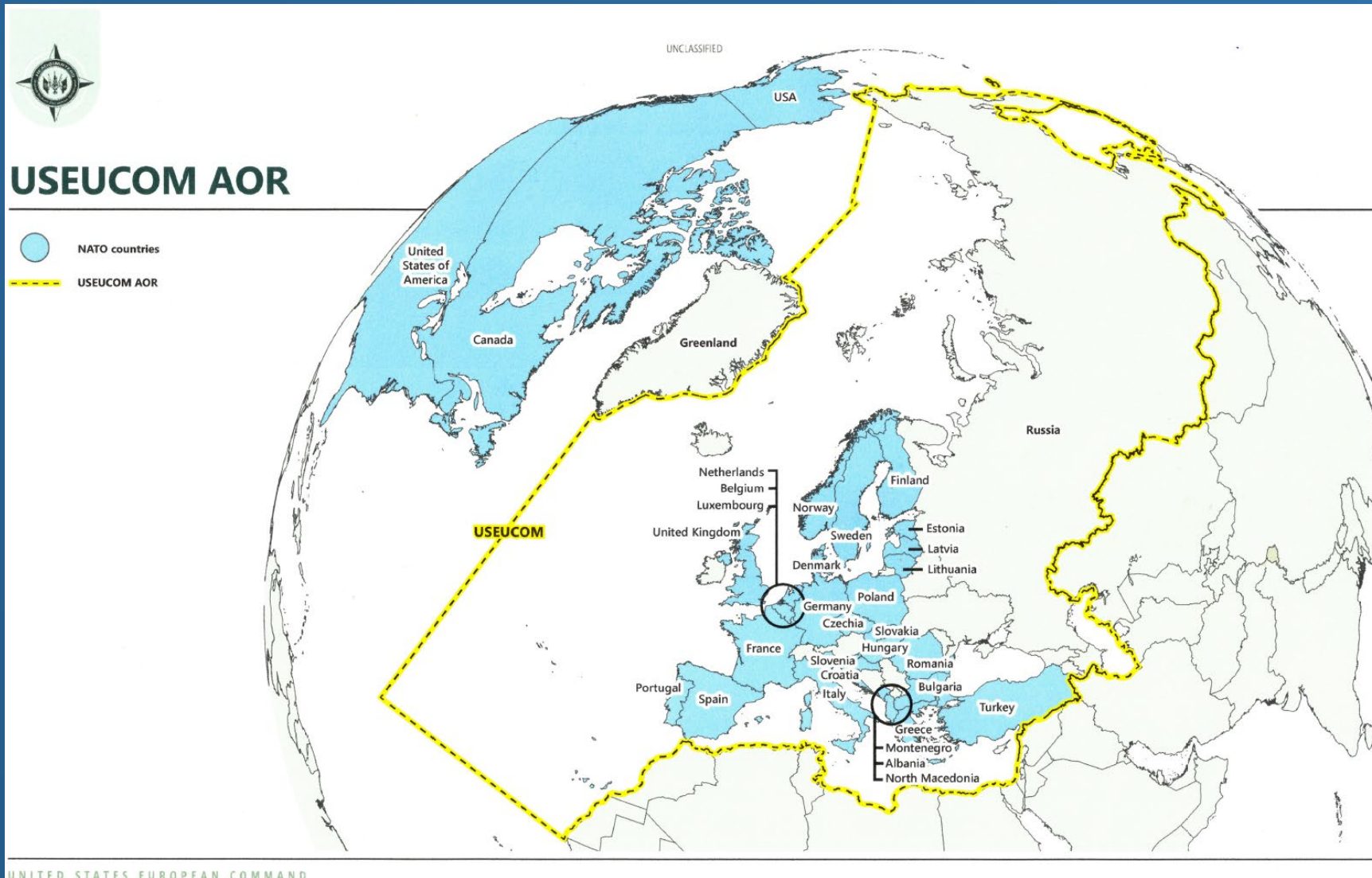




# United States European Command



UNITED STATES EUROPEAN COMMAND





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## PRIORITY MISSION AREAS FOR THE EUROPEAN THEATER

### MISSION

USEUCOM campaigns in FY 2026 – 2028 to *defend the homeland, deter adversarial aggression, and provide ready forces to prevail* in support of theater and global contingencies.

### LEADER EXPECTATIONS

- ❖ Hone our Warfighting Readiness
- ❖ Take Care of our People
- ❖ Harness the Power of Innovation



Prevent Russian nuclear-capable undersea forces from getting within cruise-missile range of the Homeland.

Interdict and prevent Russian long-range aircraft from threatening the Homeland.

Enhance early-warning systems, share intelligence, and coordinate responses.



Access, basing, and overflight agreements enable U.S. forces to transit to and through Europe.

Key posture locations in Europe preserve POTUS' military options in crisis.

Enable rapid deployment and sustainment of combat-credible forces.

### POSITION THE ALLIANCE TO DETER & DEFEND



NATO has been a nuclear Alliance for 75 years.

The U.S. committed nuclear weapons to NATO in 1953-1954.

Provide an essential component of the U.S. nuclear umbrella to help guarantee our Allies' security.



Provide limited but critical conventional capabilities and enablers to support the Alliance's collective defense.

Implement a deliberate and effective burden sharing strategy that maximizes the Allies' contribution to Europe's defense.

Strengthen NATO's warfighting capacity to interoperate at scale.

### Desired Future Conditions for U.S. in Europe

- U.S. forces in Europe defend the Homeland while maintaining nuclear deterrence
- U.S. force posture in Europe enables expanded global operations for the U.S. Joint force

### Desired Future Conditions for the Alliance

- The NATO Alliance possesses conventional capabilities and capacity, both ready and forward postured, to deter and defend against aggression
- The Euro-Atlantic defense industrial base generates conventional capabilities and capacity at a rate commensurate to the growing risk of simultaneous conflict

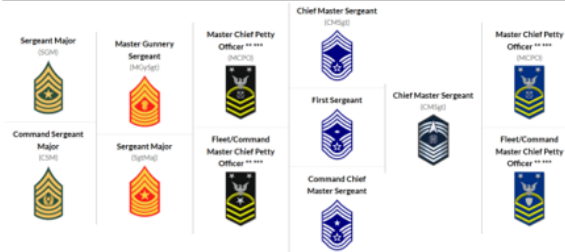




# USEUCOM CSEL Roles

INSIGHTS AND BEST PRACTICES  
U.S. EUROPEAN COMMAND FOCUS PAPER

## THE COMMAND SENIOR ENLISTED LEADER AND SENIOR ENLISTED LEADER ENTERPRISE



APPROVED FOR PUBLIC RELEASE

**Intended Audience:** Commanders, Command Senior Enlisted Leaders, 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 across U.S. European Command.

### Warfighting Readiness

### Commander's Trusted Advisor

### Command Senior Enlisted LEADER Service & Component Advocate

### Taking Care of People

### Program & Policy Management

### Command Messaging

### Enlisted Talent Management

### Leader Development

### NATO Convergence

### Relationship Building

### NCO Capability Targets

### U.S. MIL Representative

- Establish the SEL enterprise as an operational, not administrative, leadership function
- Inform future JFCs on the employment and empowerment of their CSEL and SELs





# USEUCOM CSEL Responsibilities

## Warfighting Readiness



Agentic Command  
 Train, Exercise, Assess  
 Fight Tonight – CAT & COOP  
 Enlisted Joint/NATO PME  
 Joint NCOPD  
 Joint Lessons Learned\Applied

## NATO Convergence



EC Enlisted Development Strategy  
 NATO EVES & NCO Council  
 International Conferences  
 State Partnership Program  
 Review U.S./NATO Manning  
 Review/Validate U.S./NATO Nom POS

## Innovation People & Processes



CCMD CSEL & SSEA Coordination  
 Review/Validate EUCOM JTD  
 Review/Validate SEL CMPs  
 Chair EAC & EMP  
 HQs Transformation  
 C<sup>2</sup> at the Speed of War





# USEUCOM CSEL

## DESIRED ENDSTATE

The effective USEUCOM CSEL and SEL enterprise produces the following outcomes:

1. **A theater-wide sensing network** – the CSEL and SELs provide the Commander with accurate, unfiltered, and timely assessments of the force across all echelons, locations, and partner nations
2. **An empowered and integrated SEL enterprise** – every directorate and GSU has an empowered SEL who is included in leadership forums, has direct access to the Director, and is actively developing the enlisted force
3. **A strategically fluent enlisted leadership corps** – CSEs and SELs who have completed the EJPME continuum, understand the strategic environment, and can advise effectively at the theater level
4. **A force-multiplying multinational partnership** – the CSEL and SELs actively develop partner nation NCO corps, strengthen Allied interoperability, and leverage the full range of JIIM capabilities
5. **A lasting legacy** – the CSEL and SELs develop systems, networks, and leaders that outlast their tenure and contribute to the long-term readiness and lethality of the joint force

The CSEL embodies the joint enlisted leader attributes of **intellect, credibility, accountability, agility, and discipline** [1]. They are force multipliers with the ability to operate and lead in a Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment. They understand the effects of the instruments of national power to look "up and out" while simultaneously remaining connected with the "down and in" [3].

Finally, the CSEL and SELs possess the agility and adaptability to manage surprise and uncertainty, recognize change, assist in transition, and leverage the advantages of effective mission command – understanding, intent, and trust [3].

Consistent with the EJPME Vision's emphasis on talent management as a force-multiplying concept [2], the EAC also serves as a deliberate development platform by:

- Exposing SELs to theater-level issues and strategic context
- Strengthening joint and multinational understanding across service cultures
- Building a cohesive SEL network across services, locations, and partner nations
- Preparing SELs for future CSEL roles through deliberate, experiential development

The EAC is the command's enlisted leadership bench – and the CSEL's most powerful tool for developing the next generation of joint enlisted leaders.

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## REFERENCES

[1] CJCSI 1805.01C, *Enlisted Professional Military Education Policy*, 1 November 2021, Chairman of the Joint Chiefs of Staff, Washington, D.C.

[2] *Developing Enlisted Leaders for Tomorrow's Wars: Our Shared Vision for Enlisted Professional Military Education & Talent Management*, Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff, 25 February 2021.

[3] *The Command Senior Enlisted Leader: Insights and Best Practices Focus Paper*, Fourth Edition, Joint Staff J7 Deployable Training Division, Suffolk, VA.

