



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY EUROPE
OFFICE OF THE COMMAND SERGEANT MAJOR
UNIT 29251, APO AE 09014

REPLY TO
ATTENTION OF

AEACG-CSM

1 May 2012

MEMORANDUM FOR Non-Commissioned Officers (NCO) assigned to the United States Army Europe (USAREUR) APO, AE 09014

SUBJECT: CSM Focus Areas

1. I am the CSM of USAREUR, and in that role I am responsible for providing senior enlisted advice to the Commander for matters relating to the Soldiers and families of USAREUR and the conduct of theater security cooperation, but I'm also responsible for providing advice to the Deputy Commanding General on the issues of training of US units in the USAREUR footprint. As Command Sergeant Major of this great team of professionals in Europe, it is important that the Soldiers and NCOs understand my focus areas as we build full spectrum forces, strengthen alliances with our partners, and seek to improve the readiness and quality of life for our Soldiers, Families and our Civilian workforce that will make Europe a destination of choice through out our Army. Both the CG and the DCG have given me guidance on helping our leaders **focus their efforts on training, leading by example, counseling, maintaining and enforcing standards, improving physical and mental toughness, and taking care of Soldiers.** They have both also asked me to help leaders understand **they must coach and train subordinates "two levels down."**

2. We three believe that there is nothing more important than training. Training prepares us to fight and win on the next battlefield. Since I feel this way, we should hold leaders responsible for training and NCOs responsible specifically for the training of individuals, crews, and small teams. Our expectation is that training will be conducted in accordance with the appropriate Field and Technical Manuals along with the Army doctrine. Training will be planned, rehearsed, and the instructor will be certified by the NCO Support Channel; after training, NCOs are responsible for conducting appropriate AARs. Good quality objective training is the standard we set for NCOs of this Command. NCOs will make sure that their Soldiers completely understand and are capable of performing the task before moving on to another. Remedial training will be conducted in order to assist Soldiers in understanding the standards of the given task. In simpler terms, **knowing and understanding the 8 step training model** will allow you to meet these standards. Just as important as quality training is, the recording of task completed and areas of improvement are critical to the development of the total Soldier. I have found over time that **Leader Books** maintained at the lowest leadership levels facilitate opportunity training, training meetings, and just knowing your Soldiers and families better. The harder we train, the greater our success on the complex battlefield and the fewer lives that will be lost to the enemy.

3. Soldiers and NCOs of USAREUR are expected to always lead by example in all that they do, regardless if it is shooting gunnery or volunteering within our communities. **Leading by example provides a visible standard for others to try to achieve.** This example applies to both our professional and personal lives. If we live by the seven Army values of loyalty, duty, respect, selfless service, honor,

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SUBJECT: Leadership Philosophy

integrity, and personal courage (LDRSHIP) and always give our maximum effort, we will be seen as a disciplined force.

4. Maintaining and enforcing standards is not only the responsibility of NCOs, but Soldiers must also be held responsible for doing the same. This applies to personal appearance, behavior, and equipment in the arms room and motor

pool. "On the Spot corrections" will be our weapon of choice. **Nothing is more important than correcting someone that is not meeting the standard.** We see this as your duty to correct. However, if this correction is done unprofessionally – in a demeaning, loud, or in front of subordinates --, you have not only failed to fix the deficiency, but also created a problem of discipline and disrespect. In order to fight on the battlefield our equipment must always meet the user level maintenance standard. NCOs are charged with ensuring that all equipment is properly maintained, accounted for, and cared for with assistance from the NCO Support Channel and the Chain of Command.

5. Physical and mental fitness is just as important as the maintenance level of our vehicles to our individual weapons! **Physical Readiness Training (PRT) is how we maintain the combat readiness of our bodies.** The standards of physical fitness and weight control are clearly outlined in the appropriate regulations and field manuals. It should be easy for all professional soldiers to meet the Army standard in body fat standards, and PT test score of 200. But good soldiers always strive to be better than the standard, and I think every Soldier in USAREUR should attempt to meet these goals easily, and strive to do better. Both are attainable with hard work.

6. Mental fitness is not only how you handle problems or stress, it is also exercising that muscle called a brain. **Everyone should continue to seek professional development through Army schools, correspondence courses and civilian education.** These are all forms of training in our Command that will develop smart, adaptable and competent leaders. But if at any time, you feel like you are so overwhelmed, we challenge you to seek help from a Behavior Health Professional, Chaplain, or member of the Chain of Command. Asking for help is a sign of strength and desire to overcome the challenges that you may be facing.

7. "Taking care of Soldiers" is a widely used phrase in our Army. According to FM 22-100 *Army Leadership*, it is defined as "creating a disciplined environment where they can learn and grow." **To really take care of Soldiers you must make sure that they are trained and disciplined.** Be a mentor and role model to them, and genuinely care for their well-being and they will follow you anywhere. Family members and – if appropriate – civilians are important members of our team as well...they must be cared for and included in all that we do.

8. Finally, to the Soldiers and NCOs of the USAREUR Team, I challenge you to use this memorandum as a guide in order to establish higher standards for all to see and attempt to surpass.

Strong Soldiers, Strong Teams



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