

1	DESIGN	CO-1		1,2	APPROVAL	AGENCY	TELEPHONE
1	DESIGN	ACKN			SIGNATURE	OPO	53361
	DESIGN	ACK	2	CHIEF OF STAFF	COORDINATION	CONTACT OFFICER	
	COA	FAG		SECRETARY OF THE ARMY		Col J. A. LeClair, Jr	
	END	CLL		3 OF A			
FILE REFERENCE			SUBJECT			DATE	
EPD-5			Command Sergeants Major Program			11 MAY 1967	

IMPLICATIONS (Implications checked are involved in this action, are discussed below or in a separate inclosure, and have been considered in final recommendation.)

☐ CONTROL PROGRAM
 ☐ MANPOWER
 ☐ SECURITY
 ☐ CONGRESSIONAL
 ☐ BUDGET
 ☐ PUBLIC RELATIONS
 ☐ MORALE
 ☐ LEGAL
 ☒ NONE

#### PURPOSE

To present a staff study proposing the establishment of a program to improve the caliber and effectiveness of the Sergeants Major of the major commands of the Army.

#### DISCUSSION

1. A survey of the records of Command Sergeants Major of Corps and Divisions indicates that the majority are well qualified, effective combat arms NCOs. Those assigned to commands above Corps level are primarily Administrative Specialists with limited troop and combat duty, and are less effective in performance of duty.

2. The study, at Tab A, was conducted to determine methods by which the finest SGMs in the Army can be identified and assigned to the top-level Sergeants Major positions. It was concluded that a Command Sergeants Major Program should be established under which the Army's best Sergeants Major would be selected, assigned, and managed from a career standpoint. Establishment of such a program is within DA capability in FY 68 and would require 3 additional full-time manpower spaces (1 officer, 1 NCO, 1 typist) and the convening of a temporary selection board.

3. Since the major commanders constitute the key to success of this proposal, their comments and recommendations should be obtained, evaluated and incorporated into the program prior to its implementation.

4. EPD-OPO is prepared to brief on this proposed program.

#### RECOMMENDATIONS

1. That the proposed concept for the Command Sergeants Major Program, at Tab B, be approved for coordination with major commanders.

2. That the letter at Tab C which forwards the proposed concept for comment be approved for dispatch after the summer turnover of major commanders.

#### COORDINATION

TJAG 136 - No Legal Objection - Col George F. Meyer, Jr., Ext 53616

1 Incl

Tab A. Staff Study

Tab B. Proposed Concept

Tab C. Proposed ltr to major commanders

F. K. MEARNS

Major General, USA

Acting Chief of Personnel Operations

COPY FOR C OF SA

DAF, FORM 34

REPLACES DAF FORM 34, JUL 1964 EDITION

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
Office of Personnel Operations  
Washington, D.C. 20310

EPADS

SUBJECT: Identification and Career Management of Command Sergeants Major

1. PROBLEM. To improve the caliber and effectiveness of Sergeants Major occupying the traditional Command Sergeants Major positions in the Army.

2. FACTS BEARING ON THE PROBLEM.

a. Definitions. For the purpose of this study the following definitions apply:

(1) Sergeant Major (SGM) -- Any NCO holding the rank of E9.

(2) Command Sergeant Major (CSM) -- A SGM assigned to the senior enlisted position on the staffs of various commanders. The CSM occupies the one position in each battalion and higher organization which is designated by the position title of Sergeant Major.

b. As of 31 March 1967 there were 5228 SGMs in the Army. Approximately 1500 of these SGMs are filling CSM positions at various command levels from battalion to Department of the Army.

c. All SGMs wear the same insignia of rank. The only visual means of identifying CSMs is the Combat Leaders Identification Tabs, worn by combat or combat support CSMs at Corps level and below. CSMs of the non-combat arms and those assigned to commands above Corps level cannot be visually identified.

d. There are 78 MOS in which a NCO can become a SGM. After promotion to the rank of SGM E9, and appointment as a CSM, he cannot be identified as a CSM by MOS, since he holds the same MOS as other E9s occupying such positions as Operations Sergeant Major or Intelligence Sergeant Major.

c. Neither SOMs nor CSMs are controlled as a group within Enlisted Personnel Directorate. Because of the many MOS involved, and the lack of identification, records are segregated by MOS, not by rank.

### 3. DISCUSSION.

a. The position of Command Sergeant Major is the most important and most prestigious position in the enlisted ranks. To insure a continuous source of experience, leadership and professionalism in CSM positions, there must be careful selection of individuals to occupy such positions, and effective management of them after their selection.

b. The majority of CSMs are first selected for such positions by commanders at Corps level and below. An examination of the records of CSMs at these levels indicate that they are well qualified for their jobs, have current short tour experience, receive very high Commanders Evaluation Reports (CER), and are properly motivated to serve with troops. Since the existing selection system works well, no change is necessary.

c. DA is unable to provide career management of CSMs under the existing system for the reasons cited in paragraphs 2c and 2d. Unless CSMs are specifically brought to the attention of the Senior Enlisted Control Branch of EPD, they cannot be identified. As a consequence, the best man cannot be selected for a given requirement, some marginal CSMs continue to serve in such positions, full use is not made of available experience, and only meager efforts to educate and train CSMs for higher level assignments can be made.

d. Records maintained by DA are insufficient to select the better CSMs for assignment to the higher level CSM positions. A need exists for an improved Commanders Evaluation Report (CER) to provide better proficiency measurement. As an interim measure, the existing Officer Efficiency Report, DA Form 67-5 can be used.

e. The key to the problems associated with the proper management of CSMs is identification. A means of visual identification is certainly needed, but, for the purposes described herein, MOS identification is the more immediate requirement. Once CSMs are identified, other actions necessary to further improve the Army's CSM assignment and career management procedures can be accomplished.

#### 4. CONCLUSIONS.

a. Command Sergeants Major cannot be identified within the Army's existing personnel system, neither visually nor by MOS. Consequently, the careers of this most important group of NCOs cannot be managed.

b. The existing system of initial selection of SCMs to fill CSM positions is effective and needs no change.

c. An urgent requirement exists to identify CSMs, place them under centralized control as a group, and conduct career management of them in a manner similar to that performed by the Colonels Branch of the Officer Personnel Directorate of OPO.

#### 5. PROPOSED SOLUTION.

a. At Inclosure 1 is a concept for the establishment of a CSM Program, in which CSMs will be identified and placed under centralized control for assignment and career management.

b. Salient points of the attached concept are:

(1) On a date selected by DA, each commander authorized a CSM will recommend to DA that the SCM of his selection be awarded a single and distinctive CSM MOS. After review of the selectees records, the CSM MOS will be awarded by DA, thereby providing immediate identification of all CSMs.

(2) A CSM Section initially consisting of 1 officer, 1 SCM, 1 typist, and 1 records clerk will be established to receive the information from the field, prepare initial rosters and gather together the CSM's records. As soon as practicable, the CSM Section will assume career management responsibilities of the first increment of CSMs (approximately 200) who occupy CSM positions at Brigade and higher level.

(3) Additional increments will be absorbed by the CSM Section as the situation permits until all CSMs are under centralized control.

#### 6. RECOMMENDATION.

That the concept (Tab B) for identification and career management of CSMs be approved.

1 Incl  
Concept

J. A. LECLAIR, JR  
Colonel, USA  
Chief, Senior Enlisted Control Branch



## CONCEPT FOR THE COMMAND SERGEANTS MAJOR PROGRAM

1. Purpose. To improve the caliber and effectiveness of the Army's Command Sergeants Major.

2. General.

a. The Command Sergeants Major Program will identify those SGMs assigned as CSMs and will consolidate them under the control of a CSM Section at DA level.

b. Once implemented, the program would be operated similarly to the operation of the Colonels Branch of the Officer Personnel Directorate, in that assignment, personal actions, career management, and records maintenance will be centralized at DA.

3. Establishment of the Program. The following actions will be necessary to implement the CSM Program.

a. Upon receipt of DA instructions, commanders will submit recommendations to DA for award of the CSM MOS to their chosen CSMs. Commanders may recommend the incumbents, another SGM within the command to replace the incumbent, or, if the commander does not have a qualified SGM, he should request a replacement who may later be recommended for award of the MOS.

b. Concurrent with submission of the recommendation for award of the CSM MOS, commanders will complete and forward to DA a modified officer efficiency report on the recommended SGM.

c. Upon approval of this concept, Assignment Division of EPD will organize a CSM Section consisting initially of 1 officer, 1 senior NCO, 1 typist, and 1 records clerk. This section will receive the information from the field, prepare initial rosters, and gather together the CSMs records. As soon as possible, the CSM Section will take over centralized career management of the first increment of CSMs (approximately 200) from the highest levels of command (brigade and higher). The four personnel required would be in addition to the present Assignment Division authorization, since the minor decrease in SECB workload caused by the establishment of the CSM Program would not create surplus personnel.

d. When operations permit, additional CSM increments will be brought under centralized control until all CSMs are brought under the

basis of the CSM Section. A moderate increase in personnel to operate the section will be required as the number of controlled CSMs increases.

#### 4. Operation of the Program.

a. By use of the initial officer-type efficiency reports, subsequent data received from the field, and existing DA records, the CSM Section will establish CSM order of merit lists for use in assigning the best CSMs to the highest level jobs.

b. Complete career records will be built up on each CSM, to facilitate career management.

c. Although the program will originally contain only those individuals holding the CSM MOS, it is visualized that commanders will be required to nominate other outstanding SGMs for entry into the program at the earliest opportunity. Commander's nominations will include a special efficiency report.

d. CSMs whose efficiency is less than desired will be removed from the program. The CSM MOS will be withdrawn and their original MOS designated as primary.

e. Once the program is in operation, CSM positions will be filled from within. Shortages in the program will be filled by commanders or from nominations submitted from the field.

f. All MOS previously held by CSMs will be retained as secondary or additional MOS, thereby assisting in effective assignment.