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Commander's Guidebook

A Primer For Prospective MALS Commanders



Author:
Colonel Paul F. Callan

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Sergeant Matthew P. Berger

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1 – Introduction

Future MALS Commanders,

This Guidebook is designed as an informal tool to orient and guide you as you prepare for, and then take, command. This Guidebook is published as a companion document to HQMC's "Aviation Commander's Mentorship Handbook" (Version 2). Though many of the tenets embodied in this Guidebook are general in nature and therefore could be applied to any type or level of command, they are intended to focus principally on command of a Marine Aviation Logistics Squadron (MALS). This Guidebook is meant to be a pre-command "primer"--intended to stimulate your thoughts and actions and to arm you with leadership maxims garnered from past experience and from prior commanders.

In terms of maximum value, this Guidebook is designed to be used in a mentor-mentee relationship. Though this Guidebook can be employed as a static, stand-alone document, its real benefit will be realized if used in conversation and dialogue with a prior commander and/or trusted mentor. This is especially important considering that much of what is contained in this Guidebook deals more with the art of command than its science--though each are admittedly important. The art of command is best absorbed, much like a stew, when it is slowly simmered and gradually consumed--digesting its meaning broadly, deeply, and with careful reflection.

In its most technical definition, command is the authority that is formally and legally vested in you--the Commander. Understood more broadly, command is about producing those enduring and time-tested qualities that, when present, have and always will distinguish the finest Marine Corps units--things such as a professional command climate; mission accomplishment; discipline and toughness; unit core competency; esprit de corps; and an unassailable devotion to customs, courtesies, and traditions. As Commander you will set the tone, tenor, and ultimate success of your unit. That is at once both an opportunity and a challenge. This Guidebook is designed to help you hit the bull's eye and stay in the black as you pursue that obligation, and as you prepare to respond to the most sublime calling of a Marine Corps Officer--commanding Marines.

Semper Fidelis,

Colonel Paul Callan USMC
On behalf of Marine Aviation Logistics Colonels

2 – Scene Setter: Role of the commander & command climate

Role of the Commander

First, you should discuss and understand what is meant by the terms “Command” and “Commander”.

- ☛ Command is the formal, legal authority vested in the Commander. It is the authority to issue orders, establish policy, commit resources, and administer legal actions
- ☛ Command also implies the broad, comprehensive, authority, responsibility, and obligations related to the mission readiness, health, and competency of the unit
- ☛ Inherent in command responsibility is the control of the unit (hence, command and control)
- ☛ The Commander is responsible for the effective control of the unit and accomplishes this responsibility through the XO and HQ Staff, and via policies, procedures, orders, and directives
- ☛ The Commander is not a functional SME, but rather, responsible for the core competency of the entire unit. The Commander is neither a Supply Officer nor Maintenance Officer; he is the Commander. This is a very important distinction, and one that must be understood and internalized by the Commander

The Commander's principle obligations are:

- ☛ Clarify and execute the mission
- ☛ Establish and sustain the command climate
- ☛ Maintain good order and discipline

Leading versus administering

- ☛ You lead people
- ☛ You manage and administer things (processes, procedures, equipment)
- ☛ Though the Commander is responsible for the effective administration of the unit, you (personally) should not get overly consumed by administration (the XO and HQ Staff should effect this via good staff work and staff action)

Embrace the “Lejeune Model”

- ☛ The Commander as role model, mentor, symbol, and catalyst for action
- ☛ Teacher/scholar concept: The Commander should groom and cultivate his officers
- ☛ Litmus test: The performance and growth of your officers and Marines is a direct reflection on you, your leadership, and the climate you establish
- ☛ Your obligation: Take everything you have mastered personally, and then give it away (make others stronger and better)

Be visible and engaged

- ☛ Spend part of each day on a “walk-a-bout”
- ☛ You will learn as much by what you see and hear, as what you read
- ☛ Your Marines need to see you (who you are speaks louder than what you say)
- ☛ Regularly visit Night and Mid Crews

Bang the Drum

- ☛ Establish your core messages (mission, objectives, expectations)
- ☛ Once you establish your core message, stay on message thereafter
- ☛ Find every opportunity to reinforce those messages (“bang the drum”)—such as formations, PME, group huddles, mentoring, counseling, etc.

Lead in consonance with your personality (Authenticity and consistency matter).
Command is not the time to practice or celebrate your personal idiosyncrasies.

Be decisive and energetic

- ☛ Do not defer or delegate the tough decisions—that is why you are the Commander
- ☛ Once you have the facts and understand the core issue/root cause, make a decision and move out
- ☛ Set the tone and tempo: Marines favor action and positive momentum

Employ the “Prussian Staff Method”

- ☛ First, seek to understand (gather facts, war game, develop COAs)
- ☛ Seek broad, diverse input
- ☛ Understand the issue from all angles and perspectives
- ☛ Once you have enough intelligence, make a decision and provide your guidance

Take what you get, then make what you want

- ☛ You will not be able to hand-select the Marines who work for you. Each will come with his/her own strengths and weaknesses
- ☛ Match Marines’ skills to the billet. Round pegs in round holes
- ☛ Take what you are given, and then, through leadership, mentoring, and personal example, make what you want and need

Plan for the best, and prepare for the worst. Your plans, processes, and procedures should be focused on generating the ideal or best outcomes and objectives. However, always have contingency plans, and condition your Marines accordingly to be able to deal with the unexpected.

Command Climate

Command climate doesn't just happen; it must be envisioned, created, and then sustained by the Commander. Command climate is the foundation of the unit. Everything that occurs in the unit, good or bad, can be tied directly or indirectly to the command climate. The Commander must always cultivate the command climate.

There are several means and venues in which the Commander can invigorate the command climate:

- ✚ Personal example
- ✚ Formations, meetings, and group huddles
- ✚ Ensuring orders, policies, and procedures support and uphold the command climate ("alignment")
- ✚ Reward and celebrate successes
- ✚ Police and punish failures

Characteristics of a healthy, effective command climate:

- ✚ Unity of purpose & focus of effort
- ✚ Professionalism
- ✚ Ethical and moral behavior
- ✚ Well maintained customs, courtesies, and traditions
- ✚ Good order and discipline
- ✚ Esprit de corps
- ✚ Trust and trustworthiness
- ✚ Dependability
- ✚ Repeatability
- ✚ Safe and secure environment
- ✚ Mission & personnel readiness

How does the Commander create and sustain an effective climate?

- ✚ First, articulate it and implement it
- ✚ Then, bang the drum! Hammer away at core messages
- ✚ Find ways to make the climate and culture of the unit "personal" to the Marines. If they feel personal belonging to and ownership of the command climate, they will not likely tarnish it

3 – Shaping Actions: Steps to take prior to assuming Command

First, conduct a thorough contact turnover with the outgoing Commander. Be respectful of his time and honor the fact he is still the Commander. However, you need to learn from his experience and insights and get an informed assessment of the unit's current and future status/requirements. Similarly, the outgoing Commander should be sensitive to the needs of the incoming Commander and take positive, proactive steps to effect a smooth transition.

Conduct mission analysis. Understand the mission of your unit, and the mission of your higher headquarters (MAG and MAW). Based on your mission analysis, develop a few broad, enduring goals that will define the core end states and outcomes you seek to generate. Ideally, you should have 3-5 core goals, and no more. Think deeply about, and then produce, your Commander's Mission Statement. This should be clear, concise, able to be understood by all Marines, and aligned (mission, goals, objectives, and end states are integrated and congruent). Note: If you cannot state your mission on a single page, it is too long. Go back and re-write it until you can. (See appendix A for an example) Think deeply about the command climate you want to create. What will be its core elements? How will you establish, sustain, and invigorate that climate? How will you measure it?

Assess and refine your command & control philosophy.

- ☛ How will you instill and sustain effective HQ staff work and staff action?
- ☛ What authorities will you give, or will you not give, to your staff?
- ☛ How and when will you review standing policies, orders, directives, and SOPs?
- ☛ What control measures or features will you put in place? (restrictions, constraints, delegation authority and levels, etc.)

If possible, start to build cohesion and unity amongst your Command Element (CE) Team (XO and Sergeant Major). Share with them your thoughts, intent, vision, and philosophy. How will you define and cultivate your relationship with and expectations of your XO and Sergeant Major? (See appendix B and C for examples).

Review the current Commander's policies and statements (e.g., Equal Opportunity, Safety). Start to decide how you will impart your own philosophy and personality into these documents. Develop a schedule of the key actions you want to take in the first week(s) of command. (see Chapter 4 for recommendations)

Conduct a courtesy in-call with the MAG CO and MAW CG. Gain a thorough understanding of their mission, intent, guidance, and policies.

4 – You're in Command: The essential first steps

Week #1

- ☛ Meet with your XO and Sergeant Major
- ☛ Meet with all officers
- ☛ Meet with all SNCOs
- ☛ Meet with all Sergeants and below
- ☛ Meet with the HQ Staff
- ☛ Meet with your Production Department Heads
- ☛ Publish your Mission Statement
- ☛ Publish your EO Policy Statement
- ☛ Publish your Safety Policy Statement

Week #2

- ☛ Visit and inspect BEQs
- ☛ Visit and inspect all buildings, grounds, and facilities
- ☛ Review all standing orders, SOPs, and policies
- ☛ Visit supported Squadron Commanders
- ☛ Visit Base or Air Station Commander
- ☛ Review your unit's battle rhythm (standard meetings, formations, PME, training, etc) and adjust as necessary
- ☛ Review TEEP
- ☛ Review Watch Bill and Duty Standards
- ☛ Visit IPAC

Week #3

- ☛ Visit Legal Services
- ☛ Meet with Medical & Dental Officers
- ☛ Meet with the Chaplain
- ☛ Meet with FRO and Family Readiness Advisor
- ☛ Conduct EO Climate Assessment
- ☛ Visit Night and Mid-Crews
- ☛ Visit on a weekend, and see what goes on
- ☛ Review key indicators (how are you measuring your unit's performance? Are you getting actionable information? Is it timely?)
- ☛ Review your SACO program and schedule
- ☛ Inspect/assess all coffee messes, gee-dunks, and money generating operations in the unit. Make sure they are above-board and legitimately managed and controlled

Week #4

- Schedule a CGIP assessment (get a baseline assessment of your readiness. Your XO can lead this using the CGI checklist)
- Take all your officers out for a run. Get a sense of their fitness, appearance, and professionalism
- Conduct an all-hands formation. Use this venue to tie together all of the actions/events of the first few weeks, reinforce your core messages, and begin to “bang the drum”

One month and beyond. At this point, you should have met with all your Marines, articulated your mission statement and objectives, stabilized your battle rhythm and SOPs, met with supported commanders, and toured and inspected your spaces. Now it's all about sustainment and effecting course corrections.



5 – Commander's Critical Information Requirements (CCIRs)

At the heart of command is effective decision making. As such, MALS Commanders cannot put themselves at the mercy of an undisciplined or willy-nilly information flow as it relates to key decisions or the prosecution of their campaign plans. The Commander's time is limited, and more importantly, the Commander's discretionary time is extremely constrained. CCIRs therefore are a means by which the information flow to/from the Commander is formalized and disciplined, better ensuring that the information reaching the Commander is both necessary and presented in a form that is actionable.

The following definitions are taken from the Department of Defense Dictionary of Military and Associated Terms. However, these definitions have been slightly modified to better fit into the context of a MALS and MAG environment:

Commander's Critical Information Requirements (CCIR) – A list of information or facts identified by the Commander as being critical in facilitating key decisions, that affect successful mission accomplishment or the prosecution of a campaign plan.

Critical information – Specific facts or data about the MALS capabilities, capacities, production levels, resources, shortfalls, or vulnerabilities.

Decision – A clear and concise statement by the Commander signaling the line of action he wants to take. The Commander must issue his decision and it is most effective (for major decisions) that decisions be voiced personally by the Commander, so the Staff fully understands all aspects and nuances of the decision.

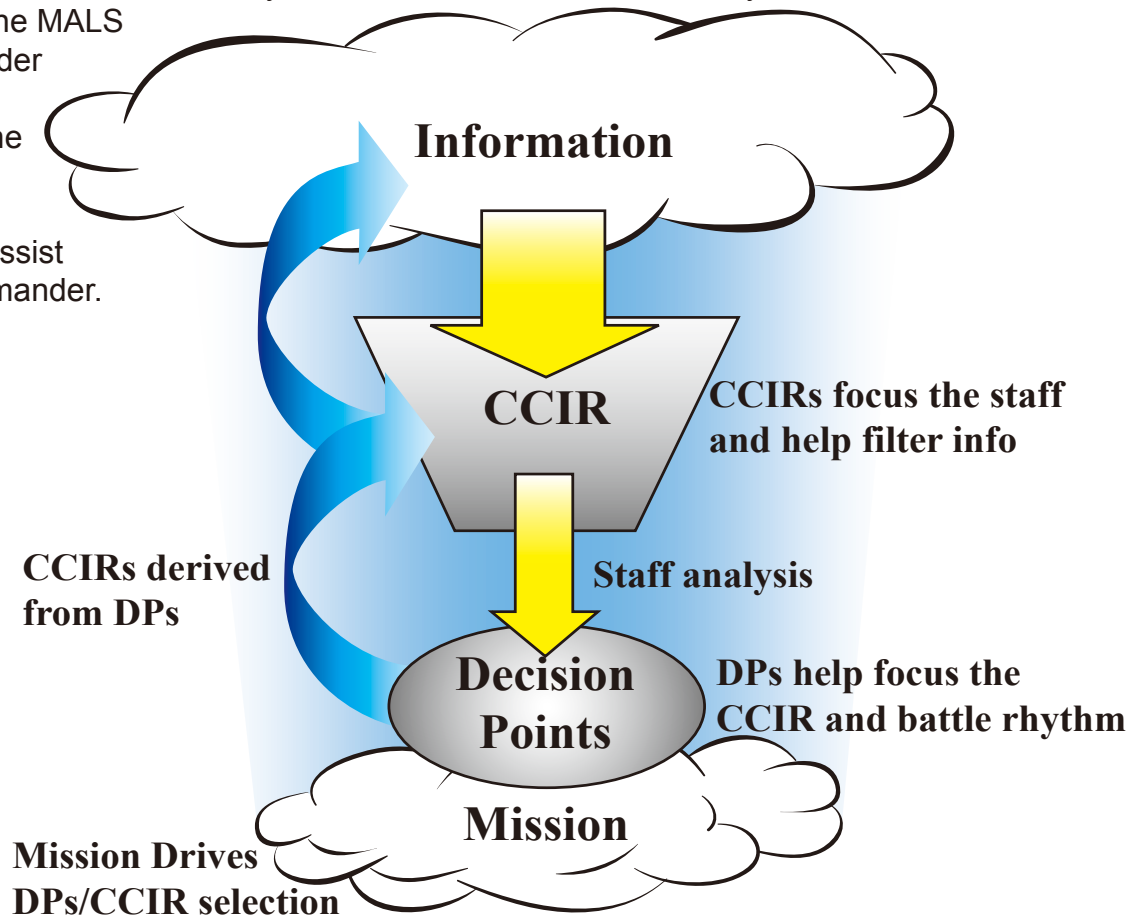
Decision Point (DP)– The point in time where the Commander anticipates making a decision. Most key decisions will be related to a planning timeline; therefore a decision point is usually associated with a specific calendar date (e.g., 10 June) or planning date (e.g., C-30) to permit the commander sufficient lead-time to shape actions and outcomes.

Decision Support Template (DST) – The decision support template depicts decision points, timelines, and other key items of information required to execute a specific course of action.

The MALS Commander identifies the Decision Points (DPs) necessary for mission accomplishment and for execution of tasks and objectives. Once these DPs are identified, the MALS Commander then determines the CCIRs for each DP—and provides those CCIRs to the HQ Staff. When the date of the DP is reached, the Commander then issues his guidance or decision if/when the Commander feels that the CCIR justifies that decision. Essentially, this is a deliberate process that lets the MALS Commander know that the necessary conditions or situations have been met to allow for a decision and to warrant forward movement on the campaign plan timeline.

The MALS Commander uses CCIRs to establish priorities for planning and execution of major tasks and missions. CCIRs should identify opportunities that the MALS can capitalize on or exploit, but they may also target weaknesses, risk areas, or critical vulnerabilities. CCIRs enable the Commander to better understand the flow of a campaign plan or timeline, identify risks, and make timely decisions to fulfill his intent, retain positive momentum, and accomplish the mission. Additionally, CCIRs help the Commander and HQ Staff by reducing the volume of information and focusing the HQ Staff on only the crucial information needed by the Commander.

Though the MALS Commander approves CCIRs, the HQ Staff manages them to assist the Commander.



Provided below are examples of possible CCIRs that a MALS Commander might issue (these are offered only as representative examples). Again, keep in mind that each CCIR would be associated with a date/day (DP), so therefore each must have a time element:

- ☛ What are my T/O manning levels?
- ☛ Do I have the necessary core competency levels (certifications/qualifications) within my Departments?
- ☛ Do I /when will I have the required ground training completion rates?
- ☛ Do I /when will I have the necessary embarkation skill sets and equipment?
- ☛ Are there any significant points of conflict on the TEEP?

- ✚ Do I/when will I have the necessary motor transport?
- ✚ Do I/when will I have the necessary funding to execute the mission?
- ✚ Do I have any significant facility or MILCON shortfalls?
- ✚ Do I/when will I have sufficient automated information systems support?
- ✚ Do I have the necessary AIRSpeed Site Core Team manning and experience?
- ✚ Do I/when will I have the necessary command & control capability?
- ✚ Are the Fly In Support Packages (FISPs) at full stocking levels and ready for deployment?
- ✚ Do we have sufficient range/depth in our Contingency Support Packages (CSPs)?
- ✚ Do we have the supply chain management needed for intra- and inter-theater support?
- ✚ Do we have the necessary Intermediate Maintenance Activity (IMA) production to meet demand?
- ✚ Do we have the necessary Aviation Survivability Equipment to outfit deploying aircraft?
- ✚ Do we have any Non Combat Expenditure Allowance (NCEA) shortfalls that will impact aircrew core competency?
- ✚ Do we have the range and depth in Ordnance Marines to support multiple FOB and FARP operations?
- ✚ Do we have adequate Remain Behind Element (RBE) support?

Note: Some of the content in this chapter was extracted from the article entitled “Effective decision making by the Joint Force Commander,” by Majors Park and Webster, and CDR Wilson.

6 – The Command Element: Role of the XO and SgtMaj

The Command Element (CE)

You are the Commander, and as such you are ultimately responsible for your unit's readiness and performance. However, to be a highly effective and ready unit, the CO, XO, and SgtMaj must cohesively bond as the "Command Element." An effective CE is the combination of two separate but complimentary qualities: One, each Marine performing his role and responsibilities exceptionally well, and two, the amalgamation of these individual efforts into unity of purpose and focus of effort.

Executive Officer

The XO's principle role is to lead and manage the day-to-day operations of the HQ Staff. The XO accomplishes this responsibility by leading the HQ Staff and affecting control and administration. The XO executes the CO's guidance and intent via the HQ Staff and by ensuring the disciplined prosecution of the unit's mission, administration, and retention of good order and discipline. The XO and CO should meet regularly—such as the beginning and end of each day—to discuss matters, make decisions, and shape upcoming events.

The XO should likewise meet daily with the SgtMaj. The XO and SgtMaj should have a close, trusted, and transparent relationship. The XO should be given latitude to lead the Staff and make decisions dealing with the day-to-day operation and administration of the unit. Most staff meetings will be and should be led by the XO. However, the CO should provide the XO some initial guidance to ensure that the XO understands and therefore executes in consonance with the CO's intent. (See Appendix B for an example)

Groom and train the XO. More than likely, the XO will soon be screened for command. Your job is to help make him ready and qualified to be a future Commander.

Standard XO Responsibilities:

- ☛ Lead the HQ Staff and chair staff meetings
- ☛ Administer the unit
- ☛ Review, uphold, and manage orders, policies, and SOPs
- ☛ Ensure effective staff work
- ☛ Ensure effective staff action
- ☛ In the CO's absence, perform command functions
- ☛ Chair safety meetings and ORM forums
- ☛ Serve as unit's Security Manager
- ☛ Manage leave and liberty policies and procedures

- ☛ Manage the Duty SOP
- ☛ In coordination with the SgtMaj, ensure good order and discipline at the BEQ(s)
- ☛ Lead BEQ inspections and unit sweeps
- ☛ Manage the FITREP SOP
- ☛ Assign additional and collateral duties for Officers
- ☛ Chair unit awards board
- ☛ Manage the unit's CGIP readiness
- ☛ Conduct Command Climate Surveys
- ☛ Coordinate and advise on legal matters

Sergeant Major

The SgtMaj assists the Commander as the senior enlisted Marine in the unit and keeps apprised of all policies of the Commander. The SgtMaj disseminates information to the unit's enlisted personnel regarding such policies, and reports to the Commander on the status of matters pertaining to the efficient operation of the command. He counsels noncommissioned officers as required to improve the effectiveness of the command and interviews and counsels enlisted personnel on pertinent professional and personal matters that may affect the efficiency of the command. He assists the Commander in the conduct of office hours, requests mast, and meritorious mast. The SgtMaj participates in ceremonies, briefings, and conferences. The SgtMaj also assists in the supervision of clerical and administrative matters; training functions and the employment of the command in garrison and in the field; logistics functions such as billeting, transportation and messing; inspections and investigations; personnel management; and the daily routine. Assumes other duties designated by the Commander.

Standard SgtMaj responsibilities:

- ☛ Senior enlisted advisor to the Commander
- ☛ Mentor and counsel SNCOs
- ☛ Mentor and counsel NCOs
- ☛ Manage enlisted duties
- ☛ Maintain customs, courtesies, and traditions
- ☛ Lead and manage all ceremonies and formations
- ☛ Maintain good order and conduct at BEQ
- ☛ Provide advice and recommendations on all enlisted legal matters
- ☛ Enforce and contribute to the Marine Corps uniform regulations
- ☛ Accompany the Commander on visits and inspections that relate to enlisted matters
- ☛ Serve as an advisor to enlisted, NCO, and SNCO clubs
- ☛ Provide advice and recommendations concerning Marine Corps organization, missions, and staff procedures

7 – HQ Staff: Implementing effective staff action & staff work

The Commander's shaping actions with the HQ Staff:

- ✿ The Commander should establish expectations, standards, and ground rules for the Staff. The Commander does this by issuing guidance and direction to the Staff (see Appendix D for an example)
- ✿ The Commander can delegate actions and tasks to the Staff, but as in all matters, the Commander is always ultimately responsible
- ✿ The Commander must maintain a degree of separation from the Staff, both physically and in terms of process. A sense of "part of, but separate" is essential for maintaining the dignity of the Commander's office and role, and it also ensures that the Commander maintains necessary objectivity and freedom of action

HQ Staff is (normally) comprised of:

- ✿ S-1
- ✿ S-2
- ✿ S-3
- ✿ S-4
- ✿ S-5/SACO
- ✿ S-6/ALIMS
- ✿ Legal
- ✿ Career Retention/Planner
- ✿ FRO
- ✿ Sqdn 1st Sgt or GySgt
- ✿ Medical Officer
- ✿ AIRSPeed Officer

The HQ Staff should be manned fully and with the highest qualified, certified, and/or trained Marines. Remember this: The work that is done (or not done) at the HQ Staff impacts the ENTIRE unit. To the maximum extent possible, stabilize HQ Staff assignments at no-less-than 12 months duration (ideally, 24 months). Two primary qualities of a good staff are stability and continuity.

The HQ Staff provides the functional administration of the unit (correspondence, intelligence, operations and training, logistics and facilities, automated information support, etc.). This role is performed via two core competencies:

- ✿ Staff Work: Production of products (well written and researched, compliant with governing orders, properly formatted)
- ✿ Staff Action: Well staffed, on time, coordinated, supervised, and synchronized

The XO, and to a lesser extent the SgtMaj, lead and manage the HQ Staff. The CO should clearly define what he/she (the CO) must view and/or sign personally. Or conversely, what types of things can be delegated.

Examples of things the CO normally would personally view/sign:

- Serious Incident Reports
- Anything that states an official command position
- Anytime the unit may say “no,” such as a request from HHQ or a supported unit
- Anything that commits the unit’s major resources
- Any significant change in a policy or order

The HQ Staff operates best when it is placed on a regular and dependable battle rhythm (meetings occur at the same time, on the same day, week to week). The HQ Staff should have metrics (key indicators) to measure and monitor performance and trends.

Attributes of a good staff:

- Disciplined processes, procedures, and actions
- Effective staff work (well researched, thorough, and administratively correct)
- Effective staff action (well planned, coordinated, synchronized, and timely)
- Subject matter expertise
- Responsive, agile, and Marine-focused
- Stability and continuity



8 – Production Dept Heads: AMO, AvnSupO, OrdO, AviO

The Production Department Heads generally work directly for, and report to, the MALS Commander. The MALS XO, however, needs to maintain coordination, administrative oversight, and a general supervisory relationship with the Production Department Heads. The Production Department Heads are the senior leaders and subject matter experts in their functional areas and provide the MALS Commander with advice and recommendations related to those areas.

The Production Department Heads are responsible for the effective, safe, and reliable leadership and management of their departments. This includes but is not limited to:

- ✿ Leading, mentoring, and grooming junior officers
- ✿ Creating a professional climate within their departments
- ✿ Creating a safe and secure environment
- ✿ Providing control measures for inventory accountability
- ✿ Managing and controlling cost elements and budgets
- ✿ Managing ground training for their Marines
- ✿ Upkeep and security of assigned buildings, grounds, and facilities

The MALS Commander is the senior aviation logistician within the Marine Aircraft Group. As such, the MALS Commander is the principal aviation logistics advisor to the MAG Commander. The Production Dept Heads should not be encouraged or allowed to have a direct communication lane to the MAG Commander. Each Production Department Head should have metrics and measures (key indicators) that monitor and report to the Commander their production, trends, projections, and issues. In addition to standard staff meetings, the Commander will likely hold weekly and monthly production meetings with the Production Department Heads.

Specific items that the MALS Commander should review and monitor with the Production Department Heads:

AMO

- ✿ NAMP management and issues
- ✿ MOS/OccFld management
- ✿ AMSR trends
- ✿ IMA production
- ✿ MAG and MALS 3M summaries
- ✿ IMP and Mod scheduling
- ✿ Liaison with CNAF and NAVAIR
- ✿ Manage RESET
- ✿ Compliance with bulletins and technical directives
- ✿ Contract Maintenance Support

AvnSupO

- ✿ ASDTP management and issues
- ✿ MOS/OccFld management
- ✿ Supply inventory management
- ✿ Supply performance
- ✿ MALSP package status
- ✿ Accounting/cost controls

OrdO

- ✿ NOMMP management and issues
- ✿ MOS/OccFld management
- ✿ NCEA management and availability
- ✿ AWSE/AAE/gun readiness and production
- ✿ CALA /Ordnance Assembly Area
- ✿ Liaison with MCAS Ordnance
- ✿ Liaison with supporting MWSS (licensing & transportation)
- ✿ Explosive safety inspections
- ✿ CAD/PAD procedures

AviO

- ✿ MMF Program
- ✿ MOS/OccFld Management
- ✿ Avionics repair and production
- ✿ Battery locker
- ✿ ASE upgrades
- ✿ RTCASS upgrades
- ✿ LITENING Pod management (conjunction with S-3/G-3)

9 – Managing Relationships: MAG CO, Squadron COs, and AC/S ALD

As MALS Commander, you have certain professional obligations to your MAG Commander, and certain support/coordination responsibilities with your flying squadron Commanders and the MAW AC/S ALD. Provided below are recommendations with regard to these obligations and responsibilities, and how to effectively shape these all-important relationships.

MAG Commander

Before taking command, conduct a courtesy in-call with the MAG Commander. Introduce yourself, and then listen. You are in “receive mode” at this time. Seek clarity on the MAG’s mission and the MAG Commander’s intent, objectives, and goals. A close, trusted relationship with your MAG Commander will be central to your and your unit’s success. You must build and cultivate that relationship. You do that by:

- ✿ Building *trust* through credibility and dependability
- ✿ Building *confidence* by showing that you have a plan and a strategy for success

Understand the MAG Commander’s mission, and how he measures mission success. Develop a battle rhythm with the MAG Commander in which you carve out scheduled time each month to cover key logistics issues and performance trends. This should be one-on-one time and focused on actionable information and trend analysis. Always keep the MAG Commander informed on significant or serious issues. Present the issues and reflect your strategy to deal with them.

Squadron Commanders

You do not work for the Squadron Commanders; you are their equal as a 0-5-level Commander. However, understand and accept that you have a supported/supporting relationship. Similar to the MAG Commander, understand the squadrons’ mission and how they measure mission success.

Upon taking command, visit each Squadron Commander and do two key things:

- ✿ Begin to build a close and trusted relationship
- ✿ Gain understanding of the Commander’s issues and concerns

Make a commitment to visit each Squadron Commander monthly. Go to his office. Focus on current and future requirements. Use this intelligence to shape your focus of effort.

AC/S ALD

- ☛ The AC/S ALD is not in your personal chain of command, however, the AC/S ALD is a key advisor, mentor, and functional representative
- ☛ The AC/S ALD can provide you key guidance, advice, and counsel. Therefore, it is in your interest to develop a close and trusted relationship with the AC/S ALD
- ☛ Keep the AC/S ALD informed and apprised of your current or emerging issues and requirements
- ☛ The AC/S ALD can and should provide you with needed resources and capability (funding, people, policy, etc.)

10 – Measuring Success: Key indicators and battle rhythm

As a Commander, one of the vital tasks that you will perform is assessing the status of your unit and, based on your assessment, providing refined guidance, direction, and course corrections.

The first order of business is to establish a staff “battle rhythm” to formalize when, and how often, key metrics and key measures of performance are reported to you and your key leaders:

- ✦ Broad, unit-wide key indicators should be reviewed monthly. The focus here is on current status (performance versus requirement), trend analysis, and if possible, future projections
- ✦ The 3M Summary should also be reviewed monthly with your Production Department Heads, ideally timed just prior to the monthly 3M brief to the MAG Commander
- ✦ Weekly readiness reviews with the Production Department Heads should also be conducted to target real-time and near-term readiness or resourcing issues

To develop consistency and reliability, it is best to schedule these key indicator briefs on the same day of each month (e.g., first Monday of the month; 10th of the month; last Monday of the month, etc.). A formalized, dependable battle rhythm creates a consistent and repeatable flow of information and allows the staff to plan for these events.

An example of a MALS Monthly Key Indicator Brief is provided below. This example is provided to illustrate the elements that might be included in the Key Indicator Brief, though there could be more or less:

S-1

- ✿ Government Travel Charge Card Program and Unliquidated Orders (UO) Report
- ✿ PCS Inbound Report
- ✿ PCS Outbound Report
- ✿ Retirement Report
- ✿ Awards Tracker and FITREP Tracker

S-2

- ✿ Active Clearances
- ✿ Current Access

S-3

- ✿ SORTS Status (future DRRS)
- ✿ TEEP Review
- ✿ Current Ops/Future Ops
- ✿ Ground Training Status
- ✿ Body Composition/Military Appearance Program
- ✿ LIMDU Status

S-4

- ✿ TPFDD Review
- ✿ Facilities Maintenance Status
- ✿ BEQ Occupancy Report

S-5/SACO

- ✿ 12-month Urinalysis Summary
- ✿ DUI/DWI/ARI Summary

S-6/ALIMS

- ✿ Work Requests
- ✿ Systems Availability Summary

Safety

- ✿ Mishap Summary
- ✿ Safety Events

Fiscal/Comptroller

- ✿ Budget Review
- ✿ Monthly Obligation Report

Legal

- ✿ NJP/Courts Martial Summary
- ✿ Legal Statistics Report

Career Retention/Planner

- ✿ FTAP Status
- ✿ STAP Status

FRO

- ✿ Status of Family Readiness Cases
- ✿ Upcoming Events

AIRSPEED

- ✿ Training Summary
- ✿ Events Summary
- ✿ TRR Trends

Supply Officer

- ✿ Supply Performance Summary
- ✿ FISP Status
- ✿ Status of Funds

AMO

- ✿ Repair Actions Summary
- ✿ IMA Production Trends

Ordnance Officer

- ✿ NCEA Summary

11– Legal Considerations

Like other areas of the command's climate, the Commander must set the tenor, standards, and expectations for Legal administration within the unit:

- ☛ Process and procedure
- ☛ Schedule and execution
- ☛ Dignity and professionalism

Pay close, personal attention to the quality of your Legal Officer/Chief

- ☛ Professional
- ☛ Mature
- ☛ Wise, discerning, and dependable
- ☛ Disciplined and organized

Always hold Marines accountable. Where you have freedom of action is in how, and to what level of severity, you administer punishment.

Retain emotional and process “detachment” in the initial stages of Legal investigations, assessments, and proceedings. The Commander must retain objectivity at all times.

- ☛ Always act and respond to issues; however, do so with deliberateness, precision and good judgment
- ☛ Have the XO/SgtMaj/LegalO/Investigating Officer flesh out facts and opinions

For particularly serious, unusual, or “sticky” issues (e.g., those that may embarrass the command or garner media attention), inform your MAG Commander and the MAW SJA early and stay engaged.

When conducting legal proceedings, always do so with formality, dignity, protocol, and professionalism (short, to the point, and in your office).

Develop in your mind, and coordinate with your Legal Officer, a general sense of your legal standards and trends (you want to be consistent, to the greatest extent possible).

Avoid public hearings for “dramatic effect” (e.g., public NJP's). In the long run this can be counter-effective and make a mockery of the legal process.

Legal Officer

- ☛ Carefully select your Legal Officer to ensure well-suited for the duties. If not already done, have the Legal Officer attend the Naval Justice School's Legal Officer Course. Maintain continuity in the billet as best possible. Constant turnover in the billet will lead to a loss of momentum in your legal matters

- ✿ Require your Legal Officer to brief you regularly (e.g., once a week) on all legal cases pending within your unit. Your personal interest and involvement will go far in the swift and fair adjudication of matters

Seek advice. Feel free to personally contact the Wing Staff Judge Advocate (SJA) and other legal advisors. They are there to assist commanders at all levels to make well-informed legal decisions.

Document, document, document. A common mistake of new Commanders is a failure to document. Some examples:

- ✿ Every time a Marine receives non-judicial punishment, ensure they then receive a proper 6105 counseling entry
- ✿ If you receive an allegation of misconduct – even if it appears not to be credible – do not simply look into it informally and close the matter without documentation. Appoint an Officer or Staff Noncommissioned Officer to conduct a preliminary inquiry or a command investigation then close the matter out in writing. This will protect the command and potentially the Marine subject to the inquiry if someone later alleges that the matter was mishandled or “swept under the rug”
- ✿ When disposing of a matter not otherwise documented, consider preparing a Memorandum for the Record (MFR). An MFR simply documents a decision or situation for the record in case questions arise later about it. It does not necessarily need to go outside of the command

Investigations

- ✿ A line of duty/misconduct investigation is required every time a Marine or Sailor incurs a disease or injury that may result in a permanent disability or that results in the individual’s physical inability to perform duty for a period exceeding 24 hours. It is important that these investigations are conducted properly and documented in the service member’s health record
- ✿ Whenever an incident may lead to a claim against the United States (such as an accident involving a government vehicle), a litigation report investigation may be required. Consult with a Judge Advocate prior to initiating a litigation report investigation

Allegations of Officer misconduct. All allegations of misconduct against officers are disposed of at the General Court Martial Convening Authority level. Whenever you receive an allegation against an Officer, whether you view it as credible or not, immediately notify the Wing SJA. Authority to conduct nonjudicial punishment on Officers is withheld at the General Officer level.

Military Justice. Commanders must avoid unlawful command influence.

Specifically:

- ☛ Do not express public opinions on innocence/guilt or appropriate punishments in a given case or a category of cases
- ☛ Do not order a subordinate leader to dispose of a case in a particular way. Each leader must exercise independent judgement
- ☛ Do not have an inflexible policy on disposition or punishment. Each case and each punishment must be decided based on its particular facts
- ☛ Do not censure, reprimand, or admonish the court or any member, military judge, or counsel with respect to findings or sentence adjudged
- ☛ Do not select or remove court members in order to obtain a particular result
- ☛ Do not attempt or even appear to put pressure on a military judge or court members to obtain a particular result
- ☛ Witnesses may not be intimidated or discouraged from testifying
- ☛ An accused may not be punished before trial or non-judicial punishment. Do not use pretrial restraint or other conditions as a method to punish before conviction

Ethics. Always be on the lookout for potential ethics issues and ensure you are scrupulously adhering to ethics rules. The rules are not always intuitive, so seek legal advice in these matters. Some particular areas to look out for:

- ☛ Fundraising
- ☛ Support to non-Federal entities, such as professional associations or charitable organizations
- ☛ Gifts. Includes those being offered to Marines as individuals, those being offered to the command, or gifts among service members
- ☛ Proper use of Government property
 - General rule: cannot be used for private or personal purposes
 - Government vehicles: cannot be used to transport between home and work under any circumstances (except for the highest level DoD officials)

12 – Safety Considerations and ORM

As Commander, you alone set the tone on safety. The moment you take command your squadron will be reading your actions and mirroring them. Lay out your expectations on safety in your first meetings with unit leadership and set the example. Once your policy is in place, bang the drum!

Training for your safety department will be needed to meet inspection requirements. This training will necessitate that personnel assigned to safety billets remain in place until a qualified and trained replacement can be identified and the appropriate turnover affected.

Reporting timelines and requirements are driven by higher headquarters. Timeliness and accuracy matter and are a direct representation of the command safety climate.

Maintain situational awareness of your command safety posture. Some keys to success in this area are:

- Leadership by walking around. Get into each shop. Be visible
- A strong mentorship program and focus
- Any Mouse program
- CO's Quarterly Enlisted Safety Council (E-4 and below)
- With the XO, take safety inspection debriefs (to include courtesy inspections)
- Command Safety Surveys

If safety becomes an issue, cease operations and address the issue at the heart of the problem. A stand down is better received than a memorial.

A safe environment is part of the overall command climate that you will establish and sustain, and that which will serve as the bedrock of mission readiness and success within your unit. Provided below is basic information on Operational Risk Management (ORM), presented from the Commander's perspective, and which should form the nucleus of your safety processes, procedures, and behaviors.

ORM is, at its core, a decision making tool used by the Commander, unit leaders, and individual Marines to increase unit effectiveness by anticipating risks and therefore reducing potential losses—be those personal or materiel. ORM is a cyclical process of identifying and controlling risks. ORM follows a five-step sequence that is described below.

MCO 3500.27 "Operational Risk Management" dated 3 April 1997 implements ORM in the USMC. MCO 3500.27 makes ORM an integral part of planning,

training, and operations for Marine Corps units. ALMAR 210/97 states, “Our goal is to institutionalize the ORM process so that all Marines apply it—as a matter of course—in their planning, training and operations. To that end, Commanders shall incorporate ORM into their operational routines. This includes regular use of the process for crisis action and exercise planning, clear guidance in the commander’s intent on the level of acceptable risk, and discussion of risk assessment and controls at decision briefs.”

As MALS Commander, you need to be personally aware of, and then make your Marines similarly attuned to the common, historical causes of mishaps in the Marine Corps, which are:

Individual failure. Marine knows and is trained to standard but elects not to follow the standard (self-discipline).

Support Failure. Equipment/material improperly designed or not provided.

Leader Failure. Leader does not enforce known standard.

Training Failure. Marine not trained to known standard (insufficient, incorrect, or no training on task).

Standards Failure. Standards/procedures not clear or practical or do not exist.

There are five core steps of performing ORM, which are:

- ☛ Identify Hazards
- ☛ Assess Hazards
- ☛ Make Risk Decisions
- ☛ Implement Controls
- ☛ Supervise

As MALS Commander, you are going to be faced by a range of decisions and operational considerations—some will be time critical and require crisis action planning, while others will be more long term and of a more deliberate nature. Your subordinate leaders will likewise be challenged by this same decision-making regime. ORM applies to all aspects and at either end of the decision making spectrum—being equally valuable to near-term or long-term events. As Commander, you will choose which level of ORM to use based on the mission, situation, time available, experience of personnel, and the assets available.

There are four core principles of applying ORM. Part of the art of leadership is understanding your mission and associated risks, and then knowing how and where to apply these four principles:

- ✚ Accept risk when the benefit is greater than the risk
- ✚ Accept no unnecessary risk
- ✚ Anticipate and manage risk via planning
- ✚ Make risk decisions at the right level

Within your Safety Department, and as part of your Safety Campaign Plan, the Commander should:

- ✚ Provide ORM training to personnel
- ✚ Incorporate identified hazards, assessments, and controls into briefs, notices, and written plans
- ✚ Conduct a thorough risk assessment for all new or complex evolutions, defining acceptable risk and possible contingencies for the evolution
- ✚ Address ORM in safety, training, and lessons-learned reports. Reports should comment on hazards, risk assessments, and effectiveness of controls implemented

Finally, remember that ORM can be applied to, and be the central component of, your off-duty safety measures. ORM is applied exactly the same off duty as on duty, the only difference is the individual Marine is making risk decisions. The 5 steps are the same, and the 4 principles are the same. Once Marines have been trained in and use ORM, it will become second nature to their actions and behaviors.

Note: Much of this chapter, and the words contained herein, were garnered either directly or in paraphrase from MCO 3500.27 “Operational Risk Management.”

13 – Family Readiness Considerations

Like all elements of unit readiness, the Commander must set the tone, standards, and expectations of the unit's Family Readiness Program. The Commander accomplishes this by establishing a formal, effective Family Readiness Program and by publishing his vision and guidance regarding Family Readiness.

Family Readiness is an essential component of the unit's overall readiness. Because a large percentage of our Marines are married, often at an early age and within their first term of enlistment or commissioned service, Family Readiness must be led and managed as vigorously and consistently as other elements of unit readiness.

The Family Readiness Program augments and supplements basic leadership within the unit. Family Readiness should never be allowed or expected to replace Marine Corps small-unit leadership.

The unit's Family Readiness Program provides support through three basic means: (1) official communications; (2) information and referral; and (3) deployed support. Each Commander shall form a Family Readiness Command Team within 30 days of assuming command. Standard members of the Family Readiness Command Team are:

- ☛ CO
- ☛ XO
- ☛ SgtMaj
- ☛ FRO
- ☛ Chaplain
- ☛ Key Volunteer Coordinator/Advisor
- ☛ CO/XO/SgtMaj spouses. These spouses can be force multipliers to the Family Readiness Program and can contribute to the overall cohesion of the unit

Within 30 days of assuming command, the Command Team shall attend Family Readiness Command Team Training. At this training, the Command Team will receive a copy of the "Family Readiness Program Command Team Handbook." This Handbook will cover:

- ☛ Command Team roles and responsibilities
- ☛ Key Volunteer Program
- ☛ Family Readiness Communications
- ☛ Family Readiness Training
- ☛ Funding Administration
- ☛ Deployment Support
- ☛ Supporting agencies and external resources

- Examples and templates
 - FR Newsletter
 - FRO Appointment Letter
 - Welcome Aboard Letter
 - Volunteer Application
 - DD 2793 (Volunteer Agreement)
 - SF 1164 (Claim for Reimbursement)
 - Emergency Contact Information Form

The ultimate objective of your Family Readiness Program is to arm and empower your Marine families with knowledge, information, and resources so that they can remain ready and successfully navigate the challenges they will face.

14 – Protocol, Customs, and Traditions

As Commander, you will interact with other commanders, General/Flag Officers, and participate in official command functions, ceremonies, and events. Therefore, it is important for you to be aware of, and comply with, traditional norms of protocol and professional etiquette.

Protocol

Provided below are some basic protocol guidelines. In addition to these recommendations, your MAW HQ will normally have a Protocol Officer to assist commanders with specific protocol requirements. Within your first month of command, coordinate with the MAW Protocol Officer for any standing SOPs or policies relating to protocol and etiquette.

Letters of Intent

- ☛ Ensure you submit complete packages
- ☛ Provide a recent official photo (within 6 months, and in correct uniform)
- ☛ Biographies. Keep them short, executive summary style (one page)
- ☛ Draft of CG's Message
 - Out-going Commander
 - * Highlight just a few of the major accomplishments
 - * Include new duty station
 - * Include meaningful comments regarding spouse
 - In-coming Commander
 - * Include prior assignment
 - * Include name of spouse

Change of Command

- ☛ Invitations: Prior to mailing, send a draft copy to the MAW Protocol Officer for review and approval
- ☛ Program: Prior to printing, send a draft copy to the MAW Protocol Officer for review and approval. Also, programs should be in color and of high, professional quality
- ☛ Seating Charts. Prior to finalizing, send a seating plan to the MAW Protocol Officer for review and approval
- ☛ Comments:
 - Out-going Commander
 - * Personally recognize General/Flag Officers and any VIPs, and their spouses
 - * Comments should be limited to no-more-than 10 minutes. The focus of your comments should be on the unit, the unit's accomplishments, and the honor of commanding Marines. This is, in truth, not about you; it is about the command and its lineage

- In-coming Commander
 - * Personally recognize the same individuals whom the out-going commander cites
 - * Keep you comments very short (2-3 minutes). Recognize the out-going commander, talk about the honor of commanding Marines, and thank the band. This is not about you, personally; it is about the command and its lineage

RSVP. Send invitations for events (change of command, relief and appointment, Balls, etc.) at least 6 weeks prior to the event. Condition yourself, and your officers, to honor requests to RSVP (i.e., always provide a response, positive or negative, to an RSVP, and do so by the requested date).

Customs, Courtesies, and Traditions

There are several unwritten customs and courtesies that are important for you to know, as the Commander, and are important to be taught and reinforced with your Officers and Marines. As mentioned earlier in this Guidebook, disciplined and faithful adherence to customs and traditions is not only one of the cardinal obligations of the Commander, but equally, is an important characteristic of a professional Marine Corps unit.

Provided below are reminder's of some of the Corps beloved customs. Work to teach and reinforce these items within your command.

Commander's Intent. As the Commander, you should recognize that what you say and how you say it will and should be interpreted as final and formal. When you state "I want" or "I desire," your Marines should understand that as directive in nature.

Bosses' Night/Right Hand Man Night. You will likely hold many of these events during your command tour. These are time-tested venues in which to build unity and commraderie. Some important ground rules to follow are:

- ☛ Set a reasonable time limit
- ☛ Pick a location that will allow for good interaction amongst all attendees
- ☛ Don't do PME at these events. Find another forum for formal instruction

Hail and farewell. These are good events to conduct quarterly or semi-annually. In addition to recognizing your new joins and your departing Marines and families, these events also help build unity and commaradrie. These events should be informal and fun, and should include spouses.

Wetting Down. This is an age-old tradition meant to celebrate the individual's promotion and share good spirit amongst fellow Marines. Normally, these events

are conducted on, or shortly after, the formal promotion. As in all things, the Commander should set the tone for moderation and dignity.

Dining In/Out. This is a variation of the traditional Mess Night. “Dining in” means that the mess is open to guests from within the unit, while “Dining out” opens the mess to honored guests outside the unit.

Finally, remember that you—the Commander—set the standard for protocol, customs, and traditions in your unit. The Commander, therefore, is the benchmark. You need to make a good first impression and then remain solid and consistent throughout your command tour.

15 – Budget/Comptroller Considerations

Commanders are ultimately responsible for financial management within their commands. MALS commanders should read the USMC Financial Guidebook for Commanders – NAVMC 2664 Rev 1.0

The MAW Comptroller is available to advise commanders on all financial management issues. The following types of funding are executed in each MALS:

- ✿ Operations & Maintenance, Navy (O&MN) Non-Flying Hour Program (NFHP) funding is managed by the Supply Accounting Division (SAD), with the exception of NFHP TAD funding, which is managed at the Group level
- ✿ TACAIR Flying Hour Program (FHP) funding is accounted for by the SAD and the MALS commander should be aware of the following four cost drivers of the FHP:
 - Aviation Fleet Maintenance (AFM)
 - Aviation Depot Level Repairables (AVDLRs)
 - Contract Maintenance Support (CMS)
 - Fuel / Flight Equipment
- ✿ Fleet Replacement Squadron (FRS) FHP funding is accounted for by the SAD
- ✿ Operations & Maintenance, Marine Corps (O&M,MC) funding is managed at the Group level

MALS Commanders should receive weekly status of funds briefs by the SAD Officer. MALS Commanders should brief the Group Commander monthly on status of funds.

Financial Management focus areas for MALS Commanders:

- ✿ Fiscal Law Training – MARADMIN 664/08 requires all Commanders, Supply Officers and Fiscal Officers/clerks to complete fiscal law training within the past 5 years
 - Training can be completed online via links in MARADMIN 664/08. The completion certificate must be printed and a copy sent to MAW Comptroller for retain
- ✿ Unauthorized commitments (UACs) – Only warranted contracting officers are authorized to enter into contracts with vendors
 - Any purchase less than or equal to \$3,000.00 can be purchased with a Government Commercial Purchase Card (GCPC). GCPC cards will not be issued without required training from Station Contracting and card holders must be appointed in writing
 - Any purchase greater than \$3,000.00 must be initiated electronically in PR Builder and sent to the Station Contracting Office for action
- ✿ Offline DoD E-Mall MILSTRIP purchases are generally prohibited. However, online DOD E-Mall MILSTRIP purchases are authorized, but must be strictly

monitored by the Supply Accounting Division (SAD) and Squadron Support Division (SSD)

- ✿ GCPC use is authorized for DoD E-Mall purchases
- ✿ Defense Travel System (DTS)
 - Marines are not authorized to travel on confirmation/verbal orders. Every travel request must be approved by an authorized approving official in DTS prior to commencing travel
 - MALS commanders should ensure all travel claims are settled in DTS no later than 5 days after return from TAD (Ref: Joint Federal Travel Regulations)
- ✿ Repair of engines/equipment from outside the command – MALS SAD should be consulted to ensure funding is available

Annual fiscal milestones (dates are for planning purposes and can adjust so coordination with MAW Comptroller is essential):

- ✿ Annually – Budget execution (obligation) goal for O&M,N is 99.5% at the end of the fiscal year (may change each fiscal year)
- ✿ Quarterly – Budget execution (obligation) goal for O&M,N is 95.5% at the end of each quarter
- ✿ Monthly - Budget OPTAR Reports (BOR) – The BORs for OFC 01/09/10/50 are prepared by the MALS and are due to CNAF, MARFOR, and MAW Comptroller
- ✿ Monthly Closeout – MAW Comptroller will coordinate with each MALS (SAD) monthly to conduct monthly closeout. R-Supply should not be shutdown or turned back on until given direction by the MAW Comptroller. Final Status of Funds should be confirmed prior to turning R-Supply back on
- ✿ Weekly – MALS Commanders should review status of funds reports from the SAD in order to make spending adjustments as necessary to meet quarterly and annual obligation goals
- ✿ September – MALS should work closely with the Group Fiscal Officer and MAW Comptroller to ensure synchronization to start the upcoming fiscal year on 1 Oct
- ✿ January – MALS should coordinate with the Group Fiscal Officer and MAW Comptroller on Mid-Year Review (MYR) that will be completed in Mar/Apr. MYR is an opportunity to submit unfunded issues to the Group Fiscal Officer for emergent requirements
- ✿ March – MALS should coordinate with Group Fiscal Officer and MAW Comptroller on Budget Development / Budget Data Call for the upcoming fiscal year
- ✿ August – MALS should ensure end of fiscal year closeout procedures are coordinated with the Group Fiscal Officer and MAW Comptroller. The MALS commander should get briefed on closeout procedures no later than 15 Aug each year
- ✿ MAW Comptroller will conduct fiscal assist visits in coordination with MAW ALD WASMAT assist visits

16 – Inspector General (IG) Considerations

The Wing Inspector is a valuable resource which can provide exceptional support and visibility in areas that could otherwise be very frustrating. Recommend you use the MAW Inspector Office in the following ways to increase your efficiency.

Program Management. Too often, the programs that the IG inspects receive too little attention until shortly prior to an inspection. Regardless of inspection results, the consequence is that whomever holds the “SME” role for you in that program is not taking care of you or your Marines. In assuming responsibility for any program, recommend the following turnover procedures in addition to receiving the outgoing person’s passdown.

- ☛ Review all references as listed in the AIRS checklist
 - AIRS Checklist:
http://hqinet001.hqmc.usmc.mil/ig/Div_Inspections/AIRS%20Checklist/AIRS_Index.htm
 - IGMC resources:
<http://hqinet001.hqmc.usmc.mil/ig/>
- ☛ Visit the IG shop at MAW HQ and read previous inspections for the inherited program. This will clarify many of the unknowns as to where the program manager should prioritize efforts

Program Oversight. If your program managers submit information to higher headquarters, you should know the information contained, and how it reflects on your command. These reports are usually collated by respective Groups and then sent to MAW. These reports are then compared across the Wing against peer units. It would benefit you to know which programs submit information to higher, and to know how you compare to your sister units. Have your program managers pull these reports back down to the unit so that you know how this information breaks out across the Wing.

Training “In The Seams.” Many of your programs require annual or more frequent training. Program managers are required to document this training. Recommend that you identify “seams” in your work day where this targeted training can occur. The normal practice (not a good practice) is to try to shove all required training events into annual Safety stand downs. The resulting Power Point marathons do little real benefit. Recommend that these critical training areas are boiled down to essential nuggets, and then become talking points on respective subjects at the shop level during daily “training seams.” These can be during the morning or evening pass down, and need not last longer than ten minutes. Continuous NCO-led shop discussions on various subjects will result in much better absorption of information.

17 – Chaplain Considerations

Though not technically part of the Command Element, the Chaplain, much like your Medical Officer, provides valuable influence, expertise, and positive impact to the unit's command climate. The Chaplain will have a unique insight and perspective into your unit, and will often have a well-informed sense of underlying issues and trends as a result of his interaction with your Marines. The Commander should therefore cultivate a close and trusted relationship with the Chaplain, meet regularly to discuss issues, and have a strategy for how best to employ the Chaplain within the unit. The Commander and Chaplain should seek unity of purpose towards desired outcomes and objectives as they relate to the unit's mission and readiness.

Provided below are some specific areas in which the Chaplain can focus his efforts and provide valuable assistance to the Marines and the unit.

Pastoral Counseling. This is the area where Chaplains spend most of their time and is the area in which the Chaplain can have the most important impact on the command climate. However, it is important to note the need for complete confidentiality in pastoral counseling. A Marine's interaction with the Chaplain in this regard is always privileged communication and requires complete confidentiality.

Emergency Notifications. There are two main elements that the Chaplain provides assistance to the Commander concerning emergency notifications, which are:

- ☛ Participate in the casualty assistance calls officer (CACO) process as described in MCO P3040.4D
- ☛ As needed, take part in the delivery of American Red Cross Messages

Suicide Prevention and Awareness. Chaplains can provide suicide prevention and awareness workshops, which augment and reinforce similar efforts by your Safety Department and basic leadership. In this effort, it is recommended that you team the Chaplain with the Medical Officer to ensure all aspects of suicide prevention are addressed.

Memorial Services and Funerals

Religious Services

Humanitarian Transfers and Hardship Discharges

Family Readiness. In collaboration with your FRO and Family Readiness Advisor, the Chaplain provides a vital role in Family Readiness within the unit. Specific issues that the Chaplain can champion are:

- ☛ Premarital Preparation

- ☛ Marriage Counseling
- ☛ Family Violence Intervention/Family Advocacy

In addition to the many things the Chaplain can and should do, there are some areas in which the Commander should not employ the Chaplain. For example:

- ☛ Chaplains are prohibited from leading fund drives or handling money
- ☛ Chaplains shouldn't be asked to use their influence to change orders for individual Marines
- ☛ Chaplains can't provide immediate financial aid or food to Marines or their families



18 – Public Affairs (PA) Considerations

As a MALS Commander, you will not have a public affairs mission, per se, nor will you have a Public Affairs Officer (PAO) or Public Affairs staff. That capability is normally resident at your higher headquarters (Base, Station, MAW, MEF, MARFOR). However, with the advent of modern communications and the pervasiveness of 24/7 news coverage, there may be incidents, exercises, or operations in which you will either seek media coverage or, media coverage will come to you due to interest or impact within the community. Therefore, you need to be aware of the Commander's role in shaping PA.

Provided below are some basic guidelines and rules, extracted from **MCWP 3-33.3 "Marine Corps Public Affairs,"** which will prove useful to a MALS Commander:

- ☛ The commander can prepare the public information environment most directly through a credible relationship with the news media. Basically, news media relations comes down to building and maintaining professional standards, mutual trust, and credibility
- ☛ The commander can provide the story—and access to it—or risk having reporters finding their own stories. History shows that reporting is more accurate, balanced, and factual when commanders are proactive rather than reactive
- ☛ Although working with the news media inherently introduces challenges, public affairs can be a force multiplier for the commander by informing internal and external audiences. Public affairs operations are a fundamental tool of competent leadership, a critical element of effective command, and an essential element of mission accomplishment
- ☛ Commanders at all levels should anticipate such interest as part of the normal planning process and be prepared to respond through internal and external information outlets. Inform the PAO in your chain of command of any issues or events that may or should garner media interest
- ☛ The commander is not always the best person with whom the news media should talk. For example, the best spokesperson about Aviation Ordnance is the Marine who works in Ordnance. The news media is the messenger. Marines are the message
- ☛ When appropriate, commanders should encourage their Marines to talk to the news media, especially when reporters ask questions about a Marine's job or mission. To ensure that Marines understand the role of the news media, commanders should include realistic news media training in all exercises, at every level possible
- ☛ Commanders should, with the assistance of the PAO, seek to understand the news media presence in detail. The commander must be thoroughly briefed before meeting the press. This briefing may include a practice interview. It should also include a list of possible questions and answers

- The primary roles of the PAO are to facilitate the release of timely, accurate information to the public and to oversee internal information and community relations programs. When directed by the commanders, the PAO is also the chief command spokesperson
- A key function of the PAO is educating internal and external audiences. PAOs have to go to great lengths to educate the news media members about the commands and missions they are covering. PAOs must ensure that news gets out, not only quickly but also accurately

Remember, as a MALS Commander you do not have a Public Affairs mission, per se, or do you have organic Public Affairs capability in the form of a PAO or Public Affairs staff. Those capabilities will be resident at your higher headquarters but will be available to assist you and to positively shape your requirements. Whenever you are doing a major exercise, you can and should incorporate the PAO into your planning process. Additionally, whenever you are dealing with a serious incident, or one that may garner significant media attention or potentially portray your unit or the Marine Corps in a bad light, you should immediately coordinate with your chain of command and your PAO.

19 – Force Deployment Planning and Execution (FDP&E) Considerations

Force Deployment Planning and Execution (FDP&E) presents unique challenges for commanders of different types of units. As a MALS Commander, you may have several detachments deploying simultaneously to different parts of the world in support of combat operations. Although oversight of operations is a function of the MAW G-3, the MAW G-5 is responsible for the flow of forces through the FDP&E process. Unlike other Services, the Marine Corps has a Military Occupational Specialty (MOS) just for FDP&E. These Marines work in the MAW G-5 and in each MAG S-3. Although these Marines are experts in the Joint Operations Planning and Execution System (JOPES), they are not experts in the administrative, operational, or logistical details of every deploying unit. To ensure your detachments are deployed successfully, you must ensure your S-1, S-3, and S-4 sections provide timely and accurate information to their counterparts at the MAG Headquarters.

Understanding the FDP&E process will greatly increase your ability to meet deadlines and to manage the expectations of your Marines and their families. The following information and guidelines, derived from CJCSM 3122.02C (*JOPES Volume III*) and FDP&E Business Rules, are provided to assist you in ensuring the success of your unit's deployments, and in preventing situations requiring General Officer involvement.

- ✦ The only means of coordinating FDP&E matters beyond your MAG Headquarters is via newsgroup messages, which are posted by the MAG S-3 on network servers. Failure to ensure newsgroup traffic has been sent to codify agreements made via email or telephone may jeopardize the success of your mission
- ✦ Combatant Commanders provide supplemental instructions for FDP&E within their Areas of Responsibility (AOR) via classified newsgroup messages called Business Rules. The Business Rules dictate such things as:
 - Approved port of embarkation (POE) and port of debarkation (POD)
 - Numbering/grouping conventions for requirements
 - Movement validation procedures
 - Transit times and date windows
 - Sustainment, replacement, and retrograde procedures
 - Guidance for newsgroup messages
- ✦ Words have meaning. The following FDP&E terms are commonly used, and understanding them is essential for any commander to avoid confusion
 - Time Phased Force Deployment Data (TPFDD): The database portion of an operations plan, contained in JOPES
 - Unit Line Number (ULN): A five to seven character reference number for a TPFDD record in JOPES. This information includes personnel and cargo numbers as well as itinerary information
 - Ready to Load Date (RLD): When the movement must depart home

station

- Available to Load Date (ALD): When the movement must be able to embark
- Earliest Arrival Date (EAD): The earliest a movement can arrive at the POD
- Latest Arrival Date (LAD): The latest a movement can arrive at the POD
- Required Delivery Date (RDD): When a unit must arrive at the final destination

☛ Considerations:

- Deployments are scheduled nine months or more in advance. Involvement early in the planning cycle process will greatly increase your ability to shape your unit's movements and to manage expectations
- Failure to provide timely and accurate personnel and cargo data will result in the MAW providing delayed or inaccurate certified data to the MEF
- General Officer involvement is required to unlock a certified ULN for changes or corrections, or to create or delete a ULN after the certification deadline
- In most cases, the approval authority on change requests will not have an aviation background. All coordination requests must therefore be accompanied by a justification in sufficient detail to allow a person with no prior understanding of the situation to appreciate the operational necessity of the request
- A Pre-Deployment Sight Survey (PDSS) must be certified for both deployment and redeployment at the same time. These normally deploy about 3 months prior to deployments, and require country clearance approval. This approval is obtained via the S-1 channel
- Relief in Place/Transfer of Authority (RIP/TOA) timelines are established at synchronization conferences. Changes to the published dates cannot be made between commanders without the approval of the appropriate Marine Component Commander
- Only when strategic airlift is not available will a MEF approve requests for rotator flights or commercial flights. Rotator and commercial flight requests are handled via the S-1/G-1 channel
- Fixed wing squadrons deploying a flight ferry must follow procedures outlined in a joint Memorandum of Agreement, which requires planning over 120 days prior to movement
- Most personnel and cargo movements must be certified accurate by the MAG well over a month prior to movement. Ensuring accuracy of your squadron's information 45 days prior to movement will prevent missing a deadline
- Movements are scheduled for departure and arrival at the unit's home station whenever possible. Some movements, particularly those involving smaller numbers of personnel or cargo, often must travel with a larger movement

- Every cargo movement must have at least one cargo rider, but the number of cargo riders allowed is limited to 10 per mission. Unless yours is the only ULN scheduled on the mission, plan for no more than three cargo riders in most cases
- Unit embarkation representatives must ensure that only the ULNs allocated to a mission are loaded onto the aircraft at the time of deployment. Passengers loaded onto an aircraft for which they were not scheduled could be waiting at their POD for up to 10 days for follow-on transportation
- Check on your ULNs frequently. Changes to any ULN on a flight may impact the entire flight (i.e. you could lose your lift because of another unit's changes)
- Information flow is key: Personnel information should flow MALS S-1 to MAG S-1, dates of movement should flow from MALS S-3 to MAG S-3, and cargo information should flow from MALS S-4 to MAG S-4. The planner at each MAG should then coordinate with the MAW G-5. Following this model will ensure the fidelity of your unit's information across functional areas

The MAW G-5 is ultimately responsible for providing MEF and US Transportation Command with accurate information from subordinate commands in order to efficiently and effectively deploy MAW units in support of combat operations. As a MALS Commander, you have an equally important role in ensuring the MAW's success in this area.

20 – Leadership and Mentoring

As Commander, you are in a unique and singular position to model and exemplify the best qualities and characteristics of Marine Corps leadership. At all times, and in all you do, your Marines' eyes will constantly be following you, gauging you, and rising (or falling) to the standard you set. This fact may seem daunting. Actually, it presents a tremendous opportunity for teaching, mentoring, and grooming. Do not miss this opportunity to instruct and mold your Marines.

Marines have and always will favor attributes that convey strength, energy, and competence. With regard to your appearance, body language, comportment, demeanor, and presence, seek to exemplify the following traits:

- ☛ Conviction
- ☛ Decisiveness
- ☛ Strength
- ☛ Vigor
- ☛ Engagement
- ☛ Knowledge and intellectual curiosity
- ☛ Optimism and positive spirit
- ☛ A bias for action

Marines have two core prerequisites to willingly transform themselves from subordinates into followers. One, they want to be part of something that is noble, challenging, and honorable. Two, they seek to gain a sense of pride and satisfaction that they could not achieve, alone. Your job as Commander is to create an environment that will satisfy those basic requirements. This is the essence of esprit de corps, élan, and camaraderie.

A superior Commander does four core things with regard to leadership of a large unit:

- ☛ Provides a vision of and clarity to the future (end states and outcomes)
- ☛ Provides a strategy to achieve those future end states
- ☛ Instills an execution plan to prosecute the needed goals and objectives
- ☛ Provides necessary and timely guidance to effect course corrections

The water will rise to the bar you set. The unit will become, for better or worse, a reflection of the Commander. The unit, and the individual Marines, will take on the character, personality, standards, and priorities established and exemplified by the Commander. Therefore, be very conscious of, and selective about, what you model and reflect.

Remember this maxim: "If you are leading, you are teaching; If you are teaching, you are leading."

Mentoring—the willing passage of knowledge and skills from one generation to the next—is one of the core attributes of any profession, and likewise, is a signpost of a healthy and professional Marine unit.

Some thoughts and reflections on mentoring:

- ☛ Mentorship is best understood as an active verb-- “to mentor.”
This more appropriately conveys the qualities required for successful mentoring:
 - Personal commitment
 - Personal engagement
 - Consistency
 - A two-person process (Mentor and Mentee)
- ☛ Seek out Marines to mentor. They will not always come to you
- ☛ Demand that your Officers and SNCOs mentor their Marines
- ☛ Mentoring generally encompasses two basic categories:
 - Education: PME, knowledge, study, reflection
 - Skills: Tactics, techniques, procedures
- ☛ Your goal as a leader and mentor is this: Master all aspects and elements of leadership, and then freely give away everything you have learned. At the conclusion of your command tour you should have emptied yourself of your knowledge, experiences, and wisdom

21 – Closing Thought: Maintaining Balance

As Commander, you must maintain a balance between two core mission imperatives: (1) your Aviation Logistics production, and (2), leading and developing your Marines.

The Aviation Logistics mission (aircraft readiness, MALS production, supply support, etc) is the tactical application of the MALS' power and capability. It is the tangible product you bring to bear in support of the MAG. As MALS Commander, you must:

- ☛ Define it
- ☛ Measure it
- ☛ Sustain it; and when necessary,
- ☛ Improve it

Leading Marines should be thought of as the ever-present and enduring “foundation” of your mission. This foundation, like any base, must be solid, regularly cultivated and energized, and constantly monitored.

Your MAG Commander will expect and demand excellence in both areas; however, he is more likely to place more “observable” emphasis on the aviation logistics mission (readiness, MALS productivity). However, though he may not refer to it as often, he expects you to lead and maintain a professional organization.

The MALS Commander effects balance through the art and science of leadership:

- ☛ Art: Knowing when, how, and where to apply focus, course corrections, and guidance
- ☛ Science: Measuring and assessing your balance (how do you know you are on track, are balanced, and are healthy?)

Expect and understand that, at times, these two mission imperatives will appear to compete with one another, conflict, or become temporarily imbalanced. That is natural. The Commander must stay attuned to these periods of imbalance and take direct, decisive actions to restore equilibrium within the unit.

Finally, as Commander, you must remain personally balanced. Throughout your command tour, which may last 24 months, you must remain objective, positive, optimistic, mentally and physically refreshed, and poised. You must discipline yourself, daily, and throughout your command tour, to take the time to keep yourself balanced and invigorated. For example:

- PT daily
- Retain a regular work schedule
- Retain a regular sleep pattern
- When away from work, have fun
- Take well-timed leave
- Have hobbies and pursue them
- Talk with fellow Commanders and/or a mentor
- Devote time to family



Appendix A: Example of a Commander's Mission Statement

1. **Mission.** Provide responsive, effective, and efficient aviation logistics support to MAG-XX, in peacetime and in war, in order to sustain optimum aircraft readiness, unit core competency, and the ability to rapidly deploy and employ in an expeditionary environment.

2. **Objectives.** In pursuit of our mission, we will prosecute the following core objectives and outcomes:

- a. Logistics Readiness. *Our goal, at all times, is to meet prescribed readiness standards in support of the MAG's and Squadrons' missions.*
- b. Marine Readiness. *To be First to Fight, we must be ready to fight. We will therefore train hard, inspect ourselves regularly, focus on individual and family readiness, and build a climate that takes pride in readiness.*
- c. Expeditionary Mindset. *To be expeditionary, we must condition ourselves to think, act, and operate with an expeditionary mindset. We will adapt our processes, equipment, and training to ensure we are deployable, rugged, survivable, and able to excel without the comforts of home base.*
- d. Safe, Secure, and Professional Command Climate. *The command climate we create is the foundation of our unit; therefore, our command climate will be positive, healthy, based on high standards, and demanding of personal accountability.*

3. **Guiding Principles.** As we execute our mission and pursue our core objectives we will be guided by these enduring principles:

- a. *Energetic, involved, and exemplary leadership: When present, act and take charge.*
- b. *Personal Accountability: Take full ownership of who you are and what you do.*
- c. *Discipline... in all we do.*
- d. *Unit pride and esprit de corps: Honor and celebrate our customs, courtesies, and traditions.*

4. **End State.** On any day, a Marine who interacts with our unit will see a highly professional, disciplined, core competent, and well-led organization. Our reputation will be of broad-based and sustained excellence. Our leaders will be energetic and involved; our Marines will be disciplined and accountable; our spaces will be safe and squared away; and our logistics support will be world class.

Appendix B: Example of Commander's Guidance to the XO

From: Commanding Officer
To: Executive Officer

It is my professional obligation to provide to you my intent, expectations, standards, and focus of effort as you assume this vital leadership role in our unit. I do this so that you can take this guidance, internalize it, and then act with decisiveness and freedom of action in the execution of your duties.

Your Role: Your principle role is to assist me in the command of this Unit. You do that by controlling and administering the unit. I will provide you with the necessary power, authority, responsibilities, and guidance to carry out your role. You should view your role, as I do, to be as a "trusted advisor" and a principle leader in the Command Element. I want you to know that I trust your judgment, leadership ability, and skills. As such, I want you to lead and act with confidence, with energy, and with conviction.

Guidance. I offer the following guidance to help you shape your actions in pursuit of your core tasks and responsibilities. These are the areas in which I want you to focus.

- ☛ Lead & manage the HQ Staff
 - Staff Manning: Man our staff fully and with quality Marines. Seek stability and continuity in assignments
 - Staff Planning: Demand disciplined, deliberate planning
 - Staff Work: Well researched, well written, and professional
 - Staff Action: On time, coordinated, and integrated
 - Staff Supervision: Set the tone and tenor—excellence in all
 - Staff Reports/Metrics: Keep it simple, but measure our effectiveness.
- ☛ Supervise the SDO and Duty SOP
- ☛ Serve as the Security Manager
- ☛ Lead Safety and ORM Forums
- ☛ Lead our Officers
 - Set the Example
 - Hold Officers accountable
 - Serve as Reporting Senior for the HQ Staff
 - Groom and Mentor our Officers and HQ Staff
- ☛ Maintain inspection readiness
- ☛ Coordinate and advise on Legal matters
- ☛ Maintain a professional relationship with MAG & Sqdn XO's
- ☛ Maintain a professional relationship with our SgtMaj

Conclusion. At all times, I want your frank and candid opinion. Tell me what you see and what you think. Do not be a stranger to my office—we should talk daily. Be positive, energetic, involved, and visible. Someday you will likely be a Commander. My objective is to groom and train you for that probability. Lead from the front, and your satisfaction will come from helping build, and being part of, a professional and honorable unit.

Appendix C: Example of Commander's Guidance to the SgtMaj

From: Commanding Officer

To: Sergeant Major

It is my professional obligation to provide to you my intent, expectations, standards, and focus of effort as you assume this vital leadership role in our unit. I do this so that you can take this guidance, internalize it, and then act with decisiveness and freedom of action in the execution of your duties.

Your Role: Your principle role is as my senior Enlisted advisor. Equally important, you are the custodian, steward, and caretaker of our customs, courtesies, and traditions. Your role is fundamental to our success and vital to our mission readiness. Our unit is large and comprised essentially of junior enlisted Marines. We have a very small cadre of Officers. We will therefore need to rely heavily on the leadership of our SNCOs. That is not a problem but rather an opportunity upon which we will capitalize. I greatly value your experience, leadership, wisdom, and unique perspective. Lead firmly and from the front; be essentially out-and-about; and demand excellence from our SNCOs and NCOs.

Guidance. There are seven core areas in which I would like you to focus your efforts. They are:

- ☛ Advice: Provide me feedback and insight
- ☛ Mentor: Teach and train our enlisted Marines
- ☛ SNCOs: Hold them accountable
- ☛ NCOs: Groom and develop them
- ☛ Customs/Courtesies/Traditions: Honor and celebrate them
- ☛ Enlisted Duty SOP: Lead it and enforce professionalism
- ☛ BEQ: Retain high standards

Conclusion. We should be joined at the hip and our interaction should be regular, trusted, and open. My door is always open to you. Tell me what you see and what you think. In all major decisions I make I will seek your advice and counsel. Work closely with the XO. The Marines should see from the Command Element a single voice, consistency, and unity of purpose. Set a firm and inspiring example, and demand the same from our SNCOs. Lead from the front, and your satisfaction will come from helping build, and being part of, a professional and honorable unit.

Appendix D: Example of Commander's Guidance to HQ Staff

General Guidance: Your main purpose is to help me control and administer our unit. Each of you provides a specific functional role and I expect you to be subject matter experts in your role. Your core competency, as a Staff, is two fold: Staff Work and Staff Action. You must excel at both. Below are some broad and general guidelines:

- ☛ Commit all regular, recurring events to our planning calendar and TEEP
- ☛ Develop a regular and consistent battle rhythm for recurring meetings and events
- ☛ Regularly review our Planning Calendar/TEEP and ensure proper scheduling, timing, and de-confliction
- ☛ Seek stability and continuity in Staff assignments. Ideally, 24-month tour lengths, but no-less-than 12 months
- ☛ Focus on the Marines, and serving the Marines
- ☛ Coordinate and communicate with the MAG Staff
- ☛ Things the CO must view and/or sign personally:
 - Serious Incident Reports
 - Anything that states a formal command position
 - Any change to a formal policy or order
 - Anything that says "no" to higher or adjacent commanders
 - Anything that commits our major resources
 - Anything that is sensitive or could embarrass the command or MAG

Specific Guidance:

- ☛ Staff Meetings
 - Frequency: Weekly
 - Run by XO, and attended by HQ Staff and Dept Heads/Chiefs
 - Last week of every month: Key indicators brief
- ☛ Production Dept Head Meetings
 - Frequency: Weekly
 - AMO, AvnSupO, OrdO, AviO
- ☛ HQ Staff Updates
 - Frequency: Weekly
 - With XO
- ☛ Formations
 - Frequency: Monthly (All hands)
 - Purpose: Awards, troop information, Safety
- ☛ All-Hands PT
 - Frequency: Once per month
 - Green on green

- Inspections
 - Uniform Inspections: Once per quarter
 - BEQ Inspections: Monthly
- Social Events
 - Frequency: Two major parties per year: One Summer, One Winter
 - Conduct an all-hands USMC Ball
- CGI Assessments
 - Conduct a preliminary (internal) assessment within 3 months of my taking command
 - Once per year, thereafter
- Block Training
 - Develop a block training construct (integrate all ground training into a single week-long event)
 - Frequency: Once per quarter
 - Target a certain percentage of Marines per event
- PME
 - Officer PME Monthly (led by CO and XO)
 - SNCO PME Monthly (led by SgtMaj)
 - NCO PME Monthly (led by SgtMaj)
- Holiday Liberty
 - Follow Liberty Plan published by HHQ (MEF, MAW, MAG)
 - HARP Forms mandatory
 - Dept Heads: Hold formations prior to liberty sounding
- Frost Calls
 - “All Officer” calls are mandatory

Appendix E: Example of Commander's Guidance to AvnSupO

From: Commanding Officer
To: Aviation Supply Officer

Subj: COMMANDER's GUIDANCE

1. I want to establish your principle roles and responsibilities regarding the successful execution of your duties. My guidance to you will entail a solid understanding of my command philosophy, and my expectation of you as a Marine Officer and Department Head.

1a. Guidance

- (1) Command Philosophy – My philosophy of command must be fully understood by every Marine. The key principles represent a baseline of core ethos that is indicative of the institutional values of our Corps. Our occupational mission is to provide effective, efficient, and responsive aviation logistics support to MAG-XX squadrons. We need to prioritize and balance the unit's efforts, energy and productivity by sustaining our core competencies related to aviation logistics and readiness. The underlying nexus associated with the mission will always stem from proactive leadership and care of our Marines. We can not succeed without strong, consistent leadership at all levels.
- (2) Principles – Engage your department and ensure your Marines are energetic, involved, and provide quality leadership. Ensure the following principles are adhered to and reinforced:
 - a. Operational Risk Management
 - b. Leadership by example
 - c. Proficiency
 - d. Readiness
 - e. Esprit de Corps

1b. Specified responsibilities. You are my trusted Supply Advisor. I want you to be the face/expert on all Aviation Supply issues for MAG-XX. Additionally, I will count on your feedback and advice regarding matters that concern the MAG Commanding Officer. I expect the following from you regarding Department Head leadership:

- (1) Lead by example in everything you do and mentor your Officers constantly.
- (2) Be visible and continue to work with the Squadrons regarding supply support.
- (3) Hold your Marines accountable for their actions and continue to reward them for their performance when just and warranted.
- (4) Encourage your Marines to be physically fit and maintain established weight standards.
- (5) Work with the XO to implement and enforce the CO's policies (EO, Safety, Sexual Harassment, etc).
- (6) Maintain a trusted relationship with the XO and SgtMaj.
- (7) Enforce Marine Corps Training and insure basic requirements are met (dental,

medical, motorcycle safety, personal/professional readiness) within your Department.

- (8) Encourage Resident/Non Resident PME completion. School quotas that are not met will require explanation to the SgtMaj, XO and I.
- (9) Instill in your Marines to do the right thing, the first time, every time and advocate a basic knowledge of aviation logistics and not just their MOS core competency.

1c. Function. Duties and responsibilities will consist of the following but are not limited in scope or function:

- (1) Continue to learn and educate your Marines about Airspeed and continuous process improvement. You will be the sub-level owner of any airspeed process/event within your department. We will focus on the following:
 - i. Aircraft availability/readiness
 - ii. Right Sizing the Inventory
 - iii. Focusing on mission set inventories
 - iv. Supply effectiveness by category (O-level IPG-I/II and I-level IPG-I/II).
 - v. Rapid deployability and flexibility – reduced footprint and scalable modular support
 - vi. IMA production while achieving “common sense” cost savings; reduce BCM-4 actions and increase Supply Material Availability
 - vii. Help manage and direct the productivity of the IMA through BMT and ELAT
 - viii. 100% involvement by all (change culture)
 - ix. Improve process times
- (2) Continue to attend and represent MALS-XX at aviation logistics conferences.
- (3) Serve as the lead AvnSupO for the XX T/M/S team.
- (4) Continue to work with Wing ALD Supply. You have direct liaison to coordinate any issues with the Wing AvnSupO but keep me apprised of any significant actions.
- (5) Ensure any changes in the command’s policy, formal position on logistics support, or resource allocation is reviewed by me
- (6) Be proficient, objective, professional, and highly informed when dealing with Contractors.
- (7) Ensure you understand what the CO expects. If you disagree, voice your opinion privately. I will always listen and respect your observations.

2. In closing, I will provide you the necessary authority and latitude to serve as an effective AvnSupO. You are my trusted advisor and must act in this capacity. I will provide basic guidance, priorities, and mission requirements as a necessary obligation to you.

Appendix F: Example of Commander's Guidance to AMO

From: Commanding Officer
To: Aircraft Maintenance Officer

Subj: COMMANDER'S GUIDANCE

1. As the MALS-XX AMO, I want to establish your principle roles and responsibilities regarding the successful execution of your duties. My guidance to you will entail a solid understanding of my command philosophy, and my expectation of you as a Marine Officer and Department Head.

A. Guidance

- (1) Command Philosophy. My philosophy of command must be fully understood by every Marine. The key principles represent a baseline of core ethos that is indicative of the institutional values of our Corps. Our occupational mission is to provide effective, efficient, and responsive aviation logistics support to MAG-XX squadrons. We need to prioritize and balance the unit's efforts, energy and productivity by sustaining our core competencies related to aviation logistics and readiness. The underlying nexus associated with the mission will always stem from proactive leadership and care of our Marines. We can not succeed without strong, consistent leadership at all levels.
- (2) Principles. Engage your department and ensure your Marines are energetic, involved, and provide quality leadership. Ensure the following principles are adhered to and reinforced:
 - a. Operational Risk Management
 - b. Leadership by example
 - c. Proficiency
 - d. Readiness
 - e. Esprit de Corps

B. Specified responsibilities. As the Aviation Maintenance Officer, you are my trusted Maintenance Advisor. Your numerous years of experience and knowledge are absolutely critical to the aviation logistics support of our squadron. I will count on your feedback and advice regarding matters that concern the MAG Commanding Officer. As the Commander, I am the senior aviation logistics advisor to the MAG CO and I will count on your technical knowledge to keep me informed. I expect the following from you regarding Department Head leadership:

- (1) Lead by example in everything you do and mentor your Officers constantly.
- (2) Be visible and continue to work with the Squadron AMOs (peer to peer regarding Aviation Maintenance), mentor and develop the MMCOs to be more effective, efficient, and well.
- (3) Hold your Marines accountable.
- (4) Encourage your Marines to be physically fit and maintain established weight standards.

- (5) Work with the XO to implement and enforce the CO's intent.
- (6) Maintain a trusted relationship with the XO and SgtMaj.
- (7) Enforce Marine Corps Training and insure basic requirements are met (dental, medical, motorcycle safety, personal/professional readiness, rifle/pistol range).
- (8) Encourage Resident/Non Resident PME completion (fully qualified). School quotas that are not met will require explanation to the SgtMaj, XO and I.
- (9) Instill in your Marines to do the right thing, the first time, every time.

C. Function. Your overall duties and responsibilities will consist of the following but is not limited in scope or function:

- (1) Continue to learn and educate your Marines about Airspeed and continuous process improvement. You will be the sub-level owner of any airspeed process/event within your Department. We will focus on the following:
 - i. Aircraft availability/readiness
 - ii. IMA production
 - iii. Improve process times/reliability (quality)
 - iv. Improve safety and workplace quality of life
 - v. Improve cross functional relationships and foster technical cross pollination between the Ordnance, Maintenance and Supply
 - vi. Partner with external agencies (FST, FRC, Engineering, DLA, NAVICP, DEPOT, OEM)
- (2) Continue to attend and represent MALS-XX at aviation logistical conferences.
- (3) Serve as the lead AMO for the XX T/M/S team.
- (4) Foster partnership between the MMCOs, Supply, Maintenance and Ordnance.
- (5) Continue to work with Wing ALD Maintenance. You have direct liaison to coordinate any issues with the Wing AMO but keep me apprised of any significant actions (transfer of aircraft, change in IMP schedules, Downing TDs, etc).
- (6) Ensure any changes in the command's policy, formal position on logistics support, or resource allocation is reviewed by me.
- (7) Be proficient, objective, professional, and highly informed when dealing with Contractors.
- (8) Ensure you understand what the CO expects. If you disagree, voice your opinion privately. I will always listen and respect your observations.

2. In closing, I will provide you the necessary authority and latitude to serve as an effective AMO. You are my trusted advisor and must act in this capacity. I will provide basic guidance, priorities, and mission requirements as a necessary obligation to you.

Appendix G: Safety References

Marine Corps Orders

MCO 1553.3A	Unit Training Management (UTM)	01/22/04
MCO 3500.27B	Operational Risk Management (W/ Erratum)	08/20/04
MCO 4450.12A	Storage and Handling of Hazardous Material	01/13/99
MCO 5040.6H	Marine Corps Inspections & Assessments	03/18/07
MCO 5100.19E	Marine Corps Traffic Safety Program (DRIVESAFE)	12/29/00
MCO 5100.29A	Marine Corps Safety Program	07/01/04
MCO 5100.30B	Marine Corps Off-Duty & Recreation (RODS) Safety Program	07/29/08
MCO 5100.32	Marine Corps Safety Awards Program	10/01/01
MCO 5104.1B	Navy Laser Hazards Control Program	09/24/02
MCO 5104.2	Marine Corps Radio Frequency Electromagnetic Field Personnel Protection Program	04/27/95
MCO 5104.3A	Marine Corps Radiation Safety Program	06/13/03
MCO 5110.1C	Motor Vehicle Traffic Supervision	07/08/88
MCO 6200.1E	Heat Injury Prevention Program (W/Ch1)	06/06/02
MCO 6260.1E	Marine Corps Hearing Conservation Program	04/05/00
MCO 8020.13	Explosive Safety Review, Oversight, and Verification of Response Actions Involving Military Munitions	10/14/03
MCO 10330.2D	Storage and Handling of Liquefied and Gaseous Compressed Gasses and Their Full and Empty Cylinders	06/16/00
MCO P1710.30E	Marine Corps Children & Youth Programs (CYTP)	06/24/04
MCO P3040.4E	Marine Corps Casualty Procedures Manual	02/27/03
NAVMC Dir 5100.8	Marine Corps Occupational Safety and Health (OSH) Program Manual	05/15/06
MCO P5102.1B	Navy & Marine Corps Mishap and Safety Investigation, Reporting, and Record Keeping Manual	01/07/05
MCO P8020.10A	Marine Corps Ammunition Management and Explosives Safety Policy Manual	04/03/02
MCO P8020.11	Department of the Navy Explosives Safety Policy (W/ Erratum)	02/15/00
MCO P11000.11B	Marine Corps Fire Protection & Emergency Services Program	01/09/97

DoD Directives & Instructions

DoDD 4715.1E	Environmental Safety & Occupational Health (ESOH)	03/19/05
DoDI 6050.5	DoD Hazard Communication Program	08/15/06
DoDI 6055.1	DoD Safety and Occupational Health (SOH) Program	08/19/98
DoDI 6055.4	DoD Traffic Safety Program	07/20/99
DoDI 6055.5	Occupational and Environmental Health (OEH)	11/11/08
DoDI 6055.6	Fire and Emergency Services (F&ES) Program	12/21/06
DoDI 6055.7	Accident Investigation, Reporting, and Record Keeping	10/03/00
DoDI 6055.8	Occupational Radiation Protection Program	05/06/96
DoDI 6055.11	Protection of DoD Personnel from Exposure to Radiofrequency Radiation and Military Exempt Lasers	05/06/96
DoDI 6055.12	DoD Hearing Conservation Program (HCP)	03/05/04

Executive / Federal

Public Law 91-596	Occupational Safety and Health Act of 1970
Executive Order 12196	Occupational Safety and Health Programs for Federal Employees
29 CFR Part 1960	Basic Program Elements for Federal Employee OSH Programs

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MajGen T. Robling USMC

Col S. Franklin USMC

Col C. Borrelli USMC

Col D. Snyder USMC

Col W. Watson USMC

Col A. Potwin USMC

Col B. Spratlin USMC

Col J. Rutherford USMC

Col J. Pettigrew USMC

Col G. Wiest USMC

Col R. Coleman USMC

Col K. Brubaker USMC

Col J. McKnight USMC

Col H. Constant USMC

CAPT G. Gray USN

LtCol J. Carroll USMC

LtCol D. Chipman USMC

LtCol A. Harrell USMC

LtCol P. Jones USMC

LtCol J. Leighty USMC

LtCol R. Pauly USMC

LtCol M. Howell USMC

SgtMaj L. Espinal USMC





Semper



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