

Forward

Greetings my fellow Marines. As those of you that have been around a while can see, the STARFLEET Marine Corps is growing in both scope and size. Through the tireless work of the members of the Steering Committee, and most importantly by the members of the Corps, our growth is marked. It has been difficult to accomplish, but the effort is paying off.

The information contained within this manual is a start for the Non Commissioned Program for the STARFLEET Marines. It is a brilliant start but none the less a start. There is more to be done. The roles that are explained herein can guide you in your quest to be the best that you can be. We are not all former military, nor do all of us wish to be in the military, but this will give the reader a taste of what it can be like.

The Non Commissioned Officer is the first line of defense and attack. They are seasoned warriors in the field and leaders of men. Your role as an NCO is to help the officers that are appointed over you. But remember, they will be looking to you for maturity and your opinion. Be there to give it...and then act with the guidance of the officers. They will be looking to you and so will your troops. The Chain of Command is yours to use and as well you should.

From here on in you will learn about the jobs and responsibilities of the NCO. This is a very important job within the Corps. In choosing to take this course you will learn more about the job of being an NCO. While the job is tough and not full of glamour you will have fun and learn more about yourself and what holds the Corps and STARFLEET together. And who knows, maybe someday a few hundred years from now, there will be someone who looks back at this and sees that what we stood for was the correct way to do things.

I would like to thank COL Kevin McNulty, 1LT Jim Monroe and especially SSG Jack Kern for their work on this manual.

Semper Fi

Scott Grant
Sergeant Major of STARFLEET Marine Corps

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Introduction

Welcome Aboard!

Welcome to the NCO Guidebook of the STARFLEET Marine Corps (SFMC). This publication is intended primarily for members of the SFMC, which is a component of STARFLEET, The International Star Trek Fan Association, Inc. (SFI). However, anyone with an interest in our part of the Star Trek universe is invited to look and learn. This manual serves as a handy reference work for members of our Non-Commissioned Officer (NCO) Corps. It is a one-book source for the new member wherein they can get the information they need to fill their fictional and fan association roles.

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Pronoun Disclaimer

The use of "he, his, him," etc., and in particular the term "man" as in "crewman", are used for convenience as the standard English-language convention for unknown-gender pronouns. Not very politically correct, perhaps, but grammatical... and a lot less awkward than "crewpersons". The point is, we don't mean anything by it.

Acknowledgments

This manual is the first in TRACOM's history to be by NCOs, for NCOs. Although assisted by Officers Jim Monroe and Kevin McNulty, the lion's share of the credit for this fine manual goes to SFMC Gunnery Sergeant Jack Kern.

Reporting Authority

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Chapter 1

The Role of the NCO

Origins of the NCO

The origin of the noncommissioned officer (NCO) can be traced back to the Roman legions of Old Earth. The Romans' success in war was due to their march formations, camp preparations, and response to orders in battle. The training of the Roman soldier was long, detailed, and intense. The Roman commanders had found that the tactical and administrative requirements of drilling and fielding a successful army absorbed all their time. Necessity caused them to turn to the ranks for assistance.

The upper echelon of Roman leadership picked exceptional soldiers to be leaders of 10 other soldiers, and assistants to commanders of 100 and 600 soldiers. In these roles they were to supervise individual training, carry out their commanders' plans, and perform administrative and logistical tasks. They were the first "noncommissioned" officers, called "principalis". "Noncommissioned" in the military sense, then and now, means that entry to or occupation of a position of responsibility and authority is based on not education and "commissioning", but upon demonstrated competency and continued performance, and that personnel in that position are key or essential for effective operation of units.

NOTE

An indication of the importance of the Roman "principalis" can be derived from the English translation of the Latin word which roughly means principal, main, key, or first in rank.

Genesis of the Modern NCO's Role

The historical NCO we would recognize most easily today can be traced back to Terran Year 1775 on Old Earth. Early organization of the American Continental Army was patterned after the British: officers were appointed/elected from the aristocracy, and sergeants, in turn, were appointed/elected from the ranks. But there was little uniformity in qualifications, duties, responsibilities, authority, and standards for these positions. General Washington's newly-appointed Inspector General Baron Von Steuben began working to correct these deficiencies at Valley Forge, where Washington's disheartened troops were then encamped.

On 29 March 1797, Steuben's "Regulations for the Order and Discipline of the Troops of the United States" appeared, and for the next 33 years, it was the official manual for the US Army. Commonly known as the "The Blue Book", it contained about 100 small pages setting forth clearly and simply the fundamentals of guard duty, organization, field operations, and drill. There were instructions for leaders from the commandant of a regiment down to the lowly corporal. They clearly established guidelines for selection and outlined the duties of the noncommissioned officers that have proven valid over the years and are still used today. His instructions for the commandant of a regiment stated:

The choice of noncommissioned officers is also an object of the greatest importance...The order and discipline of a regiment depend so much on their behavior that too much care cannot be taken in preferring none to that trust but those who by their merit and conduct are entitled to it.

Honesty, sobriety, and a remarkable attention to every point of duty, with neatness to their dress, are indispensable requisites; a spirit to command respect and obedience from the men, an expertness in performing every part of the exercise, and an ability to teach it are also absolutely necessary.

These regulations also gave instructions for sergeants and corporals, impressing on them the importance of their duty and responsibility toward discipline and order of the company. They cautioned against “too great familiarity with the men” but insisted that each soldier “be treated with great regard”. A further word of caution was “by a contrary conduct they forfeit all regard, and their authority becomes despised”.

Today’s NCO

The NCO was and is promoted from the ranks and charged with duties which assist and complement the officer in the discharge of his own duties. To use legal terminology, NCO’s serve as a agent of the officer, and other organizers of the Corps, and derive a large measure of their legal authority from those sources.

The diversity and complexities of leadership requirements call for the allocation of specific types of tasks to various levels in the military hierarchy. A clear understanding of those specific responsibilities is essential to permit each leader to discharge his own assigned tasks. Such an understanding is also essential to avoid interfering with the accomplishments of other leaders, or tasks which are their assigned responsibilities.

Responsibilities of the NCO

Below are the responsibilities of the NCO. It is the duty of the NCO, to faithfully and completely fulfill their obligations with regard to the responsibilities.

- * Execute orders according to established policies and procedures; attain set standards in accomplishment of assigned tasks and missions.
- * Establish and maintain noncommissioned officer standards.
- * Exercise his authority with restraint, leading through example, professional competence, and persuasion.
- * Prepare subordinates, and thus the unit, to accomplish missions by:
 - Training subordinates in basic skills and attributes of a marine, and other skills appropriate to their MOS and duty assignment.
 - Insuring that the individual arms and equipment of subordinates, and all other property issued to the unit is properly maintained and accounted for at all times, and that discrepancies are promptly detected, corrected, and if appropriate, properly reported.
 - Accounting for the location and actions of subordinates while on duty status.

- * Insure that subordinates attain and maintain established standards of personal appearance and hygiene, proper wearing of the uniform, and of military courtesy.
- * Supervise the care and maintenance of enlisted personnel billets and billets areas, of unit work areas and the operation of recreational and other facilities for the primary use of enlisted personnel.

Qualities of the NCO

The NCO is the most vital link between the commander and his troops; the person who sees to it that the job gets done. The NCO reacts in two ways: (1) to the commander and (2) to the troops under his supervision because, in reality, the NCO works for both. The NCO is a leader, administrator, advisor, teacher, specialist, and most importantly, a manager. He is one of the most important persons in the SFMC in terms of getting the job done.

As the leader, he must possess these fundamental qualities:

- * Self-awareness and self-improvement
- * An understanding of the job and how it fits into the unit's overall goals and objectives
- * An ability to accept and properly delegate responsibility
- * An ability to make sound and timely decisions
- * Interest in the welfare of subordinates
- * Fairness in dealing with subordinates

The NCO is expected to be able to do just about anything and everything. His duties and responsibilities as sergeant major, first sergeant, platoon sergeant, squad leader, or section chief require a variety of skills. Though he may be a specialist in such areas as administration, personnel, supply, maintenance, transportation, communication, his prime responsibility is the managing of the individual Marine within the framework of the unit's mission.

In certain aspects, the NCO functions as a public relations person for the Starfleet Marine Corps. The way in which they manage, the example they set, and the attitude they have towards the Corps are all influencing factors in a person's decision to remain in the Corps.

The career NCO has always regarded themselves as a professional. To many NCO's, however, this meant merely looking and acting the part. Professionalism in today's Starfleet Marine is much more than that. The Starfleet Marine regards professionalism for all ranks, in terms of competence, responsibility, and dedication.

MARINES SAY

The NCO probably has the greatest face-to-face personal responsibility in SFMC. The buck stops at his level. He is the one who personally sees to it that orders are carried out. This calls for the close supervision and attention to detail, because the results of the job not only reflect his ability, but also on the ability of his commanding officer.

—GSGT Jack Kern

TRACOM
NCO Development Program

Chapter 2

Leadership and Discipline

↳ **NOTE** Basic Responsibilities of the NCO as a Leader

For further information on leadership principles and applications, students are encouraged to complete the SFMC Academy's Primary Leadership Development Course (PLDC).

Marine NCO's have two basic responsibilities as a leader of troops: accomplishment of the mission, and the welfare of the marines under their command. These two basic responsibilities are of equal importance. They deserve equal consideration and dedication in the NCO's allocation of his own time and efforts. In those rare instances in which the two basic responsibilities come into conflict, the accomplishment of the mission must take priority.

To adequately meet these responsibilities, Marine NCOs must develop expertise in Military Leadership, and they must be well aware of the concept of Mutual Expectations. These are absolute requirements, since the only reason for the existence of SFMC is to protect and defend the United Federation of Planets. Regardless of assignment or branch, SFMC Non Commissioned Officers all have responsibility for a small but important portion of the total defense effort. Marines of the Starfleet Marine Corps demand and deserve total dedication from those SFMC NCOs.

SFMC NCOs must accomplish assigned missions and attain true mission readiness. In doing so, they must perform their duties and exercise their authority in such ways as to earn and maintain the respect and confidence of their subordinates and the peoples of the Federation. This crucial requirement demands the development and self-disciplined exercise of that degree of moral courage which unswervingly places loyalty to Starfleet Marine Corps and the United Federation of Planets ahead of short term objectives or personal gain.

Mutual Expectations

We are all aware of the fact that we each have different expectations of what the SFMC can offer us. Together, these form what is called "mutual expectations": what we expect from the Corps, and what the Corps expects of us. Mutual expectations operate around the basic idea that both the SFMC and the individual marines have certain legitimate expectations with regard to each other, and that these expectations and their fulfillment are just as important as the fulfillment of any formal agreements they might have.

The NCO's leadership skills are crucial to meeting the mutual expectations of both the Corps and the individual marine. For it is the NCO that is the chief intermediary between the two. Among the individual's expectations are challenge, worthwhile or meaningful work, fair treatment, and goal opportunity. The degree to which the NCO, as the SFMC's representative, fulfills the expectations of the individual is directly related to the levels of morale and *esprit de corps* attained by the individual. High morale and *esprit de corps* create a climate of motivation making a mission-effective unit.

Military Leadership

The process of military leadership is the way the NCO fulfills his role as a leader to achieve mission effectiveness. It takes into account those actions and orders which the NCO must take which will have an impact on the unit.

To learn and refine leadership skills, the NCO must consider three basic variables in the leadership equation: the leader (NCO), the subordinate, and the situation. These three variables interact within some larger structure, generally referred to as the environment. This environment is made up of a wide variety of elements, including the society at large, the geographic location, the SFMC, and the unit organization. These are not all the elements, but they all have a high degree of relevance to the leadership process.

In any leadership environment, the NCO must analyze the three basic variables, and determine what are the requirements (mission) with which he is charged and what resources and skills—his own and those of the subordinates—are available to use in meeting those requirements.

Based on that analysis, the NCO will then determine what actions must be taken, what orders must be issued, and then supervise the subordinates in the accomplishment of the unit's mission. Throughout this process the NCO must maintain effective two-way communications in the unit, which insures that both officer and unit subordinates are accurately informed at all times. (Feedback from the subordinates is the means by which the NCO determines that his instructions and information are correctly understood by members of the unit).

To determine the probable mission effectiveness of a unit, the NCO must assess the unit in light for four indicators of unit effectiveness: morale, *esprit de corps*, discipline, and proficiency. Upon completion of that assessment, the NCO must take action to maintain and develop the strengths of the unit, and to correct the weakness in order to develop a mission effective unit.

MARINES SAY

"As well as having to be a good leader, there is an inherent requirement for the NCO to be a good manager. Efficient utilization of the resources entrusted to him for mission accomplishment is a paramount skill for the NCO."

—SGM T'Plesah
1st Marine Division
Sergeant Major

Leadership Fundamentals

Although the procedural methods and techniques employed by NCO in the execution of their actions, orders, supervision and communications will vary widely between each unit (and for that matter between situations), there are certain fundamental considerations which pertain in all situations for all NCOs. These considerations may appear to be obvious, but they merit review and reflection—not only now, but continually throughout the exercise of the NCO's authority. Briefly, these fundamental consideration are as follows.

The NCO's *actions* must be...

...legal, ethical, rational, and in consonance with unit mission objectives, priorities, and the NCO's responsibilities.

The NCO's *orders* must be...

...legal, ethical, clear, concise and complete, reasonable—fit unit's mission capabilities and priorities, rational—include the rationale behind the order if time permits, and be followed up to determine if they are understood by subordinates.

The NCO's supervision must...

...be sufficient to insure timely and adequate mission accomplishment, allow maximum freedom of action to subordinates, and allow for professional development of subordinates.

The NCO's communication must be...

clear, concise, and complete; include consideration of all systems of interpersonal communications in the unit; provide for feedback to determine effectiveness; and be adequate to overcome obstacles.

The NCO's Influence

At its most essential, influence is power over others. Marine NCOs can only be effective when they can exert influence over their subordinates. It is through this influence that NCOs exercise their leadership to attain organizational goals or objectives. Marine NCOs influence their marines to accomplish the mission through the exercise of power over their subordinates.

The NCO must become the driving force in this process. To do this, he takes action and issues orders which facilitates his becoming the primary influence in the process, and which guide the unit to higher levels of unit efficiency. Therefore, the influence of the NCO plays the basic role in the process of military leadership.

The NCO's influence is derived primarily from three areas: technical and tactical proficiency, position of power, interpersonal skills

Technical and Tactical Proficiency

The NCO's technological and tactical proficiency is expertise-based on knowledge and application of skills. Viewed from a narrow perspective, technical and tactical proficiency has a limited meaning related to such skills as the assembly/disassembly of weapons, understanding terrain, and other technically-based military skills. However, there are skills related to leadership which also fit into this area, and which can be learned.

Position of Power

Position power is that power which the NCO has by virtue of their rank and position within the formal organization. It is given to them. They are the legitimized authority to reward and recognize, or to discipline and punish within certain guidelines. This is a legal basis for leadership, but it will not help a poor leader. A position of power can enhance, but not replace leadership skills.

Being in a leadership position does not automatically make you a better NCO. To be an effective NCO, to actually have leadership influence on your Marines, you must know your job and you must show by your actions that you can be trusted with the responsibility of leadership. As a Non Commissioned Officer, you must set the example.

Interpersonal Skills

Interpersonal skills are communication and relationship skills that allow NCOs to be able to understand subordinates and situations, and to select appropriate

communication and motivation for them — in other words, being good at knowing and working with others. Referent power is also derived in part from the NCO's personality and is effective as a means for influencing subordinates, by the extent to which they respect and admire the NCO for their demonstrated fairness and competence as a NCO, their concern for their welfare—by their confidence in them.

Having influence is less dramatic than how the NCO uses it. This is where interpersonal skills come into play. Each NCO, of course, will have a basic preferred style of leadership which is related to their personality and can be measured with a relative degree of confidence. Different situations and different subordinates call for different styles of leadership. Therefore, the proficient NCO must be able to recognize their preferred style versus which style would be most effective in any given situation.

In addition to a style of leadership, other interpersonal skills affect how an NCO exerts influence. For example, the NCO must behave in accordance with the ethical standards associated with military leadership. The process also includes counseling, decision making, supervising, and communicating. It is through communications (either in some written, oral, or physical way) that the Marine NCO takes actions and issues orders to their subordinates.

As an NCO, you must certainly be aware of your dual role: accomplishing the mission and taking care of your Marines. Striking the proper balance between these two responsibilities constitutes a major challenge for NCOs. Ultimately, mission accomplishment receives first priority. However, effective mission accomplishment relies heavily on your proper care of your Marines.

Chapter 3

Officer Responsibilities and Their Relationship with the NCO

An effective command is one in which the NCOs and the officers work together for the benefit of all. Your understanding of the duties, responsibilities, and authorities of both the NCO and the officer will result in an efficient, well-run, successful unit at any level: Platoon, Company, Battalion, Brigade or Division.

For a more effective and efficient SFMC, individuals must understand what their job entails and what working relationship must exist between them and their superiors and subordinates. For an NCO to do that, he must have a working knowledge of the duties, responsibilities, and authorities of the commissioned officer's role and responsibilities in the Corps. He must also understand his relationship with those officers.

Throughout history, the relationship of the NCO and the officer has always been characterized by a great deal of interdependence. In earlier times, the prime requirement of an officer was that he could recruit and support his unit. He was to serve as an example of courage and bravery, but not necessarily military proficiency. If he was militarily able, this was a bonus. The prime requirement of the NCO, on the other hand, *was* military proficiency. Thus from the very beginnings, a complementary relationship between officers and NCO's has existed.

The Evolution of Commissioned Officers

Historically, commanders of companies and regiments came from the segment of the population that had money or property, because the commander had to raise and equip his unit out of his own pocket. The transmission of orders and information was primarily by written message since verbal messages sent by messenger were subject to being forgotten or misinterpreted by the messenger. Thus, the primary qualification for appointment to the officer ranks was education (literacy) and property.

During the 1770s on Old Earth, those men who possessed these qualifications normally identified with existing 18th century European class systems. When the United States was established by the Constitution, these class ideas were officially shunned, but were realistically retained politically and militarily in subtle ways. Military officers were "commissioned" or appointed by the President. One reason was to maintain a degree of influence in the military by the "propertied class". Another more practical reason was to establish a legal basis for the President to appoint and have direct control over qualified people to act as his legal agents and assist him in carrying out his duties as Commander-in-Chief.

Over the course of time, the "class" idea of possession of property has become irrelevant as a qualification for officership, although the requirement for a high degree of education and literacy continues today.

Our ranks today evolved from our past history. There are traditions and legal reasons for the particular duties outlined in the military justice system, because law evolves from tradition, precedent, and deliberate reasoning. In addition, there are customs and courtesies that exist and remain, because military forces require links with their past in order to bind their members together in the profession of arms.

But one lesson is clear. Battlefield necessity is pragmatic. What works is retained. What fails is rejected. One lesson from our founding that has stood the test of time is the complementing relations and mutual respect between the commissioned officer and the noncommissioned officer. It continues today.

Responsibilities of an Officer

The diversity and complexity of military leadership in an organization the size of the SFMC requires the allocation of specific-types of tasks to various levels in the military hierarchy. A clear understanding of these responsibilities is essential to permit each leader to discharge his own assigned tasks. Such an understanding is also crucial so that each leader can avoid interfering with the accomplishments, responsibilities, and duties of other leaders.

Below are common responsibilities of officers in the SFMC. It is important that you, as an NCO, are aware of these in more than a passing manner. It is your duty to have a good working knowledge of what the officer's job is all about.

- * Prescribe missions, establish policies and broad procedural guidelines, and set standards for his unit, as required to attain mission readiness in the defense of the United Federation of Planets, and to merit the confidence and support of its many populations.
- * Insure compliance with his orders, adherence to his policies, and maintenance of his standards by personal visits to his unit, by announced and unannounced inspections, and by reports.
- * Exercise his authority with restraint, leading through example, professional competence, and persuasion.
- * Enhance the resolve of subordinates to defend the United Federation of Planets, by instilling in them a sense of responsibility and imparting to them on a continuing basis an understanding of the necessity for and purpose of military discipline.
- * Insure that his superior commanders are fully and accurately informed of conditions in his unit which may impact on mission readiness.
- * Assist in the proper professional development of subordinates by his example, and such means as encouraging self-study, periodic rotation of duty assignments, and frequent performance counseling.
- * Inspire in subordinates confidence in his leadership, by example, by sound and decisive action, and by his determination and ability to overcome obstacles to Mission Readiness or Mission Accomplishment.

- * Strengthen the chain of command through developing initiative, ingenuity, and boldness of execution throughout his unit.
 - * Employ his staff or assistants as appropriate, to acquire information, prepare detailed plans, assist in supervision of unit, and otherwise relieve him of details so that he may have maximum freedom of action in accomplishment of assigned tasks and missions.
 - * Insure maintenance of mutual respect and confidence between his headquarters, supporting, supported, and subordinate units.
-

Shared Responsibilities

Developing Subordinates

One of the most important responsibilities shared by both NCOs and officers is the requirement to further the professional development of their subordinates. The execution of this responsibility will vary in its application as the officer rotates subordinates among different positions and assigns tasks which are themselves a growth experience; while the NCO participates in the development of subordinates through the actual accomplishment of training and direct supervision of the younger NCOs in the accomplishment of their tasks.

This development is based on the logical requirement for investment in the future of the SFMC. Such investment necessitates the provision to subordinates of opportunities for self-development, under conditions which allow them to learn by doing, without over supervision or the excessive restrictions which results when leaders are so overly fearful of mistakes that they in effect do the subordinate's duty for him in order to attain higher quality short term results.

Development of subordinates also entails the shared NCO and officer responsibility to set a proper example for subordinates in all aspects of leadership: ethics and self discipline, determination in their approach to mission accomplishment, and demonstrated concern for the dignity and welfare of the subordinate.

Other Shared Responsibilities

In addition to subordinate development, the officer and the NCO share three basic types of responsibilities:

INDIVIDUAL: Accountability for one's own action, conduct, and performance.

COMMAND: Collective or organizational accountability of a commander. A commander is held responsible for mission accomplishment and the care of personnel and property assigned.

ULTIMATE: Marines are expected to perform their duty to the best of their ability, and with the initiative and extra effort necessary to achieve the mission as a team member. This is coined as "PROFESSIONALISM".

Mission accomplishment and safeguarding the men and equipment are the two primary responsibilities of any SFMC leader. Non Commissioned Officers and officers must work closely together to satisfy these responsibilities. At the same time there must be an understanding of who does what.

It is the NCO's responsibility to insure that subordinates are knowledgeable of their duties, responsibilities, and authority. However, this responsibility can only be adequately fulfilled when open communication is carried on between superiors, subordinates, and peers using the various available communication channels. A marine who is not clear about what is expected of him, should be professional enough to clarify his role with whomever he works, whether peers, subordinates, or superiors. Active role clarification by unit members enhances the teamwork necessary to accomplish the mission, helps insure the fair and equitable portioning of tasks, and keeps vital tasks from being overlooked.

Traditionally, NCO and officers have shared the dual responsibilities of mission accomplishment/safeguarding men and equipment. To avoid duplication of effort and conflicting orders and to ensure completion of all tasks, duties are generally divided into the format shown:

OFFICER	NCO
Commands, plans, establishes polices, and manages unit	Conducts daily business of the unit within est policy
Focuses on collective training which leads to mission accomplishment	Focuses on individual training that leads to mission accomplishment
Focuses on effectiveness and readiness of unit as a whole	Places major emphasis on individual and equipment to function as apart of team
Focuses on standards, care, and professionalism of all members, with particular attention to unit officers	Focuses on standards, care, and professionalism of NCO's and individual marines

Both the commander and the NCO need to be aware of the three types of duties:

SPECIFIC: Those duties specifically charged to an individual in official publication. They are position related and are spelled out in such publications as the Marine Force Manual or MOS job description.

DIRECTED: Those duties given verbally or in writing by a superior to a subordinate. They are not necessarily duties in manuals or regulations but often are to meet specific requirements.

IMPLIED: Those duties covering all aspects of an individual's job, which are not spelled out, yet are vital to mission accomplishment. They include the multitude of tasks involved in leadership and motivation, which result in the job not only getting done, but done better, and causing the unit to function optimally.

Chapter 4

Duties and Traits of the Marine NCO

In the SFMC, enlisted personnel are officially designated as grades E-1 through E-9. Of those grades, E-4 through E-6 (Corporal through Staff Sergeant) are considered Junior NCOs, and grades E-7 through E-9 (Gunnery Sergeant to Sergeant Major) are Senior NCOs. Their duties and traits are explored below.

Duties of the NCO Ranks

Each rank and/or NCO position in the SFMC has a variety of established duties which are listed below. These are general guidelines only, of course. Further tasks will vary by MOS, unit type, etc. But this should give the enlisted person or junior NCO a better feel for what will be expected of them at higher echelons.



Sergeant Major of Starfleet Marine Corps (SGM/SFMC)

Established in 2266, the title Sergeant Major of Starfleet Marine Corps designates the most senior enlisted position of the SFMC. It should be noted that the title is a duty assignment rather than an actual rank or grade. The SGM/SFMC is still a grade E-9 like any other SGM.

The SGM/SFMC carries out policies and standards of performance, training, appearance, and conduct of enlisted personnel. He advises and initiates recommendations to the Commandant and the General Staff of the SFMC in matters pertaining to the NCO support channel. Enlisted marines that attain the distinction of being selected by the Commandant for the position of Sergeant Major of Starfleet Marine Corps have reached the epitome of their career.

Perhaps slightly wiser and more experienced than the Sergeant Major at the Brigade or Battalion level, the SGM/SFMC is expected to function completely without supervision. Like the old sage of times past, the Sergeant Major's counsel is expected to be calm, settled and unequivocally accurate, but with an energy and enthusiasm that never wanes, even in the worst of times.

The SGM/SFMC provides information on problems affecting enlisted personnel and proposed solutions to these problems; on standards, professional development, growth, and advancement of NCOs, and morale, training, promotions, and quality of life for marines and the family members.

Utilizing command information channels, the SGM/SFMC keeps Marines current on enlisted issues, and through the public media informs the public of the SFMC mission, Marine accomplishments and future enlisted trends.

Other functions of the SGM/SFMC include: presenting the enlisted viewpoint to the UFP Council, SFMC boards, and committees, meeting with military and civilian organizations to discuss enlisted affairs, and receiving enlisted personnel at appropriate ceremonies.

Sergeant Major (SGM)

Sergeant Major is the position title designating the senior NCO of the command/staff element at battalion or brigade level. While the senior NCO in a strike group may indeed be a SGM, at the Battalion or Brigade level SGM is actually a job description. In fact, the SGM is the key enlisted member of the staff element of the brigade or battalion. The SGM's experience and ability are equal to that of the SGM/SFMC's, but the sphere of influence regarding leadership is limited to those directly under his charge.



The Sergeant Major gives advice and initiates recommendations pertaining to enlisted personnel and affairs to their commander and/or staff. They direct activities of enlisted personnel through an enlisted support channel by means of oral or written communications through appropriate channels. The Sergeant Major is responsible for the development of the NCOs and enlisted personnel within their command. As the senior NCO of the battalion or brigade, the Sergeant Major is the training professional within the unit.

First Sergeant (1SGT)

The position of First Sergeant is similar to that of the Sergeant Major in importance, responsibility, and prestige. The primary difference, again, is the sphere of influence. While the SGM leads the enlisted force of the battalion or the brigade, the 1SGT leads the company, troop, battery, squadron or strike group.



Even as far back as the Revolutionary War period on Old Earth, First Sergeants have enforced discipline and fostered loyalty and commitment from their subordinates. When you are talking about the First Sergeant you are talking about the life-blood of the Starfleet Marine Corps. There can be no substitute of this position or any question of its importance. When First Sergeants are exceptional, their units are exceptional, regardless of any other single personality involved.

It is the 1SGT at whom almost all unit operations merge. The 1SGT holds formations, instructs platoon sergeants, advises the commander, and assists in training of all enlisted members. Through NCO development programs, performance counseling, and other less formal guidance, 1SGTs are the SFMC's most important mentors in developing subordinate NCOs. This position requires outstanding leadership and professional competence.

The 1SGT may swagger and appear, at times, somewhat of an exhibitionist, but he is not egotistical—he is proud of the unit and, understandably, wants others to be aware of its success. For the first time, the title of address for this grade is no longer simply “sergeant” but “First Sergeant”! There is a unique relationship of confidence and respect that exists between the 1SGT and the commander not found at any other level within the Starfleet Marine Corps.

In the German Army, the 1SGT is referred to as the “Father of the Company.” He is the provider, the disciplinarian, the wise counselor, the tough and unbending foe, the confidant, the sounding board, everything that we need in a leader during our personal success or failure.



Gunnery Sergeant (GSGT)

The position title of Gunnery Sergeant is considered key in the command structure of the SFMC. The Gunnery Sergeant generally leads one or more platoons, and may have several Staff Sergeants who work under his direct leadership.

This is the first level at which the term *Senior* NCO properly applies. The GSGT generally has 15 to 18 years or more of military experience and is rightfully expected to bring that experience to bear in quick, accurate decisions that are in the best interest of the mission and the marines under his control or influence.

Utilizing tough, realistic, and intellectually and physically challenging performance-oriented training to excite and motivate marines, the “Gunny” ensures that SFMC standards are met and maintained. Also, he must conduct training to promote critical wartime skills and evaluate effectiveness within the unit. The GSGT must provide training feedback to the commander and First Sergeant during after-action reviews on all training.

The GSGT is expected to embody all the traits of a good leader. Watching a successful Gunny operate on a daily basis is unforgettable. On one hand, he is training the platoon or section in their collective tasks, on the other he is checking maintenance and readiness. He is constantly planning and executing—a perpetual motion machine, a blur. The personification of military leadership.



Staff Sergeant (SSGT)

This grade of rank closely parallels that of the Sergeant (SGT) in duties and responsibilities. In fact, the basic duties and responsibility of all the NCO ranks never change, but there are differences—significant differences—between this step in the NCO structure and the preceding one. Understanding these differences is vital. The SSGT is a more experienced leader of soldiers. He has considerably more time in the Marine Corps than the SGT. It is proper to expect that the SSGT can bring the benefits of that experience to bear in any situation.

The major difference between the SSGT and the SGT is not, as often mistakenly believed, authority, but rather sphere of influence. The SSGT is in daily contact with large numbers of marines. The SSGT will often have one or more SGTs who work under his direct leadership. He is responsible for their continued successful development as well as that of other marines in the platoon, squad or team. More often than not, the lack of understanding of the function of this important NCO position by leaders is the cause of disruption and failure in small unit training.

If NCOs are “The Backbone” of the Marine Corps, then SSGTs are the vertebrae. The complexities of the job of the SSGT increases as the responsibilities broaden. How well the SSGT develops, maintains and uses the full range of potential of his marines measures his professional competence. The SSGT’s success, more than any other NCO rank, leads the path to the Corps’ success, and the footprints you will see behind those of our greatest military leaders are probably those of a Staff Sergeant, where he stood confident, proud and eager to assist.

Sergeant (SGT)

The Sergeant operates in an environment where the sparks fly; where the axe meets the stone. Although not the lowest level of rank where command is exercised, this level is the first at which enlisted soldiers are referred to as “sergeant,” and of all the grades of the NCO, this one, very possibly, has the greatest impact on the lower ranking marines. Privates, who are the basic manpower strength and grade of the Starfleet Marines, generally have Sergeants as their first NCO leader. It is the SGT that the privates will look to for example.



Like the SSGT, the SGT is responsible for the individual training, personal appearance, and cleanliness of their marines. The rank of SGT is not a position for apprenticeship. While certainly the new SGT will be developing new skills, strengthening old ones and generally getting better, he is a Sergeant! And is therefore, no less a professional than those grades of rank to follow.

Corporal (CPL)

Along with the rank of SGT, CPL is the only rank which has never disappeared from the NCO Corps since the days of Old Earth. The rank of CPL has always been placed at the base of the NCO ranks. For the most part, CPLs serve as the smallest unit leaders in the Corps—principally, Fire Team Leaders. Like the SGTs, CPLs are responsible for individual training, personal appearance and cleanliness of their marines. As the SGM/SFMC is known as the epitome of success in the NCO Corps, the CPL is its humble beginning.



Traits of the Marine NCO

While the duties of NCOs may vary widely from rank to rank and post to post, the traits of a good Marine NCO stay remarkably the same all the way up the ladder. The same traits that make a GSGT successful, make a CPL successful. Here, then, are some of the vital common traits among successful NCOs.

Communication

An effective NCO is able to receive and interpret information from superiors and subordinates; issue clear and concise oral and written orders; and provide input on personnel actions affecting subordinates. They make every effort not only to put their point across, but to double-check for understanding of their message.

Supervision

Effective NCOs enforce SFMC standards of appearance and conduct; teach common leader skills; provide feedback through appropriate correspondence; foster spirit and confidence; and develop and mentor subordinates

Decision Making

Effective NCOs accurately interpret information, and use sound and ethical problem-solving and decision-making processes.

Professional Ethics

Effective NCOs lead by example, demonstrate high moral standards, and continually practice professional ethics.

Chapter 5: Traditions

Motto and Slogan

Because of their devotion to duty and willingness to make sacrifices and giving their best (always striving for improvement); their motto is “Service Before Self” and their slogan is “Excellence In Everything We Do”. The SFMC NCO has those qualities that others may only dream about. They are true professionals.

The NCO Sword

SFMC NCOs are the only NCOs in any branch of Starfleet who still have the privilege of carrying what is considered to be a commissioned officers weapon. While limited by regulation to “when in charge of troops on ceremonial occasions,” the sword is part of the intangible “esprit de corps” of Marine NCOs.

The NCO’s Creed

Marine NCOs have the well-deserved reputation as “The Backbone of the Marines”. This reputation of our NCO Corps has been earned over and over again by example after example of superb leadership and training, and the fine quality of SF Marines NCO’s is recognized the galaxy over. The NCO Creed says it best:

No one is more professional than I. I am a Non-Commissioned Officer, a leader of the Starfleet Marine Corps. As a Non-Commissioned Officer, I realize that I am a member of a time-honored corps, which is known as “The Backbone of the Marine Corps”. I am proud of the Corps of Non-Commissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and Starfleet regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind - accomplishment of my mission and the welfare of my marines. I will strive to remain tactically and technically proficient. I am aware of my role as a Non-Commissioned Officer. I will fulfill my responsibilities inherent in that role. All marines are entitled to outstanding leadership; I will provide that leadership. I know my marines and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my marines. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, or my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Non-Commissioned Officers, leaders!

An NCOs Definition of Rank Structure

There are several tongue-in-cheek sayings and traditions in the service when it comes to NCOs. One popular among senior NCOs is, "The only rank lower than private is second lieutenant." Here's another:

- GEN
 - Leaps tall buildings with a single bound
 - Is more powerful than a locomotive
 - Is faster than a speeding bullet
 - Walks on water
 - Makes policy with God

- COL
 - Leaps short buildings with a single bound
 - Is more powerful than a switch engine
 - Is just as fast as a speeding bullet
 - Walks on water in calm seas
 - Talks with God

- LTC
 - Leaps short buildings with a running start and favorable winds
 - Is almost as powerful as a switch engine
 - Is faster than a speeding B.B.
 - Walks on water in indoor swimming pools
 - Talks with God if special request chit is approved

- MAJ
 - Barely clears Quonset huts
 - Loses tug of war with locomotives
 - Swims well
 - Is occasionally addressed by God

- CPT
 - Makes high marks when trying to leap buildings
 - Is run over by locomotives
 - Can sometimes handle a weapon without inflicting self-injury
 - Dog paddles
 - Talks to animals

- 1LT
 - Runs into buildings
 - Recognizes locomotives two out of three times
 - Is not issued ammo
 - Can stay afloat if properly instructed in the use of a Mae West
 - Talks to walls

- 2LT
 - Falls over doorsteps when trying to enter a building
 - Says "Look at the CHOO CHOO"
 - Wets himself with a water pistol
 - Plays in mud puddles
 - Mumbles to himself

- NCOs
 - Picks up buildings and walk under them
 - Kicks locomotives off the tracks
 - Catches speeding bullets in his teeth, then eats them
 - Freezes water with a single glance
 - Because... They are Gods!

Quotes for the Ages

I like soldiers, as a class in life, better than any other description of men. Their conversation is more pleasing to me; they have generally seen more than other men; they have less of vulgar prejudice about them. Amongst soldiers, less than amongst any other description of men, have I observed the vices of lying and hypocrisy.

—William Cobbett, who enlisted in the British army in 1784, and rose from private to Member of Parliament, in *Rank and File*, pp. 410-411

We didn't expect up-to-date living quarters back in the [1880s], with recreation rooms and shower baths. If we wanted amusement, we went outside and wrestled or threw rocks at somebody's old campaign hat, or just played poker and told stories. As for heated barracks, soft beds, and a cafeteria style mess hall- there weren't any such things. We were glad enough to have adobe barracks to live in now and then during the coldest weather. Most of the time we lived out of doors and slept on the ground. When we were in barracks, we had iron bunks with wooden slats. We got an empty bed tick that we could fill with straw, when anybody could find any straw to fill one with. As for chow, it wasn't anything like they have now. Then we lived on just Government straight and nothing else. It was beans, bacon, beef, and bread, and no trimmings whatever, every day and Sunday too. Night after night, I had bread and coffee for supper.

—SGM Bertram Follinsby, in "Reilly's First Sergeant Still Carries On."
U.S. Army Recruiting News, 15 Sep 1927, p. 4.

Come on, you sons of bitches - do you want to live forever?

—Gunnery Sergeant Daniel Daly, USMC, Belleau Wood, June 1918

Among the men who fought on Iwo Jima, uncommon valor was a common virtue.

—Fleet Admiral Chester W. Nimitz, USN, 16 March 1945

There are those in this country today who ask me and other veterans of World War Number One, "What did it get you?"... The thing they forget is that liberty and freedom and democracy are so very precious that you do not fight to win them once and stop.... Liberty and freedom and democracy are prizes awarded only to those peoples who fight to win them and then keep fighting eternally to hold them!

—Alvin York, 1941, in *Sergeant York: An American Hero*, p. 109.

I have just returned from visiting the Marines at the front, and there is not a finer fighting organization in the world.

—General Douglas MacArthur, USA, Outskirts of Seoul, 21 September 1950

Just exactly what does one expect of a career? First, we all aspire to work at a job or profession that will give us a good livelihood, that will not fold up in midstream; in other words, security. But that is not enough- slaves have that much! In addition the work must be something that we can do well and enjoy doing, something in which we can take pride of accomplishment; in other words, satisfaction. For another thing, we do not want to stand still, we want to progress, to get ahead; in other words, advancement.

Moreover, we like to be recognized and respected by our fellow citizens; we like to get honor and recognition now and then. Also some people like a dash of excitement to keep life from getting dull.... Nothing is more important than contentment in one's life work, no matter how secure the job and no matter how good the pay.... The Army offers a satisfying, full life, with incentive for advancement and training and all the other opportunities one expects of a career.

—MSG William J. Daly, "The Army as a Career."
Army Information Digest, Feb 1952, pp. 40-42

The Marine Corps is proud of the fact that it is a force of combined arms, and it jealously guards the integrity of its air-ground team.

—General Keith B. McCutcheon, USMC, Naval Review, 1971

I still need Marines who can shoot and salute. But I need Marines who can fix jet engines and man sophisticated radar sets, as well.

—General Robert E. Cushman, Jr., USMC, 17 May 1974

I can't say enough about the two Marine divisions. If I use words like brilliant, it would really be an under-description of the absolutely superb job they did in breaching the so-called impenetrable barrier...Absolutely superb operation, a textbook, and I think it'll be studied for many, many years to come as the way to do it.

—General H. Norman Schwarzkopf, USA
Riyadh, Saudi Arabia, 27 February 1991

It is difficult to be a good noncommissioned officer. If it had been easy, they would have given it to the officer corps.

—SMA William A. Connelly, in *The Sergeants Major of the Army: On Leadership and the Profession of Arms*, 1996, p. 21



About SFMC Academy

The Starfleet Marine Corps Academy was established by Commander Starfleet in 2164 when it was determined that Starfleet Academy could no longer adequately meet the needs of both services. The historical home of the United States' Navy and Marine Corps academies, Annapolis, was selected as the new home of the SFMCA. The head of the Academy, known as Director SFMCA, is still headquartered at the main campus in Annapolis.

The motto of the SFMCA is "Facta Non Verba" or, in Federation Standard, "Deeds not Words." This is reflected in the more informal academy slogan, "We lead by example... whether we mean to or not."

The Director SFMCA reports to the Commanding Officer of the Training Command (COTRACOM) who, in addition to the SFMCA, oversees branch schools, enlisted personnel training, advanced technical schools, and periodic skill refresher courses. Most of these courses are held either at one of the SFMCA facilities, or at one of the many training facilities in the New Valley Forge system which is home to TRACOM. These facilities, together with an Oberth-class spacedock serving as TRACOM headquarters, comprise Station Valley Forge.

Today, the SFMCA consists of 5 campuses, 8 training worlds, and 42 ranges and field courses throughout the UFP. Together with Station Valley Forge, the SFMCA comprises one of the largest and most advanced military training organizations in the known universe.