

UNITED STATES ARMY SERGEANTS MAJOR ACADEMY

A QUESTION OF ETHICS

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The ethical dilemma of the case of the anointed CSM and the LTC concerned with numbers only:

A good newly promoted CSM and newly assigned BN Commander should observe what a well-established unit does, and make notes of areas that need improvement before making unnecessary changes.

The power hungry person (the CSM) comes into a unit with no knowledge of how the team that is in place works. This new promoted CSM starts with removing the pictures of the staff of the unit because his picture is not there. The female latrine has feminine toiletries and literature has to go per the newly anointed. Every time the new anointed enters a room everyone is to stand up to recognize the presence.

The anointed makes command decisions without discussion and is not open to suggestions from the people who know, understand, and complete the mission.

The ethical dilemma arises when the CSM uses the Commander's rank to make changes to established procedures, and then informs the Commander of the action taken. The Commander, of course, is frustrated but does nothing to correct the CSM on his position in the BN. This is because neither the Commander nor the CSM know anything about running the BN.

In this particular BN, the CSM's main area of concentration should be AR 670-1, the NCOER, retention and recruitment, promotion boards, and the Commander's yes-man. There is a Staff Sergeant Major to manage and lead.

All the abrupt changes have caused the majority of the unit to decide on retirement as soon as the twenty-year letter is received. This is more than fifty percent of the unit that has

some sixty-four personnel. There are at least five senior NCOs with more than twenty-five years that refuse to reenlist.

The Commander does not seem to have any idea of what is going on or just does not care. In FY 07 the unit is scheduled to be accredited, the present Command will change before the scheduled accreditation is complete. All the experience of the BN will be gone and for the first time in twelve years, the unit may not be accredited. Neither the CSM nor Commander can see this happening.

When more than five soldiers submit a DA 4187 for transfer to another unit, a red flag should appear and the Brigade should take notice. In most Reserve Units that red flag is ignored until it is too late to do anything. Complaints filed get no response.

In this unit, all who bow down to the Anointed and tattle on fellow soldiers gets favoritism. This is not the type of leadership taught through out the military. This type of leadership is the individual's who has put the Army's values on the shelf and decides to make up their own values to follow because of the position held.

The CSM position at BN level should be filled with an experienced SGM, one that knows the mission and operations of that unit. Not with a newly anointed CSM who was promoted to the position from the secondary zone of the promotion list. Unlike the Active Army, the Reserves look at paper and a picture when promoting a soldier. The paperwork reveals what someone else thinks about the Soldier's performance at that level.

This anointed CSM has the position confused with the Commander's authority. The Commander is just confused.

What course of action does one take to correct a situation such as this?

1. Do nothing and let the unit fail.
2. Try talking with the anointed CSM and Commander to persuade them to check their leadership styles.
3. Talk with the disgruntled Senior NCOs to persuade them to remember the reason for their original goals of their reasons for enlisting in the Army.

The best course of action is numbers 2 and 3. In addition, maybe write a letter to the person responsible for assigning BN CSMs to inform that person of what is going on. This might cause problems for all especially since the Army looks down on tattle tales.

There is more to the story but not enough time to tell it all.