

**JFHQ-KS Pamphlet
600-102**

Personnel - General

**Kansas
National Guard
Warrant Officer
Strength
Maintenance
Program**

**Joint Force Headquarters
Kansas National Guard
Topeka, Kansas
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UNCLASSIFIED

Personnel - General

**Kansas National Guard
Warrant Officer Strength Maintenance Program**

**By order of the Adjutant
General:**

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Major General
Adjutant General
Official:

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Command Chief Warrant Officer
Purpose. This pamphlet
establishes the Kansas Army
National Guard Warrant
Officer Strength Maintenance
Program.
Applicability. This pamphlet
applies to all Kansas Army

National Guard Soldiers
pursuing Warrant Officer
Candidacy.
Supplementation.
Supplements to this pamphlet
is prohibited without the prior
approval of the State
Command Chief Warrant
Officer (JFHQ-KS-CCWO).
**Proponent and Exception
Authority.** Even though this
pamphlet is not directive in
nature, the Proponent is the
KSARNG Command Chief
Warrant Officer. Exception
authority for this pamphlet
rests with the Adjutant
General.
Suggested Improvements.
The Proponent for this
regulation is JFHQ-KS-
CCWO. Any changes will be

submitted on DA Form 2028
(Recommended Changes to
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Chapter 1 GENERAL

1-1. Purpose

The purpose of this publication is to assist Warrant Officer prospects by providing them with information related to all steps within the process so they have an understanding of the processes, procedures, and expectations related to becoming a Warrant Officer. Furthermore, it is intended to educate Warrant Officer prospects on information related to the Warrant Officer Corps and to improve the process for Soldiers pursuing Warrant Officer career possibilities in the future.

1-2. History

The official birthday of the Army Warrant Officer Corps is July 9, 1918 when an act of congress established the Army Mine Planter Service as part of the Coast Artillery Corps. Implementation of the Act by the Army was published in War Department Bulletin 43, dated 22 July 1918. This is also when the official color of the Army Warrant Officer Corps came to be brown. It emanated from the brown strands from burlap bags that the Mine Planter Service personnel wore as their insignia of rank. The Warrant Officer Corp Insignia is the "Rising Eagle" and consists of an eagle rising with wings displayed, adapted from the great seal of the United States. The eagle is standing on two arrows, which symbolize the military arts and sciences. The eagle rising is enclosed within a wreath. Since 1918 the Warrant Officer Corp has gone through many changes from ranks, definitions, education, pay, commissioning, duties and positions and continues to change as the Army changes. The Warrant Officer plays a vital role in the Army and will continue to play a vital role for years to come.

The Adjutant General values our professionalism, competence and experience to such a degree that we are asked to participate at the highest levels of decision making and leadership. Not every state displays such confidence and commitment to the Warrant Officer Corps and it is our privilege as Warrant Officers to serve in the Kansas Army National Guard wherever our expertise may be required.

1-3. Warrant Officer Strength Maintenance Philosophy

The intention of the Warrant Officer Strength Maintenance Program is to provide the Kansas Army National Guard (KSARNG) with fully qualified and capable Warrant Officers who are able to meet or surpass the rigorous technical, tactical, and leadership requirements demanded by today's modern army. To accomplish this, standardized processes have been developed that govern selection, packet preparation, and course completion to ensure that only those Soldiers who are willing to commit to the high demands of the Warrant Officer Corps are appointed as Warrant Officers.

Chapter 2

Roles and Responsibilities

2-1. Applicant

As Soldiers progress throughout their military careers, the degree of personal responsibility for their career consistently increases. Therefore, those Soldiers who decide to pursue Warrant Officer opportunities will be held fully accountable for completing and submitting their packets in a timely manner. Although the various personnel listed within this chapter will provide help and guidance to ensure that your process is efficient as possible, the overall responsibility to become qualified, reach Warrant Officer Candidacy, graduate from Warrant Officer Candidate School (WOCS), and complete Warrant Officer Basic Course (WOBC) lies with each individual applicant.

2-2. Warrant Officer Strength Manager (WOSM)

The Warrant Officer Strength Manager serves as the primary Warrant Officer recruiter and retainer for the state. He/she is responsible for achieving the annual Warrant Officer accession mission as assigned by National Guard Bureau (NGB) with duties as follows:

- a. Develop an annual Warrant Officer Strength Maintenance Plan (WOSMP).
- b. Coordinate with the Command Chief Warrant Officer (CCWO), Military Personnel Officer (MILPO), Recruiting & Retention Commander (RRC), Officer Personnel Manager and other senior leaders and commanders as required to develop Warrant Officer procurement priorities.
- c. Coordinate with G1–Officer Personnel and the Personnel Information Service Branch Chief to develop and provide statistical data on Warrant Officer recruiting and retention to the RRC.
- d. Assist the Regional Training Institute (RTI) with the development of an effective WOCS recruiting program.
- e. Develop recruiting programs and materials to increase Warrant Officer awareness throughout the KSARNG.
- f. Ensure that applications for predetermination are complete and submitted IAW current guidance provided by the Department of the Army (DA) and NGB.
- g. Coordinate with G1–Officer Personnel to facilitate Warrant Officer transfers of current NG Soldiers into and out of Kansas, and transfers of Soldiers on Active Duty into the KSARNG.
- h. Establish and maintain all order of merit lists (OML) for Soldiers who have completed the predetermination process but do not have a vacancy to occupy.

2-3. Command Chief Warrant Officer (CCWO)

The Command Chief Warrant Officer (CCWO) is the senior ranking Army National Guard Warrant Officer in the state military command. The CCWO is responsible for matters pertaining to policies and actions affecting the state Warrant Officer Corps and also serves as the key technical advisor to the Adjutant General (AG). Duties of the CCWO are as follows:

- a. Serves as the senior representative of the State's Warrant Officer Corps.
- b. Performs duties related to Warrant Officer education, management, recruiting and career enhancement including equal opportunity, morale, welfare, discipline, performance, training, awards and recognition.
- c. Formulates and executes the policies and procedures which direct how Warrant Officers of the KSARNG are appointed, assigned, evaluated, trained, promoted and separated.
- d. Reviews regulations and directives from DA, NGB and other higher headquarters and prepares local implementation directives.
- e. Ensures proper assignments are matched with individual potential and provides management assistance and advice on appropriate Warrant Officer personnel actions.
- f. Plans and coordinates the staffing of Warrant Officer positions within State Joint Forces Headquarters (JFHQ), Major Support Commands (MSC), and other field commands.
- g. Coordinates with the Human Resources Officer and MILPO on personnel matters affecting technician/AGR Warrant Officers.
- h. Directs the maintenance of career management records used in controlling progression of ARNG Warrant Officers and guides individual Warrant Officers in meeting their career objectives.

- i. Coordinates with the RRC on developing recruiting programs to support strength and depth of Warrant Officer personnel in the KSARNG force structure.
- j. Coordinates closely with CCWO-ARNG, other State CCWO's, NGB, and Army offices of Proponent responsibility.
- k. Serves as the principle advisor, counselor, and mentor for all other senior Warrant Officers and is responsible for developing and implementing a sustaining sponsorship and mentorship program for Warrant Officer Candidates and junior Warrant Officers that is exportable to all subordinate commands.
- l. Establishes and provides oversight of a State Warrant Officer Advisory Council to assist in the resolution of issues and initiatives that affect Warrant Officer career development, policy, morale, and utilization in support of the State's current mission.
- m. Advise, coordinate, and assist the ARNG Warrant Officer selection and promotion boards and is a member on state promotion, retention, Federal Recognition, and other boards concerning Warrant Officer actions.
- n. Accompanies the AG, and other Senior JFHQ Staff members as appropriate, on visits to organizations, units, facilities, and activities of KSARNG personnel.
- o. Accompanies and/or represents the AG as appropriate in ceremonies, formal presentations, and other command directed events.
- p. Oversees all OML placement actions.

2-4. G1-Officer Personnel

The G-1 Officer Personnel section consists of various personnel who oversee and manage every aspect related to a Warrant Officer's career, beginning with the initial appointment as a Warrant Officer Candidate (WOC). The duties and responsibilities of the G-1 Officer Personnel section include:

- a. Provide quality control and recommendation on all Technical Warrant Officer predetermination applications.
- b. Provide quality control on all Warrant Officer FED-REC applications IAW NGR 600-101.
- c. Conduct FEDREC boards for purposes of promotion and initial WOC appointment.
- d. Process Warrant Officer transfers, reassignments, promotions, military occupational specialty (MOS) transfers, and separations.
- e. Advises Warrant Officers in regards to career management IAW current policies and regulations.
- f. Serve as a liaison between the KSARNG and NGB for all Warrant Officer policies and procedures.

2-5. Recruiting & Retention Commander (RRC)

The RRC serves as the primary advisor to the senior leadership on all matters pertaining to KSARNG strength maintenance. The responsibilities of the RRC are as follows:

- a. Develop, implement, and monitor the KSARNG strength maintenance (SM) program based on guidance from NGB and KSARNG leadership.
- b. Develop and implement short, mid, and long range planning guidance for the Recruiting & Retention Battalion (RRBN) and ensure that adequate funding, training, advertising and logistical support is allocated for the successful operation and support of the RRBN.
- c. Develop, staff, and publish specific state regulations, plans and policies pertaining to SM.
- d. Monitor and evaluate unit strength throughout the State to determine SM strengths, weaknesses, and trends and provide recommendations for improvement.
- e. Ensure that unit leaders at all levels and full-time support personnel are adequately trained to implement the State SM Program and develop unit SM Plans.
- f. Develop a performance review process that measures job performance and outlines the courses of action to be followed when any member of the RRBN fails to maintain duty proficiency and perform to established standards.
- g. Ensure that all RRBN positions remain staffed at all times.

2-6. Warrant Officer Candidate School (WOCS) Commander

A WOCS Company Commander is responsible for the oversight and compliance of every aspect entailed in conducting a WOCS course. His/her responsibilities include:

- a. Developing a yearly training calendar (YTC) and inactive duty training (IDT) training schedules that reflect the regulatory guidance in the WOCS Course Management Plan and accommodate training time specified in WOCS course material. These documents must be submitted to their regional ARNG WOCS battalion for approval.
- b. Coordinating training support requirements (administrative, logistical, and operational).
- c. Working through the regional ARNG WOCS battalion to resolve problems/conflicts with the WOCS Course Management Plan and course materials.
- d. Providing publications and course materials throughout the course in sufficient quantities to support the instructor-to-student ratio and doing so in a timely manner to preclude an interruption in training.
- e. Planning, conducting, and assessing their training. To do so, the following actions are required:
 1. Establishing and maintaining the WOCS environment in accordance with the WOCS Training and Counseling (TAC) guide.
 2. Providing command and control, administrative support, and command supervision of established policies and standards pertaining to the performance, care, conduct, appearance, and safety of Candidates.
 3. Ensuring that only TACs/instructors who are qualified and certified conduct training and that they do so in accordance with approved course materials and regulatory guidance.
- f. Supervising the conduct of leadership evaluations IAW the WOCS TAC guide and the Course Management Plan.
- g. Establishing Candidate records prior to Candidates attending Phase 2.
- h. Ensuring that Candidates who possess the potential to acquire the leadership attributes, skills, and actions needed to become successful WO1s meet Phase 2 training requirements and proceed to Phase 3.
- i. Recommending to the state chain of command that Candidates who meet all phase and graduation requirements outlined and prescribed regulatory guidance be appointed as WO1s.
- j. Prescribing appropriate remediation (retraining, retesting, setback, or elimination) for Candidates who fail to meet standards and/or fail an end-of-module examination or a pass/fail training event.
- k. Recommending removal, setback, or elimination of Candidates who fail to meet physical and/or academic requirements and/or leadership standards prescribed by this Course Management Plan and the Student Evaluation Plan.
- l. Ensuring that Candidates complete a weigh-in prior to or on day 1 of Phase 2 (this is a mandatory weigh-in, and Candidates who do not meet standards must be returned to their units).
- m. Maintaining training records/documents at the actual training location and screening all files IAW the requirements listed in the Course Management Plan. Candidate records and TAC and instructor certification files must accompany the unit wherever training is taking place.
- n. Maintaining all historical documents at the RTI/WOCS company location, other than those generated by actions listed in k. above, unless the regional ARNG WOCS battalion commander directs otherwise.
- o. Assessing the risks and environmental impacts of training according to FM 5-19, Composite Risk Management, and local environmental regulations prior to training execution, and adhering to the cautionary information outlined in the applicable WOCS lessons.

2-7. Warrant Officer Candidate School (WOCS) Course Manager

The WOCS Course Manager works with the Warrant Officer Career College (WOCC), the ARNG Kansas WOCS Battalion, and 235th RTI and is responsible for ensuring that the 235th RTI WOCS Company implements training IAW the WOCS Course Management Plan (CMP) and all other regulatory guidance. He/she is also responsible for ensuring WOCS training is realistic, safe, challenging, and in compliance with the WOCS CMP and Training and Doctrine Command (TRADOC)-approved programs of instruction (POI)/WOCS lessons. The WOCS course manager's assigned duties and tasks include:

- a. Coordinating and assisting with accreditation and quality assurance and operation issues.
- b. Tracking and forwarding ARNG requests for changes to minimum waivers, instructor certifications, and class reinstatements to the Kansas WOCS battalion.
- c. Assisting in the update of appropriate Total Army School System related regulations and pamphlets.

- d. Developing/maintaining an Army Training Requirements and Resources System (ATRRS) Funding Allocation Model (AFAM).
- e. Staffing TDA equipment issues on behalf of RTIs.
- f. Providing recommendations and assisting with the implementation of new ARNG training lanes/courses.
- g. Coordinating and staffing issues related to “shared” training lanes (capacity, schedules, Training Requirements Arbitration Panel constraints, etc.).
- h. Coordinating with the Proponent during the initial phase of course material development.
- i. Coordinating the review of current and new POIs, addenda sheets, and errata sheets with the Proponent.
- j. Reviewing and tracking the accreditation schedule.
- k. Providing scheduling recommendations to ATRRS.
- l. Notifying the Kansas WOCS battalion of upcoming changes.
- m. Publishing an annual memorandum of agreement or policy guidance document, after coordination with the Kansas WOCS Battalion that addresses planning, conducting, and assessing WOCS training. At a minimum, this document must include the following:
 - 1. A yearly training calendar establishing the Phase 1, 2, and 3 IDT/ADT training periods.
 - 2. An outline of the training sequences identifying specific training modules that will be taught during each of the WOCS phases.
 - 3. A suspense calendar providing the dates that their yearly training plans, training schedules, and requests for instructor support or training are due to the regional Kansas WOCS battalion.
- n. Coordinating with the KSRTI prior to Phase 2 to ensure that they have appointed one Test Control Officer (TCO) and one alternate TCO (maximum of two people), that these two people are the only two people who have access to the WOCS test materials, and that the KS WOCS BN has been notified of their appointment IAW the WOCS CMP.
- o. Coordinating with the KS WOCS Battalion prior to Phase 2 to ensure that a limited number of cadre members have been appointed to download WOCS course materials from AKO and that the KS WOCS Battalion has been notified of their appointment IAW the WOCS CMP.

2-8. Warrant Officer Candidate School (WOCS) Instructor(s)

WOCS Instructors manage the day-to-day learning activities of candidates, and they are critical to the Candidates' success and graduation from the course. Assigned, attached, and guest instructors must do the following:

- a. Meet WOCS instructor qualification and certification requirements in the WOCS CMP.
- b. Be thoroughly familiar with the course material they teach and have a general understanding of the rest of the WOCS curriculum.
- c. Establish and maintain learning environment expectations in the classroom.
- d. Conduct all classes IAW the Instructor Performance Checklist contained in the WOCS CMP.
- e. Understand the importance of their role in teaching the hidden curriculum, i.e., the curriculum they teach through every word, action, and deed.
- f. Perform their duties as Soldiers of high standards 100 percent of the time, presenting an example for Candidates to emulate.
- g. Maintain classrooms and training facilities in a manner that supports training and aids learning, ensuring that all necessary course materials and references are on hand and the facilities are neat, clean, and safe.
- h. Be familiar with the WOCS environment the TAC Officer staff creates and maintains and support the maintenance of this environment while still maintaining an adult learning environment in the classroom.
- i. Brief the required safety and environmental impact considerations for instruction that is not conducted in a typical classroom setting.
- j. Immediately correct unsafe conditions to ensure Candidate and Cadre safety and reporting any unsafe conditions to the chain of command.
- k. Help Candidates get access to publications, equipment, forms, and instructional materials they need in order to meet course requirements.

- l. Evaluate every Candidate's performance on all practical exercises and end-of-module tests following applicable DA and TRADOC test control guidance.
- m. Evaluate course materials and training methodologies, providing recommendations for modifying and improving course materials to individuals in the WOCS chain of command for consideration by the subject-matter experts and WOCC.

2-9. Training, Advising, and Counseling (TAC) Officers

TAC Officers teach Candidates the science and art of leadership, provide them a leadership role model, and strive to instill the leadership attributes and core competencies through direct mentorship. Throughout WOCS, the training centers around TAC Officer/Candidate interaction and focuses on the Army's leadership doctrine in FM 6-22, Army Leadership. TAC Officers responsibilities are as follows:

- a. Ensure TAC Officers meet the qualification and certification requirements specified within the WOCS CMP whether they are assigned, attached, or a guest TAC Officer.
- b. Be proficient in all material they are responsible for conveying to Candidates and have a general understanding of other course material; this includes formal and informal instruction.
- c. Understand the importance of their role in teaching the hidden curriculum, i.e., the curriculum they teach through every word, action, and deed.
- d. Perform their duties as Soldiers of high standards 100 percent of the time, presenting an example for Candidates to emulate.
- e. Instruct Candidates on the art and science of leadership embodied in FM 6-22, Army Leadership. This entails conveying to Candidates the importance of the "Be," "Know," and "Do" framework into which required leadership competencies fall and enhancing their potential for success by showing them how to properly lead Soldiers.
- f. Be responsive to Candidates' questions and direct them to the proper references for answers; TAC Officers are not expected to provide all the answers, but they must help Candidates get their questions answered.
- g. Create and maintain a stressful and demanding WOCS environment as outlined in the TAC guide.
- h. Understand the provisions and the progression of training in order to provide Candidates the maximum benefits from training.
- i. Evaluate Candidates' leadership performance through the leadership development program (LDP) outlined in the TAC guide, using the program to help them identify Candidates' positive leadership traits and skills and as a tool to help Candidates develop their leadership traits and skills.
- j. Maximize the number of leadership positions that Candidates fill to provide them all possible opportunities for training and improvement; Candidates must be placed in a minimum of one leadership position during Phase 2 and one leadership position during Phase 3.
- k. Identify and counsel Candidates who are unsuccessful in leadership roles and document their performance and the counseling they receive, to include counseling on the possibility of setback or elimination. TAC Officers must refer Candidates who are unable or unwilling to improve their performance to the WOCS Company Commander for possible setback or elimination from WOCS.
- l. Brief Candidates on safety and environmental impact considerations daily and anytime conditions change; act immediately when necessary to ensure Candidate and Cadre safety, and report all unsafe conditions to individuals in the chain of command.
- m. Counsel Candidates on their leadership and academic performance and provide them guidance for improving; approve or disapprove a Candidates' plan of action that specify how they will improve their performance and advise Candidates of the follow-up actions required to ensure corrections are made.
- n. Counsel Candidates who fail to achieve a "GO" on an exam, using a Counseling Form or Developmental Support Form, and inform the Company Commander of the failure. As a minimum, document that the Candidate did not meet the standard and that the Candidate was informed that a failure to meet the standard on the retest could result in setback or elimination.

2-10. Unit Commanders

Commanding Officers of KSARNG Units are the first line for promoting a successful strength maintenance program. Providing an open forum under their guidance for Soldiers to seek additional sources of professional advancement is critical for the well being of the KSARNG. It is strongly recommended that

Soldiers displaying Warrant Officer potential be identified, documented as such on the their Non-Commissioned Officer Evaluation Report (NCOER), and that comments on substantiating performance be included in the body of the NCOER as well to provide the Soldier with a strong possibility of achieving predetermination. Commanders at all levels must demonstrate support for the program through word and deed. They must also provide career direction guidance for those Soldiers who have the potential to fill a unit's Warrant Officer ranks in order to achieve a successful strength maintenance program. Responsibilities of Unit Commanders are as follows:

- a. Promote career progression programs through their unit.
- b. Identify Soldiers whose qualifications and values are consistent with those of the Warrant Officer Corps, and refer those Soldiers to the WOSM.
- c. Assist Soldiers in pre-determination packet completion.
- d. Ensure Soldiers are enrolled into WOCS as soon as appropriate.
- e. Ensure Soldiers are physically and administratively prepared to attend WOCS and WOBC, and all pre-execution checklists have been completed.
- f. Ensure Soldiers are enrolled into WOBC NLT 60-days upon completion of WOCS.
- g. Ensure that course completion documents are forwarded to G1-Officer Personnel in a timely manner upon the Soldier's return from WOCS and WOBC.

Chapter 3 Processes

3-1. Technical vs. Aviation Warrants

Though Soldiers must complete each step in this chapter before they can become a fully qualified Warrant Officer, it is important to understand that the specific processes contained within each step may vary depending on whether the Soldier chooses a technical or aviation Warrant Officer career path. Processes for those Soldiers applying for aviation begin on paragraph 3-4 of this SOP. A KSARNG Warrant Officer Application Guide (WOAG) has been developed to assist applicants through the packet compilation process as well as help answer other questions they may have related to the PDP. Also, separate packet checklists for technical and aviation applicants have been developed which indicate those documents that Soldiers are required to submit to complete their applications. For the most current version of the WOAG and application checklists, contact the WOSM.

3-2. Selection of Quality Applicants

Soldiers who are considering becoming Warrant Officer are solicited in one of two ways. They are either self-referred or are influenced by their peers, mentors, and/or leaders to pursue a Warrant Officer career path. Though both methods have proven successful, it is imperative that the KSARNG continuously strives to fill its Warrant Officer ranks on the basis of quality, and not necessarily quantity. When a Soldier is referred for Warrant Officer Candidacy, KSARNG leaders must determine if the Soldier is a good fit for the Warrant Officer Corps based on his/her qualifications and values. This means that although a Soldier may meet eligibility criteria, they may not be endorsed if their qualifications and values are not in line with current Warrant Officer Corp requirements.

3-3. Technical Warrant Applications

The first step that a Soldier takes toward becoming a Warrant Officer is determining his/her eligibility to submit a packet. Because Warrant Officers are viewed as technical experts, Soldiers wishing to submit an application must first meet the basic application requirements for the specific program (WMOS) that they are looking to pursue. These requirements are established by the Proponent for each branch group and tend to fluctuate in line with the needs of the Army. Questions pertaining to specific WMOS eligibility requirements should be directed to the WOSM. The following outlines the basic steps to become a Technical Warrant Officer:

- a. Completing a Predetermination Packet (PDP) – completing a PDP for submission to NGB and the Branch Proponent is the next step in the process for a Soldier to become a Technical Warrant Officer. The PDP is basically a packet of information and documents consisting of a Soldier's past Enlisted or Commissioned Officer career. The packet will be the basis for determining eligibility to enter into the Warrant Officer Education System and attend WOCS.
- b. Predetermination – when a Soldier's packet is complete, he/she will submit the entire packet to the WOSM for quality control purposes. The WOSM will scrub the entire packet to ensure that all required documents are included and complete any memorandums for record or requests for waivers that may be required. A request for waiver on eligibility criteria may be submitted on the Soldier's behalf, however, just because a waiver is submitted does not automatically mean it will be approved. Once the WOSM verifies that the packet is complete, he/she will forward the packet to the State CCWO and TAG offices for endorsement, and then to the NGB Branch Proponent for final approval. After the Soldier's packet has been reviewed by Proponency, a memorandum of eligibility determination will be completed and sent back to the WOSM. If the Soldier is determined "eligible" for Candidacy, they are then ready to proceed to the next step. However, if the Soldier is determined "not eligible," the specific reasons concerning ineligibility will be stated within the memorandum and the Soldier will be encouraged to reapply once they meet eligibility criteria.
- c. Placement on an Order of Merit List (OML) – all KSARNG Soldiers who have been predetermined for Warrant Office Candidacy will be scheduled for WOCS in a timely manner based on WMOS slot availability. If there are no current or projected Warrant Officer vacancies within the state for the Soldier's predetermined WMOS that he/she can be placed into upon commission, the Soldier will be placed on an OML and will be scheduled for the next available WOCS when a vacancy

exists. The State WOSM will establish and maintain the OML with oversight from the CCWO. When a vacancy is available or anticipated (two years for Technical Warrants, one year for Aviators), Soldiers currently on the OML will be given the opportunity to fill the vacancy based on OML placement. If a Soldier is unable to fill the vacancy within three months, the opportunity will be offered to the next Soldier on the list. This process will continue until the vacancy is filled. The OML will be WMOS specific and established on a first on – first off basis.

- d. Completion of a Federal Recognition (FED-REC) Packet – applicants who have been predetermined by the Branch Proponent and deemed eligible for Candidacy are now ready to complete a FED-REC packet. Since specific document requirements for FED-REC change frequently, the WOSM will provide Soldiers with the most current FED-REC checklist upon predetermination. Once complete, the WOSM submit the Soldier's FED-REC packet to G-1 Officer Personnel who will then schedule the applicant to appear at the next available FED-REC board (FRB).

3-4. Aviation Warrant Applications

Although the training path for aviation Warrant Officer applicants can be much longer than their technical counterparts, the application process is much more generalized, allowing for a broader spectrum of applicants. Therefore, those Soldiers wishing to apply for aviation will not be judged based on technical expertise, but rather their overall character and documented duty performance. The following outlines the basic steps to become an Aviation Warrant Officer:

- a. Completing an Application – the application is a compilation of documents that indicate the Soldier's personal and professional character, as well as their past duty performance and accomplishments. The application will serve as the primary basis on which applicants are judged by the Senior Aviation Warrant Officer Selection Board (SAWOSB).
- b. SAWOSB Determination – a SAWOSB will be held no less than annually and will consist of Senior Aviation Warrant Officers from various aviation-specific career tracks along with the CCWO. Members of the SAWOSB will select applications to fill projected flight school training seats based on a consensus of the applicant's personal and professional character, duty performance, and accomplishments outlined within their packet, as well as their performance on an appearance board. The number of applicants selected during the SAWOSB will be determined based on current aviation Warrant Officer vacancies and projected losses. The SAWOSB may select applicants as alternates who can be placed in training seat vacancies in the event that a primary applicant is unable to attend training. Those applicants who are not selected to fill a flight school training seat will be encouraged to resubmit their application and re-board at a future date. There WILL NOT be an OML compiled for aviation applicants.
- e. Completion of a Federal Recognition (FED-REC) Packet – applicants who have been selected by the SAWOSB are now ready to begin compiling documents for their FED-REC packet. Since specific document requirements for FED-REC change frequently, the WOSM will provide Soldiers with the most current FED-REC checklist upon selection. Once complete, the WOSM submit the Soldier's FED-REC packet to G-1 Officer Personnel who will then schedule the applicant to appear at the next available FED-REC board (FRB).

3-5. Federal Recognition Board (FRB)

The FRB is the final step in a Soldier's path toward Warrant Officer Candidacy. It is an appearance board in which the applicant's packet will be reviewed one last time and the Soldier will be questioned on topics pertaining to pursuing a Warrant Officer career path. The purpose of this board is to ensure that the Soldier has weighed all aspects pertaining to becoming a Warrant Officer and is indeed ready to commit to the Warrant Officer training program and career path. Upon conclusion of the proceedings, the Soldier should be approved for Candidacy, and once approved, orders will be published for Soldiers in pay-grade E-5 or higher appointing them to the rank of WOC. Orders will not be published for those Soldiers in pay-grades E-4 and below appointing them as a WOC until their WOCS reporting date. As a WOC, Soldiers are authorized and required to wear the WOC rank insignia, address themselves appropriately (e.g. Candidate Smith), and will also be administratively advanced to the pay grade E-5. Soldiers in pay-grades of E-5 or higher will maintain their current pay rate during candidacy. Those Soldiers in pay-grades E-4 and below will be administratively advanced to the pay-grade of E-5 until they complete WOCS or are

appointed as a Warrant Officer. Upon appointment as a Warrant Officer, those Soldiers who, as a WO1, would be paid less than their previous Enlisted pay-grade will be placed on Save Pay. This program entitles the Soldier to hold the Warrant Officer rank while being paid at their previous Enlisted pay-rate. Soldiers will maintain Save Pay until that point at which their Warrant Officer pay-rate is higher than their previous Enlisted pay-rate, then they will convert to the Warrant Officer pay-scale.

3-6. Warrant Officer Candidate School Enrollment

Now that the Soldier has achieved Warrant Officer Candidacy, they are ready to enroll in a Federal or State WOCS course as appropriate. Though not consistent with the logical sequence of events and not recommended, WOCS course enrollment may be completed prior to the FRB if extenuating circumstances exist, there is a reasonable chance that the Soldier will be approved by the board, and the Soldier's leadership deems early enrollment appropriate. Enrollment into a WOCS course is the responsibility of the Soldier and the Soldier's Unit Commander, and those Soldier's eligible to attend an accelerated Federal WOCS or State WOCS course must also be enrolled into the DL-Phase 1 course as well. Once a Soldier has been appointed as a WOC, they have two years to complete all phases of WOCS.

3-7. Warrant Officer Basic Course Enrollment (WOBC) – Technical Warrants

Enrollment in WOBC should take place NLT 60-days after the Soldier returns from successful completion of WOCS, however, units may enroll their Soldiers into WOBC in conjunction with WOCS. WOBC is a prerequisite for promotion to CW2 and must be completed within two years of the date the Soldier is initially appointed as a WO1. Soldiers that held a pay grade of E7 or higher for at least two years prior to their appointment to WO1 are eligible for promotion to CW2 immediately upon completion of WOBC. As like WOCS enrollment, WOBC enrollment is the responsibility of the Soldier and the Soldier's Unit Commander.

3-8. Initial Entry Rotary Wing Training (IERWT) – Aviation Warrants

Enrollment in IERWT will take place concurrently with the Soldier's enrollment in Federal WOCS. Soldiers that held a pay grade of E7 or higher for at least two years prior to their appointment to WO1 are eligible for promotion to CW2 immediately upon completion of WOBC.

Chapter 4 Timelines

4-1. Purpose

This chapter provides Soldiers with forecasted timelines for various key reoccurring events that take place throughout each FY (October 1st – September 30th) with the intent of limiting scheduling conflicts that may arise for Soldiers entering the Warrant Officer program. Timelines for Federal WOCS applicants (Aviation or Tech) are not addressed within this chapter as training requirements are in a continuous state of flux for those courses.

4-2. Application Process Deadlines

The following deadlines are established to allow ample time for Applicants to complete an application, the FED-REC process, and all pre-execution requirements to attend State WOCS. In the event that any of the following deadlines are not met for circumstances directly controlled by the Soldier, that Soldier will not be considered for the upcoming WOCS class. Exceptions for extenuating circumstances will be entertained on a case-by-case basis by the CCWO. Timelines for State WOCS applicants are:

- a. December 1st – deadline for applicants to submit complete packets to WOSM for consideration in upcoming WOCS class.
- b. January 1st – deadline for WOSM to submit packets to Proponents (estimating no more than 3wks for predetermination) and deadline for applicants to complete a physical (estimating 2wks to receive lab results).
- c. February 15th – last Federal Recognition Board for upcoming WOCS class.
- d. March 15th – deadline for applicants to complete the DL - Phase 1 and pre-execution checklist.

4-3. State WOCS Course

Timelines for the State WOCS course are:

- a. March IDT – zero phase of WOCS at the KSRTI. During this phase Candidates will be given an overview of the upcoming WOCS course where they will be advised on standard operating procedures and introduced to their TAC team. Candidates will also be given an entrance APFT, during which those Candidates who score less than 70 points in each event may be disenrolled from phase 2. Specific topics to be covered during this phase include:
 1. Familiarization with the WOC SOP.
 2. Reporting procedures.
 3. Drill & Ceremony
 4. Familiarization with the Physical Readiness Training program.
 5. Familiarization with AR 25-50
- a. April IDT – phase 2 of WOCS begins at the KSRTI. During this phase Candidates will attend drill weekends (MUTA 4 or 5) each month through August at the KSRTI until they depart for Phase 3.
- b. September IDT – phase 3 of WOCS begins at Camp Atterbury, IN. This is the 2-week AT portion of WOCS and culminates with a graduation and commissioning ceremony for Candidates who have successfully met all course requirements.

4-4. Supporting Events

During each FY, there are opportunities provided to KSARNG Soldiers to meet with personnel directly involved with the WOSMP. During these symposiums, Soldiers are afforded the opportunity to explore Warrant Officer career options and speak directly to Warrant Officers within those career paths that they may be looking to pursue. There are also personnel directly involved with WOCS that will be available to answer questions and concerns about the State WOCS course. Timelines for the symposiums are:

- a. October – first symposium to generate interest and recruit for next FY's WOCS Class.
- b. March – second symposium to generate interest and recruit for next FY's WOCS class as well as Zero Phase of State WOCS.

Chapter 5

Mentorship Program

5-1. Overview

The KSARNG Warrant Officer Mentorship Program (WOMP) is outlined in its entirety in JFHQ-KS Pamphlet 600-101. It is designed to provide career direction and management guidance to Soldiers from Candidacy through their progression to becoming a senior Warrant Officer.

5-2. Mentor Requirements

Soldiers assigned as mentors are those that have demonstrated a high degree of proficiency and professionalism and who are viewed as the uppermost subject matter expert within the KSARNG. As Soldiers progress through their Warrant Officer careers, their mentors may change to be able to provide them with recent and relevant guidance and advice. Mentors should possess the MOS that the Soldier is pursuing Candidacy in or already has, and if possible, be assigned to the same command group. For purposes of this publication, the Warrant Officer Candidate and Junior Warrant Officer sections of the WOMP are specifically referenced.

5-3. Mentorship Topics

Warrant Officer Candidates (*Mentor should be a graduate of WOCS*).

- a. Brief Candidates on what they expect from WOCS.
 1. General course outline
 2. Physical fitness
 3. Timeline of events
- b. Ensure Candidate has a current WOC SOP and address related questions and concerns.
- c. Review WOCS packing list with Candidate.
- d. Review pre-execution checklist requirements and ensure the Candidate has all necessary documents required to complete their DD 214 in their possession.

Junior Warrant Officers (*Mentor should have at least two years experience within their WMOS*).

- a. Ensure the WO understands his/her new role as a leader in the KSARNG.
- b. Discuss WO professional development.
- c. Assist with career planning.
- d. Assist with construction of the Developmental Support Form / Developmental Plan.

Chapter 6 Warrant Officer School Information (WOCS, WOBC, & IERWT)

6-1. WOCS Course Options

Once Soldiers have completed the FED-REC process and been appointed as a WOC, they will be scheduled to attend one of the three WOCS course options that are currently available. These course options are divided between the State WOCS (reserve component) and Federal WOCS (active duty) and are hinged upon a Soldier's previous Enlisted pay-grade.

6-2. WOCS Course Breakdown

The KSARNG provides Soldiers with a State-based WOCS which mirrors the curriculum of the accelerated Federal WOCS and is conducted every year at the KS-RTI in Salina, KS. The State WOCS will serve as the primary means of commissioning for all KSARNG Soldiers who meet accelerated Federal WOCS eligibility requirements, however, this may be subject to exception based on the needs of the Army and the KSARNG. Currently, Soldiers who are an E-5 and above and a Warrior Leader Course (WLC)/Primary Leadership Development Course (PLDC) graduate meet eligibility requirements to attend State WOCS. The State WOCS course is broken down as follows:

- a. Phase 1 – distance learning courses (completed online NLT March 15th).
- b. Phase 2 – 5 IDT periods “Drill Weekends” held at the KS-RTI in Salina, KS. All drill weekends will be MUTA-5s.
- c. Phase 3 – final phase of WOCS consisting of a two-week training period conducted at Camp Atterbury, IN. In this phase, Candidates combine with those from other RTIs to complete all field training course requirements and graduate as newly appointed Warrant Officer.

Soldiers wishing to attend an accelerated Federal WOCS course vice State WOCS must have an exception to policy memorandum from the Assistant Adjutant General (ATAG). Exceptions to policy must be submitted in memorandum format IAW AR 25-50, provide strong justification why the Soldier should attend an accelerated Federal WOCS course instead of State WOCS, and be submitted by the Soldier's Battalion Commander, through their Major Army Command, through the CCWO, to the ATAG.

Federal WOCS courses are conducted at the Warrant Officer Career College (WOCC) located at Fort Rucker, AL and currently serve as the primary means of commissioning for Active Duty and Army Reserve Candidates. Federal WOCS is divided into two course categories, standard and accelerated, and are broken down as follows:

- a. Accelerated WOCS – a DL Phase I followed five-week resident course where Candidates combine to complete Phases II and III of WOCS. This course is available to Candidates who are E-5 and above and WLC/PLDC graduates. Candidates attending accelerated WOCS automatically enter the course in an “Intermediate Status.”
- b. Standard WOCS – a seven-week resident course required for Candidates who do not meet the criteria to attend accelerated WOCS. In this course, Candidates are first taught and tested on common Soldier requirements within the WLC curriculum before they can advance to Intermediate Status and begin Phase II. Whether a Candidate is attending standard or accelerated WOCS, Phases II and III of WOCS will be exactly the same.

6-3. WOBC & IERWT

WOBC / IERWT is the next step in the education process for newly commissioned WO1s where they receive thorough instruction on their WMOS and become MOS qualified. WOBC / IERWT is a prerequisite for promotion to CW2, ranges between 5–40 weeks (depending on the WMOS), and sets the foundation for career progression for each Warrant Officer. Technical WO1s should schedule their WOBC prior to completion of WOCS and plan on attending WOBC as soon as reasonably possible upon completion of WOCS to ensure that readiness of the KSARNG Warrant Officer Corps is maintained in high status. As previously stated in this publication, it is each Soldier's individual responsibility to coordinate with their unit to ensure that they are scheduled for and complete WOBC in a timely manner. Aviation WO1s will enter IERWT immediately upon completion of WOCS

Acronyms & Abbreviations

AG

Adjutant General

ATAG

Assistant Adjutant General

ARNG

Army National Guard

ATRRS

Army Training Requirements and Resources System

CCWO

Command Chief Warrant Officer

CMP

Course Management Plan

DA

Department of the Army

FED REC

Federal Recognition

FRB

Federal Recognition Board

IDT

Inactive Duty Training

IERWT

Initial Entry Rotary Wing Training

JFHQ

Joint Forces Head Quarters

KSARNG

Kansas Army National Guard

LDP

Leadership Development Plan

MILPO

Military Personnel Officer

MOS

Military Occupational Specialty

NCOER

Non-Commissioned Officer Evaluation Report

NGB

National Guard Bureau

OML

Order of Merit List

PDP

Predetermination Packet

PLDC

Primary Leadership Development Course

POI

Program of Instruction

QA&O

Quality Assurance & Operations

RRBN

Recruiting & Retention Battalion

RRC

Recruiting & Retention Commander

RTI

Regional Training Institute

SAWOSB

Senior Aviation Warrant Officer Selection Board

SM

Strength Maintenance

TAC

Training, Advising, and Counseling

TCO

Test Control Officer

TRADOC

Training and Doctrine Command

WLC

Warrior Leader Course

WMOS

Warrant Officer Military Occupational Specialty

WOBC

Warrant Officer Basic Course

WOC

Warrant Officer Candidate

WOCC

Warrant Office Career College

WOCS

Warrant Officer Candidate School

WOMP

Warrant Officer Mentorship Program

WOSM

Warrant Officer Strength Manager (a.k.a. - WO Recruiter)

WOSMP

Warrant Officer Strength Maintenance Program