such programs to identify areas where assistance and recommendations for improvement are needed. These monthly newsletters should be encouraged in both electronic or hardcopy with the hardcopies being mailed to members without e-mail capabilities.

Initiatives:

| BUDGET COMMITTEE | AWARDS COMMITTEE | STAFF | EXCOM/BOD |
|---|--|-------|--|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Establish awards for outstanding newsletter and/or home page | | Formally recognize exceptional efforts in home page creation and maintenance |

7. Provide advice through NEWSLINER articles, chapter president's letters, home page postings, or other means on pending legislation or changes in Army policy with impact on the membership.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
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| Ensure funding is allocated in this and | Keep Regional Directors and Chapter | Maintain overview of these activities |

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| future budgets to fund BOD and staff support actions in this area | Presidents advised through the above media whenever changes are pending | |
| | Encourage members to make their voice heard with their elected members of Congress | |

GOAL 4: Involve the Association in Legislative and Regulatory Matters.

OBJECTIVES:

1. Monitor the status of pending congressional legislation that has impact on the military community.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
|--|--|-------------------------------------|
| Ensure funding is allocated in this and future budgets to fund committee and staff support actions | Executive Director will report regularly through the home page | Monitor all activities in this area |

2. Monitor the development and/or changes of Army policy and procedures with effect on Army warrant officers.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
|--|--|--|
| Ensure funding is allocated in this and future budgets to fund committee and staff support actions | Research and define changes needed in current Army philosophy and policy | Formally submit, to the DCSPER, recommended changes to current Army policy to improve the Corps. |
| | Ask DCSPER Senior WO for a monthly NEWSLINER update | |
| | Work to gain support | Ensure that |

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| | of recommendations from all components (AD, AR, NG) | recommendations made are supported by the membership |
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3. Maintain active membership in the Military Coalition. Work through the Coalition on legislative matters. When feasible and appropriate works directly with congressional representatives to obtain passage of legislation which has favorable affect on the military community. Work to defeat legislation with adverse affect.

Initiatives:

| BUDGET COMMITTEE | STAFF | REGION AND CHAPTER | EXCOM/BOD |
|---|---|---|---|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Support the activities of the Military Coalition and attend all TMC meetings | Research and work to form regional, state and local TMC elements. | Encourage chapters and regions to work with local coalitions as is done from national level |
| | Executive Director to stay in personal contact with staff members of members of the Senate Armed Services Committee and the House National Security Committee | | Maintain oversight in this area |
| | Work to gain support and approval from TMC to form state and local TMC elements. | | |

4. Work with the Army Headquarters, Army Reserve, and National Guard Bureau action officers and senior leadership on matters dealing with the Army Warrant Officer, Army retirees, and their families.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
|---|---|--|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Maintain contact with all action officers to convey USAWOA recommended policy on matters affecting members and their families | Encourage chapters and regions to work with the local Army, Army Reserve, and National Guard action officers and leadership on |

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| | | matters dealing with the Army Warrant Officer, Army retirees, and their families. |
| | | Determine USAWOA policy recommendations on such matters |

5. Propose enactment or change to legislation or Army regulations that will enhance the role of the Army warrant officer.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
|---|---------------------------------------|---|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Follow through on EXCOM/BOD proposals | Determine what changes are advisable to current legislation or regulations and determine the policy to be followed in this area |
| | Recommend changes to the EXCOM | Determine what additional legislation or regulation is required to adequately serve the membership |

GOAL 5: Develop a Warrant Officer mentor Program

OBJECTIVES:

1. Encourage senior warrant officers to take an interest in the future of those junior to them and to advise and assist junior warrant officers in matters dealing with career progression. Also, to provide wise counsel in areas dealing with improvement of job performance, professional standards, and/or personal conduct.

Initiatives:

| BUDGET COMMITTEE | CHAPTER AND REGION STAFF | STAFF | EXCOM/BOD |
|-------------------------|---------------------------------|--------------------|--------------------|
| Ensure funding is | Be proactive in | Develop mentorship | Solicit input from |

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| allocated in this and future budgets to fund staff support actions | supporting candidates and the recruiting process | program | Branches and Senior WO. |
| | | Include a Mentor Column for Newsliner | |
| | | Solicit input from Branches and Senior WO. | |
| | | Focus on Lessons Learned. | |

2. Disseminate to senior warrant officers tried and proven methods to help those in a junior status to achieve job satisfaction and to develop the ability to weather the trails and tribulations of their career.

Initiatives:

| BUDGET COMMITTEE | CHAPTER AND REGION STAFF | STAFF | EXCOM/BOD |
|--|--------------------------|--|--|
| | | Provide mentor Column for Newsliner | Monitor Newsliner articles for publishing |
| Ensure funding is allocated in this and future budgets to fund committee and staff support actions | | Work to gain active support of these recommendations from all components (AD, AR, NG) Encourage Regions and Chapters to conduct on-going support programs | Ensure that recommendations made are supported by the membership |

3. To the maximum extent practical, call for Association officials at all levels to assist their successors in office perform their duties in accordance with the bylaws and policies of the Association and the objectives presented in the Strategic Plan.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
|---|---|--|
| Ensure funding is allocated in this and future budgets to fund BOD and staff support actions in this area | Use President's Newsletter and Newsliner to publish officer transition procedures | Invite outgoing EXCOM members to attend EXCOM mtgs. For a 2 to 3 month transition period |
| | Develop a transition or orientation tutorial | |

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| | (Manual) addressing Bylaws, duties of officers, strategic planning, recruiting, fund raising, etc. for new elected and appointed officials. | |
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GOAL 6: Effectively manage association funds.

OBJECTIVES:

1. Set realistic annual budgets and not exceed allowable expenses.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
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| Ensure funding is adequate in this and future budgets to fund association expenses | Recommend to the budget committee, based on past performance practical budget parameters | EXCOM reviews and passes to full BOD proposed annual budgets and budget changes |
| Review the pro-forma budget of each area to be sure it does not exceed the cap | Ensure member's input (polls, focus groups, feedback from regions and Chapters, etc.) is used in developing all association budgets | Encourage submission of feedback by Chapters and Regions |
| Communicate with directors to gather information regarding funding needs that might be supported from National level. | Keep cost of member input as low as possible | |

2. Closely monitor all expenses to minimize all but essential spending.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
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| Review all financial documents and reports | Prepare all financial documents and | Review all financial documents and |

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| in a timely manner and pass to the EXCOM | reports in a timely manner | reports in a timely manner and pass to the full BOD |
| Publish quarterly financial update in Newsliner | Ensure membership is kept apprised of all association positions | Ensure staff working financial matters are fully qualified |
| | Recommend priorities (1 –10) be assigned to fund expenditures | Keep Budget Comm. & staff accountable |

3. Encourage donations from the members.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
|--|------------------------------------|---|
| Prepare budget based on ZERO donations. | | Allocate unassigned donations to high priority needs |
| Develop programs to encourage donations by members, chapters, regions and outside supporters | Be pro-active in donations program | Encourage Chapters and Regions donations from individual members and/or organizations |
| | | Develop and keep current an unfunded requirements list to guide member donations |

4. Explore, develop, and implement creative, yet professional fund raising activities.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
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| Monitor planning and proposed costs for fund raising activities to include cost benefits analysis | Once plan is approved support in all ways possible | Carefully consider and evaluate all proposed fund raising activities |
| Assume responsibility for oversight of all fund raising activities | | Take immediate action to approve or disapprove fund raising proposals |

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5. Seek the best possible rate of return for invested funds yet maintain a high degree of safety for those funds.

Initiatives:

| BUDGET COMMITTEE | STAFF | EXCOM/BOD |
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| Ensure funds are earning the highest rate of return at all times | Respond rapidly to investment changes | Have complete & full understanding of proposals before approving investments |
| Appoint subcommittee to be innovative in fund investments | | Monitor return on investments on a monthly basis and adjust as needed |

GOAL 7: Maximize the capabilities of the headquarters staff.

OBJECTIVES:

1. Maintain full compliance with public law, yet seek to employ staff members who have served in the armed forces, or are married to a member of the armed forces, or who have a working knowledge of the armed forces structure and policy.

Initiatives:

| BUDGET COMMITTEE | STAFF & EXEC DIRECTOR | EXCOM/BOD |
|--|--|--|
| Ensure funding is adequate in this and future budgets to fund association expenses | When employing new staff endeavor to fulfill this basic policy | Ensure we employ already qualified staff |
| | Remember office mission and required skills are most important factors | |

2. Maintain full compliance with public law, yet seek to employ as Association executive director an individual who has served as an Army warrant officer.

Initiatives:

| BUDGET COMMITTEE | STAFF & EXEC DIRECTOR | EXCOM/BOD |
|--|---|---|
| Ensure funding is adequate in this and | Staff support and input during recruiting | Consider association mission and required |

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| future budgets to fund association expenses | process | skills as the most important factors |
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3. Formulate a staff salary and wage structure that is competitive with local private business sector and which is, depending on the skills evidenced, the highest possible within budgetary allowances.

Initiatives:

| BUDGET COMMITTEE | EXEC DIRECTOR | EXCOM/BOD |
|--|--|---|
| Perform wages survey of like budget and size non-profit organizations | Plan salary and wages to stay within approved budget | Ensure salary and wages stay within approved budget |
| Ensure funding is adequate in this and future budgets to fund association expenses | | |
| Recommend wage and salary ranges (Entry, Mid and Max) | Minimize salary and wages costs, while being fair to staff | |

4. Provide benefits consistent with comparable organizations and within budgetary allowances.

Initiatives:

| BUDGET COMMITTEE | EXEC DIRECTOR | EXCOM/BOD |
|--|--|---|
| Perform benefits survey of like budget and size non-profit organizations | Plan benefits costs to stay within approved budget | Ensure benefits are fair and within budget |
| Ensure funding is adequate in this and future budgets to fund association expenses | Seek to link with other associations for health benefits | Provide, within budget, the best office automation capabilities |

5. Provide funding and time for commercial training of headquarters staff in areas relevant to the scope of their employment.

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Initiatives:

| BUDGET COMMITTEE | STAFF & EXEC DIRECTOR | EXCOM/BOD |
|--|--|---|
| Ensure funding is adequate in this and future budgets to fund association expenses | Provide input to EXEC Dir. And EXCOM on needed training | Ensure all staff is properly and adequately trained |
| | Seek to utilize free vendor provided training whenever possible | |
| | Utilized self training and education in developing needed skill sets | |

6. Allow staff the opportunity to develop and implement flextime work schedules, consistent with prudent and effective office management. Provide for the use of compensatory time instead of paid overtime.

Initiatives:

| BUDGET COMMITTEE | STAFF & EXEC DIRECTOR | EXCOM/BOD |
|--|---|---|
| Ensure funding is adequate in this and future budgets to fund association expenses | Remember member service and support is the staffs primary mission | Ensure staff is treated fairly, while maintaining best possible service |
| | Consider all options including telecommuting | |