



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

THE STRATEGIC PLAN

November 7, 2009

**Adopted by the Board of Directors of the U.S. Army Warrant
Officers Association, at the National Board of Directors meeting
7 November 2009:**

A handwritten signature in black ink that reads "Gary Nisker". The signature is written in a cursive, flowing style.

Gary Nisker, CW5 GS
National President

The Board of Directors thanks the following members
for their work in development of this Strategic Plan.

CW4 (R) Donald E. Hess
CW4 (R) Kenneth "Pete" Hill
CW5 Gary Nisker
CW4 (R) Robert D. Scott

THE STRATEGIC PLAN OF THE U.S. ARMY WARRANT OFFICERS ASSOCIATION – Updated November, 2009.

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 over the years. 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 IS TO:

- **Sustain and Enhance the Army Warrant Officer Corps.**
- **Increase the Membership of the Association.**
- **Provide Timely and Quality 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 and Continuity of the Headquarters Staff.**
- **Establish USAWOA positions of our Assn**
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- **Provide those recommendations to DA, DoD and Congress**
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- **Establish and maintain sponsorship services/programs**
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- **Redefine the United States Army Warrant Officers Association as the Association of choice for all warrant officers regardless of component or career stage.**

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, as well as the redesign to a brigade concept based organizational structure. Accordingly, the role various career fields within 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 of Staff, Army, 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 perform their duties.
- 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 and Department of Defense decision makers.

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 challenge of how to increase membership and, equally important, the retention of it's current members. To recruit and retain members, the Association will:

- Maintain a national 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.
- A National Level Membership Committee, chaired by the National Vice President and consisting of a representative from each region should review, introduce ideas and monitor Recruiting and Retention.
- 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 practical, to energize the recruitment and retention of membership.
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- Continue to develop and coordinate a national advertising campaign plan through local, and state levels while providing incentives to local chapters that exceed membership and new member goals set by regional and national officers.

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 monthly informational magazine titled the NEWSLINER.
- Schedule talks by National and/or Regional officials to individual chapters, consistent with budgetary constraints.
- Use e-mail and the internet 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 Army's 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, national president's 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:

- 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 Headquarters, Department of Army, 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, their families and their quality of life.
- Monitor the status of pending congressional legislation that has or may have an impact on the military community.
- Monitor the development and/or change of Army policy and procedures that affect Army warrant officers.

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 all 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.
- Encourage warrant officers at all grades to interact with each other on matters pertaining to job performance, professional standards and personal conduct.
- Utilize the Past Presidents Council (PPC) to review and update Mentorship material posted on the Association website.

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 funds 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.
- 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.
- Seek sources of additional revenue to insure the continued safe and sound operations of the Association

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 the Association's 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.
- Develop cross training methodology that will insure staff members can substitute for any staff member who is absent or leaves the employment of the USAWOA.
- Insure all office procedures are documented and those procedures are maintained in a current status to ease any transitions made necessary by the loss of a staffer member.