



UNITED STATES MARINE CORPS
MARINE FORCES RESERVE
2000 OPELOUSAS AVENUE
NEW ORLEANS, LA 70114-1500

ForO 5000.6E
CMD
JAN 15 2016

FORCE ORDER 5000.6E

From: Commander, Marine Forces Reserve
To: Distribution List

Subj: STAFF REGULATIONS FOR MARINE FORCES RESERVE

- Ref:
- (a) Title 10, United States Code (U.S.C.) Armed Forces, Section 10102, "Purpose of reserve components"
 - (b) Force Order 5400.2, MARFORRES Command Relationships
 - (c) Title 10 U.S.C. § 10173, "Marine Forces Reserve"
 - (d) Title 10 U.S.C. § 5144, "Office of Marine Forces Reserve: appointment of Commander"
 - (e) U.S Navy Regulations 1990, Article 1073, "Succession of Command"
 - (f) Marine Corps Manual, Paragraph 1007.2, "Delegation of Authority and Succession to Command"
 - (g) U.S. Navy Regulations 1990, Article 0904, "The Senior Officer Present"
 - (h) The Clinger Cohen Act, Subtitle III, Title 40 U.S.C.
 - (i) Judge Advocate General (JAG) Instruction 5800.7F, Manual of the Judge Advocate General
 - (j) Joint Ethics Regulations, DoD 5500.07-R
 - (k) SECNAVINST 5720.44C
 - (l) SECNAVINST 5305.5
 - (m) MCO 1650.17F
 - (n) ForO 1650.2B
 - (o) ForO 1050.2C
 - (p) MCO P1610.7F
 - (q) ForO 1610.2B
 - (r) Joint Travel Regulations (JTR)
 - (s) Force Policy Letter 08-11, Establishment of the Reasonable Commuting Distance for the Marine Corps Support Facility (MARCORSPTFAC)
 - (t) SECNAV Manual 5216.5
 - (u) SECNAV Manual 5210.2
 - (v) SECNAVINST 5210.8D
 - (w) MCO 5216.9W
 - (x) MCO 5215.1K
 - (y) ForO 5605.2B

DISTRIBUTION STATEMENT A: Approved for public release;
distribution is unlimited.

- (z) Standardization Agreement (STANAG) 2014, Operations Plans, Warning Orders, and Administrative/Logistics Orders
- (aa) Joint Operational Planning and Execution System (JOPEs), Volumes I and II
- (ab) MCO 5216.20A

Encl: (1) Staff Regulations for Marine Forces Reserve
Procedural Guidance

1. Situation. This Order sets forth policies, procedures, tasks, and responsibilities required for the efficient execution of the Marine Forces Reserve (MARFORRES) Headquarters. Per the references, the Staff Regulations are set forth to be followed and executed.

2. Cancellation. ForO P5000.6D.

3. Mission. To establish guidance, direction, and structure for MARFORRES in order to standardize staff functions, facilitate mission accomplishment, and to ensure the enforcement of good order and discipline.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. To promulgate the staff regulations in order to provide a key document that will enhance MARFORRES' operational tempo and provide structure for the General Staff, Special Staff, and Major Subordinate Commands (MSC).

(2) Concept of Operations. This Order is to be disseminated throughout MARFORRES.

b. Tasks

(1) MARFORRES General Staff Sections, Special Staff Sections, and MSCs. Be familiar with this Order and its enclosure.

(2) MARFORRES General and Special Staff Officers. Ensure that all personnel are familiar with the contents of this Order.

5. Administration and Logistics

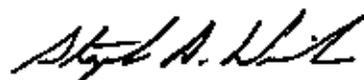
a. Recommendations concerning the contents of this Order are invited. Such recommendations will be forwarded to the Staff Secretary via the appropriate chain of command.

b. APPENDIX A is a list of abbreviations used throughout enclosure (1).

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Reserve.

b. Signal. This Order is effective the date signed.



Stephen A. Wenrich
Chief of Staff

DISTRIBUTION: D

Directives issued by this Headquarters are published and distributed electronically.

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Introduction

1. Purpose. To publish administrative instructions relative to the operations of this Headquarters and to promote uniformity in staff procedures.

2. Organization. This manual is organized into chapters identified by an Arabic numeral as listed in the overall contents.

3. Changes

a. Normally, printed changes to this Order are effected through page inserts. When the nature of a change is sufficiently urgent, an advance change will be published by a routine directive. Each printed change incorporates all advance changes promulgated since the previous printed change. Each paragraph or subparagraph affected by a print change is identified by an arrow symbol in the left margin. Each page affected by a change has the number of the change recorded on the bottom.

b. Each change to this Order is recorded on the "Record of Changes" page.

4. Responsibility. The Staff Sections referred to are assigned the responsibility for the currency of that chapter, section, or paragraph. The Staff Secretary, with the assistance of the Force Adjutant, is assigned the responsibility for coordinating changes to this Order. When changes are required, they are to be typed on plain bond paper and submitted with a proposed route sheet to the Staff Secretary, who in turn submits them to the C/S for approval and signature.

5. Distribution. The Force Adjutant is assigned responsibility for the proper distribution of this Order and changes thereto.

CHAPTER 1.

Missions, Organization, and Command Relationships

1. General Information. In accordance with Title 10, United States Code, Section 10102, the purpose of the Marine Corps Reserve is to provide trained units and qualified persons available for active duty in the armed forces, in times of war or national emergency, and at such other times as the national security may require.

a. Mission. Mission statements are maintained and held by the G-8 Directorate.

(1) Headquarters, Marine Forces Reserve (HQ, MARFORRES). Commander, Marine Forces Reserve (COMMARFORRES) commands and controls assigned forces for the purpose of augmenting and reinforcing the Active Component (AC) with trained units and individual Marines as a sustainable and ready operational reserve in order to augment and reinforce active forces for employment across the full spectrum of crisis and global engagement. As the assigned proponent of the Marine Corps Reserve, COMMARFORRES serves as the Commandant of the Marine Corps' (CMC) principle advisor for the Marine Corps Reserve and principle advocate on matters pertaining to the U.S. Marine Corps Forces Reserve (MARFORRES).

(2) Reserve Base Support, MARFORRES. COMMARFORRES commands and controls reserve installations in order to provide the installation services and support (less aviation-unique services and support) necessary to generate Selected Marine Corps Reserve (SMCR) capabilities/units and individuals.

(3) COMMARFORRES accomplishes these missions through exercise of command in two separate but parallel chains of command: Operational and Garrison/Site Support.

b. Concept of Organization. Reserve Base Support, MARFORRES is an activity under the operational and administrative control of HQ MARFORRES. Reserve Base Support, MARFORRES consists of the Commander and the associated General and Special Staff Departments that manage, provide, and facilitate the sustainment of personnel and infrastructure throughout MARFORRES.

c. Concept of Employment. HQ MARFORRES supports COMMARFORRES by maintaining a headquarters in New Orleans,

Louisiana. HQ MARFORRES affects staff actions required to accomplish the above missions. HQ MARFORRES coordinates with Headquarters, U.S. Marine Corps (HQMC), Marine Forces (MARFOR)/Marine Expeditionary Forces (MEF), U.S. Marine Corps (USMC) supporting establishment organizations, and higher and adjacent Navy Headquarters to provide augmentation and reinforcement to the AC with trained MARFORRES units and individuals. HQ MARFORRES is categorized as administrative in nature and is not designed or staffed to deploy as an operational field command headquarters.

d. Explanation of Terms

(1) Action Officer (AO): Individual responsible for coordinating and completing a specific task.

(2) Correspondence: Communication by letters, Naval messages, memorandums, decision briefs, information briefs, letters, staff studies, background papers, and similar documents.

(3) Office of Primary Responsibility (OPR): The Principal Staff Office assigned to perform the primary execution of, or oversight for, a particular matter, issue, or task. There can be only one OPR for each action.

(4) Office of Secondary Responsibility (OSR): The Principal Staff Office assigned to perform a supporting role for a particular matter, issue, or task. There may be several OSR for each action.

(5) Task: An assigned action which requires a formal response.

(6) The MARFORRES Command Deck is comprised of:

- (a) Commander
- (b) Executive Director
- (c) Force Sergeant Major
- (d) Command Master Chief
- (e) C/S
- (f) Vice C/S

(g) Staff Secretary

(h) Command Deck Administration Section

(7) COMMARFORRES Personal Staff is comprised of:

(a) Aide-de-Camp

(b) Executive Assistant

(c) Enlisted Aide

(d) Director of Protocol

(e) Commander's Driver

(8) The MARFORRES General Staff is comprised of:

(a) AC/S G-1 (Administration)

(b) AC/S G-2 (Intelligence)

(c) AC/S G-3/5 (Operations and Plans)

(d) AC/S G-4 (Logistics)

(e) AC/S G-6 (Command, Control, Communications, and
Computers)

(f) AC/S G-7 (Force Inspector General)

(g) AC/S G-8 (Capabilities & Requirements)

(9) The MARFORRES Special Staff is comprised of:

(a) AC/S Facilities

(b) Security Manager

(c) Director of Safety

(d) Regional Contracting Officer (RCO)

(e) Director of Public Affairs Department (PAD)

(f) Comptroller

- (g) Force Chaplain
- (h) Staff Judge Advocate (SJA)
- (i) Counsel to the Commander
- (j) Equal Opportunity Advisor (EOA)
- (k) Force Family Readiness Officer (FRO)
- (l) Sexual Assault Response Coordinator (SARC)
- (m) Force Surgeon
- (n) Director of Marine Corps Community Services

(MCCS)

(o) Director of Information Management and Knowledge Management (IM/KM)

e. Authority. Establishment of MARFORRES policy is the sole prerogative of the Commander. The MARFORRES General and Special Staff may recommend but may not issue policy directives without the specific approval of the Commander.

2. Command Relationships and Organization. The Shared Services concept of MARFORRES will be conducted in accordance with the MARFORRES Functional Responsibility Tables, controlled and located within the G-8 Directorate.

a. Higher Command. COMMARFORRES commands MARFORRES and reports directly to the Commandant of the Marine Corps in accordance with Title 10 U.S.C. § 10173 (reference (c)). COMMARFORRES is the principal advisor to the Commandant of the Marine Corps on all Reserve Force matters per reference (d).

b. MARFORRES Composition

(1) COMMARFORRES has command authority over Fourth Marine Division (4th MarDiv), Fourth Marine Aircraft Wing (4th MAW), Fourth Marine Logistics Group (4th MLG), Force Headquarters Group (FHG), and Headquarters Battalion (HqBn).

(2) The Commanding Generals (CG) of 4th MarDiv, 4th MAW, 4th MLG, and FHG are Reserve Component General Officers assigned by the Commandant of the Marine Corps and responsible to

COMMARFORRES for the successful completion of all assigned missions and special duties as may be assigned to the their respective MSC.

(3) The Commanding Officer (CO), HqBn, Marine Corps Support Facility (MARCORSPTFAC), New Orleans (NOLA) is a Command Screened Colonel assigned by the Commandant of the Marine Corps. The CO, HqBn, MARCORSPTFAC, NOLA will exercise Administrative Control (ADCON) for Marine Corps personnel assigned to any command or organization located within MARCORSPTFAC, NOLA. As such, he is responsible to COMMARFORRES for the proper processing of personnel administration and successful completion of required individual and organizational Marine Corps training. The CO, HqBn, MARCORSPTFAC, NOLA is also the Installation Commander for MARCORSPTFAC, NOLA.

c. Staff Organization. Headquarters, MARFORRES and both the General and Special Staff shall be organized as reflected in the latest published Table of Organization located and maintained by the G-8 Directorate. In matters (i.e. tasks, issues) affecting two or more Staff Sections, the Principal Staff Office exercising OPR assumes responsibility for coordinating the efforts of all concerned Staff Sections. Prior to taking action on any matter of collective interest to all Staff Sections, the Principal Staff Office exercising OPR will ensure that other Staff Sections have received an opportunity to comment and provide input on the matter.

d. Succession of Command. Succession of command for COMMARFORRES during times of temporary absence, leave, or Temporary Additional Duty (TAD) shall be in accordance with Article 1073, U.S. Navy Regulations 1990 (reference(e)) and paragraph 1007.2 of the Marine Corps Manual (reference (f)).

CHAPTER 2

Duties and Responsibilities1. Command Staff

a. Commander. COMMARFORRES is responsible to the CMC for performance of such duties as the Commander may be assigned and for all that MARFORRES accomplishes or fails to do.

b. Executive Director. The Executive Director is directly responsible to the Commander, and acts for the Commander, when absent, in overseeing the Force's administration, except for those matters requiring command by a uniformed officer as outlined in paragraph 2104 of this Order. The functions of the Executive Director are summarized as follows:

(1) Maintains complete familiarity with all activities of MARFORRES, as well as with plans, operations, training, and related activities of subordinate agencies of MARFORRES.

(2) Represents the Commander in the execution of day-to-day operations, readiness, evaluation, and inspections.

(3) Final approval authority for all civilian hiring actions.

(4) Assigned as the senior civilian within MARFORRES.

(5) Serves as the senior member of the Civilian Review Board (CRB) for MARFORRES.

(6) Responsible for all other duties as may be assigned by the Commander consistent with the Executive Director's Position Description.

(7) The Executive Director will not direct or impose disciplinary action on military members and should not sign orders designed to be punitive in nature.

(8) For all military justice matters, the C/S, MARFORRES shall assume responsibility in the absence of COMMARFORRES.

c. Force Sergeant Major (SgtMaj)

(1) The SgtMaj is the senior Staff Noncommissioned Officer (SNCO) in MARFORRES and serves as the principal advisor

on all enlisted matters. As advisor to, and representative of, the Commander in matters that affect MARFORRES as a whole, and enlisted personnel in particular, the SgtMaj pays particular attention to the following areas:

- (a) Performance.
- (b) Morale.
- (c) Billeting/Messing facilities.
- (d) Quality of Life issues.

(2) Guides and assists HQMC and the MSCs in coordinating MARFORRES SgtMaj and First Sergeant billet assignments.

(3) Serves as a member of all appropriate boards, committees, and councils where enlisted representation is required or may provide benefit to enlisted personnel.

(4) Identifies required E8/E9 representation from MARFORRES in support of Commandant of the Marine Corps sponsored selection/promotion boards.

(5) Assumes responsibility for the selection, training, and performance of the MARFORRES Color Guard at parades and ceremonies. Responsible for the custody and use of the National Colors, MARFORRES Colors, personal flag of the Commander, and personal flag of dignitaries who are official visitors to MARFORRES.

(6) Assists in conducting "request mast" for enlisted personnel. After a "request mast" has been screened by the Force Inspector General (IG), the SgtMaj schedules and makes final arrangements for the individual's appearance before the Commander.

(7) Accompanies the Commander on all inspections and training visits, unless otherwise directed.

(8) Performs all other duties as directed by COMMARFORRES.

d. Command Master Chief (CMDCM)

(1) The CMDCM is the senior Navy Senior Enlisted Leader (SEL) for MARFORRES. The CMDCM serves as the principal advisor

to the Commander on all Navy enlisted matters that affect MARFORRES as a whole, and Navy enlisted personnel in particular. The CMDCM pays particular attention to the following areas:

- (a) Performance/Job Satisfaction.
- (b) Morale and Welfare.
- (c) Training.
- (d) Quality of Life issues.
- (e) Family Support.
- (f) Provides input and advice in matters affecting mission and operations, as required.

(2) Assigned as a member of all appropriate boards, committees, and councils where Navy enlisted representation is required or may provide benefit to Navy enlisted personnel.

(3) Communicates with Master Chief Petty Officer of the Navy (MCPON), Commander, Navy Reserve Forces' (COMNAVRESFOR) Force Master Chief, and Bureau of Medicine (BUMED) Force Master Chief.

(4) Travels to and meets formally and informally with Navy enlisted Program Nine personnel at Naval Reserve Activities and Inspector-Instructor (I-I) staffs to exchange ideas and provide information which affects Navy Reservists and their families.

(5) Participates as a member of, or advisor to, the following boards/panels:

- (a) COMNAVRESFOR Policy Board.
- (b) Marine Corps Reserve Policy Board.
- (c) Naval Reserve Command Master Chief Leadership Continuum.
- (d) Chief Petty Officer and Senior/Master Chief Petty Officer Reserve Advancement and Continuation Selection Boards.

(e) Chairman, MARFORRES Sailor of the Year/Reserve Sailor of the Year Board.

(6) Accompanies the Commander and Force Sergeant Major on all inspections, training and site visits, unless otherwise directed.

e. Chief of Staff (C/S)

(1) Acts for the Commander per reference (g) during such periods as the Commander may be absent from MARFORRES for those matters requiring command by a uniformed officer. Those matters include:

- (a) Prescribing lawful orders to service members.
- (b) Signing a punitive order.
- (c) Conducting military justice matters.
- (d) Conducting administrative separation matters.
- (e) Commanding service members.

(2) Assumes command, as directed, of an advance or rear echelon of MARFORRES as may be established.

(3) Directs, coordinates, and supervises the activities of the General and Special Staffs.

(4) Recommends to the Commander specific duty assignments for all field grade officers assigned to the MARFORRES Headquarters Staff based on information developed by the AC/S G-1.

(5) Reviews staff proposals and recommends action, especially on administrative matters.

(6) Coordinates staff actions involved in the preparation and review of publications and directives promulgated by MARFORRES.

(7) Coordinates staff conferences.

(8) Coordinates the activities of all sections in connection with official visits, to include assignment of

project officers, setting up briefings, honors, meetings, courtesy calls, and entertainment.

(9) Coordinates the overall operation of the MARFORRES headquarters.

(10) Acts as an advisor to the COMMARFORRES.

(11) Represents COMMARFORRES, when directed.

(12) Acts on civilian matters in the absence of the Executive Director.

f. Vice Chief of Staff (VC/S)

(1) Provides Operational Tempo (OPTEMPO) relief for the C/S as required.

(2) Fulfills duties of the C/S in his absence.

(3) Represents COMMARFORRES, when directed.

(4) Acts as an advisor to COMMARFORRES.

g. Staff Secretary

(1) Directs and supervises the daily administrative functioning of the offices of COMMARFORRES, Executive Director, C/S and VC/S.

(2) Assists in coordinating the activities of the MARFORRES General and Special Staffs.

(3) Ensures that all official correspondence, plans, orders, and directives that are provided to the C/S are correct in all aspects and acted upon by all appropriate staff sections.

(4) Monitors and coordinates the MARFORRES Command Deck daily schedule, Command Deck Calendar, Video Teleconferences (VTC), teleconferences, briefings, meetings, and tracking of all fitness reports and other correspondence to COMMARFORRES, Executive Director, and C/S.

(5) Supervises all functions of the Command Deck Administration Section.

(6) Supervises, trains, and evaluates the performance of the Commander's driver.

(7) Performs other duties as directed by COMMARFORRES, Executive Director, and C/S.

(8) Coordinates with the Executive Assistant for C/S travel.

(9) Familiar with adjacent billets and provides support as required.

h. Command Deck Administration Section

(1) Manages all administrative functions for COMMARFORRES to include fitness reports, correspondence, Temporary Additional Duty (TAD) orders request/settlement, and leave administration.

(2) Manages all briefs to COMMARFORRES, Executive Director, C/S, and VC/S to include VTC, phone conferences, and read ahead presentations.

(3) Manages logistical support for COMMARFORRES, Executive Director, SgtMaj, CMDCM, C/S, and VC/S.

(4) Manages the MARFORRES Command Deck Property Account and Consolidated Memorandum Receipt (CMR).

(5) Familiar with adjacent billets and provides support, as required.

2. Commander's Personal Staff

a. Aide-de-Camp

(1) Schedules and facilitates the daily execution of the Commander's schedule.

(2) Effects coordination with both internal and external agencies in the execution of the Commander's schedule.

(3) Responsible for overall planning, coordination, and execution of all official travel for the Commander.

(4) Coordinates Military Airlift (MILAIR) requests as they pertain to the Commander's travel and schedule.

(5) Serves as a trusted assistant for the Commander in Marine Online (MOL).

(6) Assists with the management of official/personal correspondence to and from the Commander.

(7) Assists in planning and executing all of the Commander's official and semiofficial engagements and events.

(8) Coordinates all aspects of Very Important Person (VIP) visits with the Director of Protocol.

(9) Performs additional duties as assigned to facilitate the Commander in the performance of his duties.

(10) Familiar with adjacent billets and provides support as required.

b. Executive Assistant. Performs duties as the personal secretary to the Commander and Executive Director, MARFORRES.

(1) Receives personal visitors and telephone calls for the Commander and Executive Director, tactfully ascertaining the nature and importance of the call/caller. Refers calls as appropriate and gives administrative and technical information, as required.

(2) Maintains the Commander's schedule and provides background information and a daily electronic schedule of visitors, official appointments, social engagements, and other personal commitments.

(a) Effects coordination with both internal and external agencies in the management of the Commander and Executive Director's schedule.

(b) Monitors and coordinates the daily schedule, calendars, VTC, teleconferences, briefings, meetings, and tracking of all events for the Commander and Executive Director.

(3) Reviews and screens the Commander's incoming correspondence.

(4) Composes correspondence for the Commander and Executive Director when appropriate, based on knowledge of the

Commander and Executive Director's personal style and format, and independently prepares replies to routine correspondence.

(5) Ensures that the Commander's travel is accounted for and tracked by HQMC and by the North American Aerospace Defense Command (NORAD) and U.S. Northern Command (USNORTHCOM) Operations Center.

(6) Works with the Administration Section to ensure that all of the Commander's travel claims are settled, that the Commander's Government Travel Charge Card (GTCC) account is up-to-date, and the account is zeroed out when all travel has been completed.

(7) Coordinates travel for Executive Director and C/S.

(8) Provides continuity within the Command Deck. Advises the Commander and Aide-de-Camp regarding action previously taken on administrative and operational matters.

c. Enlisted Aide

(1) Coordinates with the Aide-de-Camp on all uniform and clothing requirements for the Commander's schedule.

(2) Prepares and maintains the Commander's uniforms, military equipment, and accessories.

(3) Serves as point of contact for the Commander's Quarters. Receives and maintains records of telephone calls and maintains maintenance record logs.

(4) Identifies and coordinates with the Housing Director to ensure improvements/repairs to the Commander's Quarters are completed efficiently.

(5) Ensures care, cleanliness, and order of assigned Quarters are maintained.

(6) Assists in the planning, preparation, purchasing, arrangement and conduct of official social functions and activities such as receptions, parties, and dinners.

(7) Maintains culinary skills commensurate with first class food service establishments, to include table settings, bartending and proper plate presentation to represent and enhance themes for official functions for the Commander.

(8) Coordinates with the Director of Protocol for Distinguished Visitor (DV) guests on all dietary requirements of guests.

(9) Performs tasks that aide the Commander in the performance of military and official responsibilities to include performing errands for the Commander, providing security to the Quarters, and providing administrative assistance.

d. Director of Protocol

(1) Supervises the planning, drafting, and execution of itineraries for MARFORRES DVs, General/Flag Officers and civilian equivalents, both U.S. and foreign.

(2) Conducts liaison with HQMC, MSCs, and various agencies (military and non-military) both inside and outside of the greater New Orleans area on matters pertaining to DVs.

(3) Arranges travel and transportation for visiting commanders and DVs, to include scheduling travel plans, preparing trip folders, arranging billeting and preparing itineraries.

(4) Assigns and briefs Escort Officers, drivers, and additional support personnel on protocol duties as it relates to DVs, General/Flag Officers and civilian equivalents' command visits.

(5) Manages the Commander's recognition programs and special ceremonies (medal presentations, individual recognition, etc.), to include scheduling events, determining the need for audiovisual equipment, obtaining decorations, awards, etc., gathering biographies and guest information, preparing agendas and the setting up of locations.

(6) Coordinates and schedules various command social activities hosted by COMMARFORRES with the Enlisted Aide and various staff members within the command.

(a) Compiles proposed guest lists for official and social functions. Compiles list of all VIP attendees and acceptance guest lists in order to assign correct seating of all distinguished guests.

(b) Coordinates with the Enlisted Aide on functions held at the Commander's Quarters; makes arrangements and handles arrangements with local establishments in town. Prepares and oversees the printing of invitations, menu cards, and place cards. Prepares seating charts for official and social events, as required.

(7) Provides continuity within the Command Deck. Based upon past experience, advises the Commander and Aide-de-Camp regarding action previously taken on administrative and operational matters, and past participation in various official and social events.

(8) Coordinates and supervises all protocol related logistical and administrative support as it relates to the command when directed. Prepares briefs for the Commander's review which demonstrate the level of preparedness to support the mission.

(9) Controls and maintains the Commander's Official Representation Funds (CRF) account under the guidance and direction of the Comptroller and the Counsel to the Commander. Establishes a yearly budget for upcoming events and submits reimbursement requests, as required.

(10) Acts as the Protocol Liaison for all MSCs and Headquarters Battalion as it relates to command events, such as change of command ceremonies.

(11) Serves as liaison to the New Orleans Mayor's Military Advisory Committee.

e. Commander's Driver

(1) Serves as driver for COMMARFORRES and visiting General/Flag officers and dignitaries.

(2) Assists in coordination and execution of all official travel for COMMARFORRES.

(3) Assists the Director of Protocol in preparing for incoming DVs.

(4) Tracks official and personal social functions on behalf of the Commander.

(5) Manages TAD orders and travel vouchers for the Commander and Aide-de-Camp.

(6) Supervises any DVs' drivers.

(7) Performs additional duties as assigned to facilitate the Commander in the performance of his duties.

(8) Provides support to the Command Deck Administration Section when available or required.

3. General Staff

a. Assistant Chief of Staff (AC/S) G-1

(1) The overall mission of the G-1 is to provide manpower resources and administrative support in order to prepare and provide units and individuals to augment and reinforce the active forces.

(a) The G-1 exercises staff cognizance of all General, Operational, Manpower, and Personnel Administration for the Force per MCO 5000.14D. This includes oversight of: The Force Adjutant; Civilian Personnel Office which manages both General Schedule (GS) and Non-Appropriated Funds (NAF) civilian employees; the Marine Forces Reserve Installation Personnel Administration Center (IPAC); Marine and Navy Manpower; Career Planning; and G-1 Operations.

(b) Serves as the Occupational Field Sponsor for 01XX Military Occupational Specialty (MOS) for Marine administrators (Active Component, Active Reserve, and Selected Marine Corps Reserve) assigned to the Major Subordinate Command staffs and subordinate units/Inspector-Instructor Staffs throughout MARFORRES.

(c) Assigned as the Operational Sponsor for the MARFORRES Marine Corps Liaison Officer, and MARFORRES Headquarters IMA Detachments.

(2) Adjutant

(a) Maintains the Force Directives Control Point (DCP).

(b) Coordinates with the Force Comptroller, and serves as the G-1 Funds Manager.

- (c) Manages the Force Casualty Assistance Program.
- (d) Manages the Force Funeral Honors Program.
- (e) Maintains oversight of the Force Postal Operations.
- (f) Serves as the Force Voting Officer.
- (g) Provides staff oversight over the assigned and funded MARFORRES Headquarters Staff IMA billets.

(3) Civilian Personnel

- (a) Manages the civilian personnel and liaison functions for all GS personnel and Human Resources (HR) functions for all NAF personnel assigned to MARFORRES.
- (b) Monitors attainment of Civilian Employment Information data collection for both GS and NAF personnel.
- (c) Coordinates with G-8 and Comptroller for required civilian hiring actions in regards to Full Time Equivalent (FTE) funding and billet accuracy.
- (d) Manages civilian training and education requirements in concert with the Comptroller funding capabilities.
- (e) Manages CRB activities when required by the Executive Director.
- (f) Manages the civilian appraisal and bonus process for both NAF and GS assigned personnel.
- (g) Processes all civilian actions to include awards, in/out processing, and retirement actions via the Request for Personnel Action (RPA) system to the Human Resources Organizational Management (HROM) electronic mailbox.
- (h) In concert with the Command Counsel and HROM, supports all department requests for adverse actions for all GS and NAF employees, as well as Performance Improvement Plans (PIP) for employees identified as unacceptable performers.

(i) Maintains and updates all Position Descriptions (PD) for all positions listed in the current Table of Organization (T/O) for MARFORRES. Seeks secondary confirmation of PD content and grade with HROM when any PD is updated to the point of requiring a new PD number.

(j) Monitors Department situations which require HROM involvement with the local union to ensure issues are properly forwarded to HROM for action and liaison with local union officials.

(k) Responsible directly to the Executive Director for all operational and administrative situations involving assigned civilian personnel, and advises the Executive Director on all civilian matters.

(l) Coordinates directly with HQMC MCCS HR on all matters associated with MARFORRES NAF personnel and processes.

(m) Oversees the Civilian Awards Program.

(4) Installation Personnel Administration Center (IPAC). The IPAC functions as the single personnel administrative center for all commands, units, and personnel under its administrative control. The IPAC is under the operational and administrative command and control of COMMARFORRES. The IPAC is the central point of entry for all unit diary reportable items for members under its administrative control. In this, each section within the IPAC will maintain internal control procedures/desktop turnover binders governing the day-to-day processes of areas in which they are responsible. The responsibilities of the IPAC include, but are not limited to, the following:

(a) Providing administrative support to individual Marines or command representatives.

(b) Ensures all diary reportable items are correctly processed in the Marine Corps Total Force System (MCTFS) via unit diary within five working days of the event.

(c) Maintenance of all Electronic Service Records (ESR). This includes ensuring the security and availability to the command as needed as well as updating documents as applicable.

(d) Endorsing and preparing Permanent Change of Station (PCS) and Permanent Change of Assignment (PCA) Orders.

(e) Preparing and distributing separation documents. This includes processing approved requests for retirement, transfer to the Fleet Marine Corps Reserve (FMCR), and officer resignations.

(f) Monitoring receipt of completed check-in and check-out sheets.

(g) Processing insurance, mortgage, charity, dependent, or treasury allotment requests which cannot be entered using a MyPay account.

(h) Monitoring enlisted promotion eligibility and submitting requests for remedial promotions.

(i) Monitoring eligibility of service awards.

(j) Coordinating with unit Limited Duty Coordinators (LDC) to track personnel in a limited duty status and reporting any changes to duty status and limitation codes via the unit diary.

(k) Conducting join, triennial, member married to member, pre/post deployment, and to/from TAD audits.

(l) Reporting and processing of legal information received from supported units.

(5) Manpower

(a) Marine Manpower

1. Provides monthly manpower information that validates who is eligible for reimbursement under the Inactive Duty Training (IDT) Travel Reimbursement Program.

2. Works in conjunction with the Director, Reserve Affairs and assists with the development of the MARFORRES Non-Prior Service (NPS) and Prior Service (PS) Recruiting Plans.

3. Monitors the accession of NPS and PS personnel into MARFORRES units according to the recruiting plans.

4. Coordinates personnel and manpower replacements with HQMC Manpower and Reserve Affairs (M&RA) for

special populations such as command billets, I-I, and other critical enablers within the force.

5. Monitors unit structure and personnel strengths within MARFORRES utilizing various manpower reports.

6. Manages Billet Identification Code (BIC) assignment and reporting throughout MARFORRES. Ensures that non-BIC matched Marines are identified and appropriate actions are accomplished.

7. Monitors tour length compliance throughout MARFORRES. Ensures that Marines in violation of HQMC regulations are identified and appropriate actions are accomplished.

8. Advises the Commander on all retention matters.

9. Screens nomination packages for the various reserve commissioned officer and reserve warrant officer programs.

10. Monitors MARFORRES Active Reserve (AR) Program personnel assignments.

11. Processes requests for officer augmentation from the Reserve Component (RC) to the Active Component (AC).

12. Screens SMCR officer requests for inter-service transfers.

13. Develops the annual officer slate for the MARFORRES C/S based on input from HQMC (M&RA). The slate includes officer structure within the MARFORRES HQs and the MSCs.

(b) Navy Manpower

1. Designated as the office of primary responsibility for manpower functions associated with Navy support to MARFORRES, to include liaison with COMNAVRESFOR G-1 and the Military Personnel Office (MILPERS), to provide appropriate Navy manning to reserve and full time support structure.

2. Coordinates input and results of the Navy Apply Board.

3. Monitors Navy program structure and recommends modifications, as required.

4. Provides support to MARFORRES and MSCs within the MARCORSPTEAC, NOLA for Navy administrative and personnel transactions.

5. Coordinates staffing and assignments of Navy personnel within MARCORSPTEAC, NOLA.

6. Serves as the Operational Support Officer (OSO) for Program 9, in conjunction with Health Service Support (HSS).

7. Sources Naval Reserve Program 9 (NRP9) and Health Service Augmentation Personnel (HSAP) for operations and exercises.

(c) Force Career Planner

1. Assigns and monitors the attainment of Active Duty personnel retention goals promulgated by HQMC.

2. Develops, assigns, and monitors the attainment of reserve personnel retention goals for SMCR units.

3. Annually tracks and distributes school seats for the Reserve Career Planners Course and Advanced Career Planner Course.

4. Implements new Career Planning programs within the Force.

5. Provides annual and refresher training for career planners within MARFORRES.

6. Conducts formal and informal inspections of MARFORRES HqBn and MSC Career Planners.

7. Conducts quality control on all Reenlistment, Extension, and Lateral Move (RELM) requests submitted by HqBn.

8. Coordinates the implementation of the HQMC retention guidelines with MSC Career Planners.

9. Manages the Inspector General Functional Area 045 Checklist, Reserve Career Planning, and updates with relevant force policies in coordination with HQMC.

10. Provides oversight of MOS career progression training requests for SMCR Enlisted Marines.

(6) Operations

(a) Screens requests for Active Duty Operational Support (ADOS) to be executed in support of the MARFORRES Staff to ensure individual Marine eligibility requirements are met. Prior to funding approval, ensures the MARFORRES Command Deck concurs with ADOS requests for colonels whose orders exceed 30 days and requests for all Marines whose orders exceed 90 days.

(b) Maintains staff cognizance for Individual Augmentation (IA) in accordance with applicable directives.

(c) Maintains staff cognizance of the MARFORRES GTCC and serves as the GTCC Agency Program Coordinator (APC) for the Force.

(d) Conducts administrative assistance visits for units within MARFORRES.

(e) Maintains staff cognizance of MARFORRES administrative mobilization policies and procedures. Publishes, develops, and maintains mobilization/demobilization administrative guidance.

(f) Advocates for reserve-specific 01XX occupational field training. Provides reserve personnel administrative briefs and representation at various workshops and training evolutions. Coordinates with appropriate HQMC agencies and schools to ensure sufficient and relevant reserve-specific information is covered in formal 01XX occupational field training.

(g) Provides an Administrative Assistance Unit (AAU) for Force administration assistance.

(h) Provides Subject Matter Experts (SME) in support of the AC/S G-7 in order to facilitate the Force Readiness

Assessment and Assistance Program (FRAAP) and the Commander's Inspection Program (CIP), respectively.

(i) Publishes, develops, and maintains evacuation administrative guidance.

(j) Serves as the Force Point of Contact (POC) and SME for coordination with the Marine Corps Administrative Assistance Team (MCAAT) on matters relating to reserve administration.

(k) Serves as the accountability officer for MARFORRES during exercises and any event requiring accountability of MARFORRES Marines, Sailors, civilians, and dependents.

(l) Maintains staff cognizance of MARFORRES selection board membership requirements tasked by HQMC in the annual MCBul 5240.

(m) Assists in the development of requirements and locates personnel to augment SMCR units in support of regular and reserve exercises. Provides administrative support and coordinates fiscal considerations with the MARFORRES Comptroller.

(7) Marine Corps Liaison Officer (MCLO) IMA Detachment. The MCLO IMA Detachment (Det) administratively falls under the purview of the AC/S, G-1 who is also dual-hatted as the Operational Sponsor for the Det. The MCLOs are operationally accountable to the MSC CGs. The Mission of the MCLO detachment is to provide liaison between Marine Corps Reserve units and supporting Navy elements via the Navy Manpower system in order to identify and address manpower issues that impact Navy personnel mobilization and Marine Corps Reserve readiness. In addition the MCLOs identify, advocate, support, and clarify Marine Corps Reserve readiness, training, manning and mobilization requirements relative to Navy Manpower issues. Focus of efforts:

(a) Utilize "Top down" approach to enable the MSCs, Regiments, and Groups to provide direction to MCLO support.

(b) Ensure MSC leadership and MSC Regiments/Groups are informed of MCLO action.

(c) Work directly with the Navy Manpower Section of G-1 and MSC 05/06 Commanders/I-Is to ensure Navy Reserve manning priorities are identified and corrected;

1. Review Active Unit Identification Codes (AUSIC) / Reserve Unit Assignment Documents (RAUD).

2. Address deployability and mobilization concerns.

3. Liaison/communicate with Navy Operational Support Centers / Navy Regional Headquarters / Reserve Component Commands, as required.

4. Receive and provide input to the Command Master Chief on all matters affecting enlisted career concerns, specifically: evaluations, qualification programs, discipline, and other Navy personnel matters.

(d) Pro-active, in the field arm of MSC CG/DCG, G-1 / G-3, for Navy Manpower Issues.

(e) Provides augmentation support to Force Readiness Assessment and Assistance Program Teams during scheduled unit visits to assess Navy Manpower and associated issues.

(f) Advocates consistent medical/dental preparedness to SMCR unit Commanders to ensure the highest level of mobilization/deployment readiness.

(g) Stresses continuous Medical/Dental assessments by units.

(h) Facilitates the Reserve Health Readiness Program, Physical Health Assessments, and Post Deployment Health Reassessments.

(i) Provides mentoring resources for Commanders, I-Is and Program 9 Corpsmen (time and training management).

b. AC/S G-2

(1) Functions as the Senior Intelligence Officer (SIO) of MARFORRES in all intelligence related matters.

(2) The AC/S G-2 has staff cognizance of all MARFORRES intelligence matters.

(3) In coordination with the G-3/5, MSCs, and Active Component Marine Forces (MARFOR), coordinates and recommends appropriate Annual Training (AT) and/or other periods of active duty assignments for SMCR intelligence units and personnel. Monitors intelligence training, provides unit evaluations and reports, and conducts staff visits, as required.

(4) Provides intelligence to the Commander and staff on the worldwide situation in order to support situational awareness and planning. This includes briefings, Sensitive Compartmented Information (SCI) read boards, and intelligence products.

(5) Maintains current Statements of Intelligence Interest (SII) for MARFORRES and subordinate units.

(6) Maintains a current intelligence library, as required by Marine Corps directives.

(7) Provides overall supervision of the Sensitive Compartmented Information Facility (SCIF), the Special Security Officer (SSO), and the SCI Information System Security Manager (ISSM).

(8) Maintains and processes SCI level security clearances for MARFORRES and the MSCs.

(9) Maintains Joint Worldwide Intelligence Communications System (JWICS) network connectivity.

(10) Serves as a member of the Plans & Operations Security Committee.

(11) Serves as the primary point of contact for advice and assistance regarding mapping, charting, and geodesy.

(12) In coordination with other agencies and primary staff members, determines requirements, coordinates operation, and training and fielding of all intelligence systems.

(13) Manages Intelligence Oversight Program for the command.

(14) Serves as the MARFORRES Occupational Field 02XX and 26XX Sponsor for intelligence personnel, and provides

recommendations to the AC/S G-1 on assignment of intelligence personnel (Active, AR, and Reserve).

(15) Serves as the coordinator for all intelligence related school quotas for the Reserve Component in support of the Force, MSCs, and Individual Mobilization Augmentee (IMA) detachments for career progression.

(16) Validates all requests for intelligence production or information to higher and adjacent command agencies.

(17) Coordinates the recruitment, training, equipment, and mobilization of the SMCR and Active Reserve Counterintelligence Marines.

(18) Serves as liaison for law enforcement agencies for intelligence and counterintelligence matters.

(19) Provides intelligence support to Force-level units to include briefings and products in support of deployments and mobilization.

(20) Manages language programs, training, and foreign language testing for the command.

(21) Manages the screening and accession process for SMCR into the Counter Intelligence/Human Intelligence MOS.

(22) Coordinates with all staff sections on matters pertaining to all intelligence disciplines (e.g. medical intelligence, cyber intelligence, etc.) for MARFORRES exercises and contingency operations.

c. AC/S G-3/5

(1) Exercises staff-level cognizance on behalf of COMMARFORRES for all operational, training, and readiness matters.

(2) Coordinates operational and training matters with Headquarters, U.S. Marine Corps (PP&O & M&RA), and Deputy Commandant for Combat Development, AC/S G3 & G5 of other Marine Service Components and AC/S G3 & G5 of all MSCs.

(3) Prepares and submits the MARFORRES Command Chronology.

(4) The AC/S G3/5 oversees three functional subsections: Training & Readiness, Operations & Plans, and Mission Assurance.

(a) Training & Readiness

1. Develops, updates, and coordinates the Mission Essential Task List (METL) for all MARFORRES units with HQMC/PPO/POR, CDI, and MARFORCOM.

2. Manages the MARFORRES Chemical, Biological, Radiological, Nuclear (CBRN) passive defense and CBRN consequence management in facilitating how the Marine Corps will provide CBRN support to Combating Weapons of Mass Destruction (CWMD) operations. In so doing, oversees training programs with local schools to support CBRN training requirements per the Marine Corps Service Campaign Plan as directed by the Commandant's Planning Guidance and applicable directives.

a. Plans, develops policy, and coordinates the CBRN programs for active duty and SMCR personnel per Marine Air-Ground Task Force (MAGTF) CBRN Defense Operating Concept.

b. Serves as the CBRN advocate and MARFORRES Occupational Field Sponsor for CBRN officer and enlisted personnel.

c. Determines personnel and equipment requirements for the Force. Reviews and selects required equipment, updates doctrine, and trains the Force. In addition, identifies CBRN specific equipment requirements in conjunction with Readiness and Resources and Requirements as well as supports operational testing of combat assets with the Marine Corps Operational Testing Evaluation Agency.

d. Represents MARFORRES equity on CBRN matters with Headquarters Marine Corps (PP&O Physical Security) as charter members of the CBRN Operational Advisory Group (OAG).

e. Responsible as the Action Officer for Counter Proliferation policy, resourcing, and requirements.

f. Drafts and briefs input to the Chairman, Joint Chiefs of Staff (CJCS) Joint Monthly Readiness Review, the Combatant Commander Integrated Priority Lists, the Strategic Deterrence Joint War fighting Capabilities Assessment Program, and the Joint Requirements Oversight Council (JROC) as charter members of CBRN OAG.

g. Reviews or coordinates review of all CBRN required documents under the Office of the Secretary of Defense (OSD) CBRN Defense Program.

h. Manages a MARFORRES Staff Assist Program, versus an Inspection/Evaluation Program with the G-7, as well as a Mobile Training Team for units requiring additional assistance with CBRN programs.

3. Compiles, assesses, and submits the various readiness reporting requirements to include reports in the Defense Readiness Reporting System-Marine Corps (DRRS-MC) and the Joint Forces Readiness Report (JFRR).

4. Monitors, assesses, and administers the DRRS-MC to include, coordination of readiness issues with reserve equity with HQMC/PPO/POR.

5. Administers Formal Schools Management of all MARFORRES requirements for MOS and skills training, Professional Military Education (PME), and Staff Training Courses, utilizing the Marine Corps Training Information Management System (MCTIMS), Training Input Plans (TIP) process, and the Training Budget Allocation.

6. Executes staff-level cognizance over Alternative Training Methods and all initiatives intended to reduce training and increase Force readiness to include:

a. Planning, placement, management and coordination for Training Systems & Training Simulation Systems.

b. Planning and coordination of COMMARFORRES Distance Education initiatives to include, distance learning material development.

7. Executes staff-level cognizance over the Marine Corps Reserve Marksmanship Training Team and Reserve Marksmanship Program.

8. Supervises the forecasting and allocation, in coordination with (ICW) MARFORRES G-4, of the COMMARFORRES training ammunition allocation to ensure support of all MSC training plans, identifying Force allocation shortfalls and requesting additional allocations to meet all training goals.

9. Identifies, ICW MARFORRES G-8, all requirements in support of Force Readiness to include structure, manning, equipment, resources, facilities, training support, or funding. This includes, at a minimum, Program Objective Memorandum (POM) initiatives and related processes, National Guard-Reserve Equipment Authorization (NGREA) submissions, Supplemental Budget submissions, and Unfunded Priorities Lists.

10. Provides direction to the MARFORRES Staff regarding establishment of Fielding Plans and Distribution Priorities for equipment and resources, which affect the readiness and training capabilities of Force and MSC units.

11. Executes funds administration and budget forecasting, ICW MARFORRES Comptroller, on behalf of the AC/S G-3/5, to include identification of unfunded requirements.

12. Assists AC/S G-8 as G-3/5 points of contact for Fleet Operational Need Statements (FONS), Mission Needs Statements (MNS), and Operational Requirements Documents (ORDS).

(b) Operations and Plans

1. Leads in all aspects of United States Marine Corps Reserve unit activations, ensuring full coordination with appropriate staff sections.

2. Develops, manages, and ensures execution of the MARFORRES Training, Exercise and Employment Plan (TEEP). Provides TEEP analysis and reports, as required. Publishes semi-monthly CMC-directed situation reports and other reports, as directed.

3. Identifies, coordinates, and sources MARFORRES unit support for counter-drug operations.

4. Identifies, coordinates, and sources MARFORRES units or capabilities to support OSD Innovation Readiness Training Program events.

5. Maintains and operates the MARFORRES Command Operations Center (COC) during mobilization/activation, mobilization exercises, disaster relief operations, and on other occasions as deemed necessary by COMMARFORRES.

6. Processes all air support requests involving 4th MAW aircraft not processed through established conferences

and submits Joint Operational Support Airlift Center (JOSAC) requests, as required.

7. Coordinates MARFORRES disaster relief/support to civilian authority operations.

8. Maintains MARFORRES local disaster preparedness plan(s) and provides liaison to the necessary commands in refining and executing local disaster operations.

9. Coordinates deliberate Operation Planning (OPLAN), Concept Planning (CONPLAN), and exercise planning, and builds or refines Time-Phased Force Deployment Data (TPFDD) for all MARFORRES forces, as required.

10. Coordinates and executes COMMARFORRES Mobilization and Force Activation Plan (M&FA Plan) for MARFORRES as directed in the Marine Corps Capabilities Plan (MCP) and the U.S. Marine Corps Total Force Mobilization, Activation, Integration, and Deactivation Plan (USMC MAID-P).

11. Functional sponsor of the Global Command and Control System (GCCS). Provides system administration and security expertise in regards to the GCCS in coordination with the G-4 (technical sponsor of GCCS).

12. In conjunction with the Force Comptroller, assists in the Preparation of Congressional funding enhancements requests.

(c) Mission Assurance. The summation of activities and measures taken that require capabilities and all supporting infrastructure available to MARFORRES, to support U.S. Marine Corps roles in its military strategy. It links risk management processes and activities of related security functions: Antiterrorism (AT); Force Protection (FP); Critical Infrastructure Protection (CIP); Continuity of Operations (COOP); Physical Security (PS); Operations Security (OPSEC); Chemical, Biological, Radiological Nuclear, and High Yield Explosive (CBRNE); Pandemic Influenza (PI); Isolated Personnel; Foreign Disclosure; and Installation Emergency Management (IEM). Linking these processes and activities creates a synergistic effect required for MARFORRES to mobilize, deploy, support, and sustain military activities throughout the full spectrum of operations and responsible for the following:

1. Leads in all aspects of the U.S. Marine Corps Reserve Antiterrorism Program: peacetime measures, mobilization preparation, and exercises in support of the Active Forces units, ensuring full coordination with appropriate staff sections. Conducts triennial Higher Headquarters assessments/program reviews.

2. Maintains Force Protection (FP) Program. Provides FP Program guidance and oversight for the employment of active and passive security measures designed to protect MARFORRES service members, civilian employees, family members, facilities, and equipment in all locations and situations. Develops, coordinates, and publishes Force directives to implement HQMC policy on matters pertaining to FP and security of MARFORRES personnel and facilities. Provides regular review of the FP Program, ensuring compliance with DoD and Service plans, policies, and directives.

3. Maintains OPSEC Program: Nations and many independent groups have an intelligence gathering apparatus capable of obtaining information to predict and exploit our capabilities, plans, and operations. OPSEC plans provide specific guidance on the development of sound and comprehensive measures to thwart these intelligence activities. OPSEC must be fully developed at all levels and must permeate every operation and activity.

4. Maintains Physical Security (PS) Program. PS is a multifaceted, polymorphous program incorporating various task areas. The MARFORRES Mission Assurance (MA) Section executes the PS Program management in all facets, to include peacetime measures, mobilization preparation, and exercises in accordance with policy. Performs analyses to determine whether physical security tactics, techniques and procedures (TTP) are within standards. Conducts Physical Security surveys and assessments of all armories and secure vaults located at Home Training Centers (HTC).

5. Maintains and operates Emergency Management (EM) Program. Providing critical direction for using resources, collaborating, and planning to facilitate mitigation efforts to protect, prepare for, respond to, and recover from a vast assortment of disasters is significant in saving lives and ensuring operational readiness and mission success.

6. Maintains Isolated Personnel Report (ISOPREP) Program: Preserving the lives and well-being of

Marines, civilian employees, and contractors who have the potential of being isolated, detained, captured, or having to evade while participating in sponsored activity or missions. MARFORRES is obligated to protect its personnel, prevent exploitation of its personnel by adversaries, and reduce the potential for captured personnel being used as leverage against the United States Government.

7. Maintains Critical Infrastructure Protection (CIP) Program. The CIP Program includes the research, analysis, and policy development necessary to identify asset assurance plans needed to ensure mission execution as required. In concert with DoD and HQMC guidance, implements a CIP program to identify, assess, and provide appropriate protection of all physical and cyber assets deemed critical to MARFORRES mission execution. The CIP program must be coordinated through the General and Special Staff Sections, and MSCs to ensure mission execution across the spectrum of contingency, wartime, and peacetime requirements.

8. Maintain Pandemic Influenza (PI) Program. Properly educates and trains the Force, and ensures that it is able to continue to effectively carry out mission accomplishment. Additionally, maintains a force that is able to effectively and efficiently defeat and or recover from a pandemic.

9. Maintains CBRNE/WMD Preparedness Program. Provides guidance for protection of personnel and assets from acts of terrorism such as high-yield explosives. CBRNE/WMD Preparedness Program enhances mitigation of threats and vulnerabilities in support of (ISO) program planning and use of resources for activities within MARFORRES.

10. Planning, placement, management, and coordination for Mission Assurance functional area courses: Antiterrorism Level I, Antiterrorism Level II, Antiterrorism Level IV, Dynamics of International Terrorism, Physical Security, Defense Threat Reduction Agency Training, Security Engineering, Electronic Security Systems, Operations Security, Marine Corps Critical Asset Management Systems, Foreign Disclosure, and Isolated Personnel Recovery Program.

11. Develops, updates, and continues to improve the design and functionality of a communication/data tool via the Marine Corps Enterprise Information Technology (IT) Solution (MCEITS) SharePoint portal to disseminate threat information on

a moment's notice to site specific and regional areas. Standardizes the Mission Assurance Program Review/Vulnerability Assessment process to allow the unit commanders the ability to receive a more rapid response virtually.

12. In accordance with reference (af), ensures foreign personal travel is adhered to standards. Reservists and Active Duty Marines, Sailors, and Government Civilians intending to travel outside the continental United States must submit a letter of notification directly to COMMARFORRES or his designated representative. This notification must be submitted at a minimum of 30 days prior to the member departing.

d. AC/S G-4. Plans, coordinates, and provides policy, guidance, and oversight in the areas of supply, ammunition, food service, maintenance, distribution management, and strategic mobility to support training and maintain force readiness posture in order to provide ready, relevant, and responsive forces capable of augmenting and reinforcing active forces for employment across the full spectrum of crisis. The AC/S G-4 has staff responsibilities and oversight for the following:

(1) Synchronization of Logistics Efforts

(a) Synchronizes MARFORRES logistics efforts and facilitates coordination with higher and adjacent headquarters, the supporting establishment, and external agencies in the development of MARFORRES plans, operations, exercises, and initiatives.

(b) Assists, tracks, and supports logistics requirements of subordinate units throughout the lifecycle of mobilizations and exercises, and also promulgates logistics guidance, policies, and initiatives to the Force.

(c) Provides subject matter expertise in support of MARFORRES Crisis Action Team.

(d) Serves as the Occupational Field Sponsor for Military Occupational Specialty (MOS) codes 04XX, 1169, 1349, 1391, 21XX, 23XX, 30XX, 31XX, 3451, and 35XX for Marines assigned to MARFORRES and MSC staffs; making recommendations for placement to G-1. Monitors, in coordination with G-1, the health of the logistics community MOS populations within MARFORRES.

(e) Coordinates the training efforts of the Materiel Readiness Training Cell (MRTC) and provides initial and sustainment supply chain management and logistics systems training.

(f) Coordinates internal/external inspections with other MARFORRES staff sections, Headquarters, U.S. Marine Corps Installation and Logistics (I&L), and Field Supply and Maintenance Analysis Office (FSMAO); to include scheduling and conducting Staff Assist Visits (SAV) for requesting MARFORRES units.

(2) Supply

(a) Responsible for the Supply Enterprise and input and expertise to other staff sections for initiatives and programs such as National Guard & Reserve Equipment Appropriation (NGREA), Approved Acquisition Objective (AAO), Training/Allowance (T/A), Table of Equipment (T/E) cross leveling, etc.

(b) Provides guidance and policy for execution of consumer-level ground supply operations for MARFORRES in both garrison and deployed environments.

(c) Performs intermediate-level supply management for MARFORRES by operating a General Account (GA), Repairable Issue Point (RIP), and Initial Issue Provisioning (IIP) account.

(d) Coordinates MARFORRES War Reserve Program efforts.

(e) Manages individual clothing management for the SMCR Replacement-in-Kind Clothing Program for MARFORRES.

(f) Manages accountability of Garrison Property/Non-standard Equipment via Defense Property Accountability System (DPAS).

(g) Manages and monitors MARFORRES ammunition allowances and provides ammunition and explosive management guidance.

(h) Assists MARFORRES units with ammunition forecasting, requisitioning, expenditure reporting and manages Special Allowance policy, approval, and submission process.

(i) Advises COMMARFORRES and staff on ammunition posture.

(j) Provides ammunition and explosive management training.

(k) Provides policy and guidance with respect to the Food Service Program.

(l) Manages Food Service Award Programs.

(m) Approval authority for Military Interdepartmental Purchase Requests (MIPR) relating to food service.

(n) Responsible for the Logistics Systems Functional Resource Group (LSFRG) whose function is to provide subject matter expertise for troubleshooting Global Combat Support System-Marine Corps (GCSS-MC) trouble tickets.

(3) Maintenance

(a) Responsible for Field Maintenance Enterprise.

(b) Develops and manages the command's maintenance management program, providing policy, management, and oversight of ground equipment readiness and ground equipment readiness reporting.

(c) Advises the Commander on all matters related to equipment maintenance and the impact of the command's maintenance effort on equipment readiness.

(d) Provides oversight and supervision of the maintenance management programs and provides technical assistance and instruction.

(e) Coordinates external and internal maintenance programs to include Quality Deficiency Reporting (QDR), Ground Equipment Warranty Program, Contracted Maintenance Logistics Support Program, Enterprise Lifecycle Maintenance Program (ELMP), Repair and Return Program Oversight Recoverable Items Report (WIR), modification and calibration control, Corrosion Prevention and Control Program (CPAC), and Wear Control Programs.

(f) Monitors ground equipment readiness reporting and tracking.

(g) Manages the MARFORRES Licensing Program.

(h) Exercises staff technical supervision over field maintenance matters and salvage of material.

(i) Proponent for maintenance related initiatives such as the Above Ground Wash System (AGWS) and Expeditionary Vehicle Wash System (EVWS).

(j) Responsible for the operation of the Logistics Systems Coordination Office (LSCO) whose function is to optimize the effectiveness and functionality of logistics information support systems throughout the force.

(4) Strategic Mobility

(a) Coordinates all strategic mobility requirements and maintains lift requirement data (unit deployment listings and personnel reports).

(b) Provides MARFORRES embarkation policy and guidance with respect to strategic movement of unit personnel, equipment, and supplies in movement by ship, aircraft, and railroad.

(c) Coordinates logistics issues associated with Force Deployment Planning and Execution (FDP&E) and communicates posture as required with HQMC, COMMARFORRES, and supported Marine Component Commands.

(d) Ensures MARFORRES deployment readiness through the process of monitoring, training, and inspection.

(e) Coordinates external embarkation training and certification programs such as Hazardous Materials (HAZMAT) and load planning certifications.

(f) Provides support, as required, at Port of Embarkation (POE) in support of the FDP&E process.

(g) Maintains liaison with U.S. Transportation Command (USTRANSCOM) in preparation for air and sealift movements.

(h) Supports the sourcing and management of MARFORRES force requirements within the combatant commander's deployment Time-Phased Force Deployment Data (TPFDD).

(i) Provides embarkation enterprise software application support.

(5) Distribution Management

(a) Responsible for policies and guidance related to the Deployment and Distribution Enterprise and oversight of commercial deployment systems (Cargo Movement Operations System (CMOS), Standard Accounting, Budgeting and Reporting System (SABRS), World Span, and Power Track).

(b) Maintains close liaison with other common-user transportation operating agencies in order to coordinate large group travel charter flights (Air Mobility Command, Group Operational Passenger System (GOPAX), and approved Transportation of Things (TOT) movements).

(c) Processes approved Transportation of Personnel (TOP) and TOT movements and reviews all Defense Travel System (DTS) Individual Travel Orders, Marine Reserve Order Writing System (MROWS) travel orders, and provides commercial ticketing service (Ravenel).

(d) Reconciles, validates, and processes Centrally Billed Account (CBA) credit cards for payment.

(e) Processes overseas PCS Port Call requests.

(f) Provides passport/visa acceptance support.

(g) Validates and reconciles commercial bills of lading.

(h) Coordinates and processes Small Package Program requests.

(i) Provides customer support in order to validate, reconcile, and pay commercial bus invoices.

e. AC/S G-6

(1) Command, Control, Communications, and Computers (C4)

(a) Establishes policies, executes processes, and employs decision support capabilities for the effective and efficient governance of MARFORRES information enterprise assets and ensures the alignment of those assets to warfighter requirements.

(b) Performs the functions of the Chief Information Officer (CIO) in accordance with the Clinger Cohen Act.

(2) Operations Division. Plans and coordinates tactical and garrison communications requirements and support for exercises, operations, and base-post station C4 support.

(a) G-6 Operations

1. Serves as the central point of coordination for all operational matters within MARFORRES G-6.

2. Drafts, reviews, and releases naval message traffic on behalf of AC/S G-6.

3. Drafts and reviews Letters of Instruction (LOI), Policy Letters, and Standard Operating Procedures (SOP) by direction of AC/S G-6.

4. Advises AC/S G-6 on all matters of C4 systems employment.

(b) Training Exercise and Support

1. Plans, coordinates, and validates MARFORRES C4 training, equipment fielding, and personnel requirements.

2. Provides tactical and operational support to COMMARFORRES and the MSCs in the planning and execution of communications exercises, operations, deployments, Annual Training (AT), and drill weekends.

3. Plans and coordinates new communication equipment training.

4. Plans, coordinates, validates, and assigns and monitors spectrum requirements usage and compliance.

5. Coordinates with adjacent General and Special Staffs within MARFORRES and the MSCs on operational matters.

(c) Network Engineering. Develops technical plans and provides design, engineering, and technical assistance to the Force for tactical and garrison networks.

(d) Plans. Responsible for the concept development of future plans in support of tactical and garrison communications.

(e) Regional Network Operations Security Center Reserve (RNOSC-Res)

1. Provides oversight and direction over Network Operations and timely information flow in order to facilitate effective Command and Control of MARFORRES Communications Networks.

2. RNOSC-Res provides real time network monitoring, reporting, and incident response.

(3) MAGTF Information Technology Support Center-Reserve (MITSC-Res). Provides secure, available and reliable data and voice network infrastructure that facilitates the execution of MARFORRES mission essential functions. Executes effective day-to-day network operations in order to prevent, mitigate, and minimize the impact of service outages and degradations.

(a) MITSC-Res Operations

1. Serves as the central point of coordination for all operational matters within MITSC-Res.

2. Manages the development and enforcement of MITSC-Res policies.

3. Manages the Change Management process.

4. Manages the Asset Management process including the management of equipment warranties and workstation/infrastructure refresh management.

5. Manages the Configuration Management process including license, software, and OS management.

6. Provides Project Management oversight for all ITIP/6AG projects and FSRG-related site additions and divestitures.

(b) Service Desk

1. Manages the inbound call center and service desk operations for MITSC-Res RSD.

2. Provides MCEN-N and MCEN-NL user services such as troubleshooting, account creations, user account management, software installs/transfers, etc.

3. Manages the wireless contract to include management of Blackberries and Air-cards.

(c) End User Services

1. Provides touch labor services to MARFORRES users.

2. Provides MCEN-S user services such as troubleshooting, account creations, user account management, and software installs/transfers.

3. Manages the scheduling and support of all MARCORSPTFAC VTCs.

4. Provides configuration and management of MARCORSPTFAC Voice over Internet Protocol (VoIP) phone, voicemail, and call center systems.

5. Oversees MARFORRES G-6 Inside Plant (ISP) activities to include server room patching and management of server room UPS systems.

(d) Field Services

1. Provides trouble ticket triage services ensuring that all MITSC-Res RSD trouble tickets are routed to proper queues in order to be worked in a timely manner.

2. Provides queue management oversight for all MARFORRES Remedy queues.

3. Manages the tasking and workload of all remote NGEN ES contractors.

4. Develops and oversees the entire NGEN contractor onboarding process.

5. Provides management and tracking of MARFORRES Information Support Coordinator (ISC) and Technology Assistant (TA) programs.

(e) Server Administration

1. Manages, deploys, operates, maintains, upgrades, patches, and secures all MARFORRES server/storage hardware and operating systems to include VoIP and VTC servers.

2. Maintains MARFORRES service migration and disaster recovery capabilities, and performs service migrations as required.

(f) Network Administration

1. Manages, deploys, operates, maintains, upgrades, patches, and secures all MARFORRES MCEN-N, MCEN-S, MCEN-NL, and C-ISP transport infrastructure including remote sites.

2. Maintains MARFORRES service migration and disaster recovery capabilities and performs service migrations, as required.

(4) Readiness & Resources/Ground Electronics Maintenance Division

(a) Monitors ground electronics equipment maintenance readiness.

(b) Responsible as the HQMC C4 Information Technology (IT) Procurement/Approval System (ITPRAS) Coordinator, approving authority, for MARFORRES. This role requires the review and monitoring of all ITPRAS requests within MARFORRES. The ITPRAS process ensures the effective and efficient expenditure of funding to: acquire IT capabilities; safeguard against duplicative investments; align IT procurements and purchases to mission goals and objectives; comply with Department of Defense (DoD), Department of Navy (DoN), and Marine Corps policies; and, provides visibility of all Marine Corps fiscal expenditures related to IT.

(c) Coordinates with Marine Corps Systems Command (MCSC) on all matters related to ground electronics equipment

sustainment that impact the command's equipment readiness and ability to meet mission requirements.

(d) Advises the G-6 and MSC G-6s on all matters related to ground electronics equipment maintenance and the impact of the command's maintenance effort on equipment readiness.

(e) Manages the G-6 annual Operation and Maintenance (O&M) budget.

(f) Manages G-6 requirement submissions to the following programs: Program Objective Memorandum (POM), Unfunded Priority List, and the National Guard & Reserve Equipment Appropriation (NGREA).

(g) Provides oversight and supervision of maintenance programs and provides technical assistance and instruction.

(h) Assists the G-4 in the command's inspection and assistance programs on equipment maintenance and readiness as the SMEs for ground electronics in preparation of Field Supply Maintenance Analysis (FSMAO) inspections and analysis in accordance with directives and policies.

(5) Electronic Key Management System (EKMS)

(a) EKMS maintains the MARFORRES six-digit account and provides overall guidance and support to all subordinate six-digit accounts and local elements. EKMS provides subject matter expertise and advocates on behalf of and for the command in all matters pertaining to Key Material (KEYMAT) and Controlled Cryptographic Items (CCI).

(b) Conducts account inspections.

(c) Evaluates compliance with existing EKMS policy and procedures throughout the Force.

(d) Manages and maintains the MARFORRES EKMS account. Manages the transfer of CCI/EKMS assets amongst the Force.

(e) Manages and distributes KEYMAT.

(f) Provides secure telephone capabilities.

(6) Applications Management

(a) Develops customized applications that support unique MARFORRES missions and user base.

(b) Implements, configures, and sustains Commercial-Off-the-Shelf (COTS) applications.

(c) Supports customized and COTS applications in accordance with security policies and industry best practices.

(d) Securely obtains, stores, and processes MARFORRES mission critical data.

(e) Develops and maintains SharePoint infrastructure.

(f) Implements and maintains security posture (i.e. policies, regulations, and configurations) in customized applications, databases, and COTS software.

(g) Provides support to MARFORRES Information Management/Knowledge Management (IM/KM) initiatives.

(7) Cyber Security. Provides Information Security Governance, Risk Management, and threat avoidance for all classified and unclassified networks.

(a) Applies security principles and policies to all classified and unclassified networks.

(b) Provides control measures in order to mitigate network vulnerabilities.

(c) Scans MCEN assets across the Force in order to validate compliance with current security policies and directives.

f. AC/S G-7. Serves as the MARFORRES Command Inspector General (CIG). Executes Inspector General Program (IGP) functions and the below assigned functions based upon appropriate orders and directives, and the commander's vision, intent, goals, and command philosophy. The CIG is the eyes, ears, voice, and conscience of the Commander and serves as a fair and impartial fact-finder and problem-solver; extends the

Commander by looking into areas that might affect the readiness and warfighting capability of MARFORRES.

(1) Assistance

(a) Assistance is the function of receiving, inquiring into, and responding to complaints, requests for information, and requests for help presented or referred to an Inspector General (IG).

(b) It begins with the CIG receiving the complaint or a request for assistance followed by analysis to determine if the matter is appropriate for IG action or if the IG should refer the matter to the command.

(2) Investigations

(a) Operates the MARFORRES Fraud, Waste, and Mismanagement Hotline.

(b) Retains cognizance of DoD and Inspector General of the Marine Corps (IGMC) directed inquiries concerning allegations of improprieties within MARFORRES.

(c) Receives and reviews all complaints and allegations concerning senior officials and reports to IGMC, and COMMARFORRES, as directed.

(d) Recommends the assignment of Investigating Officers (IO) for Headquarters, MARFORRES.

(e) By direction, refers appropriate complaints to MSC Commanders for investigation.

(f) Prepares tasking letters and reviews results of investigations and command response documents.

(g) Maintains MARFORRES Fraud, Waste, Abuse, and Mismanagement files, complaints, and investigation records.

(h) Reports Hotline complaint and investigation results to COMMARFORRES, as required.

(i) Disseminates DoD and IGMC Fraud and Waste related publications and correspondence.

(j) Coordinates and oversees Fraud, Waste, and Mismanagement prevention, detection, and remedies.

(3) Inspections

(a) Maintains cognizance over MARFORRES Commanding General's Inspection Program (CGIP), to include, conducting Commanding General Inspections (CGI), Command Inspection Program (CIP) inspections, and the Force Readiness Assessment and Assistance Program (FRAAP); provides oversight to MSC CIG efforts as necessary.

(b) Schedules and conducts inspections of those areas requiring special handling as directed.

(c) Program Manager for the FRAAP. Evaluates mobilization readiness status of all Force units.

(d) Develops FRAAP Assessment policies providing FRAAP program guidance and decisions necessary to achieve and maintain an effective FRAAP assessment evaluation program.

(e) Provides feedback to COMMARFORRES and MSCs on force-wide trends, findings, and other inspection issues or information.

(f) Records and follows-up with units for resolution of assessment issues that are beyond the ability of assessed unit to resolve.

(g) Compiles required FRAAP assessment reports.

(4) Inspection Coordination Center. Serves as the MARFORRES focal point for coordination of all inspections within the command. Conducts coordination with MSC and MARFORRES Functional Area managers to include schedule plan monitoring and corrective action follow-up for findings noted during inspections.

(5) Intelligence Oversight

(a) Inspects the implementation and management of intelligence oversight programs at the command element, MSC, and subordinate unit levels.

(b) Ensures that MARFORRES and MSC Intelligence Components are inspected a minimum of every 2 years.

(c) Receives and forwards required Intelligence Oversight Reports.

(d) Receives, investigates, and forwards to IGMC reports of Intelligence Oversight violations or questionable activity.

(e) Advises COMMARFORRES on the status of Intelligence Oversight policy and procedures.

(6) Congressional Interest (CONGRINTS)

(a) Has cognizance over all CONGRINTS referred to MARFORRES. Receives, accounts for, and processes all MARFORRES CONGRINTS and returns the completed response to the Office of Legislative Affairs Correspondence (OLAC) in a timely manner.

(b) Retains records in IGMC Case Management System.

(7) Delay, Deferment, and Exemption (DD&E) Program

(a) Provides direction and support to DD&E request development.

(b) Receives DD&E requests and convenes DD&E review panel, as required, to evaluate request and assign appropriate recommendation.

(8) Request Mast

(a) Oversees and reviews NAVMC 11296 (Marine Corps Request Mast Application) forms submitted to COMMARFORRES.

(b) Maintains request mast files for COMMARFORRES.

(c) Ensures MARFORRES units are in compliance with applicable request mast orders.

(9) Assigned as the Operational Sponsor for the MARFORRES G-1 IMA Detachment.

g. AC/S G-8

(1) Advises the Commander on capabilities management and capabilities programs, projects, initiatives, and functions. Coordinates with other staff departments/sections and maintains

continuity for all capabilities programs, projects, initiatives, and functions defined below.

(2) Defines U.S. Marine Corps Reserve (USMCR) unit capabilities and capacities required to support U.S. Marine Corps (USMC) stated goals (e.g., per the Expeditionary Force 21, Marine Corps Service Campaign Plan, etc) and as set forth in the MARFORRES Strategic Plans. Coordinates all functions within the Marine Corps Force Development System (MCFDS) as it relates to MARFORRES capabilities and/or requirements (vertical and horizontal) to include: Capability Based Assessments (CBA)/Front End Assessments (FEA), Functional Area Analyses (FAA), Functional Needs Analyses (FNA), and Functional Solutions Analyses (FSA). Also inclusive within this function is the coordination / endorsement of all Urgent Universal Need Statement (UUNS) proposals within the Marine Corps.

(3) Conducts Force Structure Planning in concert with MARFORRES Strategic and Campaign Plans to include: Total Force Structure Management System (TFSMS) Program Management, Table of Organization and Equipment Change Report (TOECR) Process Management, Unit Table of Equipment Requirement (UTR) Management, and Navy Structure Management. Coordinates with all of the branches within the Total Force Structure Division (TFSD) within MCCDC.

(4) Coordinates staffing and command endorsement for all MCBUL 5400 requirements and Facts and Justification (F&J) notifications associated with the establishment, relocation/modification, or disestablishment of USMCR units resulting from Base Realignment and Closure (BRAC), Facilities Sustainment, Restoration, and Modernization (FSRM), FSRG, or any other directive dictating physical site changes.

(5) Participates in/coordinates all HQMC and PP&O PS sponsored Advocacy Boards/Groups to include: Command Element Advocate Board (CEAB), Ground Board, Aviation Board, Infantry OAG, Fires & Maneuver OAG, Engineer OAG, etc. Coordinates / Facilitates all Higher Headquarters (HQ) tasks involving emerging Advocacy issues relating to the RC. Coordinates all capability development issues with the respective MCCDC Capabilities Development Directorate (CDD) Integration Division: Command and Control Integration Division (C2ID), Logistics Integration Division (LID), Fires, etc.

(6) Manages MARFORRES participation in the POM process to include: Physical Evaluation Board (PEB) and Program Working

Group (PWG) membership and attendance; creation, staffing, and submittal of POM initiatives; providing POM feedback and advice to the Command as it relates to impact to the Force; integrates/coordinates all MARFORRES Program activities; and maintains constant coordination with all stakeholders involved with the USMC Programming community.

(7) Coordinates MARFORRES activities as they relate to the annual NAREA submission, National Guard and Reserve Equipment Report (NGRER), 10543 Report, Select and Native Programming Data (SNAP) Report, Unfunded (Equipment) Programs List (UPL), Supplemental Requirements, and any other equipment related requirements for the Force.

(8) Manages the MARFORRES Continuous Process Improvement (CPI) Program to include coordination of all Lean Six Sigma training and project requirements in accordance with applicable Marine Corps Orders and related regulations regarding CPI.

(9) Executes strategic planning activities to include: development, maintenance, and periodic update to the MARFORRES Strategic Plan; provides input to the MARFORRES G-3/5 in the development and periodic update to the MARFORRES Campaign Plan; performs operational analysis as it relates to the stated objectives within the MARFORRES Strategic Plan; coordinates with the Center for Naval Analysis for studies relating to the RC; coordinates with MCCDC Operational Analysis Division (OAD) for Marine Corps Studies System (MCSS) study proposals; and facilitates any other analysis as required in support of COMMARFORRES.

(10) Coordinates and prepares MARFORRES POM, Congressional Enhancement for Operation and Maintenance, Marine Corps Reserve (O&MMCR) and Reserve Personnel, Marine Corps (RPMC) Appropriations.

4. Special Staff

a. AC/S Facilities

(1) Manages the real property interests of MARFORRES:

(a) Oversees, budgets for and executes the Facilities sustainment, restoration and modernization, and minor construction programs and projects for MARFORRES accountable property; coordinates exclusive Marine Corps space in joint and tenant training centers and aviation facilities.

(b) Coordinates, monitors, and reviews the Facility Assessment program in order to ensure facility quality ratings are maintained within policy guidelines.

(c) Exercises direct liaison with appointed site commanders for all programs that are under the centralized control of MARFORRES Facilities (Real Property, Garrison Mobile Equipment (GME), Environmental, General Services Administration (GSA) vehicle use, etc).

(d) Coordinates and monitors Military Construction Naval Reserve (MCNR) projects, both unilateral and joint, for program construction of Class II real property assets.

(b) Manages the MARFORRES Base Operations Support (BOS) program (janitorial, water, power, gas, snow removal, etc).

(2) Manages the Environmental and Energy Program of MARFORRES:

(a) Manages environmental projects and response (vehicle wash-racks, hazmat sheds, storm water retention, clean-ups, etc).

(b) Budgets for and coordinates the execution of environmental projects.

(c) Prepares National Environmental Policy Act (NEPA) documentation and coordinates the Environmental Impact Review Board (as needed) for identified projects and training events.

(d) Coordinates and supervises the Environmental Management System (EMS) and Environmental Compliance Evaluation (ECE) Programs, to achieve and maintain environmental compliance for all MARFORRES units.

(e) Coordinates the Environmental Training and Pollution Prevention Programs for all MARFORRES units and organization personnel as appropriate.

(f) Provides liaison for environmental and energy program requirements between stakeholders (e.g. HQMC, hosts, state, federal, and tribal authorities).

(g) Coordinates meeting requirements as outlined in MCO P11000.9 Real Property Facilities Manual, Energy and Utilities Management. Coordinates review and execution of Request for Proposals (RFP), designs and construction for energy projects.

(h) Coordinates Defense Utility Energy Reporting System (DUERS) reporting, energy usage reporting, energy cyber security, power resilience, energy security, and renewable energy generation.

(3) Coordinates and monitors DoD-Directed Joint Services Reserve Component Facilities Board (JSRCFB) representation in all states with MARFORRES units.

(4) Serves as advocate and provides Public-Private Venture (PPV) oversight of Family Housing Operations in Kansas City, MO; Westover, MA; and Stewart, NY. Manages and maintains Quarters A in New Orleans, LA. Coordinates facility sustainment and administrative requirements of Bachelor Housing at Stewart Army National Guard Base, NY and DPC/RSU East on Camp Lejeune, NC.

(5) Coordinates, monitors, and reviews support agreements including Inter-Service Support Agreements (ISA) and Memorandums of Agreement (MOA) involving base support funds including Training Centers and Supporting/Supported-Command agreements at Joint Bases. Site commanders may not accept, give away, or sublet facilities/space or GSA leased vehicles without approval of MARFORRES Facilities; Facilities will coordinate associated funds utilization with the Force Comptroller as needed.

(6) Coordinates with the Force Comptroller on budgeting and execution of all Facilities appropriated funds and to monitor execution of the financial plan for all fiscal years available for obligation and five additional years thereafter.

(7) Manages the Plant Property Control and Garrison Mobile Equipment (GME) programs for all MARFORRES units. Tracks and oversees U.S. General Services Administration (GSA) vehicle program.

(8) Serves as the centralized point of contact for all Joint Basing issues for the Office of the Secretary of Defense (OSD) designated Joint Bases where MARFORRES units are located.

(9) Assigned as the Operational Sponsor for the MARFORRES Environmental Services IMA Detachment.

b. Security Manager

(1) Functions as the Security Manager of MARFORRES in all security matters involving personnel and information security, both internal and external to MARFORRES.

(2) The Security Manager has cognizance of all security programs within MARFORRES.

(3) Serves as the principal advisor on information and personnel security in the Command except issues specific to Sensitive Compartmented Information (SCI) and is responsible to COMMARFORRES for the management of the program.

(4) Responsible for developing and administering the command's Information and Personnel Security Program.

(5) The Security Manager is appointed in writing by the Commander, and provided sufficient authority and staff to manage a robust security awareness program. The Security Manager is designated by name and identified to all members of the command on organization charts, telephone listings, rosters, etc.

(6) Serves as COMMARFORRES' advisor and direct representative in matters pertaining to the security of classified information held at the command and eligibility of personnel to access classified information and to be assigned to sensitive duties. Formulates and coordinates the command's security awareness and education program. Ensures all personnel who will handle classified information or will be assigned to sensitive duties are appropriately cleared through coordination with proper authorities and requests for personnel security investigations are properly prepared, submitted and monitored. Coordinates the command program for continuous evaluation of eligibility for access to classified information and assignment to sensitive duties.

(7) Maintains liaison with the command Special Security Officer (SSO) concerning information and personnel security policies and procedures, and coordinates with the command information systems security manager on matters of common concern.

(8) Maintains liaison with all external agencies as related to security.

(9) Serves as the primary point of contact for advice and assistance in all security matters regarding personnel and information security.

(10) Manages the implementation and required administration of the Joint Personnel Adjudication System (JPAS) and the Electronic Questionnaires for Investigation Processing (e-QIP) System, directing the initiation, restoration, and management of security clearance access eligibility and personnel security investigations.

(11) Ensures that NAVMC Functional Area Security Inspections are scheduled and performed in accordance with NAVMC Directive 5040.6H and SECNAV M5510.30, and implements assist visits and assessments with regards to MARFORRES commands and the MARCORSPTFAC, New Orleans.

(12) Manages the Security Education and Training Program, and coordinates and conducts required annual and refresher security education and training.

(13) Responsible for the Classified Material Control Center (CMCC) and the vault.

c. Director of Safety. The Safety Directorate under the direction of the Safety Director is the cognizant special staff section for safety matters and policy within MARFORRES. Responsibilities include, but are not limited to the following:

(1) Executes administrative details of the Marine Corps Safety Program. These are applicable to:

(a) All non-flight related operations and activities under cognizance of an installation or unit.

(b) All personnel assigned to, stationed at, employed by, or otherwise engaged in normal activities at the installation or unit.

(c) Personnel employed by Marine Corps exchanges, clubs, etc., at an installation or unit.

(d) All residents, tenants, or visitors of installation or unit.

(2) Adapts safety directives, regulations, and suggestions from higher authority for local conditions. Prepares and keeps current local safety regulations and SOPs.

(3) Maintains complete reports of all mishap types and makes comprehensive analysis, for mishap prevention purposes, of all mishaps involving Marine Corps personnel, equipment, or activities. Prepares reports of mishaps required by higher authority, investigates mishaps as directed, and recommends corrective measures to eliminate mishap causes.

(4) Ensures workplace safety inspections are conducted of the premises, equipment, and activities on a periodic basis. Documents safety inspection programs and ensures appropriate follow-up and timely corrective action on unsafe conditions and practices noted.

(5) Acts in an advisory capacity on safety matters to COMMARFORRES. Provides guidance to staff officers and supervisors. Maintains close liaison with all staff officers to ensure maximum cooperation in connection with matters of mutual concern and works toward completeness and accuracy of reports with a minimum of duplication in the investigation of mishaps.

(6) Coordinates and consults with activity officials on safety matters as follows:

(a) Medical personnel for matters relating to proper selection and placement of personnel from safety and job analysis standpoints.

(b) Security personnel on traffic management and other matters of mutual concern.

(c) Supply officers for specifying standards for safety devices and proper storage and labeling of hazardous materials.

(d) Facility maintenance or public works officers on matters pertaining to:

1. Safety plans and specifications for alterations and new construction.

2. Safety and health deficiencies in existing structures or facilities.

3. Identification of safety and health deficiencies that are potential candidates for the Operational Safety Health (OSH) Deficiency Abatement Program (HQMC funded).

(e) Trains officers to ensure safety standards, rules, and regulations are included in training programs.

(f) Industrial hygienist to survey and appraise conditions affecting the health and efficiency of personnel, such as fumes, vapor gases, dust, lighting, ventilation, temperature extremes, ergonomics, noise, and sanitary facilities with a view toward eliminating or minimizing unhealthful conditions. With the Radiation Safety Officer, Light Amplification by Stimulated Emission of Radiation (LASER) System Safety Officer, or industrial hygienist as appropriate to evaluate harmful radiation and ensure exposed personnel are protected.

(g) Unit special services officer or Marine Corps Community Services (MCCS) officer to ensure safety standards, rules, and regulations are included in Morale, Welfare, and Recreation (MWR) or special services programs.

(7) Programs and budgets in coordination with facility maintenance or public works officer and comptroller, as appropriate, for correction of safety and health deficiencies. All deficiencies must be documented and an audit trail established.

(8) Establishes and maintains liaison with local, municipal, state, and federal safety agencies, as appropriate.

(9) Organizes, provides technical assistance to, and acts as recorder of command safety councils.

(10) Provides safety representation on activity or unit committees and boards as assigned. Some committees and boards appropriate for safety manager membership are:

(a) Beneficial suggestions.

(b) Grievance hearings where safety is a factor.

(c) Planning boards to advise on appropriate priority for safety.

(d) Workers' compensation committees.

(11) Reviews beneficial suggestions pertaining to safety devices and practices and submits recommendations to the awards committee.

(12) Studies safety problems and conducts job analysis to develop remedial safety measures related to mechanical processes, shop and field operations, and physical conditions. Provides safety comments on designs of equipment, processes, and safeguards. Reviews operating and training instructions and recommends those corrective actions necessary to eliminate or control mishap-producing conditions and hazards.

(13) Organizes, implements, and supervises a complete Motor Vehicle Safety Program for both government and private motor vehicle operation, including technical guidance for training operators and conducting attitude training aimed at mishap prevention.

(14) Oversees explosives and range safety programs. Through the explosives safety officer, coordinates with range and ordnance officers to ensure appropriate safety standards, rules, and regulations are included in range and ordnance operations.

(15) Provides safety education to all supervisors, unit safety officers, and their assistants in subordinate units. Makes sure they are aware of their duties and have the necessary references, equipment, and material to discharge these duties.

(16) Initiates actions to stimulate interest in safety, such as news releases, posters, handouts, etc.

(17) Keeps the Commander informed at all times of any safety problems encountered in conducting safety and mishap prevention programs. A narrative report of safety conditions, problems, and recommended corrective action shall be submitted to the Commander at least quarterly.

(18) Acts as the Commander's representative in all safety conferences and meetings where such representation will benefit and/or protect the interests of COMMARFORRES and the subordinate units.

d. Regional Contracting Officer (RCO). The Contracting Officer is a special staff officer under the cognizance of

COMMARFORRES. The Contracting Officer is appointed by the Assistant Deputy Commandant for Installations and Logistics (Contracts). Responsibilities include, but are not limited to the following:

(1) Manages the MARFORRES purchasing/contracting program for acquisition of mission essential supplies and services that are not available through the Marine Corps supply system, ensuring regulatory and statutory compliance.

(2) Advises COMMARFORRES and staff on procurement-related matters, such as acquisition planning, competition requirements, pre-award considerations, contract award, post-award administration, and applicable regulatory and statutory requirements.

(3) Awards contracts for supplies/service for site support at all MARFORRES sites. Consolidates requirements above the micro-purchase threshold, as appropriate.

(4) Administers the Government Commercial Purchase Card (GCPC) VISA Program to include:

(a) Manages five GCPC accounts for procurement of supplies and services, procurement and payment of reserve clothing, payment of contract invoices, and payment of reserve subsistence.

(b) Appoints and manages the unit Approving Officials (AO) and Cardholders (CH).

(c) Conducts GCPC reviews to ensure regulatory and procedural compliance.

(5) Manages the RCO Customer Service Database, ensuring up-to-date procurement regulations, instructions, manuals and additional guidance are made available.

(6) Provides contingency contracting support for MARFORRES Joint Task Force, Joint Operation Training and annual training exercises, as required.

(7) Processes ratification of unauthorized commitments and claims against the Government.

(8) Reports monthly the purchasing and contracting actions to CMC (Contracts Division, Performance Management Branch (LBO)).

(9) Ensures RCO employees meet the training requirements established by the Defense Acquisition Workforce Improvement Act.

(10) Manages and supervises RCO employees.

e. Director of Public Affairs Department (PAD)

(1) Provides the Commander with the staff assistance to conduct Public Affairs Office (PAO), Combat Camera (COMCAM), and Marine Band New Orleans operations.

(2) Directs, manages, coordinates and oversees the overall staff responsibility for PAO, COMCAM, and Marine Band New Orleans matters.

(3) Oversees the development and maintenance of SOPs, Force Policy Letters, and Force Orders for the force-wide conduct of PAO, COMCAM, and Marine Band New Orleans operations.

(4) Analyzes and evaluates the command's PAO, COMCAM, and Marine Band New Orleans organization, staffing, equipping, and fiscal needs and requirements.

(5) Develops the Commander's Communication Strategy, and incorporates PAO, COMCAM, and Marine Band New Orleans operations accordingly.

(6) Provides the command with analysis of externally produced media products to determine the effectiveness of MARFORRES Public Affairs' (PA) strategic engagement plans.

(7) Serves as chair of the command's Integrative Communication Working Group.

(8) Public Affairs Office (PAO)

(a) Provides the Commander advice and counsel on the capabilities and employment of public affairs assets, emerging and existing public affairs issues; establishes and maintains relationships with key public leaders through the creation and dissemination of communication products and community engagement.

(b) Advises the Commander on all matters having a public affairs impact.

(c) Executes communication strategy with key publics through command information programs, community engagement, and planning and operational support.

(d) Informs and coordinates all Marine Corps Reserve public affairs issues with the Office of Marine Corps Communication, HQMC.

(e) Uses public affairs research findings and the Commander's guidance to inform PA recommendations/inputs during staff planning.

(f) The Deputy Director, Public Affairs Department, serves as the fund's manager for PAO, administrating and supervising the operating budget via the Force Comptroller, Approving Official in Purchase Request (PR) Builder, and Miscellaneous Document (MD) approver in the Memorandum Fiscal System.

(9) Command Information

(a) Prepares and disseminates accurate and timely information about the Marine Corps Reserve to key publics.

(b) Develops communication products in accordance with the Commander's priorities and communication strategy.

(c) Maintains Security, Accuracy, and Propriety (SAP) of public affairs products.

(d) Serves as the command's contact for key publics' inquiries.

(e) Coordinates and manages information programs or products to include, at a minimum, news content, command (public) websites, social media platforms, and communication products, such as the Continental Marines Magazine and the MARFORRES Communicator.

(f) Plans and coordinates applicable public affairs plans and support for exercises and operations.

(g) Develops Annexes for operations orders, public affairs guidance, and communication strategy in order to effectively communicate institutional or command messages to key publics.

(h) Reviews products intended for release prepared by subordinate units for SAP.

(i) Creates and manages applicable Web platforms to disseminate information to key publics.

(j) Creates and manages social media platforms to disseminate information and maintain and/or facilitate community dialogue with key publics.

(10) Plans and Operations

(a) Employs an integrative communication approach (PAO and COMCAM) to meet communication strategy objectives.

(b) Plans and coordinates applicable public affairs plans and support for exercises and operations.

(c) Develops Annexes for operations orders, public affairs guidance, and communication strategy in order to effectively communicate institutional or command messages to key publics.

(d) Deploys an integrative communication team to exercises and operation in support of the command element.

(11) Community Engagement

(a) Initiates, coordinates, and oversees MARFORRES contact with special interest groups to include local and national community organizations and military-oriented associations.

(b) Administers the Community Outreach Operations Plan funding support of force-wide community projects, as well as events and projects that are beyond the capability for individual unit funding.

(c) Serves as National Coordinator for U.S. Marine Corps Toys for Tots Program, provides liaison between the Marine Toys for Tots Foundation (MTFTF) and supporting units throughout the Marine Corps Reserve.

(12) Additional (related) Public Affairs Duties

(a) Office of Legislative Affairs (OLA) Liaison and provides oversight for the Commander's Congressional testimony requirements.

(b) Joint Civilian Orientation Conference Liaison.

(c) Public Service Recognition Week Liaison.

(d) Supports Marine Corps Recruiting Command initiatives as directed.

(13) Combat Camera (COMCAM)

(a) COMCAM provides professional photographic, videographic, reprographic, print and multimedia products and services in support of administrative, operational, and planning requirements.

(b) Operates and maintains printing and reproduction equipment in support of the Commander, preparing command information products with original layout and design, multiple formats and sizes, and the potential for producing large quantities of reproductions.

(c) Coordinates and manages motion media, still photography, reproduction capabilities, and audio recordings covering air, sea and ground actions of MARFORRES units in Service and/or joint training exercises, and at the supporting establishment.

(d) Provides motion media, still photography and audio recordings covering exercises including:

1. Assists Public Affairs in support of the Commander's Communication Strategy.

2. Deploys teams of two Marines (still photographer and videographer) or as part of an integrative communication team.

3. Historical documentation.

4. Stock footage.

(e) Establishes and supervises a quality control program for COMCAM products and processes.

(f) Establishes a program to ensure the safety of personnel when handling hazardous materials or equipment through the proper posting and use of manufacturer's instructions, Material Safety Data Sheets (MSDS), and safety equipment and supplies.

(g) Establishes and maintains local archives of video, photographic, graphic products and artwork in support of customer's requests and the Commander's Communication Strategy.

(h) Participates in Joint Combat Camera operations as required.

(i) Assists in communicating issues regardless of language barriers and cultural differences via video, photographic, and graphic media.

(j) Serves as Responsible Officer, overseeing the procurement, maintenance and security of COMCAM equipment.

(k) Operates and maintains the Tactical Imagery Production System, which is a large footprint deployable COMCAM asset that is fully self-supported while deployed or connected to shore power for sustained operations.

(l) The Deputy Director, Public Affairs, serves as the fund's manager for COMCAM, administrating and supervising the operating budget via the Force Comptroller, Approving Official in PR Builder, and MD approver in the Memorandum Fiscal System.

(14) Reproduction Services

(a) Provides COMCAM products in a usable, understandable, relevant, and timely manner, while ensuring restricted and/or protected access to applicable imagery, in accordance with the Commander's intent.

(b) Duplicates internal forms, training materials, bulletins/orders, SOPs, public information, programs for ceremonies, VIP/RSVP cards and invitations for COMMARFORRES.

(c) Creates invitations, products for official ceremonies, posters for safety requirements, charts, graphs, certificates, and applicable computer generated designs/layouts.

(d) Provides technical advice and guidance on COMCAM-related equipment.

(15) Video Services

(a) Documents operations in a variety of environments using the latest in video imagery acquisition and production equipment.

(b) Produces field-expedient, edited, video products in support of the operational commander.

(c) Documents official ceremonies, command briefs, and investigations, and provides video editing and video dubbing, as well as public information training.

(d) Provides technical advice and guidance on audio-visual equipment.

(16) Photography Support

(a) Documents operations in a variety of environments using the latest in still imagery acquisition and production equipment.

(b) Documents damage to Government property, aerial photography, ceremonies and special events directed by the Commander, Immigration and Naturalization Service (INS) and passport photos, retirement ceremonies, Changes of Command, augmentation and promotion board photos.

(c) Provides technical advice and guidance on equipment.

(17) Marine Corps Band New Orleans

(a) Marine Corps Band New Orleans provides musical support for military ceremonies and other official activities, Marine Corps community relations programs, and Marine Corps personnel procurement programs as directed by COMMARFORRES, under the supervision of the Director of PAD, and at the request of the MARFORRES MSCs, Marine Corps Recruiting Command, and

according to the National Community Relations Campaign plan in order to support the Force mission to augment the Total Force.

(b) The band is a deployable element of MARFORRES and a professional musical organization that provides musical support in the form of concert band, ceremonial/marching band, jazz band, jazz combo, and other smaller ensembles as personnel and mission dictate in order to increase the public image and visibility of MARFORRES through official events and strategic community outreach programs.

(c) Engages key audiences identified in the Commander's Communication Strategy and National Community Outreach plan to increase awareness MARFORRES' ability to remain ready, relevant and responsive in its mission.

(d) Assumes responsibility for the GSA-provided coach bus from the Commanding Officer, MARCORSPTEAC, New Orleans.

(e) Serves as the approving authority for all musical requests and coordinates the operational schedule for all band commitments and activities, which includes military and public ceremonies and events, required training, leave and liberty.

(f) In the event of an ordered evacuation, Marine Corps Band New Orleans follows its own evacuation plan, published by the Band Officer as the annual evacuation plan.

(g) Serves as the Responsible Officer, overseeing the procurement, maintenance, and security of band equipment.

(h) The Deputy Director, Public Affairs Department, serves as the funds manager for the band, administrating and supervising the operating budget via the Force Comptroller, Approving Official in PR Builder, and MD approver in the Memorandum Fiscal System.

f. Comptroller

(1) Advises COMMARFORRES in all matters pertaining to fiscal policy and administration.

(2) Maintains records and reports, administers all appropriated funds and reimbursements thereto.

(3) Exercises technical supervision over the financial and accounting functions of MARFORRES.

(4) Advises and assists in the formulation and execution of Marine Corps programs by analyzing the financial aspects of all programs and develops recommendations regarding funding and budgeting.

(5) Acts as coordinator for all audits, management surveys, reviews, and cost studies conducted by external agencies.

(6) Develops guidelines for the collection, analysis, and coordination of statistical cost data.

(7) Responsible for the formulation, justification, and execution of MARFORRES budgets.

(8) Coordinates with the Installations & Logistics Directorate on the annual submission of the Transportation of Things (TOT) budget.

(9) Manages the Resource Evaluation and Analysis Program and Internal Control Program (ICP).

(10) Maintains oversight over funds administrators and ensures their compliance with appropriate existing financial management instructions.

(11) Coordinates with the G-4 and Facilities in the review/preparation of Inter-Service Support Agreements (ISA) and Memorandums of Understanding (MOU) issued and received by MARFORRES.

g. Force Chaplain. The Force Chaplain is the cognizant staff officer regarding chaplain matters and policy within MARFORRES. Responsibilities include but are not limited to the following:

(1) Advises COMMARFORRES in matters pertaining to the MARFORRES Command Religious Program (CRP), chaplain matters, and the uniqueness of reserve issues affecting chaplains and Religious Program (RP) Specialists.

(2) Administers to the MARFORRES Chaplain Section.

(3) Coordinates with MARFORRES G-1 Navy Manpower to determine the assignment of Chaplains and RPs to various units.

(4) Exercises professional supervisory authority over all chaplains, RPs and those Marines who are employed in religious programming as administered or operated by MARFORRES.

(5) Provides guidance to commanders at each echelon concerning the appropriate and effective utilization of chaplains.

(6) Provides assistance to unit commanders of chaplains in the preparation and/or marking of performance reports.

(7) Assists commanding officers of units without a chaplain in obtaining assistance in carrying out a CRP.

(8) Makes familiarization and periodic visits to drills, Annual Training and exercise sites, and to mobilized units.

(9) Participates in MARFORRES readiness visits and inspections of unit CRPs and chaplain activities.

(10) Coordinates/Reviews all orders written by COMNAVRESFOR regarding chaplains and RPs of MARFORRES to ensure that all units have adequate professional resources to administer a comprehensive CRP.

(11) Provides guidance for a force-wide Religious Lay Reader training program.

(12) Advises the Chaplain of the Marine Corps regarding specific matters affecting the MARFORRES CRP, chaplains, and RPs in Program 9.

(13) Provides liaison with the MSC Chaplains within MARFORRES and Officers in Charge (OIC) of Marine Expeditionary Forces Religious (MEFREL) units as well as Command Chaplains of other active commands, in order to plan and implement cooperative activities and training requirements.

(14) Ensures all chaplains and RPs perform their Annual Training with their mobilization activity; approves requests via MSC Chaplains for exceptions to Annual Training.

(15) Responsible for the execution and oversight of the Chaplain's Religious Enrichment Development Operation (CREDO) Program.

h. Staff Judge Advocate (SJA). The Staff Judge Advocate (SJA) is a shared service that provides command legal advice, staff legal review, related legal training, and investigative support to COMMARFORRES; all MARFORRES staff sections; MARFORRES MSCs; MARFORRES, HqBn; and all SMCR commanders, I-I staffs, and units regarding the following matters:

(1) Military Justice: Provides command advice on Non-judicial Punishment (NJP), courts-martial, preliminary inquiries, non-punitive measures, and searches and seizures.

(a) The SJA examines, advises, and makes recommendations on all military justice cases forwarded to COMMARFORRES for action.

(b) The SJA reviews, advises, and prepares COMMARFORRES or MARFORRES MSC actions and promulgation documents on all Article 32 investigations, court martial orders, and NJPs that require legal review.

(c) The SJA coordinates with the Legal Service Support Section - National Capital Region for trial services and litigation support of MARFORRES cases.

(2) Involuntary Separations: Reviews, processes, and advises COMMARFORRES and MARFORRES MSCs regarding all officer Boards of Inquiries (BOI), enlisted administrative separations, and conscientious objector packages.

(3) Claims and Investigations: Pursuant to the Judge Advocate General (JAG) Manual, reviews and prepares endorsements on all command investigations (including line of duty determinations), litigation reports, and claims for and against the U.S. Government. Such review does not include contract or commercial claims (see paragraph 2408.3 of this Order).

(4) Military Personnel Issues: Provides command advice on "request mast", relief for cause, sexual harassment, Article 138 complaints, and complaints of wrong doing (pursuant to the Navy Regulation 1150).

(5) International and Operational Law: Responsible for all operational and international legal matters, including laws of war, posse comitatus, rules of engagement, targeting, and related issues.

(6) Congressional Interest: Provides command advice on all Congressional Interest (CONGRINTS) and Special Interest (SPLINTS) correspondence pertaining to military justice issues.

(7) Naval Criminal Investigative Service (NCIS) Liaison: Responsible for liaising with NCIS on all criminal matters involving MARFORRES units.

(8) Civil Law: Responsible for command advice concerning service of process, delivery of service members, compliance with the Privacy Act and other matters concerning the rights and duties of MARFORRES units with respect to Civil Authorities.

1. Counsel to the Commander. Counsel to COMMARFORRES is a civilian attorney assigned by the Office of the General Counsel of the Navy. Although Counsel, MARFORRES reports directly to the Counsel for the Commandant of the Marine Corps, the position is responsible for legal advice to COMMARFORRES, all MARFORRES staff sections, MARFORRES MSCs, and all I&I staffs and units regarding the following matters:

(1) Land Use and Environmental Law: Responsible for all legal issues pertaining to National Environmental Policy Act (NEPA) compliance (including all Environmental Impact Statements (EIS)), Environmental Assessments (EA), and Categorical Exclusions (CATEX)); the Clean Water Act and Safe Drinking Water Act; the Clean Air Act; the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); all other Federal and State natural resources and environmental protection statutes; all historical and cultural preservation statutes; and all land use and real estate matters.

(2) Government Contracts/Business and Commercial Law: Responsible for all legal issues pertaining to government contract formulation (including solicitations, awards, performance, protests, defaults, terminations, claims, ratifications, and litigation) and all other commercial legal matters. Includes, representing MARFORRES at hearings before the Armed Forces Board of Contract Appeals.

(3) Labor and Civilian Personnel Law: Responsible for all legal issues concerning Equal Employment Opportunity (EEO) complaints, appeals and litigation; civilian disciplinary and performance actions, appeals, and hearings; civilian personnel issues and investigations; labor relations and union issues, grievances, arbitration, unfair labor practice allegations, and contract negotiations. Includes, representing MARFORRES at hearings before the Equal Employment Opportunity Commission and the Merit System Protection Board.

(4) Government Ethics and Standards of Conduct: Pursuant to the Joint Ethics Regulations (JER), Counsel serves as the MARFORRES Ethics Counselor on gifts, fundraising, relations with non-Federal entities, travel and transportation issues, conflicts of interest, financial disclosure (SF-278 and OGE-450 forms), and post-government employment restrictions. Also provides legal advice regarding all aspects of the Marine Corps Reserve Toys for Tots program.

(5) Fiscal Law: Provides legal advice regarding the proper expenditure of government funds (including Appropriated Funds (APF) and Non-Appropriated Funds (NAF)), all Title 10 and annual appropriation matters, and government contractor expenditures.

(6) Freedom of Information Act (FOIA): Processes all FOIA and FOIA appeal responses. This process includes staffing all FOIA requests to the proper MARFORRES staff department or MSC for compilation of documents or material, providing legal review of the compiled material, and responding directly to the FOIA requestor.

(7) Administrative Law for Military Installations: Provides legal advice and counsel on matters of legislative jurisdiction, security, agreements, and directives.

j. Equal Opportunity Advisor (EOA)

(1) The primary duty of the EOA is to assist the Commander in executing the Commander's Equal Opportunity (EO) Program.

(2) The EOA can also perform the following duties:

(a) Provides guidance, advice, or assistance in all EO matters to commanders, designated Commanding Generals (CG),

Commanding Officers (CO), and tenant commanders in their geographical areas.

(b) Provides guidance and advice on command investigations into allegations of discrimination, to include sexual harassment.

(c) Advises commanders and military personnel about the use of the Informal Resolution System (IRS) and "request mast" to resolve allegations of discrimination and sexual harassment at the lowest possible level.

(d) Provides analysis of command-specific data which will enable the commander to monitor the EO climate within their organization, identify trends and areas of concern, and develop methods for improving the EO climate.

(e) Conducts inspections of subordinate/tenant commander's EO programs, as directed.

(f) Assists Equal Opportunity Representatives (EOR) in cultural events or celebrations on those days set aside for the recognition of the contributions of various groups.

(g) Provides EO input into policies and programs for assigned and tenant commands, as requested.

(h) Provides briefing or training on EO issues for assigned and tenant commands, as requested.

(i) Assists EORs with EO program information on complaint reporting and other reporting requirements, command statistics, and EO training requirements.

(j) Monitors the effectiveness of command EO training.

(k) Conducts the 40-hour Equal Opportunity Representative Course (EORC) on a semi-annual basis at minimum, for new EORs. Coordination and cooperation between EOAs in the local area is strongly encouraged.

(l) Conducts quarterly training for unit EORs to continue the awareness and learning process initiated with the 40-hour EORC.

(m) Manages the command's Training Information Resource (TIR) library for EO related issues.

(n) Serves as the commands POC to report formal complaints of discrimination and sexual harassment to CMC (Equal Opportunity and Diversity Management (MPE)), via the Discrimination and Sexual Harassment (DASH) reporting system.

(o) Assists the Commander in disseminating EO information throughout the command.

k. Force Family Readiness Officer (FRO). The primary duty of the Force FRO is to assist the Commander in executing the Unit, Personal and Family Readiness Program (UPFRP). The Force FRO shall also be responsible for the following duties:

(1) Provides guidance, advice, or assistance in all Family Readiness matters to the MSC CGs via their MSC FRO.

(2) Maintains personal contacts and collaborates with key personnel in the Marine Corps, principal assistants to the Commander, and representatives of comparable private sector organizations to coordinate work efforts for the Marine Corps Family Readiness Outreach Program.

(3) Represents COMMARFORRES at internal and external meetings or forums to address family readiness issues and functions. Serves as part of the Commander's Family Readiness Command Team, which guides the efforts in assisting Marines in attaining personal and family readiness. The Force FRO is the special staff officer that executes COMMARFORRES' vision and intent of the UPFRP.

(4) Ensures MARFORRES conform to applicable guidance and regulations in the execution of the UPFRP and remains ready to successfully undergo the scrutiny of inspections and assessment from HQMC and other agencies as assigned from higher authorities.

(5) Functions as the liaison for communication between COMMARFORRES and HQMC to subordinate Unit Family Readiness Command Teams. Ensures the MSCs are in compliance of applicable guidance and regulations in the execution of the UPFRP and remains ready to successfully fill the gap with subordinate commands when necessary (Family Readiness turnover, surge requirements, etc.). Prepares and distributes official information via the authorized organization Communication

Tool(s), UPFRP Newsletter, official Command website, Command toll free recorded message, and other media as directed by the Commander. Monitors and analyzes usage patterns for different communication methods, when required.

(6) Partners with PAD as appropriate. Distributes marketing materials developed and provided by HQMC and/or MCCS. Develops and implements UPFRP communication plan of action and milestones, to include awareness marketing.

(7) Drafts, analyzes, and interprets policy to include Marine Corps rules and regulations. Performs inspections of subordinate Command UPFRP using the Automated Inspection Reporting System and takes appropriate action via subordinate Commanders to cure any deficiency findings. Delivers briefs and presentations, as needed (from General Officer to family member level).

(8) Provides official command communication and Information and Referral (I&R) services for emerging challenges in coordination with MSC FROs, to determine appropriate distribution to subordinate Commands.

(9) In providing I&R services, establishes and maintains contact with other organizations, including but not limited to MCCS as well as other DoD approved organizations.

(10) Coordinates and attends Family Readiness Command Team meetings and MSC level FRO meetings. Attends the Family Readiness Committee (FRC), as directed. Attends training and volunteer appreciation related to the Command's Marines and family members.

(11) Establishes and maintains liaison with, and serves as a mentor to, subordinate unit Family Readiness Teams.

(12) Ensures Personally Identifiable Information (PII), OPSEC, and Privacy Act compliance.

(13) Acts as USMC Program Manager for Yellow Ribbon Reintegration Program (YRRP). Manages and executes the YRRP per Department of Defense Instruction within MARFORRES. Ensures compliance and reporting of the YRRP to the Yellow Ribbon Office and OSD as mandated by law.

1. Sexual Assault Response Coordinator (SARC)

(1) The primary duty of the SARC is to serve as a special staff officer to the Commander and administer, oversee and is recognized as the subject matter expert (SME) on the Sexual Assault Prevention and Response (SAPR) Program.

(2) Serves as the primary point of contact on SAPR case reporting requirements, victim care, and coordination of training. Major duties for the Installation SARC include ensuring program quality assurance, advising commanders, providing direct and indirect services, ensuring services are available 24/7 for victims of sexual assault, training SAPR personnel, and reporting, as required by DoD Policy.

(3) Supports the MSC CGs and command SARCs to ensure an integrated and transparent response capability and system accountability.

(4) Oversees day-to-day operations and makes recommendations to ensure compliance with mission, function, operation, activity, laws, rules and regulations.

(5) Monitors trends and activities, and takes appropriate action to mitigate risks and improve services provided.

(6) Performs work and develops reports requiring a working knowledge of legal and regulatory statutes as they relate to varied sexual assault incidents, counseling and medical support situations, law enforcement actions, records and database management requirements, and training.

(7) Provides direct supervision to the assigned SAPR Victim Advocates (VA) and oversees coordination of Uniformed Victim Advocates (UVA) supporting the installation or tenant command SAPR Programs.

(8) Ensures that victims receive responsive and continuous care with timely access to appropriate services.

(9) Maintains liaison with commanders, Military Law Enforcement, military criminal investigative organizations, UVAs, and Civilian Victim Advocates (CVA).

(10) May represent the Installation Commander on committees, working groups, conferences, and community meetings.

(11) Establishes a collaborative relationship with the Family Advocacy Program (FAP) to ensure a coordinated response and support capability is maximized for the scope of victim services.

(12) Oversees the Installation SAPR 24/7 Helpline to ensure the line is manned by specified trained personnel (SARCs and UVAs/CVAs) authorized to offer victims required confidentiality and services.

(13) Oversees, and is responsible for, the content of the SAPR section of the installation website.

(14) Responsible for conducting initial and refresher SAPR training for VAs and command SARCs, and leadership training for command teams.

(15) Oversees training for the members of the installation multi-disciplinary Case Management Group.

(16) Provides professional advisory services and training to health care professionals, chaplains, judge advocates, law enforcement and representatives of community agencies concerning primary and secondary prevention programs.

(17) Develops and plans programs, guidelines, and budgets geared to the installation population and available support organizations.

(18) Establishes protocols for collection of specified data, to include but not limited to service referrals, and is responsible for the timely and accurate input of the data into the Defense Sexual Assault Incident Database (DSAID).

(19) Co-chairs the installation multi-disciplinary Case Management Group and oversees execution of case management recommendations.

(20) Ensures victims are provided with regular updates on case disposition.

(21) Coordinates with command SARCs to establish and maintain official protocols to facilitate the timely exchange of information between installation victim support agencies and/or other commands/activities on cases involving sexual assault.

(22) Coordinates with agencies outside the installation in the local community to ensure continuity of care for victims.

(23) Coordinates with the SJA trial and defense counsel, and ensures compliance with required SAPR baseline training.

(24) Safeguards sensitive information and prevents unauthorized reading, printing, retaining, copying, or dissemination of information, messages, or correspondence in accordance with rules and regulations.

(25) Formulates, administers, and monitors the budget for the program.

m. Force Surgeon

(1) Functions as the Principal Medical Advisor to COMMARFORRES and as a resource to MSC Commanders, I-I staffs, unit MDRs, MSC Surgeons, Service component commands, and external agencies.

(2) Advises COMMARFORRES on all Force Health Protection (FHP) and medical readiness issues.

(3) Acts as the senior healthcare professional responsible for policies, directives, and instructions relating to FHP or medical issues; provides oversight of Operational Plans/Concept Plans (OPLAN/CONPLAN) medical annex/appendices, Class VIII, or in regards to any request for medical information via point paper, Marine Corps operational product plan development, or by Marine Corps Action Tracking System (MCATS) task system.

(4) Designated as the Principal Operational Support Officer (OSO) consistent with Navy Commands for all Program 9 matters.

(5) Collects, reviews, and archives key medical metrics and report data for COMMARFORRES.

(6) Monitors RC forces assigned to deployed AC forces during crisis, contingencies, military operations, and field training exercises. Ensures programs within DoD, Navy/Marine Corps, BUMED, Veterans Affairs (VA), and other Federal agencies are coordinated and tailored to support the unique requirements of RC Marines and of those wounded, injured, or ill members of

MARFORRES as they transition to care through the VA and their civilian life.

(7) Provides a monthly update to COMMARFORRES on key FHP and medically related metrics in regards to issues affecting or potentially affecting the Force, and on medical intelligence collection pertinent to deploying MARFORRES units and those conducting formal field training exercises.

(8) Monitors MARADMINs and NAVADMINs for any HSS tasks, policy and program implementation and/or cancellation.

(9) Maintains close contact with MSC Surgeons.

(10) Monitors/addresses any HSS discrepancies found during FRAAP inspections.

(11) Monitors and disseminates budgeting execution of funds including guidance/monitoring of annual Operational Support Plans.

(12) Plans, prepares for, and coordinates annual MARFORRES-hosted meetings.

(13) Coordinates with adjacent Marine Forces (MARFOR) and Marine Expeditionary Forces (MEF), as required.

(14) Provides assistance to unit commanders with medical personnel in preparation and/or marking of performance reports.

(15) Manages Fleet Marine Force Warfare Officer (FMFWO) Program in accordance with Navy program policy.

(16) Provides operational guidance and supervision of the Health Service Support (HSS) section.

(a) Health Service Support (HSS)

1. Mission. The HSS department, under the direction of the Force Surgeon, will provide oversight, assistance, and training to subordinate medical departments and representatives; recommend policy and procedures to Major Subordinate Commands (MSC), and advise COMMARFORRES on all health-related issues in order to maintain the health readiness of the force, comply with applicable Bureau of Medicine (BUMED) and DoD directives, and meet the operational requests of the war fighters.

2. General Tasks

a. Oversees the health of MARFORRES personnel and optimizes the readiness of the Navy Reserve for augmentation, mobilization, or operational support of the AC.

b. As the Plans, Operations, and Medical Intelligence Officer (POMI), tracks operations and exercises to ensure proper medical and dental coverage.

c. Establishes policy for U.S. Marine Corps Reserve Component (RC) health services and program support, proper training for assigned units, and augmentation of medical personnel.

d. Plans, budgets, and executes funds to meet AC and RC requirements.

e. Assists with mobilization of Program 9 personnel.

f. OSO for Program 9 Reserve administration and funding.

g. Serves as subject matter expert to all Medical Department Representative (MDR) at Home Training Centers (HTC).

h. Coordinates with and serves as the initial point of contact for all MARFORRES HSS matters.

3. Specific Tasks

a. Health Service Support Officer (HSSO). The HSSO serves as the Director of the HSS Department, and as the Executive Assistant and Principal Medical Administrative Advisor to the Force Surgeon.

(1) Supervises day-to-day operations and all staff assigned to HSS Force Medical.

(2) Attends weekly/monthly command staff meetings.

(3) Provides guidance and assists MARFORRES in the analysis, preparation, and coordination of all

medical support plans, in conjunction with the designated Force Medical Planner.

(4) Provides oversight in the development, drafting, and execution of the medical annexes/appendices/Class VIII to Marine Corps OPLANs/CONPLANS and orders for the Family of Plans. Supports requests for medical information (including research and drafting for point papers, input on USMC operational product plan development, and Operational Orders (OPORD)) via the MCATS tasking system or directly to higher authority; or during requests for information from Joint Services.

(5) Provides oversight of expeditionary medical/dental policies by offering guidance and by tracking HSS requirements, personnel, medical readiness, and material (Class VIII).

(6) Monitors, oversees, and tracks RC forces assigned to deployed AC forces during crisis, contingencies, military operations, and field training exercises.

(7) Ensures all medical matters for Force units are properly reported and resolved in an expeditious and professional manner.

(8) Collects, reviews, and archives key medical metrics and reports data to COMMARFORRES, the MARFORRES Force Surgeon, the MARFORRES Force Dental Officer, and The Medical Officer of the Marine Corps as needed. Briefs during teleconferences and meetings as required or as directed.

(9) Monitors all BUMED and DoD support programs, synchronizing activities between USMC RC and AC in order to meet requirements during all training workups and during operations and exercises.

(10) Assists HqBn S-3 in establishing a rotating command watch schedule for HSS coverage and range coverage by coordinating support within the MARCORSPTFAC. Additionally, oversees the medical evacuation plan in the event of inclement weather.

(a) Ensures 24/7/365 access to a medical advisor for COMMARFORRES, the MARFORRES Command Operations Center (COC), and subordinate units.

(b) Conducts a regular recall of HSS department members.

(11) In the absence of the Force

Surgeon:

(a) Provides a monthly update to COMMARFORRES on key FHP and medically related metrics in regards to issues affecting or potentially affecting the Force, and on medical intelligence collection pertinent to deploying MARFORRES units and those conducting formal field training exercises.

(b) Monitors MARADMINs and NAVADMINs for any HSS tasks, policy and program implementation, and/or cancellation.

(c) Maintains contact with MSC Surgeons.

(d) Monitors and addresses any HSS discrepancies found during FRAAP inspections.

(e) Monitors and disseminates budgeting execution of funds including guidance/monitoring of annual Operational Support Plans.

(12) Plans, prepares for, and coordinates annual MARFORRES-hosted meetings.

(13) Assists the Force Surgeon in oversight and planning of MARFORRES HSS and FHP requirements for all assigned forces.

(14) Advises the MARFORRES G-1 Navy Manpower Section concerning requirements and assignment of Blue-in-Support-of-Green (BISOG) medical personnel, and on utilization of BUMED Health Service Augmentation Personnel (HSAP).

(15) Maintains liaison with other component Services, higher authorities, and external agencies regarding HSS and FHP matters.

b. Assistant HSSO/Assistant OSO. The Assistant HSSO is the primary Deputy to the HSSO. The Assistant

HSSO also assists the G-1 Navy Manpower Officer in OSO related duties for MARFORRES.

(1) After initial familiarity with position duties, attend:

(a) The OSO Professional Development Course is offered by Navy Reserve Professional Development Center (NRPDC). This course provides an important overview of organizational, operational, planning, financial, manpower, and policy issues.

(b) Field Medical Service Officer (FMSO) school (if no previous U.S. Marine Corps tour). This 12-day course is designed to familiarize Navy Department officers with USMC operations.

(c) Navy Reserve Unit Management (NRUM) course. This 5-day course in Norfolk is sponsored by the Commander Navy Reserve Forces Command and is designed to familiarize OSOs and senior Navy Operational Support Center (NOSC) leaders with reserve specific administration.

(2) In assisting OSO duties, call upon the expertise of the COMNAVRESFORCOM staff, primarily N1 (Manpower and Personnel), N3 (Operations), N7 (Training and Readiness), and N8 (Finance and Accounting) staffs. The following examples are illustrative of the OSO duties which the assistant HSSO performs or assists in execution:

(a) Reserve employment policies, procedures, and funding issues of all assigned reserve forces or joint reserve commands.

(b) Program Objective Memorandum (POM), Program Review (PR), and Investment Balance Review (IBR) processes.

(c) Employment of the reserve component for operational planning in Operational Plans (OPLAN).

(d) Appropriate use of funding allocated by the resource sponsor for the command.

(e) Training issues for the command, including reserve billet training and job qualification issues.

(3) Coordinates with Headquarters Marine Corps, MARFORRES, Navy-supported commands, Navy Reserve Agencies (NRA), and other Joint and RC commands and units on various HSS matters.

(4) Conducts HSS/MSC Medical Planner meetings with MSC medical planners ensuring all medical/dental support of MARFORRES, specifically those units conducting formal field training exercises, and monitors medical intelligence collection during real-world exercises and training pertinent to deployed MARFORRES units.

(5) Reviews and provides input regarding programs, policies, and procedures affecting operational medicine in order to maximize use of resources and to achieve high states of medical/dental readiness across the Force.

(6) Monitors and prepares reports for all RC medical and dental activities and programs. Supports requests for medical information (including research and drafting for point papers, and input on USMC operational product plan development and OPORDs) via the MCATS tasking system.

(7) Oversees planning, budgeting, and execution of funds to meet AC and RC requirements and according to individual RC unit submitted Operational Support Plan.

(a) Serves as point of contact for matters involving the equipping, funding, and training of supporting reserve units.

(b) Reviews and recommends changes to reserve policies to enhance active component support.

(8) Monitors MARADMINs and NAVADMINs for any HSS tasks, policy and program implementation, and/or cancellation.

(9) Monitors and addresses any HSS discrepancies found during FRAAP inspections.

(10) Maintains liaison with MARFORRES major staffs, the MARFORRES G-1 Navy Manpower Officer, RC Commanders, Navy Reserve Activities and NOSCs, and AC commands as needed.

(11) Plans, prepares for, and coordinates annual MARFORRES-hosted meetings.

(12) Assists the Force Surgeon/HSSO in oversight and planning of MARFORRES HSS and FHP requirements for all assigned forces.

(13) Advises the MARFORRES G-1 Navy Manpower Section concerning requirements and assignment of Blue in Support of Green (BISOG) medical personnel and on utilization of BUMED HSAP.

(14) Attends weekly/monthly command staff meetings.

(15) Liaisons with the MARFORRES G-3/5 and with each MSC G-3/5 to maintain situational awareness of planned operations during Training, Exercise, and Employment Plan (TEEP) or other related planning meetings.

(16) Prepares and maintains FMFWO correspondence and training records in accordance with Navy program policy.

(17) Ensures monthly Psychological Health Outreach Program (PHOP) and Post Deployment Health Record Assessment (PDHRA) data is gathered and submitted to the Force Surgeon.

(18) Acts as the designated MARFORRES 'Remain Behind Personnel' staff in order to maintain operations within the MARFORRES COC. Coordinates with Naval Air Station (NAS) Joint Reserve Base (JRB) New Orleans Clinic for Hospital Corpsman (HM) support designated through MARFORRES-NH Pensacola Memorandum of Agreement.

(19) Assumes all duties of HSSO in his or her absence and familiarizes Senior Enlisted Leader with all OSO-related duties.

c. Senior Enlisted Leader (SEL)/Assistant OSO. The SEL serves as the Senior Hospital Corpsman for the MARFORRES HSS department and as the primary advisor to the Force Surgeon and HSSO on Force medical enlisted matters.

(1) Represents the Force Surgeon on all enlisted issues and training requirements.

(2) Maintains liaison with the Command Master Chief and MSC SELs.

(3) Assists the Force Surgeon, HSSO, and the Medical Planners in preparation of health service operational support plans.

(4) Ensures all medical operational guidance is current and provided to all MARFORRES units.

(5) Serves as the Assistant Program 9 OSO in conjunction with the MARFORRES G-1 Navy Manpower Officer.

(a) Acts as primary fund manager for approval of all Accumulated Deployment Time (ADT), Inactive Duty Training Travel (IDTT), and Annual Training Plans (ATP) administered through the BUMED pillar.

(b) Collects and consolidates annual and mid-year MSC training requirements for submission to Commander, Navy Reserve Forces Command (CNREC).

(c) Allocates training funds to MSCs for execution.

(d) Advises the Force Surgeon, MSC Surgeons, and HSSO on funding issues related to MARFORRES operations.

(6) Prepares and maintains Fleet Marine Force Watch Officer correspondence and training records in accordance with Navy Program designator policy.

(7) Attends the OSO Professional Development Course offered by NRPDC. This course provides an important overview of organizational, operational, planning, financial, manpower, and policy issues.

(8) Acts as designated MARFORRES 'Remain Behind Personnel' staff in order to maintain operations within the MARFORRES COC. Coordinates with NAS JRB New Orleans Clinic for HM support designated through MARFORRES-NH Pensacola Memorandum of Agreement.

d. HSS Leading Chief Petty Officer (LCPO)

MDRs.

(1) Manages MARFORRES HSS department

(2) Provides individual medical readiness data to the Force Surgeon and HSSO, including influenza and PDHRA completion status.

(3) Processes Not Physically Qualified (NPQ) packages.

(4) Participates in FRAAP and Commanding General Inspection (CGI) processes by coordinating with the MARFORRES G-7, providing trained medical personnel to the inspection team, providing medical updates and changes to the FRAAP policy as necessary, and reporting results to HSSO, as necessary.

(5) Oversees Reserve Health Readiness Program (RHRP) utilization.

(6) Coordinates, plans, and conducts MARFORRES Surgeon and I-I training meetings.

(7) Acts as principle HSS advisor to the Commanding Officer of Headquarters Battalion for all medical support and coverage requirements.

(8) Acts as designated MARFORRES 'Remain Behind Personnel' staff in order to maintain operations within the MARFORRES COC. Coordinates with NAS JRB New Orleans Clinic for HM support designated through MARFORRES-NH Pensacola Memorandum of Agreement.

e. Force Medical Planner

(1) Advises the Force Surgeon, HSSO, and staff principals on all HSS, medical unit, personnel, readiness, and materiel issues.

(2) Provides HSS guidance to MARFORRES units participating in future and current operations, contingencies, mobilizations, and planned exercises. Serves as the principle medical planner for MARFORRES providing guidance and assists in the analysis, preparation and coordination of all medical support plans during Force Conferences, TEEP conferences, and MARFORRES G-3/5 meetings.

(3) Provides oversight in the development, drafting, execution of the medical annexes/appendices/Class VIII to OPLANs/CONPLANs, and orders for the Family of Plans. Ensures coordination and representation of assigned RC designated unit personnel at Force Conferences, Time-Phased Force Deployment Data List meetings, and during all OCONUS/CONUS exercise planning evolutions.

(4) Plans, implements, monitors, and evaluates health service support, including medical scenario planning for scripted events, for major and minor exercises (LIVEXs, CPX, and tabletop exercises).

(5) Provides oversight, guidance, and advise on all medical logistics support requirements for operational and exercise forces, for OPLANs/CONPLANs, including participation in any Logistic and Synchronization conferences to ensure medical Class VIII material requirements are coordinated and delivered.

(6) Ensures incorporation of current medical intelligence into operational missions, exercises and training, and crisis contingency plans.

(7) Provides oversight of expeditionary medical/dental policies; delivers guidance and develops tracking on health service support requirements, personnel, medical readiness, and materials (Class VIII A/B).

(8) Monitors, oversees, and tracks RC forces assigned to deployed AC forces during crisis, contingencies, military operations, and field training exercises.

(9) Supports requests for medical information, including the research and drafting of point papers and plan development products, including monitoring MCATS for any task requiring Force Surgeon or MARFORRES response.

(10) Ensures all medical matters for Force units are properly reported and resolved in an expeditious and professional manner.

(11) Collects, reviews, and archives key medical metrics and report data to the MARFORRES Force Surgeon and the MARFORRES Dental Officer as requested.

(12) Briefs during Surgeon teleconferences, the annual MARFORRES Surgeon or Medical Representative training evolutions, or as directed.

(13) Attends weekly/monthly command staff planner meetings; ensures support to and/or attends both internal and external synchronization conferences and any initial/middle/final planning conferences as scheduled.

(14) Prepares staff estimates and Joint Operational Planning and Execution System (JOPEX) Annex Q (Force Medical) plans in support of Combatant Command (COCOM) deliberate and adaptive planning.

(15) Advises the MARFORRES G-1 Navy Manpower Section concerning requirements and assignment of BISOG medical personnel, and on utilization of BUMED HSAP personnel.

(16) Maintains liaison with other component Services, higher authorities, and external agencies regarding HSS and FHP matters.

(17) Other HSS support tasks as assigned.

n. Director of Marine Corps Community Services (MCCS)

(1) Functions as the principal MCCS Advisor to COMMARFORRES and as a resource to MSC Commanders, I-I staffs, MARFORRES General and Special Staff officers, and external agencies.

(2) Executes the primary MCCS mission of enhancing quality of life and family readiness by providing Marines, Sailors, and their families with resources, education, training, personal contacts, and services to manage the challenges of military service and military deployments.

(3) Supervises and directs the operations of the six main MCCS Sections: Behavioral Health; Financial Management; Marine Corps Family Team Building; Marine and Family Services; and Semper Fit. Oversees the major programs that fall under each section as follows:

(a) Executive Oversight: Independent Duty Funds, Family Readiness Funds, and the Marine Corps Birthday Ball.

(b) Behavioral Health: Suicide Prevention Program, Combat Operational Stress Control Program, and MEF Prevention Capabilities.

(c) Financial Management: All MCCS budget execution including the Sexual Assault Prevention and Response Program and the Yellow Ribbon Program.

(d) Marine Corps Family Team Building: Family Readiness Program.

(e) Marine & Family Services: Tuition Assistance Program, Transition Readiness Seminars, Substance Abuse Program, Family Advocacy Program, Information & Referral, and the Exceptional Family Member Program.

(f) Semper Fit: Physical Fitness, Health Promotions, and the Single Marine Program.

(4) Performs all other duties as directed by COMMARFORRES, the Executive Director, and the C/S.

o. Director of Information Management and Knowledge Management (IM/KM)

(1) Scope. IM/KM is a Commander's Program implemented by the Executive Director and MARFORRES C/S. IM/KM applies the art and science of Information and Knowledge Management principles in order to best capture, manage, preserve, store, and deliver the right information in the right format, to the right people in order to support the requisite level decision making at the right time.

(2) Information Management Office Organization. The IM/KM Office consists of the IM/KM Director and one Full-Time Equivalent (FTE) contractor. The IM/KM Office supports the Total Force and MARFORRES Staff, but reports directly to the MARFORRES C/S.

(3) Functions

(a) Collaboration

1. Initiates continued development and utilization of innovative collaborative tools through SharePoint, Battle Rhythm Management, Collaboration Governance,

Command Relationships, KM practices and principles, and training and education.

2. Coordinates with the G-6 to identify network and infrastructure support required to meet command level information/knowledge requirements. Collaborates with G-6 to synchronize and direct higher, adjacent, and subordinate efforts.

3. Coordinates with G-6 to develop and maintain an effective process to manage, assign, and control applications permissions.

4. Establishes command portals, as required by classification, to support collaboration. Develops business rules and procedures that maintain the quality and relevancy of information.

(b) Knowledge Management

1. Injects a pervasively active and effective KM culture into the Force.

2. Develops and publishes the command IM/KM strategy.

3. Assesses internal and external information flow, and requirements of each staff section and the staff as a whole in order to develop action plans for improvement.

4. Provides technical directives for supporting systems, and IM/KM software-based solutions.

5. Coordinates additional staff training to support the production of quality knowledge through effective IM/KM procedures.

(c) Business Process Development

1. Delivers and sustains business process methods and tools in support of force staff functions.

2. Coordinates with COMMARFORRES, Executive Director, and C/S for required Primary and Special Staff actions pertaining to the Staff Battle Rhythm Matrix (SBRM).

3. Develops effective and efficient business processes to provide the MARFORRES Command Element with quality, authoritative, and relevant information to facilitate decision-making.

4. Maintains operational and tactical control of contractors supporting IM/KM projects/programs. Monitors the status of contracts and funding to ensure fiscal support is aligned with capability requirements.

5. Establishes an appropriate IM/KM formal and sustainable organization structure.

(d) Operational Support

1. Provides IM/KM support in force exercise environments.

2. Develops exercise (operational) IM/KM templates and SOPs/references to support each level of the MAGTF.

3. Develops an exercise/operational IM/KM training package for the Force.

(e) MARFORRES Studies Program

1. Delivers a formal MARFORRES focused effort to leverage the academic research depth of the Naval Postgraduate School, Center for Naval Analysis, Marine Corps University, and other higher educational institutions.

2. Manages a formal MARFORRES Studies and Research program within the Command in support of manpower, training, and Information/Knowledge Technology/Management areas.

3. Acts as the command conduit for all analytical efforts in support of the Force.

(f) IM/KM Enablers

1. Create an array of necessary IM/KM internal support mechanisms.

2. Establishes and resources an annual MARFORRES IM/KM annual budget that supports civilian payroll,

contractor support, internal and Force training, travel, and software tools.

3. Perform other duties as directed by COMMARFORRES, the Executive Director and MARFORRES C/S.

5. Major Subordinate Element (MSE)

a. Commanding Officer, Headquarters Battalion, Marine Corps Support Facility (CO, HqBn, MARCORSPTFAC)

(1) The CO, HqBn is a separate organizational commander within MARFORRES with the same responsibilities and authority as any other Commanding Officer, as provided for in U. S. Naval and Marine Corps Regulations.

(2) The CO, HqBn, Marine Corps Support Facility (MARCORSPTFAC), New Orleans is a command screened billet for a Colonel assigned by the Commandant of the Marine Corps per the T/O.

(3) The CO, HqBn serves in the additional capacity as the MARCORSPTFAC Commander. As such, the CO, HqBn exercises Administrative Control (ADCON) for Marine Corps personnel assigned to any command or organization located within MARCORSPTFAC, New Orleans. Additionally, the CO, HqBn is responsible to COMMARFORRES for the proper processing of personnel administration and successful completion of required individual and organizational Marine Corps training. Associated responsibilities include, but are not limited to the following:

(a) Provides administrative and training support to the MARFORRES staff.

(b) Provides site support to reserve units that drill at 2000 Opelousas Avenue, New Orleans, LA.

(c) Morning report monitoring.

(d) Leave paperwork generation, monitoring, and tracking.

(e) Maintains motor pool and coordinates support to MARFORRES HQ for transportation requirements as necessary.

(f) Maintains the MARCORSPTFAC mailroom.

(g) Ensures accountability and management of Tables of Equipment pertaining to HqBn, MARFORRES; HQ, MARFORRES; HQ, 4th MAW; and special allowances for Individual Combat Clothing Equipment (ICCE) in support of HQ, 4th MLG.

(h) Provides support to MARFORRES staff sections for equipment and supplies being turned into the Defense Reutilization and Marketing Office (DRMO).

(i) Maintains appropriate rosters and coordinates support requirements necessary for execution of the MARFORRES Destructive Weather Plan.

(j) Plans and executes the drug prevention urinalysis program for the MARFORRES staff.

(k) Provides administrative and training support upon request by MSCs located aboard MARCORSPTFAC.

(l) Responsible for budgeting and support of all medical TAD and travel via the HqBn LDC.

(m) Responsible for administering the sponsorship program for Marines and Sailors assigned to MARCORSPTFAC, New Orleans.

(n) Coordinates attendance and logistical requirements for information and training briefs that include but are not limited to annual training requirements and monitor road shows.

(o) Supervises the actions of the Marine Corps Law Enforcement Program (MCLEP) onboard MARCORSPTFAC, New Orleans.

(p) Responsible for the management of the MARCORSPTFAC Defense Enrollment Eligibility Reporting System/Real-Time Automated Personnel Identification System (DEERS/RAPIDS) Office. The DEERS/RAPIDS Office provides administrative assistance for all service members (active/reserve), family members of service members, and government employees. The mission of the DEERS/RAPIDS Office is to ensure those eligible for identification cards of various kinds are provided in a timely and courteous manner. The DEERS/RAPIDS Office provides a computerized information service to facilitate the enrollment of individuals eligible for Uniformed Service benefits. In order to reduce potential fraud, waste, and abuse associated with obtaining benefits, the

DEERS/RAPIDS Office follows established regulations and has established procedures for issuance and recovery of all identification cards (military and civilian).

CHAPTER 3

Administration1. General Administrative Mattersa. Hours of Duty

(1) Normal working hours. Monday-Friday 0730-1630 (Central Standard Time (CST)). The period 1130-1300 may be utilized for lunch and maintenance of physical fitness. Normal working hours are not an assigned schedule. Supervisors are responsible for ensuring military and civilian personnel are conducting their assigned duties as determined by their respective workplace with cognizance of local Orders and procedures.

(2) After Working Hours. The command can be contacted through the Command Operations Center (COC) at Defense Switched Network (DSN) 678-7371/7357 or Commercial (COMM) (504) 678-7371/7357.

b. Standard Format for Transmitting Information or Decision Material to the Commander

(1) The following standard formats will be used throughout the staff to transmit information to the Commander, Executive Director, or C/S, and are available on SharePoint under the "Command Deck Admin" Section, subcategory "Paper Formats":

- (a) Standard Letter with Letterhead (APPENDIX B)
- (b) Information Paper Format (APPENDIX C)
- (c) Point Paper Format (APPENDIX D)
- (d) Position/Decision Paper Format (APPENDIX E)
- (e) Route Sheet (APPENDIX F)
- (f) Talking Paper Format (APPENDIX G)
- (g) Endorsements Format (APPENDIX H)
- (h) Letter of Instruction Guidance (APPENDIX I)

(i) Policy Letter Guidance (APPENDIX J)

(2) The purpose of each of the above formats is self-explanatory. The format may be used separately or as the remarks in a Route Sheet. Amplifying material may be attached as tabs or enclosures.

c. Tasking Procedures

(1) Tasks directed to Marine Forces Reserve will be handled through the Marine Corps Action Tracking System (MCATS). All MARFORRES Action Officers (AO) that may be required to execute tasks from higher headquarters will be registered with this system. AOs shall register online at: <https://hqmcats.hqmc.usmc.mil/> (i.e. the MCATS homepage). Each AO shall review the MCATS user guide found by clicking on the help icon on the MCATS homepage and/or attend a MCATS training session.

(2) Tasks sent from an outside agency (e.g., HQMC) to MARFORRES personnel via MCATS, shall be sent to the MARFORRES Organizational mailbox located in MCATS at: MFR_MCATS@mfr.usmc.mil. This mailbox is controlled by the Staff Secretary, MARFORRES. The task will then be assigned to the appropriate Department Head or Special Staff Section via MCATS and managed and tracked by the Command Deck. The Staff Secretary will reconcile any inappropriately assigned tasks.

(3) The Executive Director, C/S, or the Staff Secretary may assign tasks to individuals, Department Heads, and/or Special Staff Sections. The medium (MCATS, Outlook, verbally, etc.) to send and track these tasks may vary depending on the task.

(4) AOs receiving a task may staff (e.g., deliver for appropriate action) the assigned task to the appropriate Department Head or Special Staff Section. Upon completion of the staffing process, the C/S will provide oversight on the completed task before submitting the response via MCATS or unless directed otherwise by higher headquarters.

d. Officer Biographical Data. Each Colonel/Navy Captain reporting for duty with this Headquarters will complete a Biographical Data Form (Navy and Marine Corps (NAVMC) 10573) and forward it to the MARFORRES PAO. The MARFORRES PAO will forward the NAVMC 10573 to CMC (History and Museums Division, (HDH-2)) in accordance with reference (k). The PAO will be available to

assist in the preparation of the Data Form. General Officers will submit the biographical data within 30 days of promotion to CMC (Media Branch, (PAM)).

e. Marine Corps Incentive Awards Program

(1) Reference (l) established the Department of the Navy Incentive Awards Program. This program authorizes the payment of cash awards to members of the Department of the Navy who, by suggestions, inventions, or scientific achievements, contribute to the efficiency, economy, or other improvement of operations or programs of the Department of the Navy or U.S. Government.

(2) The current edition of MCO 1650.17F (reference (m)) amplifies the current edition of SECNAVINST 5305.5.

(3) The Comptroller's Office receives the award nominations from the MSCs and forwards them to the cognizant staff section for their endorsement. Upon receipt of the endorsement, the Comptroller then submits the nominations to HQMC (Total Quality Leadership-25 (TQL)).

f. Personnel Sponsorship Program

(1) In order to assist Marines and Sailors in receipt of Permanent Change of Station (PCS) Orders to Headquarters, MARFORRES, it is important they be provided with sufficient information about the New Orleans area in advance to aid them in planning the movement of their families and household effects.

(2) Each Marine and Sailor who receives orders for duty to HQ, MARFORRES is sent a "Welcome Aboard" package via email, and hardcopy in the mail. The package contains information about the New Orleans area, a letter from the Command, and the name of the inbound Marine's sponsor.

(3) Sponsors, when practical, will be of the same grade, MOS, and will be designated from the section where the Marine is projected to be assigned. The primary function of a sponsor is to provide a point of contact within the HQ for incoming personnel and to provide assistance in order to make the move as smooth as possible.

g. Meetings and Briefings

(1) Meetings and briefings are often the best way to communicate information among the officers and SNCOs at the HQs.

Oral presentations provide for immediate feedback, but at the same time are disruptive of attendees' schedules and consume man-hours at a rapid rate.

(2) The choice between holding a meeting/briefing and distributing written material is a matter of judgment. When the choice for oral presentation is made, the implicit commitment of man-hour resources requires that the meeting/briefing be professional.

(3) The following general guidelines should be followed when preparing for and holding meetings:

(a) Clearly define the purpose of the meeting.

(b) Choose the amount of background and level of detail to be presented based on the purpose.

(c) Be prepared. Think through the probable course of the discussion and bring the necessary back-up materials to answer questions.

(d) Consider early distribution of the information about the subject of the meeting in time for attendees to prepare themselves; the point of diminishing returns varies widely, but occasionally this technique is very helpful. During the meeting, limit comments to those that are pertinent to the subject.

(e) Limit meetings and briefings to 30 minutes or less except when a longer period is unquestionably required.

(4) The essence of professionalism and the quality of meetings and briefings will reflect on the quality of this HQ's staff.

h. Arrival and Departure Calls. All officers the grade of O-4 and above, along with all General Schedule (GS)-13s and above, reporting to the MARFORRES HQs will pay incoming calls to the Executive Director. All incoming O4-06 level officers reporting to MARFORRES will also pay incoming calls to the C/S. Each individual will check in with the Staff Secretary in order to coordinate scheduling an incoming call with the Executive Director or C/S. Upon receipt of PCS Orders directing transfer, each General Staff and Special Staff Officer will contact the Staff Secretary at least 30 days prior to date of detachment to schedule a departure call.

i. Awards Board. All award boards will be conducted in accordance with reference (n).

2. Personnel Administration

a. Absence of General and Special Staff Officers. General, Special Staff Officers, and all Colonels who intend to depart the local area during the weekend, except those in a leave status, will notify the C/S. This notice will include the name and phone number of the officer who will be acting for the absent staff officer.

b. Discipline. The CO, HqBn is ultimately responsible for the good order and discipline of the unit, to include extra military instruction and non-punitive and punitive actions. As such, the CO has the authority to adjudicate all legal matters within HQ, MARFORRES commensurate of that officer's rank and billet.

c. Leave. Marines desiring leave will submit a request for leave via Marine-On-Line (MOL) to their Staff Noncommissioned Officer in Charge (SNCOIC) and OIC for approval. Sailors desiring leave will submit request for leave via Navy Standard Integrated Personnel System (NSIPS); G-1/Navy Manpower controls the routing of all Navy requests. General Staff and Special Staff Section Heads will submit their leave request via MOL to the C/S or, in his absence, the Executive Director.

d. Liberty. Additional amplifying information on MARFORRES liberty regulations may be found in reference (o).

(1) The C/S will grant special liberty for Heads of General and Special Staff Sections. Special liberty for other officers and SNCOs may be granted by the Heads of General and Special Staff Sections.

(2) Special liberty requests from sergeants and below assigned to staff sections will be endorsed by the SNCOIC and OIC of their section prior to forwarding to the CO, HqBn for approval.

(3) Leave will not be authorized in conjunction with special liberty.

e. Reserve Drill

(1) Drill Management Module (DMM) under the Requirements, Transition, and Manpower Management System (RTAMMS) is the prescribed method of reporting Inactive Duty Training (IDT) periods. All IDT (to include regular IDT, rescheduled IDT, additional training periods, readiness management periods, additional flight training periods, etc.) will be reported via DMM in accordance with the prescribed references.

(2) The MSCs will track unsatisfactory participants and process an unsatisfactory participation package when a Marine reaches nine (9) unexcused absences. The package will be generated in the Command Legal Action System. In addition, a letter notifying the Marine that his Service Member's Group Life Insurance (SGLI) will terminate 60 days from date of letter in accordance with the appropriate references. Additionally, if an MSC desires to administratively reduce one of their Marines due to unsatisfactory participation, a copy of the notice must be forwarded to the MARFORRES IPAC.

(3) All MSCs will receive a roster of personnel published by the MARFORRES IPAC with administrative requirements prior to drill. It is the MSC's responsibility to ensure that their Marines complete all of the administrative requirements.

f. Reserve Assignments

(1) Inventory Development and Management System (IDMS) under the RTAMMS family of systems is the prescribed method of reporting Reserve Billet Identification Codes (RBIC) and reviewing the non-prior service and prior service recruiting plans. All RBICs to include excess personnel will be reported via IDMS in accordance with the prescribed references.

(2) The MSCs will track RBIC discrepancies in the IDMS Inventory Management Module (IMM) and ensure they are corrected or have an exception request generated within 5 business days of each occurrence. Exception requests will be submitted via IMM to MARFORRES G-1 Manpower.

(3) Upon Full Operational Capability release by HQMC, MSCs will review and propose changes and prioritization to the recruiting plan using the IDMS Prioritization and Source Module (PSM). MSCs will also be able to review and monitor tour lengths using the IDMS. MSCs will review and monitor tour lengths using the IDMS Manpower Management Module (MMM). Tour

length extensions will be submitted via MMM to MARFORRES G-1 Manpower or the appropriate adjudicating authority per applicable references.

g. Marine Fitness Reports. Submission of fitness reports for personnel assigned to HQs, MARFORRES will be in accordance with reference (q).

(1) All Marines and civilian supervisors of Marines should familiarize themselves and comply with the Performance Evaluation System (PES) Order.

(2) Reporting Seniors (RS) are the first commissioned officer, warrant officer, designated SNCO, or civilian supervisor of Marines in the reporting chain senior to the Marine Reported On (MRO). As the officer/supervisor closest to the MRO, the RS is directly responsible for the Marine's daily tasking and supervision. This immediate officer/supervisor relationship applies equally to both operating and supporting chain of command.

(3) The Reviewing Officer (RO) is the first commissioned officer, warrant officer, or civilian supervisor senior in grade to the RS and the officer directly responsible for the primary tasking, supervision, and evaluation of the RS.

(4) All personnel involved with the PES program must maintain the integrity and intent of the PES program by ensuring adherence to the PES policy as it relates to accurate marking and timely reporting.

(5) The Marine Reported On Worksheet (MROW) is a tool used by the RS and the MRO to develop the MRO's billet description and document his or her accomplishments during the reporting period. The RS and MRO must meet within 15 days of establishing the reporting relationship to formalize the MRO's billet description. This should be repeated at the beginning of each new reporting period.

(6) Because of the distributed responsibility for fitness report submission, particular attention must be paid to accuracy in reporting Physical Fitness Test (PFT) scores and height and weight on the MRO. The HqBn S-3 will provide current information upon request. To help ensure both accuracy and fair fitness reports, the SgtMaj or Senior Enlisted Advisor shall be part of the process prior to finalizing the fitness report.

(7) Fitness Report Processing and Forwarding. Marine Fitness Reports requiring the Commander, Executive Director, or C/S action, whether RS or RO, must be forwarded via A-PES or delivered to the Staff Secretary in sufficient time to allow for all processing to be completed and the timely submission of the fitness report to HQMC (within 30 days AFTER the end of the reporting period). Recommended RO comments are highly recommended.

(a) Each Staff Section is responsible for the timely processing, administrative review, forwarding, and tracking of all fitness reports for Marines within their section. The command point of contact for clarification of questions and additional information is the Staff Secretary.

(b) In the spirit and intent of the references, the following RS and RO responsibilities within MARFORRES are hereby directed:

1. COMMARFORRES is RS for:
 - a. MSC Commanders
 - b. Executive Director
 - c. Commander's Aide-de-Camp
 - d. MARFORRES SgtMaj
 - e. MARFORRES CMDCM
 - f. MARFORRES C/S
 - g. CO, HqBn
 - h. Other specified officers, as designated by COMMARFORRES.
2. COMMARFORRES is RO for:
 - a. MSC Commander RS reports
 - b. Executive Director RS reports
 - c. Commander's Aide-de-Camp RS reports
 - d. CO, HqBn RS reports

- e. Other specified officers, as designated by COMMARFORRES.
- 3. The Executive Director is RS for:
 - a. MARFORRES AC/S and Special Staff Officers (O6 reports)
 - b. MARFORRES VC/S
- 4. Executive Director is RO for:
 - a. C/S RS reports
 - b. VC/S RS reports
 - c. AC/S and Special Staff Officer RS reports (O6)
 - d. Other specified officers, as designated by COMMARFORRES.
- 5. C/S is RS for:
 - a. AC/S and Special Staff Officers (O5 and below)
 - b. Staff Secretary
 - c. Other specified officers, as designated by COMMARFORRES.
- 6. C/S is RO for:
 - a. Specified CO/OIC RS reports
 - b. Staff Secretary RS reports
 - c. AC/S and Special Staff Officer RS reports (O5 and below)
- 7. VC/S is RS for Specified officers, as designated by the Executive Director.
- 8. VC/S is RO for officers, as designated by the Executive Director.

h. Navy Enlisted Evaluations and Officer Fitness Reports

(1) COMMARFORRES is the RS for the Command Master Chief (CMDCM).

(2) The MARFORRES C/S and each MSC C/S will be the RS for Navy personnel, E6 and above, with the exception of the CMDCM. Additionally, each C/S will be the RS for evaluations for E5 and below under the following circumstances:

(a) Reports where the member is not recommended for retention.

(b) Reports where the promotion recommendation notes "Significant Problems."

(d) Reports containing a mark of 1.0.

(3) The CMDCM is the Navy Personnel Evaluation Advisor. The CMDCM will coordinate and conduct all enlisted boards and review all enlisted reports signed by the C/S attached to Unit Identification Code (UIC) 45728. The G-1/Navy Manpower officer is the fitness report advisor for all Navy officer reports in MARFORRES.

(a) MARFORRES' G-1 Navy Manpower will forward all officer and enlisted reports in Navy UIC 45728 to the C/S via the CMDCM for board slating.

(b) Once the CMDCM has received the consolidated reports from the G-1 Navy Manpower Section, the CMDCM shall convene ranking boards as required to determine summary group ranking. Summary groups generally consist of all members in the same pay grade (regardless of rating) and the same promotion status, who receive the same type of report on the same ending date. The UIC is also a breakout for enlisted summary groups.

(c) The Board should include senior representatives from each section that has a Sailor in the group to be considered.

(d) At the conclusion of the board, rankings will be annotated and the reports will be finalized for signature.

(4) Each MSC's Senior Enlisted Leader will be the Enlisted Personnel Evaluation Advisor. He or she will ensure

all enlisted reports, E6 and above, are signed by the cognizant MSC C/S. Officer Fitness Reports will be signed by the MSC's C/S. Additionally, each MSC's Staff Section with a LCDR or Marine Officer equivalent will have RS responsibility for E5 and below, except noted in paragraph 2h(2) above.

(5) Assistant Chiefs of Staff from each MSC will ensure timely evaluations are prepared and forwarded to the MARFORRES G-1 Navy Manpower Section for submission to Naval Personnel Command no later than 15 days after the end of the reporting period.

(6) The MARFORRES G-1 Navy Manpower Section will consolidate all reports attached to UIC 45728 for submission to the C/S and CMDCM, as appropriate based on rank. Once reports are signed by the C/S, the MARFORRES G-1 Navy Manpower Section will ensure reports are submitted to PERS-32 and provide copies to the RS who submitted the report.

i. Civilian General Schedule (GS) Performance Appraisal Process

(1) There is a two-level appraisal system which applies to all GS and Federal Wage System Employees. However, MARFORRES has two different two-level appraisal systems. One system applies to employees who are in the bargaining unit (union eligible employees) called the Performance Appraisal Review System (PARS). The civilian evaluation system which applies to everyone else is identified as the Interim Performance Management System (IPMS). The two systems have different terms and evaluation forms.

(2) For PARS employees, they report to their immediate supervisor with a 2nd level supervisor identified as the Reviewing Official. The correct appraisal form is NAVMC Form 11408. For IPMS employees, they report to a Rating Official with a 2nd level supervisor as the Senior Rating Official and utilize OPNAV Form 12430/6.

(3) Within IPMS, Rating Officials are responsible for developing the Performance Plan for each of their employees with employee input. Under PARS, supervisors have the responsibility of developing Standards for each employee with employee input.

(4) Ninety days of observed performance is required for an employee to be eligible to receive a rating of record annually. Performance Plans or Standards must be executed

within 30 days of the start of each rating period, the date an employee enters on duty, the date an employee is permanently assigned to a new position, the date an employee is detailed or temporarily reassigned or promoted, or when the detail or temporary assignment is expected to last more than 120 days.

(5) The rating period for all MARFORRES GS employees is 1 October through 30 September of each fiscal year. All employees should have three to five critical elements and are required to have at least one progress review during the rating period which is typically at the end of each March. Mid-term self-assessments are not required for PARS employees, but are required for IPMS employees.

(6) For the end of the year self-assessments, PARS are not required but highly recommended to provide a self-assessment.

(7) For IPMS employees, a self-assessment is mandatory. Each critical element is rated as either Acceptable or Unacceptable. Thus the overall rating of record also must be either Acceptable or Unacceptable. If one or more critical element is rated Unacceptable, then the overall rating of record is Unacceptable.

(8) Supervisors establish individual elements and standards with employee input. Navy-wide pre-established standards are used to evaluate performance on each element and are based on the "career stage" of the employee as Entry (through GS-9), Journey (GS-09 through GS-12), and Expert (GS-13 and above). However GS-09 can be Entry or Journey depending on the position and career progression.

(9) The MARFORRES C/S is the Rating Official for the Security Manager, IM/KM Director, RCO, Safety Director, Commander's Executive Assistant, and the Director of Protocol. The C/S is the Senior Rating Official for all Department Deputies with the exception of the Deputy of the Office of Marine Forces Reserve (OMFR).

(10) The Executive Director is the Rating Official for the Deputy of OMFR. The Executive Director is the Senior Rating Official for the MARFORRES Security Manager, IM/KM Director, RCO, Safety Director, Commander's Executive Assistant, and the Director of Protocol.

(11) The Commander is the Rating Official for the Executive Director and Senior Rating Official for the Deputy of OMFR.

j. Non-Appropriated Funds (NAF) Civilian Performance Appraisal

(1) NAF employees have their performance standards set within 30 days starting on 1 February of each calendar year, or within 30 days of initial employment annually. The mid-term evaluation is conducted during the month of August annually with the end of the performance cycle on or about 31 January. The form utilized is a MARFORRES locally generated form and is available in the Civilian Personnel Office.

(2) The MARFORRES C/S is the Rating Official for the MCCS Director, the Force FRO, and the Force SARC. The C/S is the Senior Rating Official for the MCCS Deputy Director. The Executive Director is the Senior Rating Official for the MCCS Director, the Force FRO, and the Force SARC.

k. Active Duty for Operational Support (ADOS) and Annual Training (AT)

(1) The MSCs will provide the MARFORRES G-1 IPAC with a copy of all ADOS/AT orders before the start of the ADOS/AT in order to facilitate tracking and In-Progress Payments (IPP). It is also the responsibility of the MSCs to track ADOS/AT orders to ensure a copy of the travel claim is submitted to the IPAC within the timelines dictated by governing policies and directives.

(2) ADOS orders 30 days or less will be processed for an IPP five days after the start of ADOS/AT. Follow-on payments will be made weekly until the final week. The final week's payment will be made once a copy of the final travel claim is received by the IPAC. Proficiency/Conduct (PRO/CON) marks for Corporals and below will be processed through MOL. If ADOS/AT orders are modified, HqBn will be notified and modifications provided as soon as possible.

l. Morning Reports. MSCs and Staff Sections are required to account for their Marines and Sailors every morning by 0900 via the MOL module. If the MSC or section has a Marine or Sailor that is in the hands of military/civilian authorities (IHMA/IHCA), unaccounted for, or hospitalized, they will notify

their administrative chief, HqBn SgtMaj, or Executive Officer as soon as possible.

m. Electronic Personnel Action Requests (EPAR). All personnel are required to complete an EPAR in order to request administrative assistance from the IPAC. EPARs will be routed through the Customer Service Center (CSC), then redirected to the appropriate section within the IPAC. This assures that the issues are being taken care of and additionally enables the IPAC to track completion of correspondence.

n. Check-In/Out. All (reserve and active duty) Marines have five days to check-in/out of HqBn, MARFORRES. The check-in/out sheet must be returned to the IPAC, Joins/Separations Section upon completion. Marines will verify their Basic Individual Record (BIR), Basic Training Record (BTR), and Record of Emergency Data (RED). The Career Retirement Credit Report (CRCR) will be included for reservists.

o. Permanent Change of Station (PCS) Orders. Upon receipt of PCS orders, the Marine will be notified via MOL and an email from the IPAC Separations Section. The email will contain a copy of their PCS orders and a datasheet. The PCS datasheet should be filled out as quickly as possible and returned to the IPAC. For overseas travel, the Marine must additionally complete an overseas medical screening. If assigned an accompanied overseas tour, the medical screening must also be performed by the Marine's dependents. No orders or area clearances will be processed until the medical screening is complete.

p. Temporary Additional Duty (TAD) Orders. All TAD orders will be processed via the Defense Travel System (DTS). For those individuals who go TAD in excess of 30 days, they will be required to obtain a check-out sheet from the IPAC and check-out of the command for the period of duty. Upon return from TAD excess, they will subsequently report to the IPAC and pick up a check-in sheet in order to facilitate the check-in process.

(1) Approval of TAD

(a) Only the principle Staff Officer of a General or Special Staff Section may authorize TAD for personnel within their respective section. This authority may be delegated by the Principle Staff Officer but only to Commissioned Officers or the civilian Deputy Assistant Chief of Staff (AC/S).

(b) TAD requests for all AC/S and Special Staff Section Heads must be submitted to the Command Deck Administration Section for routing to the C/S and Executive Director. Requests will be submitted via e-mail for proper approval.

(c) Each staff section will be responsible for funding their TAD trip unless directed to represent the Commander, Executive Director or C/S in an official capacity.

(2) Use of Government Quarters and Messing

(a) For MARFORRES personnel, all TAD orders issued to a U.S. installation will state "Government Quarters Directed" unless the request is accompanied by a Certificate of Non-Availability provided from the billeting office at the installation where the member will be TAD. In the absence of a Certificate of Non-Availability, lodging expenses will be limited to the cost of government quarters in accordance with paragraph U1045.A of reference (r). In no case will modification to travel orders be approved solely for the purpose of authorizing commercial lodging reimbursement when TAD was aboard a U.S. installation and the traveler failed to obtain a Certificate of Non-Availability. If it is deemed that the usage of government quarters would adversely affect the performance of the mission (as determined by the cognizant staff section authorizing the TAD), this must be identified in the initial TAD request. TAD orders will not be modified subsequent to their execution for this reason. Only the Principle Staff Officer may authorize use of government quarters as "not directed." This authorization may not be delegated.

(b) For enlisted personnel, government quarters and messing will be directed. If government quarters are not available, government messing will not be directed. For Officers, government messing will not be directed during TAD trips.

(c) The local commuting distance for all personnel assigned to the HqBn, MARFORRES is defined in reference (s). Travel entitlements will be paid in accordance with paragraph U4102E of reference (r).

q. Permissive Temporary Additional Duty (PTAD) Orders. Permissive Temporary Additional Duty (PTAD) request will be submitted via MOL unless the PTAD is in conjunction with terminal leave. PTAD in conjunction with terminal leave will be

processed through the IPAC Separations (SEPS) Section. PTAD orders are at no cost to the government, and must be in accordance with appropriate orders.

r. Pay Problems. If a Marine notices a possible problem with his/her pay, they need to bring this to the attention of their chain of command, which will then bring it to the attention of the IPAC immediately for corrective actions.

s. Retirement Procedures

(1) Active duty/Active Reserve Marines requesting transfer to the Fleet Marine Corps Reserve (FMCR) and retirement will receive a retirement package from the IPAC SEPS Section, which includes a request for transfer to FMCR/Retirement. Requests must be received between 4 and 14 months prior to the planned retirement date in order to process the request. The Marines will then schedule their Transition Assistance Management Program (TAMP) class and final physical, which includes medical and dental, no later than six months prior to their retirement date. Upon completion of the TAMP class and physical, the Marine will notify the Separations Section and provide documentation. The IPAC's goal is that all retirement packages will be processed and completed six months prior to the retirement date.

(2) Reserve Marines requesting retirement will receive a request for retirement from the IPAC Reserve Maintenance section. The Marine will then route request through their respective MSC for appropriate action.

(3) All requests for terminal leave for Active Component and Active Reserve colonels, sergeant majors, and master gunnery sergeants will be submitted to the C/S for his approval no later than six months before the planned retirement date.

(4) All GS and NAF civilian personnel will contact the G-1 CPO to make arrangements to speak with a retirement counselor and begin the process of retirement.

(5) Navy Personnel retirement requests will be coordinated with the MARFORRES G-1 Navy Manpower Section.

t. Retirement/Award Ceremonies

(1) Retirement and award ceremonies for any member of the General or Special Staff within this Headquarters will be conducted and coordinated by the member's staff section, with HqBn S-3 assistance. Upon the occasion of retirement or award ceremony, staff sections must coordinate with the appropriate personnel for location and all other facets of the ceremony. Ceremonies will be held upon retiree's request, pending availability. Retirement dates will be based on the last work day before PTAD and applicable leave. Awards are coordinated with either the Force Adjutant or the CO, HqBn based on the level of the award. Retirement documents and certificates will be coordinated with the HqBn S-1.

(2) Retirement and award ceremonies for any member of Marine Forces Reserve, outside of the Marine Corps Support Facility, will be coordinated through the respective Marine or Sailor's MSC.

CHAPTER 4

Correspondence, Directives, Records, and Publications1. Correspondence

a. General. Reference (t) prescribes the policies and outlines procedures for the preparation of correspondence throughout the Naval Services. This Section sets forth additional practices to be utilized at this Headquarters.

b. Policy. The following will be adhered to as a matter of policy:

(1) Official correspondence originated by this Headquarters represents the views and policies of the Commander, regardless of who actually signs the correspondence. It is incumbent upon all General/Special Staff Officers to ensure that such correspondence is neat, correctly formatted, error free, and grammatically correct. Further, all correspondence should be handled as expeditiously as possible.

(2) Correspondence for which this Headquarters is the terminal addressee will not be returned to the originator by endorsement thereon. The original correspondence will be retained at this Headquarters and a reply, if required, will be made by a new letter from this Headquarters.

(3) All outgoing correspondence prepared for the signature of the Commander, Executive Director, or C/S will be done in Courier New font, point 12, unless this will cause the document to be longer than one page, in which case 10 point font may be used. Correspondence will be routed through the Staff Secretary's Administration Section. Classified correspondence requiring the signature of the Commander, Executive Director, or C/S will be routed as above by the Security Manager whom should be aware of all Top Secret and North Atlantic Treaty Organization (NATO) material.

(4) To preclude the possibility of a compromise being made of classified information accidentally being disposed of in an unauthorized container, all message traffic, working papers, and notes, which no longer require filing, will be deposited in that section's classified burn bag for proper disposal.

(5) All correspondence pertaining to awards, whether unit or personal, will be forwarded via the Force Adjutant.

Awards for Headquarters staff members should be routed via the HqBn CO.

c. Use of Rough Drafts. Rough drafts for Intra-Headquarters, MARFORRES, and routings of correspondence requesting or requiring staff action from the General/Special Staff are encouraged. This procedure requires less typing, fewer copies, and less reproduction since only one finished piece of correspondence is required.

d. Correspondence Standards

(1) In accordance with reference (u), to a large degree, the image and effectiveness of MARFORRES is portrayed by the tone, quality, and responsiveness of correspondence. Properly written correspondence that clearly and succinctly establishes a position, correctly and completely answers questions, and conveys the right message, all aid in the effective management and operation of MARFORRES. In order to achieve this, correspondence must:

(a) Be neat in appearance, correctly formatted, error free, and grammatically correct. With the use of computers and advanced word processing software, the long-accepted practice of allowing legible "pen and ink" changes to a piece of correspondence is no longer acceptable. All correspondence shall be free of typographical errors and technically correct before it is signed.

(b) Avoid stereotyping men and women based on gender. Use pronouns and titles that are gender neutral.

(c) Do not write unless you must. A conversation in person, by telephone, or by electronic mail often saves two letters - the one you would have written and the other person's response. Conversations are often better than correspondence for working out details. Confirm your conversation with a short memorandum to the other person or a "Memorandum For The Record" if issues of importance or policy are agreed upon during the conversation.

(2) Always include a point of contact, return telephone number, and e-mail address when your correspondence might prompt a reply or inquiry.

e. Letterhead Stationery. Computer letterhead stationery will be used for all outgoing correspondence. The quality of

the letterhead stationery should be dignified and within standards. Second and subsequent pages will be typed on plain bond paper, similar to the letterhead in size, color, and quality. The Force Adjutant will ensure that the quality of letterhead is professional and within standards. The appropriate MARFORRES letterhead can be found on SharePoint under the "Command Deck Admin" Section, subcategory "Paper Formats."

f. Standard Subject Identification Codes (SSIC). SSICs will be placed on the upper right corner of the page one space below the letterhead text on the first page of the naval letter, in accordance with reference (u) and (v).

g. Originator's Code. The originator's code will be placed on all correspondence. This code will be typed on the line below the SSIC. In cases where a General/Special Staff Section has a division, the SSIC should be written as such, G-1/Ops, G-6/Ops, G-6/ISMO, or Adj.

h. Dates. The dates on all correspondence will be added by the signer's administrative office after signature. The date may either be typed or stamped and will be arranged in the following sequence: The numerical designation of the day, the three letter abbreviation of the month followed by the numerical designation of the year (i.e. 6 Aug 03).

i. Signing Official Correspondence "By Direction". Authority to sign "By direction" on official correspondence issued in the name of the Commander will be in accordance with the most current policy memorandum on the subject.

(1) Information

(a) All official correspondence will be issued in the name of the Commander.

(b) The Commander will sign all official correspondence to higher authority relating to the mission or general efficiency of MARFORRES. Official correspondence otherwise required by law or regulation to be signed by the Commander in the execution of the duties of his office shall be signed by him in his own handwriting. The Commander will sign letters of condolence to the next of kin in the case of death of personnel of this Headquarters. The Commander will sign official correspondence on matters concerning commendation or censure.

(c) The following types of correspondence will normally be signed by the Commander or Executive Director/Chief of Staff in his absence:

1. Letters to officers senior to the Commander or to comparable officials in other governmental departments, which are known to require action in the immediate office of the addressee. Exceptions may be made in areas established by custom or by directives from higher authority.

2. Letters or directives to the field which specify major shifts in MARFORRES policy or allocation of forces.

3. Command Directives, except lawful punitive general orders, per Article 92 of the UCMJ.

(d) The "By direction" authority provided herein refers to correspondence which is in the area of responsibility of the individual concerned and which good judgment indicates need not be submitted to higher authority for signature. Personnel authorized "By direction" authority will not sign correspondence which effects changes in existing policy or which disapproves a recommendation of a general or flag officer; nor will they sign correspondence which:

1. Is critical or biased in nature.

2. Commits funds or the command to actions that will result in disbursement of funds, unless specifically delegated to sign such documents.

3. Admits to substantial error.

4. Involves readiness or efficiency of the Force.

5. Is relative to officers and instances of unprofessional conduct.

6. Involves military justice or administrative separation.

(e) Should any doubt exist as to the propriety of signing "By direction", the document in question shall be forwarded to the Executive Director or C/S for determination.

(f) The restrictions on the signature of official correspondence do not apply to memoranda used for informal communications within staff sections within Headquarters, MARFORRES.

(2) Action

(a) The individuals assigned to the following billets, or the person acting in that capacity, are authorized to sign correspondence emanating from the Commander, unless otherwise restricted by the provisions of this paragraph or most current policy memorandum on the subject:

1. By Title

- a. Executive Director
- b. C/S
- c. VC/S

2. By Section

- a. AC/S, G-1
- b. AC/S, G-2
- c. AC/S, G-3/5
- d. AC/S, G-4
- e. AC/S, G-6
- f. AC/S, G-7
- g. AC/S, G-8
- h. Director of Public Affairs Department
- i. AC/S, Facilities
- j. Comptroller
- k. Force Family Readiness Officer

Services

- l. Staff Judge Advocate
- m. Counsel to the Commander
- n. Safety Director
- o. Health Service Support Officer
- p. Regional Contracting Officer
- q. Director, Marine Corps Community
- r. Security Manager
- s. Equal Opportunity Advisor
- t. Sexual Assault Response Coordinator
- u. Force Chaplain
- v. Force Surgeon

(b) General and Special Staff may authorize, in writing, those acting within their section to sign "By direction" in routine matters under their cognizance, unless otherwise restricted by the provisions of this paragraph. This authorization will be by letter and a copy provided to the Staff Secretary.

j. Signature

(1) The date on correspondence, other than awards submitted for the Commander, Executive Director, or C/S's signature will be left blank by the originating section. After the correspondence has been signed by the Commander, Executive Director, or C/S and dated by the Staff Secretary's Administration Section, it will be returned to the originating section for processing. All correspondence requiring the signature of the Commander, Executive Director, or C/S will be submitted according to the following unless otherwise directed:

Example:

I. M. GENERAL	I. M. CIVILIAN	I. M. COLONEL
	Executive Director	Chief of Staff

(2) On correspondence signed by an officer other than the Commander, the functional title will be added as appropriate unless otherwise noted on the "From" line:

Example:

I. M. MARINE
By direction

k. Official File Copies (OFC). The Force Adjutant officially maintains the Official File Copies (OFC) for the Command. However, due to the complexity and high volumes of staff coordination, the General/Special Staff Sections will maintain their own OFC. The OFC maintained by the sections are subject to the regulations as set forth in the reference (t).

l. Correspondence Addressed to the Commandant of the Marine Corps (CMC). The current edition of reference (w) contains a directory of correspondence codes utilized at HQMC. Correspondence addressed to CMC will contain, whenever possible, the appropriate correspondence code as indicated therein.

m. Endorsements

(1) When a letter is transmitted "Via" this Headquarters, use an endorsement to forward comments, recommendations, or information. While an endorsement is mostly used for transmitting correspondence through the chain of command, it can also be used to redirect a letter. It is not authorized for a reply to a routine letter.

(2) Many endorsements simply forward letters without substantive comment to the next "Via" addressee (if any) or action addressee. An endorsement may comment on the basic letter or any preceding endorsements. It may return a basic letter with a final reply or a request for more information. A "Via" addressee may alter the order of any remaining "Via" addressees or add others.

n. Mailing and Mailroom Procedures

(1) HqBn maintains the MARCORSPTFAC mailroom.

(2) Each section is to identify an official mail orderly and an alternate. Mail orderlies are to bring their military

Common Access Card (CAC) in order to pick up mail for their section.

(3) The Unit Mailroom is located in the MARCORSPTFAC warehouse. Each mail orderly is to promptly pick up and distribute the section's mail to each addressee. Outgoing correspondence brought to the mailroom during mail call hours will be posted the next business day.

(4) Only personnel temporarily assigned to MARFORRES or on ADOS orders will receive personal mail from the MARFORRES mailroom.

(5) The Command's official mailing address to be used for all official correspondence is:

COMMANDER
US MARINE CORPS FORCES RESERVE
(Originating section, i.e. ADJ, G-1, etc.)
2000 OPELOUSAS AVENUE
NEW ORLEANS LA 70114-1500
OFFICIAL BUSINESS

(6) Every address needs to be typed on a label or the envelope.

(7) Every character will be capitalized; punctuation is not authorized (i.e. commas or periods).

(8) Each mail orderly will be responsible for providing envelopes, proper sealing, labeling, packaging, and addressing to their respective section.

o. Opening of Official Mail

(1) Incoming mail addressed to the Commander, MARFORRES will be received and opened by the Official Mail Manager, except mail addressed to a particular section (i.e., Commander, MARFORRES (Attn: G-1)), in which case it will be forwarded directly to that section unopened for disposition.

(2) Mail which is addressed to Commander, MARFORRES and specifies an individual by name, will be delivered to the individual concerned unopened (i.e., Commander, MARFORRES, Attn: Maj I. A. MARINE).

(3) Registered Mail and First Class Confidential Mail will be opened first by the OIC or SNCOIC of the Classified Material Control Center.

p. Routing of Unclassified Material. Incoming unclassified official correspondence and directives received in the mail or delivered to the HqBn Adjutant/S-1 Officer will be handled as follows:

(1) Correspondence received that requires action by this Headquarters will be routed to the staff section principally cognizant of the subject matter. If the staff section indicates further routing is considered necessary, a route sheet will be attached with the order of such routing and action code required.

(2) The cognizant staff section will track the correspondence to ensure all action is completed.

q. Preparation/Routing of Classified Correspondence and Material

(1) The term "correspondence and material" refers to letters, orders, directives, or publications received by the Classified Material Control Center (CMCC) and are used interchangeably.

(2) All incoming classified material will be received and opened by CMCC personnel. After opening and reviewing contents, the SNCOIC of CMCC will route correspondence/material to the staff section having primary cognizance over the subject matter/material or route to the staff officer on a need to know basis. All Top Secret material will be logged and documented by the SNCOIC of CMCC prior to forwarding and transferring to the appropriate Secondary Control Point (SCP). The MARFORRES CMCC is not responsible for the control or account of secret material. Secret materials received via official mail will still be distributed to the respective SCP by the CMCC custodian for appropriate action. SCPs shall establish administrative procedures for the control of secret materials appropriate to their environment based on an assessment of the threat, the location, and mission of their section.

(3) Incoming classified material received by the CMCC marked "Personal For" the Commander, Executive Director or C/S will be delivered, unopened, to the Staff Secretary. The Staff

Secretary will notify the CMCC of such documents to be logged in the appropriate logbook and to be receipted for by the Staff Secretary or his/her representative.

(4) U.S. Top Secret and COSMIC material will be delivered immediately to the Top Secret Material Control Officer or alternate for logging and documenting prior to going to the Staff Secretary. The Staff Secretary will indicate any further routing required.

r. Guard Mail. HqBn mail orderlies will pick-up and distribute Guard Mail received from the Naval Postal Service into guard mail boxes from 0900 and 1400 each workday.

2. Directives

a. Directives Preparation

(1) Instructions governing the preparation of directives are contained in the current edition of reference (x).

(2) All directives will be signed by the Commander, Executive Director, or C/S as required.

(3) All directives, classified and unclassified, will be referred to the Force Adjutant prior to signature. No directive, policy, memorandum, or bulletin will be forwarded without first being reviewed by the Force Adjutant.

(4) All directives will be generated in accordance with reference (x).

(5) Changes and updates to directives will be approved by the Commander, Executive Director, or C/S as required.

b. Distribution. Distribution of directives will be accomplished in accordance with the reference (y). The Force Adjutant will ensure that all pertinent orders will be posted to the MARFORRES G-1 SharePoint and Website.

c. Directives Control. The Force Adjutant is the Directives Control Officer and will perform the following functions:

(1) Maintain original copies of all command directives issued by this Headquarters.

(2) Assign the standard subject identification code number to all command directives.

(3) Review directives for proper format, arrangement, classification, and possible duplication or conflict with other directives.

(4) Ensure the cognizant staff section reviews all command directives on the anniversary month each year.

(5) Maintain copies of all policy memorandums.

(6) Post all directives on the G-1 SharePoint site.

d. Letters of Instruction/Plans and Orders

(1) A Letter of Instruction (LOI) is defined as a directive in which a senior commander prescribes broad aims, policies, and strategic concepts for operations in a large area during an extended period of time. No particular format is prescribed. LOIs, operation plans, and orders are exempt from the Marine Corps Directives System and prepared in accordance with reference (z) and (aa).

(2) LOIs will be generated for internal events as tasked by the C/S. As a matter of principle, all LOIs should be routed to the Force Adjutant, prior to routing for signature and dissemination.

e. Joint Directives. A joint directive is one issued in a single version by two or more independent principal components when requirement for uniformity necessitates identical language, form, or timing. The principal component that has the overall degree of responsibility for a particular effort is the primary principal and should act as the coordinator, as mutually agreed upon, to obtain clearances on a joint directive, grade, or seniority of a principal is not the deciding factor. Reference (x) sets forth guidance for the issuance of joint directives. No section should initiate action to promulgate a new joint directive or to revise any existing joint directive without first familiarizing themselves with reference (x) and contacting the Force Adjutant for any additional guidance, as necessary.

3. Records and Publications

a. Disposition of Records

(1) Unclassified Records. The disposal and storage of unclassified material will be in accordance with SECNAV Manual 5210.1, Department of the Navy Records Management Program Records Management Manual. Every effort should be made to ensure personal information and sensitive material is properly disposed of in accordance with the above reference.

(2) Classified Records. The disposal of classified records will be in accordance with the current editions of SECNAVINST 5510.36, Department of the Navy Information Security Program Regulations.

b. Publications

(1) The Force Adjutant maintains records of the internal distribution to staff sections of administrative allowances of publications received by this Headquarters.

(2) Staff Sections receiving directives will establish a system of accountability for those directives they have received. The Force Adjutant is responsible for ensuring that all changes are distributed to the cognizant staff section. Staff Sections are responsible for ensuring changes are incorporated and directives are current.

CHAPTER 5

Staff Action Process and Proper Staffing Techniques1. Staff Procedures and Techniquesa. Command and Staff Channels

(1) Command Channel. The chain of command extends directly from COMMARFORRES to his/her immediate subordinate commanders. The fact that a Staff Officer may act within the command channel does not change this official relationship. No circumstance justifies or warrants the interposition of a Staff Officer, should the subordinate commander desire to communicate with the commander.

(2) Staff Channel. This is the channel through which the Commander issues instructions to the Staff and receives information and recommendations from them. Normally, the Commander will communicate with the General and Special Staffs through the Executive Director or the C/S. The Commander may, in certain instances, coordinate directly with a Staff Officer. In such cases, it is the responsibility of the Staff Officer concerned to inform the Executive Director and C/S as to the nature of the discussion and of any action to be taken.

b. Scheduling of Appointments. General and Special Staff Officers desiring appointments/conferences with the Commander, Executive Director, or C/S will make arrangements through the Staff Secretary, the Commander's personal executive assistant, and or the Aide-de-Camp.

c. Relationship of Subordinate Commanders and the Force Headquarters Staff

(1) Within established policies, Staff Officers may accede to a subordinate commander's request. However, disapproval of a request made by a subordinate commander will be made only by the Commander, Executive Director, or C/S.

(2) While Staff Officers may act in the command channel for their commanders, there are no circumstances that warrant the interposition of a Staff Officer should a subordinate commander desire to contact his superior directly.

d. Cooperation. The primary concern of every officer in MARFORRES must be to assist COMMARFORRES in accomplishing the

mission of MARFORRES. Only through close cooperation and harmony between headquarters staff and subordinate commanders can this be accomplished. All heads of General and Special Staff Sections will ensure that all members of their sections are made aware of this important fact.

2. Action Officer (AO)

a. AO. An AO is any individual who is designated by COMMARFORRES, Executive Director, C/S, or by any other senior officer within that officer's chain of command, who is directed to take the lead on any package, task, correspondence, or issue.

b. AO Keys to Success

(1) Generally, AOs will not have the luxury of an administrative section dedicated to the accomplishment of their mission. As such, it is imperative that all AOs develop a substantive understanding of Naval correspondence rules, formats, and preparation. Section 1, chapter 4, of this directive contains a foundation of naval correspondence knowledge. Additional insight can be obtained from:

(a) Force Adjutant.

(b) SECNAV M-5216.5, Department of the Navy (DON) Correspondence Manual.

(c) MCO 5216.20A, Marine Corps Supplement to the Department of the Navy (DON) Correspondence Manual.

(2) Consideration must be paid to the audience of the package or task, and it is to be written/presented accordingly. Ensure that content is appropriate, accurate, and without errors.

(3) Ensure the issue is completely staffed through all sections having a vested interest in the topic. In order to speed the routing process, consideration should be paid to concurrent electronic routing as applicable. If there is any doubt as to whether or not a section should be afforded the opportunity to comment on a package, refer the question to the Staff Secretary for determination. As a general rule, it is better to get more input than is necessary than to not provide the Commander all insight that is available. It is the AO's responsibility to ensure that all packages are thoroughly

staffed before they go to the Command Deck for signature or follow-on action.

(4) Ensure that the package provides all necessary information that will be required by COMMARFORRES, Executive Director or C/S.

c. General Timelines and Extensions. The following is to be used as a general guide when factoring timelines for AO requirements. Not every package will fall within the parameters delineated below; however, this guidance is to be adhered to as appropriate.

(1) Requirements coming from COMMARFORRES, Executive Director or C/S will have a deadline of 10 working days unless otherwise specified by the assigning party. The Executive Director, C/S, or Staff Secretary will grant deadline extensions as necessary.

(2) Correspondence requiring the signature of COMMARFORRES, Executive Director or C/S will be forwarded to the Staff Secretary not less than five working days before the signature is required. Exceptions to this rule will be the prerogative of the Executive Director or C/S and such cases will require appropriate coordination.

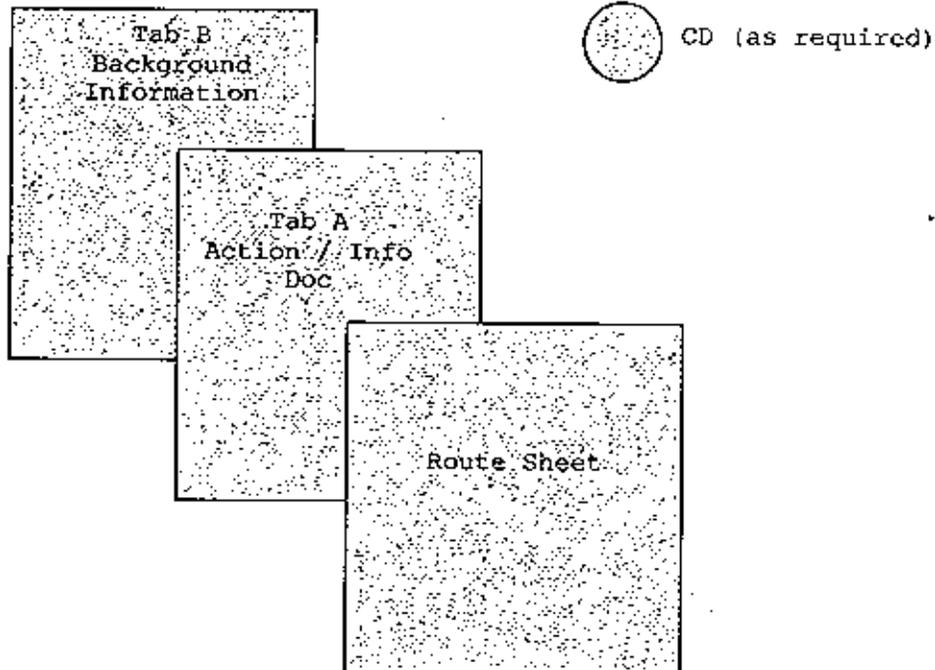
(3) Correspondence/Action packages coming to MARFORRES from higher HQs, requiring the signature of COMMARFORRES, Executive Director or C/S will be processed by the AO under the timelines provided by the issuing agency. Extensions required will be coordinated with the issuing agency's appropriate AO, and the Staff Secretary will be info copied on all deadline changes.

(4) Urgent requirements coming from COMMARFORRES, Executive Director or C/S will have a deadline of two working days unless otherwise specified by the assigning party. The Executive Director or C/S will grant deadline extensions only as absolutely necessary.

3. Package Build

a. General. In order to ensure product uniformity and to provide a foundational starting point for a properly prepared package, as much as possible all packages are to be constructed under the parameters of this section.

b. Key Elements of a Properly Prepared Package. Properly prepared packages will consist of the following items and will be built in the order listed below:



c. Route Sheet

(1) A standard Headquarters, MARFORRES route sheet has been adopted for routing incoming and outgoing correspondence within the Headquarters. This route sheet will be used for the control of all correspondence flowing throughout the Headquarters. All correspondence being forwarded to the Commander, Executive Director, or C/S will at a minimum have a route sheet.

(2) Route Sheets, once attached to a document, become part of that document and will not be detached but filed with the document and all replies/endorsements. As additional sheets are attached, they too become part of the basic correspondence. If the route sheet is attached to classified material, it becomes the same classification as the document it is attached to and must be marked accordingly.

(3) The route sheet will be completed under the following:

(a) Box 1. The date to be used is the date that the AO actually releases the package for routing/action.

(b) Box 2. Self-explanatory.

(c) Box 3. Brief statement describing the subject. Contents of this box should be written in all caps.

(d) Box 4. Insert the routing order the package is to undergo. If concurrent routing through the staff sections is to take place, this block must evidence that fact and must show that the package is to be returned to the AO for consolidation or appropriate action before further routing can take place.

(e) Box 5. The AO must ensure that the desired course of action is specified on the route sheet in order to expedite the execution of stated action.

(f) Box 6. No action required.

(g) Boxes 7, 8, 9, and 10. Self-explanatory.

(h) Box 11. This section will include the following:

1. Problem/Issue. Reason for the package and must contain an In Order To (IOT) statement.

Example: For review and concurrence in regards to nominating I. A. MARINE as Marine of the Quarter, for the 3rd Quarter, IOT reward meritorious service.

2. BLUF. This section will get directly to the heart of the matter.

Example: a) I. A. MARINE evaluations.

b) I. A. MARINE community service.

c) Letter of Appreciation for I. A. MARINE saving kitten from burning tree.

3. Solution/Recommendation

a. This section will contain a way to solve the issue at hand along with a recommendation.

Example: I. A. MARINE has displayed excellent service while serving as motivator within the Headquarters. During this time

he has received superb evaluations, completed 100 hours of community service and even saved the life of a small animal. Overall, he is highly deserving of this award.

b. Recommendation. Directs what the recommended course of action for the document is (i.e., for review or signature).

Example: Approve I. A. Marine's Marine of the Quarter, for the 3rd Quarter nomination.

4. Course of Action Considered. This section contains the course of action for consideration.

5. Discussion. Further elements of the issue for discussion. This can be coordination between sections or even different points of the issue not previously mentioned.

6. Background. Background information as required.

d. Action Information Document (TAB A). This correspondence represents the vehicle for accomplishing that which was stated in the "Purpose" section of the route sheet. This will normally be in the form of:

(1) Standard Naval Correspondence. When forwarding such correspondence for the signature of COMMARFORRES, the Executive Director or C/S, it is imperative that an electronic copy of the document be submitted with the package in order to quickly facilitate any changes to the document that may be required.

(2) Action and Information/Position Papers

(a) Action Memorandums outline what COMMARFORRES should do; give a due date for when this action needs to take place, and clearly explain why it is appropriate and necessary for COMMARFORRES to take that action.

(b) Information/Position papers outline what COMMARFORRES needs to know, and provide additional key points as necessary.

e. Background/Back-up Information (TAB B). Background/back-up information may also come in numerous forms such as information papers (SharePoint), point papers (SharePoint), or any other reference material pertaining to the document.

APPENDIX A

ACRONYMS

AAO	Approved Acquisition Objective
AAU	Administrative Assistance Unit
AC	Active Component
AC/S	Assistant Chief of Staff
ADCON	Administrative Control
ADOS	Active Duty for Operational Support
ADSW	Active Duty for Special Work
ADT	Accumulated Deployment Time
AGWS	Above Ground Wash System
AO	Action Officer
AO	Approving Official
APC	Agency Program Coordinator
APF	Appropriated Funds
AR	Active Reserve
AT	Annual Training
AT	Antiterrorism
ATP	Annual Training Plan
BIC	Billet Identification Code
BIR	Basic Individual Record
BISOG	Blue-in-Support-of-Green
BOI	Board of Inquiry
BOS	Base Operations Support

BRAC	Base Realignment and Closure
BTR	Basic Training Record
BUMED	Bureau of Medicine
C2ID	Command and Control Integration Division
C4	Command, Control, Communications, and Computers
CAC	Common Access Card
CATEX	Categorical Exclusion
CBA	Capability Based Assessment
CBA	Centrally Billed Account
CBRN	Chemical, Biological, Radiological, Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear and High Yield Explosive
CBRNE/WMD	Chemical, Biological, Radiological, Nuclear and High Yield Explosive/ Weapons of Mass Destruction
CCI	Controlled Cryptographic Items
CDD	Capabilities Development Directorate
CEAB	Command Element Advocate Board
CEI	Civilian Employment Information
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CG	Commanding General
CGI	Commanding General's Inspection
CGIP	Commanding General's Inspection Program
CH	Cardholder
CIG	Command Inspector General

CIO	Chief Information Officer
CIP	Command Inspection Program
CIP	Critical Infrastructure Protection
CJCS	Chairman, Joint Chiefs of Staff
CMC	Commandant of the Marine Corps
CMCC	Classified Material Control Center
CMDCM	Command Master Chief
CMO	Civil-Military Operations
CMOS	Cargo Movement Operations System
CMR	Consolidated Memorandum Receipt
CNRFEC	Commander, Navy Reserve Forces Command
CO	Commanding Officer
COC	Command Operations Center
COCOM	Combatant Command
COMCAM	Combat Camera
COMM	Commercial
COMMARFORRES	Commander, Marine Forces Reserve
COMNAVRESFOR	Commander, Navy Reserve Forces (COMNAVRESFOR)
CON	Conduct
CONGRINTS	Congressional Interest
CONOP	Concept of Operations
CONUS	Continental United States
CONPLAN	Concept Plan

COOP	Continuity of Operations
C/S	Chief of Staff
COTS	Commercial-Off-the-Shelf
CPI	Continuous Process Improvement
CRB	Civilian Review Board
CRCR	Career Retirement Credit Report
CREDO	Chaplain's Religious Enrichment Development Operation
CRF	Commander's Representation Funds
CPAC	Corrosion Prevention and Control Program
CRP	Command Religion Program
CSC	Customer Service Center
CST	Central Standard Time
CVA	Civilian Victim Advocate
CWMD	Combat Weapons of Mass Destruction
DASH	Discrimination and Sexual Harassment
DC, CD&I	Deputy Commandant, Combat Development and Integration
DCP	Directives Control Point
DEERS	Defense Enrollment Eligibility Reporting System
DMM	Drill Management Module
DoD	Department of Defense
DON	Department of the Navy
DRMO	Defense Reutilization and Marketing Office
DRRS	Defense Readiness Reporting System

DSAID	Defense Sexual Assault Incident Database
DSN	Defense Switched Network
DTS	Defense Travel System
DUERS	Defense Utility Energy Reporting System
DV	Distinguished Visitor
EA	Environmental Assessment
ECE	Environmental Compliance Evaluation
EEO	Equal Employment Opportunity
EFDS	Expeditionary Force Development System
EIS	Environmental Impact Statement
EKMS	Electronic Key Management System
ELMP	Enterprise Lifecycle Maintenance Program
EM	Emergency Management
EMS	Environmental Management System
EO	Equal Opportunity
EOA	Equal Opportunity Advisor
EOR	Equal Opportunity Representative
EORC	Equal Opportunity Representative Course
EPAR	Electronic Personnel Action Request
ESGR	Employer Support of the Guard and Reserve
ESR	Electronic Service Record
EVWS	Expeditionary Vehicle Wash System
F&J	Facts and Justification

FAA	Functional Area Analyses
FAP	Family Advocacy Program
FDP&E	Force Deployment Planning and Execution
FEA	Front End Assessment
FHG	Force Headquarters Group
FMCR	Fleet Marine Corps Reserve
FMEWO	Fleet Marine Force Warfare Officer
FMSO	Field Medical Service Officer
FNA	Functional Needs Analysis
FOIA	Freedom of Information Act
FONS	Fleet Operational Need Statement
ForO	Force Order
FP	Force Protection
FRAAP	Force Readiness Assessment and Assistance Program
FRC	Family Readiness Committee
FRO	Family Readiness Officer
FSA	Functional Solutions Analysis
FSMAO	Field Supply and Maintenance Analysis Office
FSRG	Force Structure Review Group
FSRM	Facilities Sustainment, Restoration, and Modernization
FTE	Full Time Equivalent
GA	General Account
GCCS	Global Command and Control System

GCPC	Government Commercial Purchase Card
GCSS-MC	Global Combat Support System-Marine Corps
GME	Garrison Mobile Equipment
GOPAX	Group Operational Passenger System
GS	General Schedule
GSA	General Services Administration
GSE	Government Support Equipment
GTCC	Government Travel Charge Card
HAZMAT	Hazardous Material
HDH	History and Museums Division, HQMC
HHQ	Higher Headquarters
HM	Hospital Corpsman
HQ	Headquarters
HqBn	Headquarters Battalion
HQMC	Headquarters, U.S. Marine Corps
HROM	Human Resources Organizational Management
HSAP	Health Service Augmentation Personnel
HSS	Health Service Support
HSSO	Health Service Support Officer
HTC	Home Training Center
I-I	Inspector-Instructor
I&L	Installations and Logistics
I&R	Information and Referral
IA	Individual Augmentation

IAW	In Accordance With
IBR	Investment Balance Review
ICCE	Individual Combat Clothing Equipment
ICW	In Coordination With
ICP	Internal Control Program
IDMS	Inventory Development and Management System
IDT	Inactive Duty Training
IDTT	Inactive Duty Training Travel
IEM	Installation Emergency Management
IG	Inspector General
IGMC	Inspector General of the Marine Corps
IHCA	In the Hands of Civilian Authorities
IHMA	In the Hands of Military Authorities
IIP	Initial Issue Provisioning
ILOC	Intermediate Location
IM/KM	Information Management/Knowledge Management
IMA	Individual Mobilization Augmentee
IMM	Inventory Management Module
IMR	Individual Medical Readiness
INS	Immigration and Naturalization Service
IO	Information Operation
IO	Investigating Officer
IOT	In Order To

IPAC	Installation Personnel Administration Center
IPMS	Interim Performance Management System
IPP	In-Progress Payment
IRS	Informal Resolution System
ISA	Inter-service Support Agreement
ISB	Intelligence Support Battalion
ISC	Information Support Coordinator
ISO	In Support Of
ISOPREP	Isolated Personnel Report
ISP	Inside Plant
ISSM	Information System Security Manager
IT	Information Technology
ITPRAS	Information Technology Procurement/Approval System
JAG	Judge Advocate General
JCCT	Joint Combat Camera Team
JER	Joint Ethics Regulation
JFRR	Joint Forces Readiness Report
JFTR	Joint Federal Travel Regulations
JOPEB	Joint Operational Planning and Execution System
JOSAC	Joint Operational Support Airlift Center
JROC	Joint Requirements Oversight Council
JSRCFB	Joint Services Reserve Component Facilities Board
JWICS	Joint Worldwide Intelligence Communications System

KEYMAT	Key Material
LASER	Light Amplification by Stimulated Emission of Radiation
LBO	Contracts Division, Performance Management Branch
LCPO	Leading Chief Petty Officer
LDC	Limited Duty Coordinator
LID	Logistics Integration Division
LOI	Letter of Instruction
LSCO	Logistics Systems Coordination Office
LSFRG	Logistics Systems Functional Resource Group
M&FA Plan	Mobilization and Force Activation Plan
M&RA	Manpower and Reserve Affairs
MA	Mission Assurance
MAGTF	Marine Air-Ground Task Force
MARCORSPTFAC	Marine Corps Support Facility
MARDIV	Marine Division
MARFOR	Marine Force
MARFORCOM	Marine Forces Command
MARFORRES	Marine Forces Reserve
MAW	Marine Aircraft Wing
MCAAT	Marine Corps Administrative Assistance Team
MCAT	Marine Corps Action Tracking System
MCBUL	Marine Corps Bulletin
MCC	Monitored Command Code

MCCDC	Marine Corps Combat Development Center
MCCS	Marine Corps Community Services
MCEITS	Marine Corps Enterprise Information Technology Solution
MCFDS	Marine Corps Force Development System
MCHS	Marine Corps Hardware Suite
MCLEP	Marine Corps Law Enforcement Program
MCLO	Marine Corps Liaison Officer (MCLO)
MCNR	Military Construction Naval Reserve
MCP	Marine Corps Capabilities Plan
MCPON	Master Chief Petty Officer of the Navy
MCSC	Marine Corps Systems Command
MCSS	Marine Corps Studies System
MCTIMS	Marine Corps Training Information Management System
MCTFS	Marine Corps Total Force System
MD	Miscellaneous Document
MDR	Medical Department Representative
MEF	Marine Expeditionary Force
MEFREL	Marine Expeditionary Forces Religious
METL	Mission Essential Task List
MGIB	Montgomery GI Bill
MILAIR	Military Airlift
MILPERS	Military Personnel Office

MIPR	Military Interdepartmental Purchase Request
MITSC-Res	MAGTF Information Technology Support Center-Reserve
MLG	Marine Logistics Group
MMM	Manpower Management Module
MOA	Memorandum of Agreement
MOL	Marine Online
MOS	Military Operational Specialty
MOU	Memorandum of Understanding
MNS	Mission Needs Statement
MPE	Equal Opportunity and Diversity Management
MPWR	Manpower
MRO	Marine Reported On
MROW	Marine Reported On Worksheet
MROWS	Marine Reserve Order Writing System
MRTC	Material Readiness Training Cell
MSC	Major Subordinate Command
MSDS	Material Safety Data Sheet
MSE	Major Subordinate Element
MTFTF	Marine Toys for Tots Foundation
MWR	Morale, Welfare, and Recreation
NAF	Non-Appropriated Funds
NAS	Naval Air Station
NATO	North Atlantic Treaty Organization

NAVAIRRESFOR	Navy Air Reserve Force
NAVMC	Navy and Marine Corps
NAVRESFOR	Navy Reserve Forces
NAVSUFRESFOR	Navy Surface Reserve Force
NCIS	Naval Criminal Investigative Service
NEPA	National Environmental Policy Act
NGREA	National Guard-Reserve Equipment Authorization
NGRER	National Guard and Reserve Equipment Report
NJP	Non-judicial Punishment
NORAD	North American Aerospace Defense Command
NOSC	Navy Operational Support Center
NPQ	Not Physically Qualified
NPS	Non-Prior Service
NRA	Navy Reserve Agency
NRP9	Naval Reserve Program 9
NRPDC	Navy Reserve Professional Development Center
NRUM	Navy Reserve Unit Management
NSIPS	Navy Standard Integrated Personnel System
O&M	Operation and Maintenance
O&MMCR	Operation and Maintenance, Marine Corps Reserve
OAD	Operational Analysis Division
OAG	Operational Advisory Group
OCONUS	Outside the Continental United States
OFC	Official File Copies

OIC	Officer in Charge
OLA	Office of Legislative Affairs
OLAC	Office of Legislative Affairs Correspondence
OMFR	Office of Marine Forces Reserve
OPLAN	Operation Plan
OPORD	Operational Order
OPR	Office of Primary Responsibility
OPSEC	Operational Security
OPTEMPO	Operational Tempo
ORDS	Operational Requirements Documents
OSD	Office of the Secretary of Defense
OSH	Operational Safety Health
OSO	Operational Support Officer
OSR	Office of Secondary Responsibility
PA	Public Affairs
PAM	Media Branch, HQMC
PAO	Public Affairs Office
PARS	Performance Appraisal Review System
PCA	Permanent Change of Assignment
PCS	Permanent Change of Station
PD	Position Description
PDHA	Post-Deployment Health Assessment
PDHRA	Post-Deployment Health Reassessment

PEB	Physical Evaluation Board
PFT	Physical Fitness Test
PHA	Preventive Health Assessment
PHOP	Psychological Health Outreach Program
PI	Pandemic Influenza
PII	Personal Identifiable Information
PIP	Performance Improvement Plan
PME	Professional Military Education
POC	Point of Contact
POE	Port of Embarkation
POM	Program Objective Memorandum
POMI	Plans, Operations, and Medical Intelligence
PP&O	Plans, Policies & Operations
PP&O PS	Plans, Policies & Operations Physical Security
PPV	Public-Private Venture
PR	Purchase Request
PRO	Proficiency
PS	Physical Security
PSM	Prioritization and Source Module
PTAD	Permissive Temporary Additional Duty
PWG	Program Working Group
QDR	Quality Deficiency Reporting
RAPIDS	Real-Time Automated Personnel Identification System

RBIC	Reserve Billet Identification Code
RC	Reserve Component
RCO	Regional Contracting Officer
RCRA	Resource Conservation and Recovery Act
RELM	Reenlistment, Extension, & Lateral Move
RFP	Request for Proposal
RHRP	Reserve Health Readiness Program
RIP	Reparable Issue Point
RNOSC-Res	Regional Network Operations Security Center-Reserve
RO	Reviewing Officer
RP	Religious Program Specialist
RPA	Request for Personnel Action
RPMC	Reserve Personnel, Marine Corps
RS	Reporting Senior
RSU	Reserve Support Unit
RSVP	Repondez, s'il vous plait
RTAMMS	Requirements, Transition, and Manpower Management System
SABR	Standard Accounting, Budgeting, and Reporting System
SAP	Security, Accuracy and Propriety
SAPR	Sexual Assault Prevention and Response
SARC	Sexual Assault Response Coordinator
SAV	Staff Assist Visit

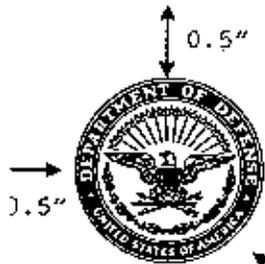
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SCP	Secondary Control Point
SECNAV	Secretary of the Navy
SECNAVINST	Secretary of the Navy Instruction
SEL	Senior Enlisted Leader
SEPS	Separations
SGLI	Service Member's Group Life Insurance
SgtMaj	Sergeant Major
SII	Statements of Intelligence Interest
SIO	Senior Intelligence Officer
SJA	Staff Judge Advocate
SMCR	Selected Marine Corps Reserve
SME	Subject Matter Expert
SNAP	Select and Native Programming Data
SNCO	Staff Noncommissioned Officer
SNCOIC	Staff Noncommissioned Officer in Charge
SOP	Standard Operating Procedure
SPLINTS	Special Interest
SRB	Service Record Book
SRM	Supplier Relationship Management
SSIC	Standard Subject Identification Code
SSO	Special Security Officer
T/A	Training/Allowance

T/E	Training/Equipment
TA	Technology Assistant
TAD	Temporary Additional Duty
TAMP	Transition Assistance Management Program
TEEP	Training, Exercise and Employment Plan
TFSMS	Total Force Structure Management System
TIP	Training Input Plans
TIR	Training Information Resource
TOECR	Table of Organization and Equipment Change Report
TOP	Transportation of Personnel
TOT	Transportation of Things
TPFDD	Time-Phased Force Deployment Data
TQL	Total Quality Leadership
TTP	Tactics, Techniques, and Procedures
UPFRP	Unit, Personal and Family Readiness Program
UPL	Unfunded Programs List
USMC MAID-P	U.S. Marine Corps Total Force Mobilization, Activation, Integration, and Deactivation Plan
USMC	U.S. Marine Corps
USMCR	U.S. Marine Corps Reserve
USNORTHCOM	U.S. Northern Command
USTRANSCOM	U.S. Transportation Command
UTR	Unit Table of Equipment Requirement
UUNS	Urgent Universal Need Statement

UVA Uniformed Victim Advocate
VA Veterans Affairs
VA Victim Advocate
VC/S Vice Chief of Staff
VIP Very Important Person
VTC Video Teleconference
VWAP Victim, Witness Assistance Program
WIR Recoverable Items Report
YRRP Yellow Ribbon Reintegration Program

APPENDIX B

STANDARD LETTER WITH LETTERHEAD



10 Point, Bold,
Courier New

UNITED STATES MARINE CORPS
MARINE FORCES RESERVE
2000 OPELOUSAS AVENUE
NEW ORLEANS, LA 70114-1500

8 Point, Courier New

1" Diameter

IN REPLY REFER TO

SSIC

CMD

DD Mmm YY

5 Point

Courier
New or
Times New
Roman, 10
12 Point
Font

From: Commander, Marine Forces Reserve
To: Commandant of the Marine Corps, Headquarters, U.S. Marine
Corps (MMEA-6), 3280 Russell Road, Quantico, VA 22134
Subj: PROPER LETTERHEAD FORMAT PER THE ADMINISTRATION REFERENCE
GUIDE PROVIDED BY HEADQUARTERS U.S. MARINE CORPS AND MCO
5216.20A

1.%%Forwarded, recommending approval.

2.%%Use EDIPI per MARADMIN 733/12, ie. 'Subj: REQUEST FOR
WAIVER OF REENLISTMENT REQUIREMENTS IN CASE OF JOHNNY B. MARINE
1234567890/1801 USMC.'

3.%%Point of Contact at this command is Gunnery Sergeant I. A.
Marine, commercial:%%(504) 697-7014 or E-Mail:%%im.a.marine@usmc.mil.

3 Line spaces
between last line
and signature

REX C. MCMILLIAN

SI. MI. LAST or FIRST. MI. LAST
(CMER will be REX C. MCMILLIAN)

Begin signature at the
center of the page and
type over to the right.
(6 TABS and 3 SPACES)

APPENDIX C

INFORMATION PAPER FORMAT

*(Appropriate Header)*INFORMATION PAPER

Subj: FORMAT OF AN INFORMATION PAPER PER THE ADMINISTRATION REFERENCE GUIDE PROVIDED BY HEADQUARTERS U.S. MARINE CORPS AND MCO 5216.20A

1. Purpose. Why is the information being provided?
2. Key Points. The following points pertain to information paper format.
 1. Use these papers to convey information for the reader's use in preparing for a meeting, briefing, or discussion.
 2. Present facts and use clear, concise wording.
 - Tick and bullet format is preferred. Use key words and phrases.
 1. General format is not as important as content.
 - Tailor the paper to fit the need.
 2. Convey information you would want to know for a meeting.
 3. Alert the reader to potential trouble areas.
 - Identify hidden agendas.
 4. A length of one page is preferred. Two pages is the maximum.
 5. If the meeting is one-on-one with someone the reader does not know, attach a biographical sketch.
 6. Address issues/concerns.
 7. Specify objectives.
 8. Commonly used acronyms/abbreviations are acceptable.
 1. Should be self-explanatory and require no enclosures, endorsements or attachments.
 2. If document is classified, refer to MCO P5510.18, unit S-2 or Classified Material Control Center for proper marking and storage.
3. Recommendation: If required.
4. Prepared by: Rank, First MI. Last, Section, Extension-XXXX

Classified by: _____
 Declassify on: _____

APPENDIX D

POINT PAPER FORMAT

(Appropriate Header)

POINT PAPER

Subj: FORMAT OF A POINT PAPER PER THE ADMINISTRATION REFERENCE GUIDE
PROVIDED BY HEADQUARTERS U.S. MARINE CORPS AND MCO 5216.20A

BACKGROUND: Why you are writing, sets context for discussion introduction of points, history of subject matter.

1. Word points are written as short, concise statements.
2. The keys to short, concise statements are:
 - a. Brevity.
 - b. Clarity.
3. Arrange points in logical or chronological sequence.
4. Include preparer or presenter information, including name, rank, office/section, and telephone number.
5. If paper is unclassified, leave off classification markings and the classify/declassify lines.
6. Commonly accepted abbreviations and acronyms (GySgt, BAMCIS) are acceptable and encouraged.

SUMMARY: Summarize the key points. Indicate any position or conclusion that is appropriate or required.

First MI. Last, Rank, Section, Extension-XXXX

Classified by: _____
Declassify on: _____

Point Paper Guidelines

1. Begin with background paragraph.
2. Presents key points, facts, positions or questions in brief, orderly fashion.
3. Sometimes referred to as discussion paper.
4. Normally used as a reminder, assumes that reader has complete knowledge of subject.
5. Logical sequence desired, but not mandatory.
6. Should not exceed one page.
7. Attachments or enclosures are authorized if required.
8. Tables, graphs and charts can be incorporated or attached.
9. Summary paragraph is required.
10. Include preparer/point of contact information.
11. If document is classified, refer to MCO P5510.18, unit S-2 or Classified Material Control Center for proper marking and storage requirements.

APPENDIX E

POSITION/DECISION PAPER FORMAT

(Appropriate Header)
POSITION PAPER

Subj: FORMAT OF A POSITION PAPER PER THE ADMINISTRATION REFERENCE GUIDE PROVIDED BY HEADQUARTERS U.S. MARINE CORPS AND MCO 5216.20A

Ref: (a) References are listed as appropriate.
 (b) If none are appropriate, enter the notation "None."

1. Purpose: To whom, and for what reasons are the questions to answer in this paragraph.
2. Requirement: Briefly state why a position is required. Include whether or not it is directed by higher headquarters.
3. Background/Discussion
 - a. Tailor discussion to the needs and knowledge of the reader. Subparagraphs such as Participants, Issues, Facts, Views, Opposing Views, Staff Position, Fallback Position, or Conclusion may be used.
 - b. Write in a short, direct, conversational style that allows the reader to understand the key points and come to a logical conclusion. Avoid jargon, use active voice.
 - c. Put in concise terms and position to be discussed, or background of position. Do not exceed two pages.
 - d. Provide answers to potential questions.
 - e. General format is not as important as content. Tailor the paper to fit the need.
 - f. Point should stand alone and not require amplification by subordinate points.
4. Position of other agencies/units: If appropriate, indicate position of other units. If there is none, indicate "Not Applicable."
5. Position/Decision: Must support position taken based on background and discussion.
6. Action Officer: Rank First Last, Section, Extension-XXXX

FI. MI. LAST
 Rank, U.S. Marine Corps
 (Section Head/Briefer)

DECISION MATRIX

AC/S G-7 Recommends:

Approved _____

Disapproved _____

C/S Recommends:

Approved _____

Disapproved _____

CG:

Approved _____

Disapproved _____

Classified by: _____
Declassify on: _____

Position Paper Guidelines

1. Prepared by an action officer.
2. Develops and recommends an official position on a particular issue.
3. Includes a clear statement of why an official position is required.
4. Provides rationale for recommended position.
5. Usually put together rapidly by the action officer, who must identify key sources of information pertaining to the topic.
6. Action officer must make sound analysis and write the paper in a clear, accurate and efficient format.
7. References can be included in the same format as a standard letter.
8. Enclosures or attachments are authorized.
9. Must have a Purpose paragraph that explains the issue to be discussed.
10. A Decision block can be included as required for approval/disapproval.
11. If document is classified, refer to MCO P5510.18, unit S-2 or Classified Material Control Center for proper marking and storage requirements.

APPENDIX F
ROUTE SHEET

MARINE FORCES RESERVE										1. Date: DD MM YY	
2. Operation Code					3. SUBJECT						
A. OPERATOR OR OFFICE		G. INFORMATION			SUBJECT WILL BE IN ALL CAPS						
OFFICER ROUTING		H. RETURN TO: Capt L.M. Marine, Section 3-24									
B. APPROPRIATE ACTION		I. INITIAL									
C. GUIDANCE		J. RESPONSE									
D. SIGNATURE		K. COMMENTS									
E. COMMENT		L. RETURN									
F. RECOMMENDATION		M. OTHER (Initials)									
N. CONCURRENCE											
4. RVC	5. GPR CODE	6. AGENCY	7. DATE		8. DETAILS		9. NATURE OF ACTION REQUESTED	10. ORIGINATOR INITIALS	11. DATE OF ACT		
			BY	OUT	Comment	7th Grade					
		COMMAND SECTION									
6	C	COMMANDER									
5	RF	EXECUTIVE DIRECTOR									
4	RF	CHIEF OF STAFF									
		SERGEANT MAJOR									
		COMMAND MASTER CHIEF									
3	A	STAFF SECRETARY									
		COMMAND SECTION ADMIN									
2	A	ADMIN CHIEF									
1	A	ADMIN CLERK									
		SPECIAL STAFF									
		CHAPLAIN									
		COMPTROLLER									
		COUNSEL									
		EQUAL OPPORTUNITY ADVISOR									
		FACILITIES									
		OMER (NORTHERN OFFICE)									
		PUBLIC AFFAIRS									
X		REGIONAL CONTRACTING OFF									
		SAFETY									
		SAPR									
		SECURITY MANAGER									
		MCCS									
		STAFF JUDGE ADVOCATE									
		HEALTH SERVICES									
		FAMILY READINESS									
		IMCOM									
		GENERAL STAFF DEPARTMENTS									
		G-1									
		G-2									
		G-3/5									
		G-4									
		G-6									
		G-7									
		G-8									
		MAJOR SUBORDINATE COMMANDS (A&C)									
		CG, 4TH MARDIV									
		CG, 4TH MAW									
		CG, 4TH MLC									
		CG, FRC									
		MAJOR SUBORDINATE ELEMENT (A&C)									
		CO, HQBN									

1. Purpose: Reason for the package and must contain an IOT statement.

Example: For review and concurrence in regards to nominating Mr. L.M. Marine as Civil Service Employee of the 3rd Quarter IOT reward meritorious service.

2. Key Points: This section will get directly to the heart of the matter. This can be coordination between sections or even different points of the issue.

Example: 1) L.M. Marine evaluations
2) L.M. Marine community service
3) Letter of Appreciation for L.M. Marine saving kitten from burning tree.

3. Recommendation: This section will contain a way to solve the issue at hand along with a recommendation.

Example: Mr. L.M. Marine has displayed excellent service as a GS-11 in the RCO. During this time he has received superb evaluation, done 100 hours of community service and even saved the life of a small animal. Overall, he is highly deserving of this award.

4. Prepared by: Provide relevant information as to whom created the document.

APPENDIX G

TALKING PAPER FORMAT

(Appropriate Header)

TALKING PAPER

For use by (name or title of person for whose use the paper is prepared)

SUBJECT: FORMAT OF A TALKING PAPER PER THE ADMINISTRATION REFERENCE GUIDE PROVIDED BY HEADQUARTERS U.S. MARINE CORPS AND MCO 5216.20A

Background: Short, concise information about subject. The background sets forth in concise terms what has gone before. It provides answers to such potential questions as: Is this an ongoing thing? Did something suddenly create this requirement?

Discussion: The discussion is a concise narrative of all the salient points related to the topic under discussion. References that are used as a source are cited in the discussion. Bullets can be utilized for clarity/brevity.

(1) ISSUE 1

Background:

Talking Points:

(2) ISSUE 2

Background:

Talking Points:

Recommendation: Recommendations are reduced to clear, concise statements permitting simple approval or disapproval by the approving authority.

Action Officer: (The name of the action officer who prepared the paper should be included.) Rank First MI. Last, Section, Extension-XXXX

Classified by: _____
Declassify on: _____

Talking Paper Guidelines

1. Used to advance a point of view or summarize an action/proposal.
2. Although points are concise, does not need to include bullets.
3. References are authorized and should be annotated as necessary.
4. Should not require attachments or enclosures.
5. Should be written by an action officer, capable of doing in-depth research on subject.
6. Commonly used as a "memory tickler" for superior or quick reference outline.
7. Recommendations should be clear and succinct.
8. Do not exceed two pages.
9. If document is classified, refer to MCO P5510.18, unit S-2 or Classified Material Control Center for proper marking and storage requirements.

APPENDIX H

ENDORSEMENT FORMAT



UNITED STATES MARINE CORPS
MARINE FORCES RESERVE
1000 OVERSEAS AVENUE
NEW ORLEANS, LA 70114-1500

1
OF 1040
CMD

2
FIRST ENDORSEMENT on SSgt I.M. Marine's ltr 1320 S-1 of 28 Jan 10

3 4
From: Commanding Officer, Headquarters Battalion
To: Commandant of the Marine Corps (MMEA)
Via: Commander, Marine Forces Reserve

5
Subj: REQUEST FOR TRANSFER ON STAFF SERGEANT I.M MARINE
EDIPI: XXXXXXXXXXX/XXXX USMC

6
Ref: (c) MCO P1300.8R

Encl: (2) Overseas Checklist

- 7
1. Forwarded, recommending approval. We are providing enclosure (2) to comply with reference (c).
 2. If this request is approved, we recommend that Staff Sergeant I.M. Marine be assigned to 3d Marine Division, Okinawa, Japan.

8
I.M. MARINE
By Direction
Copy to:

This is the page number after the prior document's page number.

New Page Endorsement Guidelines

- 1 - **Identification Symbols** - SSIC will always repeat the basic document's SSIC.
- 2 - **Endorsement Line** - Type number of endorsement in all caps. First via addresses would be "FIRST ENDORSEMENT," second via would be "SECOND ENDORSEMENT."
- 3 - **Endorsement Line** - The "From" line of the original letter/AA Form.
- 4 - **Endorsement Line** - Information comes from the standard letter or the AA Form identification symbols block of the original document.
- 5 - **Subject Line** - The subject line will stay the same as the original document. Do not modify or change.
- 6 - **References/Enclosures** - Do not repeat references/enclosures already mentioned in the original document. If adding a reference/enclosure, ensure they are properly annotated in sequence to the original document. Must be mentioned in the text, in order.
- 7 - **Text/Paragraphs** - Endorsements are utilized to forward comments, make recommendations, and provide information. Remarks should be short and to the point. If large amounts of information or documentation need to be added it should be typed separately and included as an enclosure.
- 8 - **Copy To Block** - All previous recipients should receive a copy as well as the originator of the original document and previous endorsements.
- 9 - **Page Numbering** - Page numbering continues the same as the standard letter. If the original standard letter has one page then the first endorsement will be page 2.

Same-Page Endorsement Guidelines

* - Same-page endorsements may omit the SSIC and subject line. The basic letters identification can also be removed from the endorsement line.

Example and more information for a same page endorsement can be found on page 68 of SECNAVIST 5216.5D

APPENDIX I

LETTER OF INSTRUCTION GUIDANCE

1. Utilize Letters of Instruction for coordinating one-time events, providing commander's guidance on a particular item.
2. Majority of format is based on standard letter (SECNAVINST 5216.5) and Marine Corps directives (MCO 5215.1).
3. Utilize the five paragraph order format (S-Situation, M-Mission, E-Execution, A-Admin and Logistics, C-Command and Signal).
4. Provide the information needed for instruction, but strive to be concise.
5. Annotate references as needed.
6. Enclosures are authorized and should be attached to the LOI when published.
7. Ensure the underlined words LETTER OF INSTRUCTION X-XX are at the top of each successive page, and the enclosures. LOIs are issued by calendar year, the first would be 1-(2 digit year), the second would be 2-(2 digit year).
8. Recommendation is that unit prepares a "Letter of Instruction" binder, and keeps all originals in the binder. Alternate method of filing is in correspondence files.

APPENDIX J

POLICY LETTER GUIDANCE

1. The Policy letter is written to provide the commander's guidance on policy within a particular unit.
2. Majority of format is based on standard letter (SECNAVIST 5216.5) and Marine Corps directives (MCO 5215.1).
3. Utilize paragraph titled as necessary to clearly convey the intent of the commander/establish the policy.
4. Provide the information needed for instruction, but strive to be concise.
5. Annotate references as needed.
6. Enclosures are authorized and should be attached to the policy letter when published.
7. Ensure the underlined words POLICY LETTER X-XX are at the top of each successive page, and the enclosures. Policy letters are issued by calendar year, the first would be 1-(2 digit year), the second would be 2-(2 digit year).
8. Recommendation is that unit prepares a "Policy Letter" binder, and keeps all originals in the binder. Alternate method of filing is in correspondence files.