



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/EASTERN RECRUITING REGION
PO BOX 19001
PARRIS ISLAND, SOUTH CAROLINA 29905-9001

IN REPLY REFER TO:
DepO 5000.16A
COS
30 Oct 2019

DEPOT ORDER 5000.16A

From: Commanding General
To: Distribution List

Subj: MARINE CORPS RECRUIT DEPOT PARRIS ISLAND/EASTERN RECRUITING REGION
STAFF REGULATIONS MANUAL

Ref: (a) SECNAV M-5216.5
(b) MCO 5216.20B
(c) SECNAV M-5210.1
(d) U.S. Navy Regulations, Chap 10, Sect 4
(e) DepO 5215.1
(f) SECNAV Manual M-5210.2
(g) SECNAV M-5510.36
(h) DepO 5216.1
(i) SECNAVINST 5720.42F
(j) SECNAVINST 5211.5E
(k) MCO P5211.2
(l) SECNAVINST 5239.3B
(m) SECNAVINST 5210.16
(n) MCO 5600.31A
(o) DepO 5215.1K
(p) SECNAVINST 5215.1D
(q) MCO 5215.1K
(r) TECOMO 5215.2 w/Ch 1
(s) MCO 5214.2F
(t) TECOMO 5510.2A
(u) MARCORMAN, w/Ch 1-3
(v) DepO 1610.7B

Encl: (1) Staff Regulations Manual

1. Situation. To establish policy and procedures for command and staff actions within Marine Corps Recruit Depot/Eastern Recruiting Region (MCRD/ERR) in accordance with U.S. Navy Regulations of 1990, Chapter 7, Section 1, Article 0702 (Responsibility and Authority of Commanders).

2. Cancellation. DepO P5000.16.

3. Mission. This Order publishes procedures, processes, and administrative guidance in order to guide efficient and effective staff action.

4. Execution. The policies and procedures outlined within enclosure (1) are to enable efficient and effective staff functioning. An overview of the organization and functions MCRD/ERR is provided, followed by the procedures and processes of staff functioning within MCRD/ERR.

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

30 OCT 2019

4. Administration and Logistics

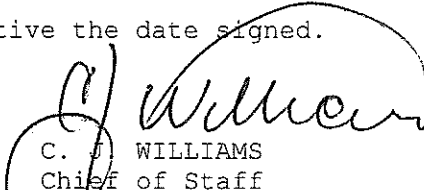
a. Forward all recommendations for changes to this regulation to: Commanding General, Marine Corps Recruit Depot/Eastern Recruiting Region (Attn: Depot Adjutant), P.O. Box 19001, Parris Island, South Carolina 29905-9001 via the chain of command.

b. An electronic copy of this Order can be found on the MCRD/ERR SharePoint site.

5. Command and Signal

a. Command. This Order pertains to MCRD/ERR personnel and subordinate organizations routing correspondence for staffing to the MCRD/ERR.

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



C. J. WILLIAMS
Chief of Staff

Distribution: A

Table of Contents

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
Chapter 1	MCRD/ERR ORGANIZATION AND FUNCTIONS	1-1
1.	General	1-1
2.	The Command Element	1-2
3.	The General Staff	1-3
4.	The Special Staff	1-7
5.	Tenant and Regionalized Organizations	1-9
6.	MCRD/ERR Subordinate Elements (MSE)	1-10
7.	Service Directed Functional Organizations	1-11
Figure 1-1	MCRD/ERR HQ	1-1
Chapter 2	BASIC STAFF PRINCIPLES	2-1
1.	General	2-1
2.	Primary Duties of the General Staff	2-1
3.	Command and Staff Channels	2-2
4.	Temporary Succession of Command	2-3
Figure 3-1	Authorized Responses for Staff Package Reviews	3-2
Chapter 3	TASK MANAGEMENT SYSTEM	3-1
1.	General	3-1
2.	Coordination and Staffing of Correspondence	3-2
3.	The MCRD/ERR Staff Action Process	3-3
Chapter 4	FITNESS REPORT MATRIX/RS/RO INSTRUCTIONS	4-1
1.	General	4-1
Figure 4-1	Fitness Report Submission Matrix	4-1
Appendix A	PREPARATION OF CORRESPONDENCE	A-1
1.	General	A-1
2.	Basic Correspondence Format	A-1
Appendix B	CORRESPONDENCE FORMAT AND ASSEMBLY OF PACKAGES	B-1
1.	Executive Correspondence Package Assembly	B-1
Appendix C	STAFF ACTION PAPERS	C-1
1.	Standard Document Formats	C-1
Appendix D	ADMINISTRATIVE	D-1
1.	"By direction" Authority	D-1
2.	Direct Liaison Authority (DIRLAUTH)	D-1
3.	Freedom of Information Act (FOIA)/Privacy Act (PA)	D-1
4.	Protecting Personally Identifiable Information (PII)	D-2

5.	Congressional and Special Interest (CONGRINT/SPLINT)	D-2
6.	Automated Message Handling System (AMHS)	D-3
7.	Records Management Program	D-4
8.	Directives Management Program	D-4
9.	Publications	D-4
10.	Information Requirements (Reports) Management Program	D-5
11.	Foreign Disclosure	D-5
APPENDIX E	COMPLETED STAFF ACTION	E-1
1.	Definition	E-1
2.	The Staff Study	E-1
APPENDIX F	COMMANDING GENERAL'S BATTLE RHYTHM	F-1
APPENDIX G	MEETINGS & BRIEFS/CONFERENCE ROOM LAYOUT	G-1

Chapter 1

MCRD/ERR ORGANIZATION AND FUNCTIONS

1. General

a. MCRD/ERR encompasses the traditional functions of a one-star command. MCRD/ERR provides reception and processing for recruiting/recruit training of enlisted personnel upon their initial entry into the Marine Corps. The Recruit Training Regiment (RTR), MCRD/ERR also manages a Drill Instructor School to conduct and execute required training for all prospective drill instructors and series officers in accordance with current programs of instruction. This command exercises operational control of enlisted recruiting operations and officer procurement in the 1st, 4th, and 6th Marine Corps Districts (MCD) through screening, evaluation, verification, and field supervision; to provide guidance and direction on quality control matters for all ERR enlisted and officer accessions in accordance with the standards established by the Commandant of the Marine Corps.

b. Figure 1 depicts the organizational structure of MCRD/ERR, which consists of the Command Element, the General and Special Staffs, the MCRD/ERR Major Subordinate Elements (MSEs), and the CG's personal staff.

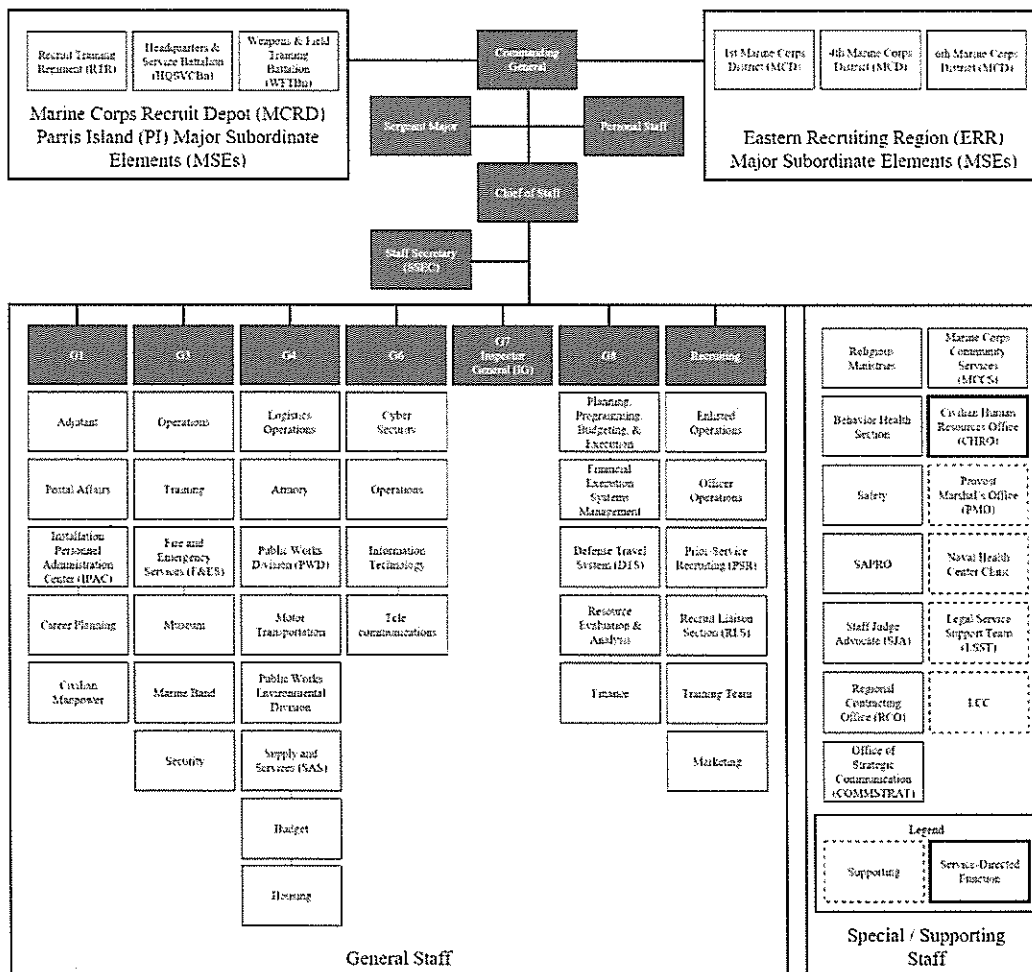


Figure 1 MCRD/ERR HQ

2. Command Elements. The MCRD/ERR Command Element consists of the Commanding General (CG), the Chief of Staff (CoS), the Sergeant Major (SgtMaj), and the CG's personal staff which consists of the Aide-de-Camp, Executive Assistant, Protocol Marines and Enlisted Aide.

a. Commanding General. The CG is responsible for everything MCRD/ERR does or fails to do within three (3) primary areas: First, accomplishing all assigned missions; second, ensuring the health, welfare, morale, and discipline of all personnel; and finally, overseeing the effective and efficient employment of allocated resources. The CG delegates authority to certain staff personnel and subordinate commanders to facilitate the efficient accomplishment of missions and tasks. Through MCRD/ERR, the CG exercises command authority and responsibility for executing service-level policy for Marine Corps recruit training and enlisted recruiting operations and officer procurement, by issuing orders to subordinate commanders, and passing guidance and instructions to the staff.

b. Chief of Staff. The principal assistant and advisor to the CG. The CG issues guidance to the staff via the CoS, and all staff communications to the CG are transmitted through the CoS. The CoS executes the CG's intent and adjusts the priorities and focus of the staff accordingly. When designated, the CoS executes CG authority in his/her absence.

c. Sergeant Major. The senior enlisted Marine within MCRD/ERR and the CG's principal advisor on all enlisted matters. The SgtMaj assists the CG in accomplishing the command's mission, providing observations, opinions, advice, and recommendations directly to the CG. The duties of the SgtMaj include assessment of the command climate, personal and professional development, welfare, morale, and education of all MCRD/ERR personnel; administrative and legal issues; family readiness; the conduct of drill and ceremonies, and providing support to the six (6) MSE Sergeants Major.

d. Executive Assistant. Principal advisor to CG, CoS, SgtMaj and the staff on all matters pertaining to Depot Protocol and responsibilities entailed therein.

(1) Maintains the official MCRD/ERR biographies for the CG, CoS, and SgtMaj.

(2) Manages, maintains, and administers the CG's Official Representation Funds.

(3) Evaluates, plans, and coordinates the arrangements for visits of military and civilian dignitaries to MCRD PI, to include planning social events, ceremonies, and briefings, as well as arranging for transportation, billeting, and escorting.

(4) Manages the CG's distinguished visitors' quarters with respect to appropriate rooms for distinguished visitors, welcome letters and other official courtesies. Provides oversight of protocol events and social functions.

(5) Plans, coordinates, and supervises the execution of official social functions hosted by the CG. Coordinates with the Enlisted Aide and Aide-de-Camp on all social events hosted by the CG.

(6) Specific duties are assigned by the CG in order to decentralize execution and to establish continuity. Executive Assistant is not in the chain of command, however, appropriate authorities are delegated in order to accomplish assigned tasks.

(7) Supervises and tasks Marines assigned to the Protocol section in support of CG's priorities and missions.

e. Aide de Camp. Personal assistant to the CG.

(1) Manages the CG's schedule and ensures CG is at the right place, at the right time, with the right gear and wearing the correct uniform.

(2) Completes all coordination regarding the CG's travel to include but not limited to all logistical necessities, DTS orders, military flight requests and to serve as the direct liaison for planning with higher, adjacent and subordinate commands.

(3) Ensures all necessary communication assets are properly working and available, prior to their use, during all local and non-local travel.

(4) Supervises the timely consolidation of all read-ahead material.

(5) Coordinates with the Executive Assistant and COMMSTRAT Office regarding all correspondence, talking points and speeches for any ceremonies/public speaking events.

(6) Responsible for the tone, tempo and perceptions of the CG's front office.

(7) Tasks, directs and mentors the enlisted aide, Protocol section and CG's driver.

f. Enlisted Aide. Given the critical, public-facing nature of the MCRD/ERR, the Enlisted Aide serves to assist in relieving CG, MCRD/ERR of those tasks and details, which if performed by the CG, would be at the expense of the primary military and other official duties and responsibilities in support of both Recruiting and Recruit Training. The duties of this person directly relate to the CG's military and official responsibilities associated with their assigned position. Additional tasks performed by Marine Enlisted Aide are associated with accommodating CG on daily needs pertaining to, but not limited to, uniforms, meal requirements, social functions, limited administrative duties and assigned government living quarters. Specifically, a large preponderance of the Enlisted Aide's duties aboard MCRD/ERR is to provide subject matter expertise to the CG in support of planning for events and other social functions that are associated with the assigned CG's hosting and representational duties: members of Congress, foreign dignitaries, foreign senior military leaders, recruit graduation day events (morning colors, DI socials), senior General and Flag Officers within the DoD, and other personnel determined to be of VIP status.

3. General Staff

a. The General Staff assists the CG in the exercise of those functions associated with command at the Flag Officer level. Certain staff sections

also provide functions associated with the CG's duties as the proponent for service-level training and education. The MCRD/ERR staff acts in the name of the CG in accordance with reference (d), Chapter 7, Section 2, Article 0711 (Authority and Responsibilities of Officers of a Staff) and reference (u).

b. The MCRD/ERR General Staff consists of the CoS and seven (7) staff sections: the AC/S, G-1 (Manpower and Human Resources); the AC/S, G-3 (Operations and Training); the AC/S, G-4 (Installation and Logistics); the AC/S, G-6 (Telecommunications and Information Systems); AC/S, G-7 (Command Inspector); the AC/S, G-8 (Financial Management & Comptroller) and AC/S, Recruiting.

(1) Chief of Staff. The CoS is a member of both the Command Element and the General Staff.

(a) Principal coordinator for all MCRD/ERR staff actions. Directs, coordinates, supervises, and disciplines the activities of the General and Special Staffs, as well as the MSCs.

(b) Directs the preparation of staff estimates, plans, policies, orders, and instructions. Reviews and submits all completed staff work intended for the CG's consideration, ensuring it has been fully coordinated, complies with CG's intent, and is ready for CG's decision.

(c) Receives the CG's decisions and issues instructions to the staff for implementation. Authorizes distribution of approved plans, policies, and orders for execution. Ensures the CG's decisions are promptly executed, that status updates are routinely provided, and accomplishment promptly reported.

(d) Coordinates office calls and briefings with the CG on behalf of the staff. Staff officers desiring to meet with the CG will consult with the CoS prior to scheduling the meeting with the Aide-de-Camp or the CG's Executive Assistant.

(e) Retains direct liaison authority (DIRLAUTH) for all MCRD/ERR personnel. Ensures establishment and maintenance of liaison with higher, adjacent, subordinate, supported/supporting units.

(f) When designated, serves as the Acting CG when the CG is away from the Command.

(2) Staff Secretary. The Staff Secretary (SSEC) is directly responsible to the CoS for the strict accountability and prompt routing of all executive correspondence across the MCRD/ERR Command Element.

(a) Receives and makes disposition on all correspondence received from the Adjutant by maintaining accountability of all working papers and executive correspondence in staffing for the CG, CoS, and SgtMaj.

(b) Performs review of all executive correspondence prior to forwarding to the CoS. Detects and analyzes inefficiencies or problems in staff actions and recommends remedial action when required.

(c) Manages the use of the CG's facsimile signature autopen in accordance with reference (a) and under the direct authority of the CoS.

(d) Maintains active liaison and coordination with the Adjutant, forwarding approved staff work for authentication, distribution, and retention.

(e) Maintains the Command Element Fitness Report Matrix for all reports written (Reporting Senior (RS)) or reviewed (Reviewing Officer) by the CG or CoS.

(f) Responsible for the operational maintenance of equipment, cleanliness and set up of the CG's Conference Room, and providing necessary support to ensure the smooth running of routine staff meetings and other command-level events conducted at the headquarters.

(3) Assistant Chiefs of Staff. The AC/Ss are the CG's principal staff assistants, accountable to the CG through the CoS for their area of responsibility. In addition to overseeing the activities of their staff section, their primary functions are to facilitate coordination and minimize friction between staff sections.

(a) Assistant Chief of Staff, G-1, Manpower and Human Resources. Principal staff assistant for all matters pertaining to military and civilian personnel within MCRD/ERR. Responsible for personnel management, position management, the Table of Organization (T/O) and personnel requirements, and assignment of personnel within MCRD/ERR. The AC/S, G-1 is responsible for officer and enlisted assignments; uniform regulations; military and civilian awards/decorations; public service awards. The AC/S, G-1 exercises administrative oversight for the Civilian Human Resources Office (CHRO). Additional responsibilities include submission of routine administrative reports to HHQ, i.e., SIRs, PCRs, etc.

(b) Assistant Chief of Staff, G-3, Operations and Training. Principal staff assistant for providing oversight and synergy for the execution and accomplishment of the command mission of making Marines through coordinated efforts with higher, lower, and adjacent commands and other depot staff sections.

1. Provides MCRD/ERR Mission Assurance oversight that includes Anti-Terrorism/Force Protection (AT/FP) program management, Emergency Management with Destructive Weather and Continuity of Operations (COOP) planning and coordination, Critical Infrastructure Protection (CIP), Security policy coordination through the Command Security Manager's office, Fire and EMT services, coordination with PMO for physical security and base access for high profile events attended by thousands of visitors on a weekly basis, and annual exercise planning and execution.

2. Develops, coordinates and provides oversight to the Marine Corps Recruit Training mission in order to produce basic Marines through the development of the Master Projection Plan (MPP) and the master recruit training schedule, the management of the Marine Corps Training Information Management System (MCTIMS), by reviewing the Program of Instruction (POI), and by development of course curriculum.

3. Supports the recruit training and recruiting efforts, and strategic communication mission through diverse means including Educator Workshops, general and VIP visit coordination, and the command historical program and Museum exhibits.

4. Maintains OPCON of the Parris Island Marine Band for the provision of musical support for ceremonies, functions, and community relations events aboard military installations and in the civilian community, throughout the Eastern Recruiting Region.

5. Supports and coordinates permanent party training and the design, development and evaluation of training and education programs at Drill Instructor School and Weapons and Field Training Battalion in accordance with MCO 1553.2C Marine Corps Formal Schools Management.

6. Has direct tasking authority to MSEs, principal staff and special staff.

(c) Assistant Chief of Staff, G-4, Installation and Logistics. Principal staff assistant for all installation and logistics support to MCRD/ERR. Plan, coordinate, interpret and implement command policy pertaining to supply and services, armory, transportation, transient billeting, family and bachelor enlisted housing, facility and equipment maintenance, and energy conservation and natural resources management.

(d) Assistant Chief of Staff, G-6, Telecommunications and Information Systems. Principal staff assistant for Information Technology (IT) and Information Management (IM). Plans, acquires, integrates, operates, and sustains IT and IM applications, systems, and services. Provides information systems support and service in the areas of end user automated data processing, Classified and Unclassified voice and data network access, Information Assurance (IA), per reference (1), telephone switching and operations, local area networks, encrypted communications, and maintenance of electronic equipment. Provides matrixed functions to the CG, MCRD/ERR.

(e) Assistant Chief of Staff, G-7, Command Inspector. Provides an independent and impartial assessment of the morale, welfare, and discipline as well as other matters that impact the economy and/or efficiency of the command. Provides matrixed functions to the CG. Receives and coordinates all command responses for Congressional Inquiries (CONGRINTs) and Special Interest (SPLINT) inquiries. Acts as the CG's Request Mast Reviewing Authority (RMRA) for all matters pertaining to request mast.

(f) Assistant Chief of Staff, G-8, Financial Management and Comptroller. The chief financial advisor to the Commanding General and the principal staff assistant responsible for financial management and comptrollership. The G-8 is responsible for budget formulation and execution, managerial accounting, program analysis, and performance measurement. The G-8 is the command's single point of contact for financial matters, owner of the command's resource allocation process, and oversees the command's participation in the Marine Corps Planning, Programming, Budgeting, and Execution System (PPBES). The G-8 recommends resource strategies to support command requirements, monitors and maintains accurate financial information, and provides timely and accurate military pay and travel support. The G-8 is also responsible for management of the Defense Travel System (DTS), and the Government Travel Charge Card (GTCC) programs within the command. The G-8 monitors the command's system of internal controls to promote operational economy and efficiency, to safeguard against fraud, waste and abuse, and guard against inadvertent or deliberate violations of statute or regulation.

(g) Assistant Chief of Staff, Recruiting. Responsible to the Commanding General for coordinating the exercise of operational control responsibility for Enlisted, Officer, and Prior Service Recruiting Operations for all Marine Corps Districts and for coordinating Region issues with the Marine Corps Recruiting Command (MCRC) staff. Priorities include all recruiting missions, Region structure, personnel/manning levels and recruiting policy.

4. Special Staff

a. The Special Staff provides CG MCRD/ERR with expertise within their respective specialties. The Special Staff reports directly to the CoS on all matters. Although staff cognizance may be assigned to an AC/S of the General Staff, Special Staff officers have direct access to the CG and CoS as appropriate. Staff cognizance is for administrative oversight and coordination and should not restrict the direct access of Special Staff officers to the CoS or other staff sections in the routine performance of their duties.

b. The Special Staff consists of nine (9) staff sections: the Behavioral Health Section (BHS) which includes the Operational Psychologist and Embedded Preventative Behavioral Health Capabilities (EPBHC) coordinator, Adjutant, Staff Judge Advocate (SJA), Depot Safety, Sexual Assault Prevention and Response Office (SAPRO), Religious Ministries, Regional Contracting Office (RCO), Marine Corps Community Services (MCCS), and Strategic Communications.

(1) Behavioral Health Section. This section contains both the Operational Psychologist and the EPBHC coordinator. Together these officers administer the Drill Instructor and Recruiter Assessment and Development Program (DIRAD). (Published via Sepcor).

(2) Adjutant. A special staff officer under the cognizance of the AC/S G-1. Responsible for developing and supervising the execution of command-level administrative policies. Reviews all command-level correspondence, to include all outgoing official correspondence from the MCRD/ERR prior to release. Receives, reviews, and formats all correspondence from the staff to ensure it meets minimum standards for administrative correctness such as formatting, spelling, and grammar. Forwards to the SSEC for routing through the Command Element for action. Maintains standard distribution codes for MCRD/ERR.

(a) Manages the command's directives control point (DCP) and MCRD/ERR central files. Authenticates, distributes and retains in central files all Command Element-approved correspondence per references (e), (f), (g), (q), and (p).

(b) Administratively controls the CG's "By direction" signatory delegation per reference (h).

(c) Per references (m) and (o), manages the command's records, reports, and forms management programs. Ensures routine and recurring information requirements are met in an effective manner, and that the Command Element has visibility of all required reports, providing adequate time for informed decision-making. Prepares and distributes standard blank forms for all routine administrative correspondence within MCRD/ERR, providing information on their use to ensure uniform administrative procedures throughout the command.

(d) Manages the command military awards program.

(e) Per reference (n), manages the command's printing and publications program by establishing policy and oversight to ensure authorized reproduction and printing methods are utilized within the command.

(f) Provides official Notary services within the MCRD/ERR as required.

(g) Manages the MCRD/ERR postal activities, to include receipt and delivery of all official mail.

(h) Maintains the Command Daily Read Board consisting of all MARADMINs, ALMARs, ALNAVs, and AMHS messages sent and received by MCRD/ERR HQ, as well as all correspondence signed "By direction."

(i) Receives and makes distribution of all U.S. Postal mail addressed to the CG, CoS, and the SgtMaj.

(3) Staff Judge Advocate (SJA). Responsible for the full range of statutory legal support to MCRD/ERR such as advice required under Article 34 of the Uniform Code of Military Justice (UCMJ), SJA reviews administrative separation packages of drill instructor, recruiter, and officer misconduct, as well as administration of the Command's ethics program. Additionally, the SJA reviews petitions under Article 138 of the UCMJ, Freedom of Information Act (FOIA) requests, per reference (i), and provides a legal sufficiency review of Inspector General of the Marine Corps Hotline Complaints and Equal Opportunity Complaints. Serves as the command liaison to Marine Corps Judge Advocate Division and the SJA to the Commandant of the Marine Corps.

(4) Depot Safety. Plans and administers the Depot Safety Program on matters involving occupational health and safety; oversees the inspection program of all Depot facilities to minimize unsafe physical conditions or unsafe work practices; investigates motor vehicle accidents, reviews accident reports and recommends appropriate corrective measures to eliminate accident producing conditions; inspects and investigates all explosive safety issues; reviews requests for and authorizes Family Child Care Homes; conducts occupational health surveys jointly with the Medical Department and makes concurrent recommendations for modifying conditions detrimental to the health of Depot personnel within MCRD/ERR and its subordinate elements and visitors.

(5) Sexual Assault Prevention and Response (SAPR) Program. The Sexual Assault Prevention and Response Program is responsible for facilitating support services, address specific needs of victims of sexual assault, promote sexual assault training and awareness, and provide policy and program assistance to MCRD/ERR.

(6) Religious Ministries. Principal advisor on all matters pertaining to religious affairs and morale as affected by religious ministries. Develops policy relating to religious ministries. Maintains liaison with higher, adjacent, and subordinate command chaplains in connection with command policies and objectives. Maintains liaison with military chaplains ministering to the religious needs of personnel within MSCs. Reviews and comments on all organizational, doctrinal, or training materials pertaining to chaplains within MCRD/ERR.

30 Oct 2019

(7) Regional Contracting Office (RCO). Principal staff member responsible for all acquisition matters. Responsible for providing professional and timely acquisition support to Marine Corps Recruiting Command (MCRC), MCRD/ERR, WRR and other supported commands and safeguarding the interests of the United States in contractual relationships. The RCO provides acquisition services including supplies, non-personal services, facilities, support services, franchise agreements, and ratifications of unauthorized commitments. Additionally, the RCO provides management of the Government-wide Commercial Purchase Card (GCPC) program as well as statutory oversight and management on acquisitions.

(8) Marine Corps Community Services (MCCS). Principal staff assistant responsible for providing general oversight of MCCS program execution. This MCCS exercises financial oversight and promotes best business practices and program consistency across MCRD/ERR. MCCS provides oversight and review of Non-appropriated Fund Central Construction projects, to include prioritization and advocacy.

(9) Communication Strategy and Operations (COMMSTRAT). The communication strategy and operations officer is the principal advisor on all communication strategy matters. COMMSTRAT is responsible for developing communication plans; communicating with internal, domestic, and international audiences via traditional news media, social media, and face-to-face communication; overseeing the development and official release of written and visual information products; identifying and developing approaches to mitigate potential or emerging risks to the Marine Corps' reputation or mission accomplishment; conducting crisis communication; and assessing and evaluating communication plans, products and engagement activities. COMMSTRAT also conducts research to develop an understanding of the information environment, key audiences/stakeholders, problems and opportunities and incorporates research findings into planning and decision-making.

5. Tenant and Regionalized Organizations

a. The Supporting Staff provides CG MCRD/ERR with additional expertise within their respective specialties. The Supporting Staff reports directly to the CoS or other designated AC/S of the general staff on all matters.

b. The Tenant and Regional Organizations consists of four (4) staff sections: Provost Marshal Office (PMO), Naval Health Center Clinic, Legal Services Support Team (LSST), and Lowcountry Counsel (LCC).

(1) Provost Marshal Office (PMO). Provides security, law enforcement, and investigative support for the Commanders and residents of MCAS Beaufort and MCRD Parris Island in order to protect life and property, and assist commanders in preserving good order and discipline. Coordinates directly with the AC/S, G-3 for provisions of these services and physical security aboard MCRD PI.

(2) Naval Health Center Clinic. Prepares Marine recruits for integration into the fighting forces by ensuring physical and mental readiness through accessible, high quality, comprehensive health care for both the recruit and active duty populations. Promote community health and well-being through prevention, strategic communication, education and outreach to patients.

(3) Legal Services Support Team (LSST). Provides legal services for local commanders, including: trial services, defense services, Victims Legal Counsel, Legal Assistance, tax services, administrative law proceedings, judiciary, and court reporting services.

(4) Lowcountry Counsel's Office (LCC). The Office of the Lowcountry Counsel provides advice and counsel on behalf of the Counsel to the Commandant to MCRD/ERR and subordinate commands on the full range of the Department of the Navy Office of General Counsel legal portfolio, including, but not limited to, environmental law, land use and property law, national security and intelligence law, privacy (per references (j) and (k)), freedom of information, fiscal/contract/procurement and acquisition law, civilian personnel law, administrative and external relations law, and other legal and policy issues as needed to ensure compliance with law and requirements while minimizing legal risk for the United States Marine Corps and Department of the Navy. Frequent coordination across and outside of the command, particularly with the Office of the Staff Judge Advocate, is necessary, expected, and routine.

6. Major Subordinate Elements (MSE)

a. The MCRD/ERR subordinate elements provide service-level training support and training enablers which are beyond the organic capability of Marine units. They support the CG's responsibilities for providing service-level training and education. The command and staff relationships which pertain to the MCRD/ERR General and Special staffs also apply to the MCRD/ERR subordinate elements.

b. The six (6) MCRD/ERR Major Subordinate Elements (MSEs) are: the Recruit Training Regiment (RTR), Headquarters and Service Battalion (HQSVCBN), Weapons and Field Training Battalion (WFTBN), 1st Marine Corps District (1st MCD), 4th Marine Corps District (4th MCD), and 6th Marine Corps District (6th MCD).

(1) Recruit Training Regiment (RTR). RTR provides command and control for the reception, processing, and training of enlisted personnel upon their accession into the Marine Corps. The RTR also trains drill instructors and officers entrusted with recruit training responsibilities. They transform civilians into basic trained Marines who have achieved mastery of the graduation requirements, as set forth in Marine Corps Order 1510.32F Recruit Training, and who are thoroughly indoctrinated in our history, customs, and traditions, being imbued with a mental, moral, and physical foundation necessary for successful service. Headquarters, RTR is organized into appropriate staff sections and a Drill Instructor School to provide command and control of the administrative, operational, logistical, and chaplain requirements of subordinate battalions. RTR is neither organized nor equipped to deploy and sustain itself.

(2) Headquarters and Service Battalion (HQSVCBN). HQSVCBN, via staff primaries, provide staff cognizance for the execution of Depot support functions in support of recruit training and conduct of ERR operations to include (but not limited to): Protocol services, Command Inspector services, Staff Judge Advocate services, Strategic Communications services, Marine Band support, Emergency Operations Center services, Safety services, Postal services, Telecommunications and Information Systems services, and Fire and Emergency Medical services. HQSVCBN is adjacent to Recruit Training Regiment and Weapons and Field Training Battalion under the Commanding General (CG)

MCRD/ERR. HQSVCBN is the senior agency to Headquarters Company and Service Company. Assistant Chief of Staff sections report to HQSVCBN for administrative purposes but report operationally and functionally to CG MCRD/ERR via CoS.

(3) Weapons and Field Training Battalion (WFTBN). The mission of WFTBN is to conduct training in entry level marksmanship, basic military field skills, annual rifle training, and to facilitate the execution of the Crucible in order to support the transformation of civilians into Marines. The Commander, WFTBN, is a subordinate commander to the CG, MCRD/ERR.

(4) 1st, 4th, and 6th Marine Corps Districts (1st MCD), (4th MCD), and (6th MCD). The MCDs are responsible to the Commanding General (CG) Eastern Recruiting Region (ERR) for the procurement of qualified individuals, in sufficient numbers to meet the established personnel strength levels, officer and enlisted, of the United States Marine Corps (USMC) and Marine Corps Reserve.

7. Service Directive Functional Organizations

a. These programs represent missions assigned to CG MCRD/ERR which are not directly aligned with either the Commandant's Title 10 responsibilities to train and educate the force, or the CG's mission as the service-level proponent for Marine Corps training and education.

b. They are directed and controlled through the MCRD/ERR Command Element by the CoS.

(1) Marine Corps Education Community of Interest (COI). Reports to the AC/S G-1. The Education COI helps ensure the civilian workforce has the knowledge and skills needed to achieve the USMC's mission. Their primary responsibility is structuring workforce development and individual learning through the development of instructional tools and processes, as well as using their background experience in order to educate others within the field.

(2) Civilian Human Resources Office (CHRO). The CHRO is a tenant command that provides service-level coordination to CG MCRD/ERR PI and MCAS Beaufort. The CHRO serves as the Principal HR Advisor on civilian HR issues for their serviced commands. They provide command strategic HR advisory services and subject matter expertise in the following areas: Equal Employment Opportunity, Labor and Employee Relations (LER), recruiting (planning and sources) and staffing, workforce shaping, position classification, and administration of local HR programs. The CHRO is a satellite office of CHRO-SE located in Albany, Georgia.

(3) Naval Criminal Investigative Service (NCIS)

(a) The local NCIS is a tenant organization that represents the investigative agency within the Department of the Navy (DON) responsible for major criminal investigations involving Navy and USMC equities, service members, and affiliated civilian personnel. NCIS civilian Special Agents have the authority to investigate criminal acts in accordance with both the Uniform Code of Military Justice (UCMJ) and established criminal laws under the United States Code (USC) when there is a DON nexus.

(b) NCIS Special Agents initiate and lead criminal investigations when the punishment for the offense is confinement of more than one year in prison; routinely investigating the crimes of homicide, rape, sexual assault, child physical and sexual abuse, burglary and robbery, larceny of government and personal property, and aggravated assault. NCIS also investigates any non-combat death involving a Navy or USMC service member.

Chapter 2

BASIC STAFF PRINCIPLES

1. General

a. The primary purpose of the General Staff is to assist the Commanding General in executing the functions of command. Beyond its primary function of directly supporting the CG, the staff also provides support to the MSE commanders in the accomplishment of their missions.

b. Every member of the MCRD/ERR staff must understand the staff actions outlined in this directive and develop a working knowledge of the common processes and formats used by all staff officers.

c. The establishment of policy rests solely with the CG. The staff recommends new policies, as well as modifications or revisions to existing policies. Only the CoS will sign MCRD/ERR directives (Depot Bulletins and Orders) for the CG except those required by law or regulation to be signed exclusively by the CG. As such, the CoS will sign such correspondence as "Chief of Staff."

d. Staff coordination does not supersede the chain of command. When conducting external coordination, staff members will respect the command authority and prerogatives of the commanders concerned. When appropriate, matters coordinated between staff members should be formalized by official correspondence through the command channel.

e. All directives, orders, or tasks issued to subordinate units will be transmitted through proper command channels.

2. Primary Duties of the General Staff

a. Assist the CG in the execution of command responsibilities at the general officer level by performing those functions inherent to command.

b. Accomplish all assigned tasks and coordinate their activities with the CoS.

c. Assist CG decision-making by collecting, processing, analyzing, and presenting information in a manner that facilitates situational awareness, understanding, and decision making.

d. Provide advice and recommendations pertaining to matters within their functional area of interest.

e. Formulate fully integrated staff work, coordinating all matters within their respective functional areas with other interested General and Special Staff sections, subordinate elements, and the staffs of other external organizations. Completed staff work will reflect the CG's intent, incorporating the perspective of all General and Special Staff sections, subordinate elements, and other external organizations.

f. Exercise oversight and supervision to ensure the CG's orders, instructions, and intent are implemented. This includes issuance of direction to MSEs.

g. Maintain records and reports in accordance with references (q) through (s).

3. Command and Staff Channels

a. Command Channel. Command channel is the term used to describe the chain of command which descends directly from a commander to the immediate subordinate commanders. Through this channel, a subordinate commander always has direct access to the immediate superior. While staff officers may act in the command channel for their commander, there are no circumstances which warrant the interposition of a staff officer should the subordinate commander desire to contact the superior directly and personally. A direct, personal relationship between commanders is essential to effective command and should be encouraged by the higher commander. The command channel is the direct official link between higher and subordinate headquarters.

b. Staff Channel. Staff channel is the term used to describe the channel by which the commander issues instructions to the staff and through which staff officers submit recommendations and provide information to the commander. The commander normally issues orders and instructions to the staff via the CoS (executive officer). Staff officers normally submit advice and recommendations to the commander through the CoS (executive officer), who ensures that the material has been integrated with all related information and has been properly coordinated with other staff officers. However, the commander may deal directly with a staff officer, particularly at lower levels of command. In such cases, the CoS (executive officer) should subsequently be informed of the nature of the discussion or instructions by both the staff officer and the commander in order that he keep abreast of all staff activity.

4. Temporary Succession of Command

a. Per references (b) through (d), the succession to command for the CG, MCRD/ERR during temporary absence as a result of official travel or annual leave, or when the position is otherwise vacant shall be as follows:

(1) Succession by CoS. If, for any reason, the CG is absent; the CoS will act as the Commander, MCRD PI. Absence is defined as physically farther than 50 miles from MCRD PI in excess of 24 hours. The CG may direct the CoS to act as commander during periods of annual leave or convalescence, even when physically remaining/residing in quarters aboard MCRD PI. In the absence of the CoS, the CG may designate a colonel from the staff or one of the subordinate elements as commander.

(2) Signatures on official correspondence will be per Chapter 2, paragraph 17d of SECNAVINST 5216.5D. Use of the term "Acting" is only required when a major subordinate commander succeeds to command. Conversely, and per paragraph 1007.2a(1) of the Marine Corps Manual, during those occasions when the CoS, MCRD PI succeeds to command, he is not "Acting."

(3) The SSEC or Executive Assistant is responsible for publication of the succession of command information.

b. Temporary Appointment As Acting CoS. In the CoS's temporary absence, transfer, death or incapacity, or while he is on leave, a designated colonel of the staff will normally succeed as acting CoS. The acting CoS will be

guided by the principles set forth in U.S. Navy Regulations and the Marine Corps Manual.

c. Absence of Principal Staff Officers. Principal staff officers who intend to depart the local area during the weekend, except for those in a leave status, will notify the CoS. The name and contact information of the acting principal staff officer will be provided to the CoS.

d. Preparation of correspondence and documents for signature during temporary succession to command shall be in accordance with references (a) through (h).

Chapter 3

TASK MANAGEMENT SYSTEM

1. General

a. MCRD/ERR uses one process for all staff action requiring MCRD/ERR Command Element attention in order to reduce complexity and ease administrative burden. This includes all formal tasks assigned to the command, and Executive Correspondence requiring Command Element action.

b. A prescribed staff action process, task administration, and correspondence control are to ensure the timely and accurate processing of tasks and correspondence within MCRD/ERR HQ. All tasks and correspondence will be managed and tracked through the staff action process until closed.

c. A task is defined as any action assigned by proper authority that must be accomplished within a defined period of time. A task may also have additional qualifications such as a specified format, or level of review/approval.

d. Correspondence is defined as any means of written or electronic communication used in conducting the command's business. Executive correspondence is any communication requiring Command Element action.

e. DON TRACKER, AMHS and correspondence from higher headquarters are the only authorized means of external tasks to this command.

f. The CoS has overall responsibility for all task assignments within MCRD/ERR HQ regardless of where it originates. Tasks are assigned by the CoS to an Office of Primary Responsibility (OPR), and Office of Coordinating Responsibility (OCR) to other staff sections concerned. An OPR can be an AC/S, a special staff section head, or a MSE commander.

g. The OPR is responsible for task/staff action from the time of assignment through closure. Responses are due no later than 0800 the day before the assigned HHQ suspense date. Requests for extensions must be made no later than 48 hours prior to the original suspense date by the OPR to the CoS. Extension requests must include an interim response to the task, along with the reasons for extension and the anticipated date of completion.

h. If a task has been inappropriately assigned, the designated OPR has 24 hours to identify the appropriate task lead and gain acceptance to transfer responsibility for the action. After 24 hours, requests for reassignment of OPR will not be entertained.

i. AC/Ss have authority to task internal to MCRD/ERR for issues within their area of staff cognizance. All AC/Ss and MSEs will comply with internal tasks as if they were assigned by the CoS.

j. Action officers (AOs) and staff officers do not have tasking authority, nor can they accept external tasks for the command.

k. The normal time to work a task is 10 working days. OPRs will ensure all tasks are completed within 10 working days after receipt (except tasks which have a specific due date). If an incoming task (other than GO-level tasks) does not allow a minimum of 10 working days, and lacks reasonable

justification for a shorter suspense, the OPR will automatically request an extension from the originator.

2. Coordination and Staffing of Correspondence

a. All staff work must be thoroughly coordinated and routed to all organizations concerned for review, comment, and concurrence or non-concurrence. Nearly every staff action requires some form of coordination. Supporting documents such as a Comment Resolution Matrix will be used when routing correspondence for comment.

b. All completed staff work or executive correspondence requiring Command Element action will be approved by the OPR prior to submission. Personal review by an OPR/OCR will not be assumed, and the accompanying route sheet must be initialed by the OPR/OCR. Coordination comments will reflect the OPR/OCR's position on a topic without staff member or AO personal opinion.

c. There are three authorized responses when reviewing a document: concur, concur with comment, and non-concur.

Authorized Responses for Staff Package Reviews	
Category	Description
Concur	The reviewer accepts the document in its current form.
Concur with comment	The reviewer has <i>minor</i> objections, which are usually administrative in nature, to one or more parts of the document. The comments address those objections.
Non-concur	The reviewer does not accept the document as written. A critical comment results in non-concurrence unless the recommended changes are made or adjudicated. The comments provide justification for the objection and recommended changes needed for concurrence.

Figure 3-1 Authorized Responses for Staff Package Reviews

d. OPR/OCR's indicate their concurrence by initialing the route sheet in the appropriate location.

e. When concurring with comments, the OPR/OCR will initial the route sheet and provide rationale and recommendations for each point as required.

f. A non-concurrence is a separate act and requires justification as well as a recommendation for resolving the issue. Disagreements should be worked at the lowest level possible. When disagreements cannot be resolved at the AO level, the issue will be elevated to the OPR/OCR level. Only when an issue cannot be resolved at the OPR/OCR level should it be elevated to the CoS for resolution.

g. When staffing correspondence, concurrences will not be assumed. If no response is received during staffing, an attempt will be made to contact

the organization to gain a response. If none is received, the non-response will be noted and the action forwarded for action. Evidence of proper coordination will include the name, organization and email of personnel with whom coordination was conducted.

h. All correspondence for Command Element action will be endorsed by the originating OPR, forwarded to the Depot Adjutant, routed through the SSEC and approved by the CoS prior to being forwarded to CG MCRD/ERR. Only specifically designated Special Staff organizations (e.g., Religious Ministries or the SJA) have the authority to respond directly to the CG.

i. Command positions on issues, policies, or future concepts being presented to HQMC or other external organizations will be approved by the CG or the CoS prior to release.

j. All executive correspondence forwarded for CG MCRD/ERR for decision will include a summary of resource implications, to include civilian labor, estimated contracting effort, total number of uniformed personnel, recommended structure or T/O changes, as well as current year costs and fiscal costs across the Future Years Defense Program (FYDP). Resource implications must be staffed with the appropriate MCRD/ERR organization(s) prior to submission.

3. Staff Action Process. The MCRD/ERR Staff Action Process has four distinct phases: (Phase I: Origination of Tasks and Correspondence, Phase II: OPR Task/correspondence Development, Phase III: Command Element Action, and Phase IV: Task and Executive Correspondence Closure and Final Disposition).

a. Phase I: Origination of Tasks and Correspondence

(1) Tasks. Tasks are either generated internal to the command or received from an external organization. DON TRACKER, AMHS and correspondence from higher headquarters are the only authorized means of formal tasks from external organizations to this command. Tasks received informally from external organizations will be returned and redirected for formal processing. The SSEC is also the central issue point for all internal staff action/tasks issued from the MCRD/ERR Command Element.

(a) The SSEC will route all tasks through the CoS who will analyze the task and recommend an OPR, minimum requirements for staff coordination, propose the appropriate format or template to respond to the task, and recommend an internal MCRD/ERR suspense date.

(b) The SSEC will coordinate with the CoS on all MCRD/ERR tasks, whether generated internally or externally. The CoS approves all tasking and suspense dates before assignment.

(c) Tasks are assigned by the CoS to an OPR.

(2) Executive Correspondence. Correspondence can be generated as a result of a task, or in the normal conduct of the command's business. All correspondence, whether task related or internally generated will follow the staff action process defined in this directive.

b. Phase II: OPR Task/Correspondence Development

(1) The OPR is responsible for staff action from the time of assignment through closure. This includes responsibility for seeking and integrating input from other organizations and producing a final, signature-ready position or response.

(2) The following are typical steps in developing a response to a formal task or staffing of official correspondence within the command:

(a) OPR conducts task analysis, assigns an AO as task lead, issues guidance, and develops an action plan to ensure suspense date/time is met.

(b) AO collects and analyzes pertinent data, holding meetings or briefings as required.

(c) AO prepares initial coordinating draft utilizing standard document format provided by the Adjutant and forwards to OPR for review.

(d) OPR reviews draft and either directs edits or approves for AO-level staffing (internally or externally) as necessary.

(e) AO collects staffing input, conducts issue resolution, makes revisions, and completes the package in draft form.

(f) AO briefs OPR, who staffs internally to other AC/Ss, Directors, MSEs, or to external counterparts for final comment as required.

(g) AO collects staffing input, conducts issue resolution, makes final revisions, completes signature-ready package in final form, and forwards to OPR.

(h) OPR reviews, and if approved, forwards to Adjutant for administrative review and preparation for signature. OPRs are responsible for the content of all correspondence generated within their organization. All task responses and executive correspondence submitted for Command Element action requires OPR review.

(i) OPRs will submit all executive correspondence and GO-level task responses to the MCRD/ERR Adjutant, who will conduct a detailed review of all executive correspondence. All correspondence must be neat in appearance, correctly formatted, free of typographical errors, and grammatically correct before it will be forwarded to the Command Element for final disposition. The Adjutant forwards finalized executive correspondence to the SSEC, or returns to the OPR for correction.

c. Phase III: Command Element Action

(1) The SSEC reviews all executive correspondence prior to forwarding to the CoS to ensure the package is complete, properly assembled, and ready for Command Element action.

(2) The SSEC coordinates with the CoS to manage and monitor the flow of correspondence across the Command Element, forwarding approved packages to the CoS, or return to the OPR (via the Adjutant) for correction. The SSEC maintains accountability of all executive correspondence awaiting Command Element action, whether forwarded for action or returned for rework/edits.

(3) The CoS conducts a content review (substantive information) and coordinates with the OPR if additional information or briefings are required, or directs appropriate action.

(4) OPRs will coordinate with the CoS prior to all office calls with the CG, scheduling briefings or meetings with the Aide-de-Camp or the CG's Executive Assistant.

(5) The CoS will either sign the correspondence or forward to the CG for appropriate action (concur, concur with comment or non-concur).

d. Phase IV: Task and Executive Correspondence Closure and Final Disposition

(1) The CoS is the collection point for all signed or returned documents from the CG. The CoS will make note of additional guidance or routing instructions, if any.

(2) The SSEC will receive correspondence from the CoS for final disposition. The SSEC will forward the package to the Adjutant who will make distribution as directed, retain a copy in central files per Marine Corps Directives, and forward signed documents to the OPR.

Chapter 4

FITNESS REPORT MATRIX/RS/RO INSTRUCTIONS

1. General

a. Per reference (v), Marines and Sailors in the grades of E-5 and above are required by reference (w) to receive written performance evaluations that are recorded in their Official Military Personnel File (OMPF). All personnel receiving or preparing fitness reports, to include civilian employees writing reports on military personnel, must be familiar with the established requirements for submission.

b. All MCRD/ERR commanders and reporting officials will ensure appropriate and timely completion of fitness reports in order to achieve and communicate an accurate history of a Marine's performance, character, and potential to HQMC.

c. SSEC is responsible to the CG and CoS as a trusted assistant and command reviewer for receiving, administrative review, routing, and submission of all fitness reports as indicated by the Fitness Report Submission Matrix below:

Figure 4-1 Fitness Report Submission Matrix

FITNESS REPORT SUBMISSION MATRIX		
Command Suite		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
Commanding General	TECOM/MCRC	MCCDC/CMC
Chief of Staff	CG MCRDPI	CG MCRDPI
Sergeant Major	CG MCRDPI	CG MCRDPI
Aide-de-Camp	CG MCRDPI	CG MCRDPI
Staff Secretary	C/S MCRDPI	CG MCRDPI
Enlisted Aide	CG MCRDPI	CG MCRDPI
CG's Driver	Aide-de-Camp	CG MCRDPI
Protocol Chief	Aide-de-Camp/SSEC	C/S MCRDPI
Protocol Marine	Aide-de-Camp/SSEC	C/S MCRDPI
EO	Command Inspector	C/S MCRDPI
G-1/Adjutant		
BILLET	REPORTING SENIOR	REVIEWING OFFICER

G-1	C/S MCRDPI	CG MCRDPI
IPAC Director	G-1	C/S MCRDPI
Manpower Chief	G-1	C/S MCRDPI
G-3/Operations		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
G-3	C/S MCRDPI	CG MCRDPI
Operations Officer	G-3	C/S MCRDPI
Band OIC	G-3	CG MCRDPI
G-4/Logistics		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
G-4	C/S MCRDPI	CG MCRDPI
FMD	G-4	C/S MCRDPI
G-6/Communications		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
G-6 Deputy	G-6	C/S MCRDPI
Command Inspector		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
Command Inspector	C/S MCRDPI	CG MCRDPI
SNCOIC	Command Inspector	C/S MCRDPI
COMMSTRAT		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
COMMSTRAT Director	C/S MCRDPI	CG MCRDPI
Visual Information Officer	C/S MCRDPI	C/S MCRDPI
SJA		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
SJA	C/S MCRDPI	CG MCRDPI
SJA Deputy	SJA	C/S MCRDPI

COMPTROLLER		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
Deputy Comptroller	Comptroller	C/S MCRDPI
RTR		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
Regimental Commander	CG MCRDPI	CG TECOM
Regimental XO	RTR CO	CG MCRDPI
Sergeant Major	RTR CO	CG MCRDPI
1st Battalion Commander	RTR CO	CG MCRDPI
2nd Battalion Commander	RTR CO	CG MCRDPI
3rd Battalion Commander	RTR CO	CG MCRDPI
4th Battalion Commander	RTR CO	CG MCRDPI
Support Battalion Commander	RTR CO	CG MCRDPI
Drill Instructor School Director	RTR CO	CG MCRDPI
WFTBN		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
Battalion Commander	CG MCRDPI	CG TECOM
Battalion XO	WPNS CO	CG MCRDPI
Sergeant Major	WPNS CO	CG MCRDPI
S-3 Officer	WPNS CO	CG MCRDPI
CO, HqCo	WPNS CO	CG MCRDPI
CO, Range Co	WPNS CO	CG MCRDPI
CO, Field Trng Co	WPNS CO	CG MCRDPI
Chief Range Officer	WPNS CO	CG MCRDPI

HQSVCBN		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
Battalion Commander	CG MCRDPI	CG TECOM
Battalion XO	H&S CO	CG MCRDPI
Sergeant Major	H&S CO	CG MCRDPI
CO, HqCo	H&S CO	CG MCRDPI
CO, SvcCo	H&S CO	CG MCRDPI
Chaplain		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
AC/S Religious Ministries	CG MCRDPI	
Eastern Recruiting Region		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
AC/S Recruiting	CG MCRDPI	CG MCRC
Deputy AC/S Recruiting	AC/S Recruiting	CG MCRDPI
1 st MCD/4 th MCD/6 th MCD		
BILLET	REPORTING SENIOR	REVIEWING OFFICER
District Commander	CG MCRDPI	CG MCRC
District XO	District CO	CG MCRDPI
Sergeant Major	District CO	CG MCRDPI
District S-3	District CO	CG MCRDPI
RS Commander	District CO	CG MCRDPI

APPENDIX A

PREPARATION OF CORRESPONDENCE

1. General

a. Correspondence is defined as any means of written or electronic communication used in conducting the command's business. Executive correspondence is any communication requiring Command Deck action.

b. Efficient and effective operation of the MCRD/ERR HQ requires consistency and uniformity in official correspondence. It is essential that all MCRD/ERR HQ personnel master the various formats and forms associated with staff action at the general officer level.

c. The format for all MCRD/ERR HQ correspondence is the standard Naval letter. It is used to correspond internally and externally and can be modified to create various other staff action papers. Chapter 7 of the Department of the Navy Correspondence Manual, and Section 10 of the Marine Corps Supplement to the Department of the Navy Correspondence Manual provide additional information, and prescribed correspondence formats.

d. OPRs will ensure all executive correspondence is prepared using the approved standard document/brief format.

2. Basic Correspondence Format

a. SECNAV Manual 5216.5, the Department of the Navy Correspondence Manual of June 2015, and MCO 5216.20B, the Marine Corps Supplement to the Department of the Navy Correspondence Manual of March 2016 establish the standard for preparation and management of correspondence within MCRD/ERR HQ. Chapter 7 of the Department of the Navy Correspondence Manual provides additional information and prescribed correspondence formats.

b. Stationery. All correspondence will use computer generated bond letterhead stationery for the first page and plain bond paper for subsequent pages.

c. Margins. Allow 1-inch top, bottom, left, and right margins on each page. On letterhead paper, typing starts more than 1-inch from the top when the letterhead is printed. Do not right, center, or full justify text or use proportional spacing. For directives, headers are 1 inch and footers are .5 inches.

d. Letterhead. The letterhead is centered on the page, four lines from the top edge. The DoD symbol is 1-inch in diameter and placed .5 inch from the upper left and top edge of the paper. The heading below is the only version that will be used for all MCRD/ERR HQ correspondence:



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/EASTERN RECRUITING REGION
PO BOX 19001
PARRIS ISLAND, SOUTH CAROLINA 29905-9001

IN REPLY REFER TO:
3000
G-1

From: Commanding General
To: Commandant of the Marine Corps
Via: Commanding General, Training and Education Command

Subj: MARINE CORPS RECRUIT DEPOT PARRIS ISLAND/EASTERN RECRUITING REGION
STAFF REGULATIONS

Ref: (a) SECNAVINST M 5216.5, Department of the Navy Correspondence Manual

Encl: (1) Standard Naval Correspondence Example

e. Typeface. For text, use 10 to 12 point font size. Times New Roman 12-point is the preferred font style and size for official correspondence (e.g., directives), but Courier New may be used for informal correspondence. Bold, underline, script, and italics are authorized for occasional emphasis in unofficial correspondence, but not for directives or other executive correspondence.

f. Color of Ink. Use black ink only for all correspondence in MCRD/ERR HQ, to include signatures and endorsements.

g. Sender's Symbols. A sender's symbol for a standard naval memorandum has three parts, (All elements of the sender's symbol should be right justified so the longest line of the sender's symbol is aligned with the right margin):

(1) Standard Subject Identification Code (SSIC). If "in reply refer to" is printed on letterhead paper, type the SSIC on the next line per SECNAV Manual M-5210.2 DoN Standard Subject Identification Code Manual. If "in reply refer to" is not printed on the letterhead paper, type the SSIC on the second line below the letterhead. "In reply refer to" is only used on correspondence internal to the DoN.

(2) Originators Code. The originator's code or office code (e.g., C 461) will be typed on the next line beneath the SSIC.

(3) Date. Do not date executive correspondence prepared for command deck signature. After signature, the SSEC will date stamp correspondence and return to the originator.

h. Classified Correspondence. SECNAV Manual M-5510.36 Department of the Navy Information Security Program provides additional information on marking and handling of classified correspondence.

i. "From:" Line. Every standard letter must have a "From:" line. As a general rule, the "From:" line is composed of the activity head's title and the activity's name. Type "From:" at the left margin on the second line below the date line. The text begins two spaces after the colon. If the

entry is longer than one line, indent the second line so it begins aligned under the first word after the heading. Do not abbreviate or use office codes in the "From" line. Never send correspondence outside this Headquarters using staff section titles (e.g., Assistant Chief of Staff, G-1).

j. "To:" Line. Type "To:" at the left margin on the first line under the "From:" line (do not skip a line). Six (6) spaces follow the colon. Correspondence addressed to higher, lower or adjacent commanders will be addressed to the Commanding General or by command title (Commanding Officer; Commander; Officer-in-Charge) as appropriate. Attention to a specific member of the addressee's staff is indicated by inclusion of the staff designator or name of the staff officer enclosed in parenthesis after the address line. You may use the complete mailing address and ZIP+4 code if you want the address for a record.

k. Subject Line. Type "Subj:" at the left margin on the second line under the last line of the previous heading (skip one line between the "To:" line and the "Subj:" line). Two spaces follow the colon. The title of the document in the subject line is typed in ALL CAPS. If the entry is longer than one line, indent the second line so it is aligned under the first word of the subject heading.

l. Via Line. Use a "Via:" line when one or more activities outside of your activity should review a letter before it reaches the action addressee. Type "Via:" at the left margin on the first line below the "To:" line. Five spaces follow the colon. If the entry is longer than one (1) line, start the second line under the first word after the heading. Number "Via" addressees if two (2) or more are listed. Follow the chain of command. Routing starts with the addressee listed first.

m. Reference Line. Type "Ref:" at the left margin on the second line below the subject line. Use a lowercase letter in parentheses before the description of every reference. If you have only one reference, list it as "Ref: (a)". Three (3) spaces follow the colon. List references in the order they appear in the text, (a) through (z). If you have more than 26 references, continue with (aa), (ab), etc. If the entry is longer than one (1) line, line the second line under the first word after the heading.

n. Enclosure Line. Type "Encl:" at the left margin on the second line below the last line of the previous heading. Three (3) spaces follow the colon. Use a number in parentheses before the description of every enclosure, even if you have only one. One (1) space follows the closing parenthesis. If the entry is longer than one line, start the second line under the first word after the heading. List enclosures in the enclosure line in the order they appear in the text. When identifying a document, cite its subject or title exactly. Never list an item in both the enclosure line and reference line of the same letter.

o. Body Text. Start the text on the second line down from the previous entry. The text shall be left justified. Make the content clear by using plain English. Do not use slang or jargon. Within the text, spell out and declare all acronyms the first time used. After first use, acronyms shall be used throughout the rest of the correspondence.

(1) Paragraphs. Start all continuation lines at the left margin. All paragraphs are single spaced and each paragraph or subparagraph begins on

the second line below the previous paragraph or subparagraph. When using a subparagraph, the first line is always indented the appropriate number of spaces depending on the level of sub paragraphing. All other lines of a subparagraph continue at the left margin. Do not indent the continuation lines of a subparagraph.

(2) If there is a paragraph 1a, there must be a paragraph 1b; if there is a paragraph 1a(1), there must be a paragraph 1a(2), etc. It is acceptable for a paragraph to break across pages, but do not begin a paragraph at the bottom of a page unless there is enough space for at least two (2) lines of text on that page and at least two (2) lines of text are carried over to the next page. A signature page must have at least two (2) lines of text preceding the signature. Identify all paragraphs or subparagraphs with a number or letter.

1. Body text formats below.

2. If subparagraphs are needed, a (1) must have a (2).

3. Indent four spaces and start typing at the fifth space.

Text

1. Documents are rarely subdivided to the level below.

Text

2. Text

3. Avoid subparagraphs past this level.

Text

1. Text

2. Text

3. Text

1. Text

2. Text

3. Text

1. Text

2. Text

3. Text

1. Text

2. Text

3. Text

1. Text

2. Text

3. Text

p. Signature Blocks

(1) Start all lines of the signature line at the center of the page, beginning on the fourth line below the text. The preferred way to identify the signatory is by typing their first initial, middle initial, and last name. Correspondence prepared for signature by the CG or CoS will bear the appropriate signature line when it is known who will sign the correspondence.

S. D. BUTLER
Chief of Staff

(2) Correspondence signed by someone other than the CG will bear the name of the signer and the appropriate title, "Chief of Staff" or "By direction" in the case of staff officers authorized to sign by title or by direction of the CG.

q. Example Signature Blocks. Put nothing below the name of the CG when the CG's title appears in the "from" block:

J. L. LEJEUNE

(1) Include the title of a member of the command deck authorized to sign by title, such as the Chief of Staff:

L. B. PULLER
Chief of Staff

(2) Add with the word "Acting" when the signer has been appointed to temporarily replace the CG or a subordinate who signs by title:

E. H. ELLIS
Acting

R. G. DAVIS
Chief of Staff
Acting

(3) Put the term "By direction" under the name of a general or special staff officer who may sign outgoing correspondence, but not by title:

J. W. RIPLEY
By direction

(4) Add the signer's title, "By direction of", "and the Commanding General's" title under the name of a person with by direction authority who signs orders affecting pay and allowances or business letters:

E. F. CARLSON
Adjutant
By direction of the
Commanding General

R. E. CUSHMAN
Assistant Chief of Staff, G-1
By direction of the
Commanding General

r. The CoS will sign correspondence which does not require the signature of the CG and which no other staff officer is authorized to sign. During the absence of the Chief of Staff, correspondence, original directives and other matters will be signed by the Acting Chief of Staff.

s. Identifying Second and Subsequent Pages. Repeat the subject line at the top of each page of the basic letter. Start typing at the left margin on the sixth line from the top of the page. Continue the text beginning on the second line below the subject.

t. Page Numbering. Do not number a single-page document, or the first page of a multiple-page document. Center page numbers 1/2 inch from the bottom edge, starting with the number 2. No punctuation accompanies a page number.

u. Variations to basic format. There are numerous variations to the basic correspondence format provided above. For a complete review of all correspondence formatting styles refer to SECNAV Manual 5216.5, Department of the Navy Correspondence Manual of June 2015, and MCO 5216.20B, the Marine Corps Supplement to the Department of the Navy Correspondence Manual.

APPENDIX B

CORRESPONDENCE FORMAT AND ASSEMBLY OF PACKAGES

1. Executive Correspondence Package Assembly

a. Executive correspondence will be organized in the following manner (Figure 2) illustrates an assembled correspondence package that is ready for signature):

b. Cover

(1) The most current version of a MCRD/ERR Route Sheet is available from the Depot Adjutant.

<https://eis.usmc.mil/sites/mcrdpi/g1/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2Fsites%2Fmcrdpi%2Fg1%2FShared%20Documents%2F%2D1%20DOCUMENTS&FolderCTID=0x0120004305AAD4C656684A9AD35AF27A7F37A5&View=%7B938F6C40%2D140D%2D4B76%2DA571%2D54D997E8D3FF%7D>. It will be attached to the outside front cover of the folder.

(2) For classified correspondence, the appropriate CLASSIFIED cover sheet will be placed on the outside front cover of the folder, and the route sheet will be attached as the first document on the left side of the inside cover of the folder, in front of any tasking documents. Make advance coordination with the Depot Adjutant and SSEC prior to routing classified materials through the Chief of Staff.

c. Left side of folder

(1) Tasking documents are attached on the inside left of the folder.

(2) Colored tabs will be used to identify backup documentation to the tasking document such as messages and relevant portions of orders i.e. references.

d. Right side of folder

(1) The Executive Summary is the top document attached on the inside right of the folder. The Executive Summary entails the 5 Ws.

(2) Executive correspondence for decision or signature is the second document placed on the inside right of the folder. An adhesive signature tab will be used to indicate where the principal official will sign or initial. Take care so tabs can be removed without defacing the document.

(3) Enclosures will be placed behind the executive correspondence as numbered tabs (e.g., Encl (1)).

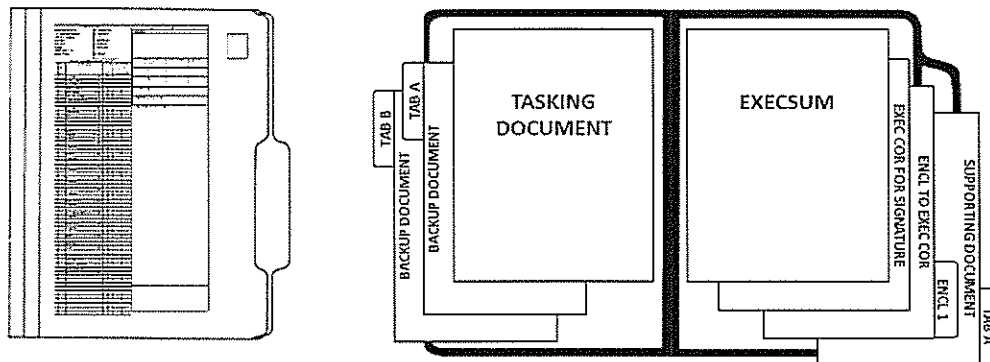
(4) Supporting documents such as a Comment Resolution Matrix and non-concurrence comments will be the last set of documents attached as alphabetic tabs.

(5) Tabs and enclosures are required to be displayed in consecutive order on separate plain tab paper. The reviewer should be able to see all tabs at once.

e. Executive correspondence intended for signature will not be stapled.

f. An acetate executive correspondence document cover for protection is preferable, but not required.

g. Executive correspondence that will be forwarded to higher authority for signature will not be marked in any way, to include highlighting or underlining. Post-it notes and adhesive tabs may be used to point out specific lines or paragraphs at tabs; these will be removed before the document is sent to the addressee.



(Figure 2: Properly assembled signature-ready correspondence package)

APPENDIX C

STAFF ACTION PAPERS

1. Standard Document Formats. The following formats are prescribed for use by SECNAV Manual 5216.5, Department of the Navy Correspondence Manual of June 2015, and MCO 5216.20B, the Marine Corps Supplement to the Department of the Navy Correspondence Manual, and will be utilized within MCRD/ERR HQ and can be found in the Depot Adjutant folder:

<https://eis.usmc.mil/sites/mcrdpi/g1/SharedDocuments/Forms/AllItems.aspx?RootFolder=%2Fsites%2Fmcrdpi%2Fg1%2FShared%20Documents%2FG%2D1%20DOCUMENTS&FolderCTID=0x0120004305AAD4C656684A9AD35AF27A7F37A5&View=%7B938F6C40%2D140D%2D4B76%2DA571%2D54D997E8D3FF%7D>

a. Position-Decision Paper. A study-type document which concisely develops and recommends an official position on an issue. It includes a clear statement of why an official position is required, essential background of the problem/subject, and a rationale for the recommended position.

b. Information Paper. Used to provide concise, factual information in response to a query concerning a particular issue, or to prepare senior leadership for discussions or meetings. Only essential facts concerning the subject should be included and developed in an orderly and logical manner.

c. Decision Memorandum. Used to record decisions as a result of formal or informal discussions, conference meetings, or telephone conversations. Usually filed for future reference.

d. Memorandum of Agreement or Memorandum of Understanding. Used to document mutual agreements of facts, intentions, procedures, limits on future actions, and areas of present or future coordination, or commitments, etc. If a Memorandum of Agreement or Understanding is initiated by a non-DoD activity, DON activities are authorized to use their format.

e. Coordination Page. Used in conjunction with a route sheet in order to capture the opinions and comments of senior leaders regarding a package as more than a simple concur or non-concur.

f. Trip Report. Upon return from official TAD travel all MCRD/ERR HQ personnel are required to submit a trip report to the Chief of Staff outlining and documenting what was accomplished during the trip.

2. Other Staff Action Papers. Other staff action papers, which are not prescribed in the Department of the Navy Correspondence Manual but are frequently used by staff officers for specific purposes during the course of normal staff action.

a. CG Scene Setter. To provide information to the Command Deck prior to a scheduled meeting or briefing. All Command Deck meetings/briefings require read-ahead materials be forwarded to the Aide-de-Camp (Cc: Chief of Staff) 24 hours in advance. Read-aheads will be prepared in the format most appropriate to the information presented or action sought.

b. Personal For (P4). P4 messages are utilized by General Officers to convey personal information. The SSEC will archive all P4 messages.

c. Standard Naval Letter. Format used to officially correspond with addressees within the DoD or when writing to addressees outside the DoD if it is known that they have adopted the same format.

d. Endorsement Letter. Used to forward comments, recommendations or information through the chain of command, but may also be used to redirect a letter.

e. Route Sheet. Utilized for staffing of documents that cross functional areas or executive correspondence sent to the command deck. SSEC uses one route sheet for MCRD/ERR HQ use.

f. Letter of Instruction (LOI). Provides guidance for the execution of an activity and required tasks.

g. MCRD/ERR Bulletin (MCRD/ERR Bul). Published to inform the staff and MSE commanders of changes and updates to policy and procedures.

h. MCRD/ERR Order (MCRD/ERR DepO). Written to establish internal regulations, procedures, and processes as well as define functions and responsibilities.

APPENDIX D

ADMINISTRATIVE

1. By Direction Authority

a. "By direction" authority, and sub-delegation authority are granted in writing by the CG to the following billets: AC/S G-1, AC/S G-3, AC/S G-4, AC/S G-6, AC/S G-7, AC/S G-8, AC/S Recruiting, RCO, SJA, Strategic Communications, Depot Adjutant, and SSEC.

b. The aforementioned staff officers may authorize their principal assistants/deputies to sign routine correspondence "By direction" provided such delegation is in writing by the person delegating the authority, accompanied by sufficient guidance to preclude misinterpretation of authority, ensure propriety, and is not otherwise prohibited by regulations. Signed copies of such authorization will be forwarded to and maintained by the Depot Adjutant.

c. The Depot Adjutant maintains the official "By direction" authorization directive for MCRD/ERR (MCRD/ERR DepO 5216.1 dated 30 August 2018). Personnel requesting CG MCRD/ERR "By direction" authority must request it via the Depot Adjutant. The "By direction" directive is reviewed by the MCRD/ERR Depot Adjutant annually.

d. All correspondence signed "By direction" represents the views and opinions of CG MCRD/ERR. Personnel authorized "By direction" authority will ensure official correspondence represents the intent of the CG, and the tone and tenor is appropriate for a general officer.

e. A copy of all correspondence signed "By direction" will be forwarded to the Depot Adjutant for inclusion in the CG's "By direction" binder. The location of the "By direction" binder is located in the Depot Adjutant's office.

f. Use of CG MCRD/ERR Facsimile Signature Capability. Use of the CG's facsimile signature autopen is controlled by the Chief of Staff. The Depot Adjutant will maintain copies of all documents signed by autopen on behalf of the CG. The SSEC will make note and keep a record to distinguish those documents actually signed by the CG and those signed by autopen. Ref (a) provides additional guidance on the use of facsimile signatures.

2. Direct Liaison Authority (DIRLAUTH)

a. Authority to represent CG MCRD/ERR's official position on a particular issue, or to speak officially on behalf of the command. It does not apply to informal liaison with external organizations in order to develop requests for information, refining approved positions, or identifying new areas for staff action.

b. The Chief of Staff retains authorization for DIRLAUTH with external organizations for all personnel assigned to MCRD/ERR HQ.

3. Freedom of Information Act (FOIA)/PRIVACY ACT (PA)

The MCRD/ERR SJA is responsible for establishing policy and procedures for handling FOIA/PA requests for MCRD/ERR HQ and subordinate commands.

SECNAVINST 5720.42F Department of the Navy Freedom of Information Act (FOIA) Program provides specific guidance on handling FOIA requests.

4. Protecting Personally Identifiable Information (PII)

a. PII is any information about an individual which can be used to distinguish or trace their identity, such as name, social security number, date and place of birth, mother's maiden name, biometric records. This information must be safeguarded no matter the media.

b. MCO P5211.2 provides guidance on PII matters.

5. Congressional and Special Interest (CONGRINT/SPLINT)

** Congressional Interest (CONGRINT). Any inquiry from a member of Congress.

** Special Interest (SPLINT). An official inquiry from the Executive Branch of government to include the White House or Cabinet Members, U.S. or foreign General or Flag Officers, foreign executive or legislative officers, parents, family, relatives, armed forces dependents, discharged, or retired personnel.

a. Inquiries (telephonic or written), are normally received from the HQMC Office of Legislative Affairs Committee (OLAC) after endorsement by the Regional Coordinator aboard MCB Quantico. They are high priority matters of personal interest to the CG.

b. The MCRD/ERR SSEC maintains overall cognizance of CONGRINT/SPLINT program for the command. The SSEC coordinates with specific MCRD/ERR HQ staff sections or MSCs, requesting specific information be provided by a specified date and time as directed by the Chief of Staff. The SSEC conducts follow-up to ensure that the response date is met.

c. Information will be gathered by the most expeditious means available without jeopardizing accuracy. Inquiries concerning personnel shall include an interview with the individual, whenever possible. It is essential during the interview that the individual be informed of the provisions of MCO P5211.2, and that written authorization, in the form of a Privacy Act Statement, is obtained directly from the individual.

d. All replies to CONGRINT/SPLINTs must be answered by the designated due date, and complete replies must arrive to the SSEC in time for command deck review, and revision if necessary. Extensions will not be entertained unless extraordinary circumstances necessitate.

e. Replies will comply with SECNAVINST 5211.5E, Department of the Navy Privacy Program, and MCO P5211.2 and will be released by the CG or Chief of Staff. The Chief of Staff will sign all CONGRINT/SPLINTs, unless otherwise directed by the CG.

f. The standard mode of delivery of CONGRINT/SPLINT replies are .pdf documents sent via e-mail or FAX machine. Under no circumstances will guard mail or regular mail be used for delivery of replies to CONGRINT/SPLINTs. It is imperative that replies are received by the designated recipients in the tasker, and verification of receipt is obtained.

g. On occasion, OLAC may contact MCRD/ERR organizations directly via telephone with a short-fuse deadline which does not allow time for research and full staffing of the response. Organizations are to confirm receipt of the inquiry, and inform the OLAC representative that the MCRD/ERR command deck will follow up. Any MCRD/ERR organization receiving a telephonic inquiry from OLAC will immediately inform the MCRD/ERR Chief of Staff, or the SSEC if the Chief of Staff is unavailable. Notification should be made both telephonically and by email.

h. The MCRD/ERR SSEC is responsible for ensuring that all CONGRINT/SPLINT correspondence is maintained for a minimum of (2) two years from the date of completion.

i. No MCRD/ERR personnel are authorized to respond to any request for information from Congress in an official capacity, except through authorized command authorities, or as prescribed by law. U.S. Navy Regulations of 1990, and SECNAV Manual M-5216.5 Department of the Navy Correspondence Manual provide additional guidance.

6. Automated Message Handling System (AMHS)

a. The Depot Adjutant is responsible for establishing AMHS policy and procedures for MCRD/ERR HQ, maintaining a message control system, and serving as the office of record for all messages released and received by MCRD/ERR HQ.

b. AMHS Responsibilities:

(1) Originator. The commander in whose name a message is sent. The originator is responsible for ensuring that message drafting, staffing, and handling procedures are established and enforced.

(2) Drafter. The individual who drafts a message for release by the releasing authority. Drafters must be knowledgeable of the message drafting and handling and procedures used within MCRD/ERR HQ, and the Telecommunications User's Manual (NTP-3 J), July 1997. Message drafters are responsible for the contents, proper formatting, and addressing of draft messages, as well as compliance with all security and classification requirements, and staffing of the DRAFT message in order to obtain release authority.

(3) Releasing Authority. The SSEC is the designated message releasing authority for CG MCRD/ERR. Must be designated in writing with defined release authority. In addition to validating the contents of the message, the releasing authority's signature affirms compliance with guidance and instructions contained in the Telecommunications User's Manual (NTP-3 J), July 1997, and officially authorizes transmission of the message.

c. Correspondence packages containing AMHS messages for Command Deck approval/release will be processed the same as other staff actions.

d. Once approved for release, the SSEC section will dispatch the message using AMHS software. Once sent, a copy of all messages will be forwarded to the Depot Adjutant for retention in the command's correspondence files.

7. Records Management Program

a. The Depot Adjutant administers the MCRD/ERR Records Management Program in accordance with MCRD/ERR DepO 5215.1, Records Management Program and establishes policy and procedures for paper and electronic records management within the command. Provides assistance to MCRD/ERR HQ staff, Directorates and MSCs as required. Provides training to Command Designated Records Managers (CDRM) and manages the transfer of records to the Federal Records Centers (FRCs). The intent is to ensure the command preserves and manages official records that document organizational functions, policies, decisions, procedures, and essential transactions.

b. All AC/Ss, Branch Heads and Division Directors will comply with the provisions of SECNAV M-5210.1, MARADMIN 593/12, and MCRD/ERR DepO 5215.1 located at the Depot Adjutant Records, Reports, Directives and Forms SharePoint Portal website:
(<https://eis.usmc.mil/sites/mcrdpi/g1/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fmcrdpi%2fg1%2fShared%20Documents%2fDepot%20Orders&FolderCTID=0x0120004305AAD4C656684A9AD35AF27A7F37A5>)

8. Directives Management Program

a. The Depot Adjutant administers the command's Directives Management Program to ensure implementation and maintenance of a single, streamlined and uniform system for the preparation, approval, distribution, and maintenance of all MCRD/ERR directives in accordance with MCRD/ERR DepO 5215.1.

b. The Depot Adjutant performs editorial review of all directives generated by MCRD/ERR HQ staff and Directorates, and any service-level directives generated by MSCs signed by CG MCRD/ERR, or Chief of Staff. Numerous directives are sponsored by various organizations within MCRD/ERR. All directives will eventually require changes, substantial revisions or cancellation. In some cases, new directives or bulletins are required per policy implementation from higher headquarters. When new directives are required, the Depot Adjutant section serves as subject matter experts to guide sponsors through the staffing process and meet compliance for publication. All approved MCRD/ERR directives are posted to the Depot Adjutant Records, Reports, Directives and Forms SharePoint Portal website:
<https://eis.usmc.mil/sites/mcrdpi/g1/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fmcrdpi%2fg1%2fShared%20Documents%2fDepot%20Orders&FolderCTID=0x0120004305AAD4C656684A9AD35AF27A7F37A5>

9. Publications

a. The Depot Adjutant is designated as the command's central publications management organization responsible for providing oversight management and control of the command's procedures for acquiring and managing document services and hardware.

b. The Depot Adjutant maintains records of internal distribution for publications received under the Marine Corps allowance order or from other commands.

c. MCO 5600.31A, Marine Corps Printing and Publishing Regulations promulgates Marine Corps regulations for the publications program.

10. Information Requirements (Reports) Management Program

a. The Depot Adjutant administers the command's Information Collections Program, also referred to as "Reports." Provides command policy for report sponsors on developing the necessary documentation to obtain approval for establishment, revision, or cancellation of information requirements. Provides policy and procedures for the collection and management of all reports sent to external organizations. Report sponsors are required to contact the Depot Adjutant when crafting a new reporting requirement or revising an existing report. Listings of approved reports can be viewed in MCRD/ERR Policy Letter 2-17 (Reports Management), located in the Depot Adjutant Records, Reports, Directives and Forms SharePoint Portal website: <https://eis.usmc.mil/sites/mcrdpi/g1/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fmcrdpi%2fg1%2fShared%20Documents%2fDepot%20Orders&FolderCTID=0x0120004305AAD4C656684A9AD35AF27A7F37A5>

b. The intent of this program is to ensure the command is aware of, and can respond to all required information requests and reports so that requirements are fulfilled in an effective, efficient, and economical manner. MCO 5214.2F Marine Corps Information Requirements (Reports) Management Program provides information regarding execution of the MCRD/ERR Reports Program.

11. Foreign Disclosure

a. Background. It is the policy of the United States Government and, by extension thereof, MCRD/ERR to treat Classified Military Information (CMI) and Controlled Unclassified Information (CUI) as a national security asset, which must be conserved and safeguarded. MCRD/ERR routinely interacts with allies, partnered nation forces, and foreign militaries and may share CMI and CUI with foreign entities when there is a clearly defined benefit to the United States. Reference (t) provides policy and authority for disclosure and release of CMI or CUI by Marine Corps activities to foreign governments and international organizations.

b. Execution. The MCRD/ERR Security Manager serves as the Depot's Foreign Disclosure Program Manager and is the coordination point for all Designated Disclosure Authorities (DDAs)/Foreign Disclosure Officers (FDOs) appointed by subordinate organizations within MCRD/ERR.

c. The Foreign Disclosure process includes a critical responsibility for ensuring compliance with the provisions of any treaty, agreement, statute, executive order, directive, or instruction involving the disclosure of military information to foreign governments and international organizations.

d. No MCRD/ERR Staff Division official, Special Staff Section official, or MCRD/ERR MSC official will disclose or direct the disclosure of CMI or CUI unless approved or authorized by a local DDA that has been appointed in accordance with reference (u).

APPENDIX E

COMPLETED STAFF ACTION

1. Definition

The following quote has been attributed to various sources. The version below is from the 1956 edition of the Marine Officers' Guide.

"Completed staff action results in the presentation of the problem, together with conclusions and recommendations, so that all the commander needs do is to indicate approval or disapproval. It must be complete in every respect. Do not use a rough draft as an excuse for shifting the burden of formulating the solution to your commander."

The more complex the problem, the greater the tendency to ask the commander for the solution. It is easy to ask the commander what to do, and it appears easy for them to answer. Resist the impulse. You will succumb to it only if you do not know your job. It is the staff's duty to work out the details, no matter how perplexing. Commanders need solutions, not more questions. The staff's job is to study, write, restudy, and rewrite until a single proposed course of action is arrived at - and it should be the best of all options considered. Alternate courses of action are desirable, and in most cases should be presented, but you should indicate which option you think is best - and why. Tell the commander what ought to be done; do not ask what you ought to do.

Commanders can actually process more information from the staff if provided less. To address all of the issues at their level within the restrictions of available time, they need less information, not more. But every piece of the less has to be pure. Every piece must be filtered, synthesized, condensed, boiled down, and distilled. Through good staff work the commander is protected from half-baked ideas, immature oral presentations, and voluminous memoranda.

Here is the challenge: Reduce six months of work to a 10-page package, or a package to a page, a page to a paragraph, a paragraph to a sentence, and a sentence to a few words. Provide your commander with central themes, concepts, bottom lines, summaries, abstracts.

The measure of completed staff work is less paper, not more.

2. The Staff Study

a. The Staff Study is the primary method used by AO's when completing staff action. The results of the staff study can be presented in several formats to include an information brief, a decision memorandum, or a position paper. It is used to analyze complex issues and to present to senior leadership all the facts bearing on an issue, together with conclusions and recommendations for senior leader decision. It can be as formal or as informal as the situation requires, depending on the nature of the issue and the intended audience. The Staff Study follows the process outlined below, and begins with identifying the problem, to recommending the most suitable course of action:

- Step 1: State the problem or issue.
- Step 2: List assumptions.

Step 3: Research and collect data.
Step 4: Identify the facts bearing on the problem.
Step 5: Develop possible solutions.
Step 6: Evaluate alternative solutions.
Step 7: Discussion.
Step 8: Conclusion(s).
Step 9: Recommendation(s).

b. It should present all of the facts bearing on the problem, and set forth not only the facts supporting the author's conclusions, but all opposing views as well. Conclusions and recommendations must be the result of reasoned judgment, and flow logically from the facts and discussion. A staff study written with a preconceived conclusion is selling a point, not solving a problem. Objectivity is of paramount importance.

APPENDIX F

COMMANDING GENERAL'S BATTLE RHYTHM

Commanding General's Battle Rhythm

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
	0630-0830 PT 0830-0900 CG'S Standup Recruiting Update CIG Update SJA Update	0630-0830 PT 0830-0930 Cmdr's Mtg 0930-1030 Staff Mtg Correspondence w/SSec	0630-0830 PT PA/Protocol Meeting Calendar Scrub
THURSDAY	FRIDAY	SATURDAY	<u>Legend</u>
0645-0730 Mot Run(Grad Week) 0730-0830 Recovery 0930-1030 Family Day Release 1630-1730 Family Day Dinner	0630-0745 PT 0745-0815 Colors 0900-1000 Recruit Graduation 1130-1300 DI Social		Note 1: Bi-Monthly CG Alternates with CoS on who officiates Note 2: Place holder bi-monthly; it will occur/otherwise cancel Note 3: Executed for 3 months Company A-P Following 3 months break

Long Range Schedule

Case Management Group (CMG) 3rd Tuesday of the month
8 Day Briefs (as needed)

APPENDIX G

MEETINGS & BRIEFS/ CONFERENCE ROOM LAYOUT

