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17 Apr 18

From: Commanding Officer

To: Executive Officer

Ref: (a) Primary and Special Staff guidance dtd 30 Jun 16

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 executive officer is the second in command. This is your primary role and, as such, you are responsible for making decisions in my absence and supervising the day-to-day accomplishment of the regiment’s tasks. This will allow me the time and opportunity to personally engage leaders, inspect, make assessments, and influence where required. In short, you run the regiment, and I command it. To effectively do this, you and I must share a common understanding of where we are and where we are going. The only way to develop this common understanding is for us to maintain an open, frank relationship.

(2) Additionally, you are responsible for training, directing, coordinating, and supervising the regimental staff. You will help me ensure my decisions are fully communicated and direct appropriate staff action to implement those decisions. Our common understanding will assist you in prioritizing and synchronizing the activities of the staff toward a common purpose.

b. Key Tasks (Billet Description)

(1) Serve as second in command of the regiment; be prepared to assume the duties of the commanding officer.

(2) Direct, coordinate, and supervise the regimental staff; guide staff action to support the commander’s intent. Develop, coordinate, and execute staff training. Serve as the primary link to HHQ and external agencies.

(3) Supervise the regiment’s personnel staffing; personnel and legal administration; medical readiness; budget development and execution; and accountability, maintenance, and readiness of regimental facilities and equipment.

(4) Serve as a member of the Force Preservation Council. Perform duties as Security Manager, Intelligence Oversight Officer, Top Secret Control Officer and Regimental Safety Officer. Supervise Regimental Command Duty Officer and 43 Area Guard Force.

(5) Serve as a member of the Family Readiness Command Team and support implementation of the command unit, personal, and family readiness program.

(6) Serve as the Regimental Security Manager and Safety Officer, and supervise implementation of the command security and safety programs.

(7) Coordinate the Regiment's incident reporting requirement in a timely manner. Unfortunately, bad incidents will happen that warrant communication to HQMC via the Division; always be punctual and accurate in submitting 5Ws, PCRs, and SIRs.

c. Initial Guidance and Expectations

(1) As the second in command, you must maintain accurate situational awareness of current/future operations and ensure all supporting activities are synchronized and integrated. However, I do not need a second operations officer. I need a second in command. Understand the distinction.

(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 the Regiment's combat power.

(3) Synchronize the staff in both the immediate and along a deeper planning horizon, two years minimum; ensure complete understanding of the longer-term impacts of immediate decisions.

(4) Hold the staff accountable for thorough, detailed, and complete staff work. Ensure sufficient analysis and integrated understanding of the issues to fully inform decisions and actions; appreciate the how and why of the issue, from organizational to institutional-level. Personally set the example on this.

(5) Supervise the development and implementation of 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.

(6) The subordinate commanders and staff members will come to you for guidance and advice. You play a significant role in their respective professional development, so take the time to educate and train them. Take an active role in mentoring the battalion executive officers and develop a productive relationship with the battalion commanders. Ensure the regimental staff members are following your lead on this.

(7) In conjunction with the sergeant major, integrate the officer and senior staff noncommissioned officer professional military education programs.

(8) Develop and implement a command inspection program to support combat readiness and combat effectiveness. Inspections support leader development, and the focus of inspections is to train leaders in identifying and correcting deficiencies that adversely impact combat readiness.

(9) Supervise inbound and outbound officer personnel moves to support regimental officer staffing requirements. Ensure regimental staff principals are coordinating officer personnel staffing for their respective functional area. Supervise coordination with the respective monitors to ensure departing officers are assigned to appropriate career progression billets. I am interested in all field grade officer assignments within the regiment; coordinate these actions closely with me.

(10) 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.

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

(12) 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.

Final thoughts:

2IC means being here when I'm not.

Ensure I get out to visit various parts of regiment

One of the big three visit field day every Thursday

Ensure all of the staff is present at meetings I attend (doc, chaps, FRO, etc.)

Establish battle rhythym and stick to it.

W. M. FIELD

Colonel, USMC