Marine Corps Mentoring Program

Guidebook
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INTRODUCTION

What's a mentor? Who are my Marine mentees?

A mentor is defined as a "…wise adviser, teacher and guardian." Every Marine from the private who is graduating from recruit training to the commandant needs a mentor to provide guidance and leadership. Under the Marine Corps Mentoring Program, your immediate supervisor will be your mentor and the Marines that report to you will be your Marine mentees. For example, an infantry squad leader will be the mentor and his three fire team leaders will be the Marine mentees.

How can this guidebook help me?

Gen Lejeune once said, "One must put himself in the place of those whom he would lead; he must have a full understanding of their thoughts, their attitude, their emotions, their aspirations, and their ideals; and he must embody in his own character the virtues which he would instill into the hearts of his followers." The purpose of this guidebook is to assist the mentor in learning more about your Marines, understanding their passions and motives, and enabling you to help them become better Marines. The guidebook cannot possibly be all encompassing. It is intended to assist and point you in the right direction.

How do I use the guidebook?

The guidebook is meant to be a ready reference designed to expand upon and complement the Leader's Mentoring Log worksheets. It includes additional information and guidance for both the mentor and the Marine mentee and corresponds directly to the HCC assessment in the Leader's Mentoring Log worksheets.

Prior to sitting down with your Marine mentee, familiarize yourself with the guidebook with emphasis on the HCC assessment sections and develop a plan for your mentoring session. As you review the HCC sections, reflect on observations, discussions, and encounters you've had with the Marine mentee recently and relate these interactions to relevant conversation triggers. Note which assessment questions you plan to ask during the mentoring session and anticipate what assistance may be appropriate. A well thought out plan vice "shooting from the hip" provides the greatest opportunity for a beneficial mentoring session.

Am I supposed to ask all these questions?

No. The purpose of the assessment questions is to provide the mentor with some starter questions to get the conversation going around a specific HCC item. It's important to remember that the mentoring session should not be an interrogation, but a free-flowing discussion about the Marine mentee's role in support of the unit mission, personal/professional goals, and the areas where he/she needs help.

How does this program differ from counseling?

This mentoring program is intended to replace the counseling program. The counseling program focused on duty performance and was primarily structured for the junior Marine. The mentoring program is intended to encompass all aspects of every Marine's life.

A Marine is a Marine 24/7. This means that leaders should be concerned with the welfare and development of all Marines regardless of whether they are on duty, leave, or liberty, in keeping with the highest tradition of the Corps.

What skills do I need to be an effective mentor?

1. Self-awareness/self-discipline

Self-awareness is the ability to recognize and understand one's moods and emotions as well as how they affect others. Leaders with high self-awareness are candid and honest with themselves and others. They understand how their emotions impact their actions. Self-discipline is the ability to control or redirect disruptive impulses and moods. It is the poise and composure required to create an environment of trust and fairness.

2. Questioning techniques

Questioning is a valuable tool to bring problems, viewpoints, and attitudes to the surface, and to stimulate thinking. There are four types of questioning techniques:

- The closed-ended question. Closed-ended questions are commonly used when you want a yes or no answer. Although important information can be gained from closed-ended questions they typically are not effective in creating a discussion and if used exclusively can give the impression the meeting is an interrogation. For example, "Are you married?" is a closed-ended question.
- The open-ended question. Open-ended questions cannot be answered by a simple "yes" or "no". These questions prompt the individual to give an explanation and force them to open up more in order to share their thoughts. For example, "What can you tell me about your family?" is an open-ended question.
- The probing question. This kind of question is meant to take the conversation further and force the junior to think about the next steps or implications. "What now?" is an example of a probing question.
- The interpretive question. This question is one where you draw a conclusion and solicit the other's agreement or disagreement. This is a good way to wrap up a series of questions and to draw conclusions. For example, "So you're not planning to get married; is that right?" is an interpretive question.

3. Listening skills

Once you get the Marine to open up, it's important to not only hear what they say, but to interpret the meaning behind their comments. Below are tips for listening effectively:

- "Hold your fire" until you understand the Marine mentee's point; refrain from jumping to conclusions
- Listen for the whole meaning; listen for generalizations or threads of meaning that can be derived from the facts.

- Listen for facts (Pvt Jones was 30 minutes late) and distinguish them from personal opinions (Pvt Jones doesn't care about doing a good job).
- Listen for changes in tone of voice, rate of speech, and volume. This may indicate that the junior is unsure about something or may not want to come forth with some information. Watch for non-verbal cues (avoiding eye contact, slumping, clenched fists, etc.).
- Minimize emotional reactions
- Use nonverbal communication (eye contact, nodding, etc.) to convey your interest
- Make your surroundings conducive to listening (quiet, no interruptions, etc.)

4. Empathy

Empathy is the ability to understand the emotional makeup of other people. It requires understanding their perspectives, sensing their emotions, and taking active interest in their concerns. Empathy means you can put yourself in the other person's shoes because you've been in similar situations. Don't confuse empathy with sympathy which is simply feeling sorry for the other person without necessarily understanding their perspective.

5. Feedback skills

In mentoring, there are two types of feedback both of which should be delivered in a consistent and timely manner. Effective feedback includes stating the situation, the Marine's action, and the results of that behavior.

- Positive feedback. Positive feedback is important because it strengthens desired behaviors and makes them more likely to repeat.
- Guidance feedback. Guidance feedback is important because it provides course correction in a non-threatening manner. The goal of guidance feedback is to eliminate undesired behavior.

How do I write effective goals?

Well written goals typically have five characteristics that form the acronym SMART:

- **Specific**. Goals should be straightforward and clearly define what we are going to do. Begin with actions words such as direct, coordinate, develop, plan, etc.
- **Measurable**. Establish concrete criteria for measuring progress toward the attainment of each goal you set. To determine if your goal is measurable, ask how will I know when it is accomplished?
- **Attainable**. Goals should be challenging but attainable. Goals set too far out of reach tend to reduce your commitment and motivation and as a result you will be less likely to achieve them.
- **Realistic**. To be realistic, a goal must represent an objective toward which you are both willing and able to work. A goal can be both high and realistic.
- **Time-bound**. Set a specific time frame for the goal. Putting an end point on your goal gives you a clear target to work towards.

IMPLEMENTING THE MARINE CORPS MENTORING PROGRAM

Situation

Every Marine from the private who is graduating from recruit training to the commandant has a mentor. The mentoring program is intended to encompass all aspect of every Marine's life. A Marine is a Marine 24/7. This means that leaders should be concerned with the welfare and development of all Marines regardless of whether they are on duty, leave, or liberty. The mentor provides guidance and leadership through conversation, experiences and setting the example. The Marine Mentor Guidebook will provide another leadership tool to guide Marines as leaders on the road to successful leadership and the development of subordinate Marines.

Mission

The mission of this guidebook is to provide another leadership tool to guide you on the road to successful leadership and the "developing" of Marines. The mentoring program is formal, in that research, resources and manpower were used to develop and implement the concepts throughout the Marine Corps. The mentorship program is not designed to preclude on-the-spot counseling, immediate corrective action, or formal disciplinary actions when appropriate.

This guidebook provides you with fundamentals to become an effective mentor, a course of action for developing a mentor partnership and suggestions for evaluating the effectiveness of your progress. The guidebook also provides you with some helpful tips to promote the best environment for success.

Execution: How mentoring sessions will work

Assign mentor/Marine mentee based on chain of command

Prep for mentoring session

- Refer to Marine Corps Mentoring Program (MCMP) Guidebook (Command, Signal, & Communications section) on how to establish an effective mentoring relationship
- Determine when mentoring meeting will occur
- Have Marine mentee complete Honor, Courage, Commitment (HCC) assessment in Leader's Mentoring Log worksheets (see Appendix 100)
- Conduct HCC assessment on Marine mentee
- Clearly define and understand unit mission
- Clearly define how Marine mentee fits into unit mission

Conduct first mentoring session

- Establish rapport and relaxed atmosphere
- Describe the purpose of the mentoring program and the mentoring session. The goal for the first meeting is to complete the Marine mentee Mission and Goals Form in the Leader's Mentoring Log worksheets (Appendix 100).
- Discuss ground rules for mentoring
  - This should not be a punitive discussion but should be focused on how to best improve the Marine mentee's contribution to the unit mission
  - Provide an atmosphere for two-way communication.
- State the mission of the unit
- Discuss the Marine mentee's role in supporting the unit mission
- Discuss Marine mentee's HCC assessment - agree on strengths/improvement areas
- Focus on Marine mentee's "needs assistance" areas. See MCMP Guidebook for sample questions and triggers
- Determine if next level of support is needed and what actions are required
- Establish 3 or 4 goals in paragraph three of Marine mentee Mission & Goals Form
- Assist Marine mentee in developing action plan for achieving goals
- Summarize mentoring session and set date/time for next session

Conduct follow-up sessions

Mentoring sessions should occur *at least monthly* or when any of the following situations take place: preparing for or returning from deployment, major life changing events (birth, death, marriage, divorce, etc.), intense combat, preparing to make retention/EAS decision.

- Restate mission and Marine mentee's role
- Review goals and action plan
- Discuss progress
  - Review Marine mentee strengths/improvement areas identified in previous HCC assessment
  - Identify roadblocks and actions to overcome
  - Modify or establish new goals as necessary
  - Summarize mentoring session and set date/time for next session

Administration

The MCMP is designed to follow the chain of command relationship so that each leader is responsible for mentoring his/her immediate subordinates. For example, a fire team leader will mentor his fire team members. Commanders should strive to limit Marine mentees to no more than five for each mentor.

Subject matter experts may be called upon to provide expertise in certain areas to assist in specific advise/counseling. For example: a Sergeant with financial training or familiarization could assist a peer that has some weakness in this area when it comes to counseling one of his Marine mentees. Before you begin your mentoring process, you should familiarize yourself with the roles of the Marine mentee and mentor.

Role of the Mentor

The mentor is an experienced role model with a vision. That vision enables the mentor to synthesize the desires of his Marine mentee with the avenues of approach to achieve those desires. The vision is how you can help the Marine mentee reach their professional and personal goals. Ultimately achieving these goals will not only benefit the individual Marine but will also contribute positively to the overall success of the unit.

In every situation, the mentor's role is to be an open and available resource. At any one time, a mentor could be a teacher, guide, counselor, motivator, sponsor, coach, advisor, referral agent, or role model. As you become involved and experienced as a mentor, you will know what role is appropriate for the situation. The needs of the Marine mentee will determine the direction you take to ensure success. For example, a question asked of you may require you to be a teacher in order to provide the answer. As this is understood and applied, you then may shift into a coaching role to provide support; then into an advisor role when they have mastered the task and are looking for greater opportunity.

Role of the Marine mentee

A Marine mentee's first and most important role in the mentoring relationship is to be the "indicator" used to measure how interactive a mentoring partnership will be. In other words, the Marine mentee has to determine how much guidance and tutoring they will need from the mentor. A Marine mentee should be honest with themselves and the mentor when making this most important decision. The roles of the Marine mentee are:

- **Student**. As a student, the Marine mentee absorbs the mentor's knowledge and has the motivation to act on this information. In this role, the Marine mentee uses repetition and practical application to retain and demonstrate mastery of the subject.
- **Trainee**. In the trainee role, a Marine mentee understands that the mentor is not the only source of information, and seeks out self-development programs such as Marine Corps Institute courses and skill training programs to achieve their goals. Through this participation, the Marine mentee demonstrates initiative and gains awareness of themselves and their role in the unit's mission. This developing Marine enhances his contribution to unit readiness.

Buddy System

In addition to your role as a mentor and a Marine mentee, you have a responsibility to your fellow Marines. This is typically described as the “Buddy System.” The Buddy System is a practice which enhances our “Marines take care of their own” ethos.

Is a Marine held accountable should his buddy do something illegal? Maybe not, however in many situations, the Marine should talk with his buddy after an incident to discuss “what went wrong’” and how the situation could have been prevented. Finally, positive actions taken by buddies must be reinforced by the command; this is an essential element in running a successful Buddy System. Many units use the Buddy System for liberty in foreign ports; however, the Buddy System is valuable in garrison and training environments as well. Some examples:

- **Garrison Environment**. Marines know when their buddies have alcohol/drug problems, emotional distress, family problems, financial problems, etc., long before an incident comes to the Command's attention. In such cases, buddies must take action. If confronting their buddy with the situation does not provide positive results, the buddy must go to his chain of command and seek assistance. Alcohol, drugs, and vehicles are our most likely and dangerous enemy in a garrison environment. When new Marines join the unit, they should be "Buddied-Up" immediately so that they feel a sense of belonging and can rapidly assimilate into the unit. Though your buddy may not be accompanying you on liberty, he/she should know your liberty plans.
- **Training Environment**. In 1988, a unit on an exercise in Twenty-nine Palms, CA, left the training area without full accountability of all personnel, leaving one Marine in the desert. That Marine was not discovered as missing until 24 hours later. The Marine tried to find his own way out of the desert and failed, resulting in his death. Had the buddy system been used, his buddy could have alerted the Company Gunny that the Marine was missing when the unit departed the training area. Buddies watch out for each other on live-fire ranges, during the movement of vehicles, and in any other potentially dangerous situations.

Command, Signal & Communications

Managing the Marine Corps Mentoring Program at all levels is the responsibility of the unit commander. Commanders have the responsibility to ensure the MCMP is effectively implemented in their units. Effective implementation requires that the unit

- Sets aside time in the training schedule
- Establishes mentor/Marine mentee relationship via the chain of command
- Recognizes the importance of mentoring
- Provides resource materials

Mentoring is a two-way communication between junior and senior that is positive and forward looking with the ultimate goal of developing the individual Marine. The aim is to strengthen an individual's performance, and by so doing make the unit more capable of achieving its mission.

INSTRUCTIONS FOR USING HONOR, COURAGE, COMMITMENT ASSESSMENT

Ideally, you will meet with your Marine mentee at least monthly to identify strengths and areas where the Marine needs assistance using the Honor, Courage, and Commitment (HCC) assessment in the Leader's Mentoring Log worksheets. The sections in this guidebook are organized according to the HCC assessment items in the Leader's Mentoring Log worksheets. Each section is organized into four areas:

- **Definition**. The definition explains the element in more detail, it is not meant to be all encompassing. It is meant to provide an example of what the value might look like. A part of the definition is a discussion of why this element is important to the Marine. This should help the mentor get the conversation started.
- **Conversation Triggers**. Conversation triggers are items to look for in the Marine mentee's day-to-day action, behavior, or conversation that might indicate the need for further discussion. It is just as important to recognize success, as it is to provide assistance, thus triggers include "positive" attributes as well.
- **Assessment Questions**. This section contains suggested questions that can be used to probe more deeply on a specific HCC item. These questions are not intended to be all encompassing. They simply serve as a point of reference to assist the mentor in probing more deeply in a particular area. The purpose is to help start the conversation on the HCC item, not make it an interrogation.
- **Resources**. Resources provide information that is available to the mentor to have in their "hip-pocket" should questions or follow-on information be needed. The goal is not to have the mentor become an expert in all fields but be able to steer the Marine mentee in the right direction to get help.

HONOR

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

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

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

H-1: Leads by Example

Definition

This means a Marine does as he tells others to do (*walk-the-talk*). Marines are constantly looking at you for a pattern and a standard to follow. No amount of instruction and no form of discipline can have the effect of your personal example.

This is important to the Marine mentee because it is not enough to merely know a leader's qualities; the Marine mentee must exhibit them. What is expected of Marines, the leader must demand of himself.

Conversation Triggers

- Other Marines indicate Marine mentee does not always follow own advice
- By personal example, strength of character and moral authority, the Marine mentee stirs a passion in others to accomplish
- Marine mentee does as he/she says
- Marine mentee instills trust, loyalty and devotion

Typical Assessment Questions

- When have you successfully led by example?
- How are your actions setting the example for others?
- How do you demonstrate your pride in being a Marine in public?
- Are you within the weight standard?
- Do you smoke or use tobacco in front of subordinates?
- Do you drink responsibly in from of subordinates?
- Have you assessed your uniforms serviceability and fit?
- Do you relax your standards while you are on leave/liberty?
- What are your workout program/habits?
- We know it's important to "practice what you preach," but it is not always easy to do this. Tell me about a time you realized you were not doing this.

- Tell me about a time when you were not willing to compromise your standards, despite pressure from important people to do so
- Can you think of a situation in which you made a commitment to someone and then realized that it was not possible or desirable to deliver on what you promised

Resources for Assistance

- Appendices 100-107, and 202
- MCWP 6-11, Leading Marines (formerly FMFM 1-0)
- MCRP 6-11a, A Book on Books
- MCRP 6-11b, Discussion Guide for Marine Corps Values
- MCRP 6-11d, Sustaining the Transformation
- MCIs 33-35, Fundamentals of Marine Corps Leadership
- *Guidebook for Marines* (Ch. 5) and *Marine Officer's Guidebook*
- http://www.usmc-mccs.org/fitnessrec/fithealthpromo_lessonplans.cfm Lessons available on the following topics: Physical Fitness, Nutrition, and Tobacco Awareness.

H-2: Upholds the reputation of the Marine Corps & acts Marine-like at all times (24/7)

Definition

This means that the Marine portrays professionalism in appearance and actions both in and out of uniform. The Marine is a positive role model to the local community, performing and executing the duties of an American citizen. The Marine mentee's daily behaviors must reflect positive military values to ensure there is no conflict between the two. Good bearing and appearance reflects well upon the Marine Corps and the individual.

This is important because you're an ambassador for the Marine Corps and the public demands a high level of propriety. It must be understood, there are three authorized duty status'; on-duty, on-liberty or on-leave. Marines are never off-duty.

Conversation Triggers

- Marine mentee wears improper/inappropriate civilian attire
- Marine mentee wears the uniform off-base improperly
- Marine mentee is drunk and disorderly
- Marine mentee demonstrates respect for local culture
- Marine mentee demonstrates respect for the law
- Marine mentee always appears sharp and clean shaven

Typical Assessment Questions

- How do you present yourself on liberty/leave?
- Out of uniform, can you be identified as a Marine?
- Could your actions out in town be perceived as annoying, or a public nuisance (cursing, lewd/rude behavior, loud music, aggressive driving, etc.)?
- Are you registered to vote? If so, have you voted?
- Are you involved in your local community, such as volunteer work, sports coach, Big Brother/Sister program?

Resources for Assistance

- Appendices 100-107
- *Guidebook for Marines* and *Marine Officer's Guidebook*
- Voting Resource (Federal Voting Assistance Program): www.fvap.gov
- MCO 1742.1A – Voter Registration Program

H-3: Seeks responsibility and accepts responsibility for success/failures of Marines

Definition

This means the Marine is not only a good follower, but actively seeks challenges. The Marine mentee demonstrates the ability to provide informed guidance, complete difficult tasks, and accept ownership of both mission successes and shortcomings.

This is important because it builds trust and confidence. The individual alone is responsible for all that he/she does or fails to do.

Conversation Triggers

- Marine mentee accepts responsibility when directed but rarely seeks additional responsibility
- Marine mentee attempts to blame others or makes excuses for failures
- Marine mentee provides appropriate guidance, direction, and follow-through to ensure mission accomplishment
- Marine mentee actively asks for more responsible jobs
- Marine mentee accepts feedback and takes appropriate actions

Typical Assessment Questions:

- How are the Marines whom you are mentoring developing?
- What personal initiatives have you enacted?
- What physical development problems do your Marines have?
- What is your role and contribution to our mission success?
- What professional or MOS deficiencies do your Marines exhibit?
- Will your Marines promote on time/early? Why / Why not?
- How have you learned about problems outside of work that your Marines might be having?
- Why do you feel that your Marines could come to you with a problem?

Resources for Assistance

- Appendices 100-107
- Managing People: http://www.mccsonesource.com/ctim/index.aspx?ctim=43.154.1084

H-4: Respects self and others

Definition

This means the Marine shows consideration for self, family, friends, and other Marines. The Marine treats others as they would like to be treated and recognizes that he/she needs to take others' concerns and opinions into consideration.

This is important to the Marine because if you don't respect yourself, no one else will. Everyone needs to feel valued. Respect is reciprocal; you must give respect in order to receive it.

Conversation Triggers

- Marine mentee takes credit for others' success
- Marine mentee insists on own way despite others' opinions
- Marine mentee does not take pride in uniform
- Marine mentee speaks poorly about himself or others
- Marine mentee demonstrates prejudice or bias towards others
- Marine mentee is enthusiastic when others succeed
- Marine mentee strives for continuous improvement
- Marine mentee considers other opinions before taking action

Typical Assessment Questions

- How do you react when a subordinate comes to you with what you perceive as an insignificant issue?
- How do you support unpopular decisions that you do not necessarily agree with?
- What do you do when you do not agree with your boss's decisions?
- How do you reprimand or praise others?
- Do you take pride in home, car and other personal possessions?
- How does the Marine speak about others when they are not present?
- How do you display common military courtesy (e.g., standing up when a senior enters the room)?

Resources for Assistance

- Appendices 103-104
- Violence Prevention Marine Corps (MVP-MC) Trainer's Guide

H-5: Maintains high level of Mental development

Definition:

This means the Marine continually hones professional skills by seeking opportunities to improve thinking skills and expand knowledge base through professional and civilian education/training. This is not limited to formal schools, but includes professional reading, after action reviews, forums, discussion groups, research, and any other means to improve mental development.

This is important to the Marine because the Marine mentee must be capable of understanding and handling the complexity of modern warfare. Mental discipline plays a key role in creating tactically and technically proficient Marines who are capable of effective decision making under rapidly changing conditions from combat, to humanitarian relief, to liberty/leave.

Conversation Triggers

- Marine mentee has no desire to attend schools
- Marine mentee has not checked out MCIs
- Marine mentee volunteers for professional schools
- Marine mentee is enrolled in education outside the military
- Marine mentee participates in Commandant's professional reading program
- Marine mentee discusses tactics, techniques, and procedures with others

Typical Assessment Questions

- Are you enrolled in MCIs or other Professional Military Education?
- Are you enrolled in civilian education courses?
- What do you do to stay mentally sharp?
- What do you do to continually enhance professional skills?
- What was the last book you read?
- Do you know where the library and base education center are located?

Resources for Assistance

- MCI courses: www.mci.usmc.mil
- See your MOS roadmap for education requirements (Appendix 200): http://www.tecom.usmc.mil/g3/roadmap.php
- Local base education office
- Lifelong learning website: http://www.usmc-mccs.org/education/index.cfm
- Appendix 202 – CMC Reading List
- MARADMIN 576/04 – Marine Corps Tuition Assistance Funding Policy
- MCO P1560.25 series – Marine Corps Lifelong Learning Program
- SMART Transcripts website: https://smart.cnet.navy.mil

- Montgomery GI Bill website: http://gibill.va.gov
- DANTES Testing & Info website: http://www.dantes.doded.mil/dantes_web/danteshome.asp?Flag=True
- SOCMAR website: http://www.soc.aascu.org/socmar/Default.html
- Colleges and Universities. Adjusting to College, Applying to College, Distance Learning Programs, Financial Aid and Scholarships. See MCCS One Source: http://www.mccsonesource.com/ctim/index.aspx?ctim=4
- Mental Health. ADD and ADHD, Anger Management, Anxiety, Depression, Eating Disorders, Mood Disorders, Other Mental Health Issues, Personality Disorders. Refer to MCCS One Source: http://www.mccsonesource.com/ctim/index.aspx?ctim=5

H-6: Maintains high level of Emotional stability

Definition

This means that the Marine has the mental maturity required to survive and excel in today's Marine Corps. This is the ability to stay focused on task, while at the same time maintaining situational awareness and vision under stress. The Marine exhibits a balanced approach in all aspects of his/her professional and personal life, particularly in difficult situations.

This is important to the Marine because no one trusts or respects a leader who is not in emotional control at all times. Emotional stability plays a key role in enabling Marines to make effective decisions under rapidly changing conditions from combat, to humanitarian relief, to liberty/leave.

Conversation Triggers

- Marine mentee appears withdrawn or depressed. Symptoms include:
  - change in appetite
  - sleep problems
  - lack of energy
  - trouble concentrating
- Marine mentee displays symptoms of stress such as:
  - sudden mood swings, outbursts of anger
  - carelessness or recklessness
  - inability to do job
  - increased use of alcohol
  - misconduct or crime
- Marine mentee visibly enjoys job
- Marine mentee exhibits a consistently positive outlook

Typical Assessment Questions

- Are there any issues in your personal life that have the potential to impact your job performance?
- Tell me what you think about the unit (both positive and negative).
- Are you having any negative emotions/reactions from your experiences in Iraq or Afghanistan?
- Since you've been back from deployment, do you see a difference in how you deal with people or annoyances?
- How was your reunion with your family after returning from deployment?
- Have you noticed any changes to your friends or peers while deployed or since returning?
- What are the things that stress you out or anger you? How do you handle stress?
- Do you have difficulty separating work from personal time and vice versa?

- Do you bring your work stresses home with you?
- Are you married? If so, does she live with you? Are you a "geo-bachelor"?
- How do you resolve conflict or disagreements with your spouse or others?
- Do you drink alcohol? If so, how much and how often?
- Are you taking any medications?
- Do you belong to any organizations outside of work?
- What are some of your favorite hobbies and/or interests?

Resources for Assistance

- Command sponsored Warrior Combat Stress Prevention Program, Return and Reunion, PDHA, PDHRA
- Chaplain, Operational Stress Control and Readiness (OSCAR) or Marine and Family Service Center Counseling Services, Mental Health Clinics
- MCCS New Parent Support Program
- Appendix 300 – Dealing with combat and operational stress
- Appendix 301 – When a Marine may be at risk of committing suicide
- Appendix 303 – Commonly asked questions about addiction
- Review Leader's Guide for Managing Marines in Distress and Commander's Guide for Prevention of Domestic Abuse
- MCRP 6-11C – *Combat Stress*, ALMAR 032/03 – *Policy for Return and Reunion of Marines*, and MARADMIN 219/04 – *Return and Reunion* http://www.usmc-mccs.org/deploy/index.cfm
- Lessons available on Hypertension and Cholesterol Prevention, Stress Management, and Alcohol Abuse Prevention. See website: http://www.usmc-mccs.org/fitnessrec/fithealthpromo_lessonplans.cfm
- All Marine Sports Program – the Marine Corps National Caliber Athletic Program: http://www.usmc-mccs.org/fitnessrec/sportshome.cfm
- Mental Health
  ADD and ADHD , Anger Management , Anxiety , Depression , Eating Disorders , Mood Disorders , Other Mental Health Issues , Personality Disorders. Refer to MCCS One Source: http://www.mccsonesource.com/ctim/index.aspx?ctim=5 or call from the US: 800-869-0278, or from overseas: Toll Free 800-8690-2788, or Collect: 484-530-5908, anytime 24/7
- Personal Issues. Balancing Work and Life, Coping with Illness, Grief and Loss, Personal Growth, Single Issues, Stress Management. Refer to MCCS One Source: http://www.mccsonesource.com/ctim/index.aspx?ctim=5 or call from the US: 800-869-0278, or from overseas: Toll Free 800-8690-2788, or Collect: 484-530-5908, anytime 24/7.

H-7: Maintains high level of Physical readiness

Definition:

This means the Marine is healthy and fit. It includes all elements of physical wellness such as the time spent working out, alcohol or tobacco use, overall diet, rest, and general level of daily health.

This is important to the Marine because survival in combat depends on physical stamina. The Marine is the most valuable weapon system in our inventory, and must be ready to respond at any moment.

Conversation Triggers

- Marine mentee struggles on PFT
- Marine mentee appears overweight
- Marine mentee uses tobacco
- Marine mentee has bags under his/her eyes or appears fatigued
- Marine mentee appears under the influence of alcohol or drugs
- Marine mentee demonstrates good physical appearance

Typical Assessment Questions

- What is your current PFT score? Are you satisfied with your PFT score?
- What is your body fat percentage?
- What is your workout plan/program? How do you keep yourself fit?
- What recreational activities do you engage in?
- What kinds of tobacco products do you use? What kind? How often? Would you like to quit or have you tried to quit?
- Is your physical current?
- What is your current dental readiness class?
- Are you current with your post-deployment medical requirements?
- How would describe your overall health (e.g., any unresolved aches, pains or medical problems)?
- Describe your diet. What kinds of foods do you typically eat?
- How much sleep do you average per night?
- On average, how much alcohol do you drink per night?

Resources for Assistance

- Appendix 304 – Semper Fit Programs
- Lessons available on Physical Fitness, Nutrition, Injury Prevention, Tobacco Awareness, Hypertension and Cholesterol Prevention Stress Management, and Alcohol Abuse Prevention. See website: http://www.usmc-mccs.org/fitnessrec/fithealthpromo_lessonplans.cfm

- Installation Semper Fit conducts health promotion seminars, fitness assessments, and individualized exercise prescriptions
- Installation Semper Fit has certified Personal Trainers, Clinical Exercise
- All Marine Sports Program – the Marine Corps National Caliber Athletic Program: http://www.usmc-mccs.org/fitnessrec/sportshome.cfm

H-8: Maintains high level of Spiritual strength

Definition

This means the Marine has a sense of meaning and *purpose*, a sense of self, and 'that which is greater than self'. Spirituality also involves a “sense of the other” and is expressed in issues such as 'belonging' (identification with), esprit-de-corps, and active commitment to the collective identity and purpose of the small unit and the United States Marine Corps in general.

This is important to the Marine because spirituality defines our values which provide the guiding principles for our moral compass and are the foundation from which we derive our purpose.

Conversation Triggers

- Marine mentee is perceived as self-centered
- Marine mentee makes statements demonstrating fear or trepidation
- Marine mentee makes statements concerning lack of interest in the welfare of others
- Marine mentee makes statements revealing an aimlessness and lack of personal direction
- Marine mentee is perceived to lack civility
- Marine mentee makes statements revealing contempt for authority
- Marine mentee has an immature moral outlook (It does not matter)
- Marine mentee shows contempt for institutional values
- Marine mentee engages in moral blame-shifting
- Marine mentee has high integrity
- Marine mentee displays a desire for self-improvement and goal setting

Typical Assessment Questions:

- What does integrity mean to you?
- What does moral courage mean to you?
- Is it important to you that you honor others? How do you honor others?
- How do you view those placed in authority over you?
- What central idea controls the way in which you view the world?
- Do Marine Corps values align with your personal values? What are your personal values?
- Is your spirituality/religion in conflict with current Marine Corps operations?
- Have your past experiences caused you to question your spirituality?
- Do you need assistance finding a church of your preference?
- What religion do you practice? How involved are you in your religion?
- Are there any specific requirements (diet, holy days, other restrictions, etc.)?

- Have you met the unit chaplain?
- What do you fall back on when you're isolated from friends, family, and material comforts?

Resources for Assistance

- Unit Chaplain for assistance with resources and counseling
- Local church
- Family and friends in faith community
- Appendix 300 – Dealing with Combat and Operational Stress
- Leader's Guide for Managing Marines in Distress
- MCRP 6-12C – *The Commander's Handbook for Religious Ministry Support*
- MCRP 6-12D – *Devotional Field Book*
- MCRP 6-11C – *Combat Stress*
- ALMAR 032/03 – *Policy for Return and Reunion of Marines*
- MARADMIN 219/04 – *Return and Reunion*

H-9: Does the right thing when no one is looking

Definition

This means there is no conflict between the Marine's daily actions and the values of the Marine Corps. The Marine mentee does the "harder right" rather than the "easier wrong". The Marine can be depended upon to be honest and truthful in all dealings (e.g., not stealing, cheating or lying).

This is important to the Marine because in the end, all you have to fall back on is your integrity. A Marine who cannot be trusted is a liability. There is nothing less honorable than an untrustworthy Marine.

Conversation Triggers

- Marine mentee acts differently depending on who is present
- Marine mentee takes short-cuts to accomplish tasks
- Marine mentee says one thing but does another
- Marine mentee uses government computers inappropriately (e.g., viewing pornography, loading unauthorized software, etc.)
- Marine mentee is consistent in actions regardless of supervision
- Marine mentee takes safety precautions when no one is looking
- Marine mentee is forthright in all personal and professional dealings

Typical Assessment Questions

- How do you get the job done given the time you have?
- How often do you see co-workers taking unnecessary or risky shortcuts?
- How important is it for you to believe your superiors have integrity?
- We've all taken shortcuts at one time or another. Tell me about a situation when you had to take a short-cut to get a task completed on time. What was the situation? What did you do?
- Are you honest in your financial dealings with others? Do you understand the concept of full disclosure (e.g., notifying the buyer of your car that it has a bad transmission).
- Tell me about a time when you experienced a loss for doing what is right. How did you react?
- Unfortunately, we can't fulfill every commitment we make, no matter how hard we try. Tell me about a time you did not follow through on a commitment.
- What's permissible with regard to the use of your government computer?

Resources for Assistance:

- Appendices 100-106

- MCIs 33-35 Fundamentals of Marine Corps Leadership. See website: https://www.mci.usmc.mil/studentaccess/enroll.asp
- ALMAR 068/97 – Marine Corps Access to the Internet: Permissible and Prohibited Conduct (see Appendix 700: Paragraph 3 - Policy)

COURAGE

Courage is doing the right thing, in the right way, for the right reasons. According to Webster, courage is the attitude or response when facing and dealing with anything recognized that's dangerous difficult or painful instead of withdrawing.

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

C-1: Does the right thing at work even when unpopular or difficult

Definition

This means there is no conflict between the Marine's daily actions and the values of the Marine Corps and the Marine has the moral fortitude to stand up for his/her beliefs even when others challenge them. It includes using good judgment in order to make the right decisions.

This is important because in today's Marine Corps the Marine faces more challenges to moral courage than physical.

Conversation Triggers

- Marine mentee is a crowd pleaser
- Marine mentee changes positions and opinions based on who is present
- Marine mentee forms opinions and make decisions based upon facts
- Marine mentee evaluates options and takes appropriate actions

Typical Assessment Questions

- How do you deal with making decisions that you know will be unpopular or contentious?
- Tell me about a time when you had to change your position or decision. What happened? Why did you have to change?
- What were the consequences of changing your decision or position?
- How confident are you in your decision making ability?
- How comfortable are you with the decisions you've made?
- Tell me about the last time you took a stand for what you believed?

Resources for Assistance

- Appendices 100-107
- MCIs 33-35 Fundamentals of Marine Corps Leadership. See website: https://www.mci.usmc.mil/studentaccess/enroll.asp

C-2: Holds others accountable to Marine Corps standards (24/7)

Definition

This means the Marine is not afraid to correct another Marine about any issue on the spot.

This is important to the Marine because holding others accountable is a hallmark of good leadership and ensures the high standards of the Marine Corps.

Conversation Triggers

- Marine mentee passes by unkempt Marines without saying anything
- Marine mentee observes unprofessional behavior by other Marines without intervening
- Marine mentee observes another Marine performing an at-risk behavior (such as alcohol misuse, driving without a seatbelt, excessive speed, etc.) without taking action
- Marine mentee takes corrective action when other Marines are out of line
- Marine mentee informs other Marines when they are exposing themselves to unnecessary risk

Typical Assessment Questions

- How do you prevent Marines from taking unnecessary risks?
- How do you ensure that Marines utilize safety restraints while in tactical vehicles?
- How do you react when you see under age Marines consuming alcoholic beverages?
- Have you observed others using illegal drugs? If so, what were the circumstances and how did you handle it?
- How do you handle situations in which you see a senior not uphold Marine Corps standards?

Resources for Assistance

- Appendices 100-107
- MCIs 33-35 Fundamentals of Marine Corps Leadership. See website: https://www.mci.usmc.mil/studentaccess/enroll.asp

C-3: Takes ownership of difficult situations even if beyond scope of regular duties

Definition

This means the Marine takes the initiative to resolve conflict and overcome friction in order to reach a goal. The Marine is comfortable accepting challenges outside of normal responsibilities and is willing to get out of his "comfort zone".

This is important to the Marine because this demonstrates the Marine is willing to accept challenges not specifically associated with his job.

Conversation Triggers

- Marine mentee sees a challenge and heads the other way
- Marine mentee does bare minimum of requirements
- Marine mentee takes charge when no one else does
- Marine takes initiative in all situations

Typical Assessment Questions

- Tell me about the last time you took charge of something. What was the situation? What did you do? What was the outcome?
- Will your Marines promote on time/early? Why / Why not?
- Are any of your Marines having problems outside of work / at home?
- Do Marines come to you with their problems?

Resources for Assistance

- Appendices 100-107, 202
- MCIs 33-35 Fundamentals of Marine Corps Leadership. See website: https://www.mci.usmc.mil/studentaccess/enroll.asp

C-4: Admits to shortcomings and mistakes

Definition

This means the Marine readily acknowledges errors, accepts feedback, and takes responsibility for his actions.

This is important to the Marine because admitting mistakes is an indicator of emotional maturity. Everyone makes mistakes and is expected to learn from them.

Conversation Triggers

- Marine mentee argues when given corrective feedback
- Marine mentee places blame on others
- Marine mentee accepts feedback and takes appropriate action
- Marine mentee listens when given corrective feedback

Typical Assessment Questions

- How do you react when someone offers corrective feedback?
- What do you do when somebody suggests you do something a different way?
- Tell me about the last time you realized you made a mistake. Describe the situation. What did you do? (Probe for taking ownership and admitting mistake).
- Whose fault is it when things go wrong?

Resources for Assistance

- Appendices 100-107
- MCIs 33-35 Fundamentals of Marine Corps Leadership. See website: https://www.mci.usmc.mil/studentaccess/enroll.asp

C-5: Obeys all lawful orders and regulations

Definition

This means the Marine follows regulations despite outside influences. This also means, when given an unlawful order, the Marine has the personal fortitude to question the order.

This is important to the Marine because good order and discipline are essential to the success of any unit.

Conversation Triggers

- Marine mentee wears utility uniform in unauthorized areas
- Marine mentee ignores Marine Corps rules and regulations
- Marine mentee adheres to Marine Corps rules and regulations

Typical Assessment Questions

- What would you do if someone gave you an unlawful order or an order under questionable legality?
- Do you shave and adhere to the grooming standards on liberty and leave?
- Do you know which uniforms are unauthorized for leave and liberty?
- Do you know where to find information on appropriate civilian attire and authorized uniform on leave and liberty

Resources for Assistance

- Appendix 701 – Marine Corps Legal Assistance Program
- *Guidebook for Marines* (Ch. 4) and *Marine Officer's Guidebook*
- Base-specific regulations

C-6: Refuses to participate in inappropriate behavior despite social pressure on leave/liberty

Definition

This means the Marine makes sound decisions and takes appropriate action while on leave or liberty so as not to embarrass himself or the Marine Corps.

This is important because your actions while on liberty and leave will impact you professionally and reflect on the service.

Conversation Triggers

- Marine mentee participates in drinking contests
- Marine mentee makes lewd comments to opposite gender
- Marine mentee does not participate when others are behaving inappropriately
- Marine mentee chooses friends who do not engage in inappropriate behavior

Typical Assessment Questions

- Have you ever taken car keys away from a Marine who's been drinking?
- Would you leave a party if you see illegal drugs being used?
- Who's your liberty buddy?
- Describe your conduct the last time you were on leave or liberty.
- What influence do you have on your peers when you're on liberty? Tell me about a recent example.
- Do you know what the Arrive Alive program is? Have you ever used the program?

Resources for Assistance

- Appendix 503 – Leader's guide for prevention of family violence
- Appendix 105 – General Krulak's ALMARs
- Violence Prevention Marine Corps (MVP-MC) Trainer's Guide

C-7: Takes ownership of and seeks assistance in dealing with difficult personal situations

Definition

This means the Marine has the courage to admit to a problem, ask for assistance, and face personal challenges.

This is important because mission accomplishment is dependent on the Marine's ability to identify and positively deal with personal challenges.

Conversation Triggers

- Marine mentee consistently shows up late for work
- Marine mentee skips appointment with counseling assistance such as chaplain or marriage counselor
- Marine mentee blames others for own troubles
- Marine mentee floats checks
- Marine mentee appears withdrawn or depressed. Symptoms include:
  - change in appetite
  - sleep problems
  - lack of energy
  - trouble concentrating
- Marine mentee displays symptoms of stress such as:
  - sudden mood swings, outbursts of anger
  - carelessness or recklessness
  - inability to do job
  - increased use of alcohol
  - misconduct or crime
- Peers seek out Marine mentee's assistance in dealing with problems
- Marine mentee seeks assistance when faced with personal problem

Typical Assessment Questions

- Are you currently experiencing any pay problems?
- Do you need assistance in resolving any family problems or special needs?
- How comfortable do you feel asking for assistance?
- Describe the last time you sought help dealing with a personal problem.
- What are the things that stress you out or anger you?
- Are there any issues in your personal life that have the potential to impact your job performance?
- Do you have difficulty separating work from personal time and vice versa?
- Do you bring your work stresses home with you?

Resources for Assistance

- Warrior Combat Stress Prevention Program, Return and Reunion, PDHA, PDHRA.
- Chaplain, Operational Stress Control and Readiness (OSCAR) or Marine and Family Service Center Counseling Services, Mental Health Clinics.
- Appendix 300 – Dealing with Combat and Operational Stress
- Leader's Guide for Managing Marines in Distress
- MCRP 6-11C – *Combat Stress*, ALMAR 032/03 – *Policy for Return and Reunion of Marines*, and MARADMIN 219/04 – *Return and Reunion*: http://www.usmc-mccs.org/deploy/index.cfm
- MCO 1754.6 series – *Marine Corps Family Team Building*
- MCO P1754.4 series – *Exceptional Family Member Program*
- MCCS Onesource: www.mccsonesource.com
- MCCS Deployment Guide: www.usmc-mccs.org/deploy/deployguide.cfm
- MCCS website www.usmc-mccs.org
- Family Member Employment Assistance Program (FMEAP) pocket guide
- MCCS PCS Move Workshops
- MCCS New Arrivals Orientation
- Violence Prevention Marine Corps (MVP-MC) Trainer's Guide
- MCO 1752.5 series – *Sexual Assault Prevention and Response Program*
- MCCS Counseling Services (FAP and General Counseling Services)
- National Domestic Violence Hotline 1-800-799-SAFE (7233)
- National Sexual Assault Hotline 1-800-656-HOPE (4673)
- MCCS Victim Advocacy Program
- MCCS Personal Services Counseling
- MCCS New Parent Support Program
- SITES - contains information on each military installation, including services, schools, programs, on and off base housing, local community information and other amenities. SITES information is available on the Internet at https://www.dmdc.osd.mil/appj/sites/. It is also available on CD-ROM at your installation's Relocation Assistance Program (RAP) located within MCCS Personal Services and can be easily printed in booklet form for you to take with you. SITES can also be found at your installation library

C-8: Assists subordinates in taking on difficult personal situations

Definition

This means the Marine demonstrates genuine concern and is willing to assist others with their personal issues.

This is important to the Marine because Marines take care of their own.

Conversation Triggers

- Marine mentee has no knowledge of personal lives of fellow Marines
- Marine mentee avoids fellow Marines undergoing personal problems
- Marine mentee talks with others about their personal lives
- Marine mentee observes symptoms of stress or depression in subordinates
- Marine mentee is knowledgeable of resources for personal assistance
- Marine mentee observes symptoms of depression in others such as:
  - change in appetite
  - sleep problems
  - lack of energy
  - trouble concentrating
- Marine mentee observes behaviors that may indicate stress in others such as:
  - sudden mood swings, outbursts of anger
  - carelessness or recklessness
  - inability to do job
  - increased use of alcohol
  - misconduct or crime

Typical Assessment Questions

- How many of your Marines are married?
- How frequently do you have mentoring discussions with your Marines?
- Are there any recurring or common issues among your Marine mentees? Have you observed symptoms of stress or depression?
- What problems are you currently working on with your Marine mentees?

Resources for Assistance

- Operational Stress Control and Readiness (OSCAR) Program, Chaplains, Mental Health Clinics.
- Appendix 300 – Dealing with Combat and Operational Stress
- Leader's Guide for Managing Marines in Distress
- MCCS Onesource: www.mccsonesource.com
- MCCS Deployment Guide – www.usmc-mccs.org/deploy/deployguide.cfm
- MCCS website www.usmc-mccs.org

- MCCS New Arrivals Orientation
- MCCS Counseling Services (FAP and General Counseling Services)
- MCCS Victim Advocacy Program
- MCCS Personal Services Counseling
- MCCS New Parent Support Program
- MCO P1710.30 series - *Marine Corps Children, Youth, and Teen Program*
- MCO 1740.13 series – *Family Care Plans*
- MCO P1560.25 series – *Marine Corps Lifelong Learning Program*
- MCO 1752.5 series – *Sexual Assault Prevention and Response Program*
- Family Member Employment Assistance Program (FMEAP) pocket guide
- Violence Prevention Marine Corps (MVP-MC) Trainer's Guide
- National Domestic Violence Hotline 1-800-799-SAFE (7233)
- National Sexual Assault Hotline 1-800-656-HOPE (4673)
- Commander's Guide for Prevention of Domestic Abuse
- SITES. SITES stands for the Standard Installation Topic Exchange Service. It contains lots of information on each military installation, including services, schools, programs, on and off base housing, local community information and other amenities. SITES information is available on the Internet at https://www.dmdc.osd.mil/appj/sites/. It is also available on CD-ROM at your installation's Relocation Assistance Program (RAP) located within MCCS Personal Services and can be easily printed in booklet form for you to take with you. SITES can also be found at your installation library

C-9: Obeys the law at all times

Definition:

This means the Marine respects the law even when others are disobeying it. The Marine is a positive role model to the local community.

This is important because each Marine has sworn to uphold the law.

Conversation Triggers

- Marine mentee flaunts the law
- Marine mentee only wears seat belt as he approaches the gate
- Marine mentee refrains from drinking alcoholic beverages until legal age
- Marine mentee obeys traffic laws

Typical Assessment Questions

- Have you been involved with civil authorities prior to entering service?
- Do you have any friends that have committed a crime that you know of but have not been convicted of charged?
- What's your driving record look like?

Resources for Assistance

- Appendix 601-603
- Local, state, and federal laws
- Base-specific regulations

COMMITMENT

Commitment is the value that establishes the Marine as a warrior-citizen and includes dedication to mission, devotion and always making a positive impact. It leads to the highest order of discipline for unit and self. Commitment is the ingredient that enables 24-hour a day dedication to Country and Corps, and an unrelenting determination to achieve the highest standard of excellence.

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

CO-1: Shows enthusiasm in being a Marine and inspires others

Definition

This means the Marine works actively to establish esprit de corps among team members. This is done by leading by example, appealing to individual values, motivations, and ambitions, or simply being enthusiastic about the mission at hand.

This is important because a critical element of team success is that all members are motivated toward one goal or mission. To be successful each member has to pull together as a team.

Conversation Triggers

- Marine mentee puts self above the unit or mission – "Semper Me"
- Marine mentee does not participate in unit activities
- Marine mentee continually complains
- Marine mentee is a fair weather Marine
- Marine mentee takes initiative in support of the unit (e.g., selfless, volunteers)
- Marine mentee consistently displays a positive mental attitude
- Marine mentee speaks favorably of Corps and recruits others

Typical Assessment Questions

- How does your unit build cohesion?
- What do you do to set the example for others?
- What efforts did your unit take to make you feel included?
- What efforts do you take to make a new member feel included?
- When was the last time your unit planned a group activity together?
- What do you do to get to know your other team members?
- What are some obstacles that you think might curtail your ability to influence/ inspire your fellow Marines?
- What can be done to raise the morale of your team?
- What can you do to bring the team together as a unit, instead of just individuals?

Resources for Assistance

- Appendix 105 – General Krulak's ALMARs
- *Guidebook for Marines*
- *Marine Officer's Guidebook*

CO-2: Demonstrates situational awareness and sound judgment

Definition

This means the Marine sees and understands the environment around him, its ramifications, and makes good decisions.

This is important because mission accomplishment can only be achieved through effective decision making which requires being aware of your surroundings.

Conversation Triggers

- Marine mentee tends to be unaware of what's going on around him/her
- Marine mentee consistently makes poor or impulsive decisions
- Marine mentee bases decisions on facts, knowledge, and experience and avoids making snap judgments
- Marine mentee is acutely aware of his/her surroundings

Typical Assessment Questions:

- What do you do to keep abreast of current events, news, weather, changes occurring in your unit, etc.?
- How do you sort, compartmentalize, and prioritize incoming information?
- Does the Marine mentee take into consideration the consequences of his decisions and who is impacted by them?
- Think of a good decision you made and a recent decision that wasn't as good. What did you do differently in making those decisions?

Resources for Assistance

- Appendix 201 – Common Combat Skills Checklist
- Appendix 600 – Operational Risk Management
- MCO 3500.27 – *Operational Risk Management*

CO-3: Is prepared for deployment and redeployment

Definition

This means the Marine is able to deploy at a moment's notice with maximum combat effectiveness without negatively impacting the unit.

This is important because the Marine Corps is the nation's 9-1-1 force in readiness.

Conversation Triggers

- Marine mentee is delinquent in medical and dental readiness
- Marine mentee has not met common combat skills requirements
- Marine mentee has not attended return and reunion briefs
- Marine mentee has met all common combat skills requirements
- Marine mentee has met all administrative requirements (legal, medical, etc)

Typical Assessment Questions

- What would prevent you from being deployed?
- When was your last physical? Are your medical and dental up to date?
- What is your BZO?
- What skill sets/knowledge are required prior to deployment?
- Are there any issues you are working on to resolve (pay, admin, etc)?
- What is the mission of your unit during this deployment?
- What is the serviceability of your gear (i.e., dog tags, utilities, 782 gear)?
- Are you current in your rifle, pistol, gas chamber and swim qualifications?
- Have you received the pre-deployment, re-deployment and post-deployment briefs under the Warrior Combat Stress Prevention Program?
- Have you completed your PDHA, PDHRA?

Resources for Assistance

- Appendix 300 – Dealing with combat operational stress
- Warrior Combat Stress Prevention Program
- ALMAR 032/03 – Policy for Return and Reunion of Marines
- MARADMIN 219/04 – Return and Reunion
- MCCS Deployment Guide – www.usmc-mccs.org/deploy/deployguide.cfm

CO-4: Sharpens common combat skills

Definition

This means the Marine actively seeks improvement in combat skills. Every Marine is a rifleman and should expect and be prepared for combat.

This is important because common combat skills just might be the best life insurance you ever have.

Conversation Triggers

- Marine mentee has not updated skills recently
- Marine mentee actively avoids training evolutions
- Marine mentee volunteers for professional schools
- Marine mentee enrolls in MCIs directly related to combat skills

Typical Assessment Questions

- What are your recent rifle and/or pistol qualifications?
- Do you fire any weapons outside the Marine Corps?
- What combat skills related MCI's are currently enrolled in or have completed?
- Are your MOS skills up to speed? What about your combat skills; are they current?

Resources for Assistance

- Appendix 200 – MOS roadmaps
- Appendix 201 – Common Combat Skills Checklist
- Appendix 202 – CMC reading list
- MCO 1510.121A. The program order covering the Marine Corps Common (Combat) Skills (MCCS) Program and provides information, policy intent, and execution instructions for the MCCS program.
- MCO 1510.898 (MCCS Vol 1). The Individual Training Standards (ITS) system for MCCS, Volume I and provides the revised ITSs for MCCS program for the rank of private.
- MCO 1510.90A. The Individual Training Standards (ITS) for MCCS Volume III – Corporal through Captain and provides the revised ITSs for ranks of Corporal through Captain.

CO-5: Pursues professional development by utilizing the MOS Roadmap

Definition

This means the Marine utilizes the MOS Roadmap to help plan their professional career. Seek educational opportunities and assignments that match their Roadmap.

This is important because MOS Roadmaps are designed to assist leaders with the individual career counseling and mentoring of their Marines and are a single-source document from which Marines can make informed career decisions.

Conversation Triggers

- Marine mentee doesn't have a copy of his/her roadmap
- Marine mentee is not demonstrating plan for next assignment
- Marine mentee seeks advice on career development
- Marine mentee uses roadmap to make assignment requests

Typical Assessment Questions

- What areas within your career field do you feel you are most proficient?
- What areas within your career field do you need to work on? What are you currently doing to address these areas?
- Have you seen your MOS Roadmap?

Resources for Assistance

- Appendix 200 – MOS roadmaps
- Appendix 201 – Common Combat Skills Checklist
- Appendix 202 – CMC reading list
- TECOM 1500.1 – Military Occupational Specialty Roadmaps. See website: http://www.tecom.usmc.mil/g3/roadmap.php

CO-6: Acts responsibly in the use and care of equipment and assets

Definition

This means the Marine respects Marine Corps equipment and takes measures to ensure it remains serviceable and is properly maintained.

This is important because if you do not take care of your equipment, it's not going to be there when you need it.

Conversation Triggers

- Marine mentee loses government issued equipment/material
- Marine mentee abuses equipment
- Marine mentee does not perform required preventative maintenance on equipment
- Marine mentee fails to op-check equipment prior to using
- Marine mentee treats all equipment as own
- Marine mentee takes pride in his equipment

Typical Assessment Questions

- How many missing gear statements have you completed?
- Where do you keep your issued equipment?
- Have you ever been involved in a serious accident? What happened; what was the situation? What did you do?
- Have you ever had a negligent discharge of your weapon? What happened?
- Can you think of a time when you took specific action to avoid a situation which could have resulted in equipment damage or personal injury? Tell me about it.

Resources for Assistance

- *Guidebook for Marines* and *Marine Officer's Guidebook*
- Appropriate technical manuals

CO-7: Accomplishes tasks in a timely manner, no matter what the conditions

Definition

This means that the Marine sets goals and strives to achieve them regardless of the obstacles.

This is important because planning and organizing are important ingredients to accomplishing the mission.

Conversation Triggers

- Marine mentee has difficulty prioritizing jobs
- Marine mentee is unorganized and unproductive
- Marine mentee procrastinates on tasks until the last minute
- Marine mentee takes a task and doesn't rest until it is complete
- Marine mentee overcomes obstacles to meet goals and deadlines in a timely manner
- Marine mentee is always in the right place, at the right time, with the right equipment

Typical Assessment Questions

- How do you keep track of your daily appointments and assignments?
- Do you prioritize your tasks? If so, how?
- Tell me about plan you've developed to accomplish a goal. What was your goal and what steps did you take to accomplish it?
- We've all experienced situations in which we just couldn't get everything done on time. Tell me about a situation in which this happened to you. What was the situation? What did you do?

Resources for Assistance

- MCCS onesource: www.mccsonesource.com
- MCI on time management

CO-8: Provides for support and welfare of family

Definition

This means the Marine recognizes the need to place family above self. The Marine provides adequate emotional, financial, and physical support for the family.

This is important because Marines have a moral obligation to take care of their family.

Conversation Triggers

- Marine mentee spends paycheck before spouse knows he/she has been paid
- Marine mentee demonstrates signs of family neglect (e.g., poor clothing, hygiene, difficulty meeting financial obligations, etc.)
- Marine mentee keeps pay secret from family
- Marine mentee demonstrates emotional family abuse (e.g., degrading spouse, not allowing spouse/family develop outside relationships)
- Marine mentee's family doesn't participate in unit or base events
- Marine mentee is deploying and his fiancé is pregnant
- Marine mentee ensures family is financially stable before purchasing "toys"
- Marine mentee keeps family informed on all issues
- Marine mentee supports family emotionally
- Marine mentee has a newborn and has enrolled the newborn in TRICARE Prime or Standard

Typical Assessment Questions

- Are you planning to get married? If so, have you seen the Pre-Marriage Questions (Appendix 501) and the Newly Married Checklist (Appendix 502)?
- Why do you want to get married? When? Where?
- If so, where does your spouse-to-be live? Is your spouse a foreign national?
- Are you married? If so, how long have you been married? Is this your/spouse's first marriage?
- Do you have any children? How many? What are their names and ages?
- What are your plans for child care? Have you looked into child care options on base/off base?
- Have you discussed the cost of child care?
- Are you a single parent or dual military household w/ children? What is the family plan should one or both parents get deployed?
- Does your spouse work? Does he/she have a college degree?
- Does your spouse come from a military family?
- Does your spouse have supportive family and friends?
- What does your family think about you being in the Marine Corps?
- Would your spouse support another deployment?

- What types of family/group activities do you enjoy?
- Tell me about something special you've done for your family?
- How do you extend common courtesies (i.e. calling home when you're going to be late)?
- Is your family having any problems? Is there anything which your family needs?
- Are there any areas where you need help balancing your family life and your professional development as a Marine?
- Do you have a special needs family member? Are you enrolled in EFMP?
- Do you feel you have support from your chain of command in resolving personal issues?
- Are you enrolled in TRICARE Prime? Is spouse/NOK familiar with how to access their TRICARE benefits?
- Is your spouse/child(ren) enrolled in the TRICARE Dental Program?

Resources for Assistance

- Check with your Marine to ensure they have done the following:
  - Identified emergency points of contact for your spouse.
  - Introduced spouse to Key Volunteers, the Family Service Center, Marine OneSource, LINKS and Navy/Marine Corps Relief.
  - Created a will and/or power of attorney.
  - Update SGLI and Record of Emergency Data (RED).
  - Enrolled in DEERS with current/update information
  - Family has an updated ID card
- Appendices 400-404 – Personal Finance
- Appendices 500-503 – Family References
- TRICARE information and assistance can be obtain:
  - At local installations or area TRICARE Service Centers
  - Online at the official TRICARE website: www.tricare.osd.mil
  - By calling 1-888-DoD-CARE
- Child Care Resources: Installation Resource and Referral Offices
- MCCS website www.usmc-mccs.org
- MCCS One Source Child Care locator http://www.mccsonesource.com/
- MCCS Deployment Guide – www.usmc-mccs.org/deploy/deployguide.cfm
- MCCS Counseling Services (FAP and General Counseling Services)
- MCCS New Parent Support Program
- MCCS Victim Advocacy Program
- MCCS Personal Services Counseling
- MCCS Transitional Compensation
- Marine OnLine
- Family Member Employment Assistance Program (FMEAP) pocket guide
- Transition Assistance Management Program (TAMP) Trifold. See websites: http://www.tampusmc.com and http://www.dodtransportal.org

- Marines Pre-separation Pocket Guide
- National Domestic Violence Hotline 1-800-799-SAFE (7233)
- National Sexual Assault Hotline 1-800-656-HOPE (4673)
- Chaplains
- Commander's Guide for Prevention of Domestic Abuse
- MCO P1710.30 series - *Marine Corps Children, Youth, and Teen Program*
- MCO 1740.13 series – *Family Care Plans*

CO-9: Ensures family is prepared for separations and reunions

Definition

This means the Marine prepares the family for separation and reunion prior to being deployed. This includes helping arrange for emotional and financial support and ensuring all legal documents are in order.

This is important because proper preparation reduces the stress associated with separations and deployment.

Conversation Triggers

- Marine mentee does not have a valid will
- Marine mentee's spouse is not knowledgeable about financial affairs
- Marine mentee's family is not settled in their location
- Marine mentee is deploying and his fiancé is pregnant
- Marine mentee has all administrative matters in order
- Marine mentee has taken time to ensure family is comfortable in geographic location
- Marine mentee has a newborn and has enrolled the newborn in TRICARE PRIME or STANDARD

Typical Assessment Questions

- How does your spouse handle family matters while you are away from home?
- How does your spouse handle deployments? Does your spouse have a support network while you're deployed?
- What kind of reliable transportation does your spouse/NOK have in your absence?
- Have you developed a family budget to be implemented in times of deployment?
- Is your house in good in condition (heating, electrical, plumbing, etc.)?
- Is your spouse/NOK prepared to handle matters in your absence?
  - Does spouse/NOK know location of all important paperwork (e.g., will, power of attorney, tax returns, insurance policies, birth certificates, etc.)?
  - Does spouse/NOK have joint access to your savings/checking accounts?
  - Are your insurance policies up to date?
- When was the last time you went home to see family?
- Upon deployment, do you require storage of personnel goods and effects?
- Does the Marine have any special needs (e.g., prosthesis, medications)?
- Do you provide or receive any financial support from your extended family?
- Have you received the pre-deployment, re-deployment and post-deployment briefs under the Warrior Combat Stress Prevention Program?

- Are you enrolled in TRICARE Prime? Is spouse/NOK familiar with how to access their TRICARE benefits?
- Is your spouse/child(ren) enrolled in the TRICARE Dental Program?
- Have you and/or your family members updated your absentee voting ballots?
- Have you gotten your family members User ID's for MotoMail accounts?

Resources for Assistance

- Operational Stress Control and Readiness (OSCAR) Program, Chaplains, Marine and Family Service Center Counseling Services, MCCS One-Source, Mental Health Clinics.
- TRICARE information and assistance can be obtained:
  - At local installations or area TRICARE Service Centers
  - Online at the official TRICARE website: www.tricare.osd.mil
  - By calling 1-888-DoD-CARE
- Appendix 503 – Leader's guide for prevention of family violence
- Appendix 701 – Marine Corps Legal Assistance Program
- Base legal for wills, powers of attorney, etc.
- Voting Resource (Federal Voting Assistance Program): www.fvap.gov
- MotoMail Resource: www.motomail.us
- MCCS Onesource: www.mccsonesource.com
- MCCS website www.usmc-mccs.org
- MCCS Deployment Guide – www.usmc-mccs.org/deploy/deployguide.cfm
- MCCS Counseling Services (FAP and General Counseling Services)
- MCCS New Parent Support Program
- MCCS Victim Advocacy Program
- Family Member Employment Assistance Program (FMEAP) pocketguide
- Chaplains
- Commander's Guide for Prevention of Domestic Abuse
- MCO P1710.30 series - *Marine Corps Children, Youth, and Teen Program*
- MCO 1740.13 series – *Family Care Plans*

CO-10: Lives within means (budgeting, responsible spending, borrowing, & saving)

Definition

This means the Marine is monetarily responsible.

This is important to the Marine because poor financial management can cause significant individual and family problems both in the short and long term that will affect the Marine's personal and professional readiness.

Conversation Triggers

- Marine mentee has creditors calling at work
- Marine mentee's uniforms are shabby
- Marine mentee must work a second job to afford lifestyle
- Marine mentee is saving a portion of pay (e.g., TSP, Savings Bonds, IRA)
- Marine mentee has a budget and a clear understanding of where his money goes
- Marine mentee does not make impulsive or extravagant purchases

Typical Assessment Questions

- How much credit card debt do you have?
- What other debt/loans do you carry (e.g., car, house, etc.)?
- How are your finances? Do you work a second job to afford your lifestyle?
- Do you know how much money you spend each month and where the money goes? Do you have a budget?
- Are you anticipating any big purchases? If so, how do you plan to pay for it?
- Is there anything significant you're saving money for (e.g., college, car, stereo, retirement, house, etc.)?
- If divorced, do you have any alimony or child support payments to make? Is that withdrawn directly from your pay?
- Does your spouse work? If so how do you handle your finances? Do you have separate accounts? Who pays the bills?
- Do you provide or receive any financial support from your extended family?

Resources for Assistance

- Appendices 400-404 – Personal Finance
- Appendix 701 – Marine Corps Legal Assistance Program
- MCI Financial Management
- MCCS Personal Financial Management Program (PFMP) Specialist
- HQMC PFM website: http://www.usmc-mccs.org/finance/index.cfm
- MCCS OneSource
- Navy Marine Corps Relief Society

CO-11: Operates PMV/POV responsibly

Definition

This means the Marine obeys all traffic laws and takes the safe alternative when the law does not apply. For example, if there is no state seatbelt law, the Marine will still wear his seatbelt.

This is important to the Marine because motor vehicle accidents are the greatest source of injury and death in the Marine Corps outside of direct enemy action.

Conversation Triggers

- Marine mentee leaves unit parking lot quickly and often recklessly
- Marine mentee only wears seatbelt when required (e.g., entering base)
- Marine mentee drives a motorcycle, "tuner", sports car, or highly modified vehicle
- Marine mentee has frequent speeding tickets or other moving violations
- Marine mentee has no tickets or accidents
- Marine mentee always wears seatbelt

Typical Assessment Questions

- What kind of car do you drive?
- Do you wear your seatbelt all the time? If not, why not?
- Do you require your passengers to wear seatbelts? If not, why not?
- Do you have any restrictions or special permissions on your license?
- How many tickets or accidents have you experienced in the past? Anything recent? How many points do you have on your license?
- How much driving experience do you have and how long has it been since you operated a vehicle on a regular basis?
- Do you receive a unit vehicle pre-inspection before departing on long weekends or leave?
- Do you complete an Operational Risk Assessment (ORA) prior to going on leave?
  - How many miles will you be traveling? Can the trip be completed over more than one day?
  - Have you checked the weather forecast for your route?
  - Will you be properly rested?
  - What time of day will you be traveling? (Most accidents due to fatigue occur between 2400 and 0600).
  - Will you have a passenger who can assist with the driving?
  - Is the trip related to any thing stressful occurring in your life?
- What do you do as a passenger if the driver's operation of the vehicle makes you uncomfortable?

Resources for Assistance

- Appendices 600-603
- Base safety office/driver's training section - videos and handouts
- State on-line driver's records
- MCO P1700.24b – *Marine Corps Personal Services Manual*
- MCO 5100.19E – *Marine Corps Traffic Safety Program (DRIVESAFE)*

CO-12: Acts responsibly during recreational activities

Definition

This means that the Marine behaves in a safe and reasonable manner.

This is important to the Marine because, as our greatest war-fighting asset, the Marine Corps can't afford to lose you due to needless and preventable mishaps.

Conversation Triggers

- Marine mentee wears appropriate safety/protective gear while participating in fitness/sports and recreational activities.
- Marine mentee has injuries such as soft tissue injuries or broken bones
- Marine mentee has an alcohol related incident while on liberty
- Marine mentee has moving traffic violations
- Marine mentee participates in the Single Marine Program
- Marine mentee participates in organized intramural sports
- Marine mentee does not participate in high-risk activities (e.g., dirt bike/ATVs, sky diving, hang gliding, rock climbing, etc.) without proper training.
- Marine mentee limits alcohol consumption while participating in sports and recreational activities.

Typical Assessment Questions

- What are your recreational activities?
- What type of recreational activities do you see other Marines take part in?
- What safety/protective gear do you wear while participating in fitness, sports and recreational activities?
- Describe the role of alcohol in your recreational activities?
- Do you apply Operational Risk Management (ORM) concepts to your recreational activities?
- Do you follow safety procedures/policies while participating in sports and recreational activities?

Resources for Assistance

- Appendix 600 – Operational Risk Management
- Appendix 601 – Motorcycle Safety
- Appendix 604 – Mishap Guidelines
- MCO 5100.30A – *Marine Corps Off Duty and Recreation Safety Program*
- MCO P5100.8F – Marine *Corps Occupational Safety and Health Program Manual*
- MCO P1700.27A – *Marine Corps Community Services Policy Manual*
- MCO P1700.29 – *Semper Fit Manual*

- MCO 5100.19E – *Marine Corps Traffic Safety Program (DRIVESAFE)*
- MCO 3500.27 – *Operational Risk Management*
- National Recreation and Park Association: http://www.nrpa.org
- HQMC Safety Division: www.hqmc.usmc.mil/safety.nsf
- Naval Safety Center: www.safetycenter.navy.mil
- Lessons available on Injury Prevention: http://www.usmc-mccs.org/fitnessrec/fithealthpromo_lessonplans.cfm
- MCCS Single Marine Program

CO-13: Avoids alcohol abuse and has zero tolerance for drug use

Definition

This means the Marine does not abuse alcohol and totally abstains from drug use.

This is important to the Marine because alcohol abuse and drug use are detrimental to personal health and will adversely impact professional career.

Conversation Triggers

- Marine mentee has come to work smelling of alcohol
- Marine mentee frequently UA
- Marine mentee has been convicted of DUI
- Marine mentee associates with questionable civilians
- Marine mentee supports the alcohol de-glamorization effort
- Marine mentee volunteers as a substance abuse counselor

Typical Assessment Questions

- Have you ever participated in drinking contests?
- Do you ignore the consumption of alcoholic beverages by Marines under 21?
- Do you report the use of illegal drugs or other substance abuse?
- How often do you use alcohol?
- In your judgment, what's your personal limit for driving after drinking alcohol?

Resources for Assistance

- Appendix 302 – Drug/Alcohol abuse
- Appendix 303 – Commonly asked questions about addiction
- Consolidated Substance Abuse Counseling Center (CSACC)
- MCCS Onesource: www.mccsonesource.com

CO-14: Looks after the welfare of other Marines on leave or liberty

Definition

This means the Marine shows an active concern for fellow Marines while on leave or liberty.

This is important because Marines "take care of their own." Whenever two or more Marines are gathered, one of them is in charge.

Conversation Triggers

- Marine mentee is always alone
- Marine mentee allows fellow Marines to engage in at-risk behaviors
- Marine mentee takes turn as designated driver
- Marine mentee ensures someone is designated driver
- Marine mentee makes sure fellow Marines arrive back to base safely

Typical Assessment Questions

- Do you utilize or encourage the buddy system when going on liberty?
- Have you ever been a designated driver?
- How do you determine who is the designated driver?
- Do they encourage their fellow Marines to space their alcoholic drinks out over the course of the night (drink in moderation)?
- Tell me about a time when you took care of a buddy who needed help.

Resources for Assistance

- Appendices 101-104
- Violence Prevention Marine Corps (MVP-MC) Trainer's Guide
- MCO 1752.5 series – *Sexual Assault Prevention and Response Program*
- MCO P1700.24b – *Marine Corps Personal Services Manual*
- MCO 3500.27 – *Operational Risk Management*

CO-15: Develops game plans and takes needed steps to minimize risks

Definition

This means that at a minimum the Marine conducts an assessment to identify potential hazards and takes action to reduce exposure to risk.

This is important to the Marine because much of what you do is inherently dangerous and as such, the ability to reduce unnecessary exposure to risk will ensure you and your equipment are available for combat.

Conversation Triggers

- Marine mentee does not understand the ORM process
- Marine mentee takes short cuts
- Marine mentee conducts ORM prior to each job
- Marine mentee thinks through his daily activities and is alert to potential areas of risk

Typical Assessment Questions

- When was the last time you took special action to minimize exposure or risk? What did you do?
- What is the process that you use to make decisions?
- Are making decisions in the Marine Corps different from the civilian world?
- What do you do when you see others putting themselves at risk?
- Do you conduct ORM differently when you're the only one exposed to a risk?

Resources for Assistance

- Appendix 600 – Operational Risk Management
- Appendix 604 – Mishap Guidelines
- MCO P1700.24b – *Marine Corps Personal Services Manual*
- MCO 3500.27 – *Operational Risk Management*

LEADERSHIP REFERENCES: 100-199

Appendix 100: Leader's Mentoring Log Worksheets

SMEAC

Situation

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

Mission

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

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

Execution

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

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

Tasks – How the mentoring process will work:

Assign mentor/Marine mentee based on chain of command

Prep for mentoring session

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

Conduct first mentoring session

- Establish rapport and relaxed atmosphere
- Describe the purpose of the mentoring program and the mentoring session. The goal for the first meeting is to complete the Mission and Goals Form in the Leader's Mentoring Log.
- Discuss ground rules for mentoring
  - This should not be a punitive discussion but should be focused on how to best improve the Marine mentee's contribution to the unit mission
  - Provide an atmosphere for two-way communication.
- State the mission of the unit
- Discuss the Marine mentee's role in supporting the unit mission
- Discuss Marine mentee's HCC assessment - agree on strengths/improvement areas
- Probe further on Marine mentee's "needs assistance" areas using the sample conversation triggers and assessment questions in this guidebook
- Determine if next level of support is needed and what actions are required
- Establish 3 or 4 goals in paragraph three of Mission & Goals Form
- Assist Marine mentee in developing action plan for achieving goals
- Summarize mentoring session and set date/time for next session

Conduct follow-up sessions

Mentoring sessions should occur *at least monthly* or when any of the following situations take place: preparing for or returning from deployment, major life changing events (birth, death, marriage, divorce, etc.), combat, making retention/EAS decision.

- Restate mission and Marine mentee's role
- Review goals and action plan
- Discuss progress
  - Review strengths/improvement areas identified in previous HCC assessment
  - Identify roadblocks and actions to overcome
  - Modify or establish new goals as necessary
  - Summarize mentoring session and set date/time for next session

Administration/Logistics

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

Command, Signal, & Communications

Managing the Marine Corps Mentoring Program at all levels is the responsibility of the unit commander. Commanders have the responsibility to ensure the MCMP is effectively implemented in their units.

Marines should feel comfortable approaching seniors for guidance, coaching, and problem resolution, with the understanding that seniors are willing to respond. As Gen Lejeune described, the relationship of senior Marines to juniors is that of a teacher to a scholar or a father to a son. This relationship should be mutually respectful with the more experienced person having the moral responsibility to help the junior develop.

Effective mentors are **people-oriented** and genuinely concerned with helping Marine mentees improve. Mentoring builds trust and loyalty and requires the following skills:

- **Self-awareness**. Awareness of your own strengths, weaknesses, & emotions
- **Questioning skills**. Ability to ask open-ended and probing questions to understand more about the Marine mentee
- **Listening skills**:
  - "Hold your fire" until you understand the Marine mentee's point
  - Listen for the whole meaning
  - Refrain from jumping to conclusions
  - Minimize emotional reactions
  - Use eye contact, etc. to convey your interest
  - Make your surroundings conducive to listening
- **Empathy**. Awareness of the emotions of others and ability to effectively respond to those emotions
- **Feedback skills**. Giving honest, mostly positive feedback in a timely manner. Look for someone doing well and recognize it

Instructions for Mission and Goals Form & HCC Assessment

Mission & Goals Form

- **Paragraph 1: Situation**. Write the name of the mentor, Marine mentee, and unit information in the space provided.
- **Paragraph 2: Mission**. Write in the unit's mission and the role of the Marine mentee in supporting that mission.
- **Paragraph 3: Execution**.
  - Goals. Agree with the Marine mentee (based on the HCC assessment) on 3 or 4 specific goals. Each goal should be SMART (Specific, Measurable, Attainable, Realistic, and Time-bound).
  - Tasks. Once the mentor and Marine mentee agree on the goals, describe the specific action steps that will be required to complete the goals.

Honor, Courage & Commitment Assessment

The purpose of this assessment is to identify professional and personal strengths/improvement areas as they relate to the Marine Corps' ethos of Honor, Courage, and Commitment. Mentoring is most effective when both the mentor and the Marine mentee have a shared vision for professional and personal growth. This assessment is a starting point for ensuring that alignment.

Using the assessment tool

- The Marine mentee will complete this form prior to the mentoring session by assessing his/her own performance on each of the areas using the following coding:
  - **N** = Needs assistance
  - **E** = Effective
- During the mentoring session, the Marine mentee shares this assessment with the mentor.
- The mentor provides input regarding the Marine mentee's strengths and improvement areas. The discussion should result in both the mentor and the Marine mentee agreeing on the most important improvement areas.
- The mentor and Marine mentee then discuss specific goals and create an action plan for improvement in these areas.

Mission and Goals Form

Paragraph 1: Situation

Mentor Name:	RUC:
Marine mentee Name:	UIC:
Unit Address:	

Paragraph 2: Mission

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

Paragraph 3: Execution

Goals (3 or 4; specific, measurable, attainable, realistic, time-bound)

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

Tasks (action plan for accomplishing goals)

Action Steps	Deadline

Honor, Courage, Commitment (HCC) Assessment

Marine mentee Name:	Date:
Mentor Name:	Individual CRP%:

N = Needs Assistance; E = Effective

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

Common Combat Skills Checklist

Marine Mentee Name:	**Date:**

Military Skills		**Last Score**	**Date**	**Projected Score**	**Date**
BLOCK TRAINING	Annual				
PFT	Semi-Annual				
Weigh-in	Semi-Annual				
NBC	Annual				
Rifle Range	Annual				
Pistol Range	Annual				
BST	Annual				
Swim Qual	Annual				
MCMAP	Weekly				

Required Classes		**Previous**	**Next**
STD/HIV PREV	Annual		
Suicide Awareness	Annual		
Alcohol/Drug Prev.	Annual		
*Tobacco Cessation	As Required		
Stress Management	As Required		

Leadership		**Previous**	**Next**
Counseling	As Required		
**Equal Op Program	Annual		
**Security Training	Annual		
Motorcycle Safety	As Required		
Driver Improvement	As Required		
Troop Info Program	On-Going		
Family Planning	Check-In		
Financial Planning	As Required		

PME	**Current Course**	**Projected Completion Date**
Distance Education		
Resident PME		
Prof. Reading		
Cmd. Sponsor PME		
Off Duty Education		

Mission Oriented Training		**Previous**	**Next**
MOS Training	**As Required**		
W/C Supv. Training	Quarterly		
**Job Safety Trng	Annual		
**Haz. Comm.	Annual		

Administrative/Health				**Item**	
Gas Mask		Trousers		Blood Type	
Inserts		Boots		MOPP Suit	
Blouse		Cover		Helmet	
Recall Info					
Next Of Kin Info					
Mil. ID & ID Tags					
Gas Mask Size:		GLASSES		ALLERGY TAGS	
		SPARE		GAS MASK INSERTS	
Family Care Plan##					
DEERS		Spouse		Children Qty: _____	
Will					
Power of Attorney					
S.G.L.I.					
R.E.D.					
Family S.G.L.I.					
Family Dental Plan					
Exceptional Family Member Program					
Fit Reps/Pro-Cons					
Medical Readiness					
Physical Exam		Date:		Notes:	
Dental Exam		Date:		Notes:	Class:
Vaccinations		Notes:			
Vision		Notes:			
Hearing		Notes:			
Medications		Notes:			
Allergies		Notes:			
Flight Physical Exam		Date:		Notes:	
Notes:					
*	Not mandatory, but should be made available by the command.				
**	Training required upon check-in to the command				
***	To satisfy PME requirements and become more competitive for promotion, enlisted Marines should complete appropriate distance education and attend resident course for their grade (requirements for grade are outlined in the Annual Training Plan.				
#	Personnel requiring Corrected vision				
##	Dual Military and Single Parents				
###	Married or Single with family members only				

Combat Readiness Percentage (CRP%)

Combat Readiness is a term used throughout the Marine Corps to assess a unit's level of preparedness for deployment and combat. Combat Readiness can also be assessed at an individual level.

Based on the Marine mentee's strengths and improvement areas as indicated from his/her HCC assessment and your personal judgment, categorize the mentee's Level of Combat Readiness using the table below. Indicate the Marine mentee's CRP % at the top of the HCC Assessment page. Also record the Marine mentee's CRP% on the Team Combat Readiness page.

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

Team Combat Readiness

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

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

Top 3 or 4 priorities to improve Team Combat Readiness

1.
2.
3.
4.

PRIVACY NOTICE

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

AUTHORITY: 10 U.S.C. § 5047

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

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

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

Appendix 101: Code of Conduct

Article I.

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

Article II

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

Article III

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

Article IV

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

Article V

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

Article VI

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

Appendix 102: Leadership Principles

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

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

Appendix 103: Leader Traits

Bearing

The first trait is bearing. This trait is easily associated with military leaders, but the importance of this trait to other leaders may not seem clear. Bearing determines how you are seen by those you would influence. Do not confuse bearing with some preconceived idea of proper dress. This is not about the quality of your clothes; it is about the person inside. It is about how you present yourself. It is about self-confidence. Are you worthy of attention? It is hard to give a leader a full measure of credence if you cannot get past a careless appearance or a timid deportment, which can denigrate confidence in the leader's message. Speaking directly, with confidence and with a carriage that says, "I know what I'm talking about," is an important trait for successful leadership.

Courage

The next trait is courage. Courage comes in two forms: physical and moral. Although we certainly hope that there is no need for physical courage on our campuses, moral courage is a fundamental requirement of all effective leaders. Moral courage is a commitment to doing what is right. A leader must commit to inviolate principles, there is no room for situational ethics. Leaders worthy of respect do the right thing, in the right way, for the right reasons. Young people who are still struggling with the development of such qualities within their own character respect honesty, trustworthiness, equity, and honor. They respect leaders who stand up for what is right.

Decisiveness

Decisiveness is easy to understand, but sometimes difficult to achieve. Some of us are inherently decisive, and some of us are not. But regardless of your personality, decisiveness is an important part of leadership. Do not, however, confuse decisiveness with inflexibility. There is a difference between changing a course of action on the basis of developing conditions and just failing to be consistent. Whether the concern is personnel policies, combat decisions, or sticking to deadlines for the submission of a class project, the ability to be decisive has a direct impact on how the leader is accepted.

Dependability

Another basic tenet of leadership is dependability. Can you be depended on? The meaning seems clear enough. Students must be able to depend on the faculty to manage the institution, to be on time for class, and to perform the perfunctory duties associated with their positions. But leadership also requires more. Those being led need leaders who are genuinely concerned for the welfare of those they are leading. They need role models. Leaders do not have jobs to which they come and then leave. Leaders must be dependable people - all the time.

Endurance

Endurance is a trait easily associated with the rigors of combat. It conjures images of physical stamina and sustained hardship. But endurance can also mean patience. It can mean going the distance with a student who is struggling. It can mean taking the long view for the greater good of an institution. Endurance, as the word implies, means staying with things, even when the going gets rough.

Enthusiasm

Enthusiasm is a trait easily identifiable in successful leaders of all walks of life. It is easy to infuse energy when you exude energy. Enthusiasm is more than just attitude, however. It permeates the work at hand. Routine lectures become interesting presentations and tedious projects become intriguing endeavors. Enthusiasm is contagious - and doubly so when it originates form a figure whom people respect.

Initiative

A leader who simply does what he or she has been assigned to do will not be seen as much of a leader. But anyone who displays a high degree of initiative is instantly recognized as a leader. Are you satisfied with the status quo or can you think and act outside of the box? Throughout the history of our country, those who have offered vision, who have acted insightfully, have been our greatest leaders. Initiative sets you apart.

Integrity

Integrity is closely related to moral courage. But whereas moral courage is centered around the willingness to take action, integrity is a spotlight into your soul. Integrity is more than the manifestation of your honesty. It is the litmus test of respect - it determines whether you will be taken seriously or not. Fail the integrity test in a young person's eyes and you will fail to be a positive influence on them.

Judgement

Leaders exercise sound judgement. This is particularly important on those occasions when you are out in front, taking the initiative. It is critical that a leader's decisions be based on all the available facts. It is important that rational and comprehensive thought be included in the decision-making process. Decisions boil down to a matter of judgement and sometimes the key to sound judgement is taking the time to duly consider the issue at hand. This approach is not at odds with being decisive. It is at odds with acting hastily.

Sense of Justice

Sense of justice is an all-important trait. There are few quicker ways to lose a following than to appear arbitrary, partial, or unfair. Standards are critical. Set them, articulate them, model them, and hold everyone to the same measure equally. Young people will respond. They are comfortable in an environment in which they know the boundaries. We all like to know what is expected of us, and the consequences of failing.

Knowledge

To lead others, you must know your business. Whether a platoon commander, an instructor, or an administrator, a leader must have a degree of resident knowledge in his or her respective field. We who are leaders know that one of the keys to our effectiveness is staying current in our profession. We accomplish this through continual self-improvement. We read. We attend seminars and take courses. We listen. Knowledge is perishable, but the building of knowledge is also easy. Unlike bearing, decisiveness, or even enthusiasm, knowledge can be acquired equally by introverts and extroverts alike. All it takes is commitment.

Loyalty

Loyalty is an interesting leadership trait. You cannot build or gather loyalty. It must be given to you freely by those you lead. You can ask much from them, but you cannot tell them to be loyal. You earn loyalty in two ways. First you exhibit character worthy of loyalty. Your reputation is important. We follow those we admire and respect. Second, to be worthy of allegiance you must exhibit loyalty yourself. Loyalty flows two ways. If you are not sincere in caring about those over whom you have authority, how can you expect them to care about you or what you are trying to accomplish?

Tact

Leaders must use tact. This is a simple enough concept, but it often is not so simple to execute. Good people skills go a long way in the art of leadership. There are many ways to convey a message. No one appreciates an uncaring dismissal or a careless evaluation. Often the meaning of our message can be overpowered by its poor presentation. Where and how we communicate can be as important as the words themselves. The old adage of praise in public and reprimand in private is an axiom of effective leadership.

Unselfishness

Finally, leaders must be unselfish. Unselfishness is instantly recognized and appreciated. It manifests itself in many forms, from taking the time to properly prepare for class to being accessible after hours. Subordinates and followers need to know that their leader has their best interests at heart. This should be an especially easy trait for those who have committed themselves to education. Yet remember that in leadership, perception is nearly as important as reality. You know you have their best interests at heart, but that is not enough. They must know it, too.

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

by General Charles C. Krulak
USMC

Appendix 104: Core Values

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

- **Honor.** The bedrock of our character. The quality that guides Marines to exemplify the ultimate in ethical and moral behavior; never to lie, cheat, or steal; to abide by an uncompromising code of integrity; to respect human dignity; to have respect and concern for each other. The quality of maturity, dedication, trust, and dependability that commits Marines to act responsibly; to be accountable for actions; to fulfill obligations; and to hold others accountable for their actions.
- **Courage.** The heart of our Core Values, courage is the mental, moral, and physical strength ingrained in Marines to carry them through the challenges of combat and the mastery of fear; to do what is right; to adhere to a higher standard of personal conduct; to lead by example, and to make tough decisions under stress and pressure. It is the inner strength that enables a Marine to take that extra step.
- **Commitment.** The spirit of determination and dedication within members of a force of arms that leads to professionalism and mastery of the art of war. It leads to the highest order of discipline for unit and self; it is the ingredient that enables 24-hour a day dedication to Corps and Country; pride; concern for others; and an unrelenting determination to achieve a standard of excellence in every endeavor. Commitment is the value that establishes the Marine as the warrior and citizen others strive to emulate.

Appendix 105: General Krulak's ALMARs on the Characteristics that support Core Values

ALMAR 059/96: Integrity

- As Marines, we know ethical choices must be made in times of war and times of peace. Ours is a calling for which we cannot write all the rules in advance, therefore, Marines must possess moral consistency which is the essence of Integrity. **Honor**, Courage, and Commitment are the core values of every Marine and Integrity is the firm adherence to those values. Our very lives sometimes depend on our ability to have complete faith in the integrity of a fellow Marine. It is up to each and every one of us to put the Semper in Semper Fidelis ever day.
- If you're confused about what integrity means in an individual, consider how it applies in combat. Your weapon must fire without jamming. Your compass must point true north without fail. Your communication equipment must transmit successfully. In a plan, integrity means every part of a five paragraph order supports the same goal. Integrity is much the same when applied to people. It is strength of character to act properly at all times, particularly when no one is watching. It means being honest, candid, and upright always. People of integrity are sound, reliable, and consistent whether they are at work or on leave, in the field or in town, in front of others or by themselves. Integrity is faithful performance in every job, no matter how small. General Louis H. Wilson, the 26th Commandant, said, "True genius lies not in doing extraordinary things but in doing ordinary things extraordinarily well."
- When George Washington died, nations the world over sent representatives to his funeral. A historian has said they did not come to pay tribute to a founding president so much as to mourn the loss of a man of immense integrity. We remember the winter Washington spent as Valley Forge, not because of any battles he fought there but because in spite of cold, boredom, isolation and fatigue, he remained with his troops, carrying out his responsibilities faithfully. We should do no less.

ALMAR 128/96: Excellence

- From the shores of Tripoli in the early 1800's to the coast of Bosnia in the mid 1990's, Marines have always served beyond the call of duty, displaying the virtue of excellence. Our core values of Honor, Courage, and **Commitment** embody excellence and describe for us the core of who Marines are. At work, excellence is competence and dependability. In friendships, excellence is honesty and loyalty. In marriage, excellence is fidelity and unwavering commitment.
- Excellence goes hand in hand with sound moral character because Marines committed to excellence make the right moral decisions in all aspects of their lives. "The Marines," George Will wrote in the *Washington Post*, "are content be called an island of selflessness in a sea of selfishness." Marines pursue excellence because we embrace enduring standards of right and wrong, of courage and commitment, of honor and self-sacrifice.

- Excellence doesn't just appear in our lives; it must be learned and practiced. Marines must demand excellence in themselves and require excellence from one another. Aristotle said, "We are what we repeatedly do. Excellence, then, is not an act but a habit." Our quest therefore, must be constant – seeking it in our personal relationships, our leadership, and our personal activities.
- Marines are entrusted with a fundamental and solemn responsibility of government – the protection of our citizens and the security of the greatest nation in the world. This responsibility demands a personal commitment from each Marine to unwavering excellence. No goal less than excellence in our lives is worthy of our calling.

ALMAR 248/96: Character

- Marines are men and women of character, widely recognized for their moral excellence, selfless courage, committed principles, and sound judgments. Chacarter can be described as a "moral compass" within one's self that helps us make the right decisions even in the midst of shifting winds of adversity. Unwavering character encourages us to pursue honorable ideals. A wise person once declared, "ideals are like stars – we may never reach them but we chart our course by them."
- Character is developed everyday in garrison, on deployment, aboard ship, on duty or on liberty, wherever we are around the world. We are not born with character. It is developed by the experiences and decisions that guide our lives. Neither can we borrow the character or reputation of another. Each individual creates, develops and nurtures their own. That is why each of us must learn to make good moral decisions in our lives. When the right course of action is unclear, only the habit of doing the right thing, as practiced every day in all areas of our lives, can be counted upon. Well-developed character is our shield against fear and despair. That's why Napoleon said that in war, the importance of the moral, relative to the physical is three to one.
- Character is readiness. The Corps is a ready force, not a force that when called must struggle to get ready. Our challenge is to be a Corps of men and women who consistently represent the highest moral character in and out of uniform. Character creates a foundation on which successful military units are built. From this foundation, Honor, Courage, and **Commitment** will always be evident, providing the perfect description of a United States Marine.

ALMAR 373/96: Self-Control

- Self-control is a crucial value for all Marines to develop. It requires discipline, patience, self-understanding and a willing deference to others and the greater good. In a hectic world where so many things are beyond our control, self-control provides personal balance and a firm anchor of peace. Unfortunately, there is a small element within our society that discourages control, demands instant gratification of their desires, and encourages a lifestyle that fits the old axiom, "If it feels good, do it." That perspective is a deceptive lie. A life that seeks personal satisfaction above all other goals is a life of selfishness, loneliness, and faithlessness. This is the exact opposite of what every Marine embodies in "Semper Fidelis."
- As Marines develop self-control, they also improve their character. Making the right decision, even at personal expense or inconvenience, is a benchmark quality of the world's greatest fighting force. FMFM 1-0, states that "There is yet another element…that defines Marines, and that is selflessness: a spirit that places the self-interest of the individual second to that of the institution. That selflessness is stronger nowhere in American society than among Marines."
- The battlefield is chaotic and deadly, and it is on the battlefield that we hold the responsibility of enormous destructive power in our hands. There, most of all, self-control is the premier ethical virtue. FMFM 1-0 cautions, "simply because we bear arms and wield awesome power, we do not have limitless authority to unleash it without due requirement." As Marines, we have critical responsibility to develop self-control in ourselves and in those Marines we are charged to lead. Our dedication and commitment toward this effort will make our Corps better prepared for the challenges ahead.

ALMAR 029/97: Courage

- Courage is not the absence of fear, but is our personal assessment that something else is more important than the fear which confronts us. A life lived in fear is a life of bondage, while a life of courage is one which experiences liberty and freedom. Courage is the determination to make the best of whatever circumstances you find yourself in…regardless of the cost. More often than not that cost is not cheap. Shakespeare wrote, "Cowards die many times before their deaths; the valiant never taste of death but once."
- Courage is a necessary ingredient for living a life without regrets. It takes courage to make the right moral and ethical choices which confront us daily. Courage, acted out in our lives, watched out for the oppressed, speaks up for the weak, takes a stand against injustice and immorality and does so at our own expense. But the courage to take against what is popular and easy, when required, is the key to experiencing a clear and uncluttered conscience.
- United Stated Marines are renowned the world over for their courage both in war and peace. This fame and admiration which Marines have earned is based not on fearlessness but on each individual act of bravery and the willingness of Marines to subordinate their fears for a higher calling and a greater good.

ALMAR 294/97: Fidelity

- Fidelity is faithfulness and commitment to religion, country, family, institution, cause or person. The Marine Corps, in its richest traditions, has always taken a strong stand in favor of fidelity. Our very motto, "Semper Fidelis", "Always Faithful" does not differentiate between fidelity to one's country, one's Corps, or one's spouse. Our core values of Honor, Courage, and Commitment are intended to support Fidelity.
- Infidelity is the antithesis to moral courage, committed principles, and sound judgment – the trademarks of Marines. Regardless of whether Marines find themselves in the pitch of battle or maintaining a hard won peace, infidelity in any form undermines what the Corps has always been about…selfless sacrifice for others. From our origins at Tun Tavern, to the battlefields of Kuwait, our ethos of fidelity has been a source of inspiration to our friends and a source of terror to our enemies. Our hallowed Marine Corps was memorial bears the inscription, "Uncommon valor was a common virtue", as a breastplate bearing witness to the faithfulness and allegiance for the cause of freedom. This is fidelity in its purest form.
- The Marine Corps of the 21st century will continue to exist upon these enduring truths. Fidelity transcends generations. It is a trait for which Marines have always been and always be remembered.

ALMAR 012/99: Trust

- In his World War II memoir, *Goodbye Darkness,* William Manchester reminisced that, "Those men on the line were my family, my home. They were closer to me than I can say, closer than any friends had been or ever would be. They had never let me down, and I couldn't do it to them...Men, I now know, do not fight for flag or country, for…glory or any abstraction. They fight for one another. Any man in combat who lacks comrades who will die for him, or for whom he is willing to die is not a man at all. He is truly damned."
- Manchester's words serve as a constant reminder and challenge to us. On today's chaotic and violent battlefields, Marines will be sustained by the trust that they share with one another. This trust is built on character and integrity. It forms the absolute foundation of our ability to fight and win our nation's battles.

- The Corps has always built Marines from inside out. We focus on our core values of Honor, Courage, and Commitment because these qualities are essential components of character. Marines will face limitless uncertainty on the modern battlefield. Under such conditions, we cannot harbor doubts or questions about one another. We must have absolute faith that each Marine will do the right thing, no matter the cost or personal sacrifice required; and each of us must live to deserve the faith of our fellow Marines.
- Trust is essential to implementing the maneuver warfare doctrine established in MCDP-1, Warfighting. In the decentralized command and control environment necessary to develop tempo on the battlefield, the commander must have absolute confidence his junior leaders will carry out his intent; the junior leaders must have equal confidence their commander will support their initiatives and actions. More importantly, the Marines who execute the orders and dace the trauma and violence of the fight must have absolute faith in one another and their leaders.
- Semper Fidelis is not simply a motto. It is a way of life. Through our daily actions, we build the trust that is essential for success on the battlefield by making tough, potentially unpopular choices and by constantly maintaining the high standards of our country and the Corps. Just as no one else can take away our integrity, no one can give it to us either. We must earn it every day. That is done by trust.

Appendix 106: Officer/Enlisted Oaths, NCO/Staff NCO Creeds

Oath of Office

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

Oath of Enlistment

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

NCO Creed

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

Staff NCO Creed

I am a Staff Noncommissioned Officer in the United States Marine Corps. As such, I am a member of the most unique group of professional military practitioners in the world. I am bound by duty to God, Country and my fellow Marines to execute the demands of my position to and beyond what I believe to be the limits of my capabilities.

I realize I am the mainstay of Marine Corps discipline, and I carry myself with military grace, unbowed by the weight of command, unflinching in the execution of lawful orders, and unwavering in my dedication to the most complete success of my assigned mission.

Both my professional and personal demeanor shall be such that I may take pride if my juniors emulate me, and knowing perfection to lie beyond the grasp of any mortal hand, I shall yet strive to attain perfection that I may ever be aware of my needs and capabilities to improve myself. I shall be fair in my personal relations, just in the enforcement of discipline, true to myself and my fellow Marines, and equitable in my dealing with every man.

Appendix 107: Developing Subordinate Leaders

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

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

Appendix 108: Marine Corps Order 1700.28 – Hazing

Purpose

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

Background

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

Definition

- Hazing is defined as any conduct whereby one military member, regardless of Service or rank, causes another military member, regardless of Service or rank, to suffer or be exposed to an activity, which is cruel, abusive, humiliating, or oppressive.
- Hazing includes, but is not limited to, any form of initiation or congratulatory act that involves physically striking another to inflict pain, piercing another's skin in any manner, verbally berating another, encouraging another to excessively consume alcohol, or encouraging another to engage in illegal, harmful, demeaning or dangerous acts.

- Soliciting or coercing another to participate in any such activity is also considered hazing. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature.
- Hazing does not include mission or operational activities; the requisite training to prepare for such missions or operations; administrative corrective measures; extra military instruction as defined in the reference; command authorized physical training; authorized incentive training permitted at the Marine Corps Recruit Depots; and other similar activities authorized by the chain of command.

Policy

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

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

Action

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

PROFESSIONAL DEVELOPMENT REFERENCES: 200-299

Appendix 200: MOS Roadmaps

Description

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

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

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

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

Each graduate of an entry-level, MOS-granting school is provided a copy of his or her MOS Roadmap and a related period of instruction. Copies are also available for downloaded from the TECOM MOS Roadmap website:
http://www.tecom.usmc.mil/g3/roadmap.php

Mentoring

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

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

Appendix 201: Common Combat Skills Checklist

Marine Mentee Name:	**Date:**

Military Skills		**Last Score**	**Date**	**Projected Score**	**Date**
BLOCK TRAINING	Annual				
PFT	Semi-Annual				
Weigh-in	Semi-Annual				
NBC	Annual				
Rifle Range	Annual				
Pistol Range	Annual				
BST	Annual				
Swim Qual	Annual				
MCMAP	Weekly				

Required Classes		**Previous**	**Next**
STD/HIV PREV	Annual		
Suicide Awareness	Annual		
Alcohol/Drug Prev.	Annual		
*Tobacco Cessation	As Required		
Stress Management	As Required		

Leadership		**Previous**	**Next**
Counseling	As Required		
**Equal Op Program	Annual		
**Security Training	Annual		
Motorcycle Safety	As Required		
Driver Improvement	As Required		
Troop Info Program	On-Going		
Family Planning	Check-In		
Financial Planning	As Required		

PME	**Current Course**	**Projected Completion Date**
Distance Education		
Resident PME		
Prof. Reading		
Cmd. Sponsor PME		
Off Duty Education		

Mission Oriented Training		**Previous**	**Next**
MOS Training	**As Required**		
W/C Supv. Training	Quarterly		
**Job Safety Trng	Annual		
**Haz. Comm.	Annual		

Administrative/Health				**Item**	
Gas Mask		Trousers		Blood Type	
Inserts		Boots		MOPP Suit	
Blouse		Cover		Helmet	
Recall Info					
Next Of Kin Info					
Mil. ID & ID Tags					
Gas Mask Size:		GLASSES		ALLERGY TAGS	
		SPARE		GAS MASK INSERTS	
Family Care Plan##					
DEERS		Spouse		Children Qty: _____	
Will					
Power of Attorney					
S.G.L.I.					
R.E.D.					
Family S.G.L.I.					
Family Dental Plan					
Exceptional Family Member Program					
Fit Reps/Pro-Cons					
Medical Readiness					
Physical Exam		Date:		Notes:	
Dental Exam		Date:		Notes:	Class:
Vaccinations		Notes:			
Vision		Notes:			
Hearing		Notes:			
Medications		Notes:			
Allergies		Notes:			
Flight Physical Exam		Date:		Notes:	
Notes:					
* not mandatory, but should be made available by the command. ** Training required upon check-in to the command *** To satisfy PME requirements and become more competitive for promotion, enlisted Marines should complete appropriate distance education and attend resident course for their grade (requirements for grade are outlined in the Annual Training Plan. # Personnel requiring Corrected vision ## Dual Military and Single Parents ### Married or Single with family members only					

Appendix 202: CMC Professional Reading List

Private to Lance Corporal

- *A Message to Garcia*
- *Rifleman Dodd* by C.S. Forster
- *The Killer Angels* by Michael Shaara
- *The Soldier's Load* by S.L.A. Marshall
- *The Defense of Duffer's Drift* by E.D. Swinton
- *Black Hawk Down* by Mark Bowden
- Constitution of the United States

Corporal to Sergeant

- *The Red Badge of Courage* by Stephen Crane
- *Battle Leadership* by Adolph Von Schell
- *With the Old Breed at Pelelieu and Okinawa* by E.B. Sledge
- *The Bridge at Dong Ha* by John Miller
- *Gates of Fire* by Steven Pressfield
- *The United States Marines: A History* by BGen E.H. Simmons
- *The Last Full Measure* by Jeff Shaara
- *Flags of Our Fathers* by James Bradley
- *Fields of Fire* by James Webb
- *Tip of the Spear* by Sgt G. J. Michaels

Staff Sergeant

- *The Art of War* by Sun Tzu (Griffith translation is recommended)
- *The Forgotten Soldier* by Guy Sajer
- *Pegasus Bridge* by Stephen Ambrose
- *We Were Soldiers Once and Young* by Moore and Galloway
- *Phase Line Green-The Battle for Hue 1968* by Nicholas Warr
- *The Village* by Francis West
- *This Kind of War* by T.R. Fehrenbach
- *The Arab Mind* by R. Patai
- *Attacks!* By Erwin Rommel

Gunnery Sergeant

- *Semper Fidelis: The History of the U.S. Marine Corps* by Allan Millet
- *Navajo Weapon* by Sally McClain
- *Citizen Soldiers* by Stephen Ambrose
- *Breakout* by Martin Russ
- *My American Journey* by Colin Powell
- *Unaccustomed Fear* by Roger Willock
- *Savage Wars Peace* by Max Boot
- *Command in War* by Martin Van Creveld

Master Sergeant and First Sergeant

- *Bayonet Forward!* By Joshua Chamberlain
- *Seven Pillars of Wisdom* by T.E. Lawrence
- *Defeat into Victory* by William Slim
- *Band of Brothers* by Stephen Ambrose
- *Strong Men Armed* by Robert Leckie
- *The Mask of Command* by John Keegan
- *War in the Shadows* by R. B. Asprev
- *The Face of Battle* by John Keegan

Master Gunnery Sergeant to Sergeant Major

- *First to Fight* by Victor Krulak
- *Fortune Favors the Brave* by Bruce Myers
- *Reminiscences of a Marine* by John A. Lejeune
- *No Bended Knee* by Merill Twining

Warrant Officer

- *Small Wars Manual*
- *Leading Marines* MCWP 6-11
- *Victory at High Tide* by Robert Haint
- *The Armed Forces Officer* by S.L.A. Marshall
- *The Quiet American* by Graham Greene

Officer Candidate, Cadet, Midshipman

- *Beat to Quarters* by C.S. Forester
- *A Message to Garcia*
- *The United States Marines: A History* by BGen E. H. Simmons
- *MCDP-1 Warfighting*
- *Chesty* by Jon Hoffman

Second Lieutenant

- *Rifleman Dodd* by C.S Forester
- *On Infantry* by John English & Bruce Gudmundsson
- *This Kind of War* by T. R. Fehrenback
- *Cleared Hot* by Bob Stoffey
- *Fields of Fire* by James Web
- *Chancellorsville* by Stephen W. Sears
- *The Easter Offensive* by G. H. Turley
- *The Face of Battle* by John Keegan
- *The Arab Mind* by R. Patai

First Lieutenant and Chief Warrant Officer 2

- *The Ugly American* by Lederer and Burdick
- *Reminiscences of a Marine* by John a Lejeune
- *A People Numerous and Armed* by John Shy
- *All for the Union* by Elisha Hunt Rhodes
- *The Storm of Steel* by Ernst Junger

- *Once an Eagle* by Anton Myrer
- *Company Commander* by Charles B. MacDonald
- *The Forgotten Soldier* by Guy Saier
- *Utmost Savagery* by Joseph Alexander
- *Attacks*! By Erwin Rommel

Captain and Chief Warrant Officer 3

- *The Art of War* by Sun Tzu (Griffith translation is best)
- *Fields of Battle* by John Keegan
- *Goodbye Darkness* by William Manchester
- *From Beirut to Jerusalem* by Thomas Friedman
- *Unaccustomed to Fear* by Roger Willcock
- *Command in War* by Martin Van Creveld
- *Eagle Against the Sun* by Ronald Specter
- *Stonewall in the Valley* by Robert G. Tanner
- *Savage Wars of Peace* by Max Boot
- *Infantry in Battle compiled* by George C. Marshall
- *Field Artillery and Firepower* by J.B.A Bailey
- *Terrorism Today* by Christopher Harmon

Major and Chief Warrant Officer 4

- *Grant Takes Command* by Bruce Catton
- *The General* by C.S. Forester
- *On War* by Karl von Clausewitz (Howard ad Paret)
- *European Armies* by Hew Strachan
- *The Guns of August* by Barbara Tuchman
- *The Mask of Command* by John Keegan
- *A Bright Shining* Lie by Neil Sheehan
- *Crucible of War* by Fred Anderson
- *Strategy* by B. H. Liddell Hart
- *The Glorious Cause* by Robert Middlekauff
- *For the Common Defense* by Millet and Maslowski
- *Battle Cry of Freedom: The Civil War Era* by James M. McPherson
- *The History of the Peloponnesian War* by Thucydides ("The Landmark" version by Strasser recommended)
- *A Revolutionary People at War* by Charles Royster
- *Defeat into Victory* by William Slim

- *Patton: A Genius for War* by Carlo D'Este
- *The Army and Viet Nam* by Andrew F. Krepinevich
- *Seven Pillars of Wisdom* by T. E. Lawrence
- *One Hundred Days* by ADM Sandy Woodward
- *The Lexus and the Olive Tree* by Thomas L. Friedman
- *Supplying War* by Martin Van Creveld
- *Masters of War* by Michael I. Handel
- *The Roots of Blitzkrieg* by James S. Corum
- *Frontiersmen in Blue* by Robert M. Utley

Colonel to General

- *Abraham Lincoln and the Second American Revolution* by James McPherson
- *Supreme Command* by Eliot Cohen
- *All Quiet on the Western Front* by Erich Remarque
- *War and Peace* by Leo Tolstoy
- *Military Innovation in the Interwar Period* by Murray and Millett
- *The Rape of Nanking* by Iris Chang
- *Dereliction of Duty* by H. R. McMaster
- *Diplomacy* by Henry Kissinger
- *Carnage and Culture* by Victor Davis Hanson
- Crusade in Europe by Dwight D. Eisenhower
- *Memoirs of General W. T. Sherman*; Edited by William S. McFeely
- *Feeding Mars* by John Lynn
- *Eisenhower's Lieutenants* by Russell S. Weigley
- *Fleet Tactics and Coastal Combat* by Wayne P. Hughes Jr.
- *Generalship: Its Diseases and Their Cure* by J. F. C. Fuller
- *Inventing Grand Strategy and Teaching Command* by Jon T. Sumida
- *The Campaigns of Napoleon* by David G. Chandler
- *The Conduct of War* by J. F. C. Fuller

PHYSICAL/EMOTIONAL WELLNESS REFERENCES: 300-399

Appendix 300: Dealing with Combat Operational Stress

It's not unusual for anyone participating in combat or seeing its aftermath to be filled with complicated and conflicting emotions -- including fear, sadness, and horror -- all legitimate reactions to the combat experience. Even Marines who haven't been in direct combat, but have been through a life-threatening situation, seen enemy or civilian casualties, had a friend die, or been in charge of prisoners of war, can experience the many feelings that come together as a Combat and Operational Stress Reaction (COSR).

It's important to understand that strong feelings are a natural reaction to being confronted with danger. The feelings are part of the "fight or flight" response that makes you alert and vigilant, and puts you in high gear.

But a reaction to combat stress can be disturbing, especially when you are in a situation that requires you to appear strong and courageous. And sometimes reactions to combat stress can interfere with a Marine's ability to do his or her job -- whether that job is on the front or back at home. It's important to learn to recognize signs of a reaction to combat stress -- in yourself, in another Marine, or in a family member who has returned home from a war zone. Knowing when and where to seek professional help -- and knowing that it's the right thing to do -- is a critical step toward getting better.

What is combat stress?

Feeling stress in a war zone is, as one Navy psychiatrist said, "a normal reaction by a normal person to an abnormal, horrific situation." The stress you feel helps you brace for danger. But you can sometimes witness an event so severe or experience a threat so prolonged that your body may continue to maintain that state of high alert long afterwards, when your body and mind need to rest.

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

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

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

Signs of combat stress

The signs that someone is suffering from combat stress can be physical, mental, emotional, or behavioral. Keep in mind that just having certain symptoms doesn't necessarily mean that you need help. You are likely to experience at least some of these signs as a normal reaction. This normal reaction can last from a few days to a few weeks. When you see any of these symptoms in yourself or someone else, be alert to how severe the symptom is and how long it lasts. If it interferes with your ability to do your job or interact with other people, it is important to get professional help.

Here are some of the possible signs of a combat stress reaction. (The first two items in each list are generally earlier warning signs.)

- Physical signs
  - exhaustion
  - inability to fall asleep or stay asleep
  - sweating, heart pounding
  - nausea, frequent urination, or diarrhea
  - jitters, trembling, or jumpiness
  - numbness, tingling, or total loss of function of limbs or other body parts
- Mental signs
  - difficulty concentrating, confusion
  - inability to make decisions, to process information
  - nightmares
  - memory loss
  - flashbacks, reliving the trauma
  - loss of a sense of what is real
  - hallucinations or delusions (not taken care of by adequate sleep)
- Emotional signs
  - fear, worry, extreme nervousness
  - irritability, anger
  - mood swings
  - despair and sadness
  - feelings of isolation
- Behavioral signs
  - carelessness or recklessness
  - outbursts of anger or aggressiveness
  - staring into space, sometimes called the "thousand-yard stare"
  - inability to do your job
  - increased use of alcohol or drugs
  - misconduct or crime
  - complete unresponsiveness to others

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

Depression

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

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

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

What causes a severe reaction?

No one knows for certain why some people have stronger stress reactions than others do. People seeing combat for the first time may be at higher risk, but service members with past combat experience may also have stress reactions. People with pre-existing psychological problems may be more at risk. Anyone who sees something particularly gruesome or is part of a terrifying situation may also be at high risk. Even the most seasoned Marine can have a severe reaction under certain conditions.

Here are just some of the things that could contribute to a stress reaction, alone or in combination:

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

- trouble or bad news from home (even good news if uncertainty is involved, such as a new baby coming soon)
- lack of information, leading to exaggerated fears and loss of perspective

Modern warfare may add some other factors, such as

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

How you can help yourself and the people around you

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

- Provide a sense of physical well-being.
  - When possible, try to remove physical stress, with food, a shower, and a nap.
  - Drink plenty of nonalcoholic fluids and avoid exclusive use of caffeinated or carbonated drinks, which can be dehydrating.
  - Restore a routine as soon as possible, with regular meals, sleep, and exercise.
- Take care of your mental health.
  - Say positive things to yourself, such as “I can do it” or “Easy does it.”
  - Remember that combat stress reactions are common to all ranks, all races, both genders, and to military personnel from all walks of life.
  - When you can, talk about what you are going through with others who have had similar experiences. They are probably feeling a lot of the same feelings that you are.
  - Share your worries, including concern that someone’s behavior is worrying you.
  - Work to build trust, communication, and a reliable flow of information within your unit. Participate in unit after-action debriefings if possible.
  - Remember that risk of injury and death is “built-in” to all military operations.
  - Ask for reasonable help in managing problems at home from a distance.
- Learn about combat stress.
  - Know the signs of a combat stress reaction.
  - Understand that the reaction is normal and that you can recover from it.
  - Don’t demean anyone who has a severe reaction.
- Get professional help if a stress reaction is interfering with your work or your interactions with other people.

Habits that can help you manage stress

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

- *Eat nutritious food* in moderation; avoid foods with lots of salt and sugar; reduce your intake of caffeine and alcohol, and drink plenty of water.
- *Exercise*. It can reduce stress and be an effective treatment for depression and anxiety.
- *Seek out social support*. Research shows that spending time talking with friends can make you feel better and have a significant effect on your health.
- *Talk or write about your emotions.* Talking and writing about your feelings can help reduce tension and relieve stress.
- *Address your spiritual needs.* Some people find strength in some form of prayer or through discussing their concerns with a chaplain.
- *Have a sense of humor*. Sometimes humor can help you look at stressful situations from a different perspective.
- *Try deep breathing.* Breathe in to a slow count of five, then breathe out to a slow count of five, and repeat for several minutes. This can relax both your body and mind. Techniques such as meditation and visualization can also help.

Seeking professional help

Combat and Operational Stress Reaction is common and can be helped. If you are suffering from a combat stress reaction that is interfering with your work or your interactions with other people, it is important to get professional help. In fact, it is critical to the strength of your unit to treat a stress reaction promptly and to learn ways to deal with the stress. If you are at home, it is critical to our overall health and to your relationships with friends and family. Finding help is the right thing to do, just as supporting other Marines who seek help is the right thing to do. The earlier you identify the signs of a severe stress reaction in yourself or in another service member, the faster and fuller recovery can be.

Treatment strategies include:

- *Operational Stress Control and Readiness (OSCAR) teams*, which the Marine Corps has begun to set up with infantry units close to the front, consisting of a psychiatrist or psychologist, a Staff NCO, and a chaplain. There are also combat stress platoons with some units. The job of these teams is to evaluate, treat, and educate Marines suffering from combat stress, and, in most cases, return them to their unit without referring them to higher-level care. Treatment by these teams is based on a method called **PIES**. (**Proximity**, which calls for treatment as close to the front as possible so that the Marine still feels a part of his or her unit; **Immediacy**, which puts a high priority on prompt, quick treatment, usually for no more than three days; **Expectancy**, which fosters the attitude that this is a temporary need for recuperation; and **Simplicity**, which encourages the use of the simplest, most direct approach to treatment.)

- *Critical Incident Stress Management (CISM),* where you can talk about an event that might have triggered the reaction in a supportive environment.
- *Religious or spiritual support*, from a chaplain or counselor.
- *Distraction*, such as sports events, movies, or exercise.

If you are already away from the front and feel that you need to talk to someone, seek out the medical facility that is supporting your unit, which may have an Operational Stress Control and Readiness team. If not, your primary care manager can refer you to the right person for help.

Delayed stress reactions

A combat stress reaction can be delayed, which means that may begin to feel the effects only after you return home. It's also possible that for a time you may continue to react as you did while deployed -- for example, dropping to the ground when you hear a loud noise -- behavior that was a normal reaction in combat, but that may seem abnormal to others back at home. Your family will need to learn about combat stress reactions so that they can help you if you need it. Families can help by letting you establish your own schedule for talking about what you've been through -- that is, by listening when you are ready to talk -- and by recognizing that you may need time to adjust to the changes that have happened in your absence.

Resources

There are many resources for help at home for Marines and their families. On the installation, you can go to:

- a medical treatment facility, clinic, or hospital, where you can ask to speak to a counselor or mental health professional
- a chaplain or other spiritual advisor

If you don't live on the installation, or you would rather speak with someone off the installation, you can:

- call the MCCS One Source program at 800-869-0278 or go to the Web site at www.mccsonesource.com (user name: marines; password semperfi)
- call or go to a community mental health center (your state's office is listed at www.ncd.gov/mental.htm)
- call the Veterans Administration (if active duty or reserves) at 800-827-1000, or visit the Web site at www.va.gov.
- call the local chapter of the American Red Cross for a referral or for information about a deployed family member or visit the Web site at www.redcross.org.
- for family members, find a private psychologist or social worker through a personal referral or by searching the Web sites of organizations such as the American Psychological Association (apa.org) or the National Association of Social Workers (naswdc.org).

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Appendix 301: When a Marine May Be at Risk of Committing Suicide

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

Warning signs

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

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

cars or other property, engaging in inappropriate sexual activity during work hours, or acting in rude or threatening ways with others.

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

What you should do

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

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

Here are two ways to intervene:

- Call the emergency contact listed in the Marine's personnel file and tell the person that you are worried about the Marine's safety. Ask the person to come and pick the Marine up and take him to the emergency room at the local hospital where they can check on the safety of the Marine.
- Call 911 and ask for someone to come and take the Marine to the emergency room at the hospital to be checked for safety. The emergency response personnel will want to know what prompted your concern and you should tell them what the Marine said that caused you concern.

- If the Marine says that she is not planning on hurting herself, offer the following support:
  - Let the Marine know that thoughts of suicide are usually related to problems that can be treated. Explain that most people who get treatment successfully recover.
  - Tell the Marine to contact his therapist right away if he is in treatment. Give him a private room to call the therapist.
  - If the Marine is not currently receiving treatment, give him the number of your Marine assistance program (EAP). Tell the Marine that he can speak confidentially to

an EAP counselor who has experience in helping with the kind of concerns he is having. Or ask the Marine if you can call the EAP and have him talk directly to one of the counselors over the phone. Ask the Marine if you can tell the consultant the reasons for the call. If the Marine agrees, call the EAP and get a consultant on the line. Then give the phone to the Marine. Leave the room so the Marine has privacy.

- You might also remind the Marine that he can also call 911 or 800-SUICIDE, the national suicide hot line. This line also helps people who are dealing with crises that do not involve suicide.

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

Remember that help is available

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

- *Talk to your boss.* Remember that you and your organization share responsibility for the well-being of Marines at work. Be sure to let your manager know if you believe that others are also aware that the Marine may be at risk for suicide. Talk about how to handle the situation if other Marines bring up the subject with you.
- *Contact the EAP.* Find out what else, if anything, you need to do to help the Marine and other members of your group. It can be extremely troubling to realize that a member of your team may be thinking of suicide. But it is vital to remember that suicide has complex causes and that you alone cannot "save" or solve the problems of someone who is feeling great pain. Your job as a manager is to show that you care and want to help with any work-related difficulties that are contributing to the problem.

This includes making sure that your Marine knows about sources of support that are available to him or her. It is essential to act promptly so that your Marine gets the immediate help he or she needs.

Appendix 302: Drug/Alcohol Abuse: Warning Signs

If you are concerned that you may have a drug or alcohol problem, it's important to know what the warning signs of substance abuse are. It's also important to find out what kinds of help are available. Left untreated, drug and alcohol abuse can have serious consequences, including significant health problems and damage to relationships with family members and others. With professional help, these kinds of problems can be limited or avoided.

The following information isn't meant to take the place of a formal drug or alcohol assessment, but it will help you decide whether you need outside help. Although this information is written primarily for people who are concerned about their own alcohol or drug use, it can also help if you are concerned about a family member or friend's alcohol or drug use.

A problem for all kinds of people

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

Warning signs

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

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

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

Other indications

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

The importance of getting help

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

Treatment options

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

Treatment options fall generally into the following categories:

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

Formal assessments

Most treatment begins with a “formal assessment” of a drug or alcohol problem. This is an evaluation to determine the severity of the problem and the best course of treatment. This is a face-to-face assessment usually performed by a chemical dependency counselor or a mental health professional with training in substance abuse or addiction. It can be performed at a treatment program or by a qualified professional, who, after the assessment is completed, can make a referral to an appropriate treatment program.

Getting help

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

Appendix 303: Commonly Asked Questions about Addiction

Q: Why do people continue to use drugs or alcohol even when using these substances causes their lives to fall apart?

A: Addiction is a disease that is characterized by compulsive substance use, loss of control, and substance use despite negative consequences. There is a point in the progression of the disease where the addict no longer makes conscious choices about how often or how much to use. This is often referred to as "crossing the line." At this point, even though the addict recognizes that his behavior is destructive to himself and those around him, he continues to use because the compulsion is beyond his control.

It is important to understand that all mood-altering chemicals (like drugs and alcohol) cause changes in the chemistry of the brain, which lead to changes in thinking and feelings. These changes allow the addict to justify behavior that a non-addict would find inexcusable; these changes also explain why an addict may feel guilty and remorseful about his behavior but continue to repeat it.

It is often only when an addict stops using for some period of time that he is able to see the damage caused by his addiction. Then the addict often finds himself grappling with strong feelings of guilt for causing his loved ones so much pain. Unfortunately, the guilt may act as a trigger that causes him to return to substance use as a way to escape those painful feelings.

Q: What are the chances that someone will fully "recover" from her addiction following completion of a substance abuse treatment program?

A: There is no reliable way to predict this. However, there are three factors that seem to be significant in determining whether a person will be successful at remaining sober over a long period of time. People who enter recovery with strong family support, who have a job, and who get involved with a Twelve-Step Fellowship seem to have the best chance of recovery.

However, it is also important to understand that addiction is a chronic disease. It is the only disease where relapse is seen as a failure. Research indicates that the majority of people go through three episodes of treatment before achieving long-term sobriety, so the fact that a person has relapsed does not mean that she will not be successful in a future attempt to get sober.

Q: My friend's insurance benefits will not cover an in-patient treatment program. Does he have a good chance of staying clean and sober if he participates in an out-patient treatment program instead?

A: When treating addiction, it is important to remember that no treatment model is right for everyone. These days, treatment decisions are based on a number of factors, including

- previous treatment history
- history of relapses
- family support
- psychiatric or mental health problems other than addiction
- physical health

As a general rule, the process of assessing a person for treatment includes taking a thorough history, as well as looking at his present situation. Based on that information, a level of care decision is made. Although the model of the 28- or 30-day rehab is the one that most people are familiar with, there can be serious drawbacks to this course of action. That model does not have a higher success rate, or a lower relapse rate than other methods of treatment. In general, most people in treatment do well when they are removed from the people, places, and things that act as triggers to drug use. But once they return to their usual environment and encounter those triggers, they often have a difficult time remaining sober.

Research has consistently demonstrated that a significant factor in successful treatment is the number of face-to-face hours a person receives in treatment. Often, the number of face-to-face hours is higher with an out-patient program than an in-patient program. Research also indicates that a less intense level of treatment, spread over a long period of time, is more effective than an intensive, short-term treatment.

Recovery is ultimately about learning how to live without using drugs and alcohol. The more that someone is able to continue to live a normal life while engaging in treatment, the better his chances are of developing the skills needed to do that.

There are people for whom in-patient rehab is the preferred treatment, but this is not true for all people. The single best predictor of successful long-term recovery is involvement with a Twelve-Step Fellowship. Many more people get and stay sober in programs such as Alcoholics Anonymous or Narcotics Anonymous than in traditional rehab. So the fact that a person does not have medical coverage for in-patient treatment or does not meet the criteria for admission to an in-patient program does not mean that his treatment on an out-patient basis will be a failure.

Q: When a person has a substance abuse problem, isn't he just committing suicide slowly?

A: There is no question that addictive behavior is self-destructive behavior. There are many addicts who are suicidal, and there is a high rate of suicide among addicts. However, it is also important to understand that the addict is a person with a disease that is treatable. It is often the fact that the addict has no control over her own behavior, sees her life falling apart, and feels powerless to change things that cause the suicidal feelings, rather than her having an underlying wish to die that predated the addiction.

All mood-altering chemicals (such as drugs and alcohol) are either central nervous system depressants or have a depressant rebound effect. So someone who is addicted to drugs or alcohol is usually depressed due to the action of the drugs on the central nervous system. Usually, when the addict stops using for some period of time, the depression begins to lift. The exception to this is a person who has been using large quantities of cocaine. Cocaine blocks the brain's re-uptake of dopamine, which is the body's "feel good" neurotransmitter. It is this depleted level of dopamine that is associated with clinical depression. Thus, cocaine addicts often complain of chronic, long-term depression, even after they stop using the drug. People who suffer from both psychiatric and addictive disorders need to be evaluated and treated for both conditions.

Q: If I only drink beer on the weekends, how can I be an alcoholic?

A: Addiction is not defined by what, how much, or how often you drink. It is defined by what happens when you drink. So, if you drink only on the weekends, but have blackouts, are violent, or pass out when you drink, these are indicators that you are an alcoholic. Being unable to reliably control the quantity of alcohol that you consume is another indication of alcoholism. Therefore, if you frequently find yourself drinking more than you intended to drink, this suggests that you need to take a closer look at your drinking habits.

It is also important to remember that the alcohol in beer is exactly the same chemical as the alcohol in wine or whisky. In fact, a person who drinks twelve 12-ounce beers has consumed the same amount of alcohol as the person who drinks twelve shots of whisky.

There are different patterns of alcoholic drinking. Some people drink around the clock and maintain a fairly constant level of alcohol in their blood; others are binge drinkers who drink heavily but sporadically. What is important to remember, however, is the compulsive nature of the drinking, the loss of control associated with it, and that fact that the pattern continues even after there are negative consequences.

Q: My father and my grandfather were alcoholics. Does that mean that I will become one?

A: The evidence is that alcoholism runs in families and that the link is genetic. According to recent statistics, the child of an alcoholic is about 4 times more likely to become an alcoholic than the child of a non-alcoholic. However, the truth is that no one knows for sure why one person becomes an alcoholic while another person does not. Although a person may have a genetic predisposition to become an alcoholic, she also has some immunity to the disease. Some people suggest that as much as a third of the population in the U.S. have a genetic predisposition toward alcoholism, but a third of the population is not alcoholic.

There are a couple of suggestive statistics. People who develop a full-blown addiction have a high incidence of childhood abuse, attention deficit disorder or attention deficit/hyperactivity disorder, and co-morbid conditions such as bipolar disorder. One possibility is that factors such as these may affect the immunity that one carries for the disease, so that people who have had certain experiences or some kinds of mental health problems may be more at risk for becoming addicts.

There is also evidence that addiction often skips a generation. What may be operating here is that a person who grows up with an alcoholic parent sees the devastation caused by the drinking and therefore does not drink. However, when the next generation comes along, it does not have that deterrent. So, grandchildren of alcoholics may have no reason to think that they carry the genetic predisposition and are at risk if they drink.

To become an alcoholic, a person probably needs to have the genetic predisposition for alcoholism. In addition, a person has to drink past his immunity to the disease and there are many factors that contribute to the strength of one's immunity. If alcoholism runs in your family, you should be aware of the risks and you should be careful about your drinking, but you should also know that the fact that you have a family history of alcoholism does not determine your future.

Appendix 304: Semper Fit Programs

What is Semper Fit? Who can use these programs?

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

How do I enroll in the program?

No enrollment is required.

How long may I be enrolled in the program?

Eligible patrons may participate in available programs as long as they have a current military I.D. card.

What are the services of the program?

- Recreation Programs include:
  - Outdoor Recreation-Gear Issue and Programs
  - Aquatics Programs and Facilities
  - Parks and Pavilion Facilities, and Skate Parks
  - Camping and RV sites
  - Marinas, Beaches and Lakes
  - Horse Stables and Programs
  - Recreation Centers (Community and Single Marine Program)
  - Wood Hobby Shops, Arts and Crafts, Pottery, and Framing
  - Auto Skills
  - Golf Courses
  - Bowling Centers
  - Information, Travel, and Tours – ticket sales
  - Movie Theaters
  - Base Varsity (Community) level sports to provide a higher level of competition between other Marine Corps Bases locally.
  - Other base level programs may include cycling clubs, running programs, and other expanded sport functions unique to that individual base.
- Athletic Programs include:
  - Base level Intramural Sports to include, but not limited to softball, flag football, soccer, volleyball, basketball, racquetball, tennis, and many other team and individual sports.
  - Athletes with more exceptional skills may apply for various All-Marine Corps teams. The All-Marine Program prepares Marine athletes to advance to the Armed Forces Championships and the International Military Sports Council (CISM) Championships.

- CISM Championships are military championships between other participating countries. Every four years, the International Military Sports Council holds a Military World games, similar to that of the Olympics, but exclusively for military athletes.
- There are many various programs available at each base. Check with your local Athletic Director for further information.

- Fitness Programs include:
  - State of the Art Facilities and Equipment
  - Certified Personal Trainers and Clinical Exercise Specialists
  - Group Exercise Conditioning and Classes
  - Special Fitness Activities and Events

- Health Promotion Programs include:
  - Wellness Centers with Education Materials
  - Classes and Seminars
  - Consultations

Semper Fit Helps You …

- To improve your mental and physical performance
- To learn and practice a healthier lifestyle
- To participate in your favorite sports
- To relax and enjoy your favorite recreation activities
- To lessen stress
- To enhance Quality of Life
- To achieve and maintain your physical fitness goals
- To feel more at home in the military community

For additional information on your local Semper Fit program: Visit the Marine Corps Community Services website at:

http://www.usmc-mccs.org

PERSONAL FINANCE REFERENCES: 400-499

Appendix 400: Ten Tips for Living within Your Means

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

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

Appendix 401: Four Steps to Reduce Your Debt

1. Admit that you have a problem and commit yourself to fixing it.

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

2. Stop debt spending.

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

3. Track your spending and make a spending plan.

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

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

4. Pay down your debts month by month. Pay them off one by one.

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

Appendix 402: The Personal Financial Management Program (PFMP)

The program provides financial education, training, counseling, information and referral. A solid understanding of your personal financial situation and prospects will give you a better chance of achieving financial success during your career and help you build confidence in facing financial challenges and responsibilities. These services are free of charge and part of your benefits by serving in the Marine Corps. We can help improve your understanding of financial information in the following areas:

Financial Planning Money Management

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

Investment Planning

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

Retirement and Estate Planning

- Consumer Benefits and Rights Entitlements and Benefits
- Retirement Planning, REDUX
- Veterans' Benefits

Useful Web Sites

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

For more information about the PFMP Program

- Visit the Marine Corps Community Services web site at http://www.usmcmccs.org/perssvc/mobility/pfmp/index.cfm.

Appendix 403: Instructions for Completing Your Financial Management Plan

Step 1: Monthly Net Income After Deductions

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

Step 2: Monthly Basic Expenses

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

There are some items, which are due on a non-monthly basis (once a quarter or yearly expenses, such as car insurance and vacations). For these non-monthly bills, take the total amount spent in a year and divide by 12 months to determine a monthly estimated amount. Such non-monthly expenses are called SAVE items because you need to save up for them. Put a check in the box beside all SAVE items. Other items such as utilities may vary with the time of the year. It may be helpful to take advantage of a “budget plan” option (offered by your utility companies) that would give you a consistent amount to plan on each month.

Skip items that do not apply to you and go on to the next item. Also, skip any items which are automatically deducted from your paycheck before you get it because they are already accounted for in your plan. List any small expense items not included in the Basic Expenses list such as newspapers, magazine subscriptions, and incidentals in the “miscellaneous” lines provided.

The more accurate you can be with your expenses, the more realistic your planning information will be. You may want to look back in your checkbook for actual amounts spent over the last month or two.

When you have filled in all these amounts, add them up and enter the total in the Total Monthly Basic Expenses line. Make a separate tally of all the checked SAVE items and place this total on last line in the Summary section of the form. This total indicates the amount of money you need to "Save" each month in order to be prepared for your non-monthly expenses.

Step 3: Outstanding Debt

Under the OUTSTANDING DEBT section, list all your past due amounts and debts such as credit cards, bank loans, consolidation loans, student loans, taxes owed (either state or federal), unpaid medical expenses and any other debts you owe.

First list any past due amounts to Mortgage/Rent, Utilities (list each separately), and Car payments, plus any arranged payment amounts for each.

Then list all your creditors by name in the "Creditor Name" column. Put the interest rate charged for each debt in the "Interest Rate" column; enter the total amount owed to each in the "Account Balance" column, and the minimum amount of the monthly payment requested in the "Monthly Payment" column. If there is no minimum amount (such as an old bill not actively being collected on now) or a bill for which payment in full is requested, write the amount you think you can afford to begin paying.

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

Step 4: Summary

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

You now have valuable information that can help you explore options further.

How to use this information:

It may be helpful for you to speak with a financial professional about your budget. LifeWorks have Financial Consultants available who can review your budget with you over the telephone. If you would like to make an appointment with a Financial Consultant please click on the 'contact us' link at the top of the LifeWorks webpage and call us at the telephone number listed. In the meantime, here are some general guidelines for budgeting:

- If your basic expenses (not including debt payments) are greater than your income, attempt to reduce your expenses or supplement your income to bring these figures into balance. Expenses for housing, food, utilities, and transportation to work are called 'essential' living expenses and should be given priority over less essential expenses if your budget is out of balance.
- If your monthly income will pay your basic expenses but not any or all of your debt payments, focus again on increasing your income and trimming your expenses. You may also want to explore lowering your monthly debt payments by negotiating with your creditors, taking out a consolidation loan, or working with a credit counseling agency.

Remember to be patient and to give yourself time to get your budget in order. Consult financial professionals, books, friends, or others who can provide tips and support as you make progress. It may take some effort to achieve your financial goals but the benefits will be worth it!

Monthly Expenses (S = save item)	S	
Mortgage/Rent		
2nd Mortgage/Equity Loan		
Market Value _____		
Mortgage Balance _____		
2nd Mort. Balance _____		
= Equity _____		
Property Tax/ Association Fees		
Home Maintenance		
Heat/Fuel		
Electricity		
Phone – Basic		
Phone – Long Distance		
Cellular/Pager/Internet		
Water/Sewage		
Trash		
Groceries/Household Goods		
Meals Out/Lunches		
Child Care		
Child Support		
Vehicle Pmt/Lease Loan Bal. = ____		
Vehicle Pmt/Lease Loan Bal. = ____		
Gasoline		
Car Maintenance		
Car Insurance		
Public Transportation/Parking/Tolls		
Home Owner's/Renter's Insurance		
Life Insurance (outside of work)		
Medical Expenses (out of pocket)		
Dental/Vision Expense (out of pocket)		
Laundry/Dry Cleaning		
Clothing		
Cable/Satellite		
Entertainment/Hobbies		
Gaming (lottery, casino, etc.)		
Tobacco		
Alcohol		
Drugs/Prescriptions		
Gifts/Major/Other		
Contributions/Donations		
Health & Beauty		
Pet/Veterinarian		
License/Dues		
Vacation/Travel		
Lessons/Tuition		
Kids Allowance		
Health Club		
Emergency Fund		
Miscellaneous		
Total Monthly Expenses		

Monthly Net Income After Deductions	
A. Your Income	_____
B. Other Person's Income	_____
C. Support/Alimony	_____
D. From Other Source	_____
E. Payroll Saving (auto dep.)	_____
F. Total Monthly Net Income	_____
Pre-tax retirement savings =	_____

Past Due Basic Expense	Amount	Payment
Past Due Mortgage/Rent		
Past Due 2nd Mortg/Equity loan		
Past Due Utility #1		
Past Due Utility #2		
Past Due Utility #3		
Past Due Utility #4		
Past Due Vehicle Pmt #1		
Past Due Vehicle Pmt #2		
Total Past Due		

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

**Important to try to pay considerably more than the minimum monthly payment

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

*Save item(s) may need special saving plan for non-monthly bill

Appendix 404: Commonly Asked Questions about Buying/Renting a Home

The Marine should first be referred to agencies on the installation that can address these questions. PFMP, RAP, Housing referral, Legal Assistance, and NMCRS are all agencies that can address the questions posed in this Appendix and may refer the Marine out if necessary.

Q: I am about to be evicted from my apartment. Where can I find an emergency shelter for tonight? For next week?

A: If you are being evicted because you are behind in your rent payments, there are certain agencies that can offer you financial assistance depending on your income. Contact your local Department of Health and Human Services, or a crisis line, for more information about these programs.

Your local Department of Health and Human Services or your crisis line can also refer you to shelters in your area. Sometimes, the availability of space may be limited, and you may need to call back several times over the course of a few days to obtain shelter. If you know you will need shelter in the foreseeable future, contact a representative at one of these providers as soon as you can.

If you get your eviction notice near the end of the day, you may want to consider a hotel, motel, or hostel, as shelter space disappears rapidly as the day progresses.

Q: How do I know if I qualify for Section 8 vouchers, subsidized housing, or public housing?

A: These programs are funded by the U.S. government. The eligibility requirements for these programs are strict, and they depend on many things such as income, family size, citizenship status, age, individual circumstances, and whether you are disabled. To see if you are eligible for public housing assistance, you should contact your local Housing Authority. You can also contact the National Office for Housing and Urban Development (HUD) at http://www.hud.gov.

There can be lengthy waiting lists for these programs, and some locations may not be accepting applications at all. When you apply for these programs, you should bring several documents with you such as: · social security cards· birth certificates· tax returns. You may also be asked to sign a release waiver allowing the Housing Authority to obtain any other information (like employment history) that they may need to determine your eligibility.

Q: Is there a difference between Section 8 vouchers, subsidized housing, and public housing?

A: Section 8 vouchers, subsidized housing, and public housing are three separate government-funded programs that offer housing assistance. Some of their differences are listed below:

- Section 8 vouchers allow eligible families and individuals to choose their own place to live in the private market. The vouchers help the tenants pay their rent each month by providing the landlord with a rental subsidy. The tenant is then responsible for paying the difference between the rent and the subsidy. There are specific requirements for eligibility, so you should contact HUD for details.
- Subsidized housing refers to private landlords who are funded by the government through the rental subsidy program. The tenants are responsible for paying a small amount of rent amount each month. You should contact HUD to locate property management offices in your area that participate in this program. You also need to contact the individual property management offices for their eligibility requirements and to see if they have availability.
- Public housing provides rental housing for eligible, low-income families and individuals. The office of Housing and Urban Development sets income requirement guidelines, and you can review them at http://www.hud.gov.

Q: How do I find the best realtor in my area?

A: You might want to ask your family, friends, neighbors, or co-workers if they can recommend any local realtor. Call several realtors to see if they serve the area in which you are interested, and that they provide the types of services that you need. If you are looking strictly for a buyer's or seller's agent, you will need to ask individual agents if they provide this kind of service.

You can also contact the National Association of Realtors to see if a realtor is affiliated with them. State chapters of this organization may maintain standards of practice that members must abide by. You can also call the local Better Business Bureau to see if any complaints have been lodged against a specific realtor.

Q: I need a room to rent for a week. How do I find one that I can afford?

A: Motels, hotels, and hostels will likely be the best bet for you. You may also want to check in your local newspaper for privately owned rooms that are being rented on a short-term basis.

Q: How can I find the best contractor for my specific construction needs? How do I know if a contractor is reliable?

A: Ask your family, friends, neighbors, and co-workers if they can recommend anyone who has remodeled or refurbished their house.

Your local Better Business Bureau or Chamber of Commerce may be able to provide you with a list of contractors that serve your area. The Better Business Bureau may also be able to tell you if the contractor is a member, is in good standing, or has any complaints lodged against them.

The National Association of Homebuilders can refer you to local chapters of contractors who abide by their high membership standards. For more information, go to their Web site at http://www.nahb.org.

Call several contractors and ask them exactly what services they offer and if they can come to your property and provide a free estimate or consultation. When you get the estimate, be sure to ask which services are included in the cost. If it is at all possible, get this information in writing.

The contractor that you select should abide by all state regulations concerning licensing, bonding, and insurance requirements. These regulations vary by state, and some states have a Department of Occupational Licensing and Registration that can inform you of your state's requirements of individuals in any given profession.

Q: How do I choose a cleaning service?

A: If you have friends, family, neighbors, or co-workers who use a cleaning service, you might want to ask if they can recommend their service. Contact a few different services before making a final decision. Since different levels of service may be included in the fees, it is important to understand what the cleaning service is actually charging you for. Here are some questions to ask:

- Do you provide your own cleaning products and materials?
- Are you licensed, bonded, and insured according to state regulations?
- Do you conduct a criminal background check on your employees?
- Can you provide any references?
- How long does it take to clean a residence of this size?
- Do I need to be present when you are cleaning?
- Do you charge by the hour or by the square footage?
- How many cleaners will be in my home?
- How often will you clean my home?

Q: I have some questions about my rights as a tenant. Whom can I talk to?

A: Several cities have a Tenant's Rights Organization that can provide educational literature, counseling, or legal assistance to both renters and landlords. You may need to contact a lawyer that has experience dealing with tenants' issues. Contact your local lawyer referral service to find these kinds of lawyers in your area.

In some cases, the state attorney general's office can provide you with information on your rights as a tenant, or refer you to the appropriate providers in your area.

FAMILY REFERENCES: 500-599

Appendix 500: Defense Enrollment Eligibility System (DEERS)

Q1. What is DEERS?

A1. DEERS is the Defense Enrollment Eligibility Reporting System. It is the an automated information system designed to maintain timely and accurate information on service members and dependents who are eligible for military benefits and entitlements, and to detect and prevent fraud and abuse in the distribution of these benefits and entitlements.

Q2. Why should service members update their information in DEERS?

A2. Updating information in DEERS is key to maintaining eligibility for TRICARE and other military benefits.

Q3. When should service members update their information in DEERS?

A3. DEERS should be updated anytime a service member moves, changes status, gets married or divorced, has an additional dependent, etc. In other words, any change that would affect benefits and entitlements for the member and his or her dependents should be recorded in DEERS. Additionally, DEERS information should be reviewed for accuracy once a year.

Q4. How do service members update DEERS?

A4. There are several ways to update DEERS information.

- (1) A request to add, delete or change information can be initiated with a request through your nearest military personnel office.
- (2) The member can call the DEERS Support Office toll-free telephone number:
  - (800) 527-5602 – Alaska/Hawaii
  - (800) 334-4162 – California
  - (800) 538-9552 – All Other States
  - (Note: the best time to call the DEERS Support Office in order to avoid delays is between 0600-1500, pacific time.)
- (3) The member can also visit the DEERS web site at: www.TRICARE.osd.mil/DEERSAddress
- (4) Changes can also be faxed to (831) 655-8317
- (5) Sending an E-Mail to addrifo@osd.pentagon.mil is another easy option
- (6) Finally, changes can be mail to the following address

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

Appendix 501: Pre-marriage Questions

Prevention and Relationship Enhancement Program (PREP) is a two day seminar sponsored by the base MCCS office that provides the opportunity to learn what makes marriage work. In addition, below is a list of questions that should be discussed before a Marine considers marriage:

Home

1. What percentage of our income are we prepared to spend to purchase and maintain our home on a monthly or annual basis?

2. Who is responsible for keeping our house and yard cared for and organized? Are we different in our needs for cleanliness and organization? Is one or both of us neat? Messy? A "pack rat?" An organizational wizard?

Money

3. How much money do we earn together? Now? In one year? In five years? Ten? Who is responsible for which portion? Now? In one year? Five? Ten?

4. What is our ultimate financial goal regarding annual income, and when do we anticipate achieving it? By what means, and through what efforts?

5. What are our categories of expense (rent, clothing, insurance, travel)? How much do we spend monthly, annually, in each category? How much do we want to be able to spend? Now? In one year? Five? Ten?

Work

6. How much time will each of us spend at work, and during what hours? Do we begin work early? Will we prefer to work into the evening?

7. If one of us doesn't want to work, under what circumstances, if any, would that be okay?

8. How ambitious are you? Are we comfortable with the other's level of ambition?

Sex

9. Am I comfortable giving and receiving love, sexually? In sex, does my partner feel my love for him or her?

10. Are we satisfied with the frequency of our love making? How do we cope when our desire levels are unmatched? A little? A lot? For a night? For a week? For a month? For a year?

Health and Food

11. Do we eat meals together? Which ones? Who is responsible for the grocery shopping? Who prepares the meals? Who cleans up afterward?

12. Is each of us happy with the others' approach to health? Does one have habits or tendencies that concern the other (e.g., smoking, excessive dieting, poor diet, etc.)

Family

13. What place does the other's family play in our family life? How often do we visit or socialize together? If we have out-of-town relatives, will we ask them to visit us for extended periods? How often? For what length of time?

14. If we have children, what kind of relationship do we hope our parents will have to their grandchildren? How much time will they spend together?

Children

15. Will we have children? If so, when? How many? How important is having children to each of us?

16. How will having a child change the way we live now? Will we want or be able to take time off from work, or work a reduced schedule? For how long? In the months or years following the birth of our child, will we need to rethink who is responsible for housekeeping?

Community and Friends

17. Are we satisfied with the quality and quantity of friends we currently have? Would we like to be more involved socially? Are we overwhelmed socially, and do we need to cut back on such commitments?

18. What are my partner's needs for cultivating or maintaining friendships outside of our relationship? Is it easy for me to support those needs, or do they bother me in any way?

Spiritual Life

19. Do we share a religion? Do we belong to a church, synagogue, mosque or temple? More than one? If not, would our relationship benefit from such an affiliation?

20. Does one of us have an individual spiritual practice? Is the practice and the time devoted to it acceptable to the other? Does each partner understand and respect the other's choices?

Appendix 502: Newly Married Checklist

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

Appendix 503: Leader's Guide for Prevention of Family Violence

Family Advocacy Program

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

Domestic Violence Definition

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

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

USMC Policy on Family Violence

- All suspected abuse must be properly reported (see Reporting Procedures).
- Safety of the victim and at-risk family members, must be priority. Be aware of the risks intervention may pose.
- Offenders must be held accountable.
- **Family violence and sexual assault are:**
  - crimes, and are no less important than other crimes
  - incompatible with professional and personal excellence required in the Marine Corps
  - antithetical to Corps Mission and Core Values

Why family violence occurs

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

Family violence is learned behavior

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

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

False causes of family violence

Factors such as stress, anger, job pressures, personal problems, behavior of the victim or mental illness are not causes of family violence (except in very rare instances). Offenders typically use these problems to excuse or to justify their abusive behavior and to manipulate others into sympathizing with them.

Leader's Responsibilities

- Know the following facts:
  - indicators of abuse, e.g., frequent and or unexpected injuries (facial bruises, marks on the neck, arms or legs), inconsistent or suspicious explanations for injury, fearfulness of victim toward abuser, changes in appropriate behavior, depression or anxiety, verbal abuse of victim in public, excessive jealousy.
  - dynamics of abuse and techniques of control, including financial.
  - impact of command action on victim safety.
  - local resources to assist victims, particularly child protective services, family violence shelters and rape crisis centers.
- Establish a climate that supports prevention and makes clear that family violence, rape and sexual assault are unacceptable behaviors.
- Make victim safety a high priority.
- Report all suspected abuse.
- Ensure that the service member reports to the Family Advocacy Program (FAP) office the next working day for an assessment.
- Provide a representative at all Case Review Committee (CRC) meetings who have received Case Review Committee training from the Family Advocacy Program.

The commanding officer has sole authority to establish the disposition for a member of the command.

Reporting Procedures - Spousal Abuse

- Take measures to protect the victim:
  - call law enforcement in high-risk situations
  - keep parties separate until risk assessment is completed
  - issue Military Protective Order (MPO)
  - assist victim in obtaining medical treatment
  - assist victim in obtaining Victim Advocacy, shelter, and other services, as desired
- Report suspected abuse to your local FAP office.
- At duty stations without a local FAP office, report suspected abuse to the unit designated Family Advocacy Program Officer (FAPO).

Child Abuse and Neglect

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

Coordinated Community Response (CCR)

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

Coordinated Community Response establishes the following objectives in the Marine Corps:

- A common policy of:
  - no tolerance for family violence
  - community wide responsibility
  - commitment to change the underlying causes of family violence
  - victim protection and support
  - offender accountability
- Standardized procedures for:
  - prevention
  - intervention
  - rehabilitation and treatment

Case Review Committee (CRC)

CRC is a multi-disciplinary team of service providers and professionals, appointed by the installation commander, who are directly involved with individual cases of abuse and neglect. On large installations with a heavy caseload, the CRC may be broken into subcommittees designed to manage specific types of cases, such as child abuse or spousal abuse.

The CRC is charged with:

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

Voting Members on the CRC

- FAP Manager (FAPM) - the chairperson votes only in case of a tie
- The installation command element
- A Judge Advocate (JA)
- Military Treatment Facility (MTF) - a physician
- Provost Marshall's Office (PMO)
- Substance Abuse Counseling Center (SACC)
- The victim/offender command representative
- Child Protective Services (CPS) representative for child abuse cases.

The following representatives should also be present during case review meetings:

- The victim's advocate
- The FAP counselor assigned to the case

Optional non-voting representatives on the CRC

- The Child Development Center (CDC)
- Shelter manager
- School or community health nurses
- Dental Treatment Facility (DTF)
- Chaplain (NSP)
- Clinical staff
- Other law enforcement personnel
- New Parent Support Program (NPSP)

Command Roles in Intervention

The following should be made clear to the command. Family violence is unacceptable and must be reported.

- Reporting is mandatory.
- Report suspected abuse to the Provost Marshall's Office (PMO) within 24 hours of identification or immediately if the situation is high risk.
- If in doubt, contact the local FAP office.
- All members of the unit are aware of the indicators of family violence and know their responsibilities.
- Failure to take action can have serious consequences for the victim, the command and the Marine Corps.
- Victims must be protected and their integrity and autonomy respected.
- Pay close attention to safety recommendations of PMO and the victim advocate.
- Ensure victim is aware of safety measures taken.
- Provide copies of the Military Protective Order (MPO) and Child Removal Order (CRO) to: the victim, PMO, FAPO, FAPM, the offender and

- Offenders will be held accountable.
- Self reporting is given positive consideration.
- When possible, the offender should not be sent PCS or on a long-term deployment until after mandated rehabilitation is complete.

Low Level/ Low Risk Reporting

A designation that indicates that the incident was not presented to the CRC for determination because although abuse may have occurred, the resulting harm was assessed to be low in severity level, likelihood of reoccurrence was assessed to be low in risk level, intervention services were only recommended, the family members involved are amenable to treatment, and there have been no previous substantiated incidents of abuse. In assessing risk, victim's level of fear, the couple's or parents' commitment to treatment, and the victim advocate's assessment of risk are important to consider. For a case to be classified as LL/LR the command, FAPM, and case manager/provider must concur with victim advocate input. If the above cannot concur, the case goes to the CRC.

Transitional Compensation for Abused Family Members (TCAFM)

Transitional Compensation is a congressionally authorized Program available to family members of service members who are separated from the Marine Corps due to domestic violence. Transitional Compensation provides monetary compensation and ID card benefits and privileges for 12-36 months, depending on the former Marine's EAS date. Contact the MCCS Family Advocacy Program for further information and assistance. Information is also available at www.usmc-mccs.org under Prevention and Intervention Services.

Marine Corps Community Services

The command role in prevention is to establish a climate that confronts the beliefs and values that cause and reinforce family violence; and to establish clear standards for personal family behavior, and to hold offenders accountable. Training is conducted for commanders, sergeantsmajor, first sergeants and supervisors on how to recognize family violence. MCCS offers a wide range of educational, support and awareness programs aimed at family violence prevention. The staff can provide information on how to recognize the stressors that can put service service members, spouses and children at risk. Training and information can also be provided on how, and to whom, victim and offenders of family violence can be referred.

Training programs include:

- Unit visits
- Educational programs to command
- Home and community support group visits
- Unit workshops and classes

Prevention

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

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

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

*** The New Parent Support Program (NPSP)**

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

The NPSP Support includes:

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

Marine Corps Family Team Building

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

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

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

Rape & Sexual Assault Definition

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

The symptoms of sexual abuse include:

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

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

FAP "umbrella" of treatment and assistance includes:

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

MANAGING RISK REFERENCES: 600-699

Appendix 600: Operational Risk Management (ORM)

MCO 3500.27 and OPNAVINST 3500.39

Five-Step Process

- Identify the Hazards
- Asses the Hazards
- Mike risk decisions
- Implement controls
- Supervise (Watch for Change)

Four Principles of ORM

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

Hazard Probability Categories

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

Hazard Severity Categories

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

Risk Matrix

SEVERITY	Probability of Occurrence			
	A	**B**	**C**	**D**
I	1	1	2	3
II	1	2	3	4
III	2	3	4	5
IV	3	4	5	5

Risk Assessment Code (RAC)

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

Appendix 601: Motorcycle Safety

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

Are there special requirements for my motorcycle?

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

What about licensing requirements?

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

Are there special Motorcycle Training classes?

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

How about Personal Protective Equipment (PPE)?

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

Additional Information:

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

Appendix 602: Driver Education

To improve operator skills and habits by modifying individual behavior and attitudes, to reduce injury to or death of Marine Corps personnel resulting from motor vehicle mishaps. The command safety manager/officer has management oversight

The Driver Improvement Course (DIC) is an 8-hour course where the emphasis is on helping drivers to better understand the role that attitude and risk management plays in improving safe driving habits. All marines under the age of 26 must attend. A statement attesting to the date and location of course completion is a mandatory element for unit diary reporting and will be entered for each individual who successfully completes the course.

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

Questions to ask marines in order to get a better understanding of the individual risk factor:

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

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

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

MCO 5110.1
MCO 11240.66

Appendix 603: Traffic Safety

POV Inspection Checklist

At least a two-week period should be allowed to ensure timely repairs.

Item/What to Check	Look for Possible Deficiencies	Check-Off
Tires		
Condition **Note, the mixing of radial tires and bias-ply tires is unsafe.	Tread depth, wear, weathering, evenly seated, bulges, imbedded objects, cuts, and breaks. At least one mm of tread over entire traction surface. *(Using a penny, place it in the tire tread with head facing downward. If the tread does not reach the top of Lincoln's head, there is insufficient tread depth)*	Front Rear
Spare tire	Spare tire (inflated), jack, lug wrench	Pass Fail
Lights		
Head lights	Both high and low beams operational, cracked, condensation, secured	Left Right
Tail lights	Lenses intact, tail light working when turned on (red)	Left Right
Brake lights	Lenses intact, brake light working when brake is applied (red)	Left Right
Turn Signal	Lenses intact, left and right turn signals blink (red lights in rear and yellow lights in front)	Front Rear
Backup lights	Lenses intact, left and right backup lights work (White Light)	Front Rear
Four way flashers	Lenses intact, does light stay on	Left Right
License plate light	Works	Pass Fail
Windshield/Window wipers		
Windshield	Not cracked, broken or scratched to the degree that impairs vision	Pass Fail
Rear Window	Not cracked, broken or scratched to the degree that impairs vision	Pass Fail
Windows	Windows go up and down, scratched or tinted to the degree that impairs vision	Pass Fail
Window controls	Check handles, push electric buttons	Front Rear
Windshield wipers	Both wipers are installed on vehicle, windshield wipers work, blades show signs of wear	Pass Fail
Mirror		
Mirror Outside	Missing, cracked	Left Right
Mirror Inside	Missing, cracked	Pass Fail
Bumpers		
Bumper Front	Missing, loose, broken	Pass Fail
Bumper Rear	Missing, loose, broken, bent in any way to cause a hazard	Pass Fail
Brakes		
Brakes	Foot pedal cannot travel more than half way to floor, does brake light stay on	Pass Fail
Emergency Brake	Properly adjusted, check emergency brake by: pull/push emergency brake, apply foot to brake, gently press gas pedal, ensure brake holds vehicle	Pass Fail

POV Inspection Checklist (cont'd)

Item/What to Check	Look for Possible Deficiencies	Check-Off
Interior		
Horn	Does it work	Pass Fail
Defroster Front	Ensure hot air blows out above the dash	Pass Fail
Defroster Rear	Check light on dash, if in the winter ensure it works by allowing the rear windshield to clear up	Pass Fail
Emergency equipment	(OPTIONAL) First aid kit, warning triangle, flashlight, fire extinguisher, blanket, flares, shovel, chains, tools, etc. (Check host nation laws for any additional equipment)	Pass Fail
Heater	Ensure heater works	Pass Fail
Seatbelts		
Seatbelt Front/Rear (Include shoulder harness during inspection)	Missing, frayed, does not snap	Pass Fail
	Seat belts lock when pulled hard	Front Rear
License/Decals/Insurance		
State Drivers License	Expired, missing	Pass Fail
Installation decal	Missing, needs replacing	Pass Fail
License Plate	Expired, check sticker/decal to ensure plate is current	Pass Fail
Insurance	Does the operator have valid insurance	Pass Fail
Under the hood fluids		
Brake Master Cylinder	Filled to appropriate level	Pass Fail
Windshield washer	Windshield washer fluid	Pass Fail
Battery	Check the water level or color indicator on the battery	Pass Fail
Power Steering	Filled to appropriate level	Pass Fail
Hoses	Cuts, cracks, leaks, bulges, chaffing, deterioration	Pass Fail
Battery	Terminals, clean and tight, held down securely	Pass Fail

Inspector's Name:_____Signature_____

Operator Name:_____Signature_____

Mentor's Approval_____

Date inspection was conducted_____

Date follow-up inspection was conducted_____

Leave/Liberty/or Holiday_____

Inspection checklist can be revised based on local requirements - e.g., snow tires/chains

Driver Risk- Assessment Survey

1. Purpose:

Provides an effective risk management tool for both mentors and Marine mentees to determine an individual's risk level.

- Human error is the largest single component in a mishap due to risk taking behaviors. Mentors are in the best position to help eliminate human error. They are aware of day-to-day events and stressors that affect the way people perform on and off the job. When certain behavior patterns or indicators become evident, they can intervene by offering advice and counseling individuals.
- Mentors often know which Marines are at risk and a form such the Driving Mishap Risk Indicator Self-Assessment Survey helps quantify risk potential and focus on intervention and prevention strategies.
- Use the Driving Mishap Risk Indicator Self Assessment Survey to identify and counsel people that are driving their motor vehicle during a major holiday, driving after a long deployment or a driving during an extended weekend.
- The idea is to use the form as a catalyst for honest, frank discussion in which the opportunity is provided to counsel individuals at risk. Assurance of privacy is a must so one-on-one communications is imperative.

2. Requirement and Use:

- Questions are designed to assess behavioral factors and indicators that are related Instructions: Assign points for the following risk factors as they apply.
- Total points determine an individual's relative risk level to human error mishaps.
- If an individual has 10 or more points, he has a greater than average risk for a traffic mishap. Mentors must work with the individual to reduce the risk factors.

Directions for use of this form:

Supervisor will discuss completed form results with interviewee and may discuss results with the chain of command for the purpose of the individual's welfare. A record may be made of counseling, however recommend gross score/result or "low, medium, or high" risk levels be recorded in lieu of answers to particular questions.

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

Total Points _____

Note: If the total points exceed 10, the individual has a greater than average risk for a traffic mishap. The mentor will work with the individual to reduce the risk factors (allow for more travel time, take more leave, adjust the time of departure/arrival, travel with a companion, etc.)

Appendix 604: Mishap Guidelines

Mishap Process

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

Mishap Information Requirements

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

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

MISCELLANEOUS REFERENCES: 700-799

Appendix 700: Paragraph 3 to ALMAR 068/97

3. Policy

   a. Official use. Marine Corps resources that facilitate use of internet services can be used when work related and determined to be in the best interests of the federal government and the Marine Corps. Access should be appropriate in frequency, duration, and be related to assigned tasks. Examples include using the internet to:
      1) obtain information to support DoD/DoN/Marine Corps missions
      2) obtain information that enhances the professional skills of Marine Corps personnel
      3) improve professional or personal skills as part of a formal academic education or military/civilian professional development program (if approved by command)
   b. Authorized use. Marine Corps computers may be used to access the internet for incidental personal purposes such as internet searches and brief communications as long as such use:
      1) does not adversely affect the performance of official duties by the Marine/employee
      2) serves a legitimate public interest such as enhancing professional skills or improving morale
      3) is of minimal frequency and duration and occurs during an individual's personal time
      4) does not overburden the Marine Corps computing resources or communication systems
      5) does not result in added costs to the government
      6) is not used for purposes that adversely reflect on the Marine Corps

c. Prohibited use. Use of Marine Corps resources to connect to the internet for purposes other than those described in paragraph 3a and 3b above is prohibited. Examples of prohibited use include but are not limited to:
   1) illegal, fraudulent, or malicious activities
   2) partisan political activity, political or religious lobbying or advocacy on behalf of organizations having no affiliation with the Marine Corps or DoD
   3) activities whose purposes are for personal or financial gain. These activities may include chain letters, solicitation of business services, or sale of personal property.
   4) Unauthorized fundraising
   5) Accessing, storing, processing, displaying, or distributing offensive or obscene material such as pornography and hate literature
   6) Obtaining, installing, or using software obtained in violation of the appropriate vendors patent, copyright, trade secret or license agreement
   7) Sharing of internet accounts. Per ref(a) these prohibited activities may result in administrative or other disciplinary action such as courts-martial or nonjudicial punishment
d. Security. Storing, accessing, processing or distributing classified, proprietary, sensitive, or "for official use only" (FOUO) information on a computer or network must be in accordance with Ref (b).

Appendix 701: Marine Corps Legal Assistance Program

What is the Legal Assistance Program?

Marine Corps attorneys (judge advocates) provide personal legal services to Marines, retirees, other service members, and their families, through the Marine Corps legal assistance program. The program is offered by the installation Staff Judge Advocate to the extent that resources allow and provides comprehensive legal support to our global military community. The focus of the legal assistance program is to assist those eligible for legal assistance with their personal legal affairs in a timely and professional manner by providing clients legal counsel, support, and representation to the maximum extent possible. Worldwide and deployable legal assistance is now regarded as a significant benefit of military service and a major quality of life program that enhances duty performance and retention of personnel. The Commandant of the Marine Corps (Code JAL) is responsible to supervise and manage the Marine Corps Legal Assistance Program, and establish policies relating to the program.

Where can I find Legal Assistance services?

Legal Assistance services are provided at each of the approximately 20 Marine Corps Installations throughout the world. Additionally, eligible personnel can seek assistance at the Legal Assistance offices of other Department of Defense installations. For contact information for all installations, see the website listed below.

Who is eligible for services?

Federal law and DoD regulations limit the persons who are eligible for services. Free legal services are available to the following persons (subject to available resources and ethical considerations):

- Active duty service members of all the Armed Forces and the Coast Guard
- Retirees of all the Armed Forces and the Coast Guard
- Officers of the commissioned corps of the Public Health Service on active duty or entitled to retired to equivalent pay
- Dependents of service members and retirees as described above
- Reservists who have been mobilized for more than 30 days, for a period of time not less than twice the length of the number of days served on active duty while mobilized

What are the services of the program?

In most cases, the scope of representation is limited to that which may be provided in the Legal Assistance Office. However, in exceptional cases, in-court representation may be provided. Legal Assistance Services are provided free of charge. Eligible patrons can seek assistance in a variety of areas:

- Military Rights and Entitlements
- Estate Planning (to include wills)
- Domestic relations and Family Law
- Income Tax Assistance
- Economic and Consumer Affairs
- Preventive Law
- Immigration and Naturalization Services
- Notary Services

For additional information about United States Marine Corps Legal Assistance:

Contact your local installation Legal Assistance Program or visit the HQMC website: http://sja.hqmc.usmc.mil/jal/JAL.htm