

Appendix A

Roles and Relationships

A-1. When the Army speaks of soldiers, it refers to commissioned officers, warrant officers, non-commissioned officers (NCOs), and enlisted personnel—both men and women. The terms commissioned officer and warrant officer are used when it is necessary to specifically address or refer to a particular group of officers. All Army leaders—soldiers and DA civilians—share the same goal: to accomplish their organization’s mission. The roles and responsibilities of Army leaders—commissioned, warrant, noncommissioned, and DA civilian—overlap. Figure A-1 summarizes them.

A-2. Commissioned officers are direct representatives of the President of the United States. Commissions are legal instruments the president uses to appoint and exercise direct control over qualified people to act as his legal agents and help him carry out his duties. The Army retains this direct-agent relationship with the president through its commissioned officers. The commission serves as the basis for a commissioned officer’s legal authority. Commissioned officers command, establish policy, and manage Army resources. They are normally generalists who assume progressively broader responsibilities over the course of a career.

A-3. Warrant officers are highly specialized, single-track specialty officers who receive their authority from the Secretary of the Army upon their initial appointment. However, Title 10 USC authorizes the commissioning of warrant officers (WO1) upon promotion to chief warrant officer (CW2). These commissioned warrant officers are direct representatives of the president of the United States. They derive their authority from the same source as commissioned officers but remain specialists, in contrast to commissioned officers, who are generalists. Warrant officers can and do command detachments, units, activities, and vessels as well as lead, coach,

train, and counsel subordinates. As leaders and technical experts, they provide valuable skills, guidance, and expertise to commanders and organizations in their particular field.

A-4. NCOs, the backbone of the Army, train, lead, and take care of enlisted soldiers. They receive their authority from their oaths of office, law, rank structure, traditions, and regulations. This authority allows them to direct soldiers, take actions required to accomplish the mission, and enforce good order and discipline. NCOs represent officer, and sometimes DA civilian, leaders. They ensure their subordinates, along with their personal equipment, are prepared to function as effective unit and team members. While commissioned officers command, establish policy, and manage resources, NCOs conduct the Army’s daily business.

A-5. As members of the executive branch of the federal government, DA civilians are part of the Army. They derive their authority from a variety of sources, such as commanders, supervisors, Army regulations, and Title 5 USC. DA civilians’ authority is job-related: they normally exercise authority related to their positions. DA civilians fill positions in staff and base sustaining operations that would otherwise have to be filled by officers and NCOs. Senior DA civilians establish policy and manage Army resources, but they do not have the authority to command.

A-6. The complementary relationship and mutual respect between the military and civilian members of the Army is a long-standing tradition. Since the Army’s beginning in 1775, military and DA civilian duties have stayed separate, yet necessarily related. Taken in combination, traditions, functions, and laws serve to delineate the particular duties of military and civilian members of the Army.

THE COMMISSIONED OFFICER

- **Commands, establishes policy, and manages Army resources.**
- **Integrates collective, leader, and soldier training to accomplish missions.**
- **Deals primarily with units and unit operations.**
- **Concentrates on unit effectiveness and readiness.**

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.**
- **Operates, maintains, administers, and manages the Army's equipment, support activities, and technical systems.**
- **Concentrates on unit effectiveness and readiness.**

THE NONCOMMISSIONED OFFICER

- **Trains soldiers and conducts the daily business of the Army within established policy.**
- **Focuses on individual soldier training.**
- **Deals primarily with individual soldier training and team leading.**
- **Ensures that subordinate teams, NCOs, and soldiers are prepared to function as effective unit and team members.**

THE DEPARTMENT OF THE ARMY CIVILIAN

- **Establishes and executes policy, leads people, and manages programs, projects, and Army systems.**
- **Focuses on integrating collective, leader, and individual training.**
- **Operates, maintains, administers, and manages Army equipment and support, research, and technical activities.**
- **Concentrates on DA civilian individual and organizational effectiveness and readiness.**

Figure A-1. Roles and Responsibilities of Commissioned, Warrant, Noncommissioned, and DA Civilian Leaders

AUTHORITY

A-7. Authority is the legitimate power of leaders to direct subordinates or to take action within the scope of their positions. Military authority begins with the Constitution, which divides it between Congress and the president. (The Constitution appears in Appendix F.) Congress has the authority to make laws that govern the Army. The president, as commander in chief, commands the armed forces, including the Army. Two types of military authority exist: command and general military.

Command Authority

A-8. Command is the authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources to organize, direct, coordinate, employ, and control military forces so that they accomplish assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel.

A-9. Command authority originates with the president and may be supplemented by law or regulation. It is the authority that a commander lawfully exercises over subordinates by virtue of rank or assignment. Only commissioned and warrant officers may command Army units and installations. DA civilians may exercise general supervision over an Army installation or activity; however, they act under the authority of a military supervisor. DA civilians do not command. (AR 600-20 addresses command authority in more detail.)

A-10. Army leaders are granted command authority when they fill command-designated positions. These normally involve the direction and control of other soldiers and DA civilians. Leaders in command-designated positions have the inherent authority to issue orders, carry out the unit mission, and care for both military members and DA civilians within the leader's scope of responsibility.

General Military Authority

A-11. General military authority originates in oaths of office, law, rank structure, traditions,

and regulations. This broad-based authority also allows leaders to take appropriate corrective actions whenever a member of any armed service, anywhere, commits an act involving a breach of good order or discipline. AR 600-20, paragraph 4-5, states this specifically, giving commissioned, warrant, and noncommissioned officers authority to “quell all quarrels, frays, and disorders among persons subject to military law”—in other words, to maintain good order and discipline.

A-12. All enlisted leaders have general military authority. For example, dining facility managers, platoon sergeants, squad leaders, and tank commanders all use general military authority when they issue orders to direct and control their subordinates. Army leaders may exercise general military authority over soldiers from different units.

A-13. For NCOs, another source of general military authority stems from the combination of the chain of command and the NCO support channel. The chain of command passes orders and policies through the NCO support channel to provide authority for NCOs to do their job.

Delegation of Authority

A-14. Just as Congress and the president cannot participate in every aspect of armed forces operations, most leaders cannot handle every action directly. To meet the organization's goals, officers delegate authority to NCOs and, when appropriate, to DA civilians. These leaders, in turn, may further delegate that authority.

A-15. Unless restricted by law, regulation, or a superior, leaders may delegate any or all of their authority to their subordinate leaders. However, such delegation must fall within the leader's scope of authority. Leaders cannot delegate authority they do not have and subordinate leaders may not assume authority that their superiors do not have, cannot delegate, or have retained. The task or duty to be performed limits the authority of the leader to which it is assigned.

A-16. When a leader is assigned a task or duty, the authority necessary to accomplish it accompanies the assignment. When a leader delegates a task or duty to a subordinate, he delegates the requisite authority as well. However, leaders

always retain responsibility for the outcome of any tasks they assign. They must answer for any actions or omissions related to them.

RESPONSIBILITY AND ACCOUNTABILITY

A-17. No definitive lines separate officer, NCO, and DA civilian responsibilities. Officers, NCOs, and DA civilians lead other officers, NCOs, and DA civilians and help them carry out their responsibilities. Commanders set overall policies and standards, but all leaders must provide the guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. Similarly, subordinates must assist and advise their leaders. Mission accomplishment demands that officers, NCOs, and DA civilians work together to advise, assist, and learn from each other. Responsibilities fall into two categories: command and individual.

Command Responsibility

A-18. Command responsibility refers to collective or organizational accountability and includes how well units perform their missions.

For example, a company commander is responsible for all the tasks and missions assigned to his company; his leaders hold him accountable for completing them. Military and DA civilian leaders have responsibility for what their sections, units, or organizations do or fail to do.

Individual Responsibility

A-19. All soldiers and DA civilians must account for their personal conduct. Commissioned officers, warrant officers, and DA civilians assume personal responsibility when they take their oath. DA civilians take the same oath as commissioned officers. Soldiers take their initial oath of enlistment. Members of the Army account for their actions to their fellow soldiers or coworkers, the appointed leader, their unit or organization, the Army, and the American people.

COMMUNICATIONS AND THE CHAIN OF COMMAND

A-20. Communication among individuals, teams, units, and organizations is essential to efficient and effective mission accomplishment. As Chapter 4 discusses, two-way communication is more effective than one-way communication. Mission accomplishment depends on information passing accurately to and from subordinates and leaders, up and down the chain of command and NCO support channel, and laterally among adjacent organizations or activities. In garrison operations, organizations working on the same mission or project should be considered “adjacent.”

A-21. The Army has only one chain of command. Through this chain of command, leaders issue orders and instructions and convey policies. A healthy chain of command is a two-way communications channel. Its members do more than transmit orders; they carry information

from within the unit or organization back up to its leader. They furnish information about how things are developing, notify the leader of problems, and provide requests for clarification and help. Leaders at all levels use the chain of command—their subordinate leaders—to keep their people informed and render assistance. They continually facilitate the process of gaining the necessary clarification and solving problems.

A-22. Beyond conducting their normal duties, NCOs train soldiers and advise commanders on individual soldier readiness and the training needed to ensure unit readiness. Officers and DA civilian leaders should consult their command sergeant major, first sergeant, or NCO assistant, before implementing policy. Commanders, commissioned and warrant officers, DA civilian leaders, and NCOs must continually communicate to

avoid duplicating instructions or issuing conflicting orders. Continuous and open lines of communication enable commanders and DA

civilian leaders to freely plan, make decisions, and program future training and operations.

THE NONCOMMISSIONED OFFICER SUPPORT CHANNEL

A-23. The NCO support channel parallels and reinforces the chain of command. NCO leaders work with and support the commissioned and warrant officers of their chain of command. For the chain of command to work efficiently, the NCO support channel must operate effectively. At battalion level and higher, the NCO support channel begins with the command sergeant major, extends through first sergeants and platoon sergeants, and ends with section chiefs, squad leaders, or team leaders. (TC 22-6 discusses the NCO support channel.)

A-24. The connection between the chain of command and NCO support channel is the senior NCO. Commanders issue orders through the chain of command, but senior NCOs must know and understand the orders to issue effective implementing instructions through the NCO support channel. Although the first sergeant and command sergeant major are not part of the

formal chain of command, leaders should consult them on all individual soldier matters.

A-25. Successful leaders have a good relationship with their senior NCOs. Successful commanders have a good leader-NCO relationship with their first sergeants and command sergeants major. The need for such a relationship applies to platoon leaders and platoon sergeants as well as to staff officers and NCOs. Senior NCOs have extensive experience in successfully completing missions and dealing with enlisted soldier issues. Also, senior NCOs can monitor organizational activities at all levels, take corrective action to keep the organization within the boundaries of the commander's intent, or report situations that require the attention of the officer leadership. A positive relationship between officers and NCOs creates conditions for success.

DA CIVILIAN SUPPORT

A-26. The Army employs DA civilians because they possess or develop technical skills that are necessary to accomplish some missions. The specialized skills of DA civilians are essential to victory but, for a variety of reasons, they are difficult to maintain in the uniformed components. The Army expects DA civilian leaders to be more than specialists: they are expected to apply technical, conceptual, and interpersonal skills together to accomplish missions—in a combat theater, if necessary.

A-27. While the command sergeant major is the advocate in a unit for soldier issues, DA civilians have no single advocate. Rather, their own leaders, civilian personnel advisory center, or civilian personnel operations center represent them and their issues to the chain of command. Often the senior DA civilian in an organization or the senior DA civilian in a particular career field has the additional duty of advising and counseling junior DA civilians on job-related issues and career development.

