



UNITED STATES MARINE CORPS
6TH MARINE CORPS DISTRICT
MCRD PO BOX 19201
PARRIS ISLAND SC 29905-9201

IN REPLY REFER TO:
5100
CO

CAMPAIGN PLAN 01-13

18 SEP 2012

From: Commanding Officer

To: All Hands

Subj: 6th MCD OPERATION "RESTORE VIGILANCE" CAMPAIGN PLAN

Ref: (a) CMC White Letter 1-12, "Leadership and Conduct"
(b) CMC White Letter 2-12, "Sexual Assault"
(c) CMC Sexual Assault and Prevention and Response Campaign Plan
(d) DOD Directive 6495.01 Sexual Assault Prevention and Response (SAPR) Program 23 Jan 2012
(e) MCO 1752.5a
(f) SecDef memo, Withholding Initial Disposition, 20 Apr 2012
(g) Uniformed Code of Military Justice
(h) 6th MCD Commander's Intent and Guidance

Encl: (1) 6th MCD CO's Letter to Applicants' Parents
(2) 6th MCD CO's Applicants' Survey
(3) 6th MCD UVA Introductory Dep-In Letter (Example)

1. Situation. The Marine Corps is in a period of transition. After more than a decade of sustained combat operations in the Greater Middle East and South Central Asia, our military is drawing down its forces in Afghanistan and rebalancing its efforts towards the Asia-Pacific region. As in the past, the Marine Corps will be at the vanguard of our Nation's strategic rebalancing.

Our mission in the 6th MCD is to ensure the Marine Corps has the right people, with the right talent, energy, character, and capabilities necessary to meet our Nation's future national security requirements. This will become more challenging in the weeks and months ahead. The stressors of repeated deployments, time away from families, and personnel and leadership turbulence have taken a cumulative toll on our command climates and some of our Marines' coping mechanisms. Moreover, these stressors can be exacerbated on recruiting duty without the presence of involved, concerned, proactive, positive leadership at all levels. This past fiscal year, the 6th MCD suffered 40 incidents of substantiated recruiter misconduct, with 19 of these incidents involving Marines engaging in inappropriate behavior with people

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of the opposite sex. This averages to more than three incidents per month in our communities, the end of a platoon's worth of once-promising Marines' careers, and immeasurable hurt and pain inflicted upon once-proud family members. Not only is this completely unacceptable, but it also threatens to undermine the broader trust, confidence, and respect the American people have in their Marine Corps. As the path to unethical behavior is often an incremental one, we must restore our vigilance to adhering to basic Marine standards and elevating the tone of our institution's culture at every level. The professionalism and ethics of the Marines assigned to the 6th MCD - particularly that of our NCOs and Staff NCOs - will make this happen!

2. Mission. On 1 October 2012, the 6th MCD will commence Operation "RESTORE VIGILANCE" - a holistic and multi-pronged campaign plan that includes training and education, robust internal control measures, and improved incentives, rewards, and recognition at the unit and individual level -- IOT reinforce and expand upon the trust and respect the American people in the Southeastern United States have in their Marine Corps.

3. Execution

a. Commander's Intent

(1) Purpose. We will reinforce and expand upon the trust and respect the American people in the Southeastern United States have in their Marine Corps.

(2) Method. I intend to fully operationalize the Commandant's guidance contained in references (a), (b), and (c) by implementing a series of concrete, executable, and measurable steps specifically tailored for the recruiting environment and ensuring there is strict accountability at every level of command up to and including myself. It is my firm belief that strong leadership by NCOs and Staff NCOs are at the cornerstone of what makes Marines different in the eyes, hearts, and minds of the American people. This is especially true on recruiting duty, where we interact daily with them! Furthermore, I believe officers have the responsibility for: 1) establishing the ethical and professionally elevated command climates for their Marines to be successful, and 2) providing the appropriate level of supervision required to ensure the mission is accomplished safely and within Marine Corps standards. Accordingly, I intend to "restore vigilance" throughout the 6th MCD by: 1) ensuring all Marines are properly trained and educated in our standards of conduct and ethics with a particular emphasis on the unique challenges of recruiting duty; 2) implementing a series of robust internal control measures at the District, RS, and RSS levels designed to detect early warnings and/or indicators of problems, and to resolve them quickly; and 3) empowering and rewarding

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those Marines - both enlisted and officer - who best exemplify our Commandant's calling to be "our Nation's ethical Warriors" by looking out for - and leading - their fellow Marines, applicants, and candidates.

(3) End-state. The 6th MCD successfully accomplishes its assigned mission in an ethical and professionally elevated manner in which all people are treated with the dignity and respect the American people have come to expect of their Marines. Moreover, the American peoples' trust, confidence, and respect in 6th MCD Marines is reinforced and expanded upon because of the concrete, executable, and measurable steps we are taking to ensure we continue to live up to the highest standards of conduct and soldierly virtue. Finally, those Marines who consistently demonstrate the "highest performance with the highest ethics" are recognized, rewarded, and personally fulfilled by their outstanding service to our Corps and country.

b. Lines of Operations. As noted above, Operation RESTORE VIGILANCE is a holistic, multi-pronged campaign plan including three mutually reinforcing lines of operation: 1) Training & Education, 2) Internal Control Measures, and 3) Incentives and Rewards.

(1) Training and Education

(a) RS CO's will ensure all CMC required SAPR and Ethics training is completed by 1 October 2012 IOT comply with CMC direction and guidance and ensure our force is properly trained and educated.

(b) RS CO's will ensure all CMC, MCRC, ERR, and 6th MCD policies and directives are posted in all 6th MCD workspaces IOT ensure widest dissemination to all Marines, applicants, candidates, and their family members.

(c) RS CO's will make Operation "RESTORE VIGILANCE" part of the Commanding Officer's "Welcome Aboard Brief" and PAR Training IOT ensure awareness of this plan by all hands.

(d) RS CO's will appoint Uniformed Victims' Advocates (UVAs) and Equal Opportunity Representatives (EOR's) in writing (both primary and alternate representatives) IOT supervise training and education IAW all references.

(e) RS CO's will ensure each applicant and officer candidate receives a business card and introductory letter (encl (3)) from the Recruiting Station's Uniformed Victim Advocate as part of their Welcome Aboard Package IOT ensure they are familiar with Marine Corps policies on sexual misconduct and equal opportunity.

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(2) Internal Control Measures

(a) "Two-Person" Rule: RS CO's will ensure their Marines make every reasonable effort to adhere to the "two-person rule" when conducting recruiting activities with applicants of the opposite sex IOT reduce this "window of vulnerability." This is especially important with high school females under the age of 18. The second person may be another Marine, parent, teacher, or counselor, but should be an adult. If at any time in the recruiting process Marines are unable to adhere to the guidelines of the "two-person" rule, the SNCOIC will document the authorization along with a brief explanation in his SNCOIC Management Book and Section 7 of the Marines training jacket; the SNOIC will conduct a post event debrief with both parties. The results of the debrief will be annotated in section 7 of the Marine's training jacket within MCRISS RSS.

(b) Monthly Surveys: The 6th MCD Operations Section will conduct a random monthly survey (encl (2)) of 10% of all applicants within the 6th MCD delayed entry program IOT to ensure the quality of our pool program's commitment to readiness and strict adherence to our codes of conduct. Upon direction from the 6th MCD Commander, these surveys may also be mailed out to applicants who have been discharged from the delayed entry program.

(c) Telephonic Interviews: As the preponderance of sexual misconduct within the 6th MCD has involved male-on-female activity, the 6th MCD Operations Section will conduct random monthly telephonic interviews with 10% of all female applicants within the delayed entry program IOT mitigate risk and ensure compliance with Marine Corps orders.

(d) "Culture Review": In the event of a substantiated incident of sexual misconduct conducted by a Marine of the 6th MCD, the 6th MCD Commander will lead a "culture review" of the RSS and/or PCS from which the incident occurred within 30 days of the incident. Within eight days of completion of this "culture review," the 6th MCD CO will submit a written report of the review's findings to the CG, ERR. This "culture review" will include, at a minimum, the following personnel: 1) the 6th MCD CO, 2) the 6th MCD Sergeant Major and/or Contact Team Chief, 3) the RS CO, 4) the RS Sergeant Major, and 5) the RS Recruiter Instructor. This "culture review" will assess the following, at a minimum:

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1. All command group trip reports within 90 days prior to the incident.

2. The language and demeanor of Marines and applicants in the RSS and/or PCS. (Remember: "language precedes action as lightning precedes thunder." Tread carefully!)

3. The atmospherics of the office and working spaces.

4. The level of professionalism in the RSS' Marines and applicants, and adherence to orders and directives.

(3) Incentives and Rewards

(a) Individual level incentives include:

1. Navy-Marine Corps Achievement Medal awarded for recruiting a Company Honor Graduate.

2. Navy-Marine Corps Achievement Medal awarded for recruiting a Company High PFT Marine.

3. Navy-Marine Corps Achievement Medal awarded for recruiting a Company High Shooter.

4. Navy-Marine Corps Commendation Medal awarded to the two SNCOICs with the best overall pool programs "Sgt Dakota Meyer Award" as determined by a Board of Sergeants Major from across the 6th MCD.

5. Bonus Points for (Recruiter / RSS) of the Quarter/Year) for lowest IST Failures / highest MCRD graduation Percentage and best overall leadership of applicants in the delayed entry program.

c. Tasks

(1) Executive Officer

(a) Conduct a review of all District Policies IOT ensure that the District EEO and UVA policies are in compliance with higher headquarters' policies, plans, and directives.

(b) Coordinate with the Eastern Recruiting Region for any related issues and concerns IOT ensure transparency and advocacy between the commands.

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(c) Along with the District Sergeant Major and Adjutant serve on the District level Human Factors Boards monthly IOT conduct vulnerability assessments on all district command personnel.

(2) Sergeant Major

(a) While TAD conduct informal assessments and reinforce the campaign plan IOT ensure that the district EEO and UVA policies are being followed in compliance with higher headquarters' policies, plans, and directives.

(b) Along with the Executive Officer and Adjutant, serve on the district level Human Factors Boards monthly IOT conduct vulnerability assessments on all district command personnel.

(c) Chair the "Sgt Dakota Meyer" Award board IOT ensure that deserving SNCOICs are recognized for their superior pool programs.

(3) Uniformed Victim Advocate (UVA)

(a) Manage the 6MCD's UVA Program and direction from the District Commanding Officer IOT be IAW all orders, and directives.

(b) Coordinate, schedule and monitor all UVA training. Ensure proper coordination with the Headquarters Training Officer for completion and documentation of all training IOT be in compliance with directives.

(c) Attend/ supervise/ conduct all scheduled training IOT ensure compliance with orders and directives.

(d) Coordinate with higher headquarters and RSs on a monthly basis IOT ensure compliance on orders and directives.

(e) Submit all reports of sexual misconduct as required by higher headquarters or as directed by the Commanding Officer IOT ensure compliance with directives and to provide a record/statistics of the success/failure of the campaign.

(f) Immediately following any incident of substantiated reports of sexual misconduct, a "Culture Review" will immediately be conducted with results forwarded to higher headquarters within 8 days of its completion IOT identify what

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lead to the incident and provide information to HHQ so that appropriate actions can be taken.

(g) Ensure that the CO's policy on sexual harrassment/assault is part of each new-join's welcome aboard brief and that the UVA contact information is made readily available IOT ensure all personnel are aware of the campaign plan and their rights.

(4) Equal Employment Opportunity Representative (EEO)

(a) Manage the 6MCD' EEO Program IOT ensure the District is IAW all orders, directives and any direction from the District Commanding Officer.

(b) Coordinate, schedule and monitor all EEO training. Ensure proper coordination with the S-4 Training Officer for completion and documentation of all training IOT be in compliance with directives.

(c) Attend/ supervise/ conduct all scheduled training IOT ensure compliance with directives.

(d) Coordinate with higher headquarters and RS' on a monthly basis IOT ensure compliance on orders and directives.

(e) Submit all reports of discrimination as required by higher headquarters or as directed by the Commanding Officer IOT ensure compliance with directives.

(f) Immediately following any incident of substantiated reports of discrimination, a "Command Climate Survey" will immediately be conducted with results forwarded to higher headquarters within eight (8)days of its completion in order to identify what lead to the incident and provide information to HHQ so that appropriate actions can be taken.

(g) Ensure that the CO's policy on discrimination is part of each new-join's welcome aboard brief and that the EOR contact information is made readily available in order to ensure all personnel are aware of the campaign plan and their rights.

(5) Operations Officer

(a) Develop and supervise the execution of the overall plan IOT ensure there is a "Restore Vigilance" across the District.

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(6) S-1/Adjutant

(a) Ensure that all orders, policies, and directives from higher headquarters are available and disseminated throughout the 6th Marine Corps District IOT ensure that all Marines within the District have the information available.

(b) Once all training is completed ensure that said training is entered promptly in MCTFS IOT provide credit for the training and ensure accurate record of training.

(c) Monthly, the Adjutant, along with the District Sergeant Major and the Executive Officer, will serve on the District level Human Factors Boards IOT conduct vulnerability assessments on all District command personnel.

(d) Ensure that the Commanding Officer is kept abreast of the outcomes of all NJPs and courts martials within the District IOT identify any trends and to identify any additional measures that may be necessary.

(7) District Headquarters Training Officer

(a) Ensure that all required training takes place and it is recorded IOT be in compliance with directives and appropriate credit given to all Marines.

(b) Ensure that any support requested by HQ and subordinate commands is given IOT facilitate compliance with directives.

(c) Coordinate with S-1 in order to ensure that all conducted training is being properly documented.

(8) S-6. Will support as needed.

(9) PAO/Marketing. Ensure that any requested educational materials requested are either produced or purchased; then disseminated to subordinate commands IOT facilitate "messaging" of the campaign plan.

(10) Recruiting Station Commanding Officers

(a) Appoint a UVA (primary and alternate) and an EEOR for their respective RS in writing IOT comply with directives and campaign plan.

(b) Ensure RS UVA and EORs receive and

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conduct required training IOT ensure compliance with higher headquarters' orders and directives.

(c) Ensure every Marine and Civilian in the RS receive prescribed training IOT be in compliance with higher headquarters' orders and directive policies.

(d) Monthly, conduct a Human Factors Boards IOT conduct vulnerability assessments on all RS personnel.

(e) Ensure that the District CO's policy on sexual harrassment/ assault is part of each new-join's welcome aboard brief and that the UVA contact information is made readily available IOT ensure all personnel are aware of the campaign plan and their rights.

(f) Coordinate, schedule and monitor all EO training. Ensure proper coordination with the RS Training Officer for completion and documentation of all training IOT ensure credit is given for the completion of the training.

(g) Submit all reports of discrimination IOT by in compliance with higher headquarters directives.

(h) Ensure that the District CO's policy on discrimination is part of each new-join's welcome aboard brief and that the EOR contact information is made readily available IOT ensure all personnel are aware of the campaign plan and their rights.

(i) Once training is completed ensure it is entered promptly in MCTFS IOT credit it to individual Marines.

(j) Ensure that the District Commanding Officer is kept abreast of the outcomes of all NJP's and Courts- Martial IOT ensure transparency within the command as well as identify any trends so that appropriate actions can be taken.

d. CCIR's (see ref (h))

4. Administration and Logistics

a. Personnel.

b. Administration. The S-1 Officer will ensure that all documented training is entered in MCTFS.

c. Logistics. N/A.

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5. Command and Signal

- a. Command. Sequence of Command is: CO, XO, and OPSO.
- b. Signal. Per phone roster and RCEN.

A handwritten signature in black ink, appearing to read "W. J. Bowers". The signature is written in a cursive, slightly stylized font.

W. J. BOWERS

Dear Parents, Families, and Friends of Recently Enlisted U.S. Marine,

As the Commanding Officer of the 6th Marine Corps District, I want to personally congratulate you on the significant decision your loved one made recently by volunteering to become a U. S. Marine. The All-Volunteer Force has given our country the best military in the history of the world, and it is due to the values, courage, and commitment of those like your loved one that we are able to sustain and continuously improve upon it. This commitment in our country's youth to serve is truly admirable, and we are all very appreciative of it. I want you to know that every Marine in the 6th Marine Corps District (which is responsible for all Marine Corps recruiting in the southeast United States) is equally committed to the success of your loved one in boot camp and during their time in the Marine Corps. You should feel justifiably proud of your future Marine's decision to serve our country in the most challenging of the services.



By volunteering to serve in the Marine Corps, your loved one will soon become a part of the Nation's "Crisis Response Force," which is forward-deployed and forward-engaged around the world. The Marine Corps prides itself on being "most ready when our Nation is least ready," reflecting a proud tradition of readiness going back to the earliest days of our Republic. This commitment to readiness starts with our Marine Recruiters preparing their young applicants for the rigors of boot camp and service as a Marine. Success in recruit training is a team effort: from the applicant, the Marine Recruiter, and the support of an applicant's family and friends. Like readiness, teamwork is also a hallmark of the Marine Corps, and I intend for us Marines to honor your future Marine's commitment with an equally strong commitment to get them ready.

I have served more than 22 years as a United States Marine. Throughout my time in uniform, I have always focused on the welfare of the proud young men and women who serve in our ranks. I have found that keeping them and their families informed improves morale and readiness. In that spirit, I encourage you to communicate with the chain of command your future Marine recently became a part of. This chain goes from your applicant to the Marine Recruiter, the Recruiting Sub-Station Staff Non-Commissioned Officer in Charge, the Major Commanding the Recruiting Station in your major geographic area, and then to myself. Please learn who these Marines are and communicate with them. My Headquarters is at Parris Island, South Carolina and if you would like to contact me for any reason, my information is as follows:

Office Phone Number: (843) 228-2726

E-mail address: William.bowers@marines.usmc.mil

Website: <http://www.marines.mil/unit/mcrc/6mcd/Pages/welcome.aspx>

The 6th Marine Corps District and its subordinate Stations and Sub-Stations also maintain websites to help keep applicants and their families informed, so please use them to gain important information. Finally, please feel free to submit any ideas or recommendations you may have to make our website more useful or to share anything else you would like for me to know. It is a distinct honor and privilege to serve as your future Marine's Commanding Officer and Congratulations again!

Warmest Regards and Semper Fidelis (Always Faithful),

William J. Bowers

William J. Bowers
Colonel, U.S. Marine Corps
Commanding

ENCLOSURE (1)

Dear Future U. S. Marine,

Congratulations on your decision to become a U. S. Marine! Like many others have done I'm sure, I too want to congratulate you and express my admiration for your honor, courage, and commitment to voluntarily take up the challenge of becoming a member of America's "Crisis Response Force!" You will become an intricate part of an organization that less than 1% of our Nation's population is even qualified to do, and you will soon be writing the next chapters into our Marine Corps' illustrious history.



By stepping forward to serve our country in the Marine Corps, you have shown that you have the character and core values -- especially commitment -- that our Nation will need in the 21st Century to ensure our peoples' future security and prosperity. And in the Marine Corps, we view commitment as a two-way street. Your commitment to serve with us must be matched by equally strong commitment by every member of our command to prepare you for the rigors of boot camp and for service as a U.S. Marine. This is a crucial part of the Marine Corps' commitment to readiness, and is the foundation upon which we earn our moniker of being "most ready when our Nation is least ready."

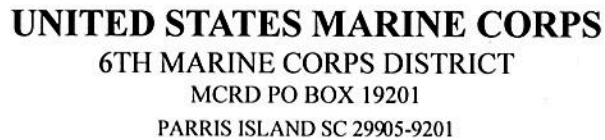
With this mind, please fill out the enclosed survey and return it in the self-addressed stamped envelope to our staff here at the 6th Marine Corps District. We want to know how we're doing at preparing our applicants for the rigors of boot camp and for service as a U.S. Marine. This is very important to us because as you can tell from looking at the news headlines any day, the stakes are high! I will guarantee you that in your time of service as a U.S. Marine, you will be playing "on the field of history" for the equivalent of a national championship with the eyes of the Nation -- and perhaps world -- upon you. Together -- we've got to get it right! Thank you in advance for your participation in this survey, your decision to serve our country in the Marine Corps, and your exceptional patriotism, character, and core values!

Semper Fidelis,

A handwritten signature in black ink that reads "William J. Bowers". The signature is written in a cursive, slightly stylized font.

William J. Bowers
Colonel, U.S. Marine Corps
Commanding Officer, 6th Marine Corps District

ENCLOSURE (2)



ENCLOSURE (2)

1 2 3 4 5
Strongly Disagree Strongly Agree

1 2 3 4 5
Strongly Disagree Strongly Agree

[illegible]

ENCLOSURE (2)



MARINE CORPS RECRUITING COMMAND

SEXUAL ASSAULT RESPONSE AND PREVENTION ASSISTANCE

As a Uniformed Victim Advocate (UVA) for your Recruiting Station, my responsibility is to provide victims of sexual assault with confidential support and services. These services are available to all military/federal victims of sexual assault. These responsibilities were set forth in policies established by the Sexual Assault Prevention and Response (SAPR) Program office at Headquarters, U.S. Marine Corps.

Sexual assault is a crime - defined as intentional sexual contact, characterized by use of force, physical threat, or abuse of authority or when the victim does not or cannot consent. Sexual assault can occur without regard to gender, spousal relationship, or age of the victim. In the event of a sexual assault, a victim has the option of a Restricted Report, which means they can receive services and medical care anonymously. Military personnel are mandatory reporters of sexual assault, except where policy has made certain members exempt through confidentiality. Members with confidentiality are Victim Advocates (VA), Uniformed Victim Advocates (UVA), Sexual Assault Response Coordinators (SARC), and Healthcare providers.

If you are a victim of sexual assault, contact me or one of the civilian VAs listed below immediately. We will ensure you receive prompt medical attention and will advise you of your options in reporting the assault. We assist victims in dealing with their command, law enforcement, and medical personnel. If desired, we can be present during medical exams and court proceedings. VAs and UVAs are available 24 hours a day, 365 days a year to provide crisis intervention and support for victims of sexual assault.

IN ORDER FOR YOUR REPORT TO BE RESTRICTED AND REMAIN CONFIDENTIAL, YOU WILL NEED TO SPEAK TO A UNIFORMED VICTIM ADVOCATE OR VICTIM ADVOCATE BEFORE YOU CONTACT LAW ENFORCEMENT OR YOUR COMMAND REGARDING YOUR ASSAULT. Once you inform law enforcement officials, a representative from your command, or any other personnel (to include roommates), a restricted report is no longer an option to you.

It is vital that sexual assaults be reported. This is not only for your own health and safety, but also for the health and safety of others who may become victims in the future. Although you may understandably feel frightened or embarrassed, please do not allow those feelings to influence your decision to report the crime. Remember, this is a crime against you, and you are not to blame - the perpetrator is.

POOLEE OR APPLICANT SEXUAL ASSAULT VICTIMS MAY CONTACT THE VA LISTED BELOW. THE VA WILL PROVIDE INFORMATION AND REFERRAL ON CIVILIAN RESOURCES AVAILABLE TO THE POOLEE OR APPLICANT VICTIM.

ENCLOSURE (3)



My name is Master Sgt. Jeffery Reid. I am the UVA for RS Jacksonville. I can be reached at 912-704-9561 or 1-877-995-5247. The SARC for the Eastern Recruiting Region is Mr. Darrell Coleman. He can be reached at 843-228-2804 (W). Civilian Victim Advocates can be reached at 843-592-0646. The National Sexual Assault Hotline is 1-800-656-Hope (4673). NCIS can be reached at (904) 542-3334. Call 911 for emergencies.