



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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SEP 19 2013

MEMORANDUM FOR THE SECRETARY OF THE NAVY

Subj: ENHANCING COMMANDER ACCOUNTABILITY

Ref: (a) Secretary of Defense Memorandum dated 06 May 2013

1. The reference directs each service develop methods to assess military commanders' performance in establishing command climates of dignity and respect and in incorporating Sexual Assault Prevention and Response (SAPR) principles in their commands. Furthermore, the reference directs each service to hold commanders accountable. This memorandum provides a response to this task.
2. Accountability for unit command climate is a time honored leadership responsibility and the Marine Corps holds accountable those Commanding Officers who negligently or willfully allow unhealthy command climates. Leadership is both art and science; command climate is an aspect of leadership that weights itself on the side of art. Our efforts to enhance commander accountability focus on engaged leadership, the power of example, and justice tempered with mercy.
3. The Commandant directed a Leadership Summit on July 15-16 for all Commanding Generals, Commanding Officers and their Senior Enlisted Advisors. Hosted by Lieutenant Generals, the summit underscored how the ripple effects of command climate impact the lives of individual Marines, the effectiveness of the unit, and the overall strength of the Corps. In addition, the Commandant hosted Commander's Course for new Commanding Officers has been updated to include several hours of instruction and small group discussion focused on ethical decision-making, accountability, and establishing a positive and professional command climate. Finally, ethics and accountability were main topics of discussion at the most recent Marine Corps General Officer Symposium.
4. We continue to implement and discuss additional methods to foster healthy command climates including; reviewing our performance evaluation system to ensure it promotes command climate accountability, creating a standardized approach to reporting and reviewing command climate survey results within the chain of command, conceptualizing command climate as a key component of leadership instruction within the continuum of our formal schools through ethical decision games, reviewing the potential benefits of conducting 360° assessments for O-5/O-6 Commanding Officers, and increasing the transparency of accountability for misconduct.
5. The Marine Corps continues to prioritize developing leaders and commanders who are characterized by the highest standards of personal character and professional competence. We will continue to employ and consider new assessment tools so that when commanders fail to meet these standards, they are held accountable, for the good of their units and the Marine Corps as a whole.

A handwritten signature in black ink, appearing to read "R. E. Milstead, Jr.", is written over the typed name.

R. E. MILSTEAD, JR.
Deputy Commandant for
Manpower and Reserve Affairs