



**U.S. ARMY  
WARRANT OFFICERS  
ASSOCIATION**

***THE STRATEGIC PLAN***

**ADOPTED IN AUGUST, 1997**

**Adopted by the Board of Directors of the U.S. Army Warrant  
Officers Association, August 1997:**

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National President

## **THE STRATEGIC PLAN OF THE U.S. ARMY WARRANT OFFICERS ASSOCIATION -- ADOPTED IN AUGUST, 1997.**

### **PURPOSE:**

The U.S. Army Warrant Officers Association (USAWOA) is a not-for-profit private organization that represents and serves U.S. Army warrant officers. This Strategic Plan is the result of input from the Association membership at the 1996 Annual Meeting of the Members. The Plan presents the long-range objectives of the Association. It consolidates and condenses the Association's basic tenets as derived from corporate law, the Association bylaws, and USAWOA policy and procedure manuals. It also draws from historical precedent, current operating philosophies, resolutions originated by the members, and decisions of the Associations Board of Directors. The plan provides direction to officials at all levels in performance of their duties. It also provides a basis from which newly elected officials may learn their responsibilities and develop action programs to achieve the objectives of the Association.

## **THE STRATEGIC PLAN OF THE U.S. ARMY WARRANT OFFICERS ASSOCIATION TO:**

- **Sustain and Enhance the Army Warrant Officer Corps.**
- **Increase the Membership of the Association.**
- **Provide Pertinent Information to Army Warrant Officers.**
- **Involve the Association in Legislative and Regulatory Matters.**
- **Develop Warrant Officer Mentor Programs.**
- **Effectively Manage Association Funds.**
- **Maximize the Capabilities of the Headquarters Staff.**

**THE ASSOCIATION WORKS FOR THE SUSTAINMENT AND GROWTH OF THE WARRANT OFFICER CORPS THROUGH COORDINATION WITH THE ARMY'S LEADERSHIP.**

All organizations face accelerating change and increasing complexity in their operations. The U.S. Army faces evolving missions, reduced resources, and revolutions in the technology of war fighting. Accordingly, the role of the Army Warrant Officer Corps must adapt and alter as necessary to keep pace with these changes to remain an essential element of future force structures.

The United States Army Warrant Officers Association works with all levels of the Army's leadership, to include the Chief, National Guard Bureau and the Chief, Army Reserve, to:

- Ensure that the Army maintains and improves the current status of the warrant officer corps, 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.
- Advise and suggest appropriate initiation of or change to Army policy and/or philosophy pertaining to the role of the warrant officer.
- Maintain professional personal contact with appropriate members of the Army's leadership.

**THE ASSOCIATION SEEKS TO INCREASE THE SIZE OF THE MEMBERSHIP THROUGH VIGOROUS ACTIVITIES FOR THE RECRUITMENT AND RETENTION OF MEMBERS.**

All primarily volunteer organizations face the problem of how to increase membership and, equally important, to retain existing members. To recruit and retain members, the Association will:

- Maintain a plan for the recruitment of new members and the retention of existing members.
- Follow up on lapsed memberships to seek renewal and to determine reasons for non renewal.
- 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.
- Offer incentives, where practicable, to energize the recruitment and retention of membership.
- Acknowledge the efforts of existing members who are highly successful in the recruitment of new members.

**THE ASSOCIATION MUST PROVIDE AN ACCURATE AND TIMELY FLOW OF INFORMATION TO THE MEMBERS.**

All successful organizations maintain a timely flow of pertinent information to their members. To provide such information, the Association will seek to:

- Publish a periodic informational magazine titled the NEWSLINER.
- Schedule talks by National and/or Regional officials to individual chapters, consistent with budgetary constraints.
- Use e-mail to the maximum extent practical to speed the flow of time-sensitive information and exchange of general information.
- Maintain a World Wide Web Home Page to provide information concerning the warrant officer corps and the Association. Also, review, and approve chapter or region home pages.
- Inform all chapters of essential operational and administrative information by means of an information letter sent periodically to all chapter presidents.
- 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.
- Provide advice through NEWSLINER articles, chapter presidents' letters, home page postings, or other means, or pending legislation or change in Army policy with impact on the membership.

**THE ASSOCIATION WORKS TO MONITOR LEGISLATION AFFECTING THE MEMBERS AND EXERT EVERY EFFORT TO INFLUENCE THE OUTCOME OF SUCH LEGISLATION OR REGULATION TO THE BENEFIT OF THE MILITARY COMMUNITY AND THE ARMY WARRANT OFFICER CORPS.**

Changes to certain public laws have impact on the military community as a whole. Additionally, changes to Army regulations or policy affect the members of the Association. Some of the actions are advantageous to the members while others are not. Representational organizations must endeavor to influence legislation towards that which are advantageous to its members and endeavor to reduce that which is detrimental. To achieve such results, the Association will seek to:

- Monitor the status of pending congressional legislation that has impact on military community.
- Monitor the development and/or change of Army policy and procedures with effect on Army warrant officers.
- Maintain active membership in The Military Coalition. Work through the Coalition on legislative matters. When feasible and appropriate work directly with congressional representatives to obtain the passage of legislation which has favorable affect on the military community, and the defeat of that with adverse affect.
- Work with the Army Headquarters, Army Reserve, and Army National Guard Bureau action officers and senior leadership on matters dealing with the Army Warrant Officer, Army retirees, and their families.
- Propose enactment or change to legislation or Army regulations that will enhance the role of the Army warrant officer.

**THE ASSOCIATION STRIVES TO ESTABLISH AND MONITOR A PROGRAM FOR STANDARDS OF MENTORSHIP FOR NEWLY APPOINTED CHAPTER MEMBERS, AS WELL AS NEWLY ELECTED CHAPTER, REGIONAL, AND NATIONAL OFFICIALS.**

In order to insure an effective and efficient operation, organizations must have a viable program to assist both members and officials at all levels to progress in proficiency in both their current job and to train them for future assignments. The Association will seek to:

- Encourage senior warrant officers to take an interest in the future of those junior to them and to advise and assist junior warrant officer 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.
- 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 trials and tribulations of their careers.
- 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 this Strategic Plan.

**THE ASSOCIATION STRIVES FOR EFFECTIVE MANAGEMENT OF FUNDS TO ACHIEVE MAXIMUM RESULTS FROM AVAILABLE RESOURCES.**

Not for profit organizations rely on revenue derived from membership dues, donations or grants, return on investments, sales of goods or services, and other fund-raising activities. These revenue programs generate the income to pay for membership service and programs. There is no source to refinance deficits. In efforts to achieve effective financial management, the Association will:

- Set realistic annual budgets and not exceed allowable expenses.
- Closely monitor all expenses to minimize all but essential spending.
- Place acquisition priority on items that enhance membership service and increase operational effectiveness.
- Encourage donations from the members.
- Explore, develop, and implement creative, yet professional, fund raising activities.
- Seek the best possible rate on return for invested funds, yet maintain a high degree of safety for those funds.

**THE ASSOCIATION SEEKS TO ACHIEVE THE MOST CAPABLE AND EFFECTIVE NATIONAL HEADQUARTERS STAFF.**

All organizations strive to employ capable and effective staff. Not for profit organizations face particular problems in this area. Such organizations typically operate on a limited budget yet desire to provide a range of compensation and benefits to attract highly skilled employees, fairly reward their efforts, and maintain a motivated and satisfied work force. Toward this end, the Association endeavors to:

- 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.
- Maintain full compliance with public law, yet seek to employ as association executive director an individual who has served as an Army warrant officer.
- Formulate a staff salary and wage structure that is competitive with the local private business sector and which is, depending on the skills evidenced, the highest possible within budgetary allowances.
- Provide benefits consistent with comparable organizations and within budgetary allowances.
- Provide funding and time for commercial training of headquarters staff in areas relevant to the scope of their employment.
- Allow staff the opportunity to develop and implement flex-time work schedules, consistent with prudent and effective office management. Provide for the use of compensatory time instead of paid overtime.