



## ***Code of the United States Army Warrant Officer***

*Army Warrant Officers shall conscientiously strive to:*

*W*illingly render loyal services to superiors, subordinates and peers in every organization of which they are members.

*A*lways set an example in conduct, appearance and performance that will make others proud to know and work with them.

*R*eliably discharge all duties with which they are confronted whether such duties are expressed or implied.

*R*eadily subordinate their personal interests and welfare to those of their organization and their subordinates.

*A*ccept responsibility at every opportunity and acknowledge full accountability for their actions.

*N*ever knowingly tolerate wrongdoing by themselves or others, whether by commission or omission, design or neglect.

*T*each other people in a way that effectively expands and perpetuates the scope of their technical competence.

*O*btain breadth of perspective and depth of understanding beyond the limits of their specific responsibility.

*F*aithfully adhere to their oath of office in all respects, upholding and defending the nation's constitution by both word and deed.

*F*orcefully take the initiative to stimulate constructive action in all areas requiring or inviting their attention.

*I*mprove themselves physically and mentally, professionally and personally, to increase their own abilities and the value of their services.

*C*ontribute their past experiences, service and knowledge to a dedicated effort for a betterment of the future.

*E*arn an ironclad reputation for the absolute integrity of their word.

*R*eflect credit and inspire confidence in themselves, the Warrant Officer Corps, the military service of the nation and the United States of America.

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## What a Commander Should Expect from a Warrant Officer

**Loyalty.** A professional soldier, officer, and technician who understands the mission, supports the organization and the decisions made by the commander. An officer who is willing and capable of fulfilling leadership and technical responsibilities; and, mentoring and training roles within the unit. An officer who seeks to be loyal, trusted and allowed to contribute.

**Honesty and Integrity.** Commanders must be able to be confident that warrant officers will always provide honest, candid opinions or answers based upon sound judgment, experience and technical expertise. It may not always be what the commander desires to hear, but it will be the truth, and always with the mission and the unit first in mind.

**Mission Dedication.** The commander must be able to rely upon the warrant officer to do whatever it takes to accomplish the mission. The professional warrant officer will give priority to the mission and unit before career or personal concerns. Understanding that level of dedication, the good commander will not abuse it; however, should not hesitate to demand it whenever the situation requires.

**Technical Proficiency.** Commanders must be assured that their senior warrant officers are the most technically proficient members of their team; and that their senior warrant officers will ensure the technical proficiency of junior warrant officers when allowed to do so. The senior warrant officer is a technical expert who has the experience and ability to identify problems quickly, develop solutions, and implement improvements and change for the betterment of the unit, not just for the sake of change.

**Trusted Advisor.** The good commander recognizes the experience and technical proficiency of his senior warrant officers and actively seeks their advice and counsel. He must be able to trust them to keep him on solid ground and negotiate dangerous situations. With the right command climate, the commander can confidently rely upon his senior warrants to do the same for his/her junior commissioned officers.

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462 Herndon Pkwy Ste 207, Herndon, VA 20170-5235*

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*BY ... , OF ... , and FOR ... Warrant Officers*

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## What a Warrant Officer Wants in a Commander

**Leadership by Example and with Confidence.** The warrant officer expects a commander to lead by example. A commander who treats soldiers fairly, asking no more of them than he/she is willing to give. On the other hand, the warrant officer also expects to be challenged. He wants the commander to have the confidence and ability to ask the warrant officer to make great sacrifices for the unit and the mission when it is necessary.

**Honesty and Integrity.** A commander who adheres to a code of values which include sincerity, honest, and candor; who demonstrates by word and deed consistent and dependable compliance with regulatory and ethical guidance. The commander should establish realistic standards, enforce those standards fairly, and demand that soldiers adhere to that same code of values.

**Understanding.** The warrant officers wants a commander who has some insight as to what a warrant officer is and understands who they are. Commanders should know that warrant officers are not "commissioned officers who didn't make it," nor "poor people who couldn't afford college." Warrant officers have all made conscious, deliberate decisions to become warrant officers. They are fiercely proud of their the corps, their history, their accomplishments, and their professional technical skills and personal abilities. The commander who displays some knowledge or interest in warrant officer history and professional development requirements is virtually guaranteed to establish a solid base of respect and loyalty.

**Respect.** A commander should understand and appreciate that warrant officers are integral members of the team, who expect to provide the commander with advice and counsel based upon their expertise and experience. Senior warrant officers should be participants in key leader meetings. The commander must understand that disagreement is not disrespect, and that accurate and honest advice will always be provided if he/she shows the willingness to listen to it.

**Command Climate.** The good commander is a champion for the welfare, morale and professional development of all of his/her soldiers. The commander should establish a command climate that requires and supports senior warrant officers to mentor and coach their juniors. Warrant officers should also be expected and required to advise, assist, help train, and coach the junior commissioned officers of the organization. The commander should help to educate the chain of command, both up and down, as to the requirements and capabilities of the warrant officer corps.

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# Hints for New Warrant Officers

1. You have earned the right to join a group of officers unique in the Army with a long and distinct history. Congratulations. The members of the Corps are distinguished by the fact that they are the Army's "Subject Matter Experts" in their fields. Build on this history by establishing your own reputation for competence and professionalism within the Corps.
2. Maintain proper relations with people senior in rank even if they are younger in age than you. Never give cause to be "put in your place."
3. Study continuously. Continuous job related research is essential to add to your store of knowledge. It's a sad day for the warrant officer if he or she doesn't learn something each day.
4. In your spare time, read every good book you can find. In addition to expanding your general knowledge base, it is an excellent way to improve your command of the English language.
5. Be fair but firm with your soldiers. Back them publicly when they are right and criticize them privately when they are wrong.
6. Expect and get a lot from your NCOIC. If he or she can't cut it, take action to replace him or her, but only after careful consideration and after having made every effort to guide and teach.
7. If you are responsible for a shop, be on top of the operations full time. Make every effort to know more about your work than any other individual, for you have full responsibility.
8. Watch your paperwork. Reports must be accurate and on time.
9. When reporting to a new unit, get to know the people. A friendly word will pay off later. Don't fail to communicate. A few minutes from time to time with operations, supply, or with your security people is time well spent.
10. Form your own opinions about people. Another's opinion may not necessarily be accurate.
11. Be prepared for your share, and sometimes more, of additional duties. They will vary from unit to unit, but they are always there.
12. When you are a duty officer, study regulations instead of reading magazines. The junior WO1 in the unit can be the sharpest officer. It pays.
13. In some cases, you may have to "carry" your boss. Do not be resentful of this; in fact, it's an unwritten part of your job description. However, if you cannot be honestly supportive of your boss, seek a transfer.
14. If you have a support mission, there is no substitute for getting out to see your customer units. Don't make it an inspection, unless they have requested it, and even then keep your findings out of command channels. Send a letter and keep a file copy after every visit.
15. Sometimes there will be conflicts over how something should be done. Stand up for your views; however, if you are overruled, proceed to complete the mission the best of your ability.
16. Search for methods to improve the unit to which you are assigned. Stay within command channels (which might be sometimes difficult). Be able to support the validity of your suggestions and prepared to present an implementation plan.
17. Expect and get the best from your soldiers. This is what they also expect from you. They will be proud to be on the best team in the unit.
18. Become familiar with other warrant officer MOS. This may save your career in the long run if you must reclassify or in force reduction situations.
19. Broaden your experience by getting into every school, accepting every additional duty, every inspection trip you can manage.
20. Don't hesitate to ask for technical advice if you need it. Form the habit, however, of looking things up for yourself. You will remember it longer and it will be more accurate.

21. Require your soldiers to improve their technical knowledge. This can be integrated into your normal workload. Have them use available manuals. Your shop is not the place for radios, electronic games, or comic books.

22. Stay out of soldiers' clubs, except by invitation only on very special occasions.

23. Be concerned for the welfare of your soldiers in every possible way, but don't coddle them. It is often a pleasant surprise to a younger person to find himself treated as an adult.

24. You may occasionally find yourself with an uncomplicated and undemanding assignment, or one that you do not consider challenging. Do not permit this to cause you to lose initiative or your interest in improving and contributing to the betterment of our forces. Invariably the next assignment will be rough and you should remain constantly prepared for it.

25. On every assignment, begin and maintain a list of your significant achievements. It will be valuable at OER support form time, and, you can use it to monitor your progress.

26. Avoid extended "bull sessions" with enlisted soldiers. This practice invariably leads to over-familiarity and tends to be abused by some individuals.

27. Try to get a job as a MOS proponent school instructor at some time in your career. You are a trainer and teacher by the nature of your job. Why not polish this professional skill?

28. Daily, seek to look, act, and think as a professional military leader. Never lose sight of the fact that you are a professional officer and soldier.

29. Using vulgarity and coarseness, in an attempt to be popular, will be at the expense of your self-respect and does nothing to improve your image. No amount of schooling or experience will provide the character and integrity expected of you, it must come from within yourself.

30. Devote a lot of thought to morale - that of your soldiers, the unit, and your self. Remember that this intangible varies considerably from one unit to the next and from one supervisor to another. Do your share to keep morale high in your unit and, if the situation is such that you must do it on your own, then do so!

31. If an individual's performance is deserving, do your best to obtain recognition for him or her, such as an award or citation. A letter of appreciation to a deserving individual is worth many letters of reprimand.

32. Do not degrade the Warrant Officer Corps by failing to maintain a neat appearance. Pay attention to your military appearance and bearing daily.

33. A positive attitude and healthy frame of mind are absolutely essential to any mission. Yet they are the most difficult character traits to keep up to par -- especially when the going gets tough. Keep a sharp eye out for whatever you can do to help in these areas, beginning with yourself.

34. Never become involved in or condone, by word or deed, any illegal act for any reason. A supervisor or subordinate who suggests committing an illegal act to avoid punishment or discovery of an error (such as signing a false official document) is violating the trust and faith you share as coworkers and, in the case of warrant and commissioned officers, their oath of office.

35. Don't sell yourself short. If you study the ideas listed herein and adopt them as part of your personal code, you will find that the Army does in fact "take care of its own."

You can be proud to wear the Eagles of an Army Warrant Officer. The Warrant Officer Corps seeks to also be proud that you wear the Eagles.

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*This document was originally published by the U.S. Army Warrant Officer Career Center, Fort Rucker, Alabama. It is provided as a public service by the U.S. Army Warrant Officers Association, 462 Herndon Parkway, Suite 207, Herndon, VA 20170-5235, 703-742-7727, fax 7728, 1-800-587-2962, [usawoa@erols.com](mailto:usawoa@erols.com), [www.penfed.org/usawoa](http://www.penfed.org/usawoa)*

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