



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
Headquarters, 14th Combat Engineer Battalion (Corps) (Wheeled)
Fort Lewis, Washington 98433

AFZH-CEF

29 June 2004

MEMORANDUM FOR Rugged Battalion Troopers

SUBJECT: Rugged Policy Letter #3 (Rugged CSM)

1. The Rugged Battalion Command Sergeant Major is the senior non-commissioned officer in the Battalion. He is responsible to me for all enlisted matters within the Battalion and is my principal advisor. He speaks for me in all aspects of Battalion operations – if he gives suggestions, guidance, direction or orders, members of the Battalion are to treat them as coming directly from me and respond accordingly.
2. The Command Sergeant Major has tasking authority for equipment and personnel. Taskings will typically come from the Battalion Operations Officer (S-3) or a member of his staff. The S-3 Section will make every effort to ensure that requestors comply with a 6-week tasking window, but that will not always be possible. The Command Sergeant Major will often become involved with short-fused taskings originating at 1 Corps Headquarters level and will have to take decisive action to accomplish the mission. Subordinate commanders will act promptly on taskings from the Command Sergeant Major, again responding as if the mission had come directly from me. The urgency of the Command Sergeant Major's tasking does not remove the responsibility of subordinate leaders to conduct thorough mission analysis and risk assessments.
3. I will not discuss any complaints, difficulties, or disagreements with any of the Command Sergeant Major's actions unless the individual(s) involved first go to the Command Sergeant Major to try to resolve their differences. The Command Sergeant Major will keep me apprised of any pending actions of this type. If the individual(s) involved and the Command Sergeant Major are unable to come to resolution, they will jointly bring the issue to me. At that point, and not before, I will get involved.
4. The 14th Combat Engineer Battalion is too large, too diverse, and too important to Fort Lewis for us to leave unclear the mission of the Battalion Sergeant Major and his relationships within the Headquarters and with subordinate units.

RUGGED!

A handwritten signature in black ink, appearing to read "M Brobeck", is positioned above the typed name.

MICHAEL W. BROBECK
LTC, EN
Commanding