



CO's Initial Guidance to Staff

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As primary and special staff, you must remember that you represent this Battalion and therefore your actions must be guided by my guidance and intent. To that end, I expect you to support our Marines and Sailors as you would want to be supported. Attitude is important – remain cheerful, positive, and supportive. Staff work is not glamorous, but it is critical to OUR Battalion's success.

Know your job. Orders, publications, directives, FSMAO, and CGIP functional area checklists are your friends. Be the duty expert in your section as OUR Battalion depends on you to do so. Develop a deliberate training plan for you section IOT ensure proficiency and ensure training is documented.

Focus DOWN, glance up. A good staff evaluates its performance by the success of the companies. You achieve this through cooperation, flexibility, commitment, and most importantly tireless dedication to their success. Success of the companies is your success and I will evaluate your performance accordingly.

Communicate effectively. What do I know? Who needs to know it? Have I told them? Communication between staff members is vital. If the only time the staff gets together is during meetings then something is very wrong. Answers like: "I sent him an email" or "I hung that document on SharePoint" are not acceptable and are symptomatic of a lack of concern on the part of the staff.

Make other staffs your ally. Higher headquarters is NOT the enemy. You shall not throw stones at HHQ. If problems can't be resolved, bring them to the SgtMaj, XO, and I to work. Develop a professional relationship with our HHQ and adjacent Battalions because it results in better support for OUR Battalion.

Get them to yes. Only I can tell a company commander no. You can provide them sound advice, explanations, and information that will enable their success. The company's concerns must be your concerns. Do everything in your power to meet their requirements in-line with orders and regulations. When you cannot meet a requirement, clarify their end state IOT provide an acceptable solution.

Go the extra mile. Staff sections and shops should not "close for lunch." Cross train your staff to avoid single points of failure. Ensure you work hard at meeting our companies' timelines, as well as those of HHQ. Our companies must trust in your actions and availability as a staff. This trust is essential to a decentralized command environment.

Drink their coffee. Visit our companies on their turf. Solicit suggestions on how we can serve them better. Your visits will increase cooperation, cohesion, and a shared, mutual understanding. It will also increase the effectiveness of our internal communications.

Don't stare at problems. We need to be great at solving problems. Staff collaboration to solve a problem is one of the most important and rewarding things we will do as a team. Do the work. Don't come halfcocked, but also don't suffer in silence. Helping you solve problems is one of my critical tasks. Give me sound recommendations, but understand that even I may reject your recommendations; however, know that your work has assisted me in making the best possible decision. And remember, take care of each other and everything else will take care of itself.