**UNITED STATES MARINE CORPS**

11TH MARINE REGIMENT

BOX 555503

CAMP PENDLETON, CALIFORNIA 92055

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 CO 17 Apr 17

From: Commanding Officer

To: Sergeant Major

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 sergeant major is the senior enlisted leader in the regiment; the commanding officer and the sergeant major comprise the senior leadership team. As such, the most important relationship in the regiment is that between the commanding officer and the sergeant major. This is an issue of combat effectiveness and requires open, candid communication between us. There can be no gap between our respective understanding of where we are, where we are going and our plan to get there. Our relationship will set the example for the battalion commanders and sergeants major.

(2) Consistent with my leadership guidance and expectations of this regiment, your primary responsibility is to help develop a climate of shared trust within this regiment that builds a team and fosters teamwork. This shared trust is critical to the regiment’s combat readiness and combat effectiveness, and you and I will lead by example on this.

b. Key Tasks (Billet Description)

(1) Advise the commanding officer on all matters pertaining to the discipline, esprit de corps, morale, welfare and proficiency of the regiment.

(2) Implement policies and enforce standards on discipline, conduct and personal appearance.

(3) Lead the professional development of the staff noncommissioned officers assigned to the regiment; lead the staff noncommissioned officer professional military education program within the regiment.

 (4) Assist the regimental personnel officer and battalion sergeants major in managing the personnel assignments of enlisted personnel assigned to, joining, or transferring from the regiment. Advocate for SDA and PME, screen all nominees to resident PME courses and SDA's.

(5) Serve as a member of the Family Readiness Command Team.

(6) Supervise the reception, orientation and integration of all newly assigned enlisted personnel. Monitor troop welfare issues such as billeting, messing, safety, and liberty.

(7) Serve as the area Sergeant Major for the 43 area Camp Pendleton.

c. Initial Guidance and Expectations

(1) Tell me what I need to hear, not what you think I want to hear. You share in the responsibility to help me make good decisions. Do not take this responsibility lightly. When you disagree with me, tell me.

(2) To effectively do this requires your direct involvement in all aspects of this regiment. Maintain accurate situational awareness of and provide input to all regimental operations and supporting activities.

(3) Provide timely advice and recommendations on policy initiatives to maintain good order and discipline, and ensure the welfare of our Marines, Sailors and their families. Be mindful of policies that undermine our efforts to develop junior leaders. There are no distinctions between combat discipline and garrison discipline.

(4) Contribute to the vision and intent of the unit, personal and family readiness program and ensure it is understood and implemented. Coordinate with the family readiness officer on all personal and family readiness matters. Help me ensure the program is not biased toward married Marines and Sailors; this program supports all Marines and Sailors.

(5) Provide guidance to the battalion sergeants major, and headquarters battery first sergeant to ensure the timely and accurate completion of personnel reports, performance evaluations, award recommendations, promotions and legal matters/military justice.

(6) Monitor and recommend course assignments to ensure all enlisted members of the regiment complete their respective professional military education requirements. Direct resident courses within the regiment for junior leaders that complement distance education and other external courses. In conjunction with the executive officer, integrate the officer and staff noncommissioned officer professional military education programs.

(7) Lead the Marine and Noncommissioned Officer of the Quarter/Year programs. Develop and implement additional programs that recognize Marines and Sailors for superior performance.

(8) Help build the team. Maintain positive, effective relationships with senior enlisted leaders of higher, adjacent, supporting and supported units. Gain an understanding of their perspective and help them accomplish their mission. Do not contribute to their problems. And, when appropriate, help them help us.

(9) Officers will look to you for guidance and advice. Welcome this and provide them frank, honest counsel.

(10) Promote the regiment’s history and lineage. We cannot forget from where we have come.

(11) 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.

 (12) Ensure we get out to designated spots throughout the month.

 (13) SNCO/Off must visit field day (not including the CDO) every Thursday night.

 (14) 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