



DEPARTMENT OF THE ARMY
WARRIOR TRANSITION COMMAND
200 STOVALL STREET
ALEXANDRIA, VIRGINIA 22332-2500

15 JAN 2014

MCWT-PER

WCTP Policy Memo 14-001

Expires: 15 JAN 2016

MEMORANDUM FOR Senior Commanders
Regional Medical Commands
Warrior Transition Units
Community Based Warrior Transition Units

SUBJECT: Policy Memorandum - Warrior Transition Unit (WTU)/Community Based
Warrior Transition Unit (CBWTU) Cadre Assignments

1. References:

a. Memorandum, ASA M&RA, SAMR-PO, 9 February 2005, subject: Policy for Management of Reserve Component Soldiers on Active Duty for Operational Support and Full-Time National Guard Duty for Operational Support.

b. AR 614-200, Enlisted Assignments and Utilization Management, 26 February 2009, RAR, 11 October 2011.

c. AR 614-100, Officer Assignment Policies, Details, and Transfers, 10 January 2006.

d. MILPER Message 12-006, Warrior Transition Unit (WTU) Cadre Assignments, 9 January 2012.

e. FRAGO 3 to DA EXORD 118-07, Healing Warriors, 2 July 2008.

f. FRAGO 4 to DA EXORD 118-07, Healing Warriors, 19 May 2009.

g. ALARACT 210/2009, Warrior Transition Unit (WTU) Personnel Assignment and Utilization Policy, 31 July 2009.

h. EXORD 079-13, Warrior Care and Transition Program CO-ADOS Exemption Approval and 730-Day CO-ADOS Order Implementation Guidance.

2. Purpose: To inform commanders on the policy and procedures for identifying, selecting, and managing military personnel for cadre assignments to WTUs/CBWTUs.

3. Proponent: The proponent for this policy is the Warrior Transition Command (WTC), G-1.

MCWT-PER

SUBJECT: Policy Memorandum - Warrior Transition Unit (WTU)/Community Based Warrior Transition Unit (CBWTU) Cadre Assignments

4. Applicability: This policy applies to the assignment of cadre to all WTUs and CBWTUs.

5. Procedures for identifying, screening, and selecting best-qualified candidates for WTU/CBWTU cadre positions:

a. In accordance with (IAW) reference 1g, Senior Commanders are responsible for resourcing and approving personnel to fill component-specific WTU/CBWTU cadre positions. Senior Commanders will identify, screen, and select best-qualified candidates to fill WTU/CBWTU cadre positions.

b. Soldiers identified for WTU/CBWTU cadre positions must meet the following military education and experience requirements:

(1) Squad Leaders

(a) Warrior Leader Course required, Advanced Leader Course preferred.

(b) At least one successful leadership experience as a Squad Leader required.

(c) At minimum, E-5.

(2) Platoon Sergeants

(a) Advanced Leader Course required, Senior Leader Course preferred.

(b) At least one successful leadership experience as a Squad Leader or Platoon Sergeant required.

(c) At minimum, E-6.

(3) First Sergeants

(a) Senior Leader Course required, 1SG Course required.

(b) At least one successful leadership experience as a Platoon Sergeant.

(4) Company Commander

(a) Captains Career Course required.

(b) Successfully commanded for at least 1 year.

MCWT-PER

SUBJECT: Policy Memorandum - Warrior Transition Unit (WTU)/Community Based
Warrior Transition Unit (CBWTU) Cadre Assignments

(5) Nurse Case Manager

(a) Captains Career Course preferred.

(b) At minimum, O-3.

(6) Senior Nurse Case Manager

(a) Intermediate Level Education required.

(b) Advanced Nurse Leadership Course preferred. Successfully served as a CNOIC or in a supervisory position.

c. Additionally, Soldiers identified for WTU/CBWTU cadre positions must display strong manner of performance, strong potential for promotion, and have completed all required NCOES level training for their grade.

d. Soldiers identified for WTU/CBWTU cadre positions will complete DA Form 7424 (Sensitive Duty Assignment Eligibility Questionnaire) located at enclosure 6 indicating whether they have any reports of unfavorable information within the previous 12 months. If a Soldier indicates any unfavorable information, only the Senior Commander will make the final determination for assignment as a cadre.

e. All personnel identified for assignment as WTU/CBWTU cadre will be assigned against an authorized TDA position corresponding to their service component.

f. WTU/CBWTU Commanders or their Cadre Selection Panels will interview and review the records of candidates to validate if a candidate possesses the required skills and attributes to work as WTU/CBWTU cadre. Candidate recommendations will then be forwarded to the Senior Commander for final approval. WTUs/CBWTUs will maintain all interview packets for 180-days from day of interview. Guidance on how to design and conduct interview questions is located at enclosure 1. Enclosure 2 are interview questions and scoring instructions that can be used to interview candidates for Squad Leader (SL), Platoon Sergeant (PSG), First Sergeants (1SG), Company Commanders, and Nurse Case Managers (NCM). Enclosure 3 is a Cadre Candidate Questionnaire that will be loaded into the Tour of Duty (TOD) System for Reserve Component Soldiers to answer. Responses should be included as part of the selection criteria.

g. Upon acceptance, MEDCOM Reserve Augmentation and Mobilization Plans & Operations Division will process Reserve Component (RC) cadre through DA G3, Department of the Army Mobilization Processing System-Army (DAMPS-A), for a request for orders under Contingency-Active Duty for Operational Support (CO-ADOS) in a voluntary status in accordance with DA G1 Personnel Policy Guidance reference

MCWT-PER

SUBJECT: Policy Memorandum - Warrior Transition Unit (WTU)/Community Based Warrior Transition Unit (CBWTU) Cadre Assignments

instructions. IAW reference 1a, consecutive COADOS tour lengths cannot exceed 1095 days.

h. Cadre assignment length is two-years to avoid cadre strain. Active Component cadre personnel will be stabilized for 24 months upon assignment into the WTU IAW reference 1d. One 12-month extension may be requested for exceptional cadre personnel under extenuating circumstances. Submit extension requests IAW reference 1d through the chain of command to Commander, WTC. WTC will endorse and return requests to the Senior Commander for submission to HRC, Enlisted Personnel Management Division or Officer Personnel Management Division, for final approval.

i. Assignment and tour lengths for CSMs will be strictly managed by HRC Sergeants Major Branch.

j. RC cadre orders are for a period not to exceed 730 days. Cadre members wishing to continue in the position after their initial tour of duty must submit an extension request through the chain of command to Commander, WTC. WTC will coordinate with component force providers and provide final approval. Approved extension requests must be entered into DAMPS-ATOD no later than 180 days before their initial orders end.

k. WTUs/CBWTUs will initiate replacement and identification of personnel with the RFPs no later than 180 days prior to projected/programmed loss date.

l. To have Human Resources Command (HRC) backfill COMPO 1 positions vice filling those positions with local assets, WTUs may request through their chain of command (Military Treatment Facility (MTF) and Regional Medical Command (RMC) with endorsement from the Senior Commander. WTUs will forward requests to MEDCOM HR Soldier Transition Support Branch for coordination with HRC.

6. Approval Authorities for Assignments of Cadre. The Senior Commander is the approval authority for all cadre assignments except those involving component mismatches. Senior Commanders may delegate this authority one level except for Soldiers with unfavorable information.

7. Component Mismatch Assignments.

a. All personnel identified for assignment as cadre to a WTU/CBWTU will be assigned against an authorized position corresponding to their service component (as reflected in the Medical Operational Data System (MODS) module of the Contingency Battle Roster (CBR)).

b. The Commanding General (CG), Warrior Transition Command (WTC), is the sole approval authority for component mismatch assignments. Requests for component mismatch approval will be sent by the requesting WTU THRU the Senior Commander,

MCWT-PER

SUBJECT: Policy Memorandum - Warrior Transition Unit (WTU)/Community Based Warrior Transition Unit (CBWTU) Cadre Assignments

TO Commanding General, Warrior Transition Command (ATTN: MCWT-PER).

Requesting officials will forward requests electronically to the WTC to usarmy.pentagon.medcom-wtc.list.g1-orders-approval@mail.mil.

c. Upon receipt of requests, WTC G1 will notify the Responsible Force Providers (RFPs) of the identified Soldier and the position. Requests for concurrence/non-concurrence will be sent in writing to each RFP.

d. Once the WTC G1 receives the concurrence/non-concurrence, the WTC Commander will approve or disapprove the request. The originating office will be notified in writing of the decision. If the request is approved, the written notification will include the duration of the mismatch. Notification of approval or disapproval will be completed within 10 calendar days of receipt of the request. By Name Request assignments are not authorized without the written approval of the CG, WTC.

8. Responsibilities:

a. WTU/CBWTU Commanders will:

(1) Follow policy and procedures outlined in this policy when identifying and selecting military personnel to fill component-specific WTU/CBWTU cadre positions.

(2) Coordinate with Military Treatment Facility, RMC, MEDCOM Warrior Transition (WT) Human Resource (HR), United States Army Reserve Command (USARC), Army National Guard (ARNG), and Senior Commanders to ensure their unit is fully staffed.

(3) Ensure military personnel assigned as WTU/CBWTU cadre successfully complete the WTU Cadre Orientation Course (distance learning) and appropriate WTU Triad Training, Staff Training or Nurse Case Manager Course preferably before but NLT 60 days after assuming duties.

(4) Counsel new personnel upon arrival of the demands of the role; expectations in terms of time demands and duty stressors; location and how to access behavioral health support; and expectations of the position related to customer service focus. Commanders will also use the Soldier Leader Risk Reduction Tool to identify potential personal stressors that may impact performance. If a personal stressor is identified, measures must be put in place to assist the Soldier. If the commander assesses the Soldier to have personal stressors that will negatively impact duties and performance, the commander should discuss with the Senior Commander or HRC a potential re-assignment for the Soldier.

(5) Counsel all RC Soldiers/Officers on submitting extension requests and the 1095 rule and sanctuary. A sample counseling statement is in enclosure 5.

MCWT-PER

SUBJECT: Policy Memorandum - Warrior Transition Unit (WTU)/Community Based
Warrior Transition Unit (CBWTU) Cadre Assignments

b. RMCs will:

(1) Monitor and coordinate with Senior Commander to ensure that cadre staffing of subordinate WTUs/CBWTUs is IAW approved and prescribed staffing ratios.

(2) Provide By Name Request eligible personnel for WTU/CBWTU key leader positions (battalion commander (non-Centralized Selection List (CSL)), CSM (non-CSL), separate company commander and first sergeant) through the Senior Commander to HRC NLT 270 days prior to report date.

(3) Once each month, report the number of open positions within the region (broken down by unit) to the WTC G1. Validate that all RC positions are in the Tour of Duty (TOD) System and that TOD positions are eligible to accept applicants.

(4) Train WTUs/CBWTUs on the use of TOD.

c. Senior Commanders will ensure that subordinate WTU/CBWTUs are fully manned IAW approved and prescribed staffing ratios.

9. Cadre Stability. Stability of cadre, both medical and administrative, is critical to the success of the Warrior Care and Transition Program. Commands must minimize turnover and closely control the movement and transfer of members of the Triad of Care (SL, PSG, NCM) within WTUs/CBWTUs:

a. The first O-6 commander in the chain of command is the approving authority for the movement of personnel within the WTUs/CBWTUs that results in changes of personnel within the Triad of Care.

b. WTU/CBWTU Commanders will obtain approval of the first O-6 commander in their chain of command prior to movement of cadre (SL/PSG/NCM) within the Triad of Care.

c. Personnel assigned to a Triad of Care position (SL/PSG/NCM) will remain in their assigned position for the complete tenure of their tour unless one of the following obligations occurs.

(1) Permanent change of station, professional development, leave or other official administrative re-assignment as directed in AR 614-200 (Enlisted Assignments and Utilization Management, 26 Feb 09, RAR 11 Oct 11), AR 614-100 (Officer Assignment Policies, Details and Transfers, 1 Oct 06) or MILPER Message No. 12-006, Warrior Transition Unit Cadre Assignments.

(2) Relief for Cause, Article 15 or other UCMJ and/or disciplinary actions.

MCWT-PER

SUBJECT: Policy Memorandum - Warrior Transition Unit (WTU)/Community Based
Warrior Transition Unit (CBWTU) Cadre Assignments

d. WTU/CBWTU Commanders will establish a policy for the movement of personnel that result in breaking the Triad of Care. The policy must include timely notification of the Soldier and their Family.

e. Commanders at all levels are responsible for implementing this guidance. Changes to a Soldier's Triad of Care should be kept to a strict minimum to promote healing, enhance positive cadre-Soldier/Family rapport and alleviate separation anxieties.

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4. Mil Professional Requirements
5-6. as



DAVID J. BISHOP
Brigadier General, U.S. Army
Assistant Surgeon General
for Warrior Care and Transition
And Commanding General, WTC

Interview Guidance

1. **PURPOSE:** To provide information on how to design interview questions and conduct interviews to fill Cadre vacancies within Warrior Transition Units (WTUs) and Community Based Transition Units (CBWTUs). WTUs and CBWTUs must structure interviews to consistently select quality candidates.

2. **REFERENCES:** Federal Selection Interview: Unrealized Potential, Report to President and the Congress, by the U.S. Merit Systems Protection Board, 2003.

3. **APPLICABILITY:** This document is a guide to aid in interviewing and selecting the best qualified candidates for Cadre vacancies. Selection assessment tools are offered here that can be used to evaluate job related competencies. Competency refers to all aspects of qualifications, including job related knowledge, skills, abilities, behaviors, and other characteristics. As this information is not all inclusive, the guide is not intended to be exhaustive in its approach.

4. **INTERVIEW PROCESS REQUIREMENTS:**
 - a. Interviews are used to assess candidate qualifications and abilities. Since hiring decisions are some of the most important decisions that the leadership will make, and as a lot of time and effort is invested in the selection process, it's important to ensure that Senior Commanders or their designee are making the very best choices in filling Cadre positions. WTC recommends using the structured interview process when evaluating candidates for Cadre positions. During the structured interview, the WTU/CBWTU Commander or a Cadre Selection Board asks questions tied to job requirements, asks the same questions of each candidate, and scores answers using a pre-developed rating scale. In comparison, unstructured interviews are random in nature, whereby questions are asked spontaneously and responses are not evaluated in any systematic manner. Commanders can significantly improve the likelihood of selecting good candidates and ensure fairness and objectivity in the selection process by using established structured criteria. Structured interviews include asking the candidate to describe responses, actions, and accomplishments in actual situations and competency assessments based on technical or basic knowledge.

 - b. Structured interviews are interviews that use multiple elements or mechanisms that help make the interview job- related. The elements or mechanisms of a structured interview include:
 - Questions that are based on actual job requirements (*ensures fairness and predictability when placed in situational or behavioral settings*)
 - Tools that aid in asking effective questions (*evokes responses that help make the right decision*)
 - Same questions are posed to all candidates (*ensures objectivity and fairness*)

Interview Guidance

Structured interviews are more accurate and consistent, and ensure equal opportunity. Unstructured interviews rely on unaided judgment which may expose the WTU or CBWTU to future challenges related to poor selection decisions.

<i>Tips to Enhance Effectiveness and Equal Opportunity of the Interview Process</i>
<i>Review the job requirements of the position and ensure that the interview questions are job-related</i>
<i>Do not ask questions that are prohibitive in nature</i>
<i>Ask the same questions to all candidates</i>
<i>Develop a rating scheme; assign a weight to each competency (these are attributes that exceed the basic qualification skills); this factor will help ensure that selection rationale is documented</i>
<i>Consider using Cadre Interview Boards rather than an individual interviewer (assures a more thorough interview; incorporates different perspectives; demographic diversity)</i>

5. INTERVIEW SCOPE AND OBJECTIVES OF QUESTIONS

a. The first step in designing a structured interview is to clarify the objectives and purpose of the process. This will help establish the type of information that should be collected, and the process to use in collecting it. One advantage that this technique offers is that it provides the WTU/CBWTU Commander or Cadre Selection Board with the ability to determine more about the job candidate and vice versa.

- Helps to best measure qualifications that are achieved face-to-face, such as oral communication
- Gives candidates the opportunity to demonstrate their responses to situational job scenarios in person (reactions when placed in situational job scenarios may reveal the performance of such skills as listening and communicating the correct information, in addition to interpersonal skills).

b. Types of Interview Questions.

The three most common and effective types of questions are situational, behavioral, and job knowledge questions. Each of the formats can be effective when used independently or can be combined when there is a need for a more comprehensive assessment of candidates. No matter which format approach is used, questions should address the skill sets, knowledge, and competencies required for the specific job role. Questions should also be open-ended, and clearly address the position requirements, while eliciting insight into the candidate's job history. The three types of questions are discussed below.

Situational Questions: These types of questions present a hypothetical situation to candidates to answer which are typical to the work of the position. The candidate is asked to address what they would do in a particular situation, considering the resources that are available and the context of the job. The premise here is that one's intentions are predictive of potential future behavior. The candidate's response to the scenario is evaluated against the expected answer that the WTU/CBTU Commander or Cadre

Interview Guidance

Selection Board has established. One advantage of using situational questions is that candidates respond to a hypothetical situation rather than describing past experiences, which does not place anyone at a disadvantage.

Tips for Developing Situational Questions
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Ask Cadre personnel to write out real work scenarios that have happened, particularly those that have prompted the exercise of the actual qualifications in question
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Develop more probing questions as appropriate

Sample Situational Questions- (Working as a Team)
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Consider that you have an idea in mind to help improve a WTU working requirement, but some other staff feel that the proposed change would not work. – How would you handle this situation and why? What work processes would you consider to fix the problem? Who would you talk within the chain of command about the issue?
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You and another Cadre member are assigned to work on a particularly important work project for which you've both identified how the work will be split up. The other Cadre member does not perform their share of the work. What would you do about the situation?
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Behavioral Questions. Behavioral questions are most suitable for positions where the candidate has relevant experience and it is necessary to determine their past behaviors rather than their intentions. Behavioral questions are useful in predicting future job performance, which is based on the specific qualification requirements of the position. The idea is that the individual is asked to demonstrate a particular qualification that is important to the job, on the premise that past behavior will be predictive of future behavior.

Tips for Developing Behavioral Questions

Ask Cadre personnel to write out real work scenarios that have occurred, which employed the exercise of the actual qualifications in question

Develop more probing questions as appropriate

Sample Behavioral Question- (Work Deadlines)

Describe a time when you had competing timelines for completing different work projects. What did you do to make effective use of your time? What was the outcome? What feedback did you receive from your leadership regarding the work?

Job Knowledge Questions. Competency assessments use job knowledge questions to confirm technical or basic knowledge requirements needed to perform a job. These types of questions are useful in cases where leadership desires to validate technical job knowledge by having the candidate verbalize responses to important skill requirements, necessary for successful performance on the job.

Tips for Developing Job Knowledge Questions
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Focus on the several technical aspects of the job that are in question.

Interview Guidance

Decide how much knowledge an individual should be expected to have, versus what can be learned later on in the job.

Sample Job Knowledge Question (Leadership)

Provide an example of a case in which you demonstrated leadership qualities on the job.

6. INTERVIEW ASSESSMENT. After the interview, the WTU/CBWTU Commander or Cadre Selection Board will assess the candidate's performance against the job qualification requirements by reviewing the interview responses and reaching consensus on a single evaluation for each qualification assessed. The interview results will then be integrated with those of other assessment tools, such as reference checks, to reach a final assessment. The Cadre Selection Board will then recommend the person who is the "right fit" for the job.

7. POINT OF CONTACT (POC): The POC for this guidance is WTC, G-1 at usarmy.pentagon.medcom-wtc.list.g1-orders-approval@mail.mil.

COMPANY COMMANDER INTERVIEW QUESTIONS

Weight scale 1 – 5 (5 = most important)

Criteria scale 0 – 2 (2 = best)

1. Have you served in the MEDCOM community in the past? If so please describe where and your duties.

Weight: 1

Criteria: If answer is “no”, score 0; if answer is “yes”, score 1; if answer is within a WTU, score 2.

2. Are you familiar with the Warrior Care and Transition Program? If so, in what way?

Weight: 1

Criteria: If answer is “no”, score 0; if answer is “yes”, score 1; if answer yes due to working in a WTU, score 2.

3. What do you see as your greatest strengths as a leader? Weaknesses?

Weight: 5

Criteria: If answer demonstrates the candidate does not have strong leadership skills, score 0; if answer demonstrates the candidate has strong leadership skills that are proven for their specific specialty, score 1; if answer demonstrates the candidate has leadership skills that would be useful in a WTU/CBWTU setting, score 2.

4. Describe a time in your career where you were stretched as a leader and responded in a way that you are proud of and a time when your actions were not effective and/or you thought you could do better.

Weight: 4

Criteria: If answer demonstrates the candidate does not show sound decision making and compassion as a leader, score 0; if answer demonstrates the candidate has sound decision making and compassion, score 1; if answer demonstrates the candidate has outstanding decision making, demonstrates Army values, shows compassion toward Soldiers, and as a leader is aware of how their actions impact Soldiers and Families, score 2.

5. Working in a WTU/CBWTU is stressful, but rewarding. Describe a situation when you experienced significant stress and discuss how you dealt with the stress.

COMPANY COMMANDER INTERVIEW QUESTIONS

Weight: 4

Criteria: If the answer demonstrates poor coping skills, score 0; if the answer demonstrates the candidate has some coping skills that enable the candidate to manage stress, score 1; if the answer demonstrates the candidate has self awareness of their stress levels and has robust coping skills that enable the candidate to continue to make sound decisions during stress.

6. Describe a situation in which you had to discipline a Soldier or subordinate.

Weight: 3

Criteria: If the answer demonstrates the candidate does not demonstrate informed decision making, Army values, and compassion, score 0; if the answer demonstrates the candidate demonstrates informed decision making, Army values, and compassion, score 1; if answer demonstrates the candidate has an understanding of the impact of health on a Soldier's actions and makes disciplinary decisions on that take into consideration a Soldier's health.

7. Families often get very involved in the lives of their Soldiers. At times, Family involvement may create friction with the Soldier, the cadre and/or the clinical staff. How might you address a situation where a spouse or parent is perceived as interfering with the Soldier's healing process and causing issues for the care team?

Weight: 4

Criteria: If the answer demonstrates the candidate has not managed Army Families in the past, score 0; if the answer demonstrates the candidate has worked with Army Families but has a limited understanding the Army's Family programs, score 1; if the answer demonstrates the candidate has successfully managed Army Families and understands Army Family programs.

8. Do you have the ability to work after normal duty hours and weekends, or in an on-call status?

Weight: 5

Criteria: If the answer demonstrates the candidate does not have the ability to work after hours or weekends, score 0; if the answer demonstrates the candidate can work the hours required of a commander, score 2.

9. Please provide some final thoughts on why Company Command in a WTU might be a good fit for you given your gifts, skills and abilities.

Weight: 3

COMPANY COMMANDER INTERVIEW QUESTIONS

Criteria: If answer demonstrates the candidate wants to serve in the position to check the box on a command position, score 0; if the answer demonstrates the candidate wants to serve in the WTU to broaden their skill sets and grow as a leader, score 1; if the answer demonstrates that candidate wants to serve in the WTU to meet the challenge of encouraging our wounded, ill, or injured to achieve success in their healing and successfully transition to the next phase in their lives.

NURSE CASE MANAGER INTERVIEW QUESTIONS

Weight scale 1 – 5 (5 = most important)

Criteria scale 0 – 2 (2 = best)

1. Have you ever served in the role of a case manager? If so please discuss where and your duties.

Weight: 5

Criteria: If answer is “no”, score 0; If answer is “yes” and can describe the case management process, score 1; if answer is yes, can describe case management process, and has successfully worked in a WTU/CBWTU, score “2”.

2. Under what circumstances did you leave the case management role?

Weight: 2

Criteria: If answer is “relieved/fired”, score 0; if answer is related to changing roles due to REFRAD or normal transitions without adverse reasons, score 1; if answer demonstrates individual was selected to move to a position with increased responsibilities, score 2.

3. Have you ever case managed clients with behavioral health issues? If yes, about what percent of your client base had BH issues?

Weight: 4

Criteria: If answer is “no”, score 0; if answer is “yes but less than 30% of their client base”, score 1; if answer is “yes and greater than 31% of client base had BH issues,” score 2.

4. Describe a case that you have managed where you were required to collaborate with multiple agencies? Describe the most difficult part of dealing with multiple agencies.

Weight: 3

Criteria: If response identifies difficulty working with external agencies, score 0; if response identifies ability to work with external agencies, score 1; if response demonstrates applicant has knowledge of and the ability to successfully collaborate with agencies the WTU/CBWTUs are required to work with, score 2.

5. Describe your most difficult case and how you resolved issues.

Weight: 4

NURSE CASE MANAGER INTERVIEW QUESTIONS

Criteria: If response does not demonstrate compassion, collaboration, and critical thinking, score 0; if response demonstrates compassion, collaboration, and critical thinking, score 1; if response demonstrates a thorough understanding of the case management model, understanding of the human response to illness, and solid critical thinking skills, score 2.

6. Working in a WTU/CBWTU is stressful, but rewarding. Describe how you cope with stress and manage potential burnout?

Weight: 3

Criteria: If response demonstrates low coping skills and a poor understanding of burnout, score 0; if response demonstrates positive coping skills and an understanding of burnout, score 1; if response demonstrates positive coping skills, solid awareness of how understanding of stress and burnout impact care, self-awareness of how stress impacts them and knowledge of when to use coping skills, score 2.

7. Describe a case where you had to guide a client away from their desired end-state due to their condition and circumstances?

Weight: 3

Criteria: If response demonstrates the inability to appropriately advocate and educate a Soldier, score 0; if response demonstrates the ability to advocate and educate a Soldier and Family, score 1; if response demonstrates a solid understanding of advocacy, case management skills, and ability to ensure the client was properly informed, score 2.

8. Describe a case where a Family member caused a disruption in the management of the client and how you managed the situation?

Weight: 3

Criteria: If response demonstrates poor ability to manage Families, score 0; if response demonstrates the ability to integrate Families into the plan of care, score 1; if response demonstrates the ability to integrate the Family and a solid understanding of the Families role in health and recovery, score 2.

9. Describe your understanding of the military health care system.

Weight: 1

Criteria: If no experience with MHS, score 0; if moderate amount of experience (X-X years) with MHS, score 1; if vast amount of experience (greater than X years) with MHS, score 2.

NURSE CASE MANAGER INTERVIEW QUESTIONS

10. Do you have the ability to work after normal duty hours and weekends, or in an on-call status?

Weight: 2

Criteria: If no, score 0; if yes, score 1.

11. Describe a situation where you were part of a team. What was your role and how did you impact the team?

Weight: 3

Criteria: If response demonstrates that individual will work better alone, score 0; if response demonstrates individual can work in a team setting, score 1; if response demonstrates the individual works well in a team setting and contributes to the team development, score 2.

12. For military candidates. You have completed the Captains Career Course?

Weight: 3

Criteria: If the candidate's response is no, score 0; if candidate's response demonstrates the candidate is actively enrolled and completing the Captains Career Course, score 1; if the candidate has completed the Captains Career Course, score 2.

FIRST SERGEANT, PLATOON SERGEANT, AND SQUAD LEADER INTERVIEW QUESTIONS

Weight scale 1 – 5 (5 = most important)

Criteria scale 0 – 2 (2 = best)

1. Have you ever served in the role of a Squad Leader (insert 1SG, PSG as appropriate)? If so please discuss where and your duties.

Weight: 5

Criteria: If answer is “no”, score 0; If answer is “yes” and can describe the supervisory process, score 1; if answer is yes, can describe supervisory process, and has successfully worked in a WTU/CBWTU, score “2”.

2. Under what circumstances did you leave the Squad Leader (insert 1SG, PSG as appropriate) role?

Weight: 2

Criteria: If answer is “relieved/fired”, score 0; if answer is is related to changing roles due to REFRAD or normal transitions without adverse reasons, score 1; if answer demonstrates individual was selected to move to a position with increased responsibilities, score 2.

3. Have you ever supervised Soldiers with behavioral health issues? If yes, about what percent of your Soldiers had BH issues?

Weight: 4

Criteria: If answer is “no”, score 0; if answer is “yes but less than 30% of their Soldiers”, score 1; if answer is “yes and greater than 31% of Soldiers had BH issues”, score 2.

4. Describe a situation that you have managed where you were required to collaborate with multiple on/off post agencies to assist a Soldier? Describe the most difficult part of dealing with multiple agencies.

Weight: 3

Criteria: If response identifies difficulty working with external agencies, score 0; if response identifies ability to work with external agencies, score 1; if response demonstrates applicant has knowledge of and the ability to successfully collaborate with agencies the WTU/CBWTUs are required to work with, score 2.

5. Describe your most difficult Soldier or Family situation and how you resolved the issue(s).

FIRST SERGEANT, PLATOON SERGEANT, AND SQUAD LEADER INTERVIEW QUESTIONS

Weight: 4

Criteria: If response does not demonstrate compassion, collaboration, and critical thinking, score 0; if response demonstrates compassion, collaboration, and critical thinking, score 1; if response demonstrates a thorough understanding of the case management model, understanding of the human response to illness, and solid critical thinking skills, score 2.

6. Working in a WTU/CBWTU is stressful, but rewarding. Describe how you cope with stress and manage potential burnout?

Weight: 3

Criteria: If response demonstrates low coping skills and a poor understanding of burnout, score 0; if response demonstrates positive coping skills and an understanding of burnout, score 1; if response demonstrates positive coping skills, solid awareness of how understanding of stress and burnout impact care, self-awareness of how stress impacts them and knowledge of when to use coping skills, score 2.

7. Describe a situation where you utilized written counseling and a plan of action to guide a Soldier to a desired goal?

Weight: 3

Criteria: If response demonstrates the inability to appropriately counsel and educate a Soldier, score 0; if response demonstrates the ability to counsel and educate a Soldier and Family, score 1; if response demonstrates a solid understanding of counseling, action plans, and ability to ensure the Soldier was properly informed, score 2.

8. Describe a situation where a Soldier's Family member caused a disruption in the Soldier's daily duty performance or at the unit, and how you managed the situation?

Weight: 3

Criteria: If response demonstrates poor ability to manage Families, score 0; if response demonstrates the ability to integrate Families into the unit, score 1; if response demonstrates the ability to integrate the Family and a solid understanding of the Families role in mission success, score 2.

9. Describe your understanding of the military health care system.

Weight: 1

FIRST SERGEANT, PLATOON SERGEANT, AND SQUAD LEADER INTERVIEW QUESTIONS

Criteria: If no experience with MHS, score 0; if moderate amount of experience (3-5 years) with MHS, score 1; if vast amount of experience (greater than 5 years) with MHS, score 2.

10. Do you have the ability to work after normal duty hours and weekends, or in an on-call status?

Weight: 2

Criteria: If no, score 0; if yes, score 1.

11. Describe a situation where you were part of a team. What was your role and how did you impact the team?

Weight: 3

Criteria: If response demonstrates that individual will work better alone, score 0; if response demonstrates individual can work in a team setting, score 1; if response demonstrates the individual works well in a team setting and contributes to the team development, score 2.

12. For Squad Leaders Only. You have completed the Warrior Leader Course?

Weight: 3

Criteria: If the candidate has not completed, score 0; if candidate has completed, score 1; if the candidate has completed the Advanced Leader Course, score 2.

13. For Platoon Sergeants Only. You have completed the Advanced Leader Course?

Weight: 3

Criteria: If the candidate has not completed, score 0; if candidate has completed, score 1; if the candidate has completed the Senior Leader Course, score 2.

Cadre Candidate Questionnaire

Information provided will only be used for the purpose of this interview and job selection, and will not be disclosed or shared for any other purpose. Providing this information is strictly voluntary. However, failure to provide the requested information may make you ineligible for consideration.

SECTION I

Name (Last, First, Middle Initial): _____

Last four of SSN: _____ Rank: _____ Date of Rank: _____

Primary MOS: _____

Contact information:

Home phone: _____

Mobile phone: _____

Work phone: _____

AKO email: _____

Alternative email: _____

Unit S1 phone: _____

For officers:

Name/Rank of Commander: _____

Contact information (Phone / email address): _____

For NCOs:

Name of CSM: _____

Contact information (Phone / email address): _____

All:

Direct military supervisor's name: _____

Military Supervisors contact information:

Office Phone: _____

Blackberry: _____

Email Address: _____

Cadre Candidate Questionnaire

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SECTION II

1. Are you currently on assignment?
 - Yes If yes, when do your orders end? _____
 - No

2. Are you approaching 1095 days of active service in a 4 year period?
 - Yes
 - No

3. The role of a WTU/CBWTU cadre requires strong customer service skills. Please discuss any customer service roles in which you have served and how well you performed in this arena, and any customer service training you may have had.

4. The role of a WTU/CBWTU cadre may require duty after normal duty hours. Do you have any issues that would preclude you from working outside of normal duty hours?
 - Yes
 - NoIf yes, please discuss.

5. WTU/CBWTU cadre work extensively with Soldiers' Families and loved ones. These Families or loved ones often experience high levels of stress related to their Soldier's injuries/illness and their need to learn how to navigate the health care system and the Army. Please describe below an experience where you have helped a Family during a time of need or helped a Family learn how to operate in a new environment or culture.

Cadre Candidate Questionnaire

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6. Serving as a WTU/CBWTU cadre is among the most rewarding roles in the Army and one of the most demanding and stressful (second only to deployments). Please describe how you handle stressful situations and how you manage your personal stressors.

7. In the role of a WTU/CBWTU cadre, you may be required to go TDY to other installations/facilities. Would anything preclude you from going TDY?

- Yes
 - No
- If yes, please discuss.

8. Many Soldiers (not cadre) assigned to a WTU/CBWTU may go through the Integrated Disability System (IDES). Please discuss any knowledge you have of the IDES process, include in the discussion if you have personally gone through the IDES process.

9. As WTU/CBWTU cadre, you will be required to lead Soldiers during times of significant stress and change. Please discuss an experience that you have had leading Soldiers during stressful times or periods of change.

10. WTUs/CBWTUs are multi-component units. Please describe any experiences that you have had in a multi-component environment.

11. Do you have medical or psychological care needs which would impact the mission, require duty modifications, or require extensive time away from the unit?

Cadre Candidate Questionnaire

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- Yes
- No

If yes, please explain.

12. Do you currently have a profile? Do you have any medical action (recommended surgery) or medical boards pending? If yes, please explain

13. Do you own a reliable vehicle for your exclusive use?

- Yes
- No If no, please explain your transportation arrangements:

14. Have you ever received any of the following:

- Article 15
- Letter of Reprimand (either filed locally or in your official personnel files)
- Court Martial (general, special or summary)

Please explain any checked boxes:

15. Have you ever been enrolled in Army Substance Abuse Program?

- Yes
- No

If yes, indicate the circumstances and if you remain enrolled or if resolved:

16. Have you ever been involved in a domestic dispute, which involved law enforcement?

- Yes
- No

If yes, explain circumstances and outcome:

17. Have you ever been arrested (civilian or military), even if not formally charged?

Cadre Candidate Questionnaire

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- Yes
- No

If yes, explain circumstances and outcome:

18. Have you ever been Absent Without Leave (AWOL)?

- Yes
- No

If yes, indicate dates and circumstances, and how the situation was resolved:

19. Have you had deployments that are not on your ORB/ERB?

- Yes
- No

If yes, please list deployments and the method by which these deployments may be verified:

20. Do you feel you work better with a team/others or independently? _____

Explain why

21. What skills or attributes will you bring to this position?

Thank you for your time and efforts in completing this questionnaire. Our mission is to care for those who have been injured or become ill while in defense of our nation. This is a trusted obligation and our role is to select the best quality Soldiers and civilians to work with our wounded, ill, or injured. Thank You.

CADRE MILITARY-PROFESSIONAL REQUIREMENTS

Soldiers identified for WTU/CBWTU Cadre positions must meet the following military education and experience requirements.

1. Squad Leaders
 - A. Warrior Leader Course required, Advanced Leader Course preferred.
 - B. At least one successful leadership experience as a Squad Leader required.
 - C. At minimum, E-5.
2. Platoon Sergeants
 - A. Advanced Leader Course required, Senior Leader Course preferred.
 - B. At least one successful leadership experience as a Squad Leader or Platoon Sergeant required.
 - C. At minimum, E-6.
3. First Sergeants
 - A. Senior Leader Course required, 1SG Course required.
 - B. At least one successful leadership experience as a Platoon Sergeant required.
4. Company Commander
 - A. Captains Career Course required.
 - B. Successfully commanded for at least 1 year required.
5. Nurse Case Manager
 - A. Captains Career Course preferred.
 - B. At minimum, O-3.
6. Senior Nurse Case Manager
 - A. Intermediate Level Education required.
 - B. Advanced Nurse Leadership Course preferred.
 - C. Successfully served as a CNOIC or in a supervisory position required.

Requirements for Extending COADOS Tour

DEVELOPMENTAL COUNSELING FORM <small>For use of this form, see FM 6-22; the proponent agency is TRADOC.</small>		
DATA REQUIRED BY THE PRIVACY ACT OF 1974		
AUTHORITY:	5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army.	
PRINCIPAL PURPOSE:	To assist leaders in conducting and recording counseling data pertaining to subordinates.	
ROUTINE USES:	The DoD Blanket Routine Uses set forth at the beginning of the Army's compilation of systems or records notices also apply to this system.	
DISCLOSURE:	Disclosure is voluntary.	
PART I - ADMINISTRATIVE DATA		
Name <i>(Last, First, MI)</i>	Rank/Grade	Date of Counseling
Organization	Name and Title of Counselor	
PART II - BACKGROUND INFORMATION		
Purpose of Counseling: <i>(Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.)</i> Explanation of requirements for extending COADOS tour.		
SAMPLE		
PART III - SUMMARY OF COUNSELING		
Complete this section during or immediately subsequent to counseling.		
Key Points of Discussion:		
1. As a RC Soldier, you are authorized to serve in the WTU/CBWTU under COADOS orders. Your orders are limited to 730 days. If you would like to extend your tour, you must complete the following:		
A) Inform your parent RC unit (if in a TPU) of your intent to request an extension NLT 240 days prior to the end of your current orders. Request a written approval letter from your parent RC unit, approving your request to extend.		
B) After receiving approval from your parent RC unit, inform your WTU/CBWTU Chain of Command NLT 210 days prior to the end of your current orders that you would like to extend.		
C) After your WTU/CBWTU Chain of Command approves your request, apply and upload your packet into Tour Of Duty (TOD) for the position for which you are applying.		
D) If applicable, 1095 waivers and sanctuary requests require an endorsement by the first General Officer or Senior Executive Service in your chain of command. The endorsement must be uploaded into TOD and accompany your packet for approval.		
E) Notify, in writing, your WTU/CBWTU Chain of Command that you have applied and uploaded your packet into TOD. Be sure to include the date you applied and uploaded your packet into TOD. Your packet must include a current valid APFT card. Please see the unit S1.		
F) On a monthly basis, meet with the unit S1 to get a status update on your packet as often times additional items are needed to complete your packet.		
2. 180 days prior to your orders ending, we will submit a backfill request if you have not completed the above steps.		
3. You will ensure that your chain of command stays informed on where your packet is in the approval process. As the approval process is lengthy, the unit may not receive your extension orders until the day before your orders end. As such, you must plan to use your leave so that you will not lose leave should your orders not come through in time. We will ensure you have time to outprocess and take transitional leave (if applicable), however, based upon the mission of the WTU/CBWTU do not plan to take more than XXX as you end your tour.		
OTHER INSTRUCTIONS		
This form will be destroyed upon: reassignment <i>(other than rehabilitative transfers)</i> , separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.		

Requirements for Extending COADOS Tour

Plan of Action (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below)

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.)

Individual counseled: I agree disagree with the information above.
Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action.)

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

DA Form 7424 (Sensitive Duty Assignment Eligibility Questionnaire)

SENSITIVE DUTY ASSIGNMENT ELIGIBILITY QUESTIONNAIRE <small>For use of this form, see AR 614-200, the proponent agency is DCS, G-1.</small>		
PRIVACY ACT STATEMENT		
AUTHORITY:	5 U.S.C. 301, Departmental Regulation; 10 U.S.C. 3013, Secretary of the Army; Army Regulation 614-200, Enlisted Assignments and Utilization Management; and E.O. 9397 (SSN).	
PRINCIPAL PURPOSE(S):	To obtain the necessary information to ensure a Soldier is eligible for sensitive duty.	
ROUTINE USES:	None. The "Blanket Routine Uses" set forth at the beginning of the Army's Combinations of System Records Notices apply to this system.	
DISCLOSURE:	Voluntary. However, failure to provide all the requested information may result in ineligibility for this type of assignment.	
1. Have you been arrested, apprehended, investigated, or had police involvement for any of the below listed reports of unfavorable information within the last 12 months? <input type="checkbox"/> NO <input type="checkbox"/> YES <small>(If you checked YES, indicate by annotating the date/dates of the incident next to the report/reports of unfavorable information.)</small>		
TYPE I REPORTS OF UNFAVORABLE INFORMATION DISQUALIFIERS		
_____	(1) Sexual harassment; assault of a subordinate, spouse, child (moderate to severe); rape; or indecent acts with minors.	
_____	(2) Incest, bestiality, adultery, sexual activity with subordinate soldiers, or fraternization.	
_____	(3) Conduct in violation of the Army's policy on participation in extremist organizations or activities.	
_____	(4) Court-martial conviction, provided it has not been reversed by a higher court or other appropriate authority.	
TYPE II REPORTS OF UNFAVORABLE INFORMATION DISQUALIFIERS		
_____	(1) Driving under the influence (DUI).	
_____	(2) Assault (other than subordinate, spouse, or child) or report of mild spouse/child abuse.	
_____	(3) Any drug offense.	
_____	(4) Larceny/theft.	
_____	(5) A traffic violation with 8 points or more assessed (does not include parking violations).	
UNFAVORABLE INFORMATION		
_____ Have you been arrested, apprehended, investigated, or had police involvement due to any unfavorable incident within the last 12 months?		
2. PRINT SOLDIER'S NAME	3. RANK	4. SSN
5. SOLDIER'S SIGNATURE	6. DATE	
7. COMMANDER (Signature)	8. RANK/GRADE	9. DATE
FOR HRC USE ONLY		
EBSS: _____	DATE: _____	