

## **Nominative CSM/SGM (MOS 00Z)**

### **Chapter 1. Definition**

Nominative Sergeants Major assignments are Sergeants Major of organizations commanded by General Officers. Additionally, Sergeants Major that serve as the Principle Staff Sergeant Major at the HQDA may also be considered Nominative. Certain other Sergeants Major Positions may be considered as Nominative at the direction of the Sergeant Major of the Army. The position must be validated on an MTOE or TDA. The Army uses PDPCs to identify Soldiers who have served and those currently serving as Nominative SGM.

### **Chapter 2. MOS 00Z Nominative Sergeant Major**

*a. Major Duties (Roles).* The Nominative Command Sergeant Major or Sergeant Major is an Army Senior Leader and is the Senior Enlisted Person for the command in which they serve. Their many years of experience provide the necessary expertise for this important position. A Nominative Sergeant Major is expected to meet all of the requirements of a Senior Enlisted Leader at a much higher command level. Nominative positions generally have direct oversight on a larger number of Soldiers and civilians. The mission of their organizations are generally much more complex than Brigade level organizations. This is a very important and critical role; the Sergeant Major is expected to be above reproach and the standard bearer in all things, including fitness and appearance. They must embrace the Army Professional Ethic and require subordinate leaders to do so, as well. The Nominative Sergeant Major is an expert in his/her traditional roles. These roles include Army and organizational history, traditions, customs and courtesies, drill and ceremonies and standards. The Nominative Sergeant Major is an excellent communicator, both verbally and in writing, understanding how to translate information from echelons above the organization to the enlisted force of the organization. They are comfortable communicating with very senior Civilian and Military leaders and at the lowest levels of their organization. Additionally, they are networked with other Nominative Sergeants Major and understand their mission and organization. They are current on all Joint Professional Military education and manage enlisted professional development across their command. They are able to work with and supervise Civilian members of the workforce. The Sergeant Major is a critical thinker and comfortable operating at the strategic level. The Sergeant Major is closely involved with policy development and should understand how to affect Army policy. The Sergeant Major understands and affects the readiness of both large and small units, they develop methods to improve readiness. They understand how to identify problems and how to solve them. These Sergeants Major are team builders and leader developers who understand how to make those teams work closely to accomplish the organization's mission. The Nominative Sergeant Major knows how to create efficiencies and streamline processes. They are a Senior Enlisted Talent Manager, expected to lead all enlisted talent management efforts within the command. Leaders of the Command should seek their advice and counsel on all matter relating to enlisted personnel. They understand how to recognize trends that lead to indiscipline and how to positively affect those trends. The Sergeant Major understands the staff process and is a key member of the Commanders personal staff. They are the principal enlisted advisor to the Commanding General. Emotional stability, social intelligence and empathy are key personal traits. Nominative Sergeants Major are self-learners and capable of accommodating the needs of the Command. They understand the missions of subordinate units and positively support execution of those missions. The Nominative Sergeant Major has successfully proven his/her ability to operate in many types and levels of organizations. They have acquired the experiential knowledge required to perform at the highest levels.

*b. Prerequisites.* See AR 614-200, Chapter 7, Nominative Program.

*c. Goals for development.*

(1) *Sergeants Major*. 00Z is the capstone for all MOSs within the Army at the General Officer level. Important assignments are those at the Battalion and Brigade level operations or broadening positions that are necessary in development and eligibility to potentially serve at the nominative level. 00Z is not a guarantee and is only awarded if selected to serve at the nominative level. Once the nominative tour is complete MOS 00Z is revoked and the NCO is reverted back to their original MOS at the E9 level.

(2) *Command Sergeants Major*. 00Z is the capstone for all MOSs within the Army at the General Officer level. Important assignments are those serving successfully as Battalion and Brigade Command Sergeants Major that are necessary in development and eligibility to potentially serve at the nominative level. 00Z is not a guarantee and is only awarded if selected to serve at the nominative level. Once the nominative tour is complete MOS 00Z is revoked and the NCO is reverted back to their original MOS at the E9 level.

d. *Self-development*. Civilian education is not a requirement for selection to a nominative position. However, continuing civilian education (completion of bachelors and master's degree) is encouraged. Degrees enable senior leaders to think at the strategic level, a key goal of the nominative Sergeant Major.

### **Chapter 3. Knowledge, Skills, and Attributes (KSA)**

a. *Leadership (demonstrate executive level leadership, develop subordinate leaders)*. Sergeants Major at the Nominative level perform leadership duties at the executive level for General Officers at the one through four star level. Executive leadership in these positions is expanded greatly from that of leaders at the 0-6 level. They must be able to lead large organizations with both an internal and external focus. Leadership at this levels also continues to require the Sergeant Major to develop their subordinate leaders. Developing subordinate leaders is crucial to the success and growth of the organization.

b. *Communicate (communicate Army -level messaging to unit- level leaders, communicate effectively up and out of the organization, communicate effectively to non-military organizations, effectively communicate organizational mission, requirements and capabilities to strategic-level leaders, demonstrate effective writing)*. Sergeants Major at the Nominative level must be effective communicators verbally and written. These Sergeants Major are strategic thinkers, as such, the strategic thinker communicates candidly and effectively in multiple media (oral, written, visual) to gain individual understanding and move to the shared understanding required for strategy implementation by diverse audiences that require tailored and persuasive messages. These individuals must be able to translate Army level messaging to unit leaders at all levels as well as the ability to communicate up and out of the organization. Nominative Sergeants Major must be able to communicate effectively to non-military organizations. Much of the communication required at this level is with the community, governmental agencies, and civilian organizations. These Sergeants Major must be able to quickly communicate the organizational mission, requirements, and capabilities at the Strategic level expeditiously. These individuals must be comfortable speaking to large groups of people inside and outside the organization while communicating the strategic level message. Nominative Sergeants Major cannot rely solely on verbal communications as a measurement for success. Written communication is imperative to the success of the Sergeant Major at this level. Sergeants Major must be able to understand strategic concepts and ideas and apply their thoughts and opinions effectively on paper. Written communication at this level typically centers outside of the organization and to non-military organizations. Email, essays, memorandums, letters, and articles should be clear and communicate the intended message.

*c. Understand Thinking Concepts (Strategic). (exercise comprehensive information Gathering, demonstrate critical, innovative and systems thinking, and thinking in time).* The Nominative Sergeant Major continually scans the environment, seeks information from disparate sources, suspends judgment and remains open minded, considers other perspectives, and possesses listening and research skills. They must be a lifelong learner who iteratively tests, reflects upon, conceptualizes, and manages knowledge to gain insights on the environment and continually examines one's own thinking. These Sergeants Major should be able to identify the essential aspects of a situation, question assumptions, ask relevant questions, explain meaningful connections and distinctions, understand nuance, and consider the limits of data. They should be able to generate creative and novel ideas, concepts, and approaches, independent of conventional norms. Each must understand historical and contemporary contexts, recognize patterns, forecast possible futures, anticipate second and third order effects, and has a long-term perspective. They must also use a holistic perspective of the dynamic and complex environment to identify interrelationships and integrate disparate factors into a comprehensive whole.

*d. Problem Solving. (analyze problems, determine courses of action and implement solutions, understand organizational processes and how to create efficiencies).* The Nominative Sergeant Major must be able to accurately analyze problems, determine courses of action and implement solutions. They are to be a problem solver, not a problem identifier. They must be able to apply organizational development by identifying how to make the organization more effective and efficient and how to apply and analyze the results, implement change, review implementation strategies, and review the effects of change of the long term. They must master the task of understanding process, affecting change, and understanding the long term second and third order effects of process and decisions.

*e. Personal. (demonstrate emotional stability and social intelligence, behave ethically, be a lifelong learner).* The Nominative Sergeant Major is intellectually humble and accounts for his/her own natural limitations and biases related to emotion, perspective, and self-interest, while maintaining respect for differing values and priorities. They perform all activities through the lens of ethical behavior. They must be morally and ethically sound in all they do. They subscribe to and live by the Army Values at all times.

*f. Understand and Affect Army Programs Effecting Soldiers. (facilitate organizational and individual readiness, understand and facilitate change in Army Program development that affects enlisted Soldiers, understand and facilitate Regulation and policy development, NCOPDS, exemplify the Army Professional Ethic; is a Steward of the Army Profession).* The Nominative Sergeant Major must be focused on and well versed in organizational and Army Readiness. Readiness affects the Army's ability to perform their required missions, making it of the utmost importance to the Strategic leader. Lack of readiness from an organizational or strategic perspective can have devastating effects on the organization and the mission. These Sergeants Majors must be actively engaged in all organizational readiness aspects. They must also be the foundation for understanding all Army programs and their importance to the organization and its Soldiers and Civilians. Sergeants Major should have a complete understanding of Army Regulations and Policies but more importantly how to implement or affect change to those regulations and policies with an understanding of how these regulations and policies affect their organization and the total force. They must have a comprehensive understanding of the NCOPDS system and how it applies to those in the organization. This understanding assists the Sergeant Major in moving forward with talent management. They must also live by and apply the Army's professional ethic.

*g. Advising Senior Leaders. (supports Commanding Generals and Senior Civilian Leaders, support organizational staff, mentor subordinates, promote ethical behavior, simplify complex Issues).* The Nominative Sergeant Major is the principal advisor to numerous individuals within the organization. In order to be a valued advisor, the Sergeant Major must be grounded in knowledge. This individual has both a broad general knowledge of many disciplines (geopolitics, world religions/cultures, economics, technology, sociology) and knowledge specific to a strategic environment (local/regional customs, history, stakeholders) that provides a foundation. They must also have knowledge of all aspects of the organization and the Army in order to accurately advise seniors, peers, and subordinates, as well as other organizations within the command and those outside of the organization. Their principal duty is to be the trusted advisor to the commander. The commander relies heavily on this Sergeant Major to carry the organization mission and message to the force as well as non-military organizations. The Nominative Sergeant Major is a well-respected member of the team, of which the staff relies on heavily for guidance in gaining a shared understanding of the commander's intent and organizations mission. Through their knowledge, overall understanding, and organizational management skills they become mentors to those within the organization.

*h. Talent management. (identify strengths and weaknesses, develop and implement applicable talent management strategies, develop assessments and identify requirements, guide organization's enlisted talent management activities).* The Nominative Sergeant Major is the senior talent manager for the organization. They must be sound mentors able to identify the strengths and weaknesses of those in the organization while advising and developing strategy on ensuring that the right person, is at the right job, at the right time. They must understand the Army's holistic approach, policies, and procedures to talent management and how to apply those to the organization. The Sergeant Major must be able to develop tools to quickly assess individuals but also assess organizational requirement while finding the person/job match. They are the senior most talent manager in the organization in regards to talent management and the enlisted force.

*i. Build Teams. (develop cohesive teams, establish teambuilding programs, establish and maintain relationships with other nominative sergeants major and key leaders).* The Nominative Sergeant Major must be collaboratively oriented. They must know how to leverage the capabilities of others in a team or informal network (through cooperation, leadership, building trust, conflict management) to supplement one's own strategic thinking, given inherent individual limitations and time constraints. They must be well versed in the Mission Command Philosophy and sound in their ability to build cohesive teams through trust. This Sergeant Major is responsible for establishing teambuilding programs within the organization that directly impact the establishment of trust and teams. It is crucial that they understand how to build relationships both inside and outside the organization as well as establishing relationships with other nominative Sergeants Major and Key Leaders. Building teams outside the organization can be critical to the success of the organization.

*j. Joint Environment. (complete required levels of JPME, understand teambuilding challenges in a JIIM environment).* The Nominative Sergeant Major should be well versed in the joint environment and how they and their organization impact that environment. This Sergeant Major must also understand how to operate as a member of a joint team in a JIIM environment but also how to build the team in that environment. The Nominative Sergeant Major should gain a basic understanding of each service and what that service provides. More importantly, if selected to serve as the Nominative Sergeant Major of a Joint organization, they must gain an in depth understanding and knowledge of each service represented. Within this organization they

will be responsible for talent management, advising, team building, leading, and programs in a multi service organization. This Sergeant Major should have completed all required levels of JPME.

#### **Chapter 4. Professional development model**

Access to the "Career Maps" is found on the ACT Web site. They are located under the "career resources" tab at the following Web address: <https://actnow.army.mil>.