

**TSG Number TSG 020-0001**

**Title Identify Duties, Responsibilities, and Authority of Warrant Officers at the Company Level.**

**Task Number 020-320-0001**

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## **Warrant Officer Career Progression**

### ***Warrant Officer Career Progression***

An officer appointed by warrant by the Governor of the State based on a sound level of technical and tactical competence. The warrant officer is the highly specialized expert and trainer who, *by gaining progressive levels of expertise and leadership*, operates, maintains, administers, and manages the Guards's equipment, support activities, or technical systems for an entire career.

### *Level/Position Relationship*

- Entry level: Warrant Officer Candidate, Warrant Officer Basic,(W01), and initial operational assignment (CW2).
- Advance level: (CW2(P) - CW3) troop, detachment, company, or battalion level.
- Senior level (CW3(P) - CW4): supervisory, advisory, or staff position at the battalion, brigade, division, or corps level.
- Senior level (CW4): senior supervisory, advisory, or staff position at the brigade, division, corps, or MACOM level.
- Master level: (CW5) most senior supervisory, advisory, and staff positions.



(1) The entry level position coded, "W2," will be filled by warrant officers in the grade WO1 and CW2 who have completed the Warrant Officer Basic Course (WOBC). These courses provide initial officer training, MOS specific instruction and certification characterized by increased emphases on leadership. The primary role of an entry-level warrant officer is that of a technical/ tactical manager and leader certified to perform those duties required in a single military occupational specialty. Entry-level warrant officer functions are to serve as technical systems and/or equipment trainer and employment advisor or support activity technician. Tactically, the entry-level warrant officer is capable of employing individual branch expertise consistent with mission capability, at the appropriate location on the battlefield. The entry-level warrant officer leads by example, motivates subordinates, and is able to understand, convey, and execute the commander's intent. As a trainer, the entry-level warrant officer conducts both individual and collective training to create cohesive unit teams.



(2) Warrant officers in the grade of CW3 who have completed the Warrant Officer Advanced Course (WOAC) will fill coded "W3," the advanced level position. This course provides common core and MOS specific training pre-paring officers to serve at battalion and brigade levels. The primary role of CW3 is that of a highly specialized expert in an occupational or system-specific career field. CW3s will be certified with significant educational and staff skills to serve as institutional instructors/training developers and advisor/project officers for functional area planning and policy development on mid-level command staffs. CW3s will serve in positions of increased responsibilities in unit operations where their expertise may be used to identify and resolve problems of a technical nature affecting the command. They may serve as project officers, inspector general staff officers, technical analysts, institutional instructors, technical managers, or administrators for large, diverse systems. CW3 functions require strong communicative skills to advise, facilitate, plan, and program. During this period of career utilization, CW3s will function in assignments that require a competence level above that of entry level warrant officers. Generally, they will have obtained additional skill identifiers, special qualification identifiers, and/or experience benchmarks that significantly broaden their technical and tactical qualifications. As a teacher, trainer, and counselor, the CW3 will function as a role model and mentor in the professional development of entry level warrant officers. Warrant officers will serve in CW3 positions from the time they complete WOAC until they are promoted to CW4.



(3) The senior level position coded, "W4," will be filled by warrant officers in the grade of CW4. The primary role of a CW4 is that of a highly specialized expert in an occupational or system specific career field. CW4s will be certified with significant educational and staff skills to serve as institutional instructors/training developers and advisor/project officers for functional area planning and policy development on mid-level command staffs. CW4s will serve in positions of increased responsibilities in unit operations where their expertise may be used to identify and resolve problems of a technical nature affecting the command. They may serve as project officers, inspector general staff officers, technical analysts, institutional instructors, technical managers, or administrators for large, diverse systems. CW4 functions require strong communicative skills to advise, facilitate, plan, and program. During this period of career utilization, CW4s will function in assignments that require a competence level above that of the entry and advanced level warrant officers. Generally, they will have obtained additional skill identifiers, special qualification identifiers, and/or experience benchmarks that significantly broaden their technical and tactical qualifications. As a teacher, trainer and counselor, the CW4 will function as a role model and mentor in the professional development of entry and advanced level warrant officers.

## General Responsibilities

- Provides quality advice, counsel, and solutions to support the command; executes policy and manages the Guard's systems.
- Commands special purpose units and task organized operational elements.
- Focuses on collective, leader and individual training leading to mission accomplishment.
- Operates, maintains, administers and manages the Guard's equipment, support activities, or technical systems.
- Concentrates on unit effectiveness and readiness.
- Concentrates on the standards of performance, training, and professional development of officers, other warrant officers, NCO's and civilians

a. We must recognize that warrant officers have special roles to fill in the Army, unique and distinct from those of other officers.

b. Warrant Officers:

- (1) provide quality advice, counsel, and solutions to support the command;
- (2) execute policy and manages the Guard's systems;
- (3) command special purpose units and task organized operational elements;
- (4) focus on collective, leader and individual training leading to mission accomplishment;
- (5) operate, maintain, administer, and manage the Guard's equipment, support activities, or technical systems;
- (6) concentrate on unit effectiveness and readiness;
- (7) concentrate on the standards of performance, training, and professional development of officers, other warrant officers, NCO's and civilians.

## *Roles*

- Single Track Officer and Technician
- Supports and Advises the Commander
- Provides Subject Matter Expertise in Specific Career Fields
- Commands Detachments, Units, Activities, and Vessels
- Leads, Coaches, Trains, Counsels Subordinates

- a. Warrant officers are leaders as well as technical experts. They command detachments, units, activities, and vessels as well as lead, coach, train, and counsel subordinates.
- b. They provide:
  - (1) valuable skills to the Guard wherever they serve.
  - (2) valuable guidance and expertise to commanders and organizations in their particular fields of expertise.
- c. Warrant Officers:
  - (1) are single track officers and technicians;
  - (2) support and advise the Commander;
  - (3) provide subject matter expertise in specific career fields;
  - (4) command detachments, units, activities, and vessels;
  - (5) lead, coach, train, and counsel subordinates.

## Warrant Officers & the Chain of Command

### *Commanders*

**Establish policy.**

**Manages the army.**

**Integration of training.**

**Concentrates on unit effectiveness and readiness.**

### *Warrant Officers*

**Executes policy.**

**Manages the army's systems.**

**Collective, leader and individual training.**

**Provides quality advice, counsel and solutions to support the command.**

### **Commanders & Warrant Officers**

**Concentrate on the standards of performance, training, and professional development of officers, other warrant officers, NCO's and civilians.**

RESPONSIBILITIES
THE OFFICER
Commands, establishes policy, and manages the Guard.
Focuses on integration of collective, leader and soldier training leading to mission accomplishment.
Is primarily involved with units and unit operations.
Concentrates on unit effectiveness and readiness.
Concentrates on the standards of performance, training, and professional development of other officers, warrant officers, NCO's and civilians.

RESPONSIBILITIES
THE WARRANT OFFICER
Provides quality advice, counsel, and solutions to support the command; executes policy and manages the Army's systems. Commands special purpose units and task organized operational elements.
Focuses on collective, leader and individual training leading to mission accomplishment.
Operates, maintains, administers and manages the Guard's equipment, support activities, or technical systems.
Concentrates on unit effectiveness and readiness.
Concentrates on the standards of performance, training, and professional development of officers, other warrant officers, NCO's and civilians.

## Warrant Officers & NCO Support Channel

### Warrant Officers

Executes policy.

Manages the Guard's systems.

Collective, leader and individual training.

Provides quality advice, counsel, and solutions to support the command.

### NCOs

Conducts daily business within established policy.

Individual soldier and teamleading.

Individual training.

Ensures subordinate NCOs and soldiers are prepared to function as effective unit members.

**Warrant Officers & NCOs  
Concentrate on the standards of performance, training, and professional development of subordinate NCOs and soldiers.**

RESPONSIBILITIES
<b>THE WARRANT OFFICER</b>
Provides quality advice, counsel, and solutions to support the command; executes policy and manages the Guard's systems. Commands special purpose units and task organized operational elements.
Focuses on collective, leader and individual training leading to mission accomplishment.
Operates, maintains, administers and manages the Guard's equipment, support activities, or technical systems.
Concentrates on unit effectiveness and readiness.
Concentrates on the standards of performance, training, and professional development of officers, other warrant officers, NCO's and civilians.
<b>THE NONCOMMISSIONED OFFICER</b>
Conducts the daily business of the Guard within established policy.
Focuses on individual training that leads to mission capability.
Is primarily involved with individual soldier and team leading.
Ensures subordinate NCOs and soldiers, with their personal equipment, are prepared to function as effective unit members.
Concentrates on the standards of performance, training, and professional development of subordinate NCOs and soldiers.

## The Three Pillars of Leader Development

- a. The leader development process is a continuous cycle of education, training, experience, assessment, feedback, and reinforcement. This cycle occurs in a logical and progressive sequence. The needs of the Guard and the future potential of leaders are always kept sharply in focus and must be balanced at all times. The emphasis is on developing competent and confident leaders who understand and exploit the full potential of current and future Guard doctrine.

### Three Pillars of Leader Development

***Institutional training and education.*** Resident and nonresident instruction incorporating schoolhouse training and education that leaders receive.

***Operational assignments.*** Operational experience providing the opportunity to use, hone, and build on the formal education process; experience gained through on-the-job training in a variety of challenging assignments.

***Self-development.*** Planned, competency-based progressive and sequential process used to enhance previously acquired skills, knowledge, behaviors, and experience; individual study, research, professional reading, practice, and self-assessment.

- b. The three pillars of leader development.

- (1) **Institutional training and education.** Institutional training and education consists of both resident and nonresident instruction and incorporates all of the schoolhouse training and education that leaders receive. It is here that leaders train to perform critical tasks by learning the skills that are essential to high-quality leadership. When these same skills are tested, reinforced, and strengthened by follow-on operational assignments and meaningful self-development programs, leaders attain and sustain true competency in the profession of arms. Institutional training provides the solid foundation upon which all future development rests. It also provides the progressive, sequential education and training required to develop technical and tactical competencies as well as common core leadership skills.

- (2) **Operational assignments.** Operational assignments constitute the second pillar of leader development. Upon completion of most institutional training, leaders ideally are assigned to operational positions. This operational experience provides them the opportunity to use, hone, and build on what they have learned through the formal education process. Experience gained through on-the-job training in a variety of challenging assignments prepares warrant officers to lead and train soldiers, both in the field and in garrison. Commanders and leaders play a significant and instrumental role in this area. Operational assignments translate theory into practice by placing leaders in positions to apply the skills they acquired during institutional training. During operational assignments, leaders gain the experience and confidence needed for more complex and higher-level assignments.
- (3) **Self-development.** Institutional training and education in conjunction with operational assignments will not totally ensure that Guard warrant officers attain and sustain the degree of competency needed to perform their mobilization mission. Self-development must round out the other two areas of leader development. Self-development is a planned, competency-based progressive and sequential process individual leaders use to enhance previously acquired skills, knowledge, behaviors, and experience. It serves to maximize readiness and the potential for progressively more complex and higher-level assignments. Self-development consists of individual study, research, professional reading, practice, and self-assessment. This key aspect of individual officer qualification solidifies the Guard leader development process.

## Responsibilities of Leader Development

*Commanders* - initial assessment, individual leader development programs, unit and individual performance standards, and providing periodic assessments and feedback to the officer.

*Individual* - Ultimately responsible for one's own development.

- a. Leader development is cooperative and holistic. Success stems from involving the commanders and the Guard in the field, the schoolhouse, and the individual officer.
- b. Commanders and leaders are responsible for an officer's initial assessment, individual leader development programs, establishment of unit and individual performance standards, and providing periodic assessments and feedback to the officer.
- c. Individuals are ultimately responsible for their development and must be pro-active .

