**UNITED STATES MARINE CORPS**

11TH MARINE REGIMENT

BOX 555503

CAMP PENDLETON, CALIFORNIA 92055

 1000

 CO 18 Apr 18

From: Commanding Officer

To: Operations Officer

Ref: (a) Primary and Special Staff guidance dtd 1 Jun 17

Subj: ROLE, RESPONSIBILITY, KEY TASKS, GUIDANCE, AND EXPECTATIONS

1. The purpose of this letter is to provide you my view of your role and responsibility, the key tasks that I expect you to accomplish, and my initial guidance and expectations.

 a. Role and Responsibility

 (1) The operations officer is the principal staff officer for all matters pertaining to training, plans, and operations.

 (2) The operations officer’s primary staff responsibility is to plan, coordinate, and direct the preparation and tactical employment of the regiment. Within my guidance and intent, you are responsible for making decisions in my absence.

 b. Key Tasks (Billet Description)

 (1) Plan and execute artillery support for 1st Marine Division, to include organization for combat, targeting/counterbattery radar operations, command and control, and positioning of fire support assets.

 (2) Lead the regimental staff and subordinate units in the development of coordinated plans and publish orders to accomplish the regiment's assigned missions.

 (3) Develop the regimental task-organization and integrate attached reinforcements and supporting units into regimental operations.

 (4) Identify regimental mission essential task list (METL)-based training and readiness requirements.

 (5) Utilizing the systems approach to training, develop the regimental long-range and quarterly training and readiness plans. Manage the regimental TEEP and provide me recommendations on regimental support to operational commitments. Develop the annual regimental training plan.

 (6) Supervise training management; maintain training records, and prepare training reports. Refine and publish the regimental standard operating and safety procedures by October 2017.

 (7) Standardize and publish written guidance on pre-deployment training for the regiment's batteries, detachments, and individual augments.

 c. Initial Guidance and Expectations

 (1) You are the center point around which all of our regimental operations and activities rotate. You drive action, ensure progress, and help us maintain tempo.

 (2) People, equipment, and training do not develop independently. All three must be effectively integrated to achieve readiness. This is the single-battle of generating and sustaining of the Regiment's combat power.

 (3) I need you focused on understanding the operational environment (at home and abroad), coordinating and integrating training/operations, and effectively planning for the future. I do not need you focused on the precise execution of discrete staff tasks. Leverage the individual and collective talent of the operations section, give them guidance and direction, and let them execute.

 (4) In conjunction with the executive officer, develop and implement the regimental battle rhythm. Establish a plan of action and milestones (POA&M) to ensure critical tasks to support regimental operations are synchronized and executed.

 (5) Members of the subordinate commands and other staff members will look to you for guidance and advice. Do not let them down. If they need an answer, give them one. If they want an answer, help them find it themselves. Mentor the battalion operations officers and ensure they benefit from your experience.

 (6) Training management must be closely supervised. Review and provide feedback on all subordinate units’ training and readiness plans. Ensure all subordinate plans are nested with regimental plans and properly resourced. Maximize the use of available training and preparation time by aligning mutually supporting events into every event.

 (7) Develop a productive relationship with the battalion commanders. Do not minimize their operations officers, but do not hesitate to engage them directly.

 (8) Help build the team. Actively seek and develop opportunities to train and operate with other units from across the Marine Air Ground Task Force.

 (9) Like all commanders, I will incur blind spots. Help me recognize and alert me to those blind spots. Help build my situational awareness. Let me know when I am inadvertently undermining my own policies.

 (10) See reference (a) for Primary and Special staff guidance.

 (11) Most importantly, help me maintain focus on our warfighting priority. The purpose of this regiment is to provide close, continuous fire support to 1st Marine Division....any mission, anytime, anywhere. We "must be ready, singular". This implies a relentless sense of urgency and an unyielding bias for action.

 W. M. FIELD

 Colonel, USMC