



UNITED STATES MARINE CORPS
III MARINE EXPEDITIONARY FORCE
UNIT 35601
FPO AP 96382-5601
and
MARINE CORPS INSTALLATIONS PACIFIC
UNIT 35001
FPO AP 96373-5001

IN REPLY REFER TO:

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CG

MAR 10 2014

III MARINE EXPEDITIONARY FORCE/MARINE CORPS INSTALLATIONS PACIFIC
POLICY LETTER 4-13

From: Commanding General, III Marine Expeditionary Force,
Commanding General, Marine Corps Installations Pacific

To: Commanding Generals, Commanders, Sergeants Major, and
Command Master Chiefs, III Marine Expeditionary
Force, and Marine Corps Installations Pacific

Subj: POLICY ON RE-SETTING THE FORCE: A REFOCUS ON OUR ETHOS AND
VALUES

Ref: (a) CMC's Sep 2013 EOS/GOS GUIDANCE
(b) CG III MEF Senior Leadership Forum of 9 Oct 13

1. Purpose. Pursuant to references (a) and (b), commanders are directed to implement the findings from the consolidated Operational Planning Team (OPT) effort. The OPT's charge was to identify a viable concept of operations for units to implement tasks cited in reference (a). The OPT's guiding principle was commander's intent as it relates to: resetting how we live and work, refocusing our efforts in a post-Operation Iraqi Freedom/Operation Enduring Freedom environment, and providing continued support for the USMC's rebalance to the Asia-Pacific region.

2. Scope. This Policy Letter applies to all III Marine Expeditionary Force (MEF) and Marine Corps Installations Pacific (MCIPAC) organizations.

3. Background

a. Our readiness starts with each individual, seeking and achieving brilliance in the basics, and the development of ethical leaders at every level. The expectation of every Marine and Sailor is to be exemplars of ethical behavior on and off duty. While the vast majority of our Marines and Sailors are already living to the standards we expect, some are not. A single ethical failure is one

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too many. Maintaining standards and developing ethical leaders starts with the individual; however, it can only be maintained across the entire fighting force through unyielding standards enforced by leaders at every level. This includes the toughest leadership challenge of all: peer leadership. We must establish an environment that facilitates enforcing all standards and accepts no less than the highest standards from everyone. Our collective readiness demands your engaged, professional leadership—our success on the battlefield or in crisis response is at stake.

b. Accordingly, this Policy Letter is the result of the combined III MEF and MCIPAC OPT conducted to address CMC's concerns as laid out in reference (a). The structure of this policy is based upon four Lines of Operation (LOO's); enforcing standards, expanding Non-commissioned officer (NCO) authority, attention to our barracks, and Professional Military Education (PME) requirements.

(1) Enforcing standards. Enforcing standards is relevant at all levels of command and is an inherent responsibility of Marines, regardless of rank. It is imperative that this begins from the top and extends to all ranks, not only in enforcement, but also in personal adherence to standards. Enforcement and adherence is most important to our junior Marines and begins in the barracks. No Marine is more important in guaranteeing that standards are maintained than the NCO. In order to ensure leadership is dynamically engaged, the following policies are directed:

(a) All unaccompanied Sergeants and Corporals will return to the barracks (Basic Allowance for Housing (BAH) will no longer be authorized). A commanding general may authorize a waiver on a case-by-case basis to address unplanned circumstances, e.g. change of marital and/or parental status. Waivers granted will remain valid until the member executes a change of duty station outside the current geographical area.

(b) Officers and staff non-commissioned officers (SNCO) shall tour and inspect their Marines' barracks on a regular basis, in a leadership, mentorship, and supervisory role, with the focus on learning how their Marines live on a daily basis vice only seeing their Marines in a work environment. Officer of the Day (OOD) and the SNCO Duty Officer (SDO) shall increase their presence throughout the barracks area during the hours of 2200-0400. Commanders will evaluate the frequency and duration of increased duties and patrols that coincide with those timeframes associated with highest risk to their Marines such as club closure, payday club activities, or extended liberty periods.

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(c) Battalion/squadron commands and higher will be manned by both an OOD and SDO. Commands will maintain established additional duties, e.g. sobriety checkpoints, courtesy patrols, and any additional patrols as tasked by parent commands that promote good order and discipline.

(d) Battalion/squadron commanders will establish procedures to ensure officers and SNCOs are routinely present during morning events (chow/PT/cleanup), not to usurp NCO leadership authority and responsibility, but as involved leaders partnered with their NCOs and ensuring the well-being of their Marines. NCOs want to be in charge; allow them to take charge, but "inspect what you expect."

(e) OODs and SDOs will be armed at all times. Duty NCOs, fire watches, and other roving patrols will not be armed, however; Commanders should consider the value of other less-lethal capabilities such as night sticks or radios as a sign of authority and to assist in the execution of their responsibilities. All required training for armed duties and other less-lethal equipped watch standers will be accomplished prior to individuals standing their post and will be promulgated via separate policy/directive by Commanders.

(2) Expanding NCO authority. Expanding NCO authority is the center of gravity for successfully resetting our force and guarantees the success of this transformation. Becoming a Marine NCO is not an insignificant task. Marine leaders rely on the NCO to make sound decisions based upon established principals that make Marines different. Therefore, NCOs will be recognized, supported, and afforded each and every opportunity to lead. This special trust and confidence must begin the moment they are promoted. Effective immediately:

(a) Group promotions to the ranks of Sergeant and Corporal are no longer authorized. Each promotion to Corporal or Sergeant will be individual, personal, professionally meaningful, and preserve the spirit and gravity associated with service as a NCO. However, this provision is not an authority to delay promotions. Commanders are authorized to delegate a promotion ceremony to a smaller unit level i.e. platoon/section when operational necessity warrants while maintaining the criteria defined above.

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(b) In order to prepare Marines to assume duties and responsibilities of a Marine NCO, all responsible commanders, will develop and implement a NCO Indoctrination Course at the battalion or higher level that is developed and supervised by the unit senior enlisted leader, and is intended to prepare Lance Corporals for the leadership responsibilities inherent in their promotion to Corporal. Regimental or group Sergeants Major will periodically review course curricula and will randomly attend those courses not specifically sponsored at their level. The purpose of this course of instruction is to prepare Lance Corporals for promotion to Corporal and will be completed prior to their actual promotion. Course completion will provide new NCOs with tools and resources required for success and maintaining the transformation of their Marines. In addition to the Corporal's Indoctrination Course, commanders will institute opportunities in their Corporals Course that provide for NCO leadership development such as enforcing standards at our 7-day stores during their attendance at the Corporals Course. Such opportunities should be properly supervised by experienced SNCOs in order to build confidence in proper mentoring and enforcement techniques. Finally, unless deemed infeasible by unit leadership due to unique training or other requirements, NCOs will execute close order drill for the movement of any group of five or more Sailors and Marines. These movements will include, but not be limited to, movement to the chow hall for the noon meal or other movements to and from designated events that occur during the working day.

(c) The use of technology must be managed and is not a replacement for being in front of Marines. Passing the word via text or e-mail is a last resort when contacting and communicating with Marines. Leaders must be visible, engaged, and leading through their physical presence, not from behind their computers. Leaders at every level will manage the use of technology to facilitate and streamline processes in order to provide more time in front of their Marines. At a minimum, Marines will be addressed in unit formation at least once per day by appropriate level leadership. Battalion and squadron commanders will hold unit formations at a minimum of once per week. Staff non-commissioned officers and Chief Petty Officers below the E-8 rank will schedule regular breakfasts or other group leadership venues to provide a real and present leadership presence to their Marines and Sailors.

(d) The Marine Corps promotion system works well if enforced. Definitive criteria for promotion and performance evaluations are enumerated within the Enlisted Promotions Manual (MCO P1400.32) and Individual Records Administration Manual (IRAM) (MCO P1070.12). It is a lack of understanding these orders and

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enforcing the associated counseling and documentation that allows deficient Marines to be promoted. Commanders are required to institute regular education processes to ensure all Marines understand the promotion manual and IRAM and that leaders at every level implement those already directed actions. Further, commanders at the battalion and Squadron level and below will not delegate promotion certification responsibilities. Commander-level involvement ensures the recommendation process in line with the Marine Corps' existing hands-on approach concerning both promotion and retention recommendations.

(3) Attention to Our barracks. Leading Marines is a never-ending responsibility and privilege that begins with peer leaders, grows as Marines become NCOs, and is critical in maintaining good order and discipline in our barracks. A well led, well trained and always disciplined Marine can accomplish anything. It is our responsibility as leaders to produce just such leaders at every level.

(a) In order to ensure proper leadership at all times in our barracks a minimum of two NCOs will be on duty at all times. If a unit's NCO population does not support the assignment of two NCOs, the second Duty NCO billet will be filled by a Lance Corporal who has demonstrated the leadership and judgment to effectively serve as non-commissioned officer. Additionally, previously screened and selected Lance Corporals assigned as Duty NCOs will receive proper training from a designated unit SNCO prior to assuming their post. Additionally, commanders will develop and incorporate in their barracks and associated billeting areas a surge plan to provide proper leadership and oversight during high risk periods (weekends, holidays, and pay-days).

(b) The seasonal service uniform will be the uniform for all duty standers. The uniform for fire watch standers will be the seasonal uniform of the day for the duration of their watch period. Commanders have the authority to change the uniform based upon significant inclement weather or unique operational requirements as approved at the group or regimental level or above.

(c) All electronic devices and non-duty related reading materials will be removed from Duty NCO watch spaces. The focus of all Duty NCOs will be on their designated spaces and ensuring the safety and proper conduct of the Marines under their direct cognizance. Battalion/squadron duties and above will be permitted to maintain a television to facilitate awareness of real world weather and news reports only. All other television viewing for battalion/squadron and above duty personnel is prohibited.

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(d) Unit integrity in the barracks will be maintained to the fullest extent possible. If conditions require the assignment of multiple units to the same barracks, separation of units by wings and floors will be accomplished. Commanders will coordinate and establish common rules and regulations for all assigned barracks tenants regardless of which command administers the barracks building. Each unit will establish a command Duty NCO and Assistant DNCO to maintain good order and discipline in their area of a shared barracks.

(e) The installation of security cameras in barracks has begun and will continue until all barracks are properly equipped. This tool will produce multiple benefits, from providing continual surveillance of potential trouble spots, to assisting in the legal process where footage from the security cameras may be used during legal or administrative proceedings. Commanders will implement appropriate changes to duty orders and watch stander training and execution responsibilities associated with the installation of security cameras. Orders refinement will specifically address chain of custody training for recorded images and operational readiness reporting of cameras and associated equipment. The III MEF and MCIPAC Staff Judge Advocates (SJA) will provide a policy to mandate appropriate chain of custody handling procedures for recorded images.

(4) PME Requirements. It is important that each Marine understands the reasoning behind the changes being implemented and how they will affect the future Marine Corps. Commanders will institute small unit level discussion groups led by small unit leaders, and supervised by officers or SNCOs. All Sergeants and below in the III MEF and MCIPAC will have a prepared "cargo pocket class" that can be delivered in any down time during normal duty periods to include training and exercises. Additionally, the following Lejeune Leadership Institute's approach will be implemented. For details on the Lejeune Leadership Program go to www.mcu.usmc.mil/leadership/SitePages/Home.aspx.

(a) Battalion/Squadron Order issued.

(b) Commanders provided resources, wide-latitude in execution.

(c) Mechanism to address issues raised in Command Climate Surveys.

(d) Marine-centric vice issue-centric: coaching and counseling required & documented.

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(e) Enables comprehensive vice stove-piped/programmatic approach to leadership issues.

(f) Promotes functional area goals in relation to the six "F's": fidelity, fighter, fitness, family, finances, and future.

4. Execution. Commanders will begin instituting changes upon receipt and will provide regular status updates on their unit's progress. I also charge commanders to highlight challenges and share best practices among all III MEF/MCIPAC units. One best practice we will institute in the near future is the establishment and execution of "Completion of Service" celebrations for all Marines, not only those that retire from our Corps with more than 20 years of service.

5. Endstate. III MEF and MCIPAC leaders, from NCOs through general officer have, through engaged leadership and appropriate professional military education, established an environment and culture that produces consistent high standards, empowered professional NCOs, and a safe barracks environment that directly contributes to warfighting readiness. We live, the way we train, the way we fight.


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