

**MEMORANDUM OF AGREEMENT
WITH
THE U.S. ARMY TRAINING AND DOCTRINE COMMAND,
THE U.S. ARMY HUMAN RESOURCES COMMAND,
AND
THE U.S. ARMY EUROPE AND SEVENTH ARMY**

SUBJECT: Project Warrior

1. Purpose. This Memorandum of Agreement (MOA) formalizes policies, responsibilities, and procedures concerning officers, warrant officers and non commissioned officers (NCOs) participating in the Project Warrior (PW) program.

2. General.

a. PW is a TRADOC program consisting of a permanent change of station (PCS) assignment for two years for officers, warrant officers and NCOs at a combat training center (CTC) as an observer/controller (O/C)(Phase I), followed by a two year PCS assignment to a TRADOC school in a designated PW position (Phase II). Select warrant officers and NCOs with recent operational experience in digitized units, (e.g., Stryker Brigade Combat Teams and the Interim Division) and ongoing operational deployments (e.g., Operations Joint Forge and Enduring Freedom) may also be directly assigned to a TRADOC PW position in Phase II without prior CTC experience.

b. PW is open to all captains, warrant officers (CW2(P) through CW4) and promotable staff sergeants through master sergeants in the Army Active Component. The PW program is a priority selective assignment and is career-enhancing for officers, warrant officers and NCOs. Candidates must have served in key leadership positions and attained a superior performance record. They must have also demonstrated superior training, coaching and tactical proficiencies.

c. Branch Proponent Commandants/Command Sergeants Major (CSM) are encouraged to support the program and shall provide specific instructions to promotion and advanced schooling board members to highlight the importance for the Army of PW participation.

3. Objective/Commander's Intent. Infuse the expertise developed by O/CS at the CTCs, Soldiers with recent operational experience in Stryker Brigade Combat Teams and digitized units, and Soldiers returning from recent operational deployments into the rest of the Army. Increase the relevancy of doctrine and training development products and improve the quality of instruction as the Army transitions to the Objective Force.

4. Goals.

a. The end state goal for the PW program is to completely fill the TRADOC PW positions at the proponent schools from the pool of officer, warrant officer and NCO PW O/Cs available for PCS at the completion of Phase I and from select interim and objective force.

units. This equates to 125 officers, 18 warrant officers and 141 NCOs. See Enclosures 1 through 3 for specific distribution.

b. Commissioned Officer Goals (Encl) are:

(1) Increase the FY 03 fill of PW officer positions at the TRADOC centers and schools to 75 or 60% of the end state goal.

(2) Increase the FY 04 fill of PW officer positions at the TRADOC centers and schools to 113 or 90% of the end state goal.

(3) Increase the FY 05 fill of PW officer positions at the TRADOC centers and schools to 125 or 100% of the end state goal and maintain the goal for successive years.

c. Warrant Officer Goals (Encl 2) provide quality instructors for the Warrant Officer Education System (WOES) at the TRADOC centers and schools for those branches that support the Project Warrior Program. End state goal is 18 warrant officers in FY 05.

d. Non Commissioned Officer Goals (Encl 3) are:

(1) Increase the FY 03 fill of PW NCO positions at the TRADOC centers and schools to 85 or 60% of the end state goal.

(2) Increase the FY 04 fill of PW NCO positions at the TRADOC centers and schools to 127 or 90% of the end state goal.

(3) Increase the FY 05 fill of PW NCO positions at the TRADOC centers and schools to 141 or 100% of the end state goal and maintain the goal for successive years.

5. Agreements and understandings.

a. TRADOC agrees to:

(1) Establish an office of primary responsibility for PW within HQ TRADOC Deputy Chief of Staff for Operations and Training and designate a PW point of contact (POC) responsible for program execution, policies and procedures.

(2) Designate PW POC at the US Army Combined Arms Center, the TRADOC center and school proponent offices and the CTC Commander Operations Group (COG) to support the program.

(3) Coordinate with Human Resources Command (HRC) and COGs during the PW candidate selection, requisition, assignment, certification and reassignment processes. See enclosure 4 for specific responsibilities.

(4) Assign selected PW Soldiers to training/doctrine developer and small group leader/instructor positions at the centers and schools.

(5) Conduct semi-annual reviews of program goals and take appropriate action, where necessary.

b. Human Resources Command agrees to:

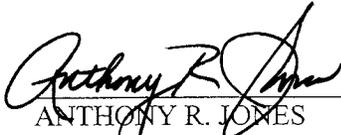
(1) Designate PW POC to support TRADOC in the assignment of O/C candidates to the COGSs and assignment of certified O/Cs and selected NCOs from digitized units and units recently redeployed from contingency operations to the TRADOC schools and installations.

(2) Coordinate with COGs and branch proponents during the nomination and selection process of O/Cs and PW candidates and fill Soldier requisitions accordingly. Annotate "Project Warrior" in the supplemental instructions for all PW program participants.

(3) Assign PW Soldiers to two years at designated branch proponent school to fill officer, warrant officer and non commissioned officer goals IAW enclosures 1, 2 and 3.

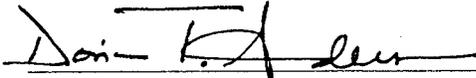
c. USAREUR agrees to designate USAREUR/1st PERSCOM PW POC to coordinate with TRADOC and HRC POC in requisitioning and assigning O/Cs and PW Soldiers.

6. Effective Date. This MOA supersedes the Project Warrior MOA, dated 25 July 1999. It becomes effective upon signature by all parties and will remain in effect until superseded or modified/canceled by mutual consent of signatories.



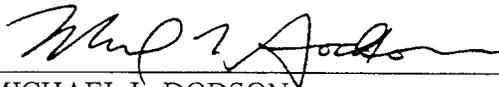
ANTHONY R. JONES
Lieutenant General, USA
Deputy Commander, U.S. Army Training and Doctrine Command

10 Mar '04
(date)



DORIAN T. ANDERSON
Major General, USA
Commander, U.S. Army Human Resources Command

29 Jan 04
(date)



MICHAEL L. DODSON
Lieutenant General, USA
Deputy Commanding General, U.S. Army Europe & Seventh Army

3 Jul 03
(date)

4 Encls:

1. Project Warrior Officer Goals
2. Project Warrior Warrant Officer Goals
3. Project Warrior Non Commissioned Officer Goals
4. Project Warrior Program Management Procedures

Project Warrior Officer Goals

1. Purpose. This enclosure prescribes the specific branch proponent Phase goals for Project Warriors.
2. Specific Goals: This enclosure addresses the requirement for Captain Project Warriors at the TRADOC installations and schools. The end state goal is 100% fill of Branch PW Officer Goals.

Project Warrior Small Group Leader Instructor Goals

FORT													
Branch	Benning	Knox	Sill	Bliss	Rucker	L-wood	Gordon	Lee	Jackson	Eustis	APG	S. Houston	Branch PW Goals
11/IN	6		1										7
12/AR	1	6											7
13/FA			6										6
14/AD				4									4
15/AV					6								6
21/EN						5							5
25/SC		1					8						9
31/MP						2							2
35/MI	1												1
42/AG									3				3
67-70/MS												5	5
74/CM						4							4
88/TC								3		2			5
90/CASC								1					1
91/OD								6			2		8
92/QM								1					1
TOTAL	8	7	7	4	6	11	8	11	3	2	2	5	74

Project Warrior Officer Goals

Project Warrior Training Developer Goals

FORT													
Branch	Benning	Knox	Sill	Bliss	L-wood	Huachuca	Lee	Rucker	Gordon	Eustis	APG	Jackson	Total
01A												1	1
11/IN	5												5
12/AR		3											3
13/FA			2										2
14/AD				2									2
15/AV								2		1			3
21/EN					2								2
25/SC									1				1
31/MP					1								1
35/MI						3							3
42/AG												1	1
53/SC								1	1				2
74/CM					1								1
88/TC							2						2
90/CASC							2						2
91/OD											1		1
TOTAL	5	3	2	2	4	3	4	3	2	1	1	2	32

Project Warrior Officer Goals

Project Warrior Doctrine Developer Goals

FORT											
Branch	Benning	Bliss	Sill	Gordon	Huachuca	Knox	L-wood	Lee	Red Stone	Rucker	Total
11/IN	2										2
12/AR						1					1
13/FA			1			1					2
14/AD		1									1
15/AV										3	3
21/EN							1				1
25/SC				1							1
31/MP							1				1
35/MI					1						1
53/SC				1							1
74/CM							1				1
88/TC								1			1
91/OD									2		2
92/QM								1			1
TOTAL	2	1	1	2	1	2	3	2	2	3	19

Project Warrior Warrant Officer Goals

1. Purpose. This enclosure prescribes the specific branch proponent Phase II goals for Warrant Officer Project Warriors
2. Specific Goals. This enclosure addresses the requirements for Warrant Officer PW Soldiers at the TRADOC installations and schools. The end state goal is 100% fill of TRADOC PW Warrant Officer goals.

BRANCH	Ft Sill	Ft Rucker	Ft Jackson	Branch PW Goal
131A/FA	3			3
151-3/AV		13		13
420/AG			2	2
Total	3	13	2	18

Project Warrior Non Commissioned Officer Goals

1. Purpose. This enclosure prescribes the specific branch proponent Phase I goals for NCO Project Warriors
2. Specific Goals. This enclosure addresses the requirement for NCO PW Soldiers at the TRADOC installations and schools. The end state goal is 100% fill of TRADOC PW NCO goals.

Project Warrior Goals

CMF	FORT													PW SGI/DD/TD Goals	
	Benning	Knox	Sill	Bliss	Rucker	L-Wood	Gordon	Huachuca	Red Stone	Eustis	Lee	Aberdeen PG	Jackson		Sam Houston
IN Series	10														10
AR Series		22													22
FA Series			16												16
ADA Series				6											6
AV Series					6										6
EN Series						10									10
CM Series						4									4
MP Series						3									3
SC Series							5								5
MI Series								5							5
OD Series									5			10			15
TC Series										4					4
QM Series											18				18
AG Series													7		7
MC Series														10	10
TOTAL	10	22	16	6	6	17	5	5	5	4	18	10	7	10	141

Project Warrior Program Management Procedures

1. Purpose. This enclosure prescribes the management policies, procedures and standards for nominating, selecting and assigning PW Soldiers to a CTC as an O/C and subsequently to a TRADOC center and school as either a small group instructor, training developer or doctrine developers .

2. General Procedures:

a. The program management procedures for both CONUS and OCONUS CTCs are essentially the same. Field Commanders/CSM, COGs and branch commandants/CSM actively participate in these procedures and provide nominations of candidate O/C personnel to HRC POC for consideration of an O/C assignment at one of the three CTCs.

b. The O/C candidates are considered among the best each branch has to offer the CTC COGs and the schoolhouses. Formal acceptance into the program is predicated on superior performance of O/C duties and occurs after the COG nominates Soldiers to the branch commandants/CSM and they, in turn, accept them into Phase II. Digitized and selected operationally experienced Soldiers directly enter PW Phase II upon acceptance by branch commandants/CSM.

3. Specific Procedures (Phase 1):

a. The program start point is when the O/C is selected for assignment to the COG. This applies to COGs at both CONUS and OCONUS CTCs.

b. COGs often recruit replacement O/Cs from units undergoing rotation at the CTC, in coordination with unit commanders/CSM, HRC, and the Soldier. Field commanders/CSM and branch commandants/CSM also nominate Soldiers, with superior performance records and demonstrated leadership traits, to the COG as PW candidates for duties as O/C in coordination with HRC. COG, in coordination with HRC, makes the final selection and requests HRC initiate orders for O/C tours at either stateside or overseas CTCs.

c. HRC places the selected personnel on orders, with "Project Warrior" indicated in the supplemental instructions. PW POCs shall be on distribution for all PW personnel requests for orders (RFO).

Project Warrior Program Management Procedures

d. PW POCs maintains records to track program candidates and participants in Phase I and update quarterly, as described below:

PW Developmental Tour @ CTC

Rank	Name	MOS	Station	Org	Duty Position	Date Assgn'd	Est Dep Dte	Remarks
SFC	Kevlar, Henry	11B40	Polk	JRTC	PW O/C Maneuver	Aug 99	Sep 02	
SFC	Glass, Woody	12B40	Polk	JRTC	PW O/C Maneuver	Jul 01	Jul 03	
SFC	Shifter, Sandy	13B40	Irwin	NTC	PW O/C Fire Spt	Oct 00	Oct 02	Tmp Profile
CPT	Steely, Rod	11B00	Irwin	NTC	PW O/C Maneuver	Feb 00	Feb 02	In Transit
CPT	Turner, Michael	21A00	Irwin	NTC	PW O/C Maneuver	Apr 00	Aug 02	
CPT	Williams, Dale	14A00	Polk	JRTC	PW O/C Air Def	May 01	Aug 03	
CPT	Yount, Rhett	15A00	Polk	JRTC	PW O/C TFI Ops	Jan 02	Apr 04	
SFC	Bland, sean	11M40	Hohenfels	CMTC	PW O/C Maneuver	Aug 99	Sep 02	
SFC	Wood, Danny	12B40	Hohenfels	CMTC	PW O/C Maneuver	Jul 01	Jul 03	
CPT	Crown, Keith	12A00	Hohenfels	CMTC	PW O/C Maneuver	Oct 00	Oct 02	
CPT	Major, Sam	13B00	Hohenfels	CMTC	PW O/C Fire Spt	Feb 00	Feb 02	In Transit

3. Specific Procedures (Phase II)

a. The start point for Phase II is upon acceptance of the nominated PW candidate by the branch commandants/CSM. This is after the COG evaluates the O/C's performance, recommends the O/C for certification and nominates the O/C to the branch commandant CSM and HRC for Phase II participation. HRC and the branch proponent PW POCs review the O/C's personnel file and collaborate on the decision to assign the O/C to Phase II. The O/C formally enters the program as a PW Soldier upon acceptance by branch commandant CSM into Phase II. Branch commandant CSM issue the O/C a certificate, which signifies acceptance.

b. After acceptance by the branch commandant/CSM, HRC will initiate a stabilization break of the O/C's tour not later than twelve months prior to PCS to curtail the CMTC O/C's. Curtailed O/Cs must serve *at least 24 months*. The O/Cs not accepted for Phase II will remain in theater to complete the full foreign service tour. In accordance with AR 614-30, overseas tour credit will be awarded if curtailment is through no fault of the Soldier and for the convenience of the government.

c. COGs requisition replacement O/Cs at least nine months prior to the departure date of accepted O/Cs in accordance with HRC published cycle schedules.

d. Enlisted Soldiers and select warrant officers may also enter the program directly from digitized units and select operational assignments. Branch commandants and CSM coordinate directly with field commanders, HQ TRADOC and HRC for these Soldiers. HRC a very active role in this process. As the nominated Soldier's career manager, HRC reviews each Soldier's file and coordinates with the branch commandant, CSM and Soldier to ensure the soldier achieves

promotion qualifications, professional development milestones and remains competitive with peers, prior to assigning the soldier to Phase II.

e. Branch proponents distribute welcome and sponsorship letters not later than six months prior to the PW soldier's assignment. Where possible, an overlap between incoming an incumbent PW is conducted.

f. PW soldiers shall serve as training and/or doctrine developers and small group leaders/instructors.

g. PW POCs (HQ TRADOC, Branch proponents, CTC COGs and HRC shall maintain records to track PW participants in Phase II and update quarterly as described below:

PW Utilization Tour@ School X

Rank	Name	MOS	Station	Org	Duty Position	Date Assigned	Est Dep Dte	Remarks
SFC	McDonald, Ronald	19D40	Knox	ANCOC	Sr. SGL/Instr	Sep 00	Sep 02	5501/02
SFC	O'Dell, Grady	19K40	Knox	BNCOC	Sr. SGL/Instr	Aug 01	Aug 03	550G/02
CPT	Lockett, Norm	12A00	Knox	ACCC	Doc/Writer	Jul 01	Jul 03	520D/09

4. Program Semi-Annual Review Procedures

a. HQ TRADOC participates in PW Soldier selection process during the semi-annual reviews of the PW program. Since the majority of PW Soldiers will transfer from CTCs to centers and schools during the Summer, TRADOC builds the slate of PW Soldier requisitions for the centers and schools, in coordination with the COGs and HRC during the Spring review (April-May).

b. O/Cs with at least ten months but not more than fifteen months time on station are boarded during these semi-annual reviews. The boarded O/Cs usually have an additional year to serve as an O/C. This allows sufficient leadtime for HRC to discuss Phase II assignments of selected PW soldiers with branch proponents/CSM and for the COGs to identify required backfills and submit requisitions after Phase II acceptance is given.

c. The Fall review (Oct-Nov) focuses more on program shortfalls and policy matters. It also involves a review slate of O/Cs who were not yet at ten months time on station.