

AIR WAR COLLEGE

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REINSTATING THE WARRANT OFFICER
TO THE AIR FORCE

by

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Biography

Lt Col Nicol A. Ivers is assigned to the Air War College, Air University, Maxwell AFB, AL. Prior to attending the Air War College she was the Commander, 102d Comptroller Flight, 102d Intelligence Wing, Otis Air National Guard Base, Massachusetts. Other assignments in the Wing included Wing Executive Staff Officer and Public Affairs Officer.

Prior to entering the Massachusetts Air National Guard in 2005 she served in the Massachusetts Army National Guard. Lieutenant Colonel Ivers joined the Massachusetts Army National Guard in 1984 as an enlisted member assigned to the 126th Aviation Battalion in Logistics. After twelve years she received the rank of Warrant Officer One upon graduation from the Warrant Officer Candidate School, Fort Rucker Alabama in 1995. She was assigned as a Supply Systems Technician and then Property Book Officer at the Headquarters, Army National Guard Training Site, Camp Edwards, Massachusetts. In 2001, she obtained a Direct Commission to 2Lt as the Plans and Training Officer in the Plans and Training Division still assigned to the Headquarters, Army National Guard Training Site, Camp Edwards, Massachusetts.

Abstract

The purpose of this research is to identify the benefits of reinstating the Warrant Officer, highly specialized technical experts, into the Air Force active duty and reserve component. The United States Air Force is facing issues retaining technical experts to perform their missions. As junior enlisted and officers move up the ranks to senior non-commissioned officers (SNCOs) and field grade officers (FGOs) respectively they lose their technical expertise as they transition into staff support and leadership roles. Our most technical and capable part of the force shift from technological to a supervisory role, leaving a deficit in the field with subject matter expertise.

Warrant Officers are highly specialized technical experts who serve in positions which require greater longevity than the billet duration of commanders and other staff officers. The duration of these assignments results in increased technical expertise as well as increased leadership and management skills. All other branches of the United States military utilize the Warrant Officer rank except the Air Force. It only makes sense for the most technical force to have the most technical experts.

Recommend a Warrant Officer Program in the Air National Guard as a test program first. Recommend either to follow the USMC as they use the direct appointment method. An enlisted Airman can apply for the warrant officer program after serving at least eight years of enlisted service, and reaching the rank of sergeant (E5). The Airman selected is immediately appointed to Warrant Officer One (W-1), then they are afforded additional leadership and management training by attending Commissioned Officers Training (COT) or Reserve Commissioned Officer Training (RCOT) conducted at Maxwell AFB, Alabama. COT being a six week course or RCOT being a two week course. The other option is to follow the Army Program by attending Warrant Officer Candidate School (WOCS) at the Regional Training Institutes in a phased approach. A Warrant Officer Basic Course would follow for further AFSC training regardless of which recommendation is followed.

Introduction

Warrant Officers are highly specialized technical experts who serve in positions which require greater longevity than the billet duration of commanders and other staff officers. The duration of these assignments results in increased technical expertise as well as increased leadership and management skills.¹

- US Army Combined Arms Center

The Air Force is having an issue maintaining and retaining technical experts in their service as junior enlisted and officers move up the ranks to senior non-commissioned officers and field grade officers respectively or leave the Air Force due to deployments, stress, or higher paying positions. The Air Force is the only branch of service not employing a Warrant Officer Corps. The Air Force argues they do not need Warrant Officers because their enlisted can do the job. However, the issue merits study if the Air Force is to maintain the retention of technical experts such as pilots and operators of remotely piloted aircrafts as a couple of examples. Reinstating Warrant Officers could present the possible solution for meeting the Air Force's shortages among the many technical and critical specialties enhancing the ability to meet mission demands. This paper will examine the benefits of reinstating Warrant Officers, technical experts, into the United States Air Force active duty and reserve components.

Background

Congress authorized the creation of the two new senior enlisted ranks, E8 and E9, in each of the five services in 1958.² Due to this authorization the Air Force stopped appointing Warrant Officers in 1959 concluding these ranks could take the place of the Warrant Officer. Warrant Officers are highly skilled, single-track specialty officers, authorized by Congress. Their primary task as a leader is to serve as a technical expert, providing valuable skills, guidance and expertise to Commanders and organizations in their particular field.

The Warrant Officer lineage can be traced back as far as 1775 with the Navy in various positions, such as, Pursers, Surgeons, Master Mates, Boatswains, Carpenters and Chaplains. Currently, Chief Warrant Officers serve in 30 specialties covering five categories. The Navy also has Limited Duty Officers (LDO) who was selected for commissioning based on skill and expertise. They are not required to have a bachelor's degree. LDO's accomplish comparable tasks as those of a Warrant Officer, but changes are subtle and the emphasis is on the degree of authority and level of responsibility. They are employed in situations where it is desirable to have an officer with solid, precise technical knowledge and experienced leadership skills.

In 1917, the Marine Corps obtained Warrant Officers in the field of Quartermaster Clerks and Gunners. Similar to the Navy the Marines also have a LDO. In 1918, the Army acquired the Warrant Officers as part of the Army Mine Planter Service where they served on Mine Planting Vessels as Masters, Mates, Chief Engineers, and Assistant Engineers. "In 1947, when the Air Force separated from the Army Air Corp, the Air Force inherited 1,200 Warrant Officers. The last active duty Chief Warrant Officer retired in 1980 and last Air Force Reserve Warrant Officer retired in 1992."³

Warrant Officers in the Army

The Army Warrant Officer Corp is comprised of two communities: technicians and aviators. Technicians must be Staff Sergeant E-6 or above in a related specialty to qualify to become a Warrant Officer in one of 44 Specialties within 17 Branches. Aviator career fields are open to all applicants who meet the medical and aptitude requirements. The Warrant Officer Program requires a high school diploma or equivalent. Some military occupational specialties (MOS) may require college courses. All selected members attend the Warrant Officer Candidate

School (WOCS), which is generally held at Ft. Rucker, AL. In the National Guard selectees are able to attend WOCS at various Regional Training Institutes (RTI).

Upon completion of WOCS, graduates pin on the Warrant Officer One rank and attend the Warrant Officer Basic Course (WOBC). The WOBC certify warrant officers as technically and tactically competent to serve as Warrant Officers in a designated specialty. Next they attend the Warrant Officer Advanced Course (WOAC). The WOAC focuses on advanced technical training and common leader development subjects designed to prepare officers for assignment in CW3 level positions. After completion of WOAC the next level of education is Warrant Officer Intermediate Level Education (WOILE). WOILE provides CW3s and new CW4s with the intermediate level education and influential leadership skills necessary to integrate their technical expertise in support of leaders as Staff Officers, Trainers, Managers, Systems Integrators, and leaders at the tactical and operational levels of Army, Joint, Interagency, Intergovernmental, and Multinational (JIIM) organizations executing Unified Land Operations thru Decisive Action. Warrant Officer Senior Service Education (WOSSE) is the final course they attend. WOSSE provides senior CW4s and new CW5s with the senior level education, knowledge, and influential leadership skills necessary to apply their technical expertise in support of leaders on strategic level Joint, Interagency, Intergovernmental, and Multinational (JIIM) organizations executing Unified Land Operations thru Decisive Action.

Warrant Officers in the Marines

U.S. Marine Warrant Officers typically fulfill the duties that normally call for the authority of a commissioned officer. They also require an additional level of technical proficiency and practical experience that a commissioned officer would not have had the opportunity to achieve. An enlisted Marine can apply for the warrant officer program after

serving at least eight years of enlisted service, and reaching the rank of sergeant (E5) for the administrative warrant officer program or after 16 years of enlisted service and reaching the rank of gunnery sergeant (E7) for the weapons warrant officer program. If the Marine is selected, they are given additional leadership and management training during the 13-week Warrant Officer Basic Course (WOBC), at the Basic School in Quantico, Virginia. Upon completion of the Warrant Officer Basic Course, they are given the rank of W-1 and report to their new duty assignments.⁴

Similar to the Army, the Marine Corps Warrant Officer Program only requires a high school diploma or equivalent. Some military occupational specialties (MOS) may require college courses or a degree.

Warrant Officers in the Navy

Chief Warrant Officers in the Navy are technical specialists who perform knowledge and skills of a specific occupational field beyond what is normally expected of a Master Chief Petty Officer (E-9).

In the Navy, the Chief Warrant Officer Program provides commissioning opportunities to qualified senior enlisted personnel. Chief Petty Officers (E7-E9), and E-6 personnel who are selection board eligible for E-7 with at least 12 years of service may qualify for this program. The Chief Warrant Officer is a technical specialist who directs specific activities essential to the proper operation of the ship, which also require commissioned officer authority.⁵

Most selectees will be appointed to the permanent grade of CWO2. Example: If E-9 applies for FY-03 board and has 2 years TIG on 1 October 2002, the service member shall be appointed to CWO3. Also like the Army and Marine Corp, the Navy requires a high school

diploma or possess an equivalency certificate. Although not required a baccalaureate degree is encouraged for the Navy.

The U.S. Air Force faces challenges in force development to confront challenges posed by the battlespace of the future. Career fields continue to debate the virtues of generalization versus specialization, and the Department of Defense is more broadly considering significant revisions to officer career progression in order to draw more talent and enhance capabilities by allowing greater cross-flow between civilian professions and line officer positions.⁶

Major Paul Niesen, in his research, argues Warrant Officers provide the answer to the Air Force's continuing need to attract and retain high-quality, skilled individuals, particularly in jobs with attractive civilian alternatives.⁷ His assessment rings true, the Air Force has been lacking technical expertise that Warrant Officers can provide without being distracted by leadership issues.⁸ According to Chief Warrant Officer Joel Voisine, the Army's warrant-officer policy integrator in the Pentagon, "The primary advantage of warrant officers is having specialists who "maintain a system for an entire career" without the demands of having "to go out and do command time or work outside the military occupational specialty (MOS)."⁹

The Air Force is also facing retention challenges in many technical fields all across the Force. The Warrant Officer Program would be a great asset for the CSAF's priority of Multi-Domain Command and Control providing the technical expertise and the continuity needed to accomplish this mission. Senior enlisted and commissioned officers move up and out where the Warrant Officer would remain longer providing that link. "The idea would be to avoid the time and expense of having the military train from scratch all of the technology experts it will need for future battle spaces and force requirements."¹⁰

Some claim, Airman tend to lose technical expertise when they transition to leadership roles around the rank of Master Sergeant.¹¹ According to Air Force Instruction (AFI) 36-2618, Master Sergeants (E7) are transitioning from being technical experts and first line supervisors to leaders of operational competence skilled at margining subordinates' talents, skills, and resources with other teams' functions to most effectively accomplish the mission.¹² SNCO's lose site of the daily operations when focusing on the leadership issues. The Warrant Officer fills that gap with their technical expertise providing the continuity and training in the day to day operations.

In addition, according to a study conducted by a former Pentagon Analyst, Chuck Spinney, the Air Force was "top heavy" with rank nearly 20 years ago.¹³ True, the Air Force is rank top heavy. However, that is not the main reason for reinstating the Warrant Officer; the cost savings creates another added benefit. As you will see below in Figure 1, a portion of the Pay Charts listed in Appendix A of this paper, a CW4 within the 20 – 40 year range is more economical than an O5 and less than an E9 from the 38-40 year range.

Yrs. of Service	E-9 (20-40 Yr. Range)	CW4 (20-40 Yr. Range)	O-5 (20-40 Yr. Range)
Over 20 years	\$5,926.81	\$6,747.65	\$8,797.83
Over 22 years	\$6,158.58	\$7,070.20	\$9,062.76
Over 24 years	\$6,402.90	\$7,335.12	\$9,062.76
Over 26 years	\$6,776.34	\$7,637.38	\$9,062.76
Over 28 years	\$6,776.34	\$7,637.38	\$9,062.76
Over 30 years	\$7,114.62	\$7,789.97	\$9,062.76
Over 32 years	\$7,114.62	\$7,789.97	\$9,062.76
Over 34 years	\$7,470.64	\$7,789.97	\$9,062.76
Over 36 years	\$7,470.64	\$7,789.97	\$9,062.76
Over 38 years	\$7,844.69	\$7,789.97	\$9,062.76
Over 40 years	\$7,844.69	\$7,789.97	\$9,062.76

Figure 1. Pay Chart from Appendix A.

Another argument for bringing the Warrant Officer program to the AF comes from the halls of Congress. “The Senate Armed Services Committee wants the services to make more use of Warrant Officers both as a tool for recruiting technical experts into the ranks and for persuading enlisted members to remain in uniform.”¹⁴ In their argument, “the committee specifically suggests that the Air Force, which has no Warrant Officers, could create a cadre of warrants to serve as pilots for unmanned aerial vehicles.”¹⁵ Also, “the Congressional Budget Office, the bipartisan analytical arm of Congress, suggested that increasing the numbers of warrants could resolve some of the military’s personnel problems.”¹⁶ Furthermore, the CBO report also stated, “midgrade enlisted personnel who are considering leaving the military also might be encouraged to stay if they had the chance to get a substantial pay raise while continuing to work in a technical specialty. This also would be a way to bring the pay of some technical specialties in line with wages in the private sector.”¹⁷

In the same token, there are many against bringing the Warrant Officer Program into the AF. “Chief Master Sergeant of the Air Force James Cody had a short response when he was asked on May 23, 2016 if the Air Force was considering reviving its long-dormant warrant officer program: No.”¹⁸ “Cody said the warrant officer debate essentially boils down to a matter of dollars and cents. He states, “You do not get better people; they do not get any better at their job. You just pay...people different.”¹⁹ Many experts on Warrant Officers strongly disagree with this stance, including Michael P. Kreuzer. He claims, “To most Air Force personnel, Warrant Officers are an unknown and peculiar entity. In part, this is due to the Air Force’s reluctance to re-introduce Warrant Officers, but also because each service uses Warrant Officers differently.”²⁰

Likewise, “detractors argue, adding Warrant Officer Ranks will muddy the career field waters by creating a new set of personnel requirements to manage the Warrant Officer careers, dilute the NCO ranks and officer corps, particularly where duties overlap, and a potential drain on the NCO ranks.”²¹ In an *Air Force Times* article, 16 June 2003, CMSgt of the Air Force, Gerald Murray stated “that pulling the “best and brightest” airmen and making them Warrant Officers “to a certain degree would dilute...a great and capable NCO corps.” However, airmen of all ranks overwhelmingly responded “yes” to an *Air Force Times* question asking if the Air Force should reinstate the Warrant Officer Corps. Many current and retired airmen and officers disagree.”²² Another argument against the Warrant Officers in the Air Force was “we are a cash-strapped military. Creating a Warrant Officer pay-grade means less money to buy new aircraft.”²³ This statement is inaccurate. There are different pots of money. You pay for personnel out of Military Personnel (MILPERS) funds and the acquisition funding process is used to purchase major end items.

Another fallacy in this argument is evidenced by an article by Michael P. Kreuzer, a U.S. Air Force Intelligence Officer. He states “that according to Defense Secretary Carter Ash is more broadly considering significant revisions to officer career progression in order to draw more talent and enhance capabilities by allowing greater cross-flow between civilian professions and line officer positions; even considering direct commission as high as colonel.”²⁴ All along the Air Force has complained the Warrant Officer program is costly or the Air Force is top heavy with rank. Direct commissioning Colonels pose many problems down the line. It is less costly to direct commission technical experts into the Warrant Officers ranks versus Colonels.

Another problems with direct commissioning Colonels is the second and third order of effects. What happens to the field grade officers below in the promotion chain? I also see that

being a problem for retention if you start promoting Colonels off the street. What would you do about military training as an officer? How will other officers react to that individual not coming up through the ranks? The Warrant Officer grade would come out of your enlisted and officer pool that is currently on hand.



ANALYSIS OF PROS AND CONS

We are in a crisis, a “quiet crisis.” If we don’t find a way to turn this around, our ability to defend the nation is compromised.

- General David Goldfein
Chief of Staff of the Air Force

The Air Force is facing a major shortfall in personnel in many fields. Pilots being the most drastic of career field shortages. Other fields include nuclear, intelligence, space and maintenance jobs just to name a few.²⁵ The reinstatement of the Warrant Officer Program to the Air Force may perhaps provide many benefits to these career fields and the USAF as a whole.

The many benefits the Warrant Officer Program can provide is an increase in retention, productivity, efficiency, morale, motivation and training. One clear benefit of the Warrant Officer Program is that it is in line with General Goldfein’s, the Chief of Staff of the Air Force (CSAF), top priority of “Revitalizing the Squadrons.” Reinstating warrant officers as technical experts in Squadrons allows subject matter expert to provide the necessary training Airmen are lacking due to SNCO’s performing leadership duties. This leads to improved efficiency and an increase in morale. Airmen want to come in and do their job to the best of their ability. When continuous training is not proceeding and Airmen are unfamiliar with their job tasks it brings down their morale and motivation causing a decrease in efficiency and productivity. In many instances this effects not just one Squadron but between squadrons.

Such as, The Comptroller Squadron (CS) and Force Support Squadron (FSS) work closely together. In many instances members of the FSS who have not been trained properly, due to SNCO busy performing leadership duties, lack motivation and attention-to-detail. This lack of motivation, morale, and attention-to-detail led Airman to enter items into MILPDS and other Air Force systems erroneously. These errors cause many debts for individuals. Debts are

detrimental to anyone. This causes Airmen not to focus on their mission leading to more errors. People who commit suicide are eight times more likely to be in debt according to a recent study.²⁶ The Air Force needs to do a better job to organize, train and equip their Airmen. Hence the CSAF's top priority of 'Revitalizing the Squadron.'

The Squadrons encompassing Warrant Officers as technical experts are more connected to the day-to-day operations as opposed to dealing with leadership issues. The Warrant Officer is attention-to-detail oriented, and the subject matter expert who will lead the training and day-to-day operations. Airmen having clear direction, training and ownership of their duties and responsibilities as well as a well-organized environment where expectations are set, enhance the Squadron morale, motivation, efficiency and productivity. "Current Air Force technical experts are senior non-commissioned officers and, in some fields, senior company grade officers or junior field grade officers. They are developed through a standardized career pipeline that is often slow to modify training standards and serves as one component of a larger job, which includes leadership development, personal development, and the widespread perception of a series of boxes to be checked for advancement. This model has largely succeeded to date, but is unlikely to continue to keep up with rapidly changing technology of the future. A better talent management system, capable of breaking through these obstacles is vital to a force where innovation, rather than tradition, is core to its fighting edge."²⁷

Another benefit of a Warrant Officer Program is the retention rate would increase. Warrant Officers are higher ranking, which increases their capacity, respect and authority to implement their decisions. The Warrant Officer positions allow SNCO's to apply for these position to remain longer in the Air Force. As of now SNCO's leave the Air Force to go to another service for the Warrant Officer upward mobility that is not available in the Air Force.

The Warrant Officer Program benefits Commissioned Officers in a couple of ways. First, if a Commissioned Officer is only interested in being a subject matter expert in their field and does not want to move up in rank due to added leadership responsibilities the Warrant Officer rank is perfect for them. It allows them to be that technical expert in his/her field. The second benefit to the commissioned officer is when they reach 30 years of service and want to continue the individual can stay in longer as a Warrant Officer. Warrant Officers can remain in service in the Guard and Reserves until age 62 with a waiver.



RECOMMENDATIONS

As the Air Force continues to operate in a volatile, uncertain, complex and ambiguous (VUCA) environment while facing challenges with resources due to budgetary constraints, retention and a lack of technical experts has created the need for the Air Force to reassess the reinstatement of the Warrant Officer Program. The reinstatement of the Warrant Officer Program would address the Air Force challenges stated above and provide a cost savings. Throughout the years the different military services have utilized warrant officers in dissimilar ways. However, one commonality is the warrant officers serve in positions that require technical skills.

To figure out the Warrant Officer requirement for the Air Force, recommend senior leaders analyze, Appendix H of the Rand Study for increasing warrant officer requirements. “The appendix illustrates one way to increase warrant officer requirements by conversion and downgrading of existing commissioned officer requirements and responds to specific tasking in congressional Senate committee language.”²⁸ The appendix provide examples of a method for establishing warrant officer requirements using existing DoD occupational codes (DoDOC) for describing technical skills. (See Figure 2. – Table H.3 Commissioned Officer Requirements for Selected DoDOC Groups). The information that was used in this Rand study was from FY92, but is still relevant today.

The first thing they did was calculate the average warrant officer requirements using these data. They used the following formula:

$$Z = \frac{\# \text{W.O.}}{\# \text{W.O.} + \text{O-1/4}} = \frac{5,563}{5,563 + 3,081} = \frac{5,563}{8,644} = 0.64 \text{ or } 64\% \text{ warrant officers}$$

Table H.3
Commissioned Officer Requirements for Selected DoDOC Groups

DoDOC Service Group	Warrant Officer	O-1/2	O-3	O-4	O-5	O-6+	Σ O-1 thru O-4	Total Off & W.O.
2C helo pilots								
Army	5,563	633	1,743	705	364	61	3,081	9,069
Navy	0	59	107	12	0	0	178	178
USMC	0	432	646	221	74	0	1,299	1,373
Air Force	0	92	144	37	18	0	273	291
3A intelligence								
Army	400	536	1,109	559	288	75	2,204	2,967
Navy	26	237	417	313	193	103	967	1,289
USMC	47	48	184	128	59	0	360	466
Air Force	0	201	1,426	828	518	246	2,455	3,219
4C communication & radar								
Army	787	701	1,491	707	361	121	2,899	4,168
Navy	97	622	212	181	67	22	1,015	1,201
USMC	118	118	275	170	71	1	563	753
Air Force	0	552	3,116	1,185	705	228	4,853	5,786
8B supply								
Army	815	208	686	359	142	30	1,253	2,240
Navy	58	305	783	414	211	58	1,502	1,829
USMC	126	134	251	116	60	0	501	687
Air Force	0	35	406	261	180	23	702	905

SOURCE: LMI FORMIS information based upon Defense Manpower Data Center data extracts of officer manpower and requirements for FY 1992.

Figure 2. Table H.3 – Commissioned Officer Requirements for Selected DoDOC Groups

Next, they used the Table H.3 in Figure 2 to calculate the new structure of the commissioned officers for each service. The total officer requirements in grades W1 through O4 remained unaffected. The consequence of converting some number of officer skill positions to Warrant Officer requirements need assessment in regards to the objectives and functions of the Air Force career management systems.²⁹

Based on the background and research, there are two potential recommendations to benefit the Air Force. Structuring a Warrant Officer Program in the Air National Guard as a test program is recommended as a viable option given its superiority in terms of quality, cost and timeliness. Currently, the Army National Guard has a Warrant Officer Candidate School occurring at many of their Regional Training Institutes. The Air National Guard can partner with

the Army National Guard in their Warrant Officer Candidate program. The course offers a basis of leadership skills that will ultimately aid in the management of others. The implementation consists of a phased approach. (See Figure 3. Warrant Officer Candidate School Phased Approach.)

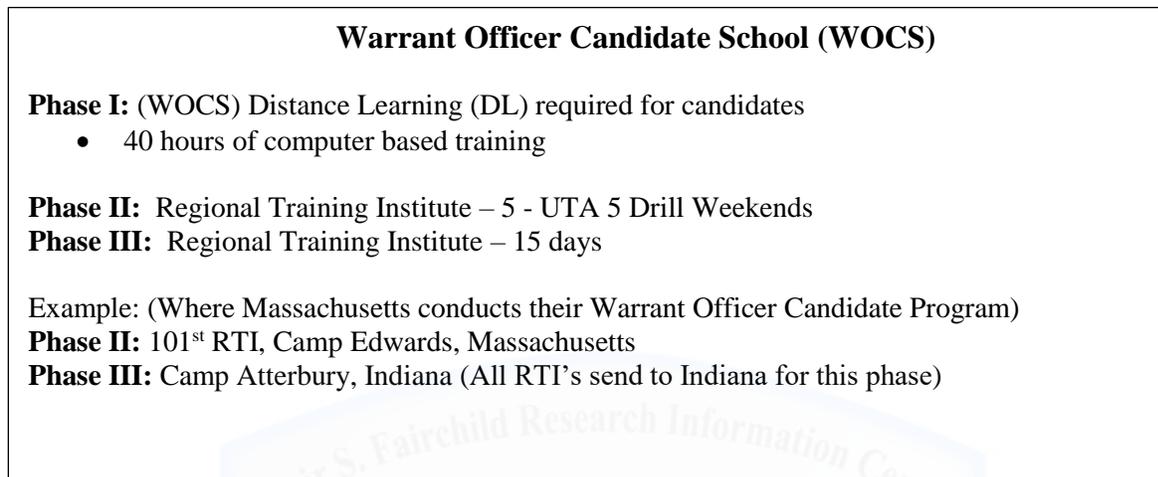


Figure 3. Warrant Officer Candidate School Phased Approach.

The example used was prepared in conjunction with members of the 101st Regional Training Institution, Camp Edwards, Massachusetts. All WOC's start in Phase 1 with a Distance Learning Course which consists of 40 hours of training in Leadership. Next they move into Phase II, which consists of five drill periods per UTA and there are five UTAs at various RTIs throughout the U.S. Not all RTI's run the Warrant Officer Program. In Phase III, all WOCS attend a 15 day annual training at Camp Atterbury, IN. Upon graduation, the newly appointed Warrant Officer is sent to a Warrant Officer Basic Course for their Air Force Specialty Course (AFSC), where they receive more intensive technical training in their specialties. Since the different AFSCs have different requirements a further study is required via AETC, the new Force Development Commander role and the Air National Guard Readiness Center (ANGRC), the OPR for ANG force development.

The second recommendation would follow the USMC as they use the direct appointment method. An enlisted Airman can apply for the warrant officer program after serving at least eight years of enlisted service, and reaching the rank of sergeant (E5). If the Airman is selected they are immediately appointed to Warrant Officer One (W-1), they are then given additional leadership and management training during at Commissioned Officers Training (COT) or Reserve Commissioned Officer Training (RCOT) conducted at Maxwell AFB, Alabama. COT being a six week course or RCOT being a two week course. The COT/RCOT curriculum is consists of six areas listed below: ³⁰

DRILL AND CEREMONIES:

We are going to teach you marching skills. This is the most effective method of moving a large mass of people from one area to another. In addition, it reinforces self-discipline, teamwork and leadership. We will give you the basic skills and expect you to practice them. Everyone must be able to effectively march (lead) a flight in drill.

HEALTH AND FITNESS:

We cover the importance of maintaining a good physical fitness program. You will participate in a daily aerobic/anaerobic program. A fitness diagnostic will be administered at the beginning of training. Failure to attain AF fitness standards will result in a referral training report. Additionally, you will participate in several outdoor leadership exercises requiring physical fitness.

COMMUNICATION SKILLS (CS):

We will familiarize you with various forms of military correspondence and provide you opportunities to write military-style documents. Besides military correspondence, we will instruct you on the basics of military briefings and thus, you will be given the opportunity to give a short briefing.

PROFESSION OF ARMS (PA):

You will learn proper military customs and courtesies, military dress and grooming standards for the proper wear of the uniform, the nature of the military profession with an emphasis on Air Force Officership, and the importance of professional relationships.

WARFARE STUDIES AND INTERNATIONAL SECURITY STUDIES (WS/ISS):

You will learn the structure of the Department of Defense including the Department of the Air Force. You will also learn the concept of the Expeditionary Aerospace Force - the Air Forces guiding vision for how we are organized, trained, and equipped to deploy and sustain our aerospace forces for military operations overseas. As part of the International Security Studies, you will learn about the Air Force role in Military Operations Other Than War (MOOTW).

LEADERSHIP STUDIES (LS):

This is the largest portion of our curriculum. You will study various leadership styles, problem solving techniques, and management tools. You will then have an opportunity to put some of them into practice during our many practical leadership exercises. Additionally, you will be trained in the importance of the Air Force Officer Honor Code as well as the Air Force Core values: Integrity First, Service Before Self, and Excellence In All We Do.

Based on the analysis of these recommendations either option is viable. In the first recommendation this option is beneficial because a phased approach starting with the National Guard leads to a cost savings for the Air Force as a whole. The Army National Guard has a program in place, based on leadership, which is consistent across all services. This program can also lead to future classes down the road. Such as, making the RTI a Joint Regional Training Institute (JRTI), which would require a further study outside the scope of this paper.

The second recommendation for the test program is also a feasible option. Once an individual is deemed qualified to be a warrant officer they would be immediately appointed as a warrant officer, due to their technical expertise, and only require the necessary leadership portion. The Air Force COT/RCOT program for commissioned officers is already in place and geared for Air Force commissioned officers. Warrant Officers would require the same information. The benefits of the COT/RCOT program is a continuous six week and two week program respectively versus the five UTAs and then a 15 day annual training. Either approach would still need an AFSC Basic Course structured through the ANGRC and AETC.

CONCLUSION

This paper examined how the Air Force would benefit from the reinstatement of the Warrant Officer Program to resolve the many challenges they face with retention, budgetary constraints, and losing technical expertise. The retention rate would increase in the Air Force with a Warrant Officer Program by allowing NCO's who do not want to move up into the leadership role but desire the increased responsibility in their career field. They will not seek opportunities in other branches of service or leave because there is no opportunity for upward mobility. The upward mobility will lead to increased moral and motivation which will lead to increased productivity and enhanced attention-to-detail. This program also affords Commissioned Officers the same opportunity as they go up the ranks and are finding the added responsibility is not conducive to them, they can then revert to a Warrant Officer.

“The debate surrounding warrant officers in the Air Force is bigger than simply money and prestige, both for individuals and for within the force. Today's Air Force risks both bleeding talent from within based on the current force structure, and its education and training programs for internally growing talent is unlikely to adapt fast enough to keep pace with significant changes in the digital battlespace modern airmen confront. Converting Commissioned Officer position is in-line with the current and future fiscal constraints benefiting the total force and being good fiscal stewards of taxpayers' dollars. As shown in Appendix A, it is more cost effective to obtain Warrant Officers than Commissioned Officers throughout the years. Warrant Officers can stay in longer than the Commissioned Officers and do not have to concern themselves with the 28 and/or 30 years commissioned service. The Air National Guard can keep the technical experts until age 60 or 62 with a waiver allowing the longevity of that technical expert.

As the global security environment continues to evolve and inadequately trained and inexperienced Airmen pose a significant risk to our national defense. Reinstating the Warrant Officer Program would alleviate the Air Force from the many challenges they face. “With a stated mission to “fly, fight, and win in air, space and cyberspace,” the U.S. Air Force presents itself as the service most at the forefront of innovation. With the move to sixth-generation fighters, remotely piloted aircraft; and globally-integrated intelligence, surveillance, and reconnaissance (ISR); mastery of new and emerging technologies is essential to sustaining the combat edge provided by an independent air force.”³¹ The Warrant Officer Program would enhance these missions by having specialists who maintain a system for an entire career without the command time or work outside their AFSC. While Commissioned Officers attend their respective military education, such as, Air Command and Staff College or Air War College, the Warrant Officer remains on the flight line or as an operator of the RPA for example.

Finally, an agile force that embraces technological change must be willing to embrace equally rapid organization change—it’s still people, ideas, and hardware, in that order.”³² Creating a Warrant Officer Program in the Air National Guard first will provide a more cost effective approach to a long term problem. If the Air Force does not seek to further study the Warrant Officer Program as a viable option to their present crisis they currently face, they run the risk of losing more technical experts. Since the shortage of personnel, deployments and duties are increasing burning out Airmen.

Appendix A

Military Pay Chart: 2017

Warrant Officer Pay Scale (Basic Pay Rates: Jan 1, 2017)

	W-1	W-2	W-3	W-4	W-5
<i>2 years or less</i>	\$2,966.30	\$3,379.30	\$3,818.69	\$4,182.12	
<i>Over 2 years</i>	\$3,285.31	\$3,698.95	\$3,978.03	\$4,498.54	
<i>Over 3 years</i>	\$3,371.25	\$3,797.45	\$4,141.24	\$4,627.63	
<i>Over 4 years</i>	\$3,552.80	\$3,865.05	\$4,194.67	\$4,754.78	
<i>Over 6 years</i>	\$3,756.57	\$4,084.26	\$4,365.92	\$4,973.35	
<i>Over 8 years</i>	\$4,083.62	\$4,424.83	\$4,702.63	\$5,189.98	
<i>Over 10 years</i>	\$4,231.37	\$4,593.50	\$5,052.85	\$5,408.88	
<i>Over 12 years</i>	\$4,437.38	\$4,759.93	\$5,228.93	\$5,739.14	
<i>Over 14 years</i>	\$4,640.50	\$4,963.04	\$5,408.55	\$6,028.21	
<i>Over 16 years</i>	\$4,800.16	\$5,121.74	\$5,605.56	\$6,303.11	
<i>Over 18 years</i>	\$4,947.27	\$5,265.63	\$5,959.00	\$6,528.12	
<i>Over 20 years</i>	\$5,125.60	\$5,437.52	\$6,197.85	\$6,747.65	\$7,435.88
<i>Over 22 years</i>	\$5,125.60	\$5,550.83	\$6,340.77	\$7,070.20	\$7,813.14
<i>Over 24 years</i>	\$5,125.60	\$5,640.64	\$6,492.71	\$7,335.12	\$8,094.16
<i>Over 26 years</i>	\$5,125.60	\$5,640.64	\$6,699.05	\$7,637.38	\$8,405.11
<i>Over 28 years</i>	\$5,125.60	\$5,640.64	\$6,699.05	\$7,637.38	\$8,405.11
<i>Over 30 years</i>	\$5,125.60	\$5,640.64	\$6,699.05	\$7,789.97	\$8,825.84
<i>Over 32 years</i>	\$5,125.60	\$5,640.64	\$6,699.05	\$7,789.97	\$8,825.84
<i>Over 34 years</i>	\$5,125.60	\$5,640.64	\$6,699.05	\$7,789.97	\$9,266.84
<i>Over 36 years</i>	\$5,125.60	\$5,640.64	\$6,699.05	\$7,789.97	\$9,266.84
<i>Over 38 years</i>	\$5,125.60	\$5,640.64	\$6,699.05	\$7,789.97	\$9,730.70
<i>Over 40 years</i>	\$5,125.60	\$5,640.64	\$6,699.05	\$7,789.97	\$9,730.70

Military Pay Chart: 2017

Commissioned Officer Pay Scale (Basic Pay Rates: Jan 1, 2017)

	O-1	O-2	O-3	O-4	O-5
<i>2 years or less</i>	\$3,034.87	\$3,496.47	\$4,046.60	\$4,602.52	\$5,334.19
<i>Over 2 years</i>	\$3,158.80	\$3,982.22	\$4,587.39	\$5,328.08	\$6,009.22
<i>Over 3 years</i>	\$3,818.37	\$4,586.42	\$4,951.46	\$5,683.46	\$6,425.11
<i>Over 4 years</i>	\$3,818.37	\$4,741.26	\$5,398.25	\$5,762.64	\$6,503.66
<i>Over 6 years</i>	\$3,818.37	\$4,838.79	\$5,656.74	\$6,092.59	\$6,763.11
<i>Over 8 years</i>	\$3,818.37	\$4,838.79	\$5,940.65	\$6,446.36	\$6,918.26
<i>Over 10 years</i>	\$3,818.37	\$4,838.79	\$6,124.46	\$6,887.04	\$7,259.80
<i>Over 12 years</i>	\$3,818.37	\$4,838.79	\$6,426.08	\$7,230.18	\$7,510.23
<i>Over 14 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,468.71	\$7,834.07
<i>Over 16 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,605.52	\$8,329.79
<i>Over 18 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$8,565.10
<i>Over 20 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$8,797.83
<i>Over 22 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 24 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 26 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 28 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 30 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 32 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 34 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 36 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 38 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76
<i>Over 40 years</i>	\$3,818.37	\$4,838.79	\$6,583.49	\$7,684.70	\$9,062.76

Military Pay Chart: 2017

Enlisted Pay Scale (Basic Pay Rates: Jan 1, 2017)

	E-6	E-7	E-8	E-9
<i>2 years or less</i>	\$2,486.99	\$2,875.21		
<i>Over 2 years</i>	\$2,736.47	\$3,138.20		
<i>Over 3 years</i>	\$2,857.18	\$3,258.27		
<i>Over 4 years</i>	\$2,974.67	\$3,417.61		
<i>Over 6 years</i>	\$3,096.99	\$3,541.86		
<i>Over 8 years</i>	\$3,372.54	\$3,755.28	\$4,136.09	
<i>Over 10 years</i>	\$3,480.05	\$3,875.35	\$4,318.92	\$5,052.53
<i>Over 12 years</i>	\$3,687.68	\$4,089.09	\$4,432.23	\$5,167.13
<i>Over 14 years</i>	\$3,751.42	\$4,266.45	\$4,568.07	\$5,311.34
<i>Over 16 years</i>	\$3,797.77	\$4,387.49	\$4,715.18	\$5,480.98
<i>Over 18 years</i>	\$3,851.85	\$4,516.57	\$4,980.43	\$5,652.23
<i>Over 20 years</i>	\$3,851.85	\$4,566.79	\$5,114.66	\$5,926.81
<i>Over 22 years</i>	\$3,851.85	\$4,734.50	\$5,343.53	\$6,158.58
<i>Over 24 years</i>	\$3,851.85	\$4,824.63	\$5,470.36	\$6,402.90
<i>Over 26 years</i>	\$3,851.85	\$5,167.45	\$5,782.92	\$6,776.34
<i>Over 28 years</i>	\$3,851.85	\$5,167.45	\$5,782.92	\$6,776.34
<i>Over 30 years</i>	\$3,851.85	\$5,167.45	\$5,899.13	\$7,114.62
<i>Over 32 years</i>	\$3,851.85	\$5,167.45	\$5,899.13	\$7,114.62
<i>Over 34 years</i>	\$3,851.85	\$5,167.45	\$5,899.13	\$7,470.64
<i>Over 36 years</i>	\$3,851.85	\$5,167.45	\$5,899.13	\$7,470.64
<i>Over 38 years</i>	\$3,851.85	\$5,167.45	\$5,899.13	\$7,844.69
<i>Over 40 years</i>	\$3,851.85	\$5,167.45	\$5,899.13	\$7,844.69

Notes

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² Borch, Fred L. and Dorr, Robert F. “Last Warrant Officer Bowed Out 15 Years Ago.” *Air Force Times*. July 23, 2007.

³ Ibid.

⁴ 2nd Lt. Patrick Boyce. “General Emphasizes Leadership at Warrant Officer Commissioning.” *Leatherneck.com*. www.latherneck.com/forum/General-emphasizs-leadership-at-warrant-officer-commissioning (accessed November 4, 2017)

⁵ Rod Powers. “Navy Warrant Officer Selection Program.” *The Balance*. The Balance.com <https://www.thebalance.com/navy-warrant-officer-selection-program-3355996> (accessed December 10, 2017) Active duty personnel in pay grade E-9, who have completed at least 2 years’ Time in Grade (TIG) as of 1 October of the year in which the board convenes, shall be appointed to CWO3.

⁶ Michael P. Kreuzer. “Maintaining an Innovative Edge: The (Abbreviated) Case for U.S. Air Force Warrant Officers.” *The Bridge*. The Bridge.org. <https://thestrategybridge.org/the-bridge/2016/8/4/the-abbreviated-case-for-us-air-force-warrant-officers> (accessed December 10, 2017)

⁷ Major Paul G. Niesen. “The Return of the Warrants.” *Military Defense Analysis Quick-Look*. College of Aerospace Doctrine, Research and Education, June 2003.

⁸ Robert F. Dorr. “The Time to Bring Back the Warrant Officer is Now.” *Air Force Times*. April 1, 2013.

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¹³ Robert F. Dorr. “Restore the Warrant Officer Rank.” *Air Force Times*. June 10, 2002.

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¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ Stephen Losey. “Cody Rejects Idea to Revive Warrant Officers.” *Air Force Times*. June 6, 2016.

¹⁹ Ibid.

²⁰ Kreuzer, 2.

²¹ Niesen, 1.

²² Ibid.

²³ Michelle Tan. “Campaigning for Warrants.” *Air Force Times*. April 12, 2010.

²⁴ Kreuzer, 1.

²⁵ Lucas Tomlinson. "Air Force Facing Dire Personnel Shortage." *Fox News Politics*. December 23, 2016. <http://www.foxnews.com/politics/2016/12/23/air-force-facing-dire-personnel-shortage.html> (accessed January 7, 2018)

²⁶ Melanie Lockert. "Taboo Money: Why Do People Kill Themselves Over Debt?" *CentSai.Com*. May 13, 2016. <https://centsai.com/debt-blogs/why-do-people-kill-themselves-over-debt/> (accessed January 7, 2018)

²⁷ Kreuzer, 2.

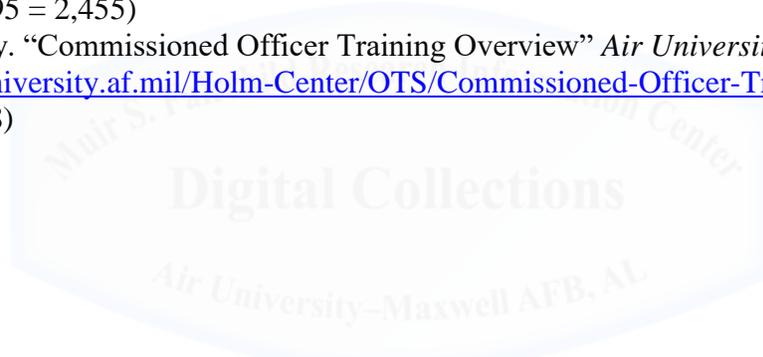
²⁸ "Appendix H. Illustrative Example of Increasing Warrant Officer Requirements." *Rand.Org*. https://www.rand.org/content/dam/rand/pubs/monograph_reports/MR470/mr470.apph.pdf (accessed November 21, 2017)

²⁹ Ibid. 357. The DoDOC group 3A Intelligence to show you how to calculate warrant officer requirements in more than one service, they computed an average warrant officer requirement proportion, Z. Z=15 percent for the Army, 3 percent for the Navy and 12 percent for the USMC. Due to the weighing of the formula, the average factor for the proportion of warrant officer requirements in the intelligence officer skill group was Z-12 percent. The total O1-O4 for the Air Force is 2,455 x .12 = 295. The 295 is your warrant officer requirement for the Intelligence field. Note the total of officer requirements in grades W-1 through O-4 remains unchanged at 2,455 (2,160 +295 = 2,455)

³⁰ Air University. "Commissioned Officer Training Overview" *Air University.Org*, <http://www.airuniversity.af.mil/Holm-Center/OTS/Commissioned-Officer-Training/> (Accessed February 9, 2018)

³¹ Kreuzer, 4.

³² Kreuzer, 8.



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