

INSIGHTS AND BEST PRACTICES  
FOCUS PAPER



# THE COMMAND SENIOR ENLISTED LEADER

FOURTH EDITION



DEPLOYABLE TRAINING DIVISION  
JOINT STAFF J7



APPROVED FOR PUBLIC RELEASE

This *Fourth Edition of The Command Senior Enlisted Leader Insights and Best Practices Focus Paper* continues to build on Senior Enlisted Joint Professional Military Education and focuses on Command Senior Enlisted Leader (CSEL) roles, key tasks, and responsibilities as identified by general and flag officers, senior interagency professionals, Combatant Command (CCMD) and Joint Task Force (JTF) CSELs. This paper shares insights and best practices to enhance the effectiveness of current and future CSELs. It also serves as a reference point and azimuth for future senior enlisted leaders to continue their growth while ascending to positions of higher responsibility. This paper captures insights and perspectives from the current Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff (SEAC) as well as from current and former CSELs at both CCMD and JTF levels.

**Intended audience:**

- Commanders, Command Senior Enlisted Leaders, Chiefs of Staff, Joint Directors, and Joint Staffs
- Senior enlisted leaders throughout the staff to enhance understanding of their role in developing, enhancing, and improving information flow and support to decision making.

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**Focus areas:**

- Emphasize and reinforce the critical bond between a joint force commander (JFC) and CSEL, as well as CSEL relationships with other key military and non-military leaders.
- Codify the CSEL’s role in mission command, relationship building, support to the JFC’s decision-making process, and JTF crisis response operations.
- The complexity associated with CSEL assignments in CCMDs and JTFs.
- Inform future JFCs on the employment and empowerment of their CSELs.

These focus papers share observations and insights on joint force HQs identified by the Joint Staff J7 Deployable Training Division (DTD). The DTD gains insights on operational matters through regular contact and dialogue with CCMD- and operational-level commanders, senior enlisted leaders, and staffs as they plan, prepare for, and conduct operations and exercises. The DTD incorporates these insights in functional focus papers, refines the papers through senior leader feedback, and shares them with the operational force, joint lessons learned, and joint doctrine communities. Related focus papers are *Chief of Staff Roles*, *HQ Terms of Reference*, and *Forming a JTF Headquarters*.

Please send your thoughts and best practices to DTD’s POC.



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*Disclaimer: The views in this paper are those of the author and do not necessarily reflect the official policy or position of the Joint Staff, the Department of Defense (DOD), or the United States Government (USG).*

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**EXECUTIVE SUMMARY.** The role of a senior enlisted leader (senior noncommissioned officer or Chief Petty Officer – SNCO/CPO) takes on increased scope and complexity in multi-service and multinational/coalition force organizations. Enlisted leadership is critical to mission accomplishment via relatable experience to the 80th percentile of the total force. CSELs provide solution-centric leadership and advice, helping commanders and other key leaders by covering their blind spots. CSELs must be strategically, operationally, and organizationally focused, from the combatant commander (CCDR) level down to the tactical level, serving as a translator to the forces on strategic objectives.

Set against a backdrop of the increasing complexity of the operational environment and globally integrated operations, today’s CSELs must grasp the trans regional, all-domain, and multifunctional security challenges that their commanders face and the strategic implications of their actions. Effective CSELs are joint and combined team builders who understand the joint, interagency, and multinational (JIM) environment and associated political, military, economic, social, information, and infrastructure (PMESII) aspects, and the benefit of unity of effort across the instruments of national power—diplomatic, informational, military, economic, finance, intelligence, and law-enforcement (DIME-FIL).

CSELs look “up and out” while simultaneously remaining focused on the “down and in.” CSELs anticipate and adapt to surprise and uncertainty, recognize change and assist in transitions, and fully comprehend the core attributes of mission command - understanding, intent, and trust. CSELs make ethical decisions based on the shared values of the Profession of Arms and the Law of Armed Conflict. They think critically and strategically in applying joint warfighting principles and concepts to joint operations in support of their commanders and mission requirements.

**Key Observations, Insights, and Best Practices:**

- CSELs DO NOT have a comfort zone. They must be agile, flexible, and astute to face every problem affecting the readiness of their organization.
- CSELs create other leaders via empowerment, inclusion, transparency, constructive feedback, and trust.
- CSELs are well-versed on global security challenges, the JIM environment, and the DIME-FIL and PMESII analytical frameworks.
- CSELs understand the benefits and effects of Global Integration in all domains (Space, Cyberspace, Air, Land, and Sea).
- CSELs understand and value the need for partnerships and collaboration. They develop networks of willing and capable partners to include interagency, commercial-industry, academia, and nongovernmental organizations.
- CSELs understand joint doctrine and combined and interagency capabilities and cultures.
- CSELs are versed on foundational documents such as the Unified Command Plan, the National Defense Strategy (NDS), the National Military Strategy (NMS), the Joint Strategic Campaign Plan (JSCP), Global Campaign Plans, Global Integration Framework, and the CCMD OPLANS.

## **1.0 Emphasize and reinforce the critical bond between a JFC and CSEL, as well as CSEL relationships with other key military and non-military leaders.**

An effective CSEL assists the JFC as their “directed telescope” in collecting the input from the “down and in” perspective of the command (troops), and balancing it with “up and out” implications of the JFC’s decisions (command and staff). This dynamic must be outlined and discussed during the CSEL’s initial meeting with the JFC. Even if the CSEL and the JFC have no previous relationship, this initial meeting is critical to set the tone for the assignment. It will also provide an opportunity to discuss cross-service cultural differences and lay out expectations for the execution of the duties of the organization’s top enlisted member.

As the JFC’s most trusted advisor, the CSEL always speaks truth to power; having the conversations that others stay away from for fear of career implications or lack of courage to speak honestly without softening blows. While doing this, CSELs must understand that they are not the main decision maker, but they are key advisors. However, do not choose silence when value must be added to a conversation. Lastly, do not assume that those around the table know everything about the subject discussed. The basics are sometimes overlooked and can be the catalysts for failure or setbacks if not addressed early on. One golden rule: when speaking, do so to add value, not time.

As a valued member of the command team, the CSEL has the ability to translate commander’s intent and guidance to subordinates and ensure the missions given to subordinates are within their capabilities. In order to do this, the CSEL must have access to the same information the JFC receives, to the greatest extent and within classification parameters. If the JFC is operating on NIPR, SIPR, and JWICS, the CSEL must follow suit and have the complementary systems to keep pace.

An effective CSEL helps ensure a common understanding throughout the force by communicating with all members of the organization (i.e., officers, NCOs, POs, junior enlisted, civilians, contractors, and coalition partners), as well as higher, subordinate, and supporting organizations. The CSEL fosters trust by building enduring relationships, keeping promises and leading by example. Building genuine trust and confidence takes time; a dedicated leader spends a vast amount of time forging these relations.

The CSEL must also possess a high emotional intelligence to be flexible, humble, and receptive of the input, needs, and value of others. This involves transparency in communication with other U.S. personnel, international partners, and personnel in the civilian sector. On the subject of transparency, the CSEL must be keen to classification levels, caveats, restrictions, and access to such information from their audiences. It is imperative that the CSEL consults continuously with their security officers and legal counsel on the breadth and depth of information to be shared with all entities.

**1.1 Battlefield Circulation and Key Leader Engagements (KLE).** Battlefield circulation and KLEs are not limited to the commander and are part of the CSEL’s routine duties. The CSEL is a primary messenger for the JFC and must be empowered, synchronized, and integrated with the JFC and their staff. Subordinate Command teams benefit from CSEL battlefield circulation by

providing information to the higher chain of command, making the CSEL a force multiplier for the organization.

### **Key Observations, Insights, and Best Practices:**

- Commander's priorities and intent drive the CSEL's focus, battlefield circulation, and KLEs. Prioritize engagements to ensure the most value to the audience and to enhance mission effectiveness.
- Battlefield circulation is not about the person who is circulating, but about the people being visited. Ensure all speaking engagements, meetings, and briefs add value. Study the organizations being visited and arrive with a plan for action.
- The CSEL does not always have to accompany the commander. There are times the CSEL can reach people the JFC normally doesn't for reasons beyond their control. The CSEL's access to those not typically visited by the JFC allows the JFC and staff to receive valuable input, perspective, and unvarnished assessments. Strike the right balance of inclusion and empowerment.
- Interact more than you internet. Trust is difficult to build through e-mail.
- Gain improved visualization of operational, intelligence, sustainment, and interagency activities by circulating through the Joint Operations Center (JOC), Joint Intelligence Operations Center (JIOC), Joint Logistics Operations Center (JLOC), and Joint Interagency Coordination Group (JIACG) or Civil-Military Operations Center (CMOC). Visit night shifts routinely to assess the HQ staff's 24-hour workload.

**1.2 Battle Rhythm.** An effective and disciplined battle rhythm supports the commander's decision-making cycle, whether in steady-state operations or in a crisis. The CSEL can coordinate with the XO, CAG, COS, amongst others to ensure that there is "white space" built into the battle rhythm, allowing the JFC time to reflect, think, and conduct battlefield circulation. This white space can provide flexibility in the schedule to accommodate emerging requirements, which often occur. By learning and understanding the JFC's preferred style of communication, the CSEL can help staffs shape the narrative to ensure it meets the demands and needs of the JFC. By doing so, the CSEL can help the entire staff be successful and earn credibility with the JFC while increasing the capabilities of the organization.

**1.3 Travel.** There is no solid formula or standard for balancing travel time spent with the JFC vs. the autonomous travel of the CSEL. The nature of the command's mission, the JFC's priorities, and the value added from the CSEL presence and input on any given forum must be gauged. The CSEL must possess enough intellect to choose/balance their priorities.

There are two dynamics that must be balanced: Access and Empowerment. On access, the CSEL must have information to translate the JFC's vision, mission, and intent to the force. Have complimentary classification systems (NIPR, SIPR, JWICS) and attendance at meetings with the JFC to ensure a full understanding of the direction the JFC wants to take the organization during his/her tenure. Empowerment is the time spent processing that knowledge, putting it into action by communicating it with the force, and creating solutions to enlisted and leadership issues in the command. Too much access (a professional meeting attender) encroaches on empowerment

## Notional Joint Task Force Staff Organization

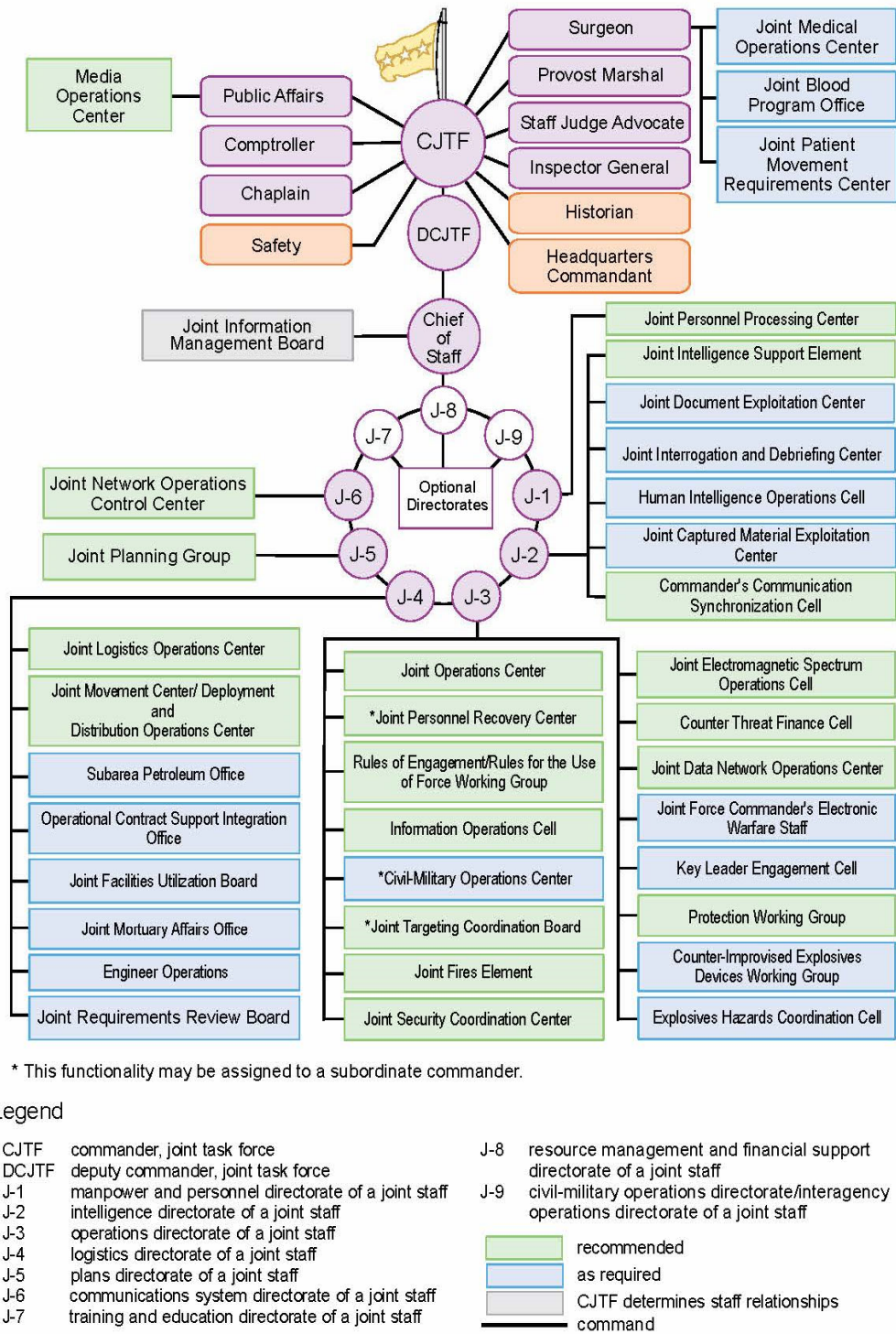


Figure 1. Notional Joint Task Force Staff Organization

time. Too much empowerment time (not attending meetings that are critical and have information to bring back to the troops) will result in lack of knowledge on the direction of the command.

Engage with purpose. Avoid the pitfalls of a “kenned pet traveling with its master.” Part of your success as a CSEL comes from the knowledge you possess, your interaction with the troops, and the lasting legacy you leave.

### **Key Observations, Insights, and Best Practices:**

- In addition to helping the staff properly communicate and maximize their time with the JFC, encourage the integration of the command’s NCOs/POs into boards, bureaus, centers, cells, and working groups (B2C2WGs) and operational planning teams (OPTs) to provide experience, enhance their understanding of the mission, and to showcase their value to the organization. Doing so also creates a deeper talent bench for future joint opportunities and advocates for the command’s mission.
- Follow a personal battle rhythm that includes rest, reading, thinking time, and most importantly, family time. Additionally, get into a physical/diet routine that can be sustained even when traveling. Remember, you are a physical depiction of the organizational example to be followed. Look the part, act the part, and most importantly, be the part.
- Wisely choose which events will populate your battle rhythm. You do not have to attend every meeting with your JFC. The key is to find out which ones you can add value to, have stakes in, or include decisions that will affect the people in your charge (your primary responsibility). Do not get consumed by numerous meetings that will detract from the time you need to work enlisted-specifics issues or be with the troops. Remember, as a CSEL you will have subordinate commands that require your attention and time. Make sure they have access and time for your attention.
- Ensure low-density, high-demand subject matter experts are used effectively.
- When the JFC departs HQ battle rhythm events, stay behind for a few minutes to answer any questions seeking further clarity on the JFC’s guidance and intent.
- Balance your travel (with or without the JFC) to ensure access to information and autonomous empowerment to translated that knowledge to the troops and generate action.

### **2.0 Codify the CSEL’s role in mission command, relationship building, support to the JFC’s decision-making process, and JTF crisis response operations.**

Expand knowledge of the global security challenges, JIM environment, the DIME-FIL and PMESII analytical frameworks.

Develop networks of willing and capable partners, including interagency, industry, and nongovernmental organizations. Expand understanding of combined and joint doctrine, command and control (C2) options, the value of building relationships, and combined and interagency capabilities and cultures.

Be strategically, operationally, and organizationally fluent. Be familiar with foundational documents such as the Unified Command Plan, the National Defense Strategy (NDS) the

National Military Strategy (NMS), the Joint Strategic Campaign Plan (JSCP), Global Campaign Plans, Global Integration Framework, the CCMD OPLANS, and the Guidance for Employment of the Force (GEF).

Expand capacity and joint competency by focusing on personal and professional growth, i.e., studying, listening, and learning, as well as team building in a dynamic JIM environment.

### **Key Observations, Insights, and Best Practices:**

- While operational art, design, and planning have largely been the exclusive realm of senior commanders and their staff officers, a CSEL's access, experience, and valued relationships can help frame problems and develop solutions.
- Stay in tune with the information the JFC is consuming. You must know and understand before you can advise.
- Advise leaders on risk. Understand that problem prevention is as important as problem solving.
- If a certain issue benefits from the enlisted input, ensure to attend those sessions where the critical information is being discussed. Keep in mind that staffs have very experienced and brilliant people hired specifically to deal with issues pertaining to their specialty. A CSEL does not drive operations, intelligence, logistics, etc. Instead, the CSEL ensures all gaps are addressed from the enlisted vantage point by providing advice and asking questions on topics that may be overlooked.
- Help the JFC articulate the implications of decisions made by HHQ or senior national leaders during the design and planning process. Assist the JFC by encouraging and facilitating vertical and horizontal dialogue. Such dialogue can help identify potential mission creep, and help reduce risks to mission, force, and strategy by identifying and clarifying any perceived ambiguities in senior leader's guidance.
- Enable crisis planning and decision-making process by: helping the JFC and staff to frame the problem at hand; encouraging divergent thinking and scrutiny of initial facts and assumptions; and articulating the JFC's intent and guidance to the staff, subordinate commands, and supporting organizations. This is important because the CSEL can bridge gaps inherent in different echelons of command operating at different speeds. This also allows the CSEL to provide unvarnished feedback to the JFC and staff.

**2.1 Decision-making Styles.** A CSEL enhances the JFC's decision-making process by virtue of their advisory role to the JFC. The CSEL needs to know the JFC's preferred decision-making style and help the staff to work within the JFC's preferences, while mitigating any blind spots in the decision-making process.

### **Key Observations, Insights, and Best Practices:**

- Understand differences in commanders' decision-making styles and be flexible enough to adapt and complement them. Some JFCs use small groups. Other JFCs prefer using larger, inclusive groups to inform decisions. Use of either style has information sharing and battle rhythm implications. The effective CSEL does not have to *adopt* the JFC's style but rather *adapt* to their JFC's style.



- Communicate with the staff which meetings you need to be a part of. The JFC can provide you a blanket invite but this doesn't always translate into full inclusion. Make sure your staff is placing you in a place where you will add the most value.
- Commanders have different preferences when interacting with the staff and subordinates, e.g., one-on-one, through the Chief of Staff (COS), by secure VTC, or in person. Determine your commander's preference and how to accommodate their preferred means.
- Understand how your JFC views the use of the CSEL, deputies, COS, J-Directors (J-Dirs), and Special Staff. Understand and integrate with the Commander Action Group (CAG) and Commander's Initiative Group (CIG) if used. It is important to understand how your Commander uses these groups. No two commands operate the same and what worked in your last assignment may not be useful in your new organization.
- Differentiate information requirements and preferred ways to receive information (e.g., CCIR, reporting, and briefing implications). Many commanders prefer graphics while others prefer words to support their decision making.

### **3.0 Understand the complexity associated with CSEL assignments in CCMDs and JTFs.**

CSELS do not have the luxury of a "comfort zone." They thrive in uncertainty and complex situations. Such issues that are not complex must be delegated to the lower echelons as a learning experience. Regarding delegation, the CSEL helps articulate the JFC's vision and operational approach to subordinate and supporting organizations focusing on the "Why" of the mission. Armed with the "Why," subordinates can figure out the "How to."

Place the highest value on developing leaders that prove adept at solving tough dynamic problems. Factor in the time to develop the personnel in your command not only to execute the organic mission, but to be able to integrate with other stakeholders, including international and private sector partners. Empowerment, access, feedback, and trust are key to creating the proper environment for each to learn.

The CSEL must possess the ability to establish, foster, and leverage relationships for force-multiplying effects and to enhance the trust and credibility of the organization. The objective is to achieve relative harmony among organizational leaders and organizational philosophies to achieve respective outcomes. This relationship-building endeavor must be consistent and applied across all situations.

#### **Key Observations, Insights, and Best Practices:**

- Be versed in emotional intelligence (i.e., the ability to know and manage our own emotions, and recognize, appreciate, and influence other individuals' emotions). Do not allow emotions and ego to affect developing and maintaining relationships. (See attachment 1)
- Build an extensive SNCO network across the Joint Force to allow relevancy and speed of action. It allows senior NCOs and CPOs to help their respective staffs by being informed and providing valuable advice to officers during Globally Integrated Operations.
- Build and use a wide-ranging network of multi-discipline experts to bolster your value as a CSEL—it's not only what you know, but whom you know that knows.

- Recognize and accept that many nations do not instill the same level of trust in their senior NCO and CPO corps as the United States. But that doesn't justify inaction on your part. Seek ways to still increase the effectiveness and utility of our partners.
- Understand partner training programs such as the International Military Education and Training (IMET) process to assist partner nations.
- Recognize that the DOD may not be the Lead Federal Agency in some cases. The JTF may be in a supporting role. Understanding your role and where you fit within the mission will help you effectively support the Lead Federal Agency. Supporting Foreign Humanitarian Assistance missions is a good example of this.
- Understand HQ and service component talent management processes and procedures to help the JFC best assign and/or influence the appointment of CSELs within your command.
- Build and cultivate relationships with deputy commander(s) and HQ COS, as well as with higher, lateral, subordinate, and supporting commands/organizations—be approachable, be an active listener, keep private matters private, remain open-minded, and display a positive attitude. Be the standard for others to emulate.
- Make time for the J-Dirs and HQ Special Staff (e.g., Staff Judge Advocate, Policy Advisor, Surgeon General, etc.) to build favorable relationships. Seek them out and do not rely on them coming to you; they can help you be relevant. Extend the same courtesy to HHQ, inter-organizational representatives, and liaison officers.
- Seek out and value inputs from people who think differently and offer different perspectives.
- Recognize and respect the role and authorities of U.S. Ambassadors and Country Teams. They are critical to understanding host culture, rules of engagement, and interpersonal dynamics with foreign leaders.
- Maintain a C5 mindset: Command, Control, Cooperation, Collaboration, and Coordination.
- Be “total force” leaders (including active duty, Guard, and Reserve forces), not just for the enlisted ranks, but across the entire force.
- Read what your commanders read; be conversant on topics important to the JFC. Read and study applicable orders, plans, and annexes, as well as the joint HQ SOP.
- Be involved in talent management. Position the right talent in the right joint billets; stay engaged in multi-service enlisted personnel career management.
- Understand authorities and associated funding implications (e.g., Title 10, Title 32, Title 22, Title 50, etc.), Department of State (DOS) organization and regional alignments, and General Purpose Forces-Special Operations Forces (SOF) integration.
- Understand all-domain related activities. Space and cyber are key to joint activities. Activities in the space and cyber domains require additional planning time to be used effectively.
- Build a “total force” team with a broad understanding on how to leverage reserve component capabilities and relationships. Provide the right level of service member care across a complex, multi-service, multi-component set of systems, policy, and guidance.

**3.1 Command Messaging and the Information Environment (IE).** In the 21st Century, our leaders are forced to operate in, and navigate through an unforgiving IE. This requires us to be adaptive, proactive, but most importantly, factual. A 24-hour news cycle compels us to evaluate our messaging and our audiences continuously. The veracity of traditional TV, radio, and print media is challenged by “fake news” and real time “crowd sourcing” on social media. Capable and talented adversaries are able to communicate in near-real time to a broad audience from

remote locations. With this knowledge, CSELS must effectively convey the command's message, both internally and externally, and deliberately tailored for diverse audiences.

### **Key Observations, Insights, and Best Practices:**

- Use the Public Affairs Office to prepare for media interviews, to include rehearsals.
- CSELS, as principal messengers for their JFCs and commands, need to understand the latitude to which they can speak for their commanders and their commands. Establish these parameters early with the JFC.
- Be cognizant that people listen to what you say and watch what you do.
- Be surgical and factual when utilizing social media. Ensure to be in lock-step with the JFC messaging at all times.
- Effective CSELS apply their experiences to conduct messaging “credibility checks” within their HQs to ensure the alignment of words and actions—to minimize the “Say-Do” gap.

**3.2 Information Sharing.** As a senior leader, the CSEL informs, instructs, inquires, inspires, interprets, enables, and empowers. The CSEL is an information node, information filter, information synchronizer, and information conduit. Access to the right information is critical to ensure sound advice to the JFC and proper messaging to the force.

One key facet of information sharing is the recording of actions to ensure a proper changeover upon culmination of assignment. Provide the incoming CSEL with digestible data that sets them up for success and continuity. Get in the habit of recording actions on a living document to be used for two purposes. First, to inform the JFC and the staff on your progress and, second, to inform your successor on what has been done and what requires their focus. This is the best way to ensure a lasting contribution to the organization.

### **Key Observations, Insights, and Best Practices:**

- Encourage information sharing.
- Encourage the staff to write for release and use the Foreign Disclosure Office(r) to approve release of select documents and briefing packets to traditional and nontraditional mission partners. This allows us to better engage with partners and allies.
- Help the JFC identify gaps in information requirements; encourage information fusion.
- Verify the Request for Information (RFI) process includes all stakeholders.
- Help identify and reduce impediments to effective staff work and information sharing.
- Confirm that changes to JFC guidance and intent are distributed widely and effectively and well-understood.
- Provide the J6 support and advice to confirm that HQ unclassified and classified portals are identified, leveraged, user-friendly, and navigated easily; this includes collaborative tools.
- Assist the COS and J1 to verify Knowledge Management Representatives (KMRs) are distributed within the HQ.
- Be thorough when drafting and accounting for your actions to date. They will serve many purposes including informing the JFC and staff, and also for the changeover document for the incoming CSEL.

#### **4.0 Inform future JFCs as they consider how to employ and empower their CSELs.**

**CSEL Support in JTF HQs.** HHQ (i.e., establishing authority) typically activate JTF HQs during crisis. In this crisis response situation, the JTF leadership is often placed in a reactive mode. Seventy-five percent of JTFs formed during the last 15 years had less than 42 days from notification to operational employment. Accordingly, time-sensitive challenges ensue when forming, staffing, organizing, training, deploying, sustaining, and operating a JTF HQ. Furthermore, joint reception, staging, onward movement, and integration (JRSOI) activities are challenging, especially if an enemy contests JTF entry with asymmetric, unconventional, and hybrid anti-access/area denial (A2/AD) capabilities. Hence, CSEL engagement is crucial throughout the JTF life cycle, i.e., from pre-activation (HHQ decision is likely) until JTF disestablishment.

#### **Key Observations, Insights, and Best Practices:**

- Find opportunity during adversity. For example, COVID-19 limited physical travel, but allowed for more touchpoints within the virtual environment. Take advantage of every opportunity to receive feedback from the force.
- Help prepare your HQ for a future JTF HQ role based on personal experience, lessons learned, and battlefield needs.
- Based on the core mission of your organization, develop a list of critical tasks that the CSEL should do/can do when the HQ is notified to assume a JTF HQ role. Synchronize this list with the commander's and other senior leaders' lists of critical tasks.
- If the duration of JTF activation requires rotational manning, ensure the current CSEL transitions with the incoming CSEL (left seat/right seat ride).
- Develop a real-time continuity/turnover process throughout your assignment, designed to integrate incoming personnel quickly or in the case of a lack of change-over time.
- Establish a Senior Enlisted Council comprised of CSELS/SELS from the staff, subordinate HQs, as well as NCO peers from other nations' militaries.
- Spend time understanding the political and policy aspects of the mission, and the CCDR's mission, intent, end state, and processes to better understand the JTF role and mission. Participate actively in the commander-led operational design effort.
- Constantly challenge assumptions throughout the Joint Planning Process and continue to learn from other CCMDs.
- Along with the commander and planners, read and study all establishing authorities (e.g., SecState, SecDef, JCS, CCMD, etc.), orders, directives, and guidance for the JTF. If further clarity is required, encourage the staff to forward unambiguous RFIs to the establishing authority.
- Based on experience, CSELS can play a key role in developing and translating authorities (e.g., rules of engagement [ROE]) into something that subordinate units can understand (same as the Access vs. Empowerment issue discussed earlier).
- A well-understood JTF HQ SOP assists greatly. The Joint Staff J7 Common JTF HQ SOP can be used as a model— [https://jdeis.js.mil/jdeis/jel/jtfguide/sop\\_index.htm](https://jdeis.js.mil/jdeis/jel/jtfguide/sop_index.htm).

- Understand the JTF HQ SOP, JTF HQ Terms of Reference, Joint Training Plan, Joint Manning Plan, draft Joint Manning Document (JMD), draft Joint Mission-Essential Equipment List (JMEEL), and personnel reception plans. Be a sensor for any organizational gaps.
- Review the JTF Manning Plan and JMD and determine where NCOs/POs can help fill requirements in the various staff directorates. Be included in the HQ JMD working group to advise on the JMD development process.
- Be familiar with individual augmentation sourcing processes. Consider that the individual augment sourcing process is typically designed for sourcing no earlier than 90-120 days following approval of the SECDEF.
- The JTF CSEL must establish relationships with the higher, subordinate, and supporting HQs CSELS at earliest opportunity.
- Be well versed in the policies and instructions for all Services.
- Understand HQ's role in building time-phased force and deployment data (TPFDD).
- Be resolute in support of the JTF commander and command by discovering mission gaps and providing solutions. Never take "No" from a person who does not have the authority to say "Yes."
- A JTF HQ normally works with at least one US embassy during a crisis. Expand and leverage relationships with the embassy's Country Team, e.g., the Senior Defense Official (SDO), Defense Attaché (DATT), etc.
- Be aware that multinational partners have different authorities, ROE, Rules for the Use of Force (RUF), national caveats, and restrictions. JTF CSELS can play an important role in ensuring the understanding of those differences to both the staff and the troops.
- Leverage the authorities and capabilities of mission partners to improve effectiveness, e.g., U.S. Title 22 and 50 authorities and those of the individual coalition countries.
- Spend time with JTF elements with which you have least familiarity, e.g., other Services, SOF, inter-organizational elements, joint augmentation elements, etc. This will grow and expand your perspective.
- Participate in JRSOI/mission rehearsals to expand understanding of pending operations.
- Always be accessible to manage your team's expectations.

### **Desired Endstate:**

The effective CSEL embodies the following attributes:

1. A sensor for the commander, synchronized with the Staff and subordinate commands, and integrated with mission partners.
2. Included and empowered by the JFC by virtue of their competence and confidence.
3. Develops systems and networks that leave a lasting legacy that is more than a photo on the wall.
4. Contributes to our Nation's defense by understanding the dynamic joint environment.

The CSEL enhances the Joint Force with the ability to combine the service cultures to cultivate leaders with character, competence, and commitment to fight and win our Nation's wars. The critical bond between the CSEL and JFC along with the relationship with other key military and non-military leaders directly contributes to mission success.

The CSEL's complex role is crucial to supporting the commander's ability to command and control in an all-domain and globally integrated environment. JFCs need to know how to employ and empower one of their greatest assets, their CSEL.

The CSEL embodies the joint enlisted leader attributes of intellect, credibility, accountability, agility, and discipline. They are force multipliers with the ability to operate and lead in a JIIM environment. CSELS understand the effects of the instruments of national power (DIME-FIL) to look "up and out" while simultaneously remaining connected with the "down and in."

Finally, CSELS possess the agility and adaptability to manage surprise and uncertainty, while recognizing change in order to assist in transition and leverage the advantages of effective mission command.

# KNOWLEDGE/SKILLS

LOYALTY  
DUTY  
RESPECT  
SELFLESS SERVICE  
HONOR  
INTEGRITY  
PERSONAL COURAGE



# JOINT ENLISTED FORCE

MOS/AFSC/RATE & SERVICE PME

PLURAL NOUN: ATTRIBUTES  
/'ATRƏ, BYOOOT/

**DEFINITION:** A QUALITY OR FEATURE REGARDED AS A CHARACTERISTIC OR INHERENT PART OF SOMEONE OR SOMETHING.  
"FLEXIBILITY AND MOBILITY ARE THE KEY ATTRIBUTES OF OUR ARMY"

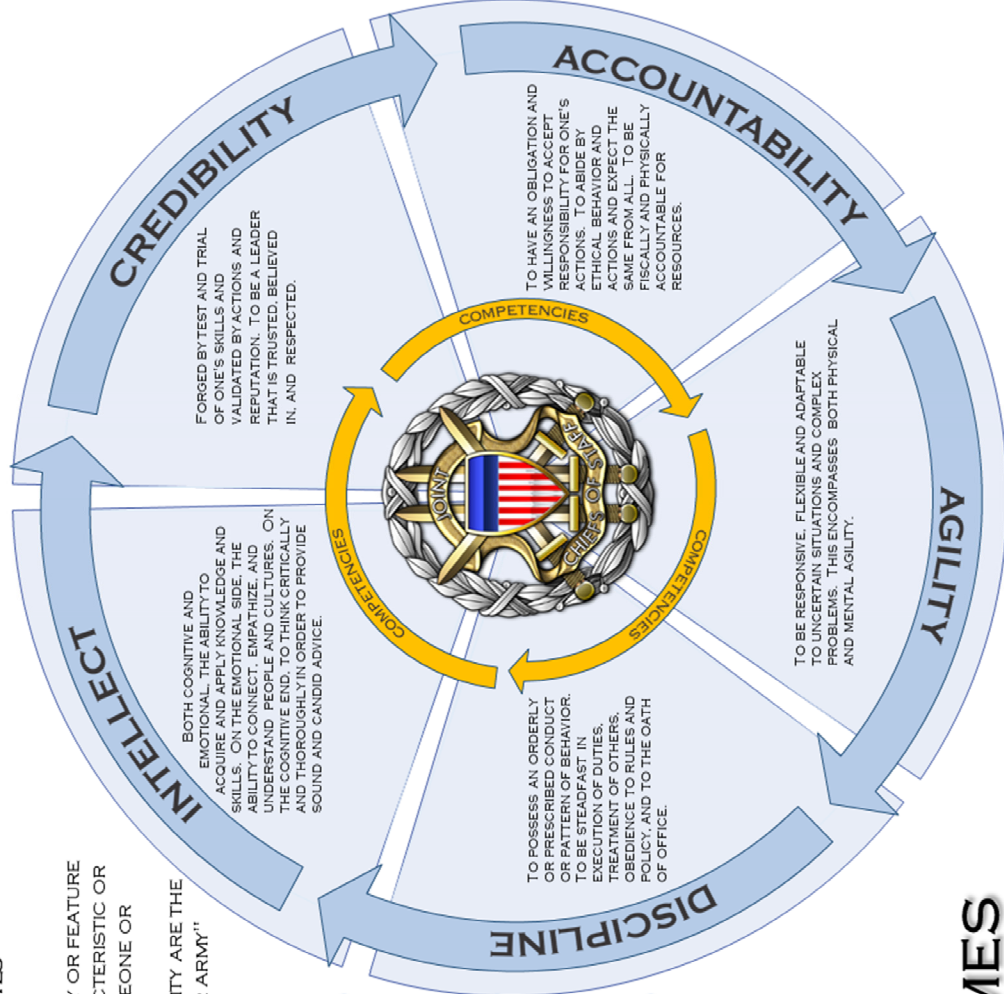
- CHARACTER
- COMPETENCE
- COMMITMENT

HONOR  
COURAGE  
COMMITMENT

INTEGRITY FIRST  
SERVICE BEFORE SELF  
EXCELLENCE IN ALL WE DO

HONOR  
RESPECT  
DEVOTION TO DUTY

# LEADER ATTRIBUTES



# OUTCOMES

THE ABOVE ATTRIBUTES ENCOMPASS THE NEED FOR JOINT ENLISTED PROFESSIONALS TO HAVE CHARACTER, COMPETENCE, AND COMMITMENT TO THE MISSION. IN COMBINATION WITH THE CULTURAL ATTRIBUTES OF EACH SERVICE, THE JOINT ENLISTED PROFESSIONAL IS ABLE TO: 1. OPERATE AND LEAD IN THE JOINT, INTERAGENCY, INTERGOVERNMENTAL AND MULTINATIONAL ENVIRONMENT 2. UNDERSTAND THE EFFECTS OF ALL INSTRUMENTS OF NATIONAL POWER (DIPLOMATIC, INFORMATIONAL, MILITARY, AND ECONOMIC) 3. POSSESS THE ABILITY TO LOOK "UP AND OUT" WHILE SIMULTANEOUSLY REMAINING FOCUSED "DOWN AND IN" 4. ANTICIPATE AND ADAPT TO SURPRISE AND UNCERTAINTY, RECOGNIZE CHANGE AND ASSIST IN TRANSITIONS, AND FULLY EXEMPLIFY THE ATTRIBUTES OF MISSION COMMAND (UNDERSTANDING, INTENT, AND TRUST). THE ULTIMATE GOAL IS FOR THE ENLISTED MEMBER TO BE A SENSOR, SYNCHRONIZER, AND INTEGRATOR FOR THE ORGANIZATION.

Attachment 1. Leader Attributes

## **Glossary**

### **Abbreviations and Acronyms**

A2/AD – Anti-access/Area Denial	JMEEL – Joint Mission-Essential Equipment List
B2C2WG – Boards, Bureaus, Centers, Cells, and Working Groups	JOC – Joint Operations Center
C2 – Command and Control	JRSOI – Joint Reception, Staging, Onward Movement, and Integration
CCDR – Combatant Commander	JSCP – Joint Strategic Campaign/Capabilities Plan
CCIR – Commander’s Critical Information Requirement(s)	JTF – Joint Task Force
CCMD – Combatant Command	JTF-PO – Joint Task Force-Port Opening
CMOC – Civil-Military Operations Center	KLE – Key Leader Engagement
COS – Chief of Staff	KMR – Knowledge Management Representatives
DATT – Defense Attaché	NMS – National Military Strategy
DIME –FIL – Diplomatic, Informational, Military, and Economic finance, intelligence, and law-enforcement (analytical construct)	OPT – Operational Planning Team
DOD/DOS – Department of Defense/State	PMESII – Political, Military, Economic, Social, Information, and Infrastructure (analytical construct)
DTD – Deployable Training Division, Joint Staff J7	RFI – Request for Information
GEF – Guidance for Employment of the Force	ROE – Rules of Engagement
HHQ/HQ – Higher Headquarters/Headquarters	RUF – Rules for the Use of Force
IE – Information Environment	SDO – Senior Defense Official
JCS – Joint Chiefs of Staff	SEAC – Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff
J-Dir – Joint Staff Director (e.g., J3, J4, and J6)	SecDef – Secretary of Defense
JFC – Joint Force Commander	SOF – Special Operations Forces
JIACG – Joint Interagency Coordination Group	TOR – Terms of Reference
JIM – Joint, Interagency, and Multinational	TPFDD – Time-Phased Force and Deployment Data
JIOC – Joint Intelligence Operations Center	UCP – Unified Command Plan
JLOC – Joint Logistics Operations Center	VEO – Violent Extremist Organization(s)
JMD – Joint Manning Document	





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