



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY EUROPE
UNIT 29351
APO AE 09014

AEACG

MEMORANDUM FOR Command Sergeant Major David S. Davenport, Sr., United States Army Europe

SUBJECT: Commander's Guidance

1. First off, it's great to have you on the team. USAREUR is – in my opinion – the best place to serve in our Army today. So, coming back together and serving with a wingman like you is a dream come true.

2. I've always found it useful to put in writing those things we've talked about so we can both head in the direction we want to go, while giving ourselves the flexibility to adjust off "mission orders." So here's what I'd ask you to focus on as you assume the duties as the CSM of USAREUR and my Senior Enlisted Advisor:

a. As the USAREUR CSM, you wear many hats. You're certainly my CSM, and my Senior Enlisted Advisor. As an ASCC CSM, you'll be slightly "above" a Corps CSM, and slightly "below" a Combatant Command CSM. But you'll also have all the duties and responsibilities linked to the Soldiers and major units in the USAREUR footprint. At the same time, you'll have the EUCOM Army Component responsibilities connected with working with our allied partners in Europe; there are 51 countries in our AOR, but we are working closely with over 30 of these. Then there's one more you may not be aware of; because of the uniqueness of USAREUR, you will also sometimes serve as the Senior Enlisted Advisor to my "Mr. Inside," the DCG, MG Boozer. While that's not a doctrinal requirement, I'd ask you to be his senior enlisted advisor when he is working with and training and mentoring the Battalion and Brigade Commanders, just as a Division CSM would do with a Division Commander.

b. We've already discussed where I'd like you to visit, and in what order, so try your best to execute the plan. Trying to get to all our locations by the end of 3d Quarter is an ambitious goal; don't be disappointed if you don't make it as there will be other priorities that will interrupt. But do the best you can. While at each location, "see" the command, and help them see themselves through your eyes. Let our troopers know you and I are their advocates and the advocates of their Families. Talk about values, and the profession, and discipline wherever you go; and work with me to ensure ALL our leaders are the enforcers of standards and discipline in all we do. Keep our good Soldiers in the Army and help them grow; but ensure our leaders know that those Soldiers who aren't as good – those who don't necessarily live by our standards and those who don't respond to counseling – are barred and helped to find another career other than in service to our nation. And, as always, make sure that we're doing the right kind of training...training that is good and relevant. Additionally, make note of how our units conduct AARs after training events; there should be more than just "3 ups and 3 downs."

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c. Become familiar with and make friends with our allies – the other nations who are working to build their own NCO Corps -- and our other Joint Partners (USAFE, NAVEUR, AFRICOM, and EUCOM). You'll meet most partners at the Conference of European Armies – NCO (CEANCO) Forum in Croatia. That's a key event for you and your team – working with the G3 – so ensure that it is a world class event for all who attend.

d. Build professionals. Focus your USAREUR NCO Leader Development programs on Brigade-level CSMs. Counsel, mentor and teach them so that they are ready to become the next group of nominative NCOs. Make sure THEY are counseling, coaching and teaching two levels down...our Brigade CSMs should be training 1SGs to be Battalion CSMs, and Battalion CSMs should be doing the same to their Platoon Sergeants (and their 2LTs!).

e. Get information from our staff SGMs here in USAREUR about the challenges they see in units.

1) You'll likely be most involved with the G3 SGM for training, operations and plans updates. But, also include the oversight and mentoring of JMTC CSM and the NCOA Commandant.

2) The G1 SGM should be telling you where we have problems in senior NCO fill, and how our units are doing with strength figures; units that are inactivating should not be receiving inbounds! Additionally, the G1 should be working with ERMC and the SJA to continue to process those that are departing our ranks, as I've asked all of them – and the units – to ensure they are monitoring and expediting those who are in a legal, medical or administrative non-deployable condition.

3) The USAREUR G4 SGM has been magnificent in finding ways to track property and turn in excess through a variety of programs. Let's keep that moving.

4) The USAREUR G6 SGM is swamped with contracts, and moving our signal nodes to Wiesbaden; we should be watching this very closely.

5) The G2 SGM is finding new and better ways to track threats, and make sure information is disseminated to units and garrisons; continue to monitor that progress and ensure we are keeping our communities safe.

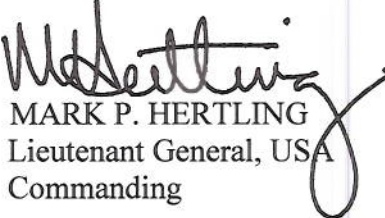
6) PMO, IG, PAO, Chaplain, G8, IMCOM-E, Retention, EO, and SJA SGMs all are top notch, and will look to you for mentoring and guidance. Also keep in mind the Band CSM and the HHB Battalion CSM. I know they will all look forward to interacting with you.

f. I've made a deal with Ms Marin in IMCOM-E that they are part of the USAREUR team; there is no daylight between us and them. For that reason, you and the IMCOM-E CSM must also be close and both of you must be involved in things that happen to our communities.

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3. Help me publicize the value of USAREUR: to Department of the Army, and to our key leaders. Get the SMA – and other key NCOs (FORSCOM CSM, NTC/JRTC CSM, TRADOC CSM) over here to visit and ensure they know the value of USAREUR. Work with the PAO to get the word out in the NCO Journal and other publications.
4. Let's stay connected...we'll travel together when we need to, even though we'll split most times to cover more ground. But let's always share info. I know Sue and Claudia will keep us straight!
5. It's great to be your teammate again!


MARK P. HERTLING
Lieutenant General, USA
Commanding