



DEPARTMENT OF THE ARMY
UNITED STATES ARMY EUROPE
UNIT 29351
APO AE 09014-9351

AEACG

17 MAR 2011

MEMORANDUM FOR Command Sergeant Major Thomas R. Capel, United States Army Europe

SUBJECT: Focused Areas for Duties and Responsibilities

1. First off, it's great to be on the team with you. USAREUR is – in my opinion – the best place to serve in our Army today; having a wingman like you, and serving in such a tremendous organization, is a dream come true.

2. When I was a Squadron Commander, my first CSM came in with a list of things he wanted me to counsel him on. It was a great teaching tool for a young LTC...this guy, who was older than me, was reminding me that I had a job to do in pointing him toward those things that were important to me. Since then, I've always found it useful to put in writing those things we've already talked about so we can both head the direction we want to go in, while giving ourselves the flexibility to adjust off "mission orders." So having said that, here's what I'd ask you to focus on while you're doing your duties as the CSM of USAREUR and my Senior Enlisted Advisor:

a. Get out and travel. Be our eyes and ears. Keep "seeing" the command, and let our Troopers know you and I are their advocates and the advocates of their families. Work with me to ensure ALL our leaders are the enforcers of standards and discipline, and that we constantly polish our reputation as professionals. Keep our good Soldiers in the Army and help them grow professionally and personally, but also ensure our leaders know that those who aren't as good – who don't live by our standards and who don't respond to counseling – are barred and if necessary quickly transitioned to other lifestyles. Make sure that we're not only doing the RIGHT training, but that the training we are doing is good and relevant.

b. Work closely 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). Build the teams inside our Army, with our Joint Brothers and Sisters, and with our Allies and Partners. In my view, the Conference of European Armies-NCO (CEANCO) Forum is one of the most important things you do, so I'd ask you to put particular attention on that; let's continue to make it a top notch event.

c. Build professionals. Focus your USAREUR NCO Leader Development programs on Brigade-level CSMs. Counsel, mentor and teach them so that they are successful, and that they become the next group of nominative NCOs. And 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 2LTs!).

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d. I'd ask you to stay tied in closely with our G1 SGM to ensure HRC keeps USAREUR on the radar scope for Senior and Mid-Grade NCO fill. Additionally, we need to ensure our NCOs are getting to school on time; let's make that a priority with the G3 SGM

e. Let's emphasize values training, physical readiness among our Soldiers in USAREUR, and the RIGHT kind of technical training (marksmanship, combatives, first aid, etc).

i. If we emphasize our Army Values – especially loyalty (to our profession), respect (to our fellow Soldiers), personal courage (to do the right things) -- we'll not only excel in combat, we'll also clean up some of the problems in garrison. Link these values to eliminating sexual assault, to the repeal of Don't Ask/Don't Tell, and substance abuse.

ii. If we ensure every Soldier trains like an athlete, and we're following the principles of the new PT Manual (TC 3.22-20), and providing the right nutrition in our DFACs (I'll be asking the G4 and IMCOM to ensure we institute the Fueling the Soldier initiative soon), we'll have Soldiers who are better prepared for combat.

iii. If we ensure our NCO and junior officer plan before they execute doctrinal training, we will reduce wasting resources, and we'll have better trained Soldiers.

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 early in their tour, and ensure they know the value of what we do. Work with the PAO to get the word out in NCO Journal and other publications.

4. Let's stay connected...we'll travel together when we need to, even though we'll be split most times to cover more ground. But let's always share info. I know Sue and Marissa will become fast friends, too.

5. We're going to have a great time, and we'll improve our part of the Army significantly. It's great to be your teammate.



MARK P. HERTLING
Lieutenant General, USA
Commanding