

# Office of the Division Command Sergeant Major



## NCO BUSINESS

*No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers...*

Non-commissioned officers are professionals. From SGT to CSM we are charged with the responsibility to be leaders of soldiers. That implies many things – accountability, training, setting and enforcing standards. These are only a few of the basic principles that we, as NCOs, must be diligent to execute. They must become so engrained in our nature to be as automatic as breathing. Only when we progress to the point that it is unthinkable for us to not do them, to the point that it is not expected but assumed that we will perform, that we truly become professionals.

*I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps...*

It is imperative that our conduct, on and off duty, be above reproach. That means we must guard against even the perception of any thing wrong. An NCO must set the ethical standard for all soldiers. The NCO must ever be on guard against the compromise of his or her integrity. No one can take it from you unless you give it away.

*My two basic responsibilities will always be uppermost in my mind--accomplishment of my mission and the welfare of my soldiers...*

Many times we, as NCOs, have difficulty prioritizing these two basic responsibilities. In our zeal for one, we tend to neglect or negate the other. While the balance is delicate, and sometimes difficult, we can usually achieve it with careful attention to detail and proper planning. Sometimes it may be necessary to exercise leadership and make hard decisions. When that is the case, ensure you counsel the soldiers to help them understand your direction. Soldiers are usually willing to do what it takes, make the necessary sacrifices, to accomplish the mission if they know why. That has been a fundamental strength of this country's military for 226 years.

*Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine...*

We, as NCOs, must take care of our business. There was a period, thirty or forty years ago, when nearly all NCO authority and responsibility had been usurped by the Officer Corps. Truly, it had not been usurped; NCOs had given it away by not doing their jobs. We never want that to happen again. That's why I adamantly insist that our NCOs manage all enlisted personnel affairs – promotion, reduction, assignment, reassignment, individual training, pay, and all aspects of enlisted/NCO welfare. We accept the stripes; we accept the pay; we will discharge the responsibility.

I am proud to be an NCO. I am an NCO by my own choice. There is no other society that aspires to greater standards or demands greater service than the NCO Corps. The stripes of an NCO are universally recognized as a symbol of courage, candor, loyalty, and sacrifice. My expectation is for every NCO to live the Army values with every breath – **Loyalty, Duty, Respect, Selfless service, Honor, Integrity, Personal courage.**

Sincerely,

DAVID L. BELCHER  
Command Sergeant Major, US Army Reserve  
Division Command Sergeant Major

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