

CDEC-SS
Colonel Branson

Utilization of the Sergeant Major
Sergeant Major Edgar 29 June 1967

1. The following is submitted on utilization of the Sergeant Major:

a. His duties should be primarily supervisory rather than administrative, and should include the aspects of training, logistics, discipline and morale within the organization as directed by the Commander.

b. It is from the Sergeant Major of a major unit that the activities of the local NCO channel emanates. This channel functions orally through the Sergeants Major and First Sergeants and does not normally include written directives.

c. Grant him the necessary authority to issue orders and instructions as necessary to implement the policy and desires of the Commander.

d. Organizationally locating the Sergeant Major in the office of the Commander, or of the Chief of Staff, would facilitate employment of the Sergeant Major as principal enlisted assistant and advisor to the Commander.

e. Only one Sergeant Major is appropriate to a headquarters.

2. Attached as inclosure 1 is a guide to the duties and responsibilities of the Sergeant Major.

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LESTER EDGAR
SGM

SERGEANT MAJOR'S FILE COPY

DUTIES AND RESPONSIBILITIES OF THE SERGEANT MAJOR

1. Serves as the principal enlisted assistant and advisor to the Commander as a member of the staff.
2. Serves as the Senior Noncommissioned Officer of the command, directing and advising subordinates in matters of training, logistics, morale, discipline, welfare and internal security.
3. Serves as the enlisted man's representative to the Commander and furnishes counsel to enlisted personnel of the command.
4. Advises other sergeants major and first sergeants of the command on appropriate matters and problems.
5. Provides the example for all enlisted men of the command in courtesy, deportment, uniform and the standards desired as a soldier.
6. Makes recommendations to the Commander on all punishment of non-commissioned officers under provisions of Article 15.
7. Sits as a member of the command promotion board, where authorized by pertinent regulations.
8. Sits as a member of the command Soldier of the Month selection board.
9. Serves as president of the Senior Noncommissioned Officers' Council.
10. Is responsible for selection of the unit Color Bearers and guards, and for the condition of the unit colors.
11. Interviews, counsels and makes recommendations to the Commander on enlisted personnel being considered for elimination from the service.
12. Accompanies the Commander on inspections and visits to elements of the command.
13. Assists in the reception of visitors at the headquarters as required.
14. Monitors the performance of the Commander's enlisted staff to include drivers and orderlies. Inspects for proper maintenance of the Commander's vehicles.
15. Serves as bodyguard for the Commander, in the field or during hostilities.

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7. Sits as a member of the command promotion board, where authorized by pertinent regulations.
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9. Serves as president of the Senior Noncommissioned Officers' Council.
10. Is responsible for selection of the unit Color Bearers and guards, and for the condition of the unit colors.
11. Interviews, counsels and makes recommendations to the Commander on all enlisted personnel being considered for elimination from the service under the provisions of AR 635-208 and AR 635-209.
12. Accompanies the Commander on inspections and visits to elements of the command.
13. Assists in the reception of visitors at the headquarters as required.
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Additional Duties, Sgt Major, HQ CDCEC

- (1) Open classified containers by 0730 hours daily.
- (2) Put out all IN and OUT baskets with papers in them. CG, DCO, C/S and SGS only by 0730 hours.
- (3) Unlock desk of CG, DCO, C/S and SGS only by 0730 hours.
- (4) Check clock in CG, DCO, C/S and SGS.
- (5) Check police of offices and latrines.
- (6) Turn on dictaphone/recorder in DCO's office.
- (7) Insure that Colors are in proper state of repair and positioned correct in CG's office.
- (8) Get Colors to ceremonies when required.
- (9) Set up CG's office for awards and conferences.
- (10) Hold periodic Sergeant Major call.
- (11) Attend Command & Staff Meeting as desired by CG.
- (12) Make periodic check of CDCEC police area.
- (13) Sign for all accountable property in Command Bldg and make frequent inventories to insure that property remains in Bldg, also determine if equipment is still required for use within Command Bldg.
- (14) Monitors performance of enlisted staff personnel.
- (15) Issue instructions necessary to implement the policy and desires of the Commander.

GUIDELINES FOR THE SERGEANT MAJOR

A. The Sergeant Major - Relationship to the Commander:

1. The Sergeant Major works directly for the Commander.
2. The Sergeant Major is the Commander's Enlisted Staff Representative.
3. The Sergeant Major is the Guardian of the Organizational colors.
4. Coordinates, implements and, when necessary, enforces the Commander's policies at all levels, but primarily at the enlisted level.
5. Makes known to the staff and subordinate commanders the Commander's desires through channels other than conferences or meetings.
6. Is the liaison between the Commander and the enlisted personnel.
7. Assists and recommends to the Commander actions to be taken in the following areas of enlisted personnel management:
 - a. Promotions
 - b. Reductions
 - c. Reassignments
 - d. Rewards; i.e., Letters of Commendation, Letters of Appreciation, Awards, etc.
 - e. Discipline' i.e., Type of punishments to be meted out - Article 15, Courts-Martial, reprimands, etc.
8. Accompanies and remains with the Commander during all inspections and all field exercises.
9. Selects, supervises and instructs the Commander's Driver and makes certain that the Commander's vehicle is maintained in proper operating condition.
10. Keeps the Commander posted on all activities.
11. Above all - must be loyal to the Commander at all times.

B. The Sergeant Major - Relationship to the Staff:

1. The Sergeant Major is the only enlisted member of the staff.

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GUIDELINES FOR THE SERGEANT MAJOR (CONT)

2. Works with the Staff in implementing all decisions and policies of the Commander.

3. Assists the Staff in all matters pertaining to the successful accomplishment of the unit mission.

4. Assists the Adjutant in all matters pertaining to presentation of awards and decorations during parades and reviews, and like ceremonies.

5. Assists the Adjutant in organizing and supervising the Interior Guard.

C. The Sergeant Major - Relationship to all Enlisted Members of the Command:

1. The Sergeant Major is the Senior Enlisted Member of the Command and as such must at all times set the example i.e.:

- a. Present a neat and soldierly appearance
- b. Be above reproach in his behavior both on-duty and off-duty.
- c. Be courteous, firm and diplomatic.

2. Be accessible to all enlisted ranks to advise and assist them in all personnel or personal matters.

3. Supervise, guide and advise the non-commissioned officers.

4. Conduct and supervise NCO Parades, NCO Parties and any other enlisted social activities.

5. In conjunction with subordinate NCO's, maintain a constant high state of discipline, morale, training and personal appearance of all enlisted personnel.

6. Performs the duties of Chairman of the Senior NCO Council, sits on Promotion Boards, Soldier of the Month Boards and Character Guidance Councils.

HEADQUARTERS SIXTH UNITED STATES ARMY
PRESIDIO OF SAN FRANCISCO, CALIFORNIA 94129

SGS
1-6-1

IN REPLY REFER TO:

AMPER-M

16 October 1964

SUBJECT: The Sergeant Major

TO: SEE DISTRIBUTION

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DCS, O	
DCS, A	
SGS	
Asst SGS	
SGT MAJ	

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1. Instances of improper utilization of the top level NCO position have been noted during recent staff visits by officers of this headquarters. The Sergeant Major position is the most significant enlisted position in a headquarters. Maximum effective utilization of the incumbent is a prerequisite to proper recognition of the position of the incumbent.

2. Only one Sergeant Major position is appropriate to a headquarters. The ranking noncommissioned officer position in a staff or other element organic to the headquarters, but subordinate to the command element, will be considered as a noncommissioned officer staff adviser position. Within his sphere, the NCO Staff Adviser should exercise appropriate supervision of assigned or attached enlisted personnel. Under this concept, the Sergeant Major working with and through the Staff Adviser, provides a very effective information channel paralleling the command channel.

3. The Sergeant Major should occupy a position facilitating the exercise of effective leadership and supervision expected of the rank and position. Organizationally locating the Sergeant Major in the office of the Commander or of the Chief of Staff enhances the prestige of the position and facilitates employment of the Sergeant Major as principal enlisted assistant and adviser to the Commander. Under no circumstances should the Sergeant Major's position be so diminished by location or employment that the incumbent is confined solely to performance of administrative or clerical duties.

AMPER-M

16 October 1964

SUBJECT: The Sergeant Major

4. It is desired that commanders give personal attention to implementation of the concepts outlined in the preceding paragraphs. Delegation of commensurate authority to and exploitation of the leadership talents and professional knowledge and skills of the Sergeant Major and noncommissioned staff advisers will promote morale and efficiency as well as enhance prestige of the noncommissioned officer corps.

5. Inclosure 1 is a partial list of actions which can contribute to increased recognition and prestige for Sergeants Major.

FOR THE COMMANDER:

Charles R. Meyer

CHARLES R. MEYER
Brigadier General, GS
Chief of Staff

Incl

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DISTRIBUTION:

Action: A(except 8, 9, 10), B(2, 6), C

D(1, 2, 4), E, F (3, 4)

Info: D(6), G(2), H, I, J

SUGGESTED METHODS OF ENHANCING THE
SERGEANT MAJOR'S PRESTIGE

1. Consult Sergeants Major and obtain their views on current operations and problems.
2. Invite Sergeants Major to Commander's Staff Meetings.
3. Issue instructions directing the use of "Sergeant Major" as the correct form of address. (AR 600-20)
4. Invite Sergeants Major to luncheons for distinguished military and civilian dignitaries.
5. Have Sergeants Major accompany Commanders on visits to the field.
6. Eliminate menial administrative tasks from Sergeants Major functions.

DUTIES OF SERGEANT MAJOR

1. Actively supervise and inspect the performance of subordinate enlisted leaders.
2. Assist in inspections of unit activities as prescribed by the Commander, especially matters of daily routine, such as interior guard and police.
3. Make notes of observed discrepancies and initiates appropriate corrective action in name of commander.
4. Hold periodic Sergeants Major or First Sergeants call to publish information on subjects normally within sphere of the enlisted leaders responsibility.
5. Accompany the commander on inspections, visits, and during ceremonies as directed.
6. In coordination with interested staff sections, advise the commander on matters concerning the enlisted personnel of the unit.
7. Be the President of the units senior NCO council.
8. ^{attend} ~~Participate in~~ Commanders ^{Conference} ~~Instruction Board~~ as prescribed by the Commander.
9. Represent the Commander at meetings at the board of governors of the NCO Open Mess.
10. Supervise enlisted personnel of the staff.
11. Participate in the indoctrination of new arrivals.