

Marine Leaders Notebook



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MCWP 6-11 Leading Marines

Our Ethos

- **The U.S. Marine:** From the first day of recruit training, to their first assignments, to their first celebration of the Marine Corps birthday, each Marine is infused with an understanding of the deeds of his or her predecessors. Marines undergo a personal transformation at recruit training. There, they receive more than just superb training; they are ingrained with a sense of service, honor, and discipline. It is there, as a former recruit depot Commanding General said, that Marines develop a “sense of brotherhood, interdependence, and determination to triumph.”
- **Every Marine a Rifleman:** There is both a practical and moral dimension to the credo “every Marine a rifleman.” The force structure of the Corps reflects its central purpose: an expeditionary force in readiness. And because it is expeditionary, it is also austere. Austerity places a premium on the role of every Marine. There are no “rear area” Marines and no one is very far from the fighting during expeditionary operations. The success of each of these operations depends on the speed and flexibility with which Marines build combat power. Marines fighting with maneuver elements are backed up by fellow Marines who labor unceasingly to support the mission by building logistic bases, running truck convoys, distributing supplies, and fighting when needed to. The cohesion between Marines is not a function of a particular unit within the Corps. It is a function of the Corps *itself*. Every unit from the Marine expeditionary force down to the fire team is organized into a team—a group of highly select, well-trained Marines all pointed to one objective.
- **Soldiers of the Sea:** Unique among soldiers of the world, Marines are accustomed to service both ashore and afloat. The Marine Corps’ ‘maritime character’ has shaped the Corps since its inception. The anchor in our emblem symbolizes that the individual Marine remains a maritime soldier—a “soldier of the sea.” Marine officers are “naval” officers. Our aviators are “naval” aviators. As early as 1798, the Secretary of the Navy noted that the Corps’ missions were of an “amphibious nature” and we have been members of the Department of the Navy since 1834.
- **The Marine Tradition:** The individual Marine, recruit and officer candidate training, “every Marine a rifleman,” and our maritime character contribute to our heritage. Separately and collectively, they set us apart from other fighting forces and are the cement that glues the Marine Corps together and gives Marines a common outlook that transcends their grade, unit, or billet. Self-image is at the heart of the Marine Corps—a complex set of ideals, beliefs, and standards that define our Corps. Our selfless dedication to and elevation of the institution over self is uncommon elsewhere. Ultimately indefinable, this self-image sets Marines apart from others and requires a special approach to leading. Consequently, Marine leaders must be forged in the same crucible and steeled with the same standards and traditions as those placed in their charge—standards and traditions as old as our nation itself.

Foundations

- **The Unique Obligations of Marine Corps Service:** Leadership is the combination of the intangible elements of our ethos and the more tangible elements of our leadership philosophy. These tangible elements include the *Marine Corps Manual* and our core values, leadership traits and principles, the oath all Marines take when assuming office or enlisting, and special trust and confidence. That every Marine is a warrior and a leader is more than a capability: *it is an attitude and a standard of excellence.*
- **Establishing and Maintaining Standards:** Maintaining this attitude and standard of excellence is the responsibility of all Marines; not just officers, staff noncommissioned officers, or noncommissioned officers.
- **Setting the Example:** leadership, in the long run, depends upon the example set by the leader, not only as a Warfighter, but also as a citizen and human being.
- **Individual Courage:** Courage can be misunderstood. It is more than the ability “to overcome the jitters, to quell fear, to conquer the desire to run.” A Marine in battle... fears not “losing his life, but losing his honor. He may not be able to preserve his life, but he can always preserve his honor. That much is within his power... To fear disgrace but not death, to fear not duty but dereliction from duty—this is courage. The truly courageous do not live in anxiety from morning to night. They are calm because they *know* who they are.” Marines overcome our natural fear of injury and death and fight for three chief reasons: First, we are well-trained and well-led. Second, we have convictions that will sustain us to the last sacrifice. Third, we fight for one another.
- **Unit Esprit:** The term implies not only respect between officers and enlisted Marines, but also “a feeling of confidence and comradeship” among the Marines themselves. It refers to the mental and emotional state of the entire unit. It is the spirit that motivates Marines to overcome seemingly insurmountable obstacles.
- **Being Ready:** In combat, the decision often must be immediate, and it might have to be instinctive. It is the Marine Corps’ responsibility to prepare leaders of all grades for this moment which will inevitably come. It is the individual Marine’s responsibility to overcome the challenges of leading Marines.

Challenges

- **Friction:** Friction dominates war. It makes simple tasks hard, acts constantly to tear down the will of the individual Marine, and interferes with unit cohesion. It operates across the entire spectrum of conflict, from garrison activities to combat, and from Marine air-ground task force command elements down to the most forward fighting position. Friction can be caused by external factors such as the physical environment, the nature of the mission, or friendly or enemy action. Inadequate or inaccurate intelligence also contributes to friction by causing uncertainty. This uncertainty is sometimes called the “fog of war,” where things are not always what the leader expected. “This expression describes both the literal fog created by the dust, smoke, and debris of the battlefield, and more importantly the mental fog of confusion and uncertainty created by lack of knowledge of the enemy, the chaotic noise, mental and physical fatigue, and fear.” Friction’s most lethal form, however, is self-induced and may be termed

internal friction. Fear of the unknown breeds this paralysis. It is best overcome by vigorous leadership, which clearly sets out *what* is happening, *how* it is happening, and, most importantly, *why* it is happening.

- **Moral Challenge:** When Marines “are moral, the moral power that binds them together and fits them for action is given its main chance for success. We are speaking both of training in morals for everyday living and of moral training that will harden the will of a fighting body. When people conduct lives built on high moral standards and physical fitness, they tend to develop qualities that produce inspired leadership and discipline.”
- **Physical Challenge:** The physical demands of battle encompass more than being fit and these demands influence both the leader and the led. The effects of sleep deprivation, poor diet, poor hygiene, and most importantly, fear, have to be understood and be a part of everyday training. No one is immune to fatigue. As Marines become increasingly tired, they may lose the ability to make rapid decisions and are susceptible to being confused, disoriented, and ultimately ineffective. Exact limits of endurance cannot be determined, but physical conditioning is one method of reducing the effects of physical exertion, and it can increase individual self-confidence and reduce stress. Units, and their leaders, that do not have the mental and physical strength to overcome fear will not be able to fight effectively and overcome friction.

Overcoming Challenges

- **Adaptability:** Adaptability has long been our key to overcoming the effects of friction and its components. Although it is synonymous with flexibility, adaptability also embraces the spirit of innovation. Marines constantly seek to adapt new tactics, organization, and procedures to the realities of the environment. Deficiencies in existing practices are identified, outdated structure discarded, and modifications made to maintain function and utility. The ability to adapt enables Marines to be comfortable within an environment dominated by friction. Experience, common sense, and the critical application of judgment all help Marine leaders persevere. Marine leaders are the most adaptive of any in the world. Their expeditionary ethos builds in them an ability beyond simply “leaving here,” “going there,” and “executing set-piece missions.” Marine leaders are trained to go forward and adapt to situations, circumstances, and missions not known when they deployed.
- **Innovation:** Innovation has always been a key component of Marine Corps tradition and our style of leadership because our “combatant function was and is unique.” Innovation requires that leaders listen to their subordinates and that a two-way system of communication is maintained.
- **Decentralization:** Decentralization is simply authorizing subordinates to act, guided by commander’s intent and focus of effort, in situations where judgment and experience dictate action. The one concept that is repeated again and again within classic military literature is the advantage of allowing junior leaders to apply judgment and act upon their decisions. “Tell them what results you want, and leave the ‘how’ to them.”

- **Will:** What all successful leaders have in common is a strength of will that enables them to face the most challenging of tasks and extract the most from their subordinates. It was tough-minded leaders... that held units together under extreme stress. For leaders to hold units together under adverse conditions, they must first fight—and win—the battle within themselves.
- **Fighting Power and Winning:** Fighting power is an organization's ability to conduct combat operations by overcoming challenges to lead, compete, and prevail on the battlefield. Creating and sustaining superior fighting power requires the combination of the tangible activities of war—maneuver, firepower, and protection—with the intangible elements of war—leadership, unit esprit, and individual courage. According to one historian, fighting power “rests on mental, intellectual, and organizational foundations; its manifestations, in one combination or another, are discipline and cohesion, morale and initiative, courage and toughness, the willingness to fight and the readiness, if necessary, to die.” ‘Fighting Power,’ in brief, is defined as the sum total of mental qualities that make armies fight.

Marine Corps leadership is steeped in the values, traditions, customs, and history of our Corps. It is a unique blend of ethos and standards not found anywhere else in the world and is more than simple obedience to orders. Leading Marines is more than just a simple awareness of responsibility. It is a commitment and an obligation to those who follow.

Marine Corps Manual: 1100. MILITARY LEADERSHIP

1. Purpose and Scope

a. The objective of Marine Corps Leadership is to develop the leadership qualities of Marines to enable them to assume progressively greater responsibilities to the Marine Corps and society.

b. Marine Corps Leadership qualities include:

(1) Inspiration—Personal example of high moral standards reflecting virtue, honor, patriotism, and subordination in personal behavior and in performance.

(2) Technical proficiency—Knowledge of the military sciences and skill in their application.

(3) Moral responsibility—Personal adherence to high standards of conduct and the guidance of subordinates toward wholesomeness of mind and body.

2. Responsibility

a. The Commandant of the Marine Corps is directly responsible to the Secretary of the Navy for establishing and maintaining leadership standards and conducting leadership training within the Marine Corps.

b. Commanders will ensure that local policies, directives and procedures reflect the special trust and confidence reposed in members of the officer corps. Full credit will be given to their statements and certificates. They will be allowed maximum discretion in the exercise of authority vested in them, and they and their dependents will be accorded all prerogatives and perquisites which are traditional and otherwise appropriate. Except in cases where more stringent positive identification procedures are required for the proper security of classified material and installations, or are

imposed by higher authority for protecting privileges reserved for eligible military personnel, the officers' uniforms will amply attest to their status, and their oral statements will serve to identify them and their dependents.

c. An individual's responsibility for leadership is not dependent upon authority. Marines are expected to exert proper influence upon their comrades by setting examples of obedience, courage, zeal, sobriety, neatness, and attention to duty.

d. The special trust and confidence, which is expressly reposed in officers by their commission, is the distinguishing privilege of the officer corps. It is the policy of the Marine Corps that this privilege be tangible and real; it is the corresponding obligation of the officer corps that it be wholly deserved.

(1) As an accompanying condition commanders will impress upon all subordinate officers the fact that the presumption of integrity, good manners, sound judgment, and discretion, which is the basis for the special trust and confidence reposed in each officer, is jeopardized by the slightest transgression on the part of any member of the officer corps. Any offense, however minor, will be dealt with promptly, and with sufficient severity to impress on the officer at fault, and on the officer corps. Dedication to the basic elements of special trust and confidence is a Marine officer's obligation to the officer corps as a whole, and transcends the bonds of personal friendship.

(2) As a further and continuing action, commanders are requested to bring to the attention of higher authority, referencing this paragraph, any situation, policy, directive, or procedure which contravenes the spirit of this paragraph, and which is not susceptible to local correction.

(3) Although this policy is expressly concerned with commissioned officers, its provisions and spirit will, where applicable, be extended to noncommissioned officers, especially staff noncommissioned officers.

3. Personal Relations. Effective personal relations in an organization can be satisfactory only when there is complete understanding and respect between individuals. Commanders must:

a. Strive for forceful and competent leadership throughout the entire organization.

b. Inform the troops of plans of action and reasons therefore, whenever it is possible and practicable to do so.

c. Endeavor to remove on all occasions those causes which create misunderstanding or dissatisfaction.

d. Assure that all members of the command are acquainted with procedures for registering complaints, together with the action taken thereon.

e. Build a feeling of confidence which will ensure the free approach by subordinates for advice and assistance not only in military matters but for personal problems as well.

4. Professional and personal relationships between Marines. Professional and personal relationships, including duty, social, and business contacts among Marines of different grades will be consistent with traditional standards of good order and discipline and the mutual respect that has always existed between Marines of senior grade and those of lesser grade. Personal relationships between officer and enlisted members that are unduly familiar and that do not respect differences in grade or rank constitute fraternization and are prohibited. When prejudicial to good order and discipline or of a nature to bring discredit on the Marine Corps, personal relationships

between officer members or between enlisted members that are unduly familiar and that do not respect differences in grade or rank constitute fraternization and are prohibited. Prejudice to good order and discipline or discredit to the Marine Corps may result from any circumstance which calls into question a senior's objectivity, results in actual or apparent preferential treatment, undermines the authority of the senior, or compromises the chain of command. The following paragraphs written by Major General John A. Lejeune appeared in the Marine Corps Manual, edition of 1921, and since that time have defined the relationship that must exist between Marine officers and enlisted members, as well as between officers of different grades and enlisted members of different grades of the Corps and other military Service members.

a. "Comradeship and brotherhood.—The World War wrought a great change in the relations between officers and enlisted men in the military services. A spirit of comradeship and brotherhood in arms came into being in the training camps and on the battlefields. This spirit is too fine a thing to be allowed to die. It must be fostered and kept alive and made the moving force in all Marine Corps organizations."

b. "Teacher and scholar.—The relation between officers and enlisted men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son, to the extent that officers, especially commanding officers, are responsible for the physical, mental, and moral welfare, as well as the discipline and military training of the young men under their command who are serving the nation in the Marine Corps."

c. "The realization of this responsibility on the part of officers is vital to the well-being of the Marine Corps. It is especially so, for the reason that so large a proportion of the men enlisting are under twenty-one years of age. These men are in the formative period of their lives, and officers owe it to them, to their parents, and to the nation, that when discharged from the services they should be far better men physically, mentally, and morally than they were when they enlisted."

d. "To accomplish this task successfully a constant effort must be made by all officers to fill each day with useful and interesting instruction and wholesome entertainment for the men. This effort must be intelligent and not perfunctory, the object being not only to do away with idleness, but to train and cultivate the bodies, the minds, and the spirit of our men."

e. "Love of corps and country.—To be more specific, it will be necessary for officers not only to devote their close attention to the many questions affecting the comfort, health, military training and discipline of the men under their command, but also actively to promote athletics and to endeavor to enlist the interest of their men in building up and maintaining their bodies in the finest physical condition; to encourage them to enroll in the Marine Corps Institute and to keep up their studies after enrollment; and to make every effort by means of historical, educational and patriotic address to cultivate in their hearts a deep abiding love of the corps and country."

f. "Leadership.—Finally, it must be kept in mind that the American soldier responds quickly and readily to the exhibition of qualities of leadership on the part of his officers. Some of these qualities are industry, energy, initiative, determination, enthusiasm, firmness, kindness, justness, self-control, unselfishness, honor, and courage. Every

officer should endeavor by all means in his power to make himself the possessor of these qualities and thereby to fit himself to be a real leader of men.”

5. Noncommissioned officers. The provisions of paragraphs 1100.3 and 1100.4 above apply to the relationship of noncommissioned officers with their subordinates and apply specifically to noncommissioned officers who may be exercising supervisory authority or leadership roles over junior Marines.

6. Officer and enlisted marriages. The Marine Corps accepts officer/enlisted marriages which occur before the officer receives a commission or before the officer reverts to an enlisted grade. However, misconduct, including fraternization, is neither excused nor mitigated by subsequent marriage between the parties. Marines married to other Marines or to other Service members, or otherwise closely related (e.g., parent/child, siblings) shall maintain the requisite traditional respect and decorum attending the official military relationship between them while either is on duty, in uniform in public, or at official social functions.

NAVMC DIR 1500.58, Mentoring Guidebook

Generation after generation of American men and women have given special meaning to the term United States Marine. They have done so by their performance on and off the battlefield. Feared by enemies, respected by allies, and loved by the American people, Marines are a “special breed.” This reputation was gained and is maintained by a set of enduring Core Values. These values form the cornerstone, the bedrock, and the heart of our character. They are the guiding beliefs and principles that give us strength, influence our attitudes, and regulate our behavior. They bond our Marine Family into a total force that can meet any challenge.

HONOR

Webster defines “honor” as: the state of high regard or great respect given, received or enjoyed. It can also be thought of a keen sense of right and wrong. In the Marine Corps, there’s a focus on Integrity, Responsibility and Accountability as integral components of honor:

- Integrity is doing the right thing when no one is watching.
- Responsibility is the obligation to answer for one’s actions.
- Accountability is being liable or responsible.

The following attributes reflect honor, and should be considered during the mentoring process. Each attribute aligns with the items in the Leader’s Mentoring Log worksheets.

- **Leads by Example:** a Marine does as he tells others to do (walk-the-talk). Marines are constantly looking at you for a pattern and a standard to follow. No amount of instruction and no form of discipline can have the effect of your personal example. This is important to the Marine mentee because it is not enough to merely know a leader’s qualities; the Marine mentee must exhibit them. What is expected of Marines, the leader must demand of himself.
- **Upholds the reputation of the Marine Corps & acts Marine-like at all times (24/7):** the Marine portrays professionalism in appearance and actions both in and out of uniform. The Marine is a positive role model to the local community, performing and executing the duties of an American citizen. The Marine mentee’s daily behaviors must reflect positive military values to ensure there is no conflict between the two. Good bearing and appearance reflects well upon the Marine Corps and the individual. This is important because you’re an ambassador for the Marine Corps and the public demands a high level of propriety. It must be understood, there are three authorized duty status’; on-duty, on-liberty or on-leave. Marines are never off-duty.
- **Seeks responsibility and accepts responsibility for success/failures of Marines:** the Marine is not only a good follower, but actively seeks challenges. The Marine mentee demonstrates the ability to provide informed guidance, complete difficult tasks, and accept ownership of both mission successes and shortcomings. This is important because it builds trust and confidence. The individual alone is responsible for all that he/she does or fails to do.
- **Respects self and others:** the Marine shows consideration for self, family, friends, and other Marines. The Marine treats others as they would like to be

treated and recognizes that he/she needs to take others' concerns and opinions into consideration. This is important to the Marine because if you don't respect yourself, no one else will. Everyone needs to feel valued. Respect is reciprocal; you must give respect in order to receive it.

- **Maintains high level of Mental development:** the Marine continually hones professional skills by seeking opportunities to improve thinking skills and expand knowledge base through professional and civilian education/training. This is not limited to formal schools, but includes professional reading, after action reviews, forums, discussion groups, research, and any other means to improve mental development. This is important to the Marine because the Marine mentee must be capable of understanding and handling the complexity of modern warfare. Mental discipline plays a key role in creating tactically and technically proficient Marines who are capable of effective decision making under rapidly changing conditions from combat, to humanitarian relief, to liberty/leave.
- **Maintains high level of Emotional stability:** the Marine has the mental maturity required to survive and excel in today's Marine Corps. This is the ability to stay focused on task, while at the same time maintaining situational awareness and vision under stress. The Marine exhibits a balanced approach in all aspects of his/her professional and personal life, particularly in difficult situations. This is important to the Marine because no one trusts or respects a leader who is not in emotional control at all times. Emotional stability plays a key role in enabling Marines to make effective decisions under rapidly changing conditions from combat, to humanitarian relief, to liberty/leave.
- **Maintains high level of Physical readiness:** the Marine is healthy and fit. It includes all elements of physical wellness such as the time spent working out, alcohol or tobacco use, overall diet, rest, and general level of daily health. This is important to the Marine because survival in combat depends on physical stamina. The Marine is the most valuable weapon system in our inventory, and must be ready to respond at any moment.
- **Maintains high level of Spiritual strength:** the Marine has a sense of meaning and *purpose*, a sense of self, and "that which is greater than self". Spirituality also involves a "sense of the other" and is expressed in issues such as 'belonging' (identification with), esprit-de-corps, and active commitment to the collective identity and purpose of the small unit and the United States Marine Corps in general. This is important to the Marine because spirituality defines our values which provide the guiding principles for our moral compass and are the foundation from which we derive our purpose.
- **Does the right thing when no one is looking:** there is no conflict between the Marine's daily actions and the values of the Marine Corps. The Marine mentee does the "harder right" rather than the "easier wrong." The Marine can be depended upon to be honest and truthful in all dealings (e.g., not stealing, cheating or lying). This is important to the Marine because in the end, all you have to fall back on is your integrity. A Marine who cannot be trusted is a liability. There is nothing less honorable than an untrustworthy Marine.

COURAGE

Courage is doing the right thing, in the right way, for the right reasons. According to Webster, courage is the attitude or response when facing and dealing with anything recognized that's dangerous difficult or painful instead of withdrawing. The following attributes reflect courage, and should be considered during the mentoring process. Each attribute aligns with the items in the Leader's Mentoring Log worksheets.

- **Does the right thing at work even when unpopular or difficult:** there is no conflict between the Marine's daily actions and the values of the Marine Corps and the Marine has the moral fortitude to stand up for his/her beliefs even when others challenge them. It includes using good judgment in order to make the right decisions. This is important because in today's Marine Corps the Marine faces more challenges to moral courage than physical.
- **Holds others accountable to Marine Corps standards (24/7):** the Marine is not afraid to correct another Marine about any issue on the spot. This is important to the Marine because holding others accountable is a hallmark of good leadership and ensures the high standards of the Marine Corps.
- **Takes ownership of difficult situations even if beyond scope of regular duties:** the Marine takes the initiative to resolve conflict and overcome friction in order to reach a goal. The Marine is comfortable accepting challenges outside of normal responsibilities and is willing to get out of his "comfort zone." This is important to the Marine because this demonstrates the Marine is willing to accept challenges not specifically associated with his job.
- **Admits to shortcomings and mistakes:** the Marine readily acknowledges errors, accepts feedback, and takes responsibility for his actions. This is important to the Marine because admitting mistakes is an indicator of emotional maturity. Everyone makes mistakes and is expected to learn from them.
- **Obeys all lawful orders and regulations:** the Marine follows regulations despite outside influences. This also means, when given an unlawful order, the Marine has the personal fortitude to question the order. This is important to the Marine because good order and discipline are essential to the success of any unit.
- **Refuses to participate in inappropriate behavior despite social pressure on leave/liberty:** the Marine makes sound decisions and takes appropriate action while on leave or liberty so as not to embarrass himself or the Marine Corps. This is important because your actions while on liberty and leave will impact you professionally and reflect on the service.
- **Takes ownership of and seeks assistance in dealing with difficult personal situations:** the Marine has the courage to admit to a problem, ask for assistance, and face personal challenges. This is important because mission accomplishment is dependent on the Marine's ability to identify and positively deal with personal challenges.
- **Assists subordinates in taking on difficult personal situations:** the Marine demonstrates genuine concern and is willing to assist others with their personal issues. This is important to the Marine because Marines take care of their own.
- **Obeys the law at all times:** the Marine respects the law even when others are disobeying it. The Marine is a positive role model to the local community. This is important because each Marine has sworn to uphold the law.

COMMITMENT

Commitment is the value that establishes the Marine as a warrior-citizen and includes dedication to mission, devotion and always making a positive impact. It leads to the highest order of discipline for unit and self. Commitment is the ingredient that enables 24-hour a day dedication to Country and Corps, and an unrelenting determination to achieve the highest standard of excellence. The following attributes reflect commitment, and should be considered during the mentoring process. Each attribute aligns with the items in the Leader's Mentoring Log worksheets.

- **Shows enthusiasm in being a Marine and inspires others:** the Marine works actively to establish esprit de corps among team members. This is done by leading by example, appealing to individual values, motivations, and ambitions, or simply being enthusiastic about the mission at hand. This is important because a critical element of team success is that all members are motivated toward one goal or mission. To be successful each member has to pull together as a team.
- **Demonstrates situational awareness and sound judgment:** the Marine sees and understands the environment around him, its ramifications, and makes good decisions. This is important because mission accomplishment can only be achieved through effective decision making which requires being aware of your surroundings.
- **Is prepared for deployment and redeployment:** the Marine is able to deploy at a moment's notice with maximum combat effectiveness without negatively impacting the unit. This is important because the Marine Corps is the nation's 9-1-1 force in readiness.
- **Sharpens common combat skills:** the Marine actively seeks improvement in combat skills. Every Marine is a rifleman and should expect and be prepared for combat. This is important because common combat skills just might be the best life insurance you ever have.
- **Pursues professional development by utilizing the MOS Roadmap:** the Marine utilizes the MOS Roadmap to help plan their professional career. Seek educational opportunities and assignments that match their Roadmap. This is important because MOS Roadmaps are designed to assist leaders with the individual career counseling and mentoring of their Marines and are a single-source document from which Marines can make informed career decisions.
- **Acts responsibly in the use and care of equipment and assets:** the Marine respects Marine Corps equipment and takes measures to ensure it remains serviceable and is properly maintained. This is important because if you do not take care of your equipment, it's not going to be there when you need it.
- **Accomplishes tasks in a timely manner, no matter what the conditions:** the Marine sets goals and strives to achieve them regardless of the obstacles. This is important because planning and organizing are important ingredients to accomplishing the mission.
- **Provides for support and welfare of family:** the Marine recognizes the need to place family above self. The Marine provides adequate emotional, financial, and physical support for the family. This is important because Marines have a moral obligation to take care of their family.

- **Ensures family is prepared for separations and reunions:** the Marine prepares the family for separation and reunion prior to being deployed. This includes helping arrange for emotional and financial support and ensuring all legal documents are in order. This is important because proper preparation reduces the stress associated with separations and deployment.
- **Lives within means (budgeting, responsible spending, borrowing, and saving):** the Marine is monetarily responsible. This is important to the Marine because poor financial management can cause significant individual and family problems both in the short and long term that will affect the Marine's personal and professional readiness.
- **Operates PMV/POV responsibly:** the Marine obeys all traffic laws and takes the safe alternative when the law does not apply. For example, if there is no state seatbelt law, the Marine will still wear his seatbelt. This is important to the Marine because motor vehicle accidents are the greatest source of injury and death in the Marine Corps outside of direct enemy action.
- **Acts responsibly during recreational activities:** the Marine behaves in a safe and reasonable manner. This is important to the Marine because, as our greatest war-fighting asset, the Marine Corps can't afford to lose you due to needless and preventable mishaps.
- **Avoids alcohol abuse and has zero tolerance for drug use:** the Marine does not abuse alcohol and totally abstains from drug use. This is important to the Marine because alcohol abuse and drug use are detrimental to personal health and will adversely impact professional career.
- **Looks after the welfare of other Marines on leave or liberty:** the Marine shows an active concern for fellow Marines while on leave or liberty. This is important because Marines "take care of their own." Whenever two or more Marines are gathered, one of them is in charge.
- **Develops game plans and takes needed steps to minimize risks:** at a minimum the Marine conducts an assessment to identify potential hazards and takes action to reduce exposure to risk. This is important to the Marine because much of what you do is inherently dangerous and as such, the ability to reduce unnecessary exposure to risk will ensure you and your equipment are available for combat.

Mentoring Process

Situation: Every Marine has a mentor, from the private who is graduating from recruit training, to the Commandant. The mentor provides guidance and leadership through conversation, experiences and setting the example. The Leader's Mentoring Log is a tool to guide leaders on the road to the successful development of subordinate Marines.

Mission: The mission of the Marine Corps Mentoring Program (MCMP) is to accomplish the following:

- Empower junior leaders to positively affect the development of subordinates
- Facilitate genuine concern between the mentor and Marine mentee
- Increase unit cohesiveness
- Establish a covenant between leader and subordinate, both committing to personal and professional excellence
- Ensure accountability, responsibility, and evaluation of both the mentor and Marine mentee

Execution: Every Marine, regardless of rank, will have an assigned mentor. Mentoring sessions for Marines will occur **at least monthly**. Additionally, mentoring sessions should occur if one of the following situations takes place:

- Preparing for or returning from deployment
- Major life changing events (births, death, PCS, marriage, divorce, significant financial decisions, etc)
- Intense combat
- Preparing to make retention or EAS decision

Tasks – How the mentoring process will work: Assign mentor/Marine mentee based on chain of command.

Prep for mentoring session.

- Refer to the Command, Signal, & Communications section in this guidebook on how to establish an effective mentoring relationship
- Determine when mentoring meeting will occur
- Have Marine mentee complete Honor, Courage, Commitment (HCC) assessment in the Leader's Mentoring Log (see references)
- Conduct HCC assessment on Marine mentee
- Clearly define and understand unit mission
- Clearly define how Marine mentee fits into unit mission

Conduct first mentoring session.

- Establish rapport and relaxed atmosphere
- Describe the purpose of the mentoring program and the mentoring session. The goal for the first meeting is to complete the Mission and Goals Form in the Leader's Mentoring Log.
- Discuss ground rules for mentoring
 - This should not be a punitive discussion but should be focused on how to best improve the Marine mentee's contribution to the unit mission

- Provide an atmosphere for two-way communication
- State the mission of the unit
- Discuss the Marine mentee's role in supporting the unit mission
- Discuss Marine mentee's HCC assessment—agree on strengths/improvement areas
- Probe further on Marine mentee's "needs assistance" areas using the sample conversation triggers and assessment questions in this guidebook
- Determine if next level of support is needed and what actions are required
- Establish 3 or 4 goals in paragraph three of Mission & Goals Form
- Assist Marine mentee in developing action plan for achieving goals
- Summarize mentoring session and set date/time for next session

Conduct follow-up sessions.

- Mentoring sessions should occur *at least monthly* or when any of the following situations take place: preparing for or returning from deployment, major life changing events (birth, death, marriage, divorce, etc.), combat, making retention/EAS decision.
- Restate mission and Marine mentee's role
- Review goals and action plan
- Discuss progress
 - Review strengths/improvement areas identified in previous HCC assessment
 - Identify roadblocks and actions to overcome
 - Modify or establish new goals as necessary
 - Summarize mentoring session and set date/time for next session

Administration/Logistics:

- Mentor/Marine mentee documents mission, goals, and action plan in their own Leader's Mentoring Log
- Provide next level of resource/assistance to the Marine mentee

Command, Signal, & Communications: Managing the Marine Corps Mentoring Program at all levels is the responsibility of the unit commander. Commanders have the responsibility to ensure the MCMP is effectively implemented in their units. Marines should feel comfortable approaching seniors for guidance, coaching, and problem resolution, with the understanding that seniors are willing to respond. As Gen Lejeune described, the relationship of senior Marines to juniors is that of a teacher to a scholar or a father to a son. This relationship should be mutually respectful with the more experienced person having the moral responsibility to help the junior develop. Effective mentors are **people-oriented** and genuinely concerned with helping Marine mentees improve. Mentoring builds trust and loyalty and requires the following skills:

Self-awareness: Awareness of your own strengths, weaknesses, and emotions.

Questioning skills: Ability to ask open-ended and probing questions to understand more about the Marine mentee.

Listening skills:

- “Hold your fire” until you understand the Marine mentee’s point
- Listen for the whole meaning
- Refrain from jumping to conclusions
- Minimize emotional reactions
- Use eye contact, etc. to convey your interest
- Make your surroundings conducive to listening

Empathy: Awareness of the emotions of others and ability to effectively respond to those emotions.

Feedback skills: Giving honest, mostly positive feedback in a timely manner. Look for someone doing well and recognize it.

Mission and Goals Form

Paragraph 1: Situation

Mentor:	RUC:
Mentee:	UIC:
Unit Address:	

Paragraph 2: Mission

Unit Mission. What is the mission of the unit:
Marine mentee's critical role in support of the unit's mission:

Paragraph 3: Execution

Goals (3–4; SMART: specific, measurable, attainable, realistic, time-bound)

Professional Goals:
Personal Goals:
Combat Skills/Readiness Goals:

Tasks (mentor-mentee agreed action plan for accomplishing goals)

Action Steps	Deadline

Honor, Courage, Commitment (HCC) Assessment

Mentee	Date
Mentor	Individual CRP%

N = Needs Assistance; E = Effective

Honor: Integrity, Responsibility, Accountability	N or E
H1 Leads by example	
H2 Upholds the reputation of the Marine Corps & acts Marine-like at all times (24/7)	
H3 Seeks responsibility and accepts responsibility for success/failures of Marines	
H4 Respects self and others	
H5 Maintains high levels of Mental development	
H6 Maintains high level of Emotional stability	
H7 Maintains high level of Physical readiness	
H8 Maintains high level of Spiritual strength	
H9 Does the right thing when no one is looking	
Courage: Do the right thing, in the right way, for the right reasons	
C1 Does the right thing even when unpopular or difficult	
C2 Holds others accountable to Marine Corps standards (24/7)	
C3 Takes ownership of difficult situations even if beyond the scope of regular duties	
C4 Admits to shortcomings and mistakes	
C5 Obeys all lawful orders and regulations	
C6 Refuses to participate in inappropriate behavior despite social pressure on leave/liberty	
C7 Takes ownership of and seeks assistance in dealing with difficult personal situations	
C8 Assists subordinates in taking on difficult personal situations	
C9 Obeys the law at all times	
Commitment: Dedication to mission. Devotion. Always makes a positive impact	
Co1 Shows enthusiasm in being a Marine and inspires others	
Co2 Demonstrates situational awareness and sound judgment	
Co3 Is prepared for deployment and redeployment	
Co4 Sharpens common combat skills	
Co5 Pursues professional development by utilizing the MOS Roadmap	
Co6 Acts responsibly in the use and care of equipment and assets	
Co7 Accomplishes tasks in a timely manner, regardless of conditions	
Co8 Provides for support and welfare of family	
Co9 Ensures family is prepared for separations and reunions	
Co10 Lives within means (budgeting, spending, saving)	
Co11 Operates PMV/POV responsibly	
Co12 Acts responsibly during recreational activities	
Co13 Avoids alcohol abuse and has zero tolerance for drug use	
Co14 Looks after the welfare of other Marines on leave or liberty	
Co15 Develops game plans, takes needed steps to minimize risks	

Common Combat Skills Checklist

Mentee				Date	
Military Skills		Last	Date	Current	Date
BLOCK TRAINING	Annual				
PFT	Semi-Annual				
Weigh-in	Semi-Annual				
NBC	Annual				
Rifle Range	Annual				
Pistol Range	Annual				
BST	Annual				
Swim Qual	Annual				
MCMAP	Weekly				
Required Classes		Previous		Next	
STD/HIV PREV	Annual				
Suicide Awareness	Annual				
Alcohol/Drug Prev.	Annual				
*Tobacco Cessation	As Required				
Stress Management	As Required				
Leadership		Previous		Next	
Counseling	As Required				
**Equal Op Program	Annual				
**Security Training	Annual				
Motorcycle Safety	As Required				
Driver Improvement	As Required				
Troop Info Program	On-Going				
Family Planning	Check-In				
Financial Planning	As Required				
PME	Current Course	Projected Completion Date			
Distance Education					
Resident PME					
Prof. Reading					
Cmd. Sponsor PME					
Off Duty Education					
Mission Oriented Training		Previous		Next	
MOS Training	As Required				
W/C Supv. Training	Quarterly				
**Job Safety Trng	Annual				
**Haz. Comm.	Annual				

* Not mandatory, but should be made available by the command.

** Training required upon check-in to the command.

*** To satisfy PME requirements and become more competitive for promotion, enlisted Marines should complete appropriate distance education and attend resident course for their grade (requirements for grade are outlined in the Annual Training Plan).

Administrative/Health				Item	
Gas Mask		Trousers		Blood Type	
Inserts		Boots		MOPP Suit	
Blouse		Cover		Helmet	
Recall Info					
Next of Kin Info					
Mil. ID & ID Tags					
Gas Mask Size:		GLASSES		ALLERGY TAGS	
		SPARE		GAS MASK INSERTS	
Family Care Plan		<i>Dual Military and Single Parents; Married or Single with family members only</i>			
DEERS		Spouse		Children Qty: _____	
Will					
Power of Attorney					
S.G.L.I.					
R.E.D.					
Family S.G.L.I.					
Family Dental Plan					
Exceptional Family Member Program					
Fit Reps/Pro-Cons					
Medical Readiness					
Physical Exam		Date:		Notes:	
Dental Exam		Date:		Notes:	Class:
Vaccinations		Notes:			
Vision		Notes:			
Hearing		Notes:			
Medications		Notes:			
Allergies		Notes:			
Flight Physical Exam		Date:		Notes:	
Notes:					

Combat Readiness Percentage (CRP%)

Combat Readiness is a term used throughout the Marine Corps to assess a unit's level of preparedness for deployment and combat. Combat Readiness can also be assessed at an individual level. Based on the Marine mentee's strengths and improvement areas as indicated from his/her HCC assessment and your personal judgment, categorize the mentee's Level of Combat Readiness using the table below. Indicate the Marine mentee's CRP % at the top of the HCC Assessment page. Also record the Marine mentee's CRP% on the Team Combat Readiness page.

Levels of Readiness	Description	CRP %
Not Combat Ready Immediate risk	Marine may be an immediate risk to self, others, and/or unit due to serious personal or professional issues (possible examples include multiple DUI/DWI, suicidal tendencies, severe depression, pending court martial, etc.)	25
Not Combat Ready	Marine may not be combat ready due to significant issues either personally or professionally that impact performance (possible examples include NJP, significant financial or family problems, unqualified on rifle range, failed PFT, etc.).	50
Combat Ready	Marine's performance is effective yet has improvement areas either personally or professionally which have the potential to be problematic or distracting (possible examples include minor financial problems, change in marital/family status, change in billet or responsibilities, etc.).	75
Expeditionary	Marine's performance is highly effective and at most, has only a few minor areas for improvement.	100

Team Combat Readiness

Write in each Marine mentee's name and individual CRP% in the space provided below. Based on the improvement areas for your Marine mentees, identify 3 or 4 priorities to improve the team's overall Combat Readiness.

Marine mentee Name	CRP%
1.	
2.	
3.	
4.	
5.	
Team CRP%	

Top 3 or 4 priorities to improve Team Combat Readiness

1.

2.

3.

4.

Code of Conduct

Article I.

I am an American. I serve in the forces which guard my Country and our way of life. I am prepared to give my life in their defense.

Article II

I will never surrender of my own free will. If in command I will never surrender my men while they still have the means to resist.

Article III

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole or special favors from the enemy.

Article IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and we'll back them up in every way.

Article V

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral nor written statement disloyal to my country and its allies or harmful to their cause.

Article VI

I will never forget that I am an American responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

Leadership Principles

1. Be technically and tactically proficient
2. Know yourself and seek self-improvement
3. Know your Marines and look out for their welfare
4. Keep your Marine informed
5. Set the example
6. Ensure the task is understood, supervised, and accomplished
7. Train your Marines as a team
8. Make sound and timely decisions
9. Develop a sense of responsibility among your subordinates
10. Employ your unit in accordance with its capabilities
11. Seek responsibility and take responsibility for your actions

"Leadership is a heritage which has passed from Marine to Marine since the founding of the Corps... mainly acquired by observation, experience, and emulation. Working with other Marines is the Marine leader's school."

Leadership Traits

Bearing: Creating a favorable impression in carriage, appearance, and personal conduct at all times. **Significance:** The ability to look, act, and speak like a leader whether or not these manifestations indicate one's true feelings. Some signs of these traits are clear and plain speech, an erect gait, and impeccable personal appearance. **Example:** Wearing clean uniforms, boots and accessories. Avoiding profane and vulgar language. Keeping a trim, fit appearance. Keeping your head, keeping your word and keeping your temper.

Courage: Courage is a mental quality that recognizes fear of danger or criticism, but enables a Marine to proceed in the face of it with calmness and firmness.

Significance: Knowing and standing for what is right, even in the face of popular disfavor, is often the leader's lot. The business of fighting and winning wars is a dangerous one; the importance of courage on the battlefield is obvious. **Example:** Accepting criticism for making subordinates field day for an extra hour to get the job done correctly.

Decisiveness: Ability to make decisions promptly and to announce them in a clear, forceful manner.

Significance: The quality of character which guides a person to accumulate all available facts in a circumstance, weigh the facts, choose and announce an alternative which seems best. It is often better that a decision be made promptly than a potentially better one be made at the expense of more time. **Example:** A leader who sees a potentially dangerous situation developing immediately takes action to prevent injury from occurring. For example, if he/she sees a unit making a forced march along a winding road without road guards posted, he/she should immediately inform the unit leader of the oversight, and if senior to that unit leader, direct that proper precautions be taken.

Dependability: The certainty of proper performance of duty. **Significance:** The quality which permits a senior to assign a task to a junior with the understanding that it will be accomplished with minimum supervision. This understanding includes the assumption that the initiative will be taken on small matters not covered by instructions. **Example:** The squad leader ensures that his/her squad falls out in the proper uniform without having been told to by the platoon sergeant. The staff officer, who hates detailed, tedious paperwork, yet makes sure the report meets his/her and his/her supervisor's standards before having it leave his desk.

Endurance: The mental and physical stamina measured by the ability to withstand pain, fatigue, stress, and hardship. **Significance:** The quality of withstanding pain during a conditioning hike in order to improve stamina is crucial in the development of leadership. Leaders are responsible for leading their units in physical endeavors and for motivating them as well. **Example:** A Marine keeping up on a 10-mile forced march even though he/she has blisters on both feet and had only an hour of sleep the previous night. An XO who works all night to ensure that promotion/pay problems are corrected as quickly as humanly possible because he/she realizes that only through

this effort can one of his/her Marines receive badly needed back-pay the following morning.

Enthusiasm: Enthusiasm The display of sincere interest and exuberance in the performance of duty. **Significance:** Displaying interest in a task, and an optimism that it *can* be successfully completed, greatly enhances the likelihood that the task *will* be successfully completed. **Example:** A Marine who leads a chant or offers to help carry a load that is giving someone great difficulty while on a hike despite being physically tired himself, encourages his fellow Marines to persevere.

Initiative: Taking action in the absence of orders. **Significance:** Since an NCO often works without close supervision, emphasis is placed on being a self-starter. Initiative is a founding principle of Marine Corps Warfighting philosophy. **Example:** In the unexplained absence of the platoon sergeant, an NCO takes charge of the platoon and carries out the training schedule.

Integrity: Uprightness of character and soundness of moral principles. The quality of truthfulness and honesty. **Significance:** A Marine's word is his/her bond. Nothing less than complete honesty in all of your dealings with subordinates, peers, and superiors is acceptable. **Example:** A Marine who uses the correct technique on the obstacle course, even when he/she cannot be seen by the evaluator. During an inspection, if something goes wrong or is not corrected as had been previously directed, he/she can be counted upon to always respond truthfully and honestly.

Judgment: The ability to weigh facts and possible courses of action in order to make sound decisions. **Significance:** Sound judgment allows a leader to make appropriate decisions in the guidance and training of his/her Marines and the employment of his/her unit. A Marine who exercises good judgment weighs pros and cons accordingly to arrive at an appropriate decision/take proper action. **Example:** A Marine properly apportions his/her liberty time in order to relax as well as to study.

Justice: Giving reward and punishment according to the merits of the case in question. The ability to administer a system of rewards and punishments impartially and consistently. **Significance:** The quality of displaying fairness and impartiality is critical in order to gain the trust and respect of subordinates and maintain discipline and unit cohesion, particularly in the exercise of responsibility as a leader. **Example:** Fair apportionment of tasks by a squad leader during all field days. Having overlooked a critical piece of evidence which resulted in the unjust reduction of a NCO in a highly publicized incident, the CO sets the punishment aside and restores him to his previous grade even though he knows it will displease his seniors or may reflect negatively on his fitness report. (Also an example of courage.)

Knowledge: Understanding of a science or an art. The range of one's information, including professional knowledge and an understanding of your Marines.

Significance: The gaining and retention of current developments in military and naval science and world affairs is important for your growth and development. **Example:** The Marine who not only knows how to maintain and operate his assigned weapon, but also knows how to use the other weapons and equipment in the unit.

Loyalty: The quality of faithfulness to country, the Corps, and unit, and to one's seniors, subordinates, and peers. **Significance:** The motto of our Corps is *Semper Fidelis*, Always Faithful. You owe unswerving loyalty up and down the chain of command: to seniors, subordinates, and peers. **Example:** A Marine displaying enthusiasm in carrying out an order of a senior, though he may privately disagree with it. The order may be to conduct a particularly dangerous patrol. The job has to be done, and even if the patrol leader disagrees, he must impart confidence and enthusiasm for the mission to his men.

Tact: The ability to deal with others without creating hostility. **Significance:** The quality of consistently treating peers, seniors, and subordinates with respect and courtesy is a sign of maturity. Tact allows commands, guidance, and opinions to be expressed in a constructive and beneficial manner. This deference must be extended under all conditions regardless of true feelings. **Example:** A Marine discreetly points out a mistake in drill to a NCO by waiting until after the unit has been dismissed and privately asking which of the two methods are correct. He/she anticipates that the NCO will realize the correct method when shown, and later provide correct instruction to the unit.

Unselfishness: Avoidance of providing for one's own comfort and personal advancement at the expense of others. **Significance:** The quality of looking out for the needs of your subordinates before your own is the essence of leadership. This quality is not to be confused with putting these matters ahead of the accomplishment of the mission. **Example:** An NCO ensures all members of his unit have eaten before he does, or if water is scarce, he will share what he has and ensure that others do the same. Another example occurs frequently when a Marine receives a package of food from home: the delicacies are shared with everyone in the squad. Yet another form of unselfishness involves the time of the leader. If a Marine needs extra instruction or guidance, the leader is expected to make his/her free time available whenever a need arises.

"We who work with the young people of this country have a great responsibility. It is not enough for us to harness their energy and guide them in their endeavors. We must also provide capable leadership and demonstrate strength or character in our daily lives. We are the examples on which they will pattern their lives. Opportunity lies at our feet. We have the chance not only to teach, but also to influence the character of our young people—and hence the future of our society. We have the chance to lead!" by General Charles C. Krulak, USMC

Developing Subordinate Leaders

First and foremost, we develop leadership in our subordinates through our own example. A few practices that have proven effective in developing and encouraging leadership skills in our subordinates are contained in the following list.

- **Insist on the use of the chain of command.** Decisions should be made and problems solved at the lowest possible level in the chain of command. Ensure your subordinate leaders are given the authority to do their jobs.
- **Teach your subordinates what to do, trying to avoid the how.** Realize, however, that some of your Marines will need more guidance than others depending on their level of experience.
- **Recognize achievement and accomplishment.** The judicious, timely, and effective use of meritorious masts, meritorious promotions, awards, and special liberty will enhance leadership in a command. Frequent oral and written encouragement also serves to raise morale and increase initiative. As Marines prove themselves to be responsible, continue to challenge and use their talents.
- **Give positive and direct correction of errors in judgment and initiative.** We value initiative and you should encourage initiative from your Marines. However, you still have a responsibility to correct errors, no matter how well meaning. This should be done in such a way as to prevent discouraging your Marines from attempting to excel. When dealing with honest mistakes, make corrections with a healthy dose of encouragement.
- **Encourage initiative and resourcefulness.** Initiative is the stimulant to growth for any organization. Recognize a new way to accomplish a task or other good suggestions from your Marines.
- **Hold subordinates responsible for their actions.** Not only is a subordinate leader responsible for his personal actions, he is also responsible for the action of those he leads. This is sometimes a tough message to get across to junior leaders.
- **Instill values.** Leaders must emphasize the core professional values of our leadership concepts, i.e., loyalty to the nation and the Marine Corps, loyalty to the unit, personal responsibility, and selfless service.
- **Accept responsibility willingly & insist that subordinates do the same.** "Can do" is a motto that bears attention. Seeking responsibility is the mark of a leader. We must seek increased responsibility for ourselves and our subordinates.
- **Ensure that subordinates receive the proper feedback on their performance in a timely manner.** Subordinates will continue to make errors unless they are guided along in the right direction. Additionally, mentoring lets them know that you are concerned about their development.
- **Be approachable to subordinates.** Leaders must be approachable by their subordinates in an informal but not familiar way. This is not an open door policy. It means a frank, open approach to problems or mistakes. A relationship must be fostered between subordinates and leaders that is based on trust and confidence, not on fear and retribution. Familiarity, favoritism, or undue friendliness are not the marks of a leader and must be avoided at all costs.

Marine Corps Order 1700.28 – Hazing

Purpose: to publish Marine Corps policy prohibiting hazing, and to establish regulations to enforce that policy.

Background

- The individual Marine is the Corps. How we recruit, train, and instill in Marines our core values and a sense of integrity and accountability, equip them to do their jobs, and treat them with dignity, care and concern must be our principal emphasis. This is a leadership issue. This is a warfighting issue. Marines do not go into harm's way, make the sacrifices they always have, or give up their precious lives because they have been hazed or initiated into some self-defined, "elite" sub-culture. They perform these heroic acts of selflessness because they are United States Marines and because they refuse to let their fellow Marines down.
- Marines are also our most precious assets. We will protect them through fair, scrupulous, and unbiased treatment as individuals—caring for them, teaching them, leading them. It is the obligation of each member of the chain of command, from top to bottom, to ensure this sense of fairness is constant and genuine. Every Marine will treat every other Marine with dignity and respect.
- Many time-honored customs of the Marine Corps include traditional events that celebrate personal milestones and professional achievements. These events are part of our heritage and include hails and farewells, promotion and graduation ceremonies, mess nights and dining's in/out, and other similar activities. When properly organized and supervised, these events serve to enhance morale, esprit de corps, pride, professionalism and unit cohesiveness. Unfortunately, some in our ranks confuse hazing with the tradition of certain military ceremonies and develop initiations or "rites of passage" they believe promote loyalty. They do not. Moreover, the occurrence of improper conduct is not limited to such activities. Any "at risk" activity should be strictly scrutinized and supervised by the chain of command to ensure that the dignity and respect of all participants is maintained, while preserving the customs and traditions historically associated with the activity.

Definition

- Hazing is defined as any conduct whereby one military member, regardless of Service or rank, causes another military member, regardless of Service or rank, to suffer or be exposed to an activity, which is cruel, abusive, humiliating, or oppressive.
- Hazing includes, but is not limited to, any form of initiation or congratulatory act that involves physically striking another to inflict pain, piercing another's skin in any manner, verbally berating another, encouraging another to excessively consume alcohol, or encouraging another to engage in illegal, harmful, demeaning or dangerous acts.
- Soliciting or coercing another to participate in any such activity is also considered hazing. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature.

- Hazing does not include mission or operational activities; the requisite training to prepare for such missions or operations; administrative corrective measures; extra military instruction as defined in the reference; command authorized physical training; authorized incentive training permitted at the Marine Corps Recruit Depots; and other similar activities authorized by the chain of command.

Policy

Hazing is prohibited. No Marine, or service member attached to a Marine command, including Marine detachments, may engage in hazing or consent to acts of hazing being committed upon them.

- No one in a supervisory position may, by act, word, or omission, condone or ignore hazing if he or she knows or reasonably should have known that hazing may occur.
- Consent to hazing is not a defense to violating this Order. Any violation, attempted violation, or solicitation of another to violate this order, subjects involved members to disciplinary action under Article 92 of the Uniform Code of Military Justice (UCMJ).
- This Order does not prevent charging those who have engaged in acts of hazing under other applicable UCMJ articles to include, but not limited to Article 80 (attempts), Article 81 conspiracy), Article 93 (cruelty and maltreatment), Article 124 (maiming), Article 128 (assault), Article 133 (conduct unbecoming an officer and gentleman) and Article 134 (indecent assault, drunk and disorderly conduct, and/or solicitation). This Order is a lawful general order and is effective immediately without further implementation.

Action

Commanding Officers and Officers-in-Charge will provide appropriate training as part of their unit's orientation and annual troop information programs to ensure that Marines are aware of the contents of this Order; and foster a command climate that is conducive to the reporting of hazing incidents and be aware of the sensitive nature with which this type of report, as well as the victims privacy, must be handled.

MOS Roadmaps

Description

MOS Roadmaps are multi-page pamphlets—one for each primary MOS above the basic level—containing all required and recommended training and education for a Marine of that MOS. They are organized by rank, and list within each rank (or rank grouping):

- Required and recommended skill (MOS) training.
- Recommended billet assignments.
- Required and recommended PME.
- Recommended professional reading.
- Recommended MOS-related and general distance learning courses.
- Recommended college courses and degrees.

Everything in the MOS Roadmap is derived from other sources: MOS Manual, Training Input Plan, Professional Military Education Order, Marine Corps Reading List, MCI and MarineNet course lists, and college catalogs. Detailed knowledge of these sources is not necessary, but familiarization will improve a leader's mentoring skills.

Required training and education is just that, *required!* Training and education listed as *recommended* is not something every Marine must do, nor is it binding on monitors or commanding officers. The school, course, assignment or degree program is recommended because it will benefit the Marine. Keep in mind though, there are far more recommendations on MOS Roadmaps than could ever be accomplished by one individual. Differing circumstances will dictate pursuit of different recommendations for Marines.

Each graduate of an entry-level, MOS-granting school is provided a copy of his or her MOS Roadmap and a related period of instruction. Copies are also available for downloaded from the TECOM MOS Roadmap website: www.tecom.usmc.mil

Mentoring

It is anticipated that most Marines will seek to complete all of the required and much of the recommended training and education contained on their MOS Roadmaps. Leaders, therefore, must be very familiar with the MOS Roadmaps of their Marine mentees, and to be in a position to offer advice, assistance and clarification. At a minimum, mentors must be able to explain the impact of assignments to various recommended billets, articulate the difference between *recommended* and *required* training and education, and explain that MOS Roadmaps do not guarantee promotion; that they merely improve a Marine's qualification for advancement.

Mentors must understand that MOS Roadmaps also benefit unit readiness. Better-trained and better-educated Marines will almost always result in better performance on the part of those individual Marines and ultimately improve the overall effectiveness of their unit. For the good of the Marine Corps, mentors should review their own MOS Roadmaps and others in the same occupational field, as well as those of their subordinates.

United States Marine Corps Professional Reading List

Commandant's Choice Book

- ***First To Fight: An Inside View of the U.S. Marine Corps*** by LtGen Victor H. Krulak, USMC (ret.)

Recruit/Poolee

- ***I'm Staying with My Boys*** by Jim Proser and Jerry Cutter
- ***The United States Marines: A History*** by Edwin H. Simmons

Private/Private First Class

- ***A Message to Garcia*** by E. Hubbard
- ***Blink*** by Malcom Gladwell
- ***1984*** by George Orwell
- ***No True Glory*** by Bing West
- ***The Gift of Valor*** by Michael M. Phillips

Lance Corporal

- ***The 360 Degree Leader*** by John Maxwell
- ***The Afghan Campaign*** by Steven Pressfield
- ***My Men are My Heroes*** by Nathaniel R. Helms
- ***Starship Troopers*** by Robert Heinlein
- ***The Ugly American*** by Eugene Burdick and William J. Lederer
- ***We Were One*** by Patrick K. O'Donnell

Corporal

- ***Afghanistan*** by Stephen Tanner
- ***All Quiet on the Western Front*** by Erich Maria Remarque
- ***Chosen Soldier*** by Dick Couch
- ***Flags of Our Fathers*** by James Bradley
- ***Ghost Soldiers*** by Hampton Sides
- ***Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery*** by Nick Popaditch and Mike Steere
- ***The Defense of Duffer's Drift*** by Ernest Dunlop Swinton
- ***Marines in the Garden of Eden*** by Richard Lowry

Sergeant

- ***American Soldiers*** by Peter S. Kindsvatter
- ***Common Sense Training*** by Arthur S. Collins
- ***Counterinsurgency Warfare*** by David Galula
- ***From the Horse's Mouth*** by Major Ted McKeldin
- ***The Killer Angels*** by Michael Shaara
- ***A Soldier's Load and the Mobility of a Nation*** by S.L.A. Marshall
- ***Storm of Steel*** by Ernst Junger
- ***The Village*** by Bing West
- ***Tip of the Spear*** by G.J. Michaels
- ***With the Old Breed*** by E.B. Sledge

Staff Sergeant

- ***A Bell for Adano*** by J. Hersey
- ***American Spartans*** by James A. Warren
- ***The Arab Mind*** by Raphael Patai
- ***Attacks*** by Erwin Rommel
- ***Battle Cry*** by Leon Uris
- ***The Defense of Hill 781*** by James McDonough
- ***The Face of Battle*** by John Keegan
- ***The Last Stand of Fox Company*** by Bob Drury and Tom Clavin
- ***McCoy's Marines*** by John Koopman
- ***On Killing*** by Dave Grossman
- ***Soldiers of God*** by David Hagberg
- ***The Speed of Trust*** by Stephen M.R. Covey

Gunnery Sergeant

- ***Afghan Guerilla Warfare*** by Ali Jalai and Lester W. Grau
- ***Tiger Force: A True Story of Men and War*** by M. Sallah and M. Weiss
- ***Island of the Damned*** by R.V. Burgin and Bill Marvel
- ***Killing Ground on Okinawa*** by James H. Hallas
- ***The Mission, the Men, and Me*** by Pete Blaber
- ***On Combat*** by Dave Grossman and Loren W. Christensen
- ***Ride the Thunder*** by Richard Botkin
- ***The Savage Wars of Peace*** by Max Boot
- ***Victory at High Tide*** by Robert D. Heinl
- ***We were Soldiers Once and Young*** by Harold G. Moore and Joseph L. Galloway

Master Sergeant and First Sergeant

- ***The Accidental Guerilla*** by David Kilcullen
- ***Courageous Follower*** by Ira Chaleff
- ***Fields of Battle*** by John Keegan
- ***Forgotten Warriors*** by Thomas Hammes
- ***Ghost Wars*** by Steve Coll
- ***The Guns of August*** by Barbara W. Tuchman
- ***The Lexus and the Olive Tree*** by Thomas Friedman
- ***Seven Deadly Scenarios*** by Andrew Krepinevich
- ***The Sling and the Stone*** by Thomas X. Hammes
- ***Technology and War*** by Martin L. Van Creveld

Master Gunnery Sergeant and Sergeant Major

- ***Achilles in Vietnam*** by Jonathan Shay
- ***At the Water's Edge: Defending Against the Modern Amphibious Assault*** by Theodore Gatchel
- ***The Crisis of Islam*** by Bernard Lewis
- ***The Coldest War*** by David Halberstam
- ***Crisis Leadership*** by Gene Klann
- ***The General*** by C.S. Forrester
- ***The Mask of Command*** by John Keegan
- ***No Bended Knee*** by Merrill B. Twining
- ***On War*** by Carl Von Clausewitz
- ***The Peace to End All Peace*** by David Fromkin

Officer Candidate and Midshipman

- ***The Armed Forces Officer*** by U.S. Department of Defense
- ***My Men are My Heroes*** by Nathaniel R. Helms
- ***United States Marines: A History*** by Edwin H. Simmons
- ***On Infantry*** by John A. English

Second Lieutenant/Warrant Officer/Chief Warrant Officer 2

- ***The Art of War*** by Sun Tzu
- ***Blink*** by Malcolm Gladwell
- ***Counterinsurgency Warfare*** by David Galula
- ***Leadership: The Warrior's Art*** by Christopher D. Kolenda
- ***The Mission, the Men, and Me*** by Pete Blaber
- ***The Savage Wars of Peace*** by Max Boot
- ***Soldiers of God*** by Robert D. Kaplan
- ***The Speed of Trust*** by Stephen M.R. Covey
- ***Storm Landings*** by Joseph H. Alexander
- ***A Tactical Ethic*** by Dick Couch
- ***The Village*** by Bing West

First Lieutenant and Chief Warrant Officer 3

*The first seven books of this list should be read in order as they trace the evolution of warfare from first to fourth generation.

- ***The Enlightened Soldier*** by Charles Edward White
- ***Seeds of Disaster*** by Robert Doughty
- ***Stormtrooper Tactics*** by Bruce I. Gudmundsson
- ***Command or Control*** by Marin Samuels
- ***The Breaking Point*** by Rober Doughty
- ***Fighting Power*** by Martin L. Van Creveld
- ***Transformation of War*** by Martin L. Van Creveld
- ***Attacks*** by Erwin Rommel
- ***Battle Leadership*** by Adolf Von Schell
- ***The Peloponnesian War*** by Donald Kagan
- ***The Last Stand of Fox Company*** by Bob Drury and Tom Clavin

Captain and Chief Warrant Officer 4

- ***The Arab Mind*** by Raphael Patai
- ***The Defense of Hill 781*** by James McDonough
- ***The General*** by C.S. Forrester
- ***Lions of Iwo Jima*** by Fred Haynes
- ***Lost Victories*** by Erich Von Manstein
- ***The Mask of Command*** by John Kegan
- ***Passion of Command*** by Bryan McCoy
- ***Sources of Power*** by Gary Klein
- ***Starship Troopers*** by Robert Heinlein
- ***The Tipping Point*** by Malcom Gladwell
- ***Victory at High Tide*** by Robert D. Heini
- ***We Were Soldiers Once...and Young*** by Harold G. Moore and Joseph L. Galloway

Major and Chief Warrant Officer 5

- ***The Crucible of War*** by Fred Anderson
- ***The Guns of August*** by Barbara W. Tuchman
- ***In the Gray Area*** by Seth Folsom
- ***This Kind of War*** by T.R. Fehrenbach
- ***The Landmark Thucydides*** by Robert Strassler
- ***The Last Stand: Custer, Sitting Bull, and the Battle of Little BigHorn*** by Nathaniel Philbrick
- ***The Lexus and the Olive Tree*** by Thomas Friedman
- ***Masters of War*** by Anton Myrer
- ***Teams of Rivals: The Political Genius of Abraham Lincoln*** by Doris Goodwin
- ***Tiger Force: A True Story of Men and War*** by M. Sallah and M. Weiss
- ***Utmost Savagery: The Three Days of Tarawa*** by Joseph H. Alexander

Lieutenant Colonel

- ***A Bell for Adano*** by John Hersy
- ***Accidental Guerilla*** by David Kilcullen
- ***At the Water's Edge: Defending Against the Modern Amphibious Assault*** by Theodore Gatchel
- ***The Blitzkrieg Legend*** by Karl-Heinz Frieser
- ***The Bottom Billion*** by Paul Collier
- ***Brute: The Life of Victor Krulak*** by Robert Coram
- ***Carnage and Culture*** by Victor Hanson
- ***Defeat into Victory*** by William Slim
- ***Forgotten Warriors*** by Thomas Hammes
- ***A Peace to End All Peace*** by David Fromkin
- ***Seven Deadly Scenarios*** by Andrew Krepinevich

Colonel to General

- ***Another Bloody Century*** by Colin Gray
- ***The Coldest Winter*** by David Halberstam
- ***The Crisis of Islam*** by Bernard Lewis
- ***Decoding Clausewitz*** by Jon Sumida
- ***Dereliction of Duty: Johnson, McNamara, The Joint Chiefs of Staff, and the Lies That Led to Vietnam*** by H.R. McMaster
- ***Diplomacy*** by Henry Kissinger
- ***Fault Lines: How Hidden Fractures Still Threaten The World*** by Raghuram Rajan
- ***How Wars End*** by Gideon Rose
- ***Poorer Richard's America*** by Tom Blair
- ***Tried by War: Abraham Lincoln as Commander in Chief*** by James McPherson
- ***Supreme Command: Soldiers, Statesmen, and Leadership in Wartime*** by Eliot A. Cohen

Sergeant Major of the Marine Corps Library

13 Cent Killers
Achilles in Vietnam
Always Faithful
Baghdad at Sunrise
Band of Brothers: E Company, 506th Regiment
Battle Cry of Freedom: The Civil War Era
Bayonet! Forward
Breakout
Carnage & Culture
Colder Than Hell
Courage After Fire
Defeat into Victory
Edson's Raiders
Endless War
First to Fight
Gates of Fire
Glorious Cause
Gods and Generals
Good to Great
Guadalcanal
Heroes Among Us
Iwo Jima Portrait of a Battle
Leading the Charge
Marines of Montford Point
Matterhorn
Message to Garcia
Okinawa: Last Battle of WWII

Once A Marine
Patton: A Genius for War
Reminiscences of a Marine
Rifleman Dodd
Savage Wars of Peace
Semper Fi
Silent Warrior
Soldiers of God
The Art of War
The Bridge at Dong Ha
The Buffalo Soldiers
The Coldest Winter: America and the Korean War
The Face of Battle
The Fields of Battle: Wars for North America
The General
The Gift of Valor
The Last Stand of Fox Company
The Lions of Iwo Jima
The Mask of Command
The Navajo Code Talkers
The Village
Tiger Force: A True Story of Men and War
Victory at High Tide
War in the Pacific 1941-1945
We Were One
We Were Soldiers Once...and Young
With the Old Breed: At Peleliu and Okinawa
Wounded Warriors

*Established 9 June 2011

Dealing with Combat and Operational Stress

It's not unusual for anyone affected by combat to be filled with complicated and conflicting emotions—fear, sadness, horror, confusion, compassion, joy at being alive—legitimate reactions to the combat experience. Even Marines who haven't been in direct combat, but have been through a life-threatening situation, seen enemy or civilian casualties, had a friend die, or been in charge of prisoners of war, can experience Combat or Operational Stress.

Strong feelings are a natural reaction to being confronted with danger as part of the “fight, freeze or flight” response that makes humans alert and vigilant. But these reactions can be disturbing, especially when you are in a situation that requires a strong appearance and can interfere with a Marine's ability to do his or her job. It's important to learn to recognize signs of combat or operational stress—in yourself, in another Marine, in a family member who has returned home from a war zone or even family members experiencing stressors from their Marine's deployment or intensive work requirements. Knowing when and where to seek professional help—and knowing that it's the right thing to do—is a critical step toward getting better.

What is combat stress?

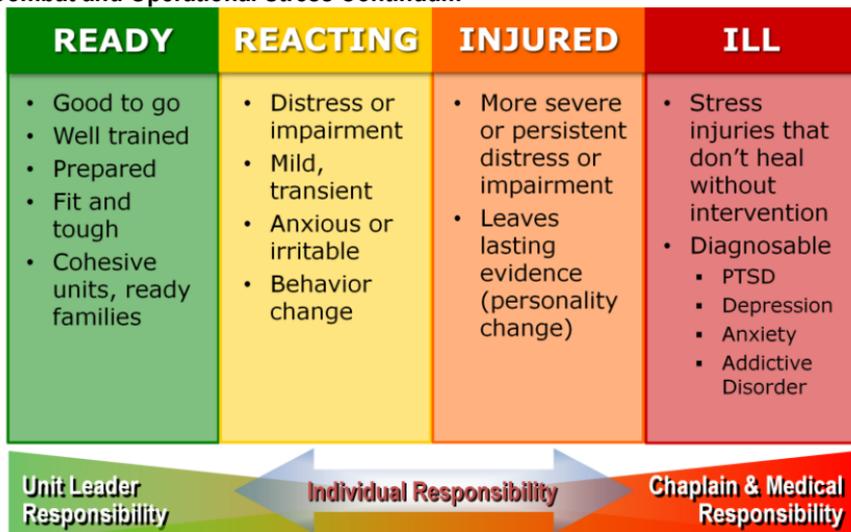
Feeling stress in a war zone is a normal reaction by a normal person to an abnormal, horrific situation and helps to brace for danger. But witnessing an event so severe or experiencing a threat so prolonged, the body may continue to maintain that state of high alert long afterwards, when the body and mind need to rest.

Stress—from a single event, from a series of events, or from a continuous stressful situation—can cause a wide range of reactions, including:

- *brief combat stress reactions*, which can range from exhaustion to hallucinations
- *behavior changes*, which can range from recklessness to brutality
- *post-traumatic stress (PTS)*, which includes persistent re-experiencing of the events, avoidance of reminders, and hyper-arousal.

Historically, combat stress reactions have represented anywhere from under 10 percent to half of all battlefield casualties, depending upon the difficulty of the conditions.

Combat and Operational Stress Continuum



Signs of Combat and Operational Stress

The signs that someone is suffering from combat stress can be physical, mental, emotional, or behavioral; however, just having certain symptoms doesn't necessarily mean that you need help. At least some of these signs are sometimes part of a normal reaction lasting from a few days to a few weeks. When you see any of these symptoms in yourself or someone else, be alert to how severe the symptom is and how long it lasts. If it interferes with your ability to do your job or interact with other people, it is important to ask for help. Here are some of the possible signs of combat stress, listed from earlier to later.

Physical signs

- exhaustion
- inability to fall asleep or stay asleep
- sweating, heart pounding
- nausea, frequent urination, or diarrhea
- jitters, trembling, or jumpiness
- numbness, tingling, or total loss of function of limbs or other body parts

Mental signs

- difficulty concentrating, confusion
- inability to make decisions, to process information
- memory loss

Emotional signs

- fear, worry, extreme nervousness
- irritability, anger
- mood swings
- despair and sadness

Behavioral signs

- carelessness or recklessness
- outbursts of anger or aggressiveness
- staring into space, sometimes called the “thousand-yard stare”
- inability to do your job
- increased use of alcohol or drugs
- misconduct or crime

Spiritual signs

- guilt
- shame
- confusion
- bitterness
- helplessness
- meaninglessness

Use sound judgment if you see these signs. For example, if you are working on equipment that is headed for operations, it is important to take the responsibility of reporting these symptoms.

Depression

Depression can be another result of intense or prolonged stress. Signs of depression include:

- change in appetite (eating too much or too little), weight loss or gain
- sleep problems
- lack of energy
- withdrawing from other people
- trouble concentrating
- feelings of hopelessness
- uncontrollable crying

If symptoms like these persist for longer than two weeks, it's important to seek professional help. If you—or a service member you know—are having thoughts about suicide, it's important to get help immediately.

Early signs of Persistent Traumatic Stress Injury

Untreated combat stress can deteriorate into Persistent Traumatic Stress (PTS).

- flashbacks, reliving the trauma
- hallucinations or delusions (not taken care of by adequate sleep)
- feelings of isolation
- complete unresponsiveness to others
- dissociation
- detachment from reality
- emotional numbness
- phobia
- avoidance
- nightmares

What causes a severe reaction?

No one knows for certain why some people have stronger stress reactions than others do. People with pre-existing psychological problems may be more at risk. Anyone who sees something particularly gruesome or is part of a terrifying situation may also be at high risk. Even the most seasoned Marine can have a severe reaction under certain conditions. Here are just some of the things that could contribute to a stress reaction, alone or in combination:

- inexperience with the stressful experiences (combat, casualties)
- isolation (being new to a unit, feeling out of touch with the veterans)
- sleep deprivation
- ongoing exposure to danger
- dehydration
- overwork
- sense of helplessness from being pinned down by enemy fire with no room to maneuver or inability to return fire
- killing the enemy or civilians at close range, especially under unusual circumstances (accidentally or when they were trying to surrender)
- the sight and smell of dead bodies, especially close friends
- being shot at by people you think you are helping
- accidental deaths (such as friendly fire by you or someone else)
- being in charge of prisoners of war, especially if atrocities are observed, condoned, or performed
- noise, a blast, or vibration (especially intensive enemy attacks)
- being cold, wet, or without a shower for an extended period
- trouble or bad news from home (even good news if uncertainty is involved, such as a new baby coming soon)
- lack of information, leading to exaggerated fears and loss of perspective

Modern warfare may add some other factors, such as:

- continuous operations made possible by all-weather, day and night equipment
- not knowing where or who the enemy is, as with suicide bombings
- knowing that the war is a subject of debate back home
- having rules of engagement that do not allow you to return fire in some circumstances (leading to greater feelings of helplessness)
- enemy use of new, unexpected tactics for which you are unprepared

Psychological Effects Related to Toxic Environmental Exposures

In addition to the expected combat threats to life and limb, leaders must be aware of the concerns related to explosives; the intentional or unintentional release of toxic industrial chemicals into the atmosphere, soil, and water; as well as the “typical” harsh environmental conditions of desert and mountain warfare—all of these factors can have a cumulative effect on the physical and mental readiness of Marines and Sailors. Exposure to numerous and various elements of the environment (dust, the smoke of burn pits, polluted streams, and industrial, medical, and human waste) in the harsh setting of combat can generate additional concern and anxiety. These “environmental

exposure concerns” can cause stress on family members as they learn about such threats (real or perceived) and worry about the health of their loved ones. Bottom Line—do not minimize these concerns. Recognize them as realistic, discuss them, and encourage your personnel (and their family members) to seek help if needed. In addition, Veteran’s Affairs has a website titled *Chemical, Radiation, Physical and Environmental Hazards during Military Service; Possible Health-related Concerns* which can be found at www.publichealth.va.gov/exposures/index.asp. Becoming informed is the best way to alleviate stress related to potential toxic environmental exposures.

How You Can Help Yourself and the People Around You

Operational Stress Control and Readiness (OSCAR)

A leader based program of NCOs, SNCOs, and Officer teams supported by medical and religious ministry personnel to assist the commander in building unit strength, resilience, and readiness, as well as keep Marines in the fight. OSCAR teams provide assistance from prevention, through early intervention and treatment by using the Five Core Leader Functions (SMITR). They are trained to be available across the MAGTF.

The Five Core Leader Functions (SMITR) for Combat and Operational Stress Control (COSC)

- 1) Strengthen
- 2) Mitigate
- 3) Identify
- 4) Treat
- 5) Reintegrate

While there is no certain, guaranteed way to protect yourself from the cumulative stress that can cause a stress reaction, there are things you can do to help yourself or others in stressful circumstances:

1) Strengthen

- Build mental, physical, social and spiritual strength. Examples include:
- Build toughness
- Create confidence
- Inoculate to extreme stress
- Forewarn
- Foster unit cohesion
- Foster family readiness
- Promote effective coping

2) Mitigate (Yellow/Orange Zones)

- Remove unnecessary stressors
- Ensure adequate sleep and rest
- Learn stress management techniques such as (tactical breathing)
- Peer support
- After-Action Reviews (AARs) in small units

How to Mitigate Stress Reactions

- Get more sleep and rest
- Work out regularly
- Practice a way that works for you—muscle relaxation, meditation, deep breathing
- Eat right
- Spend time with people you trust
- Attend to your spiritual needs
- Resolve sources of stress and worry
- Take your mind off of worries you can't fix
- Have fun when you can
- Give yourself and others encouragement
- Control stressors you can control

After Action Reviews (AARs): A Unit Leader COSC Tool

- Conducted by small unit leaders after significant training and operational events, especially if casualties
- Atmosphere of trust and honesty
- Goals:
 - Establish common perceptions (what happened)
 - Disseminate lessons learned (why it happened)
 - Restore lost trust and confidence (why it won't happen again)
 - Discourage blame and self-blame (why it wasn't their fault)
 - Identify who may have a physical or stress injury (who needs help)
- Not group therapy
- But encourage Marines to tell their stories
- No outsiders present during discussion

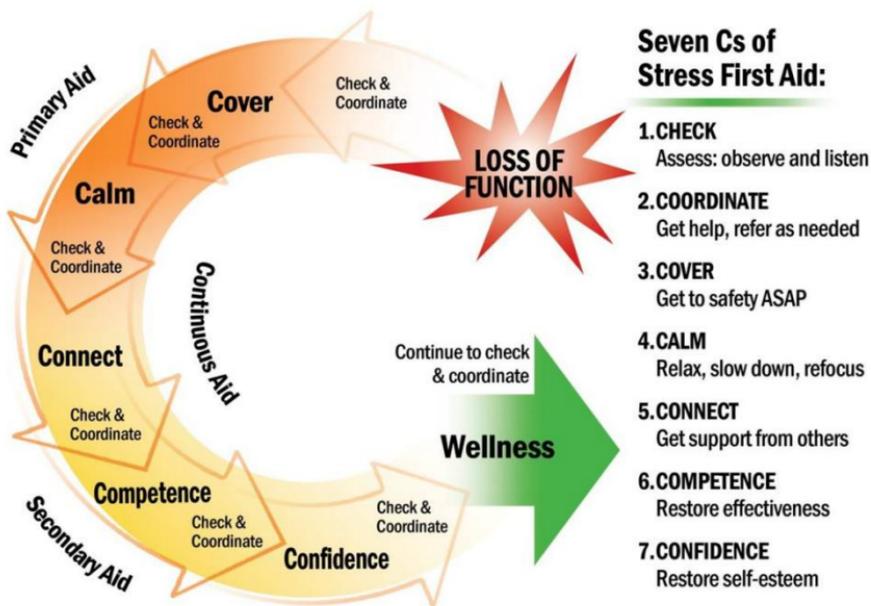
3) Identify

- Understand the Stress Continuum
- Know your Marines
- Know their stress load
- Recognize stress **reactions**, **injuries**, and **illnesses**
- Recognize lost confidence
- Recognize lost unit cohesion

4) Treat: (Orange / Red Zones)

- Take action and intervene
- Rest and Restoration (24–72 hours)
- Mentoring
- Chaplain
- Combat and Operational Stress First Aid (COSFA)
- Refer to OSCAR Team Members, Extenders (Corpsman, Religious Ministry) or Medical Professionals

Combat and Operational Stress First Aid (COSFA)



Self-Help for Stress Injuries

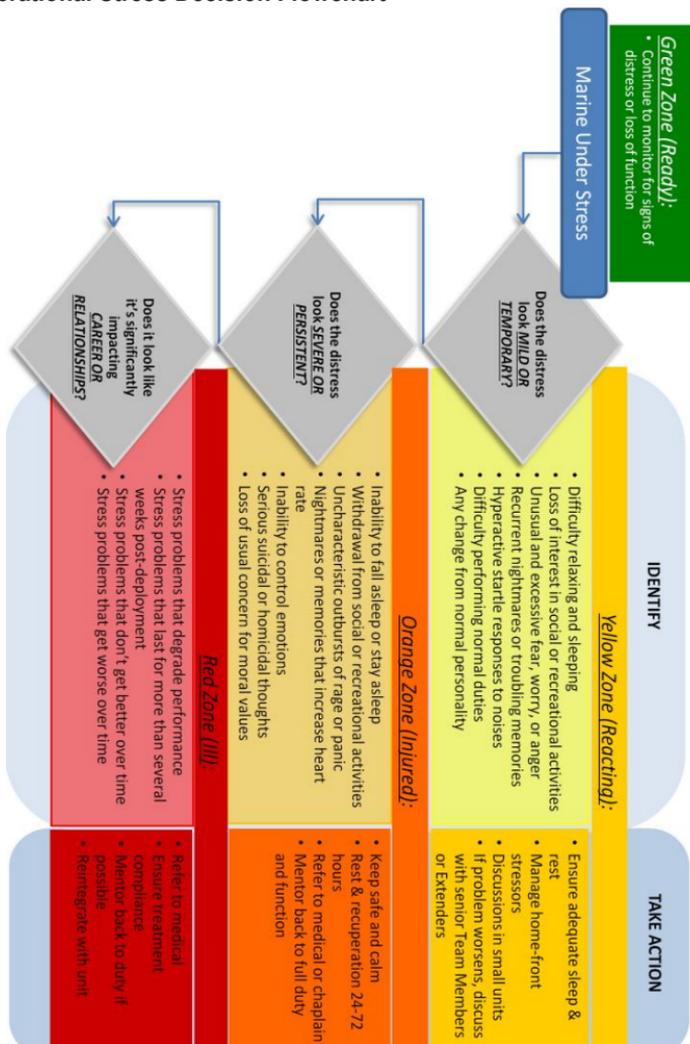
- **Get safe**—Get out of danger as soon as possible, and stay surrounded by trusted unit members (not alone)
- **Calm down, take slow deep breaths**—slow down your heart rate as soon as you can after a stress injury
- **Sleep**—often 1–2 nights sleep are enough to recover (tell the doc if you can't get to sleep or stay asleep)
- **Talk with trusted peers, leaders, or care-givers about what happened**—talking helps you make sense out of it
- **Don't blame yourself**—if you wouldn't blame another Marine or sailor for the same thing
- **Get help from a chaplain, doc, or medical officer**—if you can't stop thinking about a bad experience or symptoms don't improve
- **Don't seek revenge**—revenge will only hurt you and the honor of the Corps in the long run
- **Carry on**—continuing with life is the best way to honor the fallen

5) Reintegrate: (Yellow / Orange / Red Zones)

Fight stigma

- Expect return to full duty
- Build competence and confidence
- Don't allow retribution or harassment
- Keep active, busy, and useful
- Continuously assess fitness
- Communicate with treating professionals (both ways)
- Reintegrate with unit
- Turn stress injuries into a strength building tool; those recovering from stress injuries are a great help with those having symptoms

Combat and Operational Stress Decision Flowchart



Habits that can help you manage stress

There are certain habits or routines that can help make it easier to handle stress. For example,

- *Eat nutritious food* in moderation; avoid foods with lots of salt and sugar; reduce your intake of caffeine and alcohol, and drink plenty of water.
- *Exercise*. It can reduce stress and be an effective treatment for depression and anxiety. Walking or jogging encourages self-reflection or conversation (with a companion) and is highly stress reducing.
- *Seek out social support*. Research shows that spending time talking with friends can make you feel better and have a significant effect on your health.
- *Talk or write about your emotions and experiences*. Talking and writing about your feelings can help reduce tension and relieve stress.
- *Address your spiritual needs*. Service, sacrifice, honor, integrity, caring are strengtheners for dealing with stress. Some people find strength in some form of prayer or through discussing their concerns with a chaplain.
- *Have a sense of humor*. Sometimes humor can help you look at stressful situations from a different perspective.
- *Try tactical breathing*. Breathe in to a slow count of four, hold for a count of four, then breathe out to a slow count of four, and repeat for several minutes. This can relax both your body and mind. Techniques such as meditation and visualization can also help.
- *Positive music*. Listening to uplifting or energetic music can significantly raise mood and improve mental outlook for short and long-term improvement.
- *Listening*. Effective communication skill help minimize stress problems both for self and others.

Where to Get Help (Resources)

- OSCAR Team Members/Mentors
- OSCAR Extenders (Religious Ministry, Unit Medical to include BAS, RAS, GAS, etc.)
- Medical Treatment Facilities (hospitals and clinics)
- MLG Surgical Company forward
- Marine and Family Services or Marine Corps Community Services (MCCS) counselors
- Military OneSource www.militaryonesource.com
- Vet Centers www.va.gov/rcs
- HQMC COSC
www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MF/COSC%20Home
or www.usmc-mccs.org/cosc

Signs a Marine May Be at Risk for Suicide

One of the most difficult challenges you may face as a leader is in knowing what to do if a Marine is at risk for suicide. Don't ignore the warning signs that someone's life may be in danger. If someone in your group or workplace appears to be at risk of suicide, it is vital to get help immediately, both for the Marine and for yourself.

Warning signs:

Suicidal thoughts can occur in people of any age or background, including both high performers and those who are having work performance issues. The warning signs of suicide may include:

- **Oral or written threats of suicide.** A Marine who is thinking of suicide may say things like, "I'd be better off dead" or "I just don't see the point of going on." The person may also express feelings of hopelessness or being overwhelmed by difficulties. Always take it very seriously when someone talks about or writes notes about suicide, especially if the person has a history of suicide attempts. Never assume that the Marine "doesn't really mean it" or will "get over it" or that if they talk about it "they won't do it."
- **A preoccupation with death.** Suicidal people often talk about death more than others do. They may show an interest in an organization's death benefits or life insurance policies, or ask questions such as, "What would happen to my pension if I died?" Or they may talk about making a will, planning their funeral, or putting their affairs in order. They may also give away their prized possessions or seem not to care about things that used to be important to them.
- **Appearing to be depressed.** Most depressed people don't kill themselves, but serious depression can increase the risk of suicide. Two percent of people treated for depression as outpatients will go on to die by suicide, according to the National Strategy for Suicide Prevention. Four percent of those treated on an inpatient basis will kill themselves. And 6 percent of those who were hospitalized after a suicide attempt will die by suicide. Marines are not necessarily out of danger after they have received treatment and seem to be getting better. Some studies suggest that as depression eases, energy returns, thus increasing the chance of a suicide attempt. Research has found that people are most likely to consider or reconsider suicide 6 to 12 months after being hospitalized for depression.
- **Major changes in performance at work.** Formerly reliable Marines may have trouble meeting deadlines, finishing projects, or working as part of a team. If they have been helpful and friendly in the past, they may appear intensely negative or withdrawn. A lack of interest in life and work may also be seen. Some people may have trouble sleeping and, for this reason, may develop problems with punctuality. Depressed Marines may also begin to dress inappropriately for work, either because they don't care about their appearance or are having difficulty eating properly, so that their clothes no longer fit.
- **Reckless or other high-risk behavior.** Risky actions at work may include abusing alcohol or drugs, gambling, Internet addiction, having accidents with company cars or other property, engaging in inappropriate sexual activity during work hours, or acting in rude or threatening ways with others.

- **Increased financial concerns.** The Marine may ask for a loan or approach leaders or fellow Marines to borrow money. He or she may be constantly requesting to work overtime. In extreme cases, a Marine may have even committed company fraud or theft, thinking it was a solution, and then become highly anxious about being discovered.

What you should do:

Take action immediately if you think that someone may be at risk for suicide.

- **Talk privately to the Marine.** Find a place where no one can overhear you and you won't be interrupted. Give the Marine your full attention during the conversation. Tell the Marine that you are concerned about them both as a person and as a valuable member of your team.
- **Take the Marine's concerns seriously.** Listening carefully and sympathetically to what the Marine says is very important. Don't tell the Marine that his or her problems "could be worse" or that things "will be better soon" or that "everything will turn out just fine." Instead, offer hope that, with help, he or she can find solutions to their problems. Remember that suicide involves very deep-rooted issues and that you may not know or need to know all that is disturbing the Marine.
- **If the Marine acknowledges thinking of suicide, take immediate action.** Ask the Marine directly if they are planning on killing themselves. It is important to determine the Marine's intention in order to determine how to intervene. If the Marine says they are planning on killing themselves, they should not be left alone and some type of intervention should occur right away.

Here are three ways to intervene:

- Take the Marine to the nearest medical officer or emergency room for evaluation.
- Take the Marine to the Chaplain.
- Take the Marine to your supervisor and notify them of your concern. Ask the Marine what intervention they prefer.

If the Marine says that he/she is not planning on hurting him/herself, offer the following support:

- Let the Marine know that thoughts of suicide are usually related to problems that can be treated. Explain that most people who get treatment successfully recover. Reassure the Marine that most Marines who engage helping services do not experience negative career effects.
- Tell the Marine to contact their therapist right away if they are in treatment. Give them a private room to call the therapist.
- If the Marine is not currently receiving treatment, give them the number of the MCCS General Counseling Office, Military One Source, or the Navy behavioral health clinic. Tell the Marine that they can speak confidentially to a counselor who has experience in helping with the kind of concerns they are having. Or ask the Marine if you can make the call for them and tell the consultant the reason for the call. If the Marine agrees, call the consultant. Then give the phone to the Marine. Leave the room so the Marine has privacy.

- You might also remind the Marine that they can also call 911 or 800-273-TALK (8255), the national suicide life line. This line also helps people who are dealing with crises that do not involve suicide.
- **Get immediate assistance if the situation is urgent.** In rare cases, a Marine may become agitated or highly anxious and you may feel that you need additional assistance. You can confidentially ask fellow Marines for help. If you have an on-site medical department, it can also be a resource.
- **Protect the Marine's privacy at work.** Keep in mind that questions of privacy may involve legal or other issues that go beyond your work relationship with the Marine. If you have questions, request guidance from your chain of command.
- **Ask the Marine if any of their difficulties are work-related.** If so, offer support in finding solutions. Keep in mind that your Marine may have legitimate concerns about work. For example, he or she may feel overwhelmed by workload. Or he or she may have overestimated the importance of a casual comment during a meeting or in a performance evaluation. Avoid giving reassurances that may not be realistic. If you make promises you can't keep, your Marine may feel a sense of betrayal and an even greater sense of depression.
- **Avoid asking about personal concerns.** If your Marine brings up private concerns, listen carefully, but don't offer advice. Suggest that they get professional help. You might say, "I am concerned about you and I want to connect you with a trained professional who can assist you with these issues." Then give the Marine the number of a consultant.
- **Never promise confidentiality to someone who may be close to suicide.** If there is a serious risk of suicide, you may need to involve others to help the Marine. Instead, tell him or her what you *can* do. For example, you might say you won't discuss his or her concerns with co-workers but will talk about it only on a confidential, need-to-know basis with your chain of command.
- **Follow up.** After your conversation, continue to offer support to the Marine. Remind him or her that you value their contributions. Follow up to make sure they have contacted a mental health professional, and that they are getting the help they need.
- **Remind the Marine of other information and resources that may be helpful.** For example, be sure the Marine is aware of resources available through your organization's EAP or work-life program, including help with care giving, debt, child care, legal issues, marital issues, and other concerns.

Remember that help is available

If a member of your team is thinking of suicide, get help quickly both for the Marine and for yourself. Don't make a decision on your own about the best way to help. Someone who is very troubled may be in need of more help than you can give.

- **Talk to your leaders.** Remember that you and your leaders share responsibility for the well-being of Marines. Be sure to let your leader know if you believe that others are also aware that the Marine may be at risk for suicide. Talk about how to handle the situation if other Marines bring up the subject with you.
- **Contact the chaplain, medical officer, MCCS General Counseling, or Navy behavioral health clinic.** Find out what else, if anything, you need to do to help

the Marine and other members of your group. It can be extremely troubling to realize that a member of your team may be thinking of suicide. But it is vital to remember that suicide has complex causes and that you alone cannot “save” or solve the problems of someone who is feeling great pain. Your job as a leader is to show that you care and want to help with any difficulties that are contributing to the problem. This includes making sure that your Marine knows about sources of support that are available to him or her. It is essential to act promptly so that your Marine gets the immediate help he or she needs.

Drug/Alcohol Abuse: Warning Signs

If you are concerned that you may have a drug or alcohol problem, it's important to know what the warning signs of substance abuse are. It's also important to find out what kinds of help are available. Left untreated, drug and alcohol abuse can have serious consequences, including significant health problems and damage to relationships with family members and others. With professional help, these kinds of problems can be limited or avoided. The following information isn't meant to take the place of a formal drug or alcohol assessment, but it will help you decide whether you need outside help. Although this information is written primarily for people who are concerned about their own alcohol or drug use, it can also help if you are concerned about a family member or friend's alcohol or drug use.

A problem for all kinds of people: If you are concerned that you may have an alcohol or drug abuse problem, you aren't alone. Substance abuse affects all kinds of people, from pre-teens to the elderly, in every income level and occupation. But alcohol and drug abuse are treatable, and there are more options available today than ever before.

Warning signs: If you answer yes to any of the following questions, you could have a drug or alcohol abuse problem and may benefit from outside help:

- Do you think often about using drugs or alcohol?
- Have friends, family members, or your employer expressed concerns about your use of drugs or alcohol?
- Has your use of alcohol or drugs had a negative effect on any of the following areas of your life?
 - Relationships with family members and others
 - Your work/your physical health
 - Your mental health
 - Your recreational activities
 - Your finances (from the expense of purchasing alcohol or drugs and from diminished ability to work)
 - Your legal situation (including charges of driving under the influence of drugs or alcohol)
- Do you or others notice a significant change in your personality when you are using drugs or alcohol? Do you become extremely sad or extremely happy, or not care what is happening in your life?
- Does your behavior change in other ways when you are using drugs or alcohol?

- Do you embarrass yourself or others? Do you become aggressive or violent toward yourself or others? Do you withdraw from other people? Do you miss work regularly? Have you driven a vehicle while under the influence of drugs or alcohol?
- Do you seek out activities that will include drug and alcohol use?
- Is it hard for you to stop drinking or drugging once you start?
- Do you ever have trouble remembering periods of time when you've been drinking?

Other indications: In addition to the kinds of personality and behavior changes described above, a person who is abusing alcohol or drugs may experience symptoms that interfere with daily functioning. In the case of alcohol or other depressants like opiates or benzodiazepines, symptoms might include drowsiness, slurred speech, and loss of coordination. In the case of stimulants like cocaine and amphetamines, symptoms might include insomnia and appetite loss. (It is important to keep in mind, however, that symptoms like these do not necessarily indicate drug or alcohol abuse. They can be caused by wide range of health problems, including strokes and neurological diseases, or by depression.)

The importance of getting help: Alcoholism and drug addiction are progressive diseases. The long-term health consequences can be devastating. Untreated alcoholism can lead to conditions like cirrhosis of the liver, increased cancer risk, heart disease, and damage to the brain. Continued drug abuse can lead (depending on the drug used) to respiratory problems, mental health problems, and risks of death from overdose. Continued drug or alcohol abuse can also result in serious family conflicts, loss of friendships, chronic feelings of guilt, loss of self-esteem, financial problems, and problems at work.

Treatment options: Although some people with alcohol or drug problems are able to stop using alcohol or drugs for a while, most need professional or twelve-step help to recover. Many kinds of help are available. The treatment option most appropriate for you will depend on where you live, the seriousness of the problem, and your own individual circumstances. Treatment options fall generally into the following categories:

- *Educational classes* to learn about abuse and addiction
- *Support programs*, like Alcoholics Anonymous and Narcotics Anonymous
- *Detox programs*, where a person's medical condition can be monitored
- *Outpatient treatment programs*
- *In-patient programs*, also called residential programs
- *Combination in-patient outpatient programs*
- *Halfway houses*, which provide longer-term support

Formal assessments: Most treatment begins with a "formal assessment" of a drug or alcohol problem. This is an evaluation to determine the severity of the problem and the best course of treatment. This is a face-to-face assessment usually performed by a chemical dependency counselor or a mental health professional with training in substance abuse or addiction. It can be performed at a treatment program or by a

qualified professional, who, after the assessment is completed, can make a referral to an appropriate treatment program.

Getting help: If you, like many other people, are concerned that you or someone you know may have a drug or alcohol problem, you have taken an important first step by starting to educate yourself about warning signs and treatment. You can obtain more help, including referrals to treatment programs, by talking with your medical provider or religious adviser, a professional addiction counselor, a local chapter of Narcotics Anonymous (www.na.org) or Alcoholics Anonymous (www.aa.org), or your employee assistance program (EAP), if available.

Semper Fit Programs

Semper Fit's mission is to sustain and enhance Operational readiness and improve the quality of life for Marines and their families. Semper Fit provides their families with premier programs that set the standard in promoting optimal health, quality of life, and operational readiness. These services are available to all active duty Marines and their families.

Recreation Programs include:

- Outdoor Recreation-Gear Issue and Programs
- Aquatics Programs and Facilities
- Parks and Pavilion Facilities, and Skate Parks
- Camping and RV sites
- Marinas, Beaches and Lakes
- Horse Stables and Programs
- Recreation Centers (Community and Single Marine Program)
- Wood Hobby Shops, Arts and Crafts, Pottery, and Framing
- Auto Skills
- Golf Courses
- Bowling Centers
- Information, Travel, and Tours – ticket sales
- Movie Theaters
- Base Varsity (Community) level sports to provide a higher level of competition between other Marine Corps Bases locally. Other base level programs may include cycling clubs, running programs, and other expanded sport functions unique to that individual base.

Athletic Programs include:

- Base level Intramural Sports to include, but not limited to softball, flag football, soccer, volleyball, basketball, racquetball, tennis, and many other team and individual sports.
- Athletes with more exceptional skills may apply for various All-Marine Corps teams. The All-Marine Program prepares Marine athletes to advance to the Armed Forces Championships and the International Military Sports Council (CISM) Championships. CISM Championships are military championships

between other participating countries. Every four years, the International Military Sports Council holds a Military World games, similar to that of the Olympics, but exclusively for military athletes.

Fitness Programs include:

- State of the Art Facilities and Equipment
- Certified Personal Trainers and Clinical Exercise Specialists
- Group Exercise Conditioning and Classes
- Special Fitness Activities and Events
- Health Promotion Programs include:
- Wellness Centers with Education Materials
- Classes and Seminars
- Consultations

Ten Tips for Living within Your Means

Whatever your income or family situation, you probably have some issues with money. Below you'll find 10 quick tips for getting control of your money and living within your means.

- 1.** Make a personal budget and stick to it. Track your spending for two weeks to find out what your true expenses are as well as your monthly and yearly expenses, such as rent or mortgage payments, car insurance and payments, taxes, groceries, clothing, entertainment, and child care costs.
- 2.** Think about your financial goals. Do you need to save for a child's college education? Pay off student loans? Buy a home? Would you like to decrease your debt? Increase your retirement savings? Figure out what your most important financial goals are.
- 3.** Pay attention to your financial habits and think of ways to overcome habits that are costing you too much. Do you buy yourself treats when you're feeling bad? Do you spend money to reward yourself?
- 4.** Cut back to no more than three major credit cards. Cancel accounts that don't offer competitive interest rates or that offer perks you don't need.
- 5.** Call your credit card companies and ask for a lower interest rate. Many companies will lower rates to keep your business.
- 6.** Always pay your credit card bills on time and pay more than the minimum required.
- 7.** Shop around for the best telephone and wireless rates and programs.
- 8.** Cut back on the number of times you eat out each week. Bring your lunch to work.
- 9.** Avoid impulse buys. If you see something you "have to have," wait 24 hours before buying it. You may find out that you don't really have to have it after all. Or, avoid shopping altogether. Find other activities that you enjoy that don't include retail stores.
- 10.** Talk openly about finances with your family. Talk about your financial goals and come up with ideas together about how you can reduce expenses and increase savings.

Four Steps to Reduce Your Debt

1. Admit that you have a problem and commit yourself to fixing it. Only you can solve your debt problems, and it will take commitment. The first step in reducing debt is to make that commitment and decide that it's worth the effort. Some find it helpful to talk with a financial counselor or attend a meeting of others with debt problems. Finding other people who understand your problem can be a huge relief if you've been shouldering this worry yourself.

2. Stop debt spending. Take your credit cards, store cards, and gas cards out of your wallet and put them in a drawer at home. Pay in cash, write a check, or use a debit or ATM card. If you're still tempted to use the credit cards, cut them up. Also cancel the credit reserve or overdraft features on your checking account.

3. Track your spending and make a spending plan. Most people don't know how they spend their money, so they don't know how to control their spending. Tracking your spending will push you to pay more attention to where our money is going.

- *Track your cash spending.* Write down every bit of cash you spend and what you spend it on for one week.
- *Track the checks you write and payments you make with debit or ATM cards.* Every time you write a check, write down the number of the check. Every time you pay with your debit or ATM card, write the amount in your checkbook register.
- *Make a monthly spending record.* Track your spending by week to help you get a general sense of your spending habits.
- *Make a plan to cut your spending.* It's usually the casual spending on meals out, music, movies, and other "impulse" extras that have to be trimmed to make a manageable spending plan.

4. Pay down your debts month by month. Pay them off one by one. Make a list of all the debt payments you make each month. Choose one of your debts to pay off first—either the one with the highest interest or the lowest balance. Use the money you're saving by cutting spending (step 3) to pay more toward this debt each month, while keeping up the payments on your other debts. When the first debt is paid off, move on to the next one.

The Personal Financial Management Program (PFMP)

The program provides financial education, training, counseling, information and referral in the following areas:

Financial Planning Money Management

- Goal Setting, Budgeting and Cash Management
- Transitional Challenges and Pay/Allowances
- Family Subsistence Supplemental Allowance (FSSA)

Investment Planning

- Use of Credit and Debt
- Thrift Savings Plan (TSP) and Major Purchase Planning
- Roth IRA, Traditional IRA
- Government Savings Bonds

Retirement and Estate Planning

- Consumer Benefits and Rights Entitlements and Benefits

- Retirement Planning, REDUX
- Veterans' Benefits

Useful Web Sites

- Financial Planning; Consumer Services and Rights: www.humtech.com/Marines/Financial; www.consumer.gov
- Goal Setting Tools; Transitional Financial Challenges: www.money2000.org; www.ivillagemoneylife.com
- Pay and Allowances; Lifeline2000: www.dfas.mil; www.lifelines2000.org
- Savings and Investing; Entitlement and Benefits: www.credit.org; www.defenselink.mil/
- Use of Credit and Debt; Kids' Money: www.credit.org; www.usmint.gov/kids
- Income Tax Preparation and Planning; Savings Bank: www.taxsites.com; www.savingsbond.gov
- IRS; TSP: www.IRS.gov; www.tsp.gov

PFMP Program: www.usmcmccs.org/perssvc/mobility/pfmp/index.cfm.

Instructions for Completing Your Financial Management Plan

Step 1: Monthly Net Income After Deductions

- Fill in the amount of MONTHLY income (what you actually bring home in your paycheck after all deductions are taken out). If you are paid weekly, multiply your paycheck amount by four; if paid every two weeks, multiply your paycheck by two. If your monthly income varies, try to determine a monthly average.
- Fill in the MONTHLY take home income for any other person(s) who contribute to the household income.
- If you or your spouse/partner receives money from child support or alimony enter that amount.
- List any additional money you receive on a consistent basis, such as from part-time job, interest on investments, etc.
 - Payroll savings applies only to a savings account that you have money automatically put into each month by payroll deduction and that you can withdraw at any time without penalty.
 - Add up all of these items to get your Total Monthly Net Income. This is the total amount of money you have to work with.
- Pre-tax Retirement Savings are the monthly amounts you and your spouse/partner contribute to a 401k or other employer retirement plan. This amount is not to be included as part of the Monthly Net Income total.

Step 2: Monthly Basic Expenses

These items are the expenses you must pay every month just to maintain your household. Items such as rent/mortgage, utilities, and groceries, will always be part of your plan. Some expenses such as groceries may vary from week to week. To even out the amounts of the expenses for easier planning, we will use average monthly numbers.

There are some items, which are due on a non-monthly basis (once a quarter or yearly expenses, such as car insurance and vacations). For these non-monthly bills, take the total amount spent in a year and divide by 12 months to determine a monthly

estimated amount. Such non-monthly expenses are called SAVE items because you need to save up for them. Put a check in the box beside all SAVE items. Other items such as utilities may vary with the time of the year.

Skip items that do not apply to you and go on to the next item. Also, skip any items which are automatically deducted from your paycheck before you get it because they are already accounted for in your plan. List any small expense items not included in the Basic Expenses list such as newspapers, magazine subscriptions, and incidentals in the “miscellaneous” lines provided. The more accurate you can be with your expenses, the more realistic your planning information will be. You may want to look back in your checkbook for actual amounts spent over the last month or two. When you have filled in all these amounts, add them up and enter the total in the Total Monthly Basic Expenses line. Make a separate tally of all the checked SAVE items and place this total on last line in the Summary section of the form. This total indicates the amount of money you need to “Save” each month in order to be prepared for your non-monthly expenses.

Step 3: Outstanding Debt

Under the OUTSTANDING DEBT section, list all your past due amounts and debts such as credit cards, bank loans, consolidation loans, student loans, taxes owed (either state or federal), unpaid medical expenses and any other debts you owe. First list any past due amounts to Mortgage/Rent, Utilities (list each separately), and Car payments, plus any arranged payment amounts for each. Then list all your creditors by name in the “Creditor Name” column. Put the interest rate charged for each debt in the “Interest Rate” column; enter the total amount owed to each in the “Account Balance” column, and the minimum amount of the monthly payment requested in the “Monthly Payment” column.

Once finished, add each of the “Account Balance” & “Monthly Payment” columns separately and enter the amounts on the Total Outstanding Debt line at the bottom. These two totals will tell you the total amount owed to all your creditors, and the total minimum amounts you need to pay to creditors each month.

Step 4: Summary

- Transfer the amounts from each of the “Total” lines and columns to the corresponding line in the Summary box.
- Subtract the Monthly Basic Expenses from the Monthly Net Income to determine the Money Available to Pay Debt amount. If this amount is negative, it indicates the amount you are short each month in trying to pay your Monthly Basic Expenses.
- Subtract Monthly Debt Payments Required from the Money Available to Pay Debt to determine the Target or Discretionary Amount. This amount indicates the amount of money you have left over (Discretionary) after you pay your entire monthly expenses and monthly debt payment. If this amount is a negative, it indicates the amount of money you are short each month (Target figure).

Monthly Net Income After Deductions		
A. Your Income _____		
B. Other Person's Income _____		
C. Support/Alimony _____		
D. From Other Source _____		
E. Payroll Saving (auto dep.) _____		
F. Total Monthly Net Income _____		
Pre-tax retirement savings = _____		
2nd Mortgage/Equity Loan		
Market Value _____		
Mortgage Balance _____		
2nd Mort. Balance _____		
= Equity _____		
Property Tax/ Association Fees		
Home Maintenance		
Heat/Fuel		
Electricity		
Phone – Basic		
Phone – Long Distance		
Cellular/Pager/Internet		
Water/Sewage		
Trash		
Groceries/Household Goods		
Meals Out/Lunches		
Child Care		
Child Support		
Vehicle Pmt/Lease Loan Bal. = _____		
Vehicle Pmt/Lease Loan Bal. = _____		
Gasoline		
Car Maintenance		
Car Insurance		
Public Transportation/Parking/Tolls		
Home Owner's/Renter's Insurance		
Life Insurance (outside of work)		
Medical Expenses (out of pocket)		
Dental/Vision Expense (out of pocket)		
Laundry/Dry Cleaning		
Clothing		
Cable/Satellite		
Entertainment/Hobbies		
Gaming (lottery, casino, etc.)		
Tobacco		
Alcohol		
Drugs/Prescriptions		

Gifts/Major/Other		
Contributions/Donations		
Health & Beauty		
Pet/Veterinarian		
License/Dues		
Vacation/Travel		
Lessons/Tuition		
Kids Allowance		
Health Club		
Emergency Fund		
Miscellaneous		
Total Monthly Expenses		

Past Due Basic Expense	Amount	Payment
Past Due Mortgage/Rent		
Past Due 2nd Mortg/Equity loan		
Past Due Utility #1		
Past Due Utility #2		
Past Due Vehicle Pmt #1		
Past Due Vehicle Pmt #2		
Total Past Due		

Credit Card & Unsecured Loan Debt			
Creditor Name	Interest Rate	Account Balance	Monthly Payment

**Important to try to pay considerably more than the minimum			
Total Creditor	Average % Rate	Total Acct. Balance	Total Payments

Summary
1. Monthly Net Income _____
2. Monthly Basic Expense (-) _____
3. Money available to pay debt _____
4. Past due expenses (-) _____
5. Monthly creditor pmts required (-) _____
6. Target/discretionary amount _____
7. Total outstanding debt _____
8. Total of saved items* _____

*Saved item(s) may need special savings plans for non-monthly bills.

Defense Enrollment Eligibility System (DEERS)

DEERS is the Defense Enrollment Eligibility Reporting System. It is the an automated information system designed to maintain timely and accurate information on service members and dependents who are eligible for military benefits and entitlements, and to detect and prevent fraud and abuse in the distribution of these benefits and entitlements. Updating information in DEERS is key to maintaining eligibility for TRICARE and other military benefits. DEERS should be updated anytime a service member moves, changes status, gets married or divorced, has an additional dependent, etc. In other words, any change that would affect benefits and entitlements for the member and his or her dependents should be recorded in DEERS. Additionally, DEERS information should be reviewed for accuracy once a year.

There are several ways to update DEERS information.

- (1)** A request to add, delete or change information can be initiated with a request through your nearest military personnel office.
- (2)** DEERS Support Office toll-free telephone number:
 - (800) 527-5602 – Alaska/Hawaii
 - (800) 334-4162 – California
 - (800) 538-9552 – All Other States

(Note: the best time to call the DEERS Support Office in order to avoid delays is between 0600-1500, pacific time.)

(3) DEERS web site: www.TRICARE.osd.mil/DEERSAddress

(4) Changes can also be faxed to (831) 655-8317

(5) Sending an e-mail to addrifo@osd.pentagon.mil is another easy option

(6) Mail to the following address

DEERS Support Office
ATTN: COA, 400 Gigling Road
Seaside, CA 93955-6771

Newly Married Checklist

- 1.** Obtain an “original certified copy” of your marriage certificate from the county/parish where your marriage took place.
- 2.** Obtain a military ID card for your spouse. You will need the DD Form 1172 and your marriage certificate.
- 3.** Enroll your spouse in the Defense Eligibility Enrollment Reporting System (DEERS).
- 4.** Enroll your spouse in a TRICARE medical plan so they are eligible for medical benefits.
- 5.** Enroll your spouse in the United Concordia dental plan.
- 6.** Update your Servicemember’s Group Life Insurance (SGLI) and any other life insurance policies.
- 7.** Update auto insurance policies.
- 8.** If in a deployable status, set up an allotment for your spouse.
- 9.** Change Federal and State income tax withholding statement (IRS W-4 Forms).
- 10.** Housing—If spouse will be living with sponsor at command, apply for base housing or ask for a list of off base referrals.
- 11.** Banking—If desired, change bank accounts to joint status.
- 12.** If spouse’s name changes, contact the Social Security Office to receive a new Social Security Card or visit www.ssa.gov or call 1-800-772-1213.
- 13.** Obtain and/or attend the current “Welcome Aboard Brief” to learn valuable information about the base and its resources.
- 14.** Attend the current Lifestyles, Insights, Networking, Knowledge and Skills session (LINKS) which will provide valuable information about the Marine Corps and other base resources.
- 15.** For employment opportunities for your spouse, check with the Career Resource Management Center at Marine Corps Community Services (MCCS).
- 16.** Check the local MCCS Center. They offer assisted guidance on Information and Referral, Relocation Assistance Program, New Parent Support Program, Financial Counseling, Exceptional Family Member Program, Transition Assistance Program, Marriage and Family Counseling, and more.

Leader's Guide for Prevention of Family Violence

Family Advocacy Program

Marines believe in respect of themselves and others. Family violence or neglect conflicts with this belief, detracts from military performance, negatively impacts the efficient functioning and morale of military units, and diminishes the reputation and prestige of the Marine Corps. The fewer Marines involved in family violence, the less time all levels of command have to spend on investigations, measures to protect victims, rehabilitation programs for offenders that result in time away from work, and other subsequent actions. More Marines will be mission ready and unit performance will be enhanced by reducing family violence. The Family Advocacy Program (FAP) supports commands and the mission of the Marine Corps by working in partnership with commanders to prevent and intervene in family violence.

Domestic Violence Definition

*An offense under the United States Code, the Uniform Code of Military Justice, or state law that involves the use, attempted use, or threatened use of force or violence against a person of the opposite sex, who is:

- A current or former spouse
- A person with whom the abuser shares a child in common
- A current or former intimate partner with whom the abuser shares or has shared a common domicile.

USMC Policy on Family Violence

- All suspected abuse must be properly reported (see Reporting Procedures).
- Safety of the victim and at-risk family members, must be priority. Be aware of the risks intervention may pose.
- Offenders must be held accountable.

Family violence and sexual assault are:

- Crimes, and are no less important than other crime
- Incompatible with professional and personal excellence required in the Marine Corps
- Antithetical to Corps Mission and Core Values

Why family violence occurs

The abuser may believe that family members should be subordinates and any means to maintain control over them is justified.

Family violence is learned behavior

It may stem from surrounding cultures and social norms, and many times from childhood experiences. It is reinforced by an institutional and social environment that all too often does not respond to incidents of violence.

- it may stem from surrounding cultures and social norms
- it can be learned through childhood experiences
- it is reinforced by an institutional and social environment that all too often does not respond to incidents of violence

Contributing factors to family violence

Factors such as stress, anger, job pressures, personal problems, behavior of the victim or mental illness can contribute to family violence.

Leader's Responsibilities

Know the following facts:

- Indicators of abuse, e.g., frequent and or unexpected injuries (facial bruises, marks on the neck, arms or legs), inconsistent or suspicious explanations for injury, fearfulness of victim toward abuser, changes in appropriate behavior, depression or anxiety, verbal abuse of victim in public, excessive jealousy.
- Dynamics of abuse and techniques of control, including financial.
- Impact of command action on victim safety.
- Local resources to assist victims, particularly child protective services, family violence shelters and rape crisis centers.
- Establish a climate that supports prevention and makes clear that family violence, rape and sexual assault are unacceptable behaviors.
- Make victim safety a high priority.
- Report all suspected abuse.
- Ensure that the service member reports to the Family Advocacy Program (FAP) office for an assessment.
- Provide a representative at all Incident Determination Committee (IDC) meetings who have received Case Review Committee training from the Family Advocacy Program. The commanding officer has sole authority to establish the disposition for a member of the command.

Optimal measures to protect the victim: Spousal Abuse

- Call law enforcement in high-risk situations
- Keep parties separate until risk assessment is completed
- Issue Military Protective Order (MPO)
- Assist victim in obtaining medical treatment
- Assist victim in obtaining Victim Advocacy, shelter, and other services, as desired
- Report suspected abuse to your local FAP office.
- At duty stations without a local FAP office, report suspected abuse to the unit designated Family Advocacy Program.

Child Abuse and Neglect

- Take measures to protect the victim, including calling police in high-risk situations.
- Issue Child Removal Order (CRO).
- Report suspected abuse to your local FAP office.
- At duty station without a FAP office, report suspected abuse to the local Child Protective Services (CPS) agency, and the unit designated Family Advocacy Program Officer (FAPO).

Coordinated Community Response (CCR)

The Marine Corps established a CCR for family violence as a way of bringing together all of the critical responders to the Family Advocacy Program. The CCR is a Command managed interdisciplinary approach that formalizes policies and procedures through an Incident Determination Committee (IDC).

Incident Determination Committee (IDC)

IDC is a multi-disciplinary team of service providers and professionals, who are directly involved with individual cases of abuse and neglect.

The IDC is charged with:

- reviewing all reported incidents of abuse
- determining case status
- recommending disposition of the case to the commander

Members of the IDC

- FAP Manager (FAPM)—the chairperson votes only in case of a tie
- The installation Chief of Staff
- A Judge Advocate (JA)
- Provost Marshall's Office (PMO)
- Naval Criminal Investigative Service (NCIS)
- Installation SgtMaj
- Child Protective Services (CPS) representative for child abuse cases.

Command Roles in Intervention

The command must reinforce: family violence is unacceptable and must be reported.

- Reporting is mandatory.
- If in doubt, contact the local FAP office.
- All members of the unit are aware of the indicators of family violence and know their responsibilities.
- Victims must be protected and their integrity and autonomy respected.
- Pay close attention to safety recommendations.
- Ensure victim is aware of safety measures taken.
- Provide copies of the Military Protective Order (MPO) and Child Removal Order (CRO) to: the victim, PMO, FAPO, FAPM, the offender
- Offenders will be held accountable.
- Self reporting is given positive consideration.
- When possible, the offender should not receive PCS orders or on a long-term deployment until after mandated rehabilitation is complete.

Transitional Compensation for Abused Family Members (TCAFM)

Transitional Compensation is a congressionally authorized Program available to family members of service members who are separated from the Marine Corps due to domestic violence. Transitional Compensation provides monetary compensation and ID card benefits and privileges for 12-36 months, depending on the former Marine's

EAS date. Contact the MCCS Family Advocacy Program for further information and assistance. Information is also available at www.usmc-mccs.org.

Prevention

The resources and services offered by MCCS are another tool the commander has to insure that all Marines are mission ready.

MCCS conducts classes, workshops and seminars on the following subjects:

- Marriage skills
- Prevention & Relationship Enhancement (PREP)
- Parenting (*see below)
- Parenting for teens
- Stress management
- Anger management
- Financial management
- Woman's support groups
- Building self-esteem
- Resolving conflict

The New Parent Support Program (NPSP)

Provides support services to Marine Corps families who are expecting or have a child under the age of six.

The NPSP Support includes:

- Helping parents prepare for a new baby's arrival.
- Helping new parents deal with the challenges of parenting infants and young children.
- Addressing the concerns of new parents in the privacy of their home.
- Setting up local support groups.
- Providing a list of appropriate community agencies.
- Setting up home visits by an RN before birth, after delivery, and home postpartum.
- Understanding the demands of military life.
- Providing tips on effective communication.
- Helping single military parents with their needs.

Marine Corps Family Team Building

Additional prevention referral resources can be sought through the following networks:

- Key Volunteers Network (KVN)
- Lifestyles, Insight, Networking, Knowledge and Skills (LINKS)
- Spouses' Leadership Seminar
- Prevention and Relationship Enhancement (PREP)
- Chaplain's Religious Enrichment Development Operation (CREDO)

Contact the MCCS Marine Corps Family Team Building Program for further information and assistance.

Rape & Sexual Assault Definition

Sexual abuse is defined as, but not limited to rape, voyeurism, exhibitionism, fondling, oral stimulation, penetration by digit or object, vaginal or anal intercourse, sexual exploitation or forced involvement with pornographic activities. Sexual activity by an adult with a minor is ALWAYS sexual abuse. Claims of provocation (e.g., in the form of clothing, mannerisms, flirting, being at an unsuitable place, not saying "NO," or appearing older than the actual age) do not negate or minimize the fact of sexual abuse.

The symptoms of sexual abuse include:

- Difficulty walking or sitting
- Torn, stained or bloody underclothing
- Pain or itching in genital area
- Infections in the genital area or sexually transmitted diseases
- Unusual behavior such as:
 - unwillingness to change for gym
 - unwillingness to participate in physical education classes
 - withdrawal/fantasy/infantile behavior
 - bizarre/sophisticated/unusual sexual
 - poor peer relationships
 - delinquency or running away
 - reports of sexual assault
 - poor self-esteem
 - fear/phobia of adults
 - distortion of body images
 - general feelings of shame/guilt
 - sudden deterioration in academic performance
 - suicidal feelings or behavior
- Regressive behavior
- Sexually abused sibling

Rape and sexual assault are serious and violent criminal acts. Accordingly, Commanders will insure that victims of these crimes get treated with respect and dignity, and in such a manner that their privacy is maintained to the maximum extent possible. Victims of rape, sexual assault and abuse should be directed to FAP for counseling and assistance.

FAP "umbrella" of treatment and assistance includes:

- All juvenile victims of abuse (sexual, physical or verbal) and neglect.
- All adult victims of spousal abuse.
- All adult victims of rape and sexual assault regardless of whether the offense was or was not committed by a family member.

Operational Risk Management (ORM)

MCO 3500.27 and OPNAVINST 3500.39

Five-Step Process

1. Identify the Hazards
2. Asses the Hazards
3. Make risk decisions
4. Implement controls
5. Supervise (Watch for Change)

Four Principles of ORM

1. Accept risk when benefits outweigh the cost.
2. Accept no unnecessary risks.
3. Anticipate and manage risk by planning.
4. Make risk decisions at the correct level.

Risk Matrix

S E V E R E I T Y	Probability of Occurrence				
		A	B	C	D
I	1	1	2	3	
II	1	2	3	4	
III	2	3	4	5	
IV	3	4	5	5	

Hazard Probability Categories

- A. Likely to occur immediately or within a short time.
- B. Probably will occur in time.
- C. May occur in time.
- D. Unlikely to occur.

Hazard Severity Categories

- I. May cause death, loss of facility /asset.
- II. May cause severe injury, illness, and property damage.
- III. May cause minor injury, illness, and property damage.
- IV. Minimal threat.

Risk Assessment Code (RAC)

1. CRITICAL
2. SERIOUS
3. MODERATE
4. MINOR
5. NEGLIGIBLE

Motorcycle Safety

Personnel who elect to ride a motorcycle accept a higher level of risk since their mishaps unfortunately result in severe personal injuries and many more days away from work. The DoD and the Marine Corps have specific equipment, training and licensing requirements for these personal motor vehicles.

Are there special requirements for my motorcycle?

- The motorcycle must have its headlight on at all times when riding on a military installation.
- The motorcycle must display a rearview mirror on both sides of the handlebar or faring.
- If carrying a passenger, the passenger must have a seat and foot-pegs dedicated for the passenger.

What about licensing requirements?

- Must have a motorcycle endorsement on their State Driver's License or a special motorcycle Learner's Permit with expiration dates.
- The motorcycle must be properly registered and licensed within a state and meet that state's safety inspection standards.
- The motorcycle will carry adequate insurance as per state guidelines.

Are there special Motorcycle Training classes?

- All Marines will attend and pass a recognized Motorcycle Safety Training Course that will be completed before operating a motorcycle on or off base.
- A Completion Card or certificate of completion is required before DoD Base stickers are issued.
- Check with your Base Safety Office/Drivers' Training Branch or local community for information on training availability.

How about Personal Protective Equipment (PPE)?

- A DOT approved helmet (no novelty helmets) that is properly worn and fastened under the chin.
- Impact or shatter resistant goggles, glasses or face shield attached to the helmet.
- A brightly colored outer upper garment during the day and a reflective upper garment at night.
- Sturdy shoes with heels.
- Properly worn long-sleeved shirt or jacket, long-legged trousers and full-fingered gloves or mittens.
- The wearing of this PPE is required for Marines 24/7, on and off Base.

Additional Information:

- DoDINST 6055.4; MCO 5100.19E
- www.msf-usa.org
- www.safetycenter.navy.mil —click Ashore, then Motor Vehicles—Motorcycle

Driver Education

Intended to improve operator skills and habits by modifying individual behavior and attitudes, to reduce injury to or death of Marine Corps personnel resulting from motor vehicle mishaps. The command safety manager/officer has management oversight. The Driver Improvement Course (DIC) is an 8-hour course where the emphasis is on helping drivers to better understand the role that attitude and risk management plays in improving safe driving habits. All Marines under the age of 26 must attend. A statement attesting to the date and location of course completion is a mandatory element for unit diary reporting and will be entered for each individual who successfully completes the course.

Remedial Driver Improvement course of instruction is designed to reinforce positive attitudes and motivate persons who have been convicted of serious moving traffic violations, been found at fault in a traffic accident while driving a Government vehicle, or otherwise shown by their actions that their driving habits/attitudes warrant additional attention. The individual may be required to attend by the traffic court or his command. Questions to ask marines in order to get a better understanding of the individual risk factor:

- What year/model vehicle/motorcycle do you drive?
- Have you checked your vehicle for recalls?
- Have you had any recent moving violations?
- Have you had any accidents or near misses?
- How far do you travel on weekends?
- When was the last time your vehicle received an inspection?

This course is mandated by **MCO 5100.19E** – *Marine Corps Traffic Safety Program*

Minimum licensing and permit procedures may be found in the following references:

MCO 5110.1

MCO 11240.66

Driver Risk- Assessment Survey

Mentors often know which Marines are at risk and this survey helps quantify potential risk and create prevention strategies. Use the Survey to identify and counsel people who are driving their motor vehicle after a long deployment, during a major holiday or an extended weekend. Questions are designed to assess behavioral factors and indicators.

Assign points for the applicable risk factors. Total points determine an individual's relative risk level. If the total is 10 or more, there is a greater than average risk for a traffic mishap. Mentors should work with the individual to reduce the risk factors (allow for more travel time, take more leave, adjust the time of departure/arrival, travel with a companion, etc.)

Category	Risk Factor	Points
1. Age	25 Years or Younger = 1 pt 26 years or older = 0 pt	
2. Pay Grade	E-5 and below = 1 pt E-6 and above = 0 pt	
3. Gender	Male = 1 pt Female = 0 pt	
4. Married	Single = 1 pt Married = 0 pt	
5. Driving Record	1 or more moving violations during last 12 months = 1 pt	
6. Time since deployment	Deployed more than 30 days & home less than 30 days = 2 pts Otherwise = 0 pts	
7. Distance to travel	Less than 500 miles = 0 pts 500 miles through 1000 miles = 1 pt Over 1000 miles = 2 pts	
8. Incidents of alcohol abuse	4 pts per incident	
9. Ratio of travel days to total leave	Less than 1 travel day to 5 leave days = 0 pt 1 travel to 4 leave days = 1 pt > 1 travel day to 4 leave days = 2 pts	
10. Rest prior to departure	Less than 8 hours = 1 pt	
11. Hour of return to duty section	< 12 hours prior to next work day = 1 pt.	
12. Driving alone	Yes = 1 pt	
13. Personal stressors	Marital troubles = 1 pt Death in family = 1 pt Career decision looming = 1 pt	
14. Motorcycle travel	Yes = 1 pt	
15. Traveling during holiday periods	Yes = 1 pt	
Total points:		

Traffic Safety

POV Inspection Checklist

Item/What to Check	Look for Possible Deficiencies	Check-Off
Tires Condition **Note, the mixing of radial tires and bias-ply tires is unsafe. Spare tire	Tread depth, wear, weathering, evenly seated, bulges, imbedded objects, cuts, and breaks. At least one mm of tread over entire traction surface. <i>(Place penny in the tire tread with head facing downward. If the tread does not reach the top of Lincoln's head, there is insufficient tread depth)</i> Spare tire (inflated), jack, lug wrench	Front Rear Pass Fail
Lights Head lights Tail lights Brake lights Turn Signal Backup lights Four way flashers License plate light	Both high and low beams operational; not cracked, no condensation Lenses intact, tail light working when turned on (red) Lenses intact, brake light working when brake is applied (red) Lenses intact, left and right turn signals blink (red lights in rear and yellow lights in front) Lenses intact, left and right backup lights work (White Light) Lenses intact, light stays on Works	Left Right Left Right Left Right Front Rear Front Rear Left Right Pass Fail
Windshield/ Window Wipers Windshield Rear Window Windows Window controls Windshield wipers	Not cracked, broken or scratched to a degree that impairs vision Windows go up and down, not tinted to a degree that impairs vision Check handles, push electric buttons Blades are installed, not worn, windshield wipers work	Pass Fail Pass Fail Pass Fail Front Rear Pass Fail
Mirror Mirror Outside Mirror Inside	Missing, cracked Missing, cracked	Left Right Pass Fail
Bumpers Bumper Front Bumper Rear	Missing, loose, broken Missing, loose, broken, bent in any way to cause a hazard	Pass Fail Pass Fail
Brakes Brakes	Foot pedal does not travel more than half way to floor, brake light stays on	Pass Fail

Emergency Brake	Properly adjusted, check emergency brake by: pull/push emergency brake, apply foot to brake, gently press gas pedal, ensure brake holds vehicle	Pass Fail
Interior Horn Defroster Front Defroster Rear Emergency equipment Heater	Works Hot air blows out above the dash Check light on dash, in winter, allow the rear windshield to clear (OPTIONAL) First aid kit, warning triangle, flashlight, fire extinguisher, blanket, flares, shovel, chains, tools, etc. (Check host nation laws for any additional equipment) Works	Pass Fail Pass Fail Pass Fail Pass Fail Pass Fail
Seatbelts Seatbelt Front/Rear (Include shoulder harness during inspection)	Missing, frayed, snaps Seat belts lock when pulled hard	Pass Fail Front Rear
License/ Decals/ Insurance State Drivers License Installation decal License Plate Insurance	Present, not expired Present, current Not expired, current Present, valid, not expired	Pass Fail Pass Fail Pass Fail Pass Fail
Under the hood fluids Brake Master Cylinder Windshield washer Battery Power Steering	Filled to appropriate level Filled to appropriate level Filled to water level or color indicator on the battery Filled to appropriate level	Pass Fail Pass Fail Pass Fail Pass Fail
Hoses	No cuts, cracks, leaks, bulges, chaffing, deterioration	Pass Fail
Battery	Terminals, clean and tight, held down securely	Pass Fail

Inspector: _____ Signature _____
 Operator: _____ Signature _____
 Mentor's Approval _____ Leave/Liberty/or Holiday _____
 Inspection date _____ Follow-up inspection date _____

Inspection checklist can be revised for local requirements—e.g., snow tires/chains

Mishap Guidelines

Mishap Process

1. Mishap occurs
2. Take care of injured, call for medical if needed
3. Secure mishap site, try to preserve mishap scene for safety investigators
4. Contact the command duty office and provide the information as required below; notify the senior Marine of your unit or at the scene

Mishap Information Requirements

In the event of a Mishap, contact the command duty officer and provide as much of the following information as possible:

1. Date/time
2. Location (grid or direction and distance from nearest prominent feature)
3. Unit
4. Vehicle involvement
 - Military (number and type)
 - Civilian (number and type)
5. Injuries
 - Military (number, type with medvac info)
 - Civilian (number, type with medvac info)
6. Presence of fire/ammo/fuel spill & or chemicals
7. General description of accident and damage to equipment/vehicles
8. Damage to civilian property
9. Other agencies called or notified
10. Person making report, how to contact him/her
11. Senior person on scene and how to contact him/her
12. Witnesses (name and unit)
13. Duty Officer: Name, how to contact him/her

Officer/Enlisted Oaths, NCO/Staff NCO Creeds

Oath of Office

I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.

Oath of Enlistment

I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.

NCO Creed

I am the backbone of the United States Marine Corps, I am a Marine Non-Commissioned Officer. I serve as part of the vital link between my commander (and all officers) and enlisted Marines. I will never forget who I am or what I represent. I will challenge myself to the limit and be ever attentive to duty. I am now, more than ever, committed to excellence in all that I do, so that I can set the proper example for other Marines. I will demand of myself all the energy, knowledge and skills I possess, so that I can instill confidence in those I teach. I will constantly strive to perfect my own skills and to become a good leader. Above all I will be truthful in all I say or do. My integrity shall be impeccable as my appearance. I will be honest with myself, with those under my charge and with my superiors. I pledge to do my best to incorporate all the leadership traits into my character. For such is the heritage I have received from that long, illustrious line of professionals who have worn the bloodstripe so proudly before me. I must give the very best I have for my Marines, my Corps and my Country for though today I instruct and supervise in peace, tomorrow, I may lead in war.

Staff NCO Creed

I am a Staff Noncommissioned Officer in the United States Marine Corps. As such, I am a member of the most unique group of professional military practitioners in the world. I am bound by duty to God, Country and my fellow Marines to execute the demands of my position to and beyond what I believe to be the limits of my capabilities. I realize I am the mainstay of Marine Corps discipline, and I carry myself with military grace, unbowed by the weight of command, unflinching in the execution of lawful orders, and unwavering in my dedication to the most complete success of my assigned mission. Both my professional and personal demeanor shall be such that I may take pride if my juniors emulate me, and knowing perfection to lie beyond the grasp of any mortal hand, I shall yet strive to attain perfection that I may ever be aware of my needs and capabilities to improve myself. I shall be fair in my personal relations, just in the enforcement of discipline, true to myself and my fellow Marines, and equitable in my dealing with every man.

PRIVACY NOTICE

In accordance with the Privacy Act of 1974 (Public Law 93-579), this notice informs you of the purpose of this questionnaire and how the collected data will be used. Please read it carefully.

AUTHORITY: 10 U.S.C. § 5047

PRINCIPAL PURPOSE: Information collected in this questionnaire will be used by Marine Corps leadership for the specific purpose of counseling Marines with regard to their professional and/or personal improvement.

ROUTINE USES: None. Your survey form will be treated as confidential and identifying information will be available only to leadership members in your chain of command for the purpose of counseling and mentoring. This questionnaire and any associated counseling/mentoring records will be maintained in local files and will be destroyed after 2 years or upon detachment from your current unit, whichever comes first.

DISCLOSURE: Providing information on this questionnaire is voluntary. However, failure to provide the requested information may result in a failure of Marine Corps leadership's ability to provide you effective mentoring and counseling for the purpose of ensuring success in your professional and/or personal development.

