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REGIMENTAL/GROUP ORDER 15XX LEADERSHIP DEVELOPMENT PROGRAM

From: Commanding Officer

To: All Hands

Subj: LEADERSHIP DEVELOPMENT PROGRAM (LDP)

Ref: (a) NAVMC 2795 USMC User's Guide to Counseling

(b) MCO 1500.XX Marine Corps Leadership Development

(c) MEF Policy Letter XX-XX

(d) Division/Wing Policy Letter XX-XX

(e) Marine Corps Leadership Development

website: <https://www.mcu.usmc.mil/sites/leadership>

(f) MARADMIN 162/10

(g) MCO 1500.XX Force Preservation Council

(h) SECNAVINST 1740.4 Professional Financial Management Program

Encl: (1) Example Training Resources

(2) Minimum Coaching/Counseling Guidelines

(3) First Coaching/Counseling Form

(4) Second/Subsequent Coaching Form

(5) Second/Subsequent Counseling Form

(6) Example Key Leader Assignment Letter

1. Situation

a. The concepts of leadership development, counseling, and mentoring are not new to our Marine Corps. In both mindset and daily practice, we exercise these skills as leaders and use them to mold our junior Marines into future leaders themselves. This program of engaged leadership enhances unit efficiency and enables subordinates to identify and achieve personal and professional goals.

b. Marine Corps Leadership Development (MCLD) aims to provide Marines with the tools and resources across six functional areas of leadership to facilitate the development of their subordinates. The Corps has always emphasized developing solid, trustworthy leaders by passing on lessons learned from one generation to the next. Those lessons are passed directly through established coaching, counseling, and mentoring relationships. In addition to engaged leadership, the individual Marine must commit to personal reading and participation in PME, which plays a pivotal role in the development of tomorrow’s leaders.

2. Mission. XX Regiment/Group implements and sustains a Leadership Development Program that facilitates the personal and professional development of all Marines and Sailors, encourages genuine concern for subordinates, enhances mission accomplishment, and cultivates trust and esprit de corps.

3. Execution

a. Commander's Intent

(1) Purpose. The objective of the unit Leadership Development Program is to incorporate leadership training, education and regular coaching and counseling into our battle rhythm so that all Marines and Sailors are better personally and professionally for having served in this unit.

(2) Method. Many programs and resources, at the Marine Corps, local and unit level, are designed to contribute to the personal and professional development and welfare of Marines and Sailors. Rather than treat these as disconnected efforts, commanders and leaders at all levels will leverage all available resources to develop themselves and those under their charge. Meaningful daily interaction with Marines and Sailors and regularly scheduled coaching and counseling are critical to raising up the next generation of Marine Corps leaders and positively impacting mission accomplishment. Individual Marines are encouraged to seek out long-term mentoring relationship and to seek to develop themselves so that they can mentor others. Commanders and leaders at all levels should familiarize themselves with references (a) through (h).

(3) Endstate

(a) Leaders who are able to quickly and accurately paint a professional picture of their subordinates, and subordinates who know exactly what they need to do to improve.

(b) Marines and Sailors who are physically, mentally, and morally fit for duty and ready for training or combat.

(c) A command climate in which Marines and Sailors know their chain of command exists to help them succeed.

b. Concept of Operations.

(1) Subordinate commanders will implement Leadership Development Programs in accordance with this order. Commanders and leaders at all levels will ensure that leadership development is integrated into the unit’s training plan and battle rhythm, with particular attention being placed on regular and verifiable coaching and counseling.

(2) Leaders shall develop a personalized coaching/counseling record for each of their assigned Marines and Sailors

(3) Functional Areas of Leadership Development. The following six functional areas ensure a comprehensive approach to leader development. These functional areas of personal and professional development apply to all Marines and assigned Sailors of all ranks. Pursuing excellence in these areas is critical to growing in personal character and professional competence. Our motto “Semper Fidelis” means that we strive to remain *always faithful* to our respective faiths, our country, our families, our Corps, our unit, our fellow Marines, Sailors, and ourselves. These six areas provide a focus of effort for conducting training and coaching/counseling sessions.

(a) Fidelity. Addresses Marine Corps and unit heritage, core values, ethics and Marine Corps leadership traits and principles. Each generation of Marines has faced unique leadership challenges. Drawing from the Corps’ rich leadership heritage and ethos, including the pride drawn from individual unit heritage, has proven time and again to be critical in meeting those challenges.

(b) Fighter. Addresses professional and career development including PME, MOS skills, Marine Corps Common Skills (MCCS), interpersonal communication skills and off-duty education. Marines and Sailors who emphasize professional development in these areas progress towards becoming well-rounded warriors who have the competence, mental agility and leadership skills to succeed in increasingly challenging assignments.

(c) Fitness. Addresses the Marine Total Fitness chords of mind, body, spirit and social. Marines and Sailors who pursue fitness in each of these areas are developing the resiliency to withstand the rigors of combat, deployment as well as the daily stresses of life.

(d) Family. Addresses relationships, marriage, parenting and family readiness. Marines and Sailors draw great strength from their families and benefit from receiving counsel and encouragement to develop and maintain healthy relationships.

(e) Finances. Addresses fundamentals of personal finance to include budgeting, saving, debt management and investing. Marines and Sailors who pursue financial responsibility mitigate stress and are better prepared for deployments, family changes, and transition to civilian life.

(f) Future. Addresses goal-setting, time management and transitioning back to the civilian sector. Marines and Sailors who establish goals in the five previous functional areas and receive effective coaching and encouragement in achieving them maximize the likelihood of personal and professional excellence in the Marine Corps that carries through to civilian life.

c. Tasks

(1) Executive Officer

(a) Provide oversight and guidance to ensure that LDP-related activities are executed in accordance with Commander’s Intent.

(b) Coordinate staff support to subordinate unit LDPs as required.

(c) Maintain all relevant MCLD documents, forms, templates, orders, and references on hand in support of LDP training events and the Inspector General (IG) functional area checklist.

(d) Coordinate the review, drafting, editing, assembly and publication of printed materials and standardized coaching/counseling records.

(e) Provide oversight of all battalion LDP training efforts.

(f) Coordinate with base, other Regimental/Group and subordinate unit Key Leaders to support LDP planned training events.

(g) Prepare Key Leader Appointment Letters (discussed in reference (b)) for the Commanding Officer’s signature.

(h) Ensure regimental/group Key Leaders who require qualifications or certifications are properly trained and accredited as required.

(i) Assist the Commanding Officer in the analysis and interpretation of command climate survey data and recommend adjustments to the unit MCLD, as appropriate.

(2) Operations Officer

(a) Integrate the six functional areas of the LDP and utilize associated resources into the Regimental/Group training plan.

(b) Provide training support to subordinate Battalion/Squadrons, as required.

(3) Sergeant Major

(a) Keep the Commanding Officer informed on program status and potential roadblocks to implementation or execution.

(b) Review assignment of senior enlisted as appropriate to act as subject matter experts in support of the LDP.



(4) Squadron/Battalion and HQ Commanders

(a) Implement the leadership development program within your units in accordance with this order and the references listed above.

(b) Establish a MCLD program and publish a command LDP order.

(c) Ensure integration of the six functional areas of leadership development into unit annual training plans and other unit events (e.g. safety stand downs).

(d) Build, standardize, and maintain individual coaching/counseling records for all Marines and Sailors in the unit.

(e) Ensure that all Marines and Sailors receive LDP orientation as part of the check-in/welcome aboard process.

(f) Identify and assign, as required, command Key Leaders to act as advisors and instructors for leadership development training.

(g) Ensure subordinate leaders document and maintain local counseling records on their Marines. Ensure regulations regarding storage and transfer of personally identifiable information (PII) are followed.

(5) Education Officer

(a) Assist and advise the Commanding Officer and Executive Officer within the PME portion of the Fighter functional area of leadership development.

(b) Serve as an advisor on military and civilian related education and training programs to assist the Marines and spouses in their personal and professional development.

(6) Marine Corps Martial Arts Instructors and Instructor-Trainers (MAIs/MAITs)

(a) Assist and advise the Commanding Officer within the Fighter, Fitness and Fidelity functional areas of leadership development to help instill the warrior ethos.

(b) Lead guided discussions on values based leadership to help Marines and Sailors make ethical decisions, build camaraderie, and create a positive command climate.

(7) Chaplain

(a) Assist and advise the Commanding Officer within the Fidelity, Fitness, and Family functional areas of leadership development.

(b) Assist and advise the Commanding Officer by providing counsel to personnel and their families in order to promote their development and provide referral services.

(c) Assist with the coordination of training for subordinate units, instructors and Key Leaders to develop the Marines and Sailors both personally and professionally.

(d) Within the bounds of clergy privilege, identify at risk personnel.

(8) Family Readiness Officer (FRO)

(a) Coordinate training and activities within the Family Functional Area of Leadership Development.

(b) Coordinate with the Chaplain and Installation Military and Family Life Consultants (MFLCS) to provide:

1. Brief, non-medical, short-term, solution-focused counseling to Marines, attached Sailors and families in solving problem resulting from deployment, reunions, reintegration and other transition points.

2. Assistance to the Commanding Officer in coaching/counseling services to include: interpersonal communication, coaching/counseling skills, stress and anger management, military life skills development, grief and loss, and parent-child relationships.

(9) Command Financial Specialist (CFS)

(a) Assist and advise the Commanding Officer within the Finance functional area of leadership development.

(b) In coordination with the Operations Officer and Base/Station Personal Financial Managers (PFM), coordinate and provide training in the area of personal finances.

(c) Coordinate or provide orientation regarding unit and Base/Station personal finance education resources in conjunction with new-join, pre-deployment and post-deployment briefs.

(10) Substance Abuse Control Officer (SACO). Coordinate or provide training related to the prevention and avoidance of substance abuse and the promotion of wellness. Orient training towards younger Marines and Sailors.

(11) Operational Stress Control and Readiness (OSCAR) Team Members

(a) Assist and advise the Commanding Officer within the Fitness functional area of leadership development with special emphasis on supporting Marines and Sailors dealing with stress-related issues.

(b) Serve as a known, easily approachable immediate point of contact for Marines, Sailors and family members affected by combat stress related issues.

(c) Encourage others to get assistance when required; provide early interventions as appropriate; help affected Marines and Sailors get back to full readiness and engagement in the unit as quickly and effectively as possible.

(12) Career Retention Specialist. Assist and advise the Commanding Officer within the Future functional area of leadership development. Help Marines and Sailors in making informed decisions with regard to their careers and eventual transition into civilian life. Provide information resources to leaders to facilitate meaningful dialogue in these areas.

(13) Medical Officer

(a) Assist and advise the Commanding Officer within the Fitness functional area of leadership development. Provide advice on how to proactively foster resiliency, wellness and high medical readiness. Assist the Commanding Officer in evaluating at-risk Marines and Sailors and developing risk-mitigation strategies IAW reference (g).

(b) Coordinate with installation MFLCS and Navy Medicine in order to capitalize on and coordinate behavioral health resources.

(c) Identify at risk personnel.

d. Coordinating Instructions

(1) Coaching/Counseling. In accordance with reference (a) and enclosures (2) through (5) of this order, at a minimum all Marines shall receive their first counseling within 15-days of joining this command. Pvt-LCpl receive a second and subsequent coaching/counseling every 30-days thereafter, and Cpl-Gen a second coaching/counseling 90-days later, and every 180-days thereafter. In addition to minimum requirements, counseling will take place at the discretion of subordinate leaders and when the following occur: preparing for/returning from deployment, major life/career events (birth, death, marriage, divorce, EAS, re-enlistment, etc.), or as required. Coaching/Counseling can be focused on a Marine’s duties/performance, personal or professional development, family issues, etc. Leaders must have the interpersonal skills and wisdom to understand what the situation requires in order to foster transparency and trust. Coaching/counselings related to performance and/or personal and professional development must be annotated in the Marine's coaching/counseling record. Counselings are subject to review at all higher-level proceedings to include meritorious boards, FPCs, Office Hours, or on request. Records are to be kept up to date and provided upon request.

(2) Mentoring. Reference (b) encourages Marines to seek out and engage in mentoring. Such relationships are vital to the development of subordinates. Mentoring often occurs outside the chain of command and our more senior Marines shared corporate knowledge that can benefit developing leaders throughout the unit. As such our more senior Marines are encouraged to share their wealth of experience while our junior leaders are encouraged to seek them out.

(3) PME. Education and reading are critical components of leadership development. At the unit level, PME positively affects command climate when incorporated into training plans. Staff rides, book clubs, commanders’ calls, bosses nights, and SNCO calls are some effective methods of unit PME.

(4) Leader’s Notebooks and Coaching/Counseling Records

(a) A Leader’s Notebook is a preformatted/best practices notebook that allows leaders to duplicate a standard booklet that contains reference material, time management tools and data sheets for quick reference information on assigned Marines.

(b) All coaching/counseling records shall be maintained in either electronic medium or as hard copies in unit spaces and handled in accordance with reference (f) as unclassified and personally identifiable information (PII). Each record shall contain a privacy act statement, coaching/counseling forms and mission and goals forms (as appropriate) as provided in reference (a). The record shall be maintained by a Marine’s leader and given to the individual Marine upon his/her transfer or end of active service. The record shall not transfer to the Marine’s new unit or command.

(6) Transitions. Transition into and out of a unit is a “cradle to grave” process, not a single event. Twenty-five percent of the Marine Corps rotates or terminates active service each year. Seventy-five percent of all enlisted Marines serve only one enlistment and return to civilian life. Therefore, it is important that leaders quickly assimilate their Marines into their units and provide them with the leadership they deserve. As a Marine prepares to separate from active service, they are required by MCO to attend transition readiness seminars to facilitate their departure and reintegration into civilian life. Leaders will ensure that Marines receive coaching and counseling prior to transitioning and attend the mandatory Transition Readiness Seminar 12 to 24 months prior to EAS.

4. Administration and Logistics. All PII materials contained within a personnel training record or jacket are covered under the Privacy Act of 1974 and should be handled accordingly.

5. Command and Signal. This policy applies to all assigned Marines and Sailors.

SIGNATURE

Distribution:

Chief of Staff, Wing/Division

Sergeant Major, Wing/Division

Command Master Chief, Wing/Division

Wing/Division IMO;

Wing/Division Comptroller;

Wing/Division Chaplain;

Wing/Division SJA;

Wing/Division Command Inspector;

Wing/Division Surgeon;

CO, Group/Regiment

Group/Regiment Staff (S-1/2/3/4/6);

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| **Functional Area Task** | **Resource** |
| **Fidelity**  Reinforce Marine Corps core values IOT build unit cohesion, camaraderie, and esprit de corps.  Areas of Personal and Professional Development   * Heritage * Core Values * Leadership Traits and Principles |  |
| 1. Review the LDP Fidelity based discussion guide IOT better prepare for mentoring and counseling sessions. | The Fidelity Discussion Guide is located on the LDP website.  MCLD website/CD : <https://www.mcu.usmc.mil/sites/leadership> |
| 2. Facilitate POI for esprit de corps/Heritage activities IOT reinforce Marine Corps core values, unit cohesion, camaraderie, and esprit de corps. | Marine Corps History Traditions Power Point.  Hosted at MCLDP website/ CD  Marine Corps History Division  The Marine Corps History Division Historical Reference Branch is a wealth of information both online and for conducting specific unit historical research for anniversaries, the unit Lineage and Honors Program as well as properly submitting the the Command Chronology to chronicle current unit activities and operations for future generations of Marines.  Marine Corps Customs and Traditions  <https://www.mcu.usmc.mil/historydivision/Pages/Customs_Traditions.aspx>  Frequently Requested Marine Corps Historical Information  <https://www.mcu.usmc.mil/historydivision/Pages/Frequently_Requested.aspx>  Marine Corps Historical Program  <https://www.mcu.usmc.mil/historydivision/Documents/MCO%205750.1H.pdf>  Historical Publications  <https://www.mcu.usmc.mil/historydivision/Pages/Staff/Publications.aspx>  Highly recommended as a resource but understand there are no pre-set classes and publications are organized by year of publication rather than by title/topic. They must be created by the user. |
| 3. Read and discuss Marine Corps Publication 6-11 D “Sustaining the Transformation” IOT absorb the foundational perspectives of maintaining the motivation and zeal first ingrained at entry-level training. | Marine Corps Publication MCRP6-11 D: Sustaining the Transformation  <https://www.doctrine.usmc.mil/signpubs/r611d.pdf>   * 1. This pub stands as one of the foundations of the LDP Program, discusses how the Marine Corps must cautious care when maintaining the spirit of Marines as they transition not only from entry-level training to their first unit, but in all vulnerable periods throughout their careers. A must read for anyone interested in developing their subordinates. |
| 4. Regularly integrate Warrior Case Studies to present class and facilitate discussion IOT reinforce USMC values and develop esprit de Corps. | <https://www.trngcmd.usmc.mil/TBS/MACE/Pages/WarriorStudies.aspx>  Warrior Case Studies on the MCMAP website. The specific lessons are password protected. MCMAP instructors are able to provide these lessons as they are integrated with MCMAP training. |
| 5. Conduct regular TDG’s and discussion groups related to reinforcing relevant ethics and leadership skills conducted in a realistic environment IOT to develop and refine ethical leaders of all ranks. | Issues of Garrison Ethics and Leadership  <https://www.mcu.usmc.mil/Lleadership/LLI%20Site%20Documents/Doc%20Ethics/Ethics%20Branch/Publications/Issues%20of%20Garrison%20Ethics%20and%20Leadership.pdf>  Small Unit Leaders Guide: Issues of Garrison Ethics and Leadership provides 22 different two-three page vignettes on various issues of garrison ethics. The guide includes self-contained lessons facilitating small unit discussions on various issues of ethics confronted in the garrison environment.  Issues of Battlefield Ethics and Leadership  <https://www.mcu.usmc.mil/Lleadership/LLI%20Site%20Documents/Doc%20Ethics/Ethics%20Branch/Publications/Issues%20of%20Battlefield%20Ethics%20and%20Leadership.pdf>  The Small Unit Guide for Issues of Battlefield Ethics and Leadership provides 17 self-contained 5-6 pg vignettes with included discussion and question guides. This resource facilitates small unit leaders in the guidance of discussions on relevant issues surrounding ethics in battle.  Leadership Ethics Law of War Discussion Guide  <https://www.mcu.usmc.mil/Lleadership/LLI%20Site%20Documents/Doc%20Ethics/Ethics%20Branch/Publications/Leadership%20Ethics%20LOW%20Discussion%20Guide%20Minus%20Hadith%202008.pdf>  The Small Unit Guide for Law of War contains 16 recent case studies from Vietnam through recent conflicts in Irag and Afghanistan each about 15 pages in length. |
| 7. Coordinate with Uniform Victim Advocate to ensure annual Sexual Assault Prevention and Response training is complete IOT reinforce fidelity of the Corps with all Marines and foster a no tolerance culture towards sexual assault. | MarineNet Course: SAPRAHTP01  Although this course does not satisfy USMC requirements, this course can be taken to accompany the Command led discussion on Sexual Assault. |

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| **Functional Area Task** | **Resource** |
| **Fighter**  Maintain and expand the basic proficiencies of every Marine Areas of Personal and Professional Development:   * Common Skills * MOS Skills * PME * Mentorship and Leadership Development * Communication Skills |  |
| 1. Read and review the LDP Leadership discussion guide IOT reinforce the basic principles and facilitate better counseling and mentoring. | The Leadership discussion guide is imbedded on the LDP website/CD. |
| 2. Integrate MOL and MCI based MOS skills classes into training IOT reinforce tactical proficiency in the basics. | MarineNet:  <https://www.marinenet.usmc.mil/MarineNet/Courses/Catalog.aspx?select=4889509c-73cc-453d-96e8-261498e16aeb>  Marine Net, under the Course Catalog Tab  MOS Roadmap Courses reinforce MOS basics and skill specific courses for individuals to complete prior to, along with, or as a stand-alone training modules. Leaders should look to familiarize themselves with MCI courses if they themselves have not conducted this training. |
| 3.Conduct regular small group, rank specific PME sessions discussing relevant books on the Commandants Professional Reading List IOT promote culture of reading, learning, and discussing warfighting and leadership in the command. | <http://guides.grc.usmcu.edu/usmcreadinglist>   * + 1. This website has the Commandants updated reading list from 2 January 2013. The tabs on the top break down recommended books by relevant rank. There is also a generic discussion guide provided. The Reading Round the DoD Tab provides book lists from all over the DoD to include more specific lists. At this time leaders are responsible to create their own discussion guides for specific books. |
| 4. Become familiar with the Marine Leaders Notebook and use it for counseling and mentoring sessions IOT best develop subordinate Marines and ensure we are focusing on holistic development. | <http://bhin.usmc-mccs.org/uploads/Marine%20Leaders%20Notebook_v1_120211_to%20size_sent%20to%20GPO%2012062011.pdf>  The Marine Leaders Notebook is a one-stop for all Marine Programs surrounding readiness of a unit. It includes a large range of topics to include leadership, mentorship, developing subordinates, combat stress, suicide awareness, driver awareness and combat readiness. This is a solid resource introducing Marines to the wide range or requirements and considerations to get a unit ready to deploy.  The Leaders Notebook can be downloaded from the Behavioral Health Information Network  MCLD Website/ CDs host sample formats of various leaders notebooks. <https://www.mcu.usmc.mil/sites/leadership> |
| 5. Facilitate and/or direct rank specific PME discussions on relevant issues from the Unit PME website IOT promote intellectual growth and develop a culture of learning. | <http://guides.grc.usmcu.edu/content.php?pid=312696&sid=2566666>  The Unit PME website has rank specific tabs each including short lessons on a particularly rank relevant issue. The issues are closely coordinated with resident PME so in addition to developing an individual Marine’s knowledge, Marines are also better prepared to fulfill PME requirements. |

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| **Functional Area Task** | **Resource** |
| **Fitness**  Develop a resilient and healthy force through promoting healthy lifestyle choices for Marines.    Areas of Personal and Professional Development:   * Mentally * Spiritually * Emotionally * Physically |  |
| 1. SemperFit Annual Training is completed IOT fulfill annual Marine Corps Requirements and provide foundational education on a well-rounded healthy lifestyle. | MarineNet:  <https://www.marinenet.usmc.mil/MarineNet/Courses/Catalog.aspx?select=4889509c-73cc-453d-96e8-261498e16aeb>  Under the Military training Tab select Annual training. Marine Net ANNUALTR 13. This annual training conducted on Marine Net includes the complete Semper Fit series to include: Alcohol and Drug Recognition, Sexual Health, Tobacco Cessation, Nutrition, Fitness, Injury Prevention, and hypertension/high cholesterol. |
| 2. Integrate behavioral health based classes into annual training IOT strengthen, maintain, and promote readiness in the unit. | <http://bhin.usmc-mccs.org/>  The Behavioral Health website is the home of resources that are all downloadable or can be ordered. It focuses on five key issues of behavioral health in the Marine Corps: Combat and Operational Stress, Suicide Prevention, Substance Abuse, Family Advocacy and Sexual Assault Prevention and Response. |
| 3. Suicide Awareness and Prevention Training: assists command in promoting suicide awareness in the unit. | MarineNet Course: MFCSPPO001  Suicide Prevention Program Officer training provides an overview of the Marine Corps Suicide Prevention and Response Program and role of the SPPO and prepares SPPOs to assume key suicide prevention responsibilities by coordinating efforts within their units. The unit level SPPO is responsible for providing direct support to command leadership in the implementation, administrative coordination and support of the Marine Corps Suicide Prevention Program and Response Program. The SPPO acts as the unit subject matter expert on MCSPP guidance, but are not counselors or trainers. Instead, the SPPO coordinates the implementation of all aspects of the command suicide prevention program to ensure the effectiveness of a vital and fully integrated program. The SPPO is responsible for coordinating required unit suicide prevention training and developing standard operating procedures to guide the command in properly referring individuals exhibiting a heightened risk of suicide. SPPOs liaison with regional coordinators and ensure the command completes required briefs and reports after a suspected suicide or suicide attempt. |
| 4. Execute weekly MCMAP training IOT ensure full participation and gain greatest benefits from the program. Ensure spiritual and ethical portions of MCMAP are fully utilized. | MACE: <https://www.trngcmd.usmc.mil/TBS/MACE/Pages/Instructor-Resources.aspx>  Martial Arts Center of Excellence (MACE): The MACE website offers training materials for unit MCMAP instructors, IAW MCO 1500.54A. |
| 5. Execute comprehensive physical fitness program IOT enhance physical readiness of the force. Foundational training in HITT for all Marines is encouraged and will be conducted as resources allow. | USMC Physical Fitness Readiness Guide: <https://fitness.usmc.mil/Pages/home.aspx>  The USMC Fitness Guide is an extensive online fitness resource to help both male and female Marines prepare for the PFT as well as a other Fitness programs.  HITT Training Program  <https://fitness.usmc.mil/Pages/HITTAcademy.aspx>  HITT Program Booklet: <http://www.mccsmiramar.com/pdfs/HITT-METHODOLOGY.pdf>  HITT is a progressive, functional workout regimen specifically designed to prepare Marines for the rigors of modern combat. Rather than traditional endurance-type training with long- distance runs, The HITT program is geared more specifically toward power, speed and agility. |

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| **Functional Area Task** | **Resource** |
| **Family**  Facilitate the use of local, unit and organizational resources and programs to support and sustain service members and their families.  Areas of Personal and Professional Development:   * Family Readiness * Marriage Prep * Parenting |  |
| 1. Integrate discussions on family responsibility into small unit and individual counseling. | The Family discussion guide is a baseline introduction of how Marine leaders can interact with juniors and begin discussions on family issues and background. The family discussion guide is in the LDP CD/website.  MCLD website/CD : <https://www.mcu.usmc.mil/sites/leadership> |
| 2. Ensure Marines are familiar with and encouraged to participate in Marine Services Programs IOT develop stable home environments that do not interfere with a Marine's readiness. | * 1. <https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MF>   Manpower and Reserve Affairs: Marine and Family Programs division maintains a good website with links to all of the programs the Marine Corps offers related to Marine and Family Programs. |
| 3. Integrate education on Marine Service Programs into Annual Training, counseling sessions, FPC's, and new Join briefs. | 1. <http://www.militaryonesource.mil/>   <https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MF>  <http://www.usmc-mccs.org/>  There are no specific resources that are all encompassing on support programs. However, during unit training leaders should expose their marines to these resources and before counseling sessions leaders should take a few minutes to themselves with these three websites and the programs to direct Marines to the appropriate program based off of topics discussed or that arise during the session. |
| 6. Conduct domestic abuse training IOT ensure awareness of the unit's responsibilities and resources available in a reported domestic violence incident. | MarineNet Course: DD03DV.  This training is based on DoD policy and is intended to enhance your ability to implement an effective response to domestic violence. Signing up for the course will take you to a DoD website that requires an additional one page registration and sign up.  Reference: MCO 1754.11 dictates that commanders must obtain regular training on response to child and domestic abuse regularly and appoint |

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| **Functional Area Task** | **Resource** |
| **Finances**  Develop financially informed and responsible Marines. Ensure service members have a solid underpinning of financial concepts to manage their own finances.  Areas of Personal and Professional Development   * Budgeting * Savings * Big Purchases |  |
| 1. Financial Specialist SME Training. | MCCS Website:  <http://www.usmc-mccs.org/LeadersGuide/Personal/Financial/generalinfo.cfm>  <https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MF/D_Personal%20and%20Professional%20Development/C_PFMP>  **The Personal Financial Management Program (PFMP)** provides personal financial education, training, coaching and information and referral to the Marine and their family. A solid understanding of a Marine's personal financial situation and prospects will give them and their family a better chance of achieving financial success during their career and prior to transitioning. It will build confidence in facing financial challenges and responsibilities. |
| 2. Provide financial literacy awareness training. | Military Pay, Allowances and Benefits (PFMP PowerPoint Presentation, simplified)  Financial Planning for Family Separation and Reunion (PFMP PowerPoint Presentation, simplified)  Banking and Financial Services (PFMP PowerPoint Presentation, simplified)  Savings and Investing, Basic (PFMP PowerPoint Presentation, simplified)  Credit and Debt Management (PFMP PowerPoint Presentation, simplified)  Car Buying (PFMP PowerPoint Presentation, simplified)  The resources on critical areas of financial literacy are adapted from MCCS PFM program with speaker notes and associated financial readiness forms are available on the MCLDP website/ CD: www.XXXX.mil. In addition to the Power Point classes there are discussion guides for each of the five basic areas of financial readiness. These discussion guides assist to facilitate successful mentoring and counseling sessions.  MCLD website/CD : <https://www.mcu.usmc.mil/sites/leadership> |
| 1. 3. Integrate discussions on financial responsibility into small unit and individual counseling sessions IOT improve financial readiness in the unit. | The LDP Financial Discussion Guides: cover the foundational aspects of financial awareness: Military Pay, Car Buying, Personal Finance, Identity Theft, and Consumer Awareness. Each discussion provides an overview of that specific sub-group and has discussion questions.  MCLD website/CD : <https://www.mcu.usmc.mil/sites/leadership> |

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| **Functional Area Task** | **Resource** |
| **Future**  IOT facilitate the exercise and development of Marines’ decision making abilities, to include goal setting, time management and planning for the future.  Areas of Personal and Professional Development:   * Goal Setting * Career * Transitions * Critical   Thinking |  |
| 1. Integrate Goal Setting and Time Management classes regularly in counseling sessions and training IOT assist Marines in life skills and SMART goal setting. | Embedded in the LDP website/ CD is the Future Goal Setting power point class which outlines a strategy of goal setting, tracking life goals, and managing time. |
| 2. Ensure all transitioning/career Marines receive proper career counseling and advice IOT make well-informed decisions. | Resource: Career Planner |
| 3. Take the Time management quiz on the Mind Tools website and spend at least 30 minutes investigating and reading about the results IOT improve time management, capitalize on work time productivity and enable more unit esprit de corps and family time. | <http://www.mindtools.com/pages/article/newHTE_88.htm>  The Mind Tools website maintains a number of skills related to improving performance in the workplace. This quiz brings awareness to using time wisely at work and links to short articles regarding addressing identified weak points. |

MINIMUM COACHING/COUNSELING GUIDELINES

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| **Frequency** | **First** | **Second** | **Subsequent** |
| Pvt-LCpl | Within 15-days/ or new join | Within 30-days | Every 30-days |
| Cpl-Gen | Within 15 days/ or new join | Within 90-days | Every 180-days |

Notes:

1) Coaching/counseling for all ranks (Pvt through General) will begin with a first session within 15 days after the start of the senior/subordinate relationship. For those Marines receiving a fitness report, the RS and the MRO shall establish and formalize the MRO’s billet description during this first session IAW MCO P1610.7F W/CH1-2, paragraph 4004.2.c (Marine Corps Performance Evaluation System (PES)).

2) Second and subsequent coaching/counseling intervals are IAW NAVMC 2795 (USMC User’s Guide to Counseling). NAVMC 2795 requires intervals for Pvt-Col. The MCLD order expands this to include all Marines (including General Officers).

3) Coaching/counseling may occur more frequently if necessary.

4) At-risk Marines needing assistance will be referred to the next level of support via the Command’s Force Preservation Council.

***First* Coaching/Counseling Form**

**Completed by the Leader**

***Date:***

|  |  |  |
| --- | --- | --- |
| **NAME (LAST, FIRST, MIDDLE INITIAL)** | **GRADE** | **UNIT / SECTION** |
| **GRADE & NAME OF LEADER** | | |

***Introduction/Welcome Aboard:***

***Unit Mission:***

***Section Mission:***

***Marine’s or Sailor’s critical role in support of the unit mission:***

***Billet Description/Responsibilities:***

***Next Steps:***

* Leader: Make a copy of completed First Coaching/Counseling Form and provide to the Marine or Sailor. In addition, provide a blank copy of Second/Subsequent Coaching Form, explain its purpose and arrange for the second or subsequent session (respectively).
* Marine or Sailor: Review First Coaching/Coaching Form (Billet Description/Responsibilities in particular) prior to second/subsequent session. Complete Second/Subsequent Coaching Form prior to the second session and be prepared to discuss personal and professional goals.

Instructions for completing the

*First* Coaching/Counseling Form

The purpose of the *First* coaching/counseling form is to establish rapport between the leader and Marine or Sailor and to set the conditions for their success in the unit. The leader will ask simple questions including those about where the Marine or Sailor came from and if he or she wishes to discuss any family/personal issues. Before the *First* session ends, the leader will set-up a second session and encourage the Marine or Sailor to think about personal/professional goals as outlined on the sample coaching form found on the MCLD website.

1. **Date**: Date of session.
2. **Name**: Name of the Marine or Sailor.
3. **Grade**: Grade of the Marine or Sailor.
4. **Unit/Section**: Unit/Section of the Marine or Sailor.
5. **Name/Grade of Leader**: Name and grade of the leader.
6. **Introduction/Welcome Aboard:** The leader establishes rapport by asking a few questions about the Marine’s or Sailor’s previous duty station, billet, and if there are any family/personal issues they wish to discuss. Additional information in preparing for a coaching/counseling session can be found in NAVMC 2795 (USMC User’s Guide to Counseling) in the “Future” section of the MCLD website: <https://www.mcu.usmc.mil/sites/leadership>
7. **Unit Mission:** Mission of Marine’s or Sailor’s unit.
8. **Section Mission:** Mission of Marine’s or Sailor’s section.
9. **Marine’s/Sailor’s critical role in support of the unit’s mission:**  In specific terms, the role of the Marine or Sailor in support of the unit’s mission.
10. **Billet Description/Responsibilities:** For E-5 and above, reference (j) requires the Reporting Senior (RS) and Marine Reported On (MRO) to establish and formalize the MRO’s billet description within 15-days of establishing the reporting relationship. The MCLD Order requires the leader to establish a billet description and responsibilities for E-4 and below during the first session as well.
11. **Next Steps:** Sets-up the second session by reviewing Second/Subsequent Coaching and Counseling Forms along with scheduling.

**Second/Subsequent Coaching Form**

**Completed by the Marine or Sailor**

***Date:***

***Reason for coaching (circle one)***: Second / subsequent

|  |  |  |
| --- | --- | --- |
| **NAME (LAST, FIRST, MIDDLE INITIAL)** | **GRADE** | **UNIT / SECTION** |
| **GRADE & NAME OF LEADER** | | |

***Goals: (Specific, Measurable, Attainable, Realistic, Time-based)***

|  |  |  |
| --- | --- | --- |
| **Functional Area & Goals** | **Action Steps to Achieve Goals**  **& Goal Status** | **Deadline** |
| Fidelity: |  |  |
| Fighter: |  |  |
| Fitness: |  |  |
| Family: |  |  |
| Finances: |  |  |
| Future: |  |  |

Instructions for completing the

Second/Subsequent Coaching Form

The purpose of the second/subsequent coaching session is to help a Marine or Sailor to establish goals and provide feedback on an informal basis. Coaching can be related to job performance and professional development, but is not restricted to these areas. Progress or lack of progress of the goals outlined on the coaching form shall not be a part of the Marine’s or Sailor’s performance evaluation except in very rare circumstances. The individual Marine or Sailor completes the coaching form. To be most effective, goals must be SMART (Specific, Measurable, Attainable, Realistic, Time-based).

1. **Date:** Date of session.
2. **Reason for coaching:** Reason for the session indicating whether second or subsequent.
3. **Name**: Name of the Marine or Sailor.
4. **Grade:** Grade of the Marine or Sailor.
5. **Unit/Section:** Unit/Section of the Marine or Sailor.
6. **Grade/Name of Leader:** Grade and name of the leader.
7. **Goals**

* Functional Area & Goals: Marine or Sailor fills in specific goals for each of the six functional areas.
* Action steps: Marine or Sailor lists steps to be taken IOT achieve his or her goals; status of goals (including those from previous sessions) should be reviewed.
* Deadline: Marine or Sailor lists a deadline to achieve action steps.

Additional information in preparing for a coaching/counseling session can be found in NAVMC 2795 (USMC User’s Guide to Counseling) in the “Future” section of the MCLD website: <https://www.mcu.usmc.mil/sites/leadership>

**Second/Subsequent Counseling Form**

**Completed by the Leader**

***Date:***

***Reason for counseling (circle one)***: Second / subsequent

|  |  |  |
| --- | --- | --- |
| **NAME (LAST, FIRST, MIDDLE INITIAL)** | **GRADE** | **UNIT / SECTION** |
| **GRADE & NAME OF LEADER** | | |

***Billet Description/Responsibilities:***

***Billet Accomplishments:***

***Plan of action / Suggested resources:***

***Comments by Marine/Sailor:***

Instructions for completing the

Second/Subsequent Counseling Form

The purpose of the second/subsequent counseling session is to formalize or review a billet description, document billet accomplishments and ensure the Marine or Sailor is on-track for success. The leader completes the counseling form.

1. **Date:** Date of session.
2. **Reason for counseling:** Reason for the session indicating whether second or subsequent.
   1. The leader should take a few minutes to review NAVMC 2795 (USMC User’s Guide to Counseling). Suggested areas to focus on within NAVMC 2795 are as follows:

* Para 1001 gives the purpose of counseling and its importance on developing Marines.
* Chapter 2 reviews the process, practices and skill of counseling.
* Chapter 3 reviews preparing for, opening, conducting and closing the session along with following-up after the session has been completed.
* Chapter 4 provides an in-depth review of counseling practices and skills required to conduct an effective counseling session to include setting targets, problem solving, questioning, active listening, giving feedback, and planning for improvement.
* Chapter 5 identifies some of the most common problems that arise in the counseling process for both the senior and the junior.
* Additional information in preparing for a coaching/counseling session can be found in NAVMC 2795 (USMC User’s Guide to Counseling) in the “Future” section of the MCLD website: <https://www.mcu.usmc.mil/sites/leadership>

1. **Name:** Name of the Marine or Sailor.
2. **Grade:** Grade of the Marine or Sailor.
3. **Unit/Section:** Unit/Section of the Marine or Sailor.
4. **Grade/Name of Leader:** Grade and name of the leader.
5. **Billet Description/Responsibilities:** Used to review/update billet description and responsibilities.
6. **Billet Accomplishments:** Used to document billet accomplishments.
7. **Plan of Action / Suggested Resources:** A plan of action and suggested resources for the Marine or Sailor. To be most effective, goals must be SMART (Specific, Measurable, Attainable, Relevant, and Time-based).
8. **Comments by Marine/Sailor:** Comments by the individual Marine or Sailor.

From: Commanding Officer

To: SNM

Subj: SAMPLE APPOINTMENT LETTER FOR ASSIGNMENT AS THE

COMMAND LEADERSHIP DEVELOPMENT COORDINATOR OR A KEY

LEADER

Ref: (a) Grp/RgtO 1500.XX

1. Capt/GySgt I. M. Marine you are hereby appointed as the command LDP Coordinator. Your duties ISO the Command LDP shall include but are not limited to the following:

(a) Maintain all relevant MCLDP documents, forms, templates, orders, and references on hand in support of Command LDP training events and the IG functional area checklist.

(b) Assist in the review, drafting, editing, assembly and publication of printed materials and standardized counseling jackets.

(c) Provide oversight of all LDP training efforts, both at the Group/Regimental and Squadron/Battalion levels.

(d) Coordinate with base, Group/Regimental and subordinate unit SMEs to support LDP planned training events.

(e) Ensure Group/Regimental SMEs are appointed in writing by the commanding officer as appropriate.

(f) Ensure Group/Regimental SMEs who require qualifications or certifications are properly trained and accredited.

2. This assignment is a collateral duty and shall not take precedence over normal responsibilities.

3. The point of contact is the Executive Officer/Sergeant Major.

SIGNATURE