

THE ANG COMMAND CHIEF MASTER SERGEANT PROGRAM

This instruction establishes the Command Chief Master Sergeant Program of the Air National Guard (ANG). It states policy on authorizations, selections, tenure, duties, responsibilities, and logistical support. AFI 36-2109, *Chief Master Sergeant of the Air Force and Senior Enlisted Advisor Program*, is applicable to the ANG Command Chief Master Sergeant Program.

SUMMARY OF REVISIONS This instruction is substantially revised and must be completely reviewed. It revises ANGI 36-2109, 9 February 1998, clarifies establishment of Command Chief Master Sergeants (CCM) at all organizational levels, and defines selection and tenure of personnel selected for CCM duties.

1. Command Chief Master Sergeant Positions. The Director of the Air National Guard will establish a CCM position on the command staff and set procedures for additional positions at subordinate organizations. The selection, tour length, and principal duties of the CCM will be determined by the Director. The ANG CCM is the Senior Enlisted Grade in the ANG, and takes precedence over all other Chief Master Sergeants (CMSgt) in the ANG. All headquarters for States, Territories, District of Columbia, First Air Force and ANG Wings are authorized one Command Chief Master Sergeant Position.

1.1. The State Command Chief Master Sergeant is the Senior Enlisted Grade in the State and takes precedence over all other CMSgts in the State.

1.2. The Wing Command Chief Master Sergeant is the Senior Enlisted Grade in the wing, and takes precedence over all other CMSgts in the wing.

1.3. Proper protocol should be afforded to Command Chief Master Sergeants. They are key members of the organization's senior leadership and should be recognized at all official events and seated in a place of prominence commensurate with their position. The CCM position should be clearly defined on organizational manning charts and their official photograph should be prominently displayed within the organization. The demonstration of proper protocol reinforces the importance and leadership's commitment to the CCM Position.

2. Appointment and term limits of the Command Chief Master Sergeant. The State CCM is appointed by and reports directly to the Adjutant General and is a member of the Adjutant General's staff. The Wing CCM is appointed by and reports directly to the Wing Commander and is a member of the Wing Commander's staff.

2.1. Adjutant Generals or Wing Commanders should select CMSgts. In special or unusual circumstances, they may select a Senior Master Sergeant, who must be promoted to the grade of CMSgt upon assuming the CCM Position.

2.1.1. CCM Positions should be advertised to ensure that all eligible candidates have an opportunity to apply.

2.1.2. A boarding process should be used to select the CCM. Recommend state and wing CCM(s) be members of the board with additional members at the discretion of the Adjutant General or the Wing Commander as appropriate. See Attachment 2 for desired CCM Qualities.

2.1.3. Recommend candidates submit a package to consist of no less than a resume, letter of intent, and a Record of Individual Personnel (RIP).

2.1.4. When selecting an AGR member the CMSgt controlled grade must be available prior to appointment. AGRs will not be promoted above the grade authorized on the SPMD IAW ANGI 36-101, Para 5.2.1.1.

2.1.5. For continuity, new CCM selection processes should begin 4-6 months prior to their appointment to allow a 2-3 month transition period (Attachment 3).

2.2. The length of appointment will not exceed 4 years; however, the Adjutant General or Wing Commander may approve an extension for traditional guardsmen beyond 4 years to meet State or Wing mission requirements. Military Technicians or Active Guard Reservists cannot remain in this position for more than 4 years per ANGI 36-2101, *Classifying Military Personnel*.

2.3. At the completion of the tour, the individual may be carried as excess or overgrade for a maximum of 24 months. To prevent loss of proficiency and for compatibility, CCMs must return to their awarded specialties at the end of their CCM tour and cannot be excess to the CCM Position.

3. Logistical support of the Office of the Command Chief Master Sergeant. By virtue of the position and the need for confidentiality, CCMs are warranted a private office. In addition, the following should be provided as a minimum: administrative support, notebook computer with dial-in capability, pager/cell phone, telephone card, credit card, and budget.

4. Responsibilities of Command Chief Master Sergeants.

4.1. Develop and maintain a Continuity Book.

4.1.1. In developing a Continuity Book, as illustrated in Attachment 4, contents are not restricted to those in this example. Items may be added, deleted, or combined to meet organizational needs.

4.1.2. The intent of a Continuity Book is to promote for a smooth transition and effective day-to-day time management.

4.2. Establish a close rapport with the following groups: commanders, senior officers, chiefs, first sergeants, unit career advisors, managers of offices responsible for recruiting, retention, training, education, family readiness, and Employer Support of Guard and Reserve (ESGR). Establish effective communications by: unit visits, phone calls, attending commander calls, joining deployments, being involved in official functions (unit retirements, promotions and awards ceremonies), and attending special events and social functions.

4.3. Review the United States Air Force (USAF), Air Force Reserve Command (AFRC), ANG, state and wing policies and recommend changes that affect enlisted personnel.

4.3.1. Ensure that enlisted personnel know and understand policies.

4.3.2. Assess feedback from affected groups and councils when recommending policy changes concerning enlisted issues.

4.3.3. When necessary, provide feedback to OPR.

4.3.4. Monitor compliance with Air Force appearance, conduct and performance standards.

4.4. Coordinate with the MPF to review enlisted promotion, recruiting, retention, and assignment procedures. These procedures include the following: providing guidelines for SNCO selection process, serving on boards, assisting in developing promotion policies, retention (Involvement in selective retention program, review exit surveys, review unit retention statistics), reviewing recruiting statistics and strategies, participating in orienting newcomers, and ensuring that these processes are fair and equitable and reflect effective force management principles.

4.5. Coordinate with the MPF to monitor Professional Military Education (PME) participation, effectiveness, and impact on NCO development. This coordinating includes: promoting in-residence attendance, encouraging timely enrollment and completion, reviewing PME status of units, encourage study groups, and Promoting local PME programs.

4.6. Assess morale and welfare of the organization through feedback from personnel. Assessing includes: attending unit functions/enlisted councils; accomplishing functional area visits; reviewing climate surveys/exit surveys/awards and decorations program/performance feedback programs; and encouraging/promoting mentoring.

4.7. Encourage commanders and supervisors to recognize all deserving enlisted personnel. Encouraging includes: monitoring/promoting interest in all enlisted recognition programs, overseeing of OAY and 1st Sergeant of Year awards, reviewing award and decorations program, accomplishing letters to newly promoted/decorated enlisted members, attending award ceremonies/retirement ceremonies/enlisted graduations, encouraging formal promotion ceremonies for NCO, SNCO and Chiefs.

4.8. Attend and monitor enlisted personnel conferences, projects, and councils.

4.8.1. Personnel conferences includes: Attending the Worldwide CCM Conference (mandatory) and other conferences (topics include: enlisted symposium, senior leadership, strategic planning, first sergeant, diversity, professional military associations).

4.8.2. Projects include Family Day, community projects, Civil Air Patrol activities, and Honor Guard activities.

4.8.3. Advising councils/other groups includes: chiefs, first sergeants, junior enlisted, diversity, family readiness, and senior leadership.

4.9. Maintain liaison with uniform services counterpart at military installations where ANG personnel frequently perform duties (foster host tenant relationships and Attending multiservice functions).

5. Responsibilities of the State, Territory, District of Columbia, and First Air Force Command Chief Master Sergeants.

5.1. Advise the Adjutant General on quality-of-life issues and concerns of the enlisted corps.

5.2. Maintain liaison with the Assistant Adjutant General for Air, the State Command Sergeant Major, and Wing Command Chief Master Sergeants.

5.3. Provide advice and counsel to Wing Commanders, and Wing CCMs.

5.4. Provide information to the CCM of the ANG (NGB/CFC) concerning: personnel training and manpower issues; effectiveness of USAF, AFRC, and ANG programs; and quality-of-life issues (having a significant impact on the enlisted corp).

5.5. Provide support for geographically separated units (GSU), Combat Readiness Training Centers (CRTCs), and band.

5.6. Advise the Wing Commander on selection of the Wing CCM.

5.7. Guide and train the Wing CCMs.

5.8. Forward all communications from the ANG CCM to their senior leadership, Wing CCMs, GSUs, CRTCs, and band.

5.9. Forward all concerns and issues to their senior leadership or NGB/CFC as appropriate.

6. Responsibilities of the Wing Command Chief Master Sergeants.

6.1. Maintain liaison with Wing Commander, Wing Staff, and State CCM.

6.2. Advise the Wing Commander on quality-of-life issues and concerns of the enlisted corps.

6.3. Oversee First Sergeant program, to include the selection process and the Wing First Sergeant Council. (refer to AFI 36-2113, *The First Sergeant*)

6.4. Understand and participate in the wing force management plan concerning enlisted members.

6.5. Work to ensure that promotion ceremonies are being accomplished.

6.6. Advise the Wing Commander concerning awards, decorations, and recognition programs. The CCM should compile information on a quarterly bases for tracking purposes.

6.7. Forward all concerns and issues to State, Territory, District of Columbia, or 1st AF CCM and to NGB/CFC, as appropriate.

PAUL A. WEAVER, JR.
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4 Attachments

- 1. Glossary of References, Abbreviations and Acronyms**
- 2. Desired CCM Qualities**
- 3. CCM Transition Procedures**
- 4. CCM Continuity Book Format (Sample)**

Attachment 1**Glossary of References, Abbreviations and Acronyms*****References***

NOTE: The following lists constitutes essential publications required or recommended for the ANG CCM Program.

AFI 36-2109	<i>Chief Master Sergeant of the Air Force and Senior Enlisted Advisor Programs</i>
AFI 36-2113	<i>The First Sergeant</i>
ANGI 36-101	<i>The Active Guard/Reserve (AGR) Program</i>
ANGI 36-2101	<i>Assignments Within the Air National Guard</i>
ANGI 36-2601	<i>ANG Enlisted Field Advisory Council</i>
ANGI 36-2607	<i>ANG Retention Programs</i>

Abbreviations, Acronyms

AFI	Air Force Instruction
AFRC	Air Force Reserve Command
ANG	Air National Guard
CCM	Command Chief Master Sergeant
CMSgt	Chief Master Sergeant
CRTC	Combat Readiness Training Center
ESGR	Employer Support of Guard and Reserve
GSU	Geographically Separated Unit
NCO	Non-Commissioned Officer
NGB	National Guard Bureau
PME	Professional Military Education
RIP	Record of Individual Personnel
USAF	United States Air Force

Attachment 2
Desired CCM Qualities

- A2.1. Computer skills
- A2.2. Communication skills, verbal and written
- A2.3. Military bearing and appearance
- A2.4. Education
- A2.5. Time commitment/availability
- A2.6. Community involvement
- A2.7. Understanding of wing/state mission
- A2.8. Military accomplishments
- A2.9. Interaction with senior leadership, peers and subordinates

Attachment 3
CCM Transition Procedures

A3.1. Outgoing CCM should accomplish:

A3.1.1. Send message announcing new CCM appointment to the ANG CCM, NGB/CFC; CCMs and CMSgts in the State.

A3.1.2. Review Continuity Book with new CCM selectee.

A3.1.3. Accompany CCM selectee to meet all key personnel in State or Wing.

A3.1.4. Invite CCM selectee to attend any functions during transition period.

A3.1.5. Ensure that Change of Authority” ceremony is planned and scheduled.

A3.1.6. Brief the CCM selectee on upcoming events (to include any conferences, etc.) and important web sites.

A3.2. Incoming CCM should accomplish:

A3.2.1. Photographs and biography needed ASAP - Distribute to each unit as required. Prepare articles for the local & unit newsletters.

A3.2.2. Obtain business cards early.

A3.2.3. Schedule and attend ANG Chiefs Executive Course.

A3.2.4. Ensure that all uniforms are current and serviceable. Purchase of a mess dress uniform is strongly encouraged.

Attachment 4
CCM Continuity Book Format (Sample)

A5.1. This Continuity Book was compiled from AFIs, ANGIs, ANGPs, local policies and previous CCM experiences. The Book’s purpose is to provide a reference of the CCM duties/responsibilities to perform this position. The Book is to be continuously revised to reflect ever-changing needs of personnel and the unit’s mission.

Date revised	Initials

A5.2. Table of Contents.

A5.2.1. AFI 36-2109, AFI 36-2113, ANGI 36-2109, ANGI 36-2101, Para 2.3.

A5.2.2. CCM Policy / Charter / Goals

A5.2.3. CCM History

A5.2.4. Biographies (ANG Director, TAG, AAG, ANG CCM, State CCM, etc.)

A5.2.5. ANG CCMs Roster (State & Wings)

A5.2.6. State/Wing CMSgts Roster

A5.2.7. State/Wing 1st Sergeant Roster

A5.2.8. Web Sites

A5.2.9. Strategic Plans (ANG, State, & Units)

A5.2.10. Master Unit Training Schedule

A5.2.11. Transitional Checklist

A5.2.12. Checklist of National Activities

A5.2.13. Checklist of State/Wing Activities

A5.2.14. Unit Visit Checklist

A5.2.15. State / Wing UTA Schedules

A5.2.16. CCM Project Sheet/Budget

A5.2.17. Organizational Charts - State/Wings/GSUs/CRTCs

A5.2.18. CCM Activities Reports

A5.2.19. CCM Special Programs

A5.2.20. Letters (Samples)

A5.2.21. Certificates (Samples)