

TSG 158-1183

Title: Identify Duties, Responsibilities, and Authority of Commissioned Officers, Warrant Officers, and Noncommissioned Officers.

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The Tennessee State Guard is comprised of Commissioned Officers, Warrant Officers and Noncommissioned Officers .

Together all of these personnel Motivate or contribute to the overall success of the Guard's missions. A prerequisite for this success is the relationship and interplay that take place between each member of the TNSG. As leaders, it is important for us to know and understand how the duties, responsibilities, and authority of each of these groups contribute to the successful accomplishment of the TNSG mission.

DUTY

a. In general, a duty is the legal or moral obligation to perform a requirement arising from the position an individual holds. Duty means accomplishing all assigned tasks to the fullest of your ability. Duty requires a willingness to accept full responsibility for your actions and your subordinates' performance. Duty also requires leaders to take the initiative, anticipate requirements, and do what should be done without being told to do it.

b. Although many duties for commissioned and noncommissioned officers and DA civilians are often the same and can be shared, the tasks associated with accomplishing one's duty are not the same and cannot be shared. Sharing duties means that commissioned and noncommissioned officers and DA civilians all work towards the same goal or objective. Since tasks are those things that a leader must do to perform a duty, the differences in duties are primarily associated with the tasks that are necessary to accomplish the duty. In general, officers primarily focus their attention on collective tasks and noncommissioned officers primarily focus their attention on individual tasks.

For example, both the platoon leader and the platoon sergeant share the duty of training soldiers, but each will perform different tasks when executing these duties. The platoon leader tasks may involve ensuring the resources (time, material, location) are available for training, and the platoon sergeant may focus his attention on developing the lesson plan and conducting the training.

c. There are three general categories of duties. These categories are common to both Commissioned Officers, Warrant Officers and Noncommissioned Officers . These categories are:

- 1) Specified Duties: Specified duties are those duties specifically charged to you in official publications. These duties are position related and are spelled out in publications such as Soldiers Manuals, MTP manuals, and Military Occupational Specialty (MOS) job descriptions. A major portion of our job consists of specified duties.
- (2) Directed Duties: Directed duties are those duties assigned by a superior to a subordinate. Directed duties can be either verbal or written and are usually assigned to meet a specific requirement. Many of the daily duties we perform fall into this category. When a leader assigns a duty to a subordinate he also gives the subordinate the authority to perform that duty. However, you cannot assign a duty to a subordinate if you do not possess the authority to perform that duty yourself.
- (3) Implied Duties: Implied duties are neither specified or directed. However, they often support specified or directed duties and in some cases may not be related to the job or duty position. Implied duties include the many soldier duties that are not identified as critical in official publications, but are essential to the day-to-day operation of the Guard. Because implied duties are usually unwritten and implied by instructions, accomplishment of these duties largely depends on individual initiative.

Examples:

AR 600-20 states that Commanders will conduct Equal Opportunity Training at least twice annually.

Specified Duty: This duty is specified in an official publication (AR 600-20) and is part of the duty responsibility of the commander.

The Platoon Leader tells the Platoon Sergeant to take charge of the morning PT formation.

Directed Duty: This is a directed duty. In this example the platoon sergeant now has the same authority as the Platoon Leader has in holding and conducting the morning PT formation.

The squad leader conducts an initial inspection of the squad prior to the inspection by the platoon sergeant

Implied Duty: This is an example of individual initiative.

Responsibility

- a. Now that we have discussed duty let's discuss responsibility. When you are responsible for something, someone, or some action, that means that you are legally and morally accountable for it. In other words, this means, that you must answer to someone for either its accomplishment or lack of accomplishment.
- b. Also, responsibility assumes that you, as a leader, are capable of making rational and moral decisions on your own, and are responsible for your behavior.
- c. There is a relationship between duty and responsibility. That relationship is:
 - (1) Soldiers and leaders are responsible for the performance of their duties.
 - (2) Duties can stem from responsibilities.
- d. There are two categories of responsibility. These categories are individual responsibility and command responsibility.
 - (1) Individual Responsibility means that one is accountable for one's own actions, conduct and job performance. All soldiers and DA civilians have individual responsibilities. Nobody gives or delegates individual responsibilities. All soldiers and leaders assume individual responsibility when they take their oath of enlistment, oath of reenlistment, oath of commissioning, oath of appointment or oath of employment. Some examples of individual responsibilities are:
 - (a) Payment of just debts.
 - (b) Maintaining the appropriate level of physical fitness and military bearing.
 - (c) Maintaining high standards of personal conduct both on and off duty.
 - 2) Command responsibility is the collective or organizational accountability that all leaders have to ensure that the unit or organization performs and accomplishes its mission. Command responsibility includes being accountable for the climate of the organization, and for the health, welfare, and safety of the personnel assigned to the organization. Some examples of command responsibilities are:

- (a) Ensuring all personnel receive appropriate safety briefings.
- (b) Ensuring personnel perform proper risk assessments.
- (c) Ensuring all soldiers receive weapons qualification training.

Examples:

- A squad leader notices that one of his soldiers is out of uniform and makes an on the spot correction. Is this a duty or a responsibility?
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- A platoon sergeant prepares his soldiers for the upcoming promotion board. Is this a duty or a responsibility?
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- Ensuring that soldiers have sufficient funds in their checking account before they write a check at the local market. Is this a command responsibility or an individual responsibility?

Responsibilities of Commissioned Officers, Warrant Officers and Noncommissioned Officers

a. Although there are no sharp definitive lines that separate commissioned officers, warrant officers, and Noncommissioned Officers responsibilities, there are some general responsibilities for each.

(1) The Commissioned Officer:

- (a) Commands, establishes policy and manages the Guard.
- (b) Focuses on the integration of collective, leader, and soldier training leading to mission accomplishment.
- (c) Is primarily involved with units and unit operations.
- (d) Concentrates on unit effectiveness and readiness.
- (e) Concentrates on the standards of performance, training and professional development of commissioned officers, warrant officers and noncommissioned officers.

(2) The Warrant Officer:

- (a) Provides quality advice, counsel and solutions to support the commander.
- (b) Execute policy and procedures as established by the commander.
- (c) Commands special units and task organized operational elements.
- (d) Focuses on collective, leader, and individual training leading to mission accomplishment.
- (e) Operates, maintains, administers and manages the Guard's equipment, support activities and technical systems.
- (e) Concentrates on unit effectiveness and readiness.
- (f) Concentrates on the standards of performance, training, and professional development of commissioned officers, warrant officers, and noncommissioned officers.

(3) The Noncommissioned Officer:

- (a) Conducts the daily business of the Guard within established policy.
- (b) Focuses on individual training that leads to mission capability.
- (c) Is primarily involved with individual soldier and team leading.
- (d) Ensures subordinate soldiers and their equipment are prepared to function as effective unit members.
- (e) Concentrates on the standards of performance, training, and professional development of subordinates including other NCOs and soldiers .

ROLE

As pointed out earlier, all members of the State Guard contribute to the overall success of the Guard's mission. Each member contributes within their role to the overall goal of mission accomplishment. Let's take a brief look at the role of each member of the Guard.

(1) Officers: In the United States there are Commissioned Officers and there are Warrant Officers. Together they constitute the Officer Corps. The terms "commissioned officer" and "warrant officer" are used when it is specifically necessary to address or refer to a particular group of officers.

(a) Commissioned Officers: The primary role of commissioned officers is to command units, organizations or activities, establish policy, lead soldiers, and manage the Guard. The commissioned officer is normally a generalist whose training covers broad responsibilities that increase progressively from the grade of Second Lieutenant to General Officer. Commissioned officers are expected to serve as a commander and to perform duties in a variety of assignments throughout their career. In their role as the "Commander," commissioned officers provide leadership, purpose, motivation, direction and resources for mission accomplishment.

(b) Warrant Officers: Warrant Officers perform the role of highly specialized officers who operate, maintain, administer, and manage the Guard's equipment support activities or technical systems for an entire career. Warrant officers are single track career specialty officers in the grades of WO1 through CW4. Warrant officers can, and do, command detachments, units, activities and vessels, as well as lead, coach, train, and counsel subordinates. Warrant officers and commissioned officers often perform similar roles as commanders, platoon leaders and trainers. However, the basic difference in their role is that warrant officers normally spend their entire career working in one specific area while commissioned officers normally work in a variety of areas over the course of their career. Because of their continued and repeated utilization in a specific career field, warrant officers are the Guard's technical and subject matter experts in specific career fields.

(2) Noncommissioned Officers: The Noncommissioned Officer conducts the daily business of the Guard within the policies and guidelines established by the commander. Their primary role is to execute command policies and procedures and to enforce standards of training, conduct, appearance and performance. In this capacity the noncommissioned officer leads and trains individual soldiers and soldiers teams, concentrates on individual training, takes care of soldiers and accomplishes the daily business of the unit. This, in turn, leaves the commander free to plan, make decisions and concentrate on collective unit training requirements. Similar to commissioned officers, noncommissioned officers may work in a variety of areas (i.e. recruiting duty, drill sergeant) over the course of their career.

Authority

- (a) Authority is the legitimate right and power of leaders to command, enforce laws, exact obedience, direct subordinates and to take action within the scope of their responsibility.

- b. There are two types of authority that are similar to officers, warrant officers and noncommissioned officers.

1) Command Authority: Command Authority is the authority you have when you are in a command designated position that formally entails the direction and control over members of the Guard. Command authority can come from regulations or laws, but it primarily originates with the Governor of the State as the Commander in Chief of the State Armed Forces. Command authority is not limited to commissioned officers or warrant officers. Military leaders, (commissioned officers, warrant officers or noncommissioned officers) can have command authority when filling a specific command designated position. The Guard, however, restricts command authority to the soldiers, facilities and equipment that make up the unit or organization that the command designated position is in. For example, the commander of Company A has command authority over all personnel assigned to Company A. However, he or she does not have command authority over personnel assigned to Company B.

2) General Military Authority: General military authority is the authority extended to all leaders to take action. General military authority originates in our oath of office, oath of enlistment, rank structure, tradition and regulations. For example, the UCMJ gives “commissioned officers, warrant officers, petty officers, and noncommissioned officers the authority to quell quarrels, frays, disorders and to apprehend personnel who take part in such.” Dining facility managers, platoon leaders, platoon sergeants, squad leaders and section supervisors all use general military authority when they issue orders to direct and control subordinates under their charge. Military leaders (commissioned officers, warrant officers, and noncommissioned officers) may exercise general military authority over soldiers from different units. Thus, when a commissioned officer, warrant officers or NCO of one battalion stops a soldier from another to give instructions on military courtesy or to make an on-the-spot correction, he is exercising general military authority.

Source of Authority

- (a) Commissioned Officers in the State Guard derive their legal authority from their positions as direct representatives of the Governor of the State in his role as Commander and Chief of the Armed forces. It is this direct tie with the Governor which serves as the basis for their legal authority and the basis for their placement in the Guard organizational structure in a position of authority over warrant officers and noncommissioned officers.
- (b) Warrant officers receive their source of authority from the Adjutant General upon their initial appointment. However, in 1986, the FY 86 DOD authorization Act changed Title 10, United States Code, to authorize the commissioning of warrant officers upon their promotion to CW2. Thus, all commissioned warrant officers derive their authority from the same source (The Governor) as commissioned officers. AR 611-112 contains specific information on the power and authority of warrant officers and commissioned warrant officers.
- (c) Noncommissioned Officers receive their authority from a variety of sources. Guard Regulations, the Tennessee Code Annotated, the Chain of Command, and The NCO Support Channel are the main sources of authority for noncommissioned officers. AR 600-20 contains specific information on the authority of noncommissioned officers.

Chain of Command

(1)

The Chain of command is the most important organizational channel of communication and supervision technique used by the Guard. The chain of command assists commanders and supervisors at all levels in accomplishing the unit's mission and in caring for the unit's personnel and property. The chain of command, also known as the "Command Channel" extends from the Governor, as Commander-in-Chief, down through the various grades of rank to the lowest enlisted person leading the smallest Guard element. Use of the chain of command facilitates the transmission of orders and information from the highest to the lowest levels and vice versa, in a minimum period of time, and with the least chance of misinterpretation.

(2)

Commanders are responsible for everything their command does or fails to do. However, commanders subdivide responsibility and authority and assign portions of both to various subordinate commanders, supervisors, leaders and staff members. In that way, a proper degree of responsibility becomes inherent in each level of command. Thus each person in the chain of command is delegated sufficient authority to accomplish their assigned duties and is held accountable for their actions.

(3)

Proper use of the chain of command is vital to the overall effectiveness of the unit, the organization and the Guard. Therefore, every effort must be made to acquaint all personnel with its existence and proper function.

The NCO Support Channel

- 1) The NCO Support Channel is a formal channel of communication and supervision that extends from the command sergeants major to the first sergeants and then to other NCOs and enlisted personnel in the unit. Prior to December of 1976, the Guard looked at the NCO support channel as informal. However, in December of 1976, AR 600-20 was changed to formalize and expand the functions of the NCO Support Channel. Thus, the NCO Support Channel is now directive in nature within policies and orders as established by the commander.

(2) There is a supportive relationship between the chain of command and the NCO support channel. The NCO support channel parallels, complements and assist the chain of command in caring for soldiers and accomplishing the unit's mission by:

a) Transmitting, instilling, and ensuring the efficacy of the professional Guard values

(b) Planning and conducting the day-to-day unit operations within prescribe policies and directives.

(c) Training enlisted soldiers in their MOS as well as in the basic skills and attributes of a soldier.

(d) Administering and monitoring the NCO professional development program and other unit training programs.

(e) Teaching soldiers the mission of the unit and developing individual training programs to support the mission.

(f) Caring for individual soldiers and their families, both on and off duty.

