

Aviation Branch

1. Unique features of the Aviation Branch

a. Purpose of the Aviation Branch.

(1) Army Aviation is an operations branch that provides a maneuver advantage to Army and Joint Force commanders in unified land operations through its capabilities to overcome the constraints of limiting terrain and extended distances. Army Aviation essentially operates in the land domain, with the majority of its combat power in formations at the same echelon as supported ground formations and responsible to the same higher command. Aviation combat power is integrated with the ground force at the lowest practical level, ensuring responsiveness to the needs of the ground commander. Army Aviation conducts reconnaissance and security to develop actionable combat information; employs fires to destroy, neutralize, or suppress enemy forces; conducts air assault to maneuver ground forces to positions of advantage in relation to the enemy; provides air movement of personnel, equipment, and supplies to points of need; conducts air medical evacuation and provides air traffic services (ATS). When required, select Army Aviation units can establish and operate Army and Joint airfields in support of operations.

(2) In general, the Aviation company equipped with either manned rotary-wing or fixed-wing platforms or un-manned aircraft systems (UAS) is the basic 'building block' of the Army Aviation force. Aviation company types include: attack-recon (equipped with AH-64 Apache attack/reconnaissance helicopters), assault (equipped with primarily UH-60 Blackhawk assault helicopters), command and control (also primarily equipped with the UH-60 Blackhawk), heavy lift (equipped with the CH-47 Chinook), medical evacuation (primarily equipped with the HH-60 Blackhawk variant), UAS (equipped with either the Shadow or Gray Eagle UAS), security and support (equipped with the LUH-72 Lakota helicopter), fixed-wing (equipped with manned fixed-wing aircraft such as the C-12 and UC-35), ATS (equipped with the a mobile ATS tower and supporting communications equipment), and Aviation maintenance (equipped to provide maintenance and supply support for the aircraft). These companies are organized into functional attack-recon battalions/squadrons, assault helicopter battalions, and fixed-wing battalions or into multifunctional general support Aviation battalions, security and support battalions, and Aviation sustainment battalions. Various mixes of these battalions are organized into Combat Aviation Brigades (CABs) and theater Aviation brigades,

(3) Army Aviation's primary warfighting formations. In addition to these primary organizational structures, a number of Aviation platoons, detachments, and TDA organizations are to be found throughout the force. There are also specialized ATS (airfield operations battalions and theater airfield operations groups) and Aviation maintenance (Theater Aviation Sustainment Maintenance Groups, TASMG) formations. In addition to conventional Aviation formations, Special Operations Aviation units organized under the Army Special Operations Aviation (ARSOA) Command provide aviation capabilities to unconventional forces.

(4) Army Aviation manpower consists of Aviation officers, warrant officers, NCOs, and enlisted Soldiers. The officers and warrant officers are categorized by various AOCs, and MOSs outlined below. The majority of Aviation officers and warrant officers are aviators, although not exclusively so. The 150A ATS, 150U UAS, and 151A Aviation maintenance (nonrated) warrant officers are the most notable exceptions. The majority of Aviation NCOs and enlisted Soldiers are Aviation maintainers, with some exceptions. The major exceptions are the 15P Flight Operations Specialist, the 15Q ATS Specialist, and the 15W UAS Operator.

b. Aviation career development and progression. Like other branches, Aviation career development is based on operational experience and training, institutional education, and self-study/development. Early career development focuses on developing tactical expertise in Aviation employment and sustainment as part of the air ground, integrated, combined arms team and technical expertise in the operation of Aviation platforms/systems. Midcareer development continues to refine tactical and technical expertise and focuses on developing competency in operational level employment and sustainment of Aviation and integration into JIIM environments. Later career development focuses on the strategic level employment and sustainment of Aviation and integration into the force as a whole. Progression is dependent upon a number of factors, including: time in grade, duty performance, experience, schooling, and skills acquired. The Army dictates minimum time in grade requirements

for progression to the next rank. Officers and warrant officers will only be considered for promotion when they have met the minimum time in grade requirement for their present rank. Duty performance, no matter what the position, is the single most important factor in selection to progress to the next higher rank. Exceptional duty performance at the current rank is normally considered a strong indicator of potential at the next higher rank. Operational experience is another factor in progression, particularly in the early and mid-career development periods. Operational assignments that develop tactical and technical expertise are important at these stages. Broadening assignments that develop competencies beyond tactical and technical Aviation expertise become increasingly important during the mid-career and later development periods. Schooling and the acquisition of critical or unique skills can also enhance potential for progression. Certain PME courses are required for advancement to the next rank. Overall, officers and warrant officers should strive to first establish a solid foundation of Aviation tactical and technical expertise, and then expand their operational and strategic level competence in respect to the Army and JIIM environments. All Aviation AOCs and skills are open to women. Female Aviation officers and warrant officers have career opportunities equal to those of their male counterparts.

c. Unique features of work in Army Aviation. As mentioned above, most officers and warrant officers in Army Aviation are aviators. These officers and warrant officers must achieve designation as an Army aviator at the beginning of their officer/warrant officer (WOS) and maintain the rating through annual flight proficiency and aeromedical assessments. Aviators must also undergo readiness level training and certification upon arrival at each new flight unit to confirm their competency to perform as a crew member in their assigned aircraft. Aviators must achieve pilot-in-command status in order to be entrusted as the 'aircraft commander' in an aircraft crew. Certain non-flight AOC warrant officers also have annual proficiency and medical assessments to maintain certification in their particular skill area. In order to maintain aircrew incentive pay, Aviation officers and warrant officers must accrue mandated thresholds of total operational flying duty credit through assignment to positions designated as operational flying positions (see AR 600–105). The employment of Aviation units as part of combined arms or joint teams in support of the broad range of unified land operations brings a number of unique challenges. Aviation officers and warrant officers must understand all aspects of integrating Aviation platforms/systems/units into effective air ground operations. Aviation officers and warrant officers must understand the fundamentals of airspace management and ATS requirements. This includes compliance with the airspace regulations of the Joint Force Airspace Control Authority, the host nation, the International Civil Aeronautics Organization, the Federal Aviation Administration, and/or other airspace governing bodies-as applicable. Sustainment of Aviation platforms/systems-particularly aircraft maintenance-offers other unique aspects of work in Army Aviation. Aviation maintenance standards, processes, and procedures are distinctly different from those for ground systems and Aviation officers and warrant officers need a solid understanding of Aviation sustainment.

2. Characteristics required of Aviation officers

Talents/attributes. Army Aviation demands intellectually agile leaders who can operate within a multidimensional world. They must be able to translate vast amounts of complex data into abstract concepts and solutions. Aviators must be able to recognize and mitigate unacceptable risks and be able to identify new and creative solutions to problems that occur during Aviation operations in all environments. Aviation Branch has identified six talents/attributes that are essential to success in such environments. While this list is not all-inclusive, it does highlight those talents or attributes that are of particular importance for Army aviators:

(a) Interdisciplinary. Defines an individual who integrates and applies expert knowledge from multiple disciplines into a coherent overarching perspective. Aviators must operate in fast-paced, dynamic environments that call for a wide base of knowledge and competencies. Aviation operations encompass a wide variety of complex missions conducted in challenging and potentially unfamiliar environments. Consequently, aviators must draw from a broad-based perspective to identify, prioritize, and develop solutions for the challenges posed by the broad spectrum of problem sets they will face.

(b) Prudent risk taker. This person recognizes and mitigates unacceptable risks, enabling mission accomplishment without unnecessarily compromising safety. Aviators are responsible for the safe operation of extremely expensive aircraft in challenging environments, including combat, adverse weather, obscured battlefields, and at night. While always focused on mission accomplishment, aviators

must be able to make tough, timely decisions, often independently and without firm guidance from higher, to find the right balance between mission accomplishment and the safe operation of their aircraft and formations. There are often ways to accomplish difficult missions with lower levels of risk; aviators must be able to quickly and effectively adjust their operations to reduce the likelihood of mishap, damage, or injury while at the same time achieving the commander's intent.

(c) *Interpersonal.* This individual is able to connect with others and is skilled in developing appropriate relationships. Army aviators support many types of units and communities. Frequently called upon to bring their unique flexibility and capabilities to bear on short notice, aviators must quickly and effectively establish relations with outside organizations. Increasingly, these organizations are outside of familiar chains of command and often outside of the military itself. Aviators must be able to establish trust, exchange nuanced communications, and perceive the intents of others, often in dangerous, confusing, and rapidly changing situations. Strong interpersonal skills will be essential in accomplishing missions under these circumstances.

(d) *Spatially intelligent.* This person easily perceives, understands, and operates within the multidimensional world. Army aviators must be able to quickly and accurately define their own position with respect to other aircraft, airspace control measures, instrument flight procedure components, and other objects that influence or operate in three-dimensional space. The ability to quickly orient oneself and gain situational understanding in complex, crowded airspace is increasingly important for the successful Army aviator.

(e) *Innovative.* Suggests an individual who is creative, inquisitive, and insightful and who easily identifies new solutions and catalyzes change. Army Aviation's ability to quickly overcome distances and obstacles that challenge peers on the ground are great strengths, but will also often thrust aviators into complex, rapidly changing environments that present unusual or unfamiliar problem sets. Aviators must be able to quickly identify and implement solutions to these problems. The increasingly complex and technological aspects of Army Aviation operations will pose difficult challenges for which Army aviators must quickly devise effective, executable courses of action that lead to mission accomplishment.

(f) *Multi-tasker.* This person rapidly processes and prioritizes multiple demands simultaneously and then takes appropriate action. Army aviators must be able to successfully manage a variety of tasks at once, whether personally operating aircraft or supervising unit operations. The modern cockpit calls for the simultaneous and precise execution of a variety of complex tasks, many of which will be vital to mission accomplishment. Aviators must prioritize, control, monitor, assess, and sometimes take emergency actions on multiple systems and processes. Similarly, most operations involving Army Aviation will include a wide variety of participants and systems, including those from other branches, other services, and other nations. Successful Army aviators will be able to comprehend, communicate with, and synchronize the effects of these external organizations and systems.

3. Aviation branch officer development

The primary domains of leader development—PME (institutional training), KD assignments, developmental assignments, broadening assignments, and self-development—define and engage a continuous cycle of education, training, selection, experience, assessment, feedback, reinforcement and evaluation which helps to encourage officer development throughout career progression.

a. *Lieutenant.* Lieutenants must meet the requirements outlined in AR 611–110 for entry into the Aviation Branch.

(1) *Professional military education.* All newly commissioned Aviation lieutenants attend BOLC and Initial Entry Rotary Wing training at the U.S. Army Aviation Center of Excellence (USAACE), Fort Rucker, AL. BOLC includes training on general military subjects such as leadership, weapons, combined arms operations, physical training, and warrior skills training. Initial Entry Rotary Wing or flight school, training consists of aeromedical factors, basic flight, aerodynamics, meteorology, instrument flight and combat skills training. Training is conducted from the preflight through the primary and instrument qualification phases in the TH–67 or the LUH-72 aircraft. Basic warfighting skills, such as navigation, are trained in the OH–58C or the LUH-72 Lakota helicopter. Students then transition into one of 4 advanced aircraft: the AH–64D/E Apache, UH–60A/L/M Blackhawk, C-12 Huron and CH–47 Chinook to complete day and night advance combat skills. Students must also complete survival, evasion,

resistance, and escape level C and helicopter overwater survival (dunker) training prior to being awarded the Basic Army Aviator Badge. Follow-on schooling enroute to the officer's next assignment (for example, Airborne, Air Assault, Ranger, and Cavalry Leader's Course) may be approved based on mission requirements.

(2) *Key developmental assignment.* The single most important assignment consideration for personnel managers and commanders is ensuring that the new lieutenant is assigned to a job which will allow the officer adequate opportunity to develop flight experience and troop-leading skills. Lieutenants should serve 18 to 24 months in a platoon leader position. Due to the length of flight school, this may overlap into the officer's first year as a captain. Promotions will not automatically alter positions. Promotion from lieutenant to captain while still serving in an operational assignment such as platoon leader will not be a negative consideration when determining the officer's potential for promotion. The overall goal is for an officer to attain pilot-in-command status and gain as much flight and leadership experience as possible prior to moving to another operational assignment.

(3) *Developmental assignments.* Junior officers initially assigned to a CONUS or overseas installations (OCONUS) will be stabilized at their first installation for an extended period of time that allows for branch advancement to the rank of captain. This initial extended tour may include hardship tours or attendance at leader development schools (in TDY or PCS status) but in each case, the officer should return to their stabilization installation. Lieutenants should serve at the platoon and company level to gain troop leading and flight experience. The officer will concentrate on planning and executing the tactics, techniques, and procedures specific to their weapons platform and unit mission.

(4) *Self-development.* All officers should be afforded every opportunity to achieve qualification as a pilot-in-command prior to attendance of the Aviation Captains Career Course (AVCCC) or CCC equivalent. A lieutenant's focus should be to refine troop-leading, aviator, tactical, logistic (maintenance and supply), force protection (risk management) and administrative skills. The key milestone in a lieutenant's development should be attaining pilot-in-command status. In doing so, lieutenants will acquire much needed technical and tactical experience, which will serve them well in future assignments. For example, company commanders are expected to set the standard for other pilots within their company. Being a pilot-in-command better enables commanders to be in the position to direct critical assets where needed. Lieutenants should also strive to obtain key training experiences that enhance normal garrison training, including, but not limited to: CTC rotations, joint and combined exercise deployments, and worldwide contingency operations. To successfully compete for promotion to captain, an officer must possess a thorough knowledge of Aviation tactics and principles and have obtained a baccalaureate degree. Officers may take advantage of pre-commissioning educational incentives such as incurring an additional 3-year ADSO in exchange for the opportunity to pursue a master's degree later in their careers.

b. Captain. A captain must successfully complete a branch CCC.

(1) *Professional military education.*

(a) *Captains Career Course.* Captains must earn a baccalaureate degree prior to attending a CCC. Aviation officers will attend a branch CCC between their 5th and 8th year of commissioned service and will be awarded AOC 15B upon successful completion. Aviation officers may attend other branch's CCC. The branch phase of the AVCCC is 21 weeks. It prepares officers to serve as combined arms experts, company commanders and battalion/brigade staff officers. The AVCCC meets established prerequisites for total operational flying duty credit assignments. Aviators earn 1 month of total operational flying duty credit for each month spent at AVCCC. Aviators attending another branch CCC do not earn total operational flying duty credit.

(b) *Military Intelligence Captains Career Course.* Officers selected for AOC 15C (All-Source Intelligence Officer) attend the Military Intelligence Officer Transition Course if they did not attend Military Intelligence BOLC. The AOC 15C officers attend the 20-week Military Intelligence CCC and receive training as a branch 35 (All-Source Intelligence Officer). They attend the Fixed Wing Multi-Engine Qualification Course before or after the Military Intelligence CCC with appropriate follow-on Aircraft specific training.

(c) *Aviation Captains Career Course.* Officers selected for AOC 15D Aviation Maintenance Officers will attend either the AVCCC or the CLC3. The officer will attend the Aviation Maintenance Officers Course for AOC 15D designation. The Maintenance Test Pilot Course is preferred when course funds and slots are available.

(2) *Key developmental assignments.* Captains serving in one of the following assignments for 12–24 months acquire KD time:

- (a) Platoon leader (15D) in an Aviation support company.
- (b) Captain-level company/detachment command.

(3) *Developmental assignments.* Captains are utilized as the senior leader at the company level. Their primary goal is to successfully command a TOE/TDA company for 18–24 months. Captains can hold platoon leader positions in units authorized captains as platoon leaders. These units include the Aviation Support Company and ARSOA units. Captains also fill key staff positions at the battalion and brigade level, in addition to positions within the brigade Aviation element, Air Defense Airspace Management (ADAM) cell, CTC/observer/controller positions, and small group instructor positions at the proponent and USMA. Even when assigned to staff positions, captains should continue to hone their direct leadership skills, build flight experience, and achieve/maintain pilot-in-command status.

(4) *Broadening assignment.* Opportunities available for captains include, but are not limited to:

- (a) Observer controller/evaluator at a CTC.
- (b) Course manager/instructor at USAACE/USAIC USMA.
- (c) Training With Industry.
- (d) HRC assignments.
- (e) Collection manager (15C).
- (f) Battalion primary and CAB assistant staff officer.
- (g) Brigade Aviation element.

(5) *Self-development.* Captains should gain an in-depth understanding of Aviation brigade operations, combined arms operations, and aircraft maintenance. Aviation captains should dedicate time to a professional reading program to gain a historical perspective on solutions to tactical and leader challenges. Captains should strive for the same qualitative leadership building experiences as during their lieutenant years: CTC rotations, joint and combined exercises, and deployment on real-world contingency operations. The challenges at the captain/commander level will greatly enhance the officer's tactical and technical skills, as well as build critical flight experience. Captains should strive to meet the requirements for award of the Senior Aviator Badge by the time they are promoted to major. Captains should broaden their understanding of warfighting through extension courses and independent study. Commanders should maintain healthy officer professional development programs within their units.

(6) *Key developmental.* Captains should seek the KD assignments that assist them in promotion and create the qualities of a tactically and technically proficient Aviation officer. In addition, opportunities exist at TRADOC organizations as staff and logistics officers.

(a) Aviation captains can request to attend the Joint Air Ground Operations School at Hurlburt Field, FL 32544, or the Aviation Air Cavalry Leaders Course at Fort Benning, GA 31995–3781. If attendance at Air Ground Operations School is desired, the 3-week Joint Air Tasking Order Process Course located at Hurlburt Field, FL is recommended for officers who are required to understand and apply airspace mission command and the application of the air tasking order. The 2–week Joint Firepower Course at Nellis Air Force Base, Nevada, is more suited to an understanding of the application of joint fire support systems.

(b) Project Warrior is a program in which captains serve 2 years as an observer-coach-trainer at a maneuver combat trainer center, followed by 2 years as a small group instructor at a TRADOC Center of Excellence. Project Warrior was suspended due to operational requirements in Iraq and Afghanistan. The intent in reinstating Project Warrior is to infuse observations, insights, and lessons gained from multiple maneuver combat trainer center decisive action rotations against hybrid threats, back into the force through the TRADOC Center of Excellence.

(c) Officers may receive Advanced Civilian Schooling or Expanded Graduate School Program participation if career timeline permits or if necessary for a FA or special assignment (for example, Army Acquisition Corps, FAO or USMA instructor). See Part One of DA PAM 600-3 for specifics.

(7) *Volunteer Transfer Incentive Program.* VTIP boards meet to consider officers in their seventh year of service for designation into other FAs or Branches. Officers will submit their top three choices at the seven-year mark. Officers receive a new career manager upon selection by the VTIP for a different branch or FA. Only a limited number of Aviators will be given a FA or branch outside of Aviation, usually based on specific Aviation skill requirements in select FAs. Aviation officers will not participate in the Army's 4 Year VTIP.

(a) Volunteer Transfer Incentive Program eligibility. To participate in the VTIP officers must be eligible for transfer based on "in/out call" matrix provided in each MILPER message prior to each VTIP board. The officer must be an ACC officer. Must be a first lieutenant promotable, captain, or captain promotable. Officers must submit a DA Form 4187 (Personnel Action) (signed only by the officer requesting the transfer, block 9), a memorandum for record (MFR) stating reason for request and one letter of recommendation from a lieutenant colonel or higher. Officers must submit their request electronically to usarmy.knox.hrc.mbx.opmd-retention@mail.mil. Any questions or concerns about the VTIP program or eligibility can be addressed via email at usarmy.knox.hrc.mbx.opmd-retention@mail.mil.

(b) An aviator migrating out of the Operations functional category will serve in their new FA for the remainder of their career, and with the exception of FA 51. Acquisition will no longer be authorized Aviation pay. Repetitive operational flying assignments through the grade of captain are critical in order for officers to make their first Aviation pay gate (96 months of credible operational flying duty assignments at the 12-year Aviation pay gate audit). If an aviator has not met their 12 year gate requirements, they will lose continuous Aviation pay beyond the 12th year of Aviation service unless they are assigned to a credible operational flying duty authorization, and continue to 'fly for pay'. Aviators who remain in Aviation Branch are expected to remain eligible to serve in operational Aviation assignments. See additional sections in this pamphlet and AR 611-110 for a complete description of each functional designation and associated skills.

(8) *Army Acquisition Corps*. Between the 7th and 8th year of service select officers are assessed into the Army Acquisition Corps by a HQDA selection board. Aviators assessed into Army Acquisition Corps do not compete for Aviation battalion or brigade commands. Instead, they compete for lieutenant colonel and colonel-level product, project and program manager positions. Officers assessed into the Army Acquisition Corps are re-designated with FA 51. Accession into FA 51 is based on the same criteria as mentioned above (Army needs, training and background, and officer skills). Again, Aviation Branch will only access enough aviators into the Army Acquisition Corps to meet Army Aviation acquisition requirements.

(9) *Army Special Operations Aviation*. Officers interested in joining the ARSOA, 160th Special Operations Aviation Regiment should understand the flight and leadership experience needed to be competitive for an ARSOA assessment. The ARSOA recruiters focus their recruiting efforts on experienced captains with solid leadership and flight experience. Interested captains should pursue company command as soon as possible following the CCC.

c. *Major*. Majors should complete the Command and General Staff College/ILE course, a sister Service equivalent institution (Navy, Marine, or Air Force), or schools in other nations before they enter the primary zone of consideration to be competitive for promotion to lieutenant colonel.

(1) *Professional military education*. Following Command and General Staff College/ILE, some officers are selected to attend the SAMS. Those officers selected for the SAMS must serve an initial utilization tour as an assistant plans officer for DCS, G-3/5/7 on division or Corps staffs. Aviation maintenance officers are encouraged to attend the Army Logistics Management Course (Support Operations).

(2) *Key developmental assignments*. Majors regardless of their AOC (B, C, or D) should seek KD assignments that assist them in promotion, either in the Aviation Branch or in a FA. Majors should seek KD assignments and should serve in one or more of the following assignments for 12 to 24 months to acquire KD time:

(a) Battalion/brigade XO.

(b) Battalion/brigade S3.

(c) Command positions coded for majors.

(d) AOC 15B. Majors' KD assignments include Aviation combined arms operating generating force assignments as battalion CAB staff, company command, and brigade Aviation officer.

(e) AOC 15C. Majors' KD assignments include Aviation combined arms operating generating force assignments as well as CAB S2 and aerial exploitation battalion S3 and XO. Additional broadening opportunities include Aviation staff positions in Military Intelligence brigades, tactical intelligence groups, and division levels all source collection elements.

(f) AOC 15D. Majors' KD assignments include Aviation Combined Arms operating generating force assignments as well as battalion staff in tactical battalions, major level company command assignments as well as Aviation support company command, Aviation support battalion/XO/support

operations, brigade S4, and division Aviation maintenance officer. Additional opportunities exist at Army Materiel Command (AMC) depots and in Theater Aviation Sustainment Maintenance Groups.

(3) *Developmental assignments.* Aviation staff positions are at the battalion, brigade, group, HQDA, and joint staff levels. Some majors also serve as instructors or hold staff positions at Army service schools.

(4) *Broadening assignments.* Opportunities available for majors include, but are not limited to:

- (a) CTC observer controller/evaluator.
- (b) RC advisor.
- (c) USAREC staff.
- (d) USMA faculty and staff.
- (e) TRADOC service school instructors/doctrine writers.
- (f) Army Staff, joint staff and branch/FA generalist positions.

(5) *Self-development.* Majors should focus self-developmental efforts on acquiring expertise in organizational leadership techniques, operations at division level and above, Aviation logistical support operations. Their self-development must focus on joint, multinational, and combined arms operations. This can be accomplished through correspondence courses or institutional training. Majors should devote time to a professional reading program. Officers may take advantage of the Expanded Graduate School Program and attend advanced civilian schooling if the follow-on assignment requires an advanced degree. Many advanced degree programs are available in order for officers to obtain a graduate degree. Aviation majors will likely serve in operational flying positions after being away from the cockpit for some time due to schooling and required staff positions. Therefore, their self-development should also be focused on refreshing themselves with new Aviation technologies in the cockpit. They should set the example for the younger generation of officers by continuing to place a strong emphasis on their technical and tactical Aviation proficiency. Aviation majors in BR 15 should strive to attain the Master Aviator Badge by the time they are promoted to lieutenant colonel should seek a field grade joint duty assignment once tactical and technical experiences have been attained.

(6) *Selection.* Individuals selected and assigned to a brigade Aviation element or ADAM Cell may be selected by the CAB commander to serve in positions organic to the BCTs as the Aviation subject matter expert for the BCT commander. Ideally, these positions will serve as a second KD position for a major, after they have completed an S3/ XO positions. Officers assigned to a brigade Aviation element/ADAM cell provide the critical linkage with the BCT's supporting CAB to facilitate the most efficient tactical employment of Aviation assets in the BCT's operational environment. Serving in a similar position at a higher level also satisfies this intent.

d. Lieutenant colonel. Lieutenant colonels should serve in an Aviation-coded position for 18 to 24 months.

(1) *Professional military education.* No specific military education requirements exist for lieutenant colonels. A HQDA board determines selection for resident SSC or the U.S. Army War College Distance Education Course. Officers selected for command selection list battalion command will attend the Army's PCC at Fort Leavenworth, KS, and the Aviation PCC at Fort Rucker, AL. Select TDA battalion command designees may also be slated for attendance at the TRADOC PCC at Fort Jackson, SC. Battalion command designees who have special courts martial convening authority will attend the Senior Officers Legal Orientation Course at Charlottesville, VA. A master's degree is strongly recommended, but is not required for promotion. Aviation maintenance officers are strongly encouraged to attend the Army Logistics Management College (Senior Leaders Course).

(2) *Key developmental.* Lieutenant colonels should seek (KD) assignments that assist them in promotion, either in the Aviation Branch or in a FA. Lieutenant colonels serving in one of the following assignments for 12 to 24 months acquire KD time.

- (a) Battalion commander.
- (b) Brigade deputy CDR/XO/S3.

(3) *Developmental assignments.* Lieutenant colonels that successfully complete a CSL battalion-level command may remain competitive for promotion to colonel, brigade command, and SSC selection. Commands on the CSL are organized into four functional categories: operations, strategic support, recruiting and training, and installation. The following assignments are not necessarily coded as Aviation, however they are considered developmental assignments: lieutenant colonel positions at the CTCs, brigade/regiment/corps assistant for DCS, G-3/5/ 7 or DCS, G-4, deputy assistant for DCS, G-3/5/7 or

DCS, G-4, operations officer for DCS, G-3/5/7, assistant plans officer for DCS, G-3/5/7, ROTC or recruiting duty, ACOM/ASCC/DRU staff, Army Staff, joint staffs, and selected AA/RC assignments. Performance in demanding assignments is a prime consideration for promotion and school selection boards. Officers should complete a field grade joint duty assignment to be competitive for promotion to brigadier general.

(4) *Broadening assignments.* The following assignments are not necessarily coded as Aviation; however, they are considered broadening assignments. Lieutenant colonel positions at USAACE, CTCs, brigade/regiment/group XO, division primary staff, corps assistant for DCS, G-3/5/7 or DCS, G-4, deputy assistant for DCS, G-3/5/7 or DCS, G-4, operations officer for DCS, G-3/5/7, assistant plans officer for DCS, G-3/5/7, ROTC or recruiting duty, ACOM/ASCC/DRU staff, Army Staff, joint staffs, and selected AA/RC assignments are designated as broadening. Performance in demanding assignments is a prime consideration for promotion and school selection boards. Lieutenant colonels should also seek a joint duty assignment.

(5) *Self-development.* Officers should continue to build warfighting, joint, expeditionary, and FA expertise.

e. *Colonel.* The professional development objective for this phase of an officer's career is sustainment of warfighting, training, and staff skill, along with utilization of leadership, managerial and executive talents. The majority of strategic level leaders in the Army are colonels. Colonels are expected to be multi-skilled leaders, strategic and creative thinkers, builders of leaders and teams, competent decisive action warfighters, skilled in governance, statesmanship, and diplomacy, and understand cultural context and work effectively across it. Aviation colonels are assigned by the Army's Senior Leader Development Office. Colonels should serve 18-24 months in an Aviation assignment coded at the grade of colonel.

(1) *Professional military education.* Although no specific mandatory military education requirement exists for colonels, the primary professional development goal is completion of SSC. Resident or nonresident Attendance at a SSC also identifies those officers with exceptional promotion potential for service in positions of increased responsibility. An HQDA board determines who attends the resident course and participates in the U.S. Army War College Distance Education Course. Officers selected for CSL brigade Command will attend the Army's PCC at Fort Leavenworth, KS, and the Aviation PCC at Fort Rucker, AL. Brigade command selectees may attend the Senior Officers Legal Orientation Course at Charlottesville, VA. Officers selected as TRADOC capability managers (TCMs) will attend the Combat Developers Course at Fort Lee, VA and the Project Manager's Acquisition Category III Course (commonly known as the Project Manager's Survival Course) at Fort Belvoir, VA. The Acquisition Category III Course has several prerequisites. Officers selected for TCM billets should contact their assignment officer to discuss requirements.

(2) *Key developmental assignments.* Colonels serving in brigade command for 12 to 24 months acquire KD time. Successful brigade-level command marks officers as qualified for increased responsibility at the highest levels in the Army and DOD.

(3) *Developmental assignments.* The following positions (some not necessarily coded as Aviation) are also developmental assignments: senior-level joint duty, division (former brigade commander position), corps-level officer for DCS, G-3/5/7, or DCS, G-4, U.S. Army Aviation and Missile Command, or deputy chief of staff, deputy assistant commandant, director of training development and doctrine, director, TRADOC program office-Aviation brigades, director of evaluation and standardization (DES), director of simulations, director, organization and personnel force development, chiefs of staff (at division, corps, USAACE) colonel positions at the CTCs, Army Staff, ACOM/ASCC/DRU staff, joint staffs, and selected AC/RC assignments.

(4) *Broadening assignments.* The following assignments are not necessarily coded as Aviation, however they are considered key broadening assignments: colonel positions at CTCs brigade/regiment/group XO, division primary staff, corps assistant for DCS, G-3/5/7 or DCS, G-4, deputy assistant for DCS, G-3/5/7 or DCS, G-4, operations officer for DCS, G-3/5/7, assistant plans officer for DCS, G-3/5/7, ROTC or recruiting duty, ACOM/ASCC/DRU staff, Army Staff, joint staffs, and selected AA/RC assignments. Performance in demanding assignments is a prime consideration for promotion and school selection boards. Colonels should also seek a joint duty assignment. Officers should complete a field grade joint duty assignment to be competitive for promotion to brigadier general.

(5) *Self-development.* Self-development goals should focus on perfecting organizational level leadership skills, joint and coalition operations, and theater-level operations. An advanced degree is not

required but is strongly recommended.

f. Reserve Component officer. Development opportunities; RC Aviation officer development objectives and qualifications parallel those planned for their AA counterparts (see fig 5). The nature of the RC Soldier's role as a "citizen Soldier" poses a unique challenge for professional development. The RC officers are expected to follow AC officer development patterns as closely as possible, except that RC officers have increased time windows to complete mandatory professional educational requirements. Civilian career opportunities, military promotions and educational opportunities may force RC officers to transfer between ARNG units, USAR TPUs, IRR, IMA Program, and the AGR Programs. These transfers are often hindered by geographical considerations, as well as a limited number of positions to serve with troops in leadership and staff positions. Additionally, there may be occasions when ARNG officers will be transferred to the IRR or Army Reserve officers to the trainees, transients, holdees, and students (TTHS) account while they complete mandatory educational requirements. Such transfers are usually temporary and should not be seen as impacting negatively on the officer's career. The success of the RC officer is not measured by length of service in any one component or control group, but by the officer's breadth and depth of experience which are the metrics that accurately reflect an officer's potential to serve in positions of increasing responsibility. Officers should focus on job performance, as there are many paths that define a successful career within the Aviation Branch.

(1) *Professional military education.* As RC officers simultaneously advance both civilian and military careers, they have less available time than their AA counterparts to achieve the same military professional education levels. To minimize this problem, RC courses are specifically tailored to reduce the resident instruction time. This cannot be accomplished with graduate flight training courses.

(2) *Key developmental assignments.* The AGs of the 50 States, 3 U.S. Territories, and the District of Columbia (DC) primarily manage the officers within their States. HRC and USAREC manage officers in the Army Reserve.

(3) *Self-development through the military schooling system.* The Aviation RC officer plays an important role in the Aviation Branch mission. RC officers normally develop through one AOC and in one FA. However, a lack of suitable positions in a geographic area may lead to some RC officers becoming qualified in multiple AOC or FAs. The RC officers must attain educational levels commensurate with their grade and assignment, using resident and nonresident instruction options. RC officers have increased windows to complete military education requirements.

g. Reserve Component lieutenant. Lieutenants must meet the requirements outlined in AR 611-110 for entry into the Aviation Branch.

(1) *Professional military education.* RC officers commissioned into the Aviation Branch attend BOLC and Initial Entry Rotary Wing with their AA counterparts. RC officers must have completed this training by their 2nd year of commissioned service.

(2) *Key developmental assignments.* The single most important assignment consideration for personnel managers and commanders is ensuring that the new lieutenant is assigned to a job which will allow the officer adequate opportunity to develop flight experience and troop-leading skills. Lieutenants should serve 18 to 24 months in a platoon leader position. A lieutenant normally serves at company level to gain troop-leading and flight experience.

- (a) Platoon leader
- (b) Battalion staff
- (c) XO
- (d) Section leader

(3) *Developmental assignments.* Lieutenants should serve at the platoon and company level to gain troop leading and flight experience. The officer will concentrate on planning and executing the tactics, techniques, and procedures specific to their weapons platform and unit mission.

(4) *Self-development.* Lieutenants focus on gaining and refining troop leading, aviator, joint and combined arms tactics, logistics, and administrative skills. Effective 1 October 1995, a baccalaureate degree from an accredited institution is required for promotion to captain or higher.

h. Reserve Component captain. Captains should seek the KD assignments that assist them in promotion and create the qualities of a tactically and technically proficient Aviation officer. In addition, opportunities exist at TRADOC organizations as staff and logistics officers

(1) *Professional military education.* Captains must complete a CCC. Options are as follows: CCC–AC (CCC AA curriculum), CCC–RC (RC curriculum), or the four-phase CCC–USAR.

Key developmental assignments. Captains serving in one of the following assignments for 12 to 24 months acquire KD time:

(a) Platoon leader (15D) in an Aviation support company.

(b) Captain level company/detachment command.

(3) *Developmental assignments.* Captains are utilized as the senior leader at the company level. Their primary goal is to successfully command a TOE/TDA company for 18 to 24 months. Captains also fill key staff positions at the battalion and brigade level. Even when assigned to staff positions, captains should continue to hone their direct leadership skills, build flight experience, and achieve/maintain pilot-in-command status.

(4) Broadening assignment opportunities available for captains include, but are not limited to:
Brigade staff

(a) Theater Aviation Sustainment Maintenance Group

(b) NGB

(5) *Self-development.* Captains should broaden their understanding of warfighting through extension courses and independent study. Captains should gain an in-depth understanding of joint and combined arms operations.

i. Reserve Component major. To achieve branch leadership developmental standards at this level, majors must have enrolled in the Command and General Staff College/ILE course prior to 18 years time in service. They must have completed 50 percent of Command and General Staff College/ILE to be competitive for promotion to lieutenant colonel.

(1) *Professional military education.* Most RC officers will complete the Command and General Staff College/ILE Common Core via TASS or an upgraded advanced distributed learning program. Some RC officers will continue to attend the Command and General Staff College/ILE in residence at Fort Leavenworth, some will depart upon completion of the Core Course and others will remain for the Advanced Operations Course.

(2) *Key developmental assignments.* Majors serving in one of the following assignments for 18 to 24 months acquire KD time:

(a) Company/Detachment command

(b) Battalion S3/XO/support operations

(c) Group/brigade primary staff

(3) *Developmental assignments.* RC Aviation majors serve as company commanders, and in staff assignments. These staff positions are at the battalion, group, brigade, HQDA, or Joint Staff levels. Some majors also serve as instructors or staff at Reserve Forces Service Schools.

(4) *Broadening assignment* Opportunities available for majors include, but are not limited to:

(a) CTC observer controller/evaluator

(b) ARNG Aviation Training Site branch chief

(c) Reserve Forces service school instructor or staff

(d) USAREC staff

(e) State JFHQ staff

(f) Branch chief

(g) Aviation staff officer at the ACOM/ASCC/DRU level

(h) Brigade Aviation element positions

(i) Army Staff, joint staff and branch/FA generalist positions

(5) *Self-development.* Self-development efforts should focus on becoming an expert in all aspects of Aviation support operations, including joint and combined arms operations. These objectives can be accomplished through correspondence courses or institutional training. Majors should also devote time to a professional reading program to broaden their Joint and combined arms operations perspectives.

j. Reserve Component lieutenant colonel. Lieutenant colonels should serve in an Aviation-coded position for 12 to 24 months.

(1) *Professional military education.* In order to qualify for promotion to colonel, RC officers must have completed Command and General Staff College/ILE.

Key developmental assignments. Lieutenant colonels serving in one of the following assignments for

18 to 24 months acquire KD time:

- (a) Battalion command
- (b) Brigade S3/XO/support operations
- (c) Brigade deputy commander

(2) *Developmental assignments.* RC Aviation lieutenant colonels serve in staff positions at group/brigade, major subordinate commands, USAR GOCOMs, or joint staff levels. Some RC officers may also serve as Reserve Forces Service School instructors or staff.

(3) *Broadening assignment.* Opportunities available for lieutenant colonel include, but are not limited to:

- (a) State JFHQ staff
- (b) Reserve school positions
- (c) ARNG Aviation Training Site branch chief or deputy commander.
- (d) ACOM/ASCC/DRU, joint staff positions
- (e) Group brigade staff
- (f) Division or branch chief
- (g) USAACE, USARC, NGB, AGR Title 10/Title 32 USC positions.
- (h) Army Staff, joint staff and branch/FA generalist positions

(4) *Self-development.* Self-development goals should be to continue building joint warfighting expertise. An advanced degree is preferred but optional unless required for a specific assignment.

k. Reserve Component colonel. The professional development objective for this phase of an officer's career is sustainment of warfighting, training, and staff skill, along with utilization of leadership, managerial and executive talents. The majority of strategic level leaders in the Army are colonels. Colonels are expected to be multi-skilled leaders; strategic and creative thinkers; builders of leaders and teams; competent decisive action warfighters; skilled in governance, statesmanship, and diplomacy; and understand cultural context and work effectively across it. Aviation colonels are assigned by the Army's Senior Leader Development Office. Colonels should serve 18 to 24 months in an Aviation assignment coded at the grade of colonel.

(1) *Professional military education.* Completion of SSC by resident or correspondence course is a primary professional development goal.

(2) *Key developmental assignments.* Lieutenant colonels serving in group/brigade command for 12 to 24 months acquire KD time: Aviation RC colonels should serve in command of a TOE/TDA Aviation group or brigade positions.

(3) *Developmental assignments.* RC officer's serve in staff positions requiring their Aviation experience at the GOCOM or joint staff levels. Command opportunities exist at ARNG Aviation Training Site.

(4) *Broadening assignment.* Opportunities available for lieutenant colonel include, but are not limited to:

- (a) Division/corps staff, such as chief of Aviation and Safety Division.
- (b) Joint staff Aviation.
- (c) Position NGB/state Army Aviation officer (SAAO).
- (d) GOCOM.
- (e) AGR/Title 10/Title 32 positions at USAACE.

(5) *Self-development.* Self-development goals should continue to build on warfighting expertise. An advanced degree is preferred but optional unless required for a specific assignment.

l. Skill identifiers for Aviation officers.

(1) SI help to further refine the assignment process by designation of aircraft qualification or other specialty skill. When combined with an AOC they become CMFs, which personnel managers use in the assignment process. See DA Pam 611-21 for a complete list of SIs.

(2) Other Aviation participation programs. Aviation officers may participate in the following voluntary programs, if qualified:

- (a) ARSOA.
- (b) Army Astronaut Program (contact Space and Missile Defense Command (SMDC-IC-T)).
- (c) Degree completion program (see AR 621-1).
- (d) Army fellowships and scholarships (see AR 621-7).

(e) The AMSP, also known as SAMS (apply during Command and General Staff School/ILE attendance).

(f) Advanced civilian schooling (see AR 621-1).

(g) USMA Instructor Program (see AR 621-1).

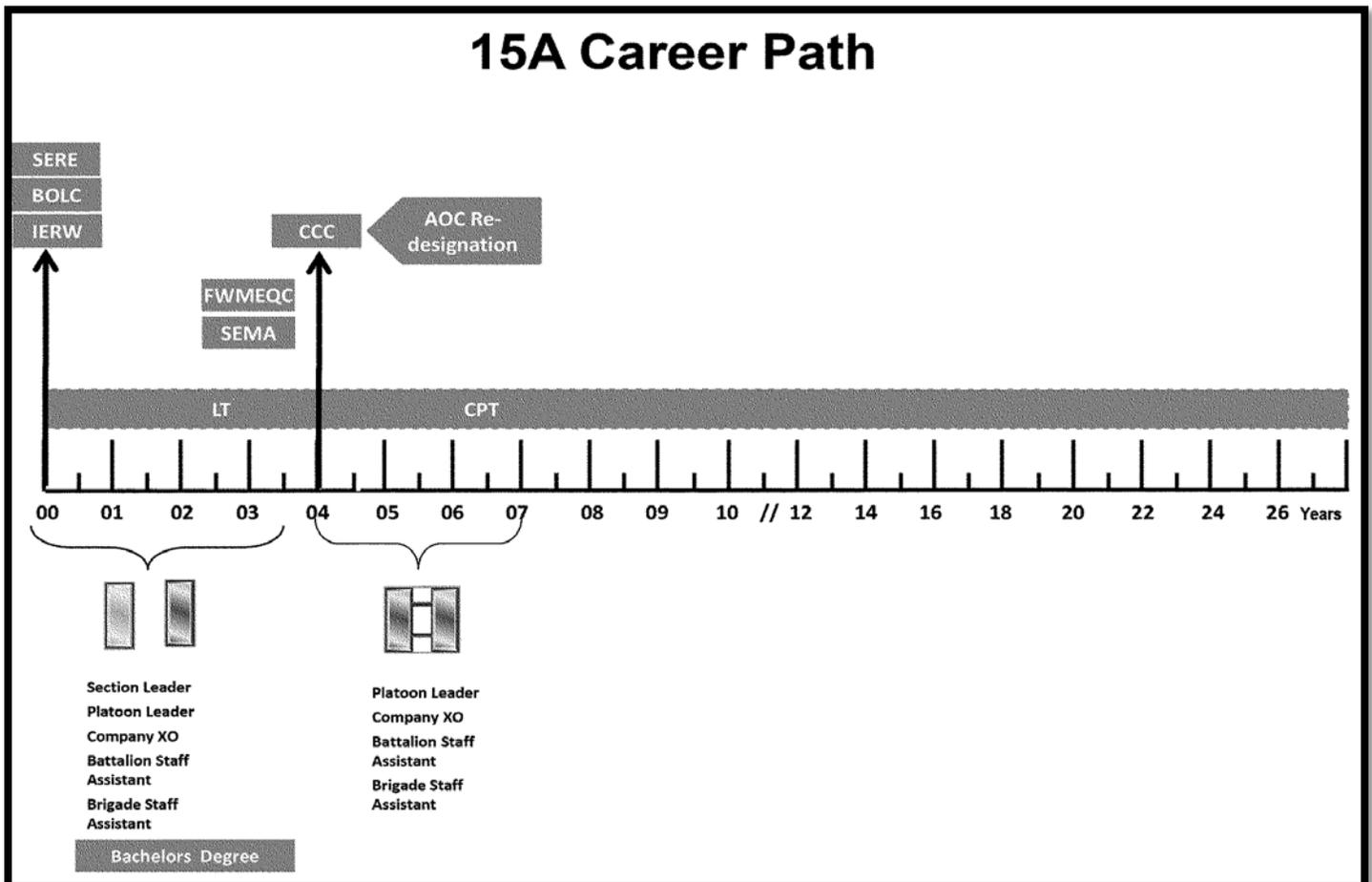
(h) Training With Industry. The Training with Industry program provides officers the opportunity to train with selected civilian companies to gain knowledge of industrial procedures; policies and technologies (see AR 621-1).

(i) Experimental test pilot training program. This is an intense 11-month course at the Naval Test Pilot School, Patuxent River, MD. Branch commissioned officers will transfer to the Army Acquisition Corps for the remainder of their career. Applicants must be AC rated aviators in the rank of captain and have an academic background that includes the completion of college math and hard-science courses with above average grades. (Contact HRC (AHRC-OPE-V)).

4. Aviation branch officer area of concentration career paths

a. Area of concentration 15A, Aviation, general (see fig 1). This AOC applies to officers that have been accessed into the Aviation branch but have not yet completed a CCC. Officers in this AOC will first complete the BOLC and Initial Entry Rotary Wing flight training (earning designation as an Army Aviator) along with the Survival, Evasion, Resistance, and Escape Course. Officers in this AOC are typically lieutenants and junior captains. They typically lead sections and platoons, serve as company executive officers, and/or serve as assistant staff officers at battalion and brigade level. By exception, these officers can command companies and serve as primary staff officers at battalion or brigade level. Upon completion of a CCC, AOC 15A officers will be re-designated into either the 15B, 15C, or 15D AOCs.

Figure 1. AOC 15A developmental model

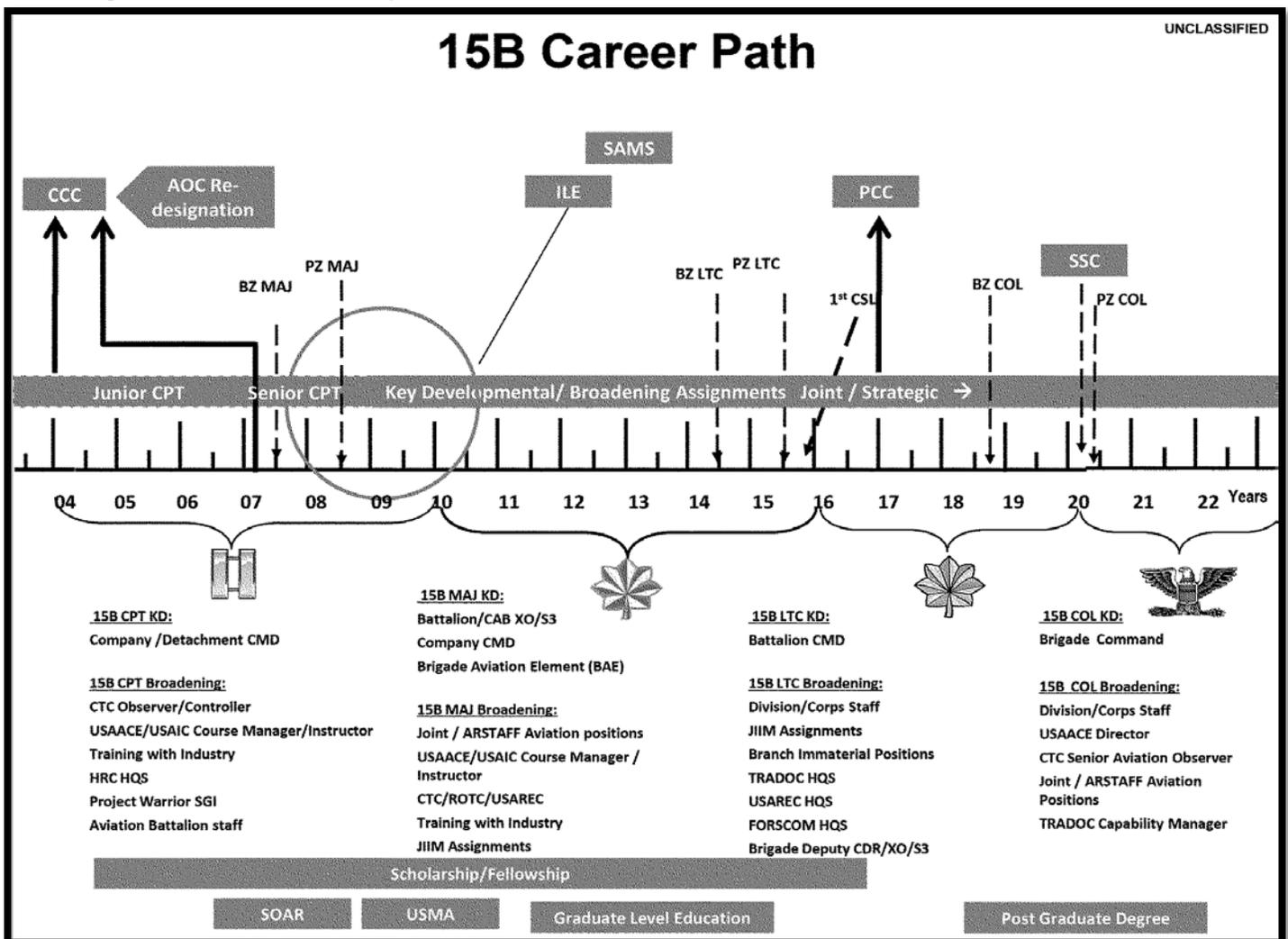


b. AOC 15B, Aviation combined arms operation (see fig 2). Upon completion of a CCC, all Aviation officers that have not met the prerequisites for designation as either a 15C or 15D AOC officer will be designated as a 15B. Officers in this AOC command companies, battalions, and brigades. By exception, they can lead sections and platoons (this being normally done by 15A officers). Officers in this AOC will also serve as staff officers (both primary and assistant) in battalion and higher-level formations and in organizations outside of the operating force. Officers in this AOC may also serve in staff positions designated as "combat arms immaterial" and "branch immaterial." They may also be accessed into Special Operations Aviation. AOC 15B. Majors' KD assignments include Aviation combined arms operating generating force assignments as battalion CAB staff, company command, and brigade Aviation officer. Majors regardless of their AOC should seek KD assignments that assist them in promotion, either in the Aviation Branch or in a FA. Majors should seek KD assignments and should serve in one or more of the following assignments for 12 to 24 months to acquire KD time:

- (1) Battalion/brigade XO.
- (2) Battalion/brigade S3.
- (3) Command positions coded for majors

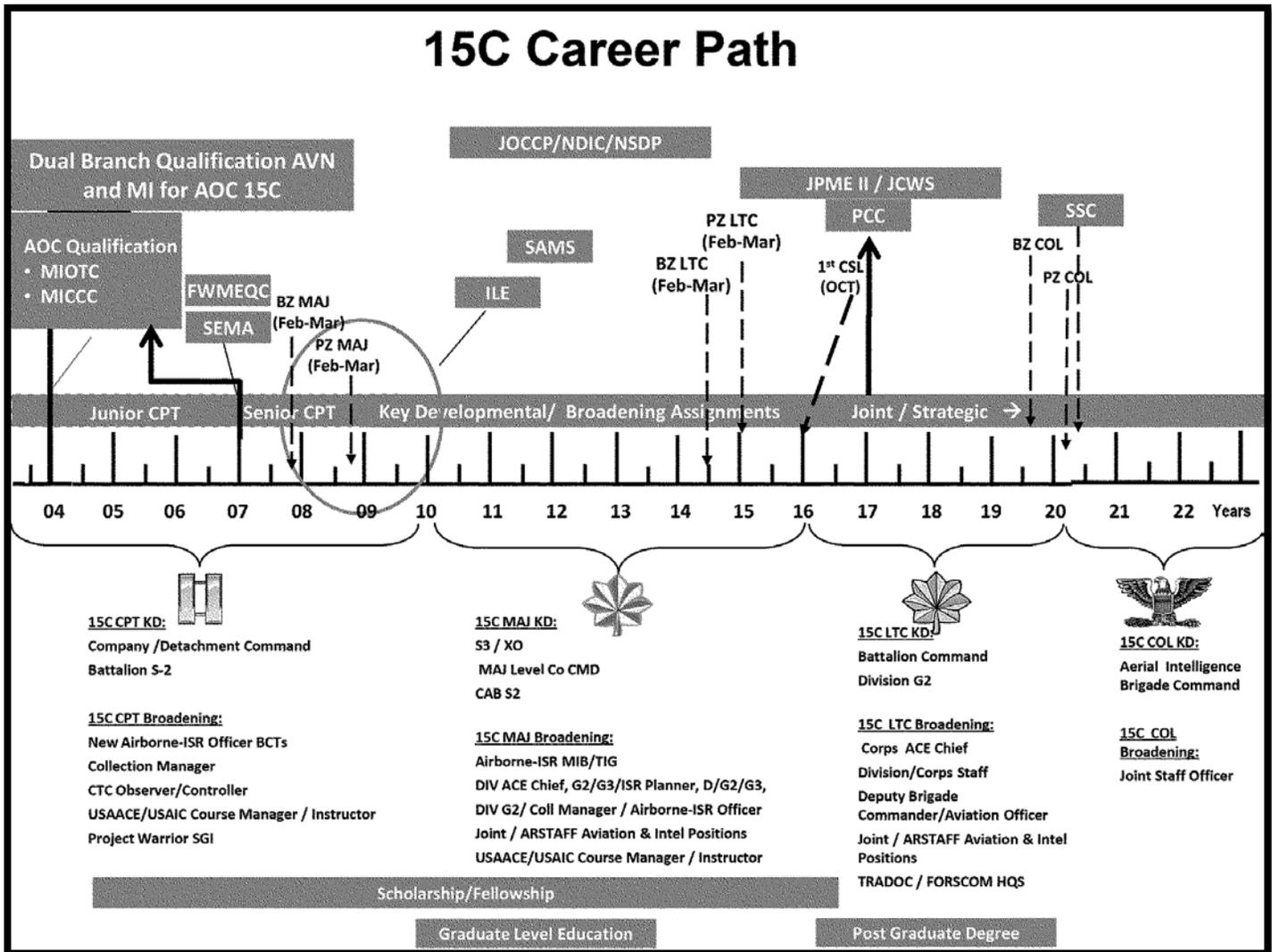
For CSL positions (typically battalion and brigade command). 15B officers may only compete for positions designated for 15Bs.

Figure 2. AOC 15B developmental model



c. AOC 15C, Aviation all-source intelligence (see fig 3). Aviation officers will be designated as AOC 15C upon completion of the Military Intelligence Officer Transition Course, the Military Intelligence CCC, and the Fixed Wing Multi-engine Qualification Course. Officers designated 15C will normally complete follow-on advanced Special Equipment Mission Aircraft Airframe Courses, as required, leading their formations. These officers primarily serve in positions designated for AOC 15C. Officers designated as 15Cs are also considered qualified as 35D Military Intelligence Officers and are encouraged to alternately serve in 15C and 35D positions for best professional development. Officers in this AOC will typically lead special equipment mission aircraft platoons, command companies, and aerial exploitation battalions. As staff officers, they will typically serve in the S2 (Intelligence) sections of Aviation battalions and brigades and within aerial exploitation battalion and military intelligence brigade staffs.

Figure 3. AOC 15C developmental model



d. AOC 15D, Aviation maintenance officer (see fig 4). Officers in this AOC are graduates of the Aviation CCC or the Combined Logistics CCC, as well as the Aviation Maintenance Officer Course (AMOC) and the Maintenance Test Pilot Course in the officer's mission/design/series aircraft. To be eligible for this AOC the officer must have completed a platoon leader assignment and attained pilot-in-command status of their respective aircraft. They lead sections and platoons, command companies, battalions and brigades, and serve as staff officers in battalion and higher echelon units. They must understand air

and ground logistics as well as Aviation combat arms operations to be effective. Aviation maintenance officers plan and direct Aviation maintenance and logistics operations in home station training, combat operations, and industrial operations. Opportunities exist for selected personnel at AMC, Defense Logistics Agency, ACOM/ASCC logistics offices, the Army Staff and Joint Staffs, Army depots, and in theater Aviation support maintenance groups. Officers should seek additional assignments throughout the Army Aviation combat arms environment that would enhance their ability to function in a combat operational situation. After successful KD assignments, 15D officers will seek additional broadening opportunities prior to promotion to major. They will attend Command and General Staff Course/ILE and the Army Logistics Manager Course-Support Operations. Major level maintenance officers will serve as Aviation support company commanders, brigade S4, division Aviation maintenance officers, or other key logistical or operational combat arms staff officer positions. Lieutenant colonel Aviation maintenance officers selected as Aviation support battalion commanders will attend the PCC and the Army Logistics Manager Course-Senior Leaders Course. They will compete for colonel-level positions in operational combat arms assignments, and serve in key staff positions at DCS, G-4 Program Executive Office (PEO) Aviation, ARNG, or USAACE. They may compete for tactical brigade, training and maintenance brigade commands, and colonel-level brigade-equivalent CSL commands. Colonel-level maintenance commands include Aviation Center Logistics Command, 128th Aviation Brigade, and Corpus Christi Army Depot. These aviators compete for command opportunities in AOC 15B and 15D.

Figure 4. AOC 15D developmental model

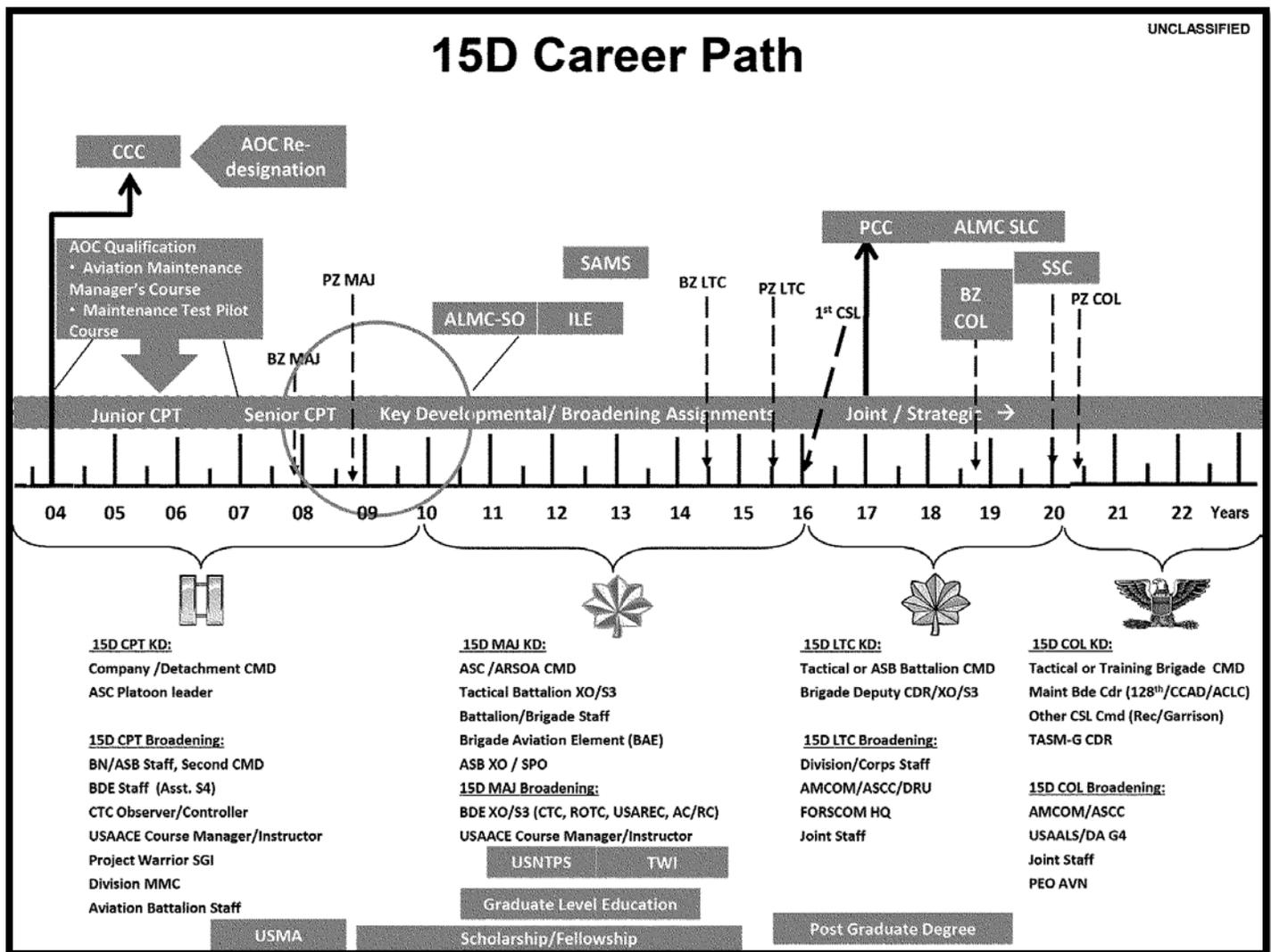
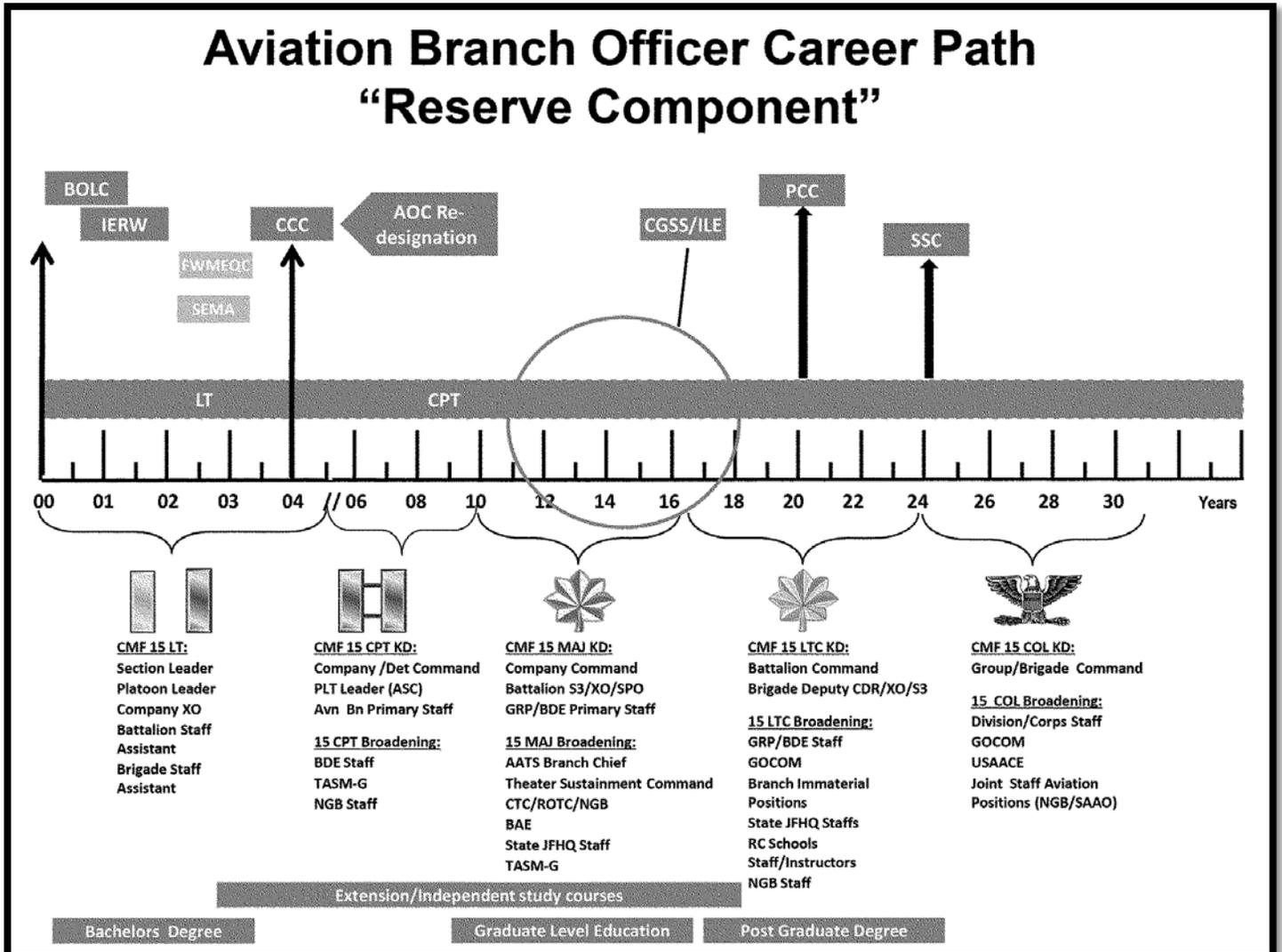


Figure 5. Aviation Branch RC officer



5. Aviation Branch Active Army warrant officer

a. MOS (150A) Air Traffic and Airspace Management technicians (150A) supervise the effective utilization of ATS equipment and ATS personnel at all categories of Army ATS facilities. They supervise fixed base ATS training and rating programs, combat support training and certification programs, and combat support and fixed base facility operations procedures; and supervises airspace management functions and airspace processing procedures into the National Airspace System. (See fig 6.)

(1) Assignment oriented training is an important element in the development of the Aviation warrant officer. The goal of assignment-oriented training is for warrant officers to receive the required specific training for the right grade, at the right time, in order to produce warrant officers who are capable, agile, tactical, and technical experts.

(2) Air Traffic and Airspace Management WO1/CW2 are basic level, tactical and technical ATS experts intended for assignment as platoon leaders in tactical ATS companies and airfield operations battalions. They may also serve as airspace managers in the brigade Air Defense and Airspace Management (ADAM) section in the ATS company or airfield operations battalion. They manage and

supervise enlisted ATS personnel; are thoroughly knowledgeable of procedures and standards for the separation and control of aircraft and the management of airfields. They develop, revise, and review terminal instrument procedures; assist in the development and revision of controlled and special use airspace; provide tactical and technical expertise pertaining to the operation of all ATS equipment. They assure application of the standards, time limitations, and policies for the issuance of controller qualification, certification, and facility rating; and assure application of the procedures for the cancellation, suspension, reissue, or withdrawal of certificates and facility ratings. In the ADAM section the 150A will assist in the development of the brigade airspace appendix in the operations order/operations plan, assist in the development of the brigade Aviation procedures guide; review, deconflict, consolidate, and forward brigade airspace control means requests. They supervise the execution of immediate airspace actions; continuously monitor the brigade's assigned airspace; and coordinate unforeseen airspace issues directly with the division Airspace Manager for rapid resolution as necessary.

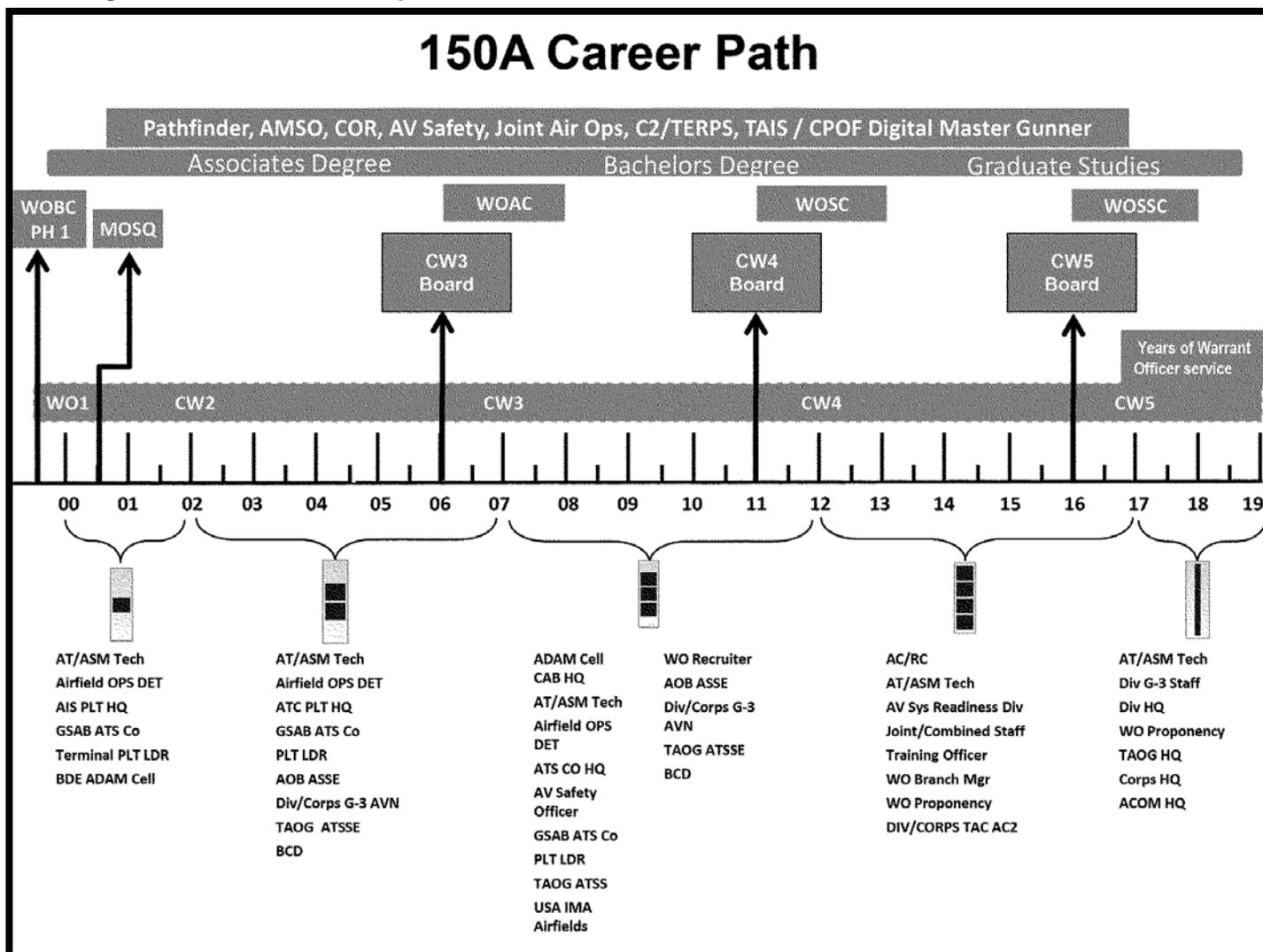
(3) Air Traffic and Airspace Management CW3 performs the duties of paragraph (2) and can be expected to serve in the following capacities: airfield operations battalion airfield safety and standardization element staff member, division G3 Aviation staff member in the main command post, corps C3 Aviation staff member in the main command post, theater airfield operations group ATS standardization element staff member, and battlefield coordination detachment (BCD) airspace management staff member. A CW3 150A in the airfield operations battalion or theater airfield operations group will advise the commander and staff on ATS and airfield management requirements and application. They participate in the analysis of Army Aviation mishaps; review Army and Federal training requirements for air traffic control, and submit recommendations pertaining to program standardization of ATS testing. They conduct quality assurance assessments of subordinate units or elements; develop, review, and revise airfield management policies and procedures. They review, revise, and process terminal instrument procedures packets; develop, review, and process airfield improvement plans; monitor airfield construction projects; and provide recommendations to commanders to improve the safe and efficient operation of airfields, heliports, and tactical landing zones. A CW3 150A in the division, corps, or BCD will plan and request immediate airspace control measures as required; serve as the air traffic and airspace representative during the planning phases of missions and exercises; additionally, they lead the division/ corps airspace command and control section when the tactical command post is deployed. They coordinate all airspace coordinating measure requests received from subordinate units or elements; coordinate with the fires section on airspace around launch and target points for Army tactical missile system missions; deconflict gun target lines for indirect fire weapons with established airspace coordinating measures; coordinate with the next higher echelon airspace agency for all Army aerial assets (including special electronic mission aircraft and unmanned aerial system operations). They monitor location and status of Army air traffic control facilities and navigation aids; advise the commander on all fire support coordinating measures and airspace coordinating measures for Army missions, including those supporting Army Aviation and Army tactical missile system missions beyond the fire support coordinating line; ensure appropriate airspace coordinating measures supporting current operations are published in the air tasking order and airspace control order; and continuously monitor the units assigned airspace. CW3s should attend Aviation WOAC conducted at Fort Rucker, AL no later than 1 year after promotion to CW3 and must attend prior to promotion to CW4.

(4) Air Traffic and Airspace Management CW4 performs the duties of paragraphs (2) and (3) and can be expected to serve as the division or corps deputy airspace command and control officer in the tactical command post. CW4s should attend the WOILE no later than 1 year after promotion to CW4 and must attend prior to promotion to CW5. They are the principal advisor to the commander and staff on airspace operations, and provide guidance and technical input to subordinate ATS and other staff elements. They provide updates to the airspace control estimate/appendix to future operations, G5 plans, and to the joint airspace control plan. They are responsible for ensuring the efficient completion of air and Aviation actions including air mission requests, memorandums of agreement, very important person's missions, equipment fielding, and airspace and airfield management. They maintain direct lines of communication and coordination for liaison with other airspace management agencies in ACOMs, subordinate units, separate brigades, local garrison and staff agencies, host nation agencies, and nongovernmental agencies.

(5) Air traffic and airspace management CW5 performs the duties of paragraphs (2), (3), and (4) and can be expected to serve as an ACOM airspace command and control management officer or as a

member of the theater airfield operations group command staff. CW5s will complete the Warrant Officer Senior Course no later than 1 year after promotion to CW5. The 150A CW5 provides subject matter expert guidance, advice, and counsel to senior commanders and other staff members on policies, procedures, and capabilities involving ATS, airfield management, or airspace command and control; provides guidance and technical input to subordinate elements and other commanders and staffs at any levels; coordinates directly with BCD for air tasking order/airspace control order production and with fire support elements and Air Defense elements at various echelons throughout the area of operations; establishes and maintains working relationships with airspace command and control elements or airspace management elements including host nations, coalition partners, NATO allies, other military branches, other governmental agencies, and non- Government agencies.

Figure 6. MOS 150A developmental model



b. Military occupational specialty 150U. UAS Operations technicians (150U) (see fig 7) identify the strategic and tactical employment strategies of UAS for all levels of command; supervise the enlisted management of the commander's Aircrew Training Program; supervise UAS operations to include mission planning, payload operations, and launch recovery, aerial reconnaissance, target detection, and target engagement. They manage the safety, maintenance, and reporting programs; coordinate UAS airspace frequencies, and requirements to facilitate UAS operations. Manage UAS logistical

requirements, and interface with appropriate UAS system managers. They act as the Army liaison for UAS missions; assist command staffs at all levels with analysis of UAS data to satisfy aggregate priority requirements, and serve as an advisor and subject matter expert for all UAS related issues.

(1) Assignment oriented training is the key element in development of a fully capable senior 150U. Examples of assignment-oriented training are The Safety Officer Course, Army logistics courses, and the Government Flight Representative Course. The Contracting Officer Representative Course, the Army Maintenance Manager's Course, Small Unmanned Aircraft System Operator and Master Trainer Courses, should be scheduled to coincide with professional development courses and or PCS. Career managers should assign these officers in support of a different unmanned aircraft system at each PCS, to develop and instill a broad base of knowledge and experience.

(2) UAS operations technician WO1/CW2 supervises UAS operations, to include mission planning, mission payload operation, and launch and recovery of unmanned aircraft systems. CW2s serve as intermediate level systems integrators who perform the primary duties of leader, trainer, manager, sustainer, and advisor. The CW2s provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. They provide leader development, mentorship, advice, and counsel to NCOs and other officers. They provide liaison for the integration of UAS capabilities in maneuver, fires, and intelligence operations. Typical assignments include UAS platoon leader and Aviation safety officer.

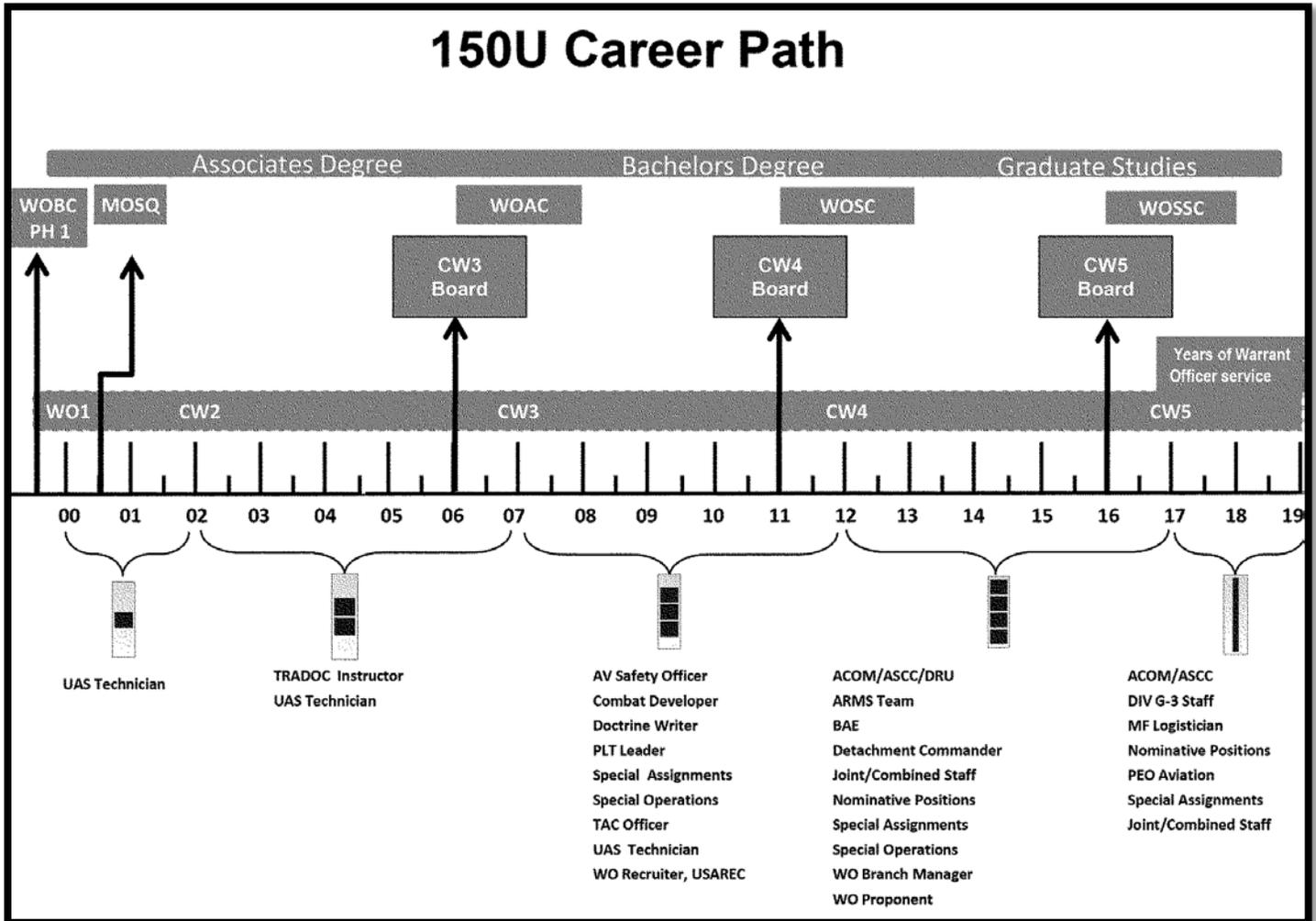
UAS operations technician CW3 performs all duties outlined above and develops and instructs newly appointed warrant officers during their entry-level training. They coordinate with higher and subordinate units for employment of UAS missions. They serve as advanced level systems integrators, and perform the primary duties of leader, trainer, manager, sustainer, and advisor. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. They primarily support levels of operations from platoon through battalion, requiring interaction with all Soldier cohorts and primary staff while serving as a senior technical and tactical advisor to the commander. They provide leader development, mentorship, advice, and counsel to NCOs and other officers. A CW3 is expected to complete training as an Aviation safety officer. CW3s should attend Aviation WOAC conducted at Fort Rucker Alabama no later than 1 year after promotion to CW3 and must attend prior to promotion to CW4. Completing a baccalaureate degree prior to promotion to CW4 is highly encouraged. Typical assignments include UAS platoon leader and Aviation safety officer, CTC observer controller/trainer, service school instructor and course manager, proponent combat developer, doctrine writer, training developer, instructors, or TAC officer at U.S. Army training centers, SOF organizations or in ARSOA positions.

(4) UAS operations technician CW4 perform all duties outlined in paragraphs above and serves as a senior-level systems integrator. They are senior-level technical and tactical experts who perform the primary duties of leader, manager, sustainer, integrator, and advisor. They should attend the WOILE not later than 1 year after promotion to CW4 and must complete the course prior to promotion to CW5. These officers serve at the field grade level as senior UAS advisors and staff officers, as well as in some company-level command positions. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. They primarily support battalion, brigade, division, corps, and echelons above corps operations and provide leader development, mentorship, advice, and counsel to NCOs and other officers. They serve as the senior technical and tactical advisors to the brigade commander, as the UAS operations officer in the brigade Aviation element, and may serve in nonoperational staff officer positions at all levels as required. Completing a graduate-level degree prior to promotion to CW5 should be a self-development goal for these officers. Typical assignments may include; brigade Aviation officer, Aviation safety officer, (battalion and above), company commander, higher-level assignments officer, service school instructors and course managers, proponent combat developers, doctrine writers, training developers, ACOM/ASCC/ combatant command, brigade/division/corps-level staff; additionally, there are occasional opportunities for assignment at the national and Joint levels or in ARSOA positions.

(5) UAS operations technician CW5 performs all duties outlined in paragraphs (2), (3), and (4) above, serves as master-level systems integrators who are expected to perform their primary duties in the brigade level and above. CW5s will complete the Warrant Officer Senior Course no later than 1 year after promotion to CW5. They coordinate with higher echelons for the employment of UAS throughout the continuum of operations at the operational and strategic levels. When assigned to operational positions, they should sustain annual completion of all Aircrew Training Program

requirements. Typical assignments include: Aviation safety officer (from brigade and above), tactical operations officer (brigade and above), commander, command chief warrant officer (CCWO), ACOM, ASCC, DRU JIIM, combatant command, ARSOA positions, chief warrant officer of the Aviation branch and other nominative positions.

Figure 7. MOS 150U developmental model



c. *Military occupational specialty 151A*. Aviation maintenance technicians (nonrated) (see fig 8). Aviation maintenance technician officers manage personnel, supplies, equipment, and facility assets to maintain and repair Army rotary, fixed-wing and unmanned aerial systems. Develops and implements responsive maintenance and logistical support to achieve the missions assigned by the Aviation maneuver commander. They organize maintenance elements to inspect service, test, disassemble, repair, reassemble, adjust, replace parts, and retest aircraft or aircraft components. They prepare, implement, and maintain standing operating procedures for management of maintenance activities. They interpret regulations, technical manuals, and orders pertaining to maintenance and logistics of Army aircraft for commanders and subordinates. They supervise Aviation equipment maintenance, direct maintenance, and accountability of organizational test equipment, supplies, and recovery equipment.

(1) Assignment oriented training is an important element in development of a fully capable senior 151A. Examples of assignment oriented training are the Aviation Safety Officer Course, Army logistics courses, Retail Supply and Management Course, Logistics Management Development Course, Support

Operations Course, Contracting Officer Representative Course, Logistics Assistance Representative at Corpus Christi Army Depot and the Army Maintenance Manager's Course. These courses should be scheduled to coincide with professional development courses and or PCS. WO1s are no longer required to attend a Maintenance Managers Course prior to attending the Aviation Maintenance Technicians Course at Fort Eustis Virginia. However, attending an appropriate Maintenance Technicians Course can enhance a 151A warrant officer's technical expertise and effectiveness. Training With Industry may be an option for senior CW3s and CW4s selected for follow-on assignments to a program manager office.

(2) Aviation maintenance WO1 and CW2 are basic level, tactical and technical experts who should expect to serve in platoon, company, or battalion-level positions. Assignment oriented training will be used to prepare Aviation warrant officers for each assignment. They manage aircraft maintenance based on a thorough knowledge of aircraft maintenance requirements for power trains, electrical systems, electronic systems, avionics, armament systems, mechanics, and hydraulics. They manage and supervise removal, disassembly, inspection, repair, assembly, installation, maintenance operational checks, and adjustments of aircraft structures, components, and subsystems. These officers manage technical publication libraries; ensure compliance with regulations governing forms, records, and reports pertaining to aircraft maintenance, manage stocks of aircraft repair parts and supply procedures, direct and supervise fault isolation for aircraft systems and subsystems. These officers ensure quality control for Aviation maintenance, and direct and supervise all facets of Aviation maintenance supply management and reporting. Typical assignments include: Aviation support platoon leader, armament officer or production control officer in the Aviation maintenance company or armament officer and component repairer platoon leader in the Aviation support company.

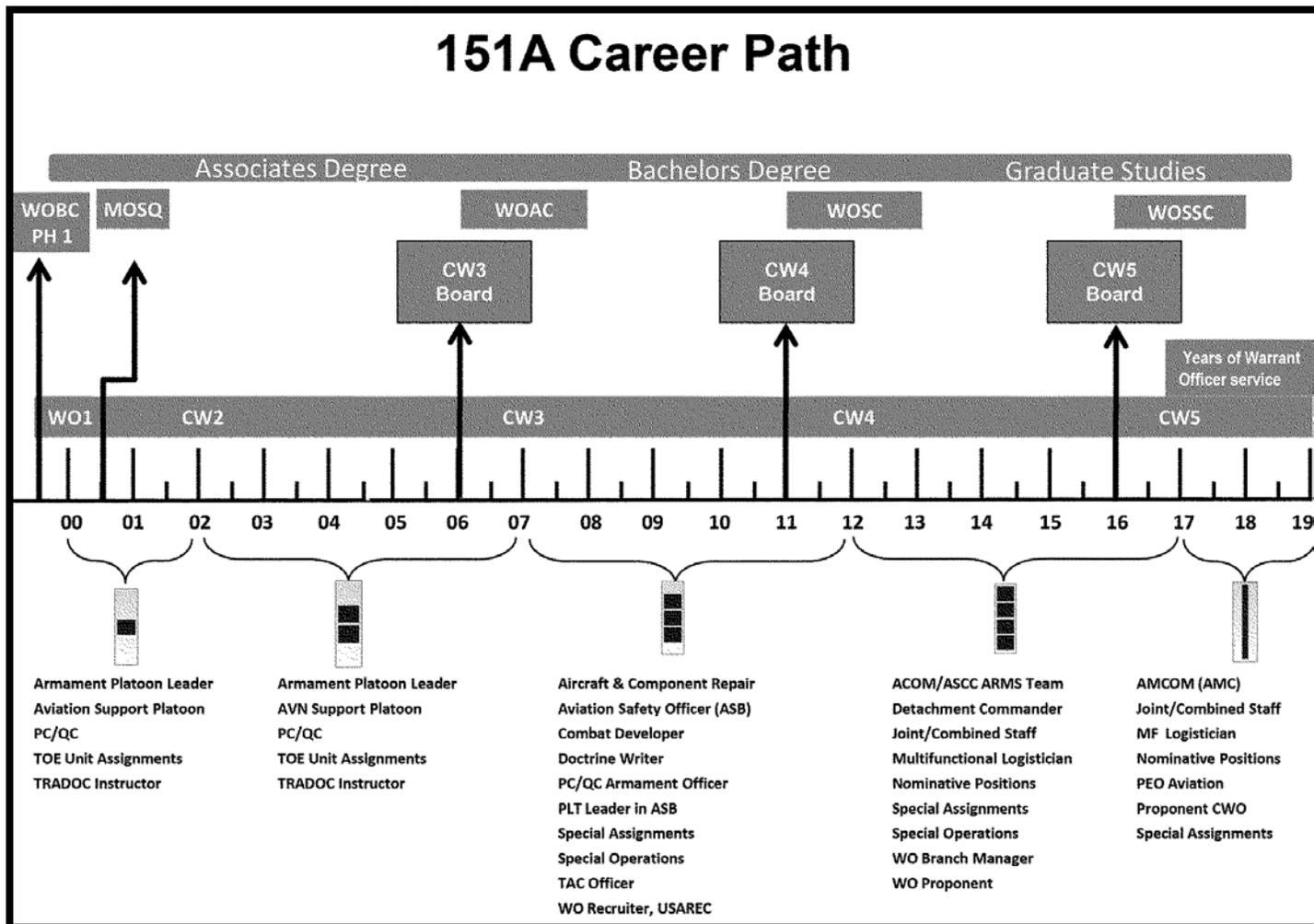
(3) The Aviation maintenance CW3 serves as advanced level technical and tactical experts that should perform their primary duties at Aviation support battalion or higher level. CW3s should attend WOAC conducted at Fort Eustis VA no later than 1 year after promotion to CW3 and must attend prior to promotion to CW4. Assignment oriented training will continue with emphasis on logistical interfaces above the brigade level. They may be scheduled to attend the Logistics Assistance Representative University at Corpus Christi Army Depot after their attendance at the Aviation WOAC. Career managers should assign these officers in support of a different modernized aircraft at each PCS. As a senior CW3, every effort should be made to assign them to an Aviation support battalion. The CW3s provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. They provide leader development, mentorship, advice, and counsel to NCOs, and other officers. The CW3s serve as senior technical advisors to the commander. Typical assignments include: production control officer, quality control officer in the Aviation maintenance company and Aviation support company, safety officer, component repair platoon leader, aircraft repair platoon leader, and instructor/writer at the generating force.

(4) Aviation maintenance CW4 serve as senior-level technical and tactical experts that should perform the primary duties in the sustainment base or generating force (TRADOC, AMC, Defense Logistics Agency). CW4s should attend the WOILE no later than 1 year after promotion to CW4 and must attend prior to promotion to CW5. The CW4s provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. They provide leader development, mentorship, advice, and counsel to NCOs, and other officers. The CW4s serve as senior technical advisors to the commander. As an Aviation support battalion Aviation maintenance logistician, a CW4 monitors and evaluates aircraft maintenance and logistic operations, processes and procedures, and Aviation materiel readiness status. Provides guidance and technical input to subordinate Aviation maintenance elements and other staff elements. They perform duties pertaining to resource management and aircraft procurement. Typical assignments include: production control officer in the Aviation support company, Aviation multifunctional logistician in support operations of an Aviation support battalion, Aviation multifunctional logistician in the sustainment base, Aviation resource management survey inspector, trainer/developer, project officer, Aviation multifunctional logistician at AMC (U.S. Army Aviation and Missile Command), project officer 128th Aviation Brigade, assignment officer at HRC, and detachment commander.

(5) Aviation Maintenance CW5 serves as master-level technical and tactical experts who are expected to perform their primary duties in the sustainment base and above. CW5s will complete the Warrant Officer Senior Course no later than 1 year after promotion to CW5. The CW5s provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their

duties. They provide leader development, mentorship, advice, and counsel to NCOs, and other officers. CW5s serve as master technical advisors to the commander. Typical assignments include; Aviation maintenance advisor to the assistant commandant 128th Aviation Brigade, Aviation multifunctional logistician at PEO Aviation, Aviation multifunctional logistician at AMC, Aviation multifunctional logistician on DA Staff, Aviation multifunctional logistician at Defense Logistics Agency, Aviation multifunctional logistician at Joint Forces Command, and Aviation readiness chiefs assigned to general officer level staff positions.

Figure 8. MOS 151A developmental model



d. Military occupational specialty 152–155 Army aviator. Aviation warrant officers (see fig 9) in these special- ties pilot and command all army aircraft in tactical and non-tactical conditions. Aviation warrant officers must be agile, adaptive, and creative, as they operate both fixed and rotary-wing aircraft in all meteorological conditions, both day and night, and are responsible for coordinating, conducting, and directing all types of single service and joint combat, combat support and sustainment operations. These officers function as direct combat participants with organic armament systems, and sustain combat proficiency for their designated aircraft as outlined in the appropriate aircrew-training manual. Aviation warrant officers fill a unique role within Army Aviation as the technical and tactical experts of the branch providing long-term continuity of service within both conventional and special operations Aviation units. As multi-skilled, lifelong learners, the focus of every officer should be on bringing the Warrior Ethos to every job and every facet of their development.

(1) Assignment oriented training is an important element in development of a fully capable senior 152–155. Examples of assignment-oriented training are The Aviation safety officer instructor pilot, maintenance test pilot, Aviation mission survivability officer (AMSO), instrument flight examiner, and master gunner. After completing WOCS, WO1s attend Initial Entry Rotary Wing training and the Aviation WOBC.

(2) MOSs 152–155 WO1. After completing the WOCS, WO1s attend the Initial Entry Rotary Wing and Aviation WOBC and the Survival, Evasion, Resistance, and Escape Course. WO1 appointments are contingent upon successfully completing MOS certification courses and graduation from Aviation WOBC. These are basic level, technically and tactically focused officers who perform the primary duties of leader and operator. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. WO1s have specific responsibility for accomplishing the missions and tasks assigned to them. WO1s primarily support crew operations from team through battalion, requiring interaction with all Soldier cohorts and primary staff. These basic level tactical and technical experts are who should expect to serve in platoon, or company-level positions. Attaining pilot-in-command status is a goal, and annual completion of all Aircrew Training Program requirements is an expectation of these officers. Assignment oriented training will be used to prepare these officers for each assignment. Select WO1s will be assessed into ARSOA units.

(3) MOSs 152–155 CW2. The CW2s are commissioned officers with the requisite authority pursuant to assignment level and position. The CW2s will complete the TRADOC mandated common core prerequisites for the Aviation WOAC and upon completion, will be eligible to attend resident Aviation WOAC. The CW2s serve as intermediate level technical and tactical experts who perform the primary duties of leader, trainer, operator, manager, sustainer, and advisor. The CW2s provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. They primarily support levels of operations from crew and team level through battalion, requiring interaction with all Soldier cohorts and primary staff. They provide leader development, mentorship, advice, and counsel to NCOs and other officers. These officers should concentrate on attaining pilot-in-command status, complete career track training courses for Aviation safety officer, instructor pilot, Aviation maintenance officer, or AMSO, or volunteer for assessment into ARSOA training. They are expected to complete all Aircrew Training Program requirements, and work towards attaining the Senior Army Aviator badge. Typical platoon/troop/company assignments include pilot, Aviation life support equipment officer, aircraft survivability equipment/EW officer, Aviation safety officer, instructor pilot, maintenance test pilot.

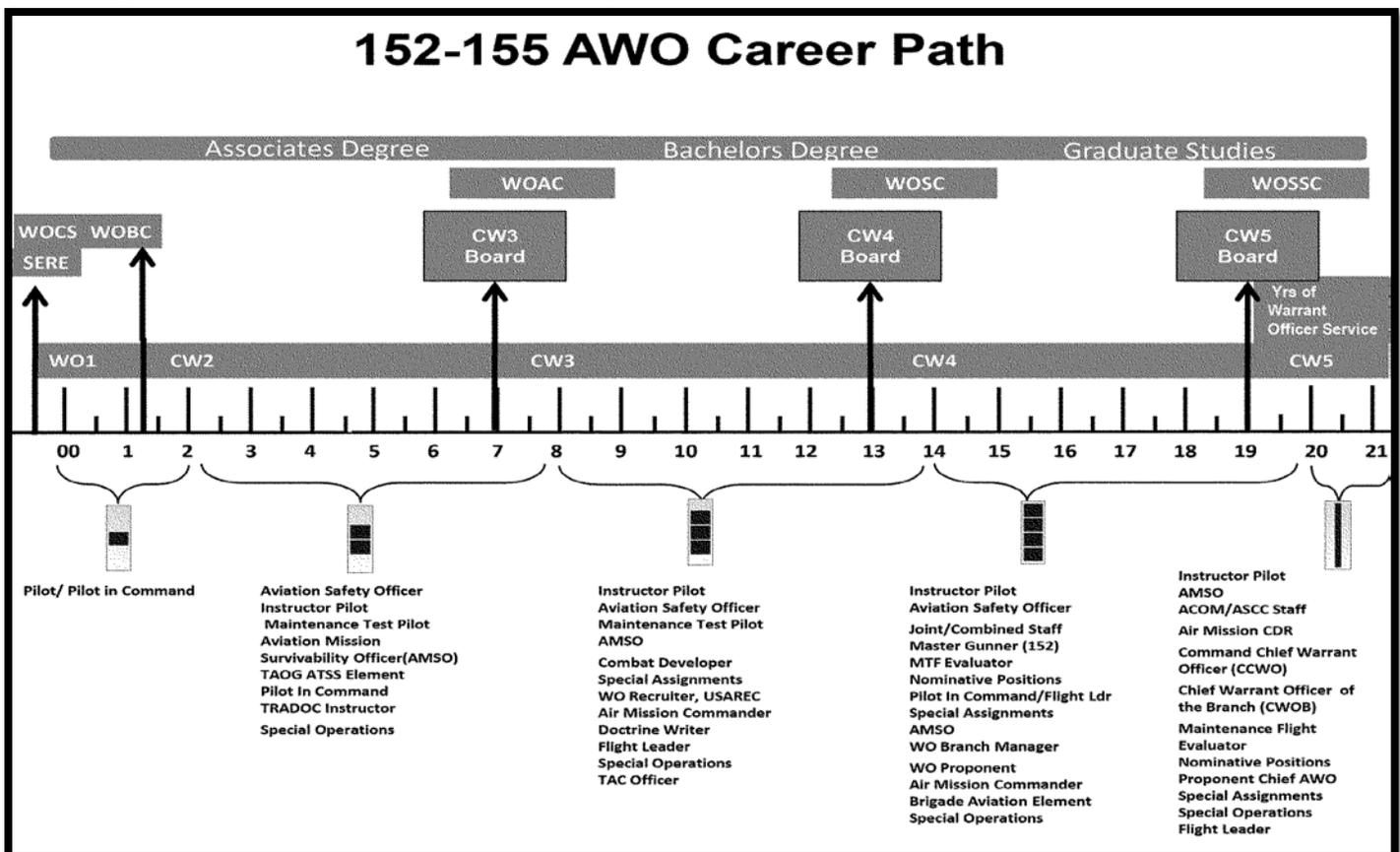
(4) MOSs 152–155 CW3. The CW3s are commissioned officers with the requisite authority pursuant to assignment level and position. CW3s should attend Aviation WOAC conducted at Fort Rucker, AL no later than 1 year after promotion to CW3 and must attend prior to promotion to CW4. The CW3s serve as advanced level technical and tactical experts, and perform the primary duties of leader, trainer, operator, manager, sustainer, and advisor. CW3s provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. They primarily support levels of operations from troop/company through battalion, requiring interaction with all Soldier cohorts and primary staff while serving as a senior technical and tactical advisor to the commander. They provide leader development, mentorship, advice, and counsel to NCOs and other officers. A CW3 is expected to complete track training as a maintenance test pilot, Aviation safety officer, senior instructor pilot/instrument flight examiner, master gunner, or volunteer for assessment into ARSOA training. Completing a bachelor degree prior to promotion to CW4 is highly encouraged. CW3s should sustain annual completion of all Aircrew Training Program requirements toward the goal of award of the Master Army Aviator Badge. Typical assignments include flight leader, air mission commander, Aviation safety officer, senior instructor/instrument flight examiner, AMSO, master gunner, maintenance test pilot, special operation aviator, and small group leader.

(5) MOSs 152–155 CW4. The CW4s are senior-level technical and tactical experts who perform the primary duties of technical leader, manager, maintainer, sustainer, integrator, and advisor. The CW4s should attend the WOILE not later than 1 year after promotion to CW4 and must complete the course prior to promotion to CW5. These officers serve at the field grade level as senior aviators and senior staff officers, as well as in some command positions. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. CW4s primarily support battalion, brigade, division, corps, and echelons above corps operations. They provide leader development, mentorship, advice, and counsel to NCOs and other officers. The CW4s will successfully

perform as squadron/battalion-level Aviation safety officer, standardization instructor pilot (SP), maintenance test flight examiner, AMSO, master gunner, or in ARSOA positions at any level including company. Completing a graduate-level degree prior to promotion to CW5 should be a self-development goal for these officers. CW4s serve as the senior technical advisors to the battalion/squadron level commander, and as directed CW4s may serve in nonoperational staff officers positions at all levels of the Army as required otherwise, they should sustain annual completion of all Aircrew Training Program requirements. Typical assignments include standardization instructor pilot/standards officer, AMSO, Aviation safety officer, maintenance test flight evaluator/Aviation material officer, special operations aviator, experimental test pilot, engineering test pilot, commander, division and higher-level assignments officer, and brigade/division/corps/ Department of the Army level staff.

(6) MOSs 152–155 CW5. The CW5s are master-level technical and tactical experts who perform the primary duties of leader, manager, integrator, advisor, or any other particular duty prescribed by branch. These senior Aviation officers serve as staff officers, commanders, and within Special Operations Aviation. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. CW5s primarily support brigade, division, corps, echelons above corps, and major command operations. They provide leader development, mentorship, advice, and counsel to other officers. The CW5s have special warrant officer leadership and representation responsibilities within their respective commands. CW5s will complete the WOSSE not later than 1 year after promotion to CW5. Completion of an advanced degree is highly encouraged. The CW5s will serve as directed in staff officer and nonoperational positions at all levels of the Army. When assigned to operational positions, they should sustain annual completion of all Aircrew Training Program requirements. Typical assignments include: Aviation safety officer brigade and above, standardization instructor pilot/standardization officer brigade and above, AMSO brigade and above, senior special operations aviator, Aviation material officer, brigade/division/corps/DA-level staff, chief engineering test pilot, commander, nominative positions, CCWO, and chief warrant officer of the Aviation Branch.

Figure 9. Aviation warrant officer developmental model



e. Aviation warrant officer functional roles.

(1) *Aviation safety officer special qualification identifier B.* The Aviation safety officers are the primary advisors and assistants to Aviation unit commanders on all matters related to Aviation and ground safety. They monitor unit flight and ground operations to identify and eliminate hazards that may cause accidents, injuries, or operational failures. They administer or monitor safety related programs in accordance with DA Pam 385-90. AC and RC officers desiring to become an Aviation safety officer must complete a 6-week resident course. Upon successful completion of the Aviation Safety Officer Course, these safety officers are employed from the troop/company level to Army level.

(2) *Instructor pilot/standardization officer SQIs C/F/H.* The Aviation standardization officer is the commander's technical and tactical advisor. They help the commander and the operations officer develop, implement, and manage the Aircrew Training Program. They train, evaluate, and provide technical supervision for the Aviation standardization program as specified by the commander. Training is based on the unit's wartime mission. Standardization officers maintain standards, evaluate proficiency of the unit's aviators, develop, and execute training plans that result in proficient individuals, leaders, and units. Instructor pilots and standardization officers assist the command in planning and preparing Aviation training. Individual training is the building block for crew training, which leads to team, platoon, and collectively trained units. Instructor pilot courses for all Army aircraft are taught at Fort Rucker or National Guard training sites. Successful completion of instructor pilot courses leads to award of SQI C. The Instrument Flight Examiners Course is conducted at Fort Rucker and leads to award of SQI F. After completion of the WOILE, battalion-level standardization officers are awarded SQI H. Instructor Pilots are assigned to each platoon as CW2s, progressing to company-level positions as CW3s. They work as senior instructor pilots, instrument flight examiners, and battalion-level standardization officers as CW4s. The CW5 standardization officers work at brigade or higher levels. Course information and prerequisites are contained in AR 95-1.

(3) *Maintenance Test Pilot SQIs G/L.* Maintenance test pilots perform maintenance test flights in all Army aircraft. They advise the commander on aircraft maintenance management issues, schedule required aircraft maintenance and serve as Aviation logistics managers. These officers complete the Aviation Maintenance Managers Course and appropriate aircraft maintenance test flight phase of training at Fort Rucker, AL. Successful completion of both phases of training results in the awarding of an SQI of G. Maintenance test pilots are assigned to each platoon as CW2s, progressing to Aviation unit maintenance company-level positions as CW3s, battalion level as CW4s and brigade or higher-level maintenance officer positions as CW5s. For award of SQI L, these officers must undergo a maintenance test flight evaluator evaluation. Maintenance test flight evaluators are responsible for conducting evaluations of maintenance test pilots to maintain standardization of maintenance flight procedures. Course information and prerequisites are contained in AR 95-1.

(4) *Aviation mission survivability officer SQI I.* The AMSO is the commander's primary advisor and tactical/ technical expert on Aviation mission analysis for tactical employment of army aircraft, aircraft combat survivability, and personnel recovery including tactics, techniques, and procedures designed to reduce Aviation mission threat risk to the lowest extent possible. The AMSO conducts combat survivability analysis on tactical Aviation operational planning, ensuring enemy threat systems are either avoided, suppressed, defeated, or have their capabilities denied during the execution of tactical Aviation operations. The AMSO provides support to the intelligence section, identifying enemy threat capabilities and limitations, which affect the commander's ability to conduct Aviation missions in the assigned area of responsibility. The AMSO integrates Aviation operational airspace requirements into theater/joint airspace control systems. The AMSO integrates joint capabilities to Army Aviation operations. At the brigade Aviation element level, AMSOs, in conjunction with their primary tasks, recommend and assist in the integration of tactical Army Aviation warfighting capabilities into the ground commander's scheme of maneuver. AMSOs are responsible for Aviation mission survivability training programs with respect to Aviation survivability, personnel recovery, and the Aviation mission planning system. Additionally, AMSOs support the intelligence section with training concerning the impact various threats have in regard to Aviation operational support. The AMSO Course is a resident course taught at USAACE, Ft. Rucker, AL focused at the company/troop level and providing qualification training for AMSOs. Qualified warrant officers are assigned to company-level AMSO positions as CW3s, battalion level AMSO positions as CW4s and brigade or higher-level AMSO positions as CW5s.

(5) *Aeromedical evacuation pilot (medical evacuation) SQI D.* The medical evacuation pilot must

be an aviator qualified in aircraft used for medical evacuation and successfully complete the Army Medical Service Aviator Course or have 1 year documented experience. Aeromedical evacuation aviators may be assigned to multiple medical evacuation assignments or may revert to a nonmedical evacuation assignment dependent upon the utilization requirements of the Army.

(6) *Experimental test pilot (XP) MOS SQI J*. This training program is an intense 11-month course at the U.S. Naval Test Pilot School, Patuxent River, MD. Branch commissioned officers will be transferred to the Army Acquisition Corps for the remainder of their career. Applicants must be AC rated aviators and have an academic background that includes the completion of college math and challenging-science courses with above average grades. Aviation warrant officers interested in Army Aviation Engineering test pilot training must refer to the latest HRC MILPER message regarding the Army Experimental Test Pilot Program selection boards. Upon successful completion of U.S. Naval Test Pilot School, experimental test pilots will serve a minimum of 24 months in an experimental test pilot utilization tour.

(7) *Special Operations Aviator ASI K4, K5, K6 (see fig 10)*. ARSOA selects its aviators from within the warrant officer population of Aviation branch on a volunteer basis. These volunteer aviators undergo a rigorous and comprehensive assessment, selection and training process to prepare them for service in ARSOA.

(a) *ARSOA accessions*. The accession target of ARSOA is aviators with the rank of CW2 or CW3, although select officers holding the rank of WO1 and CW4 may also be considered.

(b) *ARSOA specific training*. After successful selection, these aviators receive common core training in ground combat skills required of all Army special operations Soldiers and then conduct intense, realistic training in the special operations aircraft variants employed within ARSOA units.

(c) *Mission qualification levels*. In addition to the normal functional roles carried out by Aviation warrant officers, special operations aviators are identified by one of three unique qualification levels, which indicate their mission status as a pilot-in-command. This graduated system of training and qualification is designed to ensure that ARSOA aircrews provide unparalleled capability and experience in support of the ground force commander.

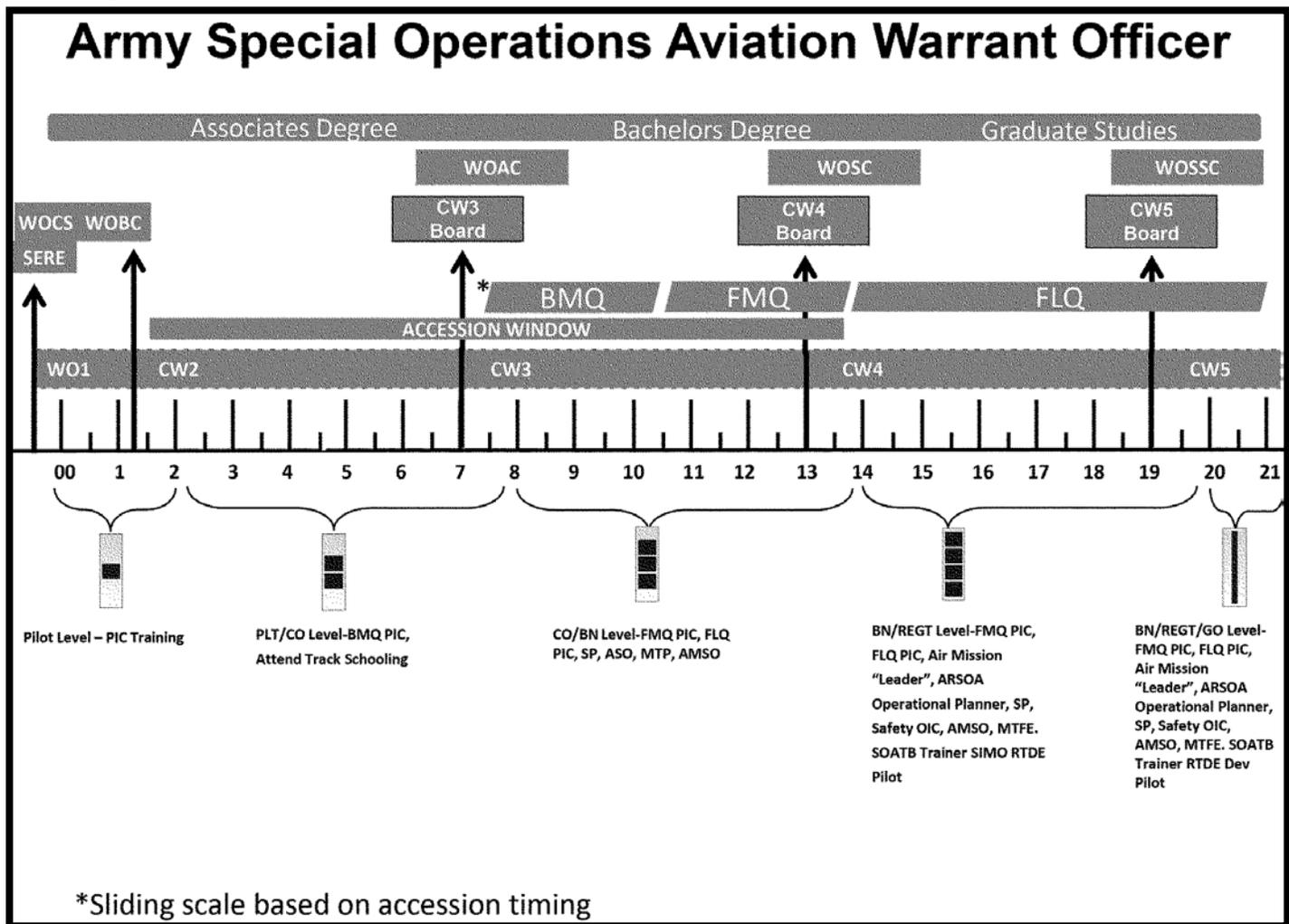
(1) Basic mission qualified (BMQ) aviators have completed an ARSOA training course qualifying them in a special operations aircraft variant, these aviators may be pilots-in-command, but only in a training or combat service support role.

(2) Fully mission qualified (FMQ) aviators have completed the assignment oriented training and experiential learning required to operate as pilot-in-command during any special operations Aviation mission. Fully mission qualified aviators are the basic building block of an ARSOA aircrew, and as such, all special operations aviators are expected to become fully mission qualified.

(3) ARSOA air mission leader/operational planner qualified (FLQ) aviators, also known as flight leads, have been selected for their tactical expertise and leadership ability to become the ARSOA commander's direct representative to the supported ground force during the planning and execution of the most sensitive ARSOA missions. Only a small percentage of special operations aviators will reach this qualification level, and as a result all ARSOA operational planners are assigned duties at the brigade staff level.

(d) *Functional roles*. Special operations aviators operate within the same functional roles and perform at the same duty positions as conventional warrant officer aviators, although the specialized training required when entering ARSOA may delay these career goals when compared to their conventional counterparts. In addition to the position opportunities at battalion and brigade staff levels available to conventional aviators, ARSOA aviators may also be assigned to positions within the ARSOA special operations Aviation training battalion (SOATB), research/development and acquisition within the systems integration and maintenance office (SIMO), or the U.S. ARSOA Command.

Figure 10. Special Operations Aviation warrant officer



f. *Command chief warrant officer.* The CCWO of the CAB is empowered by the CAB commander and a critical component of the daily operations, mission command, and leadership of the organization. The CCWO will serve as the principal warrant officer leader for the CAB, advise and assist the CAB commander, subordinate commanders, staff, and warrant officers on all aspects of CAB operations. The CCWO will oversee warrant officer issues including assignments, PME, promotion readiness, career advancement, accessions, professional development, and legal matters. The CCWO is responsible for enforcing the policies of performance, training, appearance, and conduct. The CCWO will communicate and coordinate with the chief warrant officer of the Aviation Branch, the HR command chief of Aviation warrant officer assignments, other CAB and higher headquarters senior warrant officer. CCWOs will also coordinate with battalion/squadron SPs, Aviation safety officer, AMSOs, maintenance test pilots, and senior warrant officers, as required, pertaining to their units.

6. Aviation Branch Reserve Component warrant officer

RC Aviation warrant officer development objectives and qualifications parallel those planned for their AA counterparts (see para 5). Similar to the RC commissioned officer, the RC warrant officer's "part-time" status also poses a unique challenge for professional development. RC warrant officers are expected to follow AC warrant offices development patterns as closely as possible. RC warrant officers also have increased time windows to complete mandatory aircraft progression and educational

requirements. In most cases, the RC Aviation warrant officers have the option of resident or DL training

(1) *Assignment oriented training.* Assignment oriented training is an important element in the development of the Aviation warrant officer. The goal of assignment-oriented training is for warrant officers to receive the required specific training for the right grade, at the right time, in order to produce warrant officers who are capable, agile, tactical, and technical experts. Examples of assignment-oriented training are The Safety Officer Course, Army logistics courses, Aviation Maintenance Technicians Course Government Flight Representative Course. The Contracting Officer Representative Course, the Army Maintenance Manager's Course, Small Unmanned Aircraft System course, Instructor Pilot, Maintenance Test Pilot, AMSO, Instrument Flight Examiner, and Master Gunner course. RC Aviation warrant officers are managed in the same manner as the RC commissioned officer. Aviation warrant officers must attain PME levels commensurate with their grade and assignment, using resident and nonresident instruction options. As Aviation Branch aircraft systems increase in complexity and capability, a corresponding increase occurs in tactical employment capabilities.

(2) *Professional development.* Warrant officers simultaneously advance civilian and military careers. To minimize any adverse effects on their civilian careers, USAACE and the WOCC have developed RC courses specifically tailored to reduce the resident instructional time. Aviation warrant officers are adaptive technical experts, leaders, trainers, and advisors. Through progressive levels of expertise in assignments, training, and education, they plan, administer, manage, maintain, and operate in support of the full range of Army, joint, combined, and coalition operations. Warrant officers are teachers, warfighters, and developers of specialized teams of Soldiers. Throughout their career, warrant officers should continue their self-development, to include the pursuit of a specialty-related graduate degree and/or advanced industry certification programs. The following are the professional development goals for warrant officers:

(a) Complete an associate's degree in a MOS related degree program and/or an MOS related certification program to remain competitive for promotion to CW3.

(b) Complete a baccalaureate degree in an MOS related degree program and/or an advanced certification program to remain competitive for promotion to CW4.

(c) Complete a graduate degree in an MOS related degree program and/or a second advanced certification program to remain competitive for promotion to CW5. Aviation RC Warrant officer MOS's align with the AA warrant officer MOSS. (See career development models figs 6, 7, 8, and 9.)