

ESTABLISHMENT OF NEW COMMAND CLIMATE SURVEY
Originator: CMC WASHINGTON DC(UC)
DTG: 270929Z Jun 13 Precedence: Routine DAC: FOUO
To: AL MARADMIN(UC) MARADMIN

UNCLASSIFIED/
MARADMIN 316/13

MCGID/MARADMIN/CG MCCDC//

SUBJ/ESTABLISHMENT OF NEW COMMAND CLIMATE SURVEY//

REF/A/DOC/CMC WHITE LETTER 3-13/9 MAY 13//

AMPN/REF A IS CMC WHITE LETTER ADDRESSING A NEW COMMAND CLIMATE SURVEY//

POC/SEAN GIBSON/COL/MARINE CORPS COMBAT DEVELOPMENT COMMAND/PUBLIC AFFAIRS OFFICER/TEL: 703-432-8420/EMAIL:

SEAN.D.GIBSON(AT)USMC.MIL//

POC FOR TECHNICAL ISSUES RELATED TO THE CCS AND THE CCS WEBSITE/

PETER HILL/CMC SAFETY DIVISION/TEL: 703-604-4384/EMAIL:

PETER.J.HILL(AT)USMC.MIL//

RMKS/1. REF A IDENTIFIES THE CLEAR LEADERSHIP ROLE OF THE UNIT COMMANDER IN SETTING THE TONE AND DETERMINING THE DIRECTION OF THE UNIT. THERE IS NO MORE VISIBLE ASPECT OF LEADERSHIP THAN THE CLIMATE A COMMANDING OFFICER ESTABLISHES FOR THE MARINES IN HIS OR HER CHARGE. IT IS INEXTRICABLY LINKED WITH MISSION ACCOMPLISHMENT. A COMMANDING OFFICER HAS THE GREATEST INFLUENCE IN DETERMINING WHETHER THE MARINES IN THE UNIT ARE COMBAT READY, WHETHER THEY'RE HONORABLE, WHETHER THEY'RE FORTHRIGHT, WHETHER THEY'RE FOCUSED, AND HOW OR WHETHER THEY UPHOLD OUR VALUES AND VIRTUES. WHILE THERE ARE MANY LEADERSHIP STYLES, THE RESULT MUST BE A UNIT OF MARINES AND SAILORS WHO HAVE ABSOLUTE TRUST IN THEIR LEADERS, AND IN THEIR COMPETENCE.

2. IN ORDER TO ASSIST COMMANDING OFFICERS IN GAINING THE INSIGHT NECESSARY TO ADDRESS POTENTIAL AREAS OF CONCERNS AND HOLD MARINES TO THE HIGHEST PERSONAL, PROFESSIONAL, AND UNIT STANDARDS, CMC HAS DIRECTED THE ESTABLISHMENT OF A NEW COMMAND CLIMATE SURVEY (CCS). SURVEY RESULTS WILL BE PROVIDED TO THE COMMANDING OFFICER WHO WILL INFORM THE COMMANDER OF THEIR HIGHER HEADQUARTERS ON THE RESULTS OF THE SURVEY WITHIN FOURTEEN DAYS (NO STANDARD BRIEF FORMAT REQUIRED).

2.A. THE PURPOSE OF THIS SURVEY IS TO GATHER RESPONDENTS' PERCEPTIONS OF THEIR UNITS' COMMAND CLIMATE ASSOCIATED WITH LEADERSHIP ISSUES AND TO PROVIDE SURVEY FEEDBACK TO UNIT COMMANDERS.

3. THE CCS WILL BE TAKEN BY EVERY LIEUTENANT COLONEL AND COLONEL LEVEL COMMAND ON THE FOLLOWING TIMELINE:

3.A. COMMANDING OFFICERS WHO TAKE COMMAND AFTER 30 JUNE 2013 WILL INITIATE THE CCS WITHIN 30 DAYS OF ASSUMING COMMAND, AND AT LEAST ANNUALLY THEREAFTER.

3.B. COMMANDING OFFICERS WHO TOOK COMMAND PRIOR TO 30 JUNE 2013 WILL INITIATE THE CCS NLT 30 SEP 2013, AND AT LEAST ANNUALLY THEREAFTER.

3.C. COMMANDING OFFICERS WITH AN ESTABLISHED RELIEF DATE ON OR BEFORE 30 SEP 2013 ARE NOT REQUIRED TO INITIATE THE CCS.

3.D. IF THE ANNUAL CCS DATE FALLS WITHIN 90 DAYS OF A COMMANDING OFFICER'S CHANGE OF COMMAND, THE CCS WILL NOT BE REQUIRED AND THE INCOMING COMMANDER WILL REQUEST A CCS WITHIN 30 DAYS OF THEIR ASSUMPTION OF COMMAND.

4. CONSISTENT WITH OTHER MARINE CORPS SURVEY INSTRUMENTS AND TO PROMOTE THE HIGHEST POSSIBLE INTEGRITY OF THE DATA COLLECTED, THE

FOLLOWING POLICIES ARE ESTABLISHED:

4.A. INDIVIDUAL SURVEY RESPONSES ARE ANONYMOUS - THE RESPONSES OF MARINES AND SAILORS RESPONDING TO THE SURVEY ARE PROTECTED AND NOT IDENTIFIABLE IN THE SYSTEM. ALL MARINES AND SAILORS MUST BE FREE TO RESPOND WITHOUT CONCERN FOR REPRISAL, REAL OR PERCEIVED.

4.B. ACCESS TO UNIT LEVEL SURVEY RESULTS IS RESTRICTED - THE SURVEY RESULTS FOR A UNIT BELONG TO THE COMMAND THAT TOOK THE SURVEY. EVERY COMMANDER IS RESPONSIBLE FOR ADVISING HIGHER HEADQUARTERS OF THE READINESS OF THE COMMAND AND THE CCS RESULTS WILL FORM PART OF SUCH ASSESSMENT. SINCE A COMMANDER OWNS THE SURVEY DATA THEY MAY SHARE THE RESULTS OF THE SURVEY DATA WITHIN THE COMMAND. SURVEY RESULTS CAN BE PROVIDED TO HIGHER HEADQUARTERS IN AN AGGREGATED FORMAT (E.G. DIVISION CG CAN BE PROVIDED RESPONSES GIVEN BY ALL PERSONNEL IN THE DIVISION FOR A SET PERIOD) - BUT THE IDENTIFICATION OF INDIVIDUAL UNITS WILL NOT BE IDENTIFIABLE IN THE RESULTS.

4.C. SURVEY RESULTS ARE FOR OFFICIAL USE ONLY.

4.D. ABILITY TO CONDUCT TARGETED RESEARCH/ANALYSIS OF DATA - APPROVED RESEARCHERS IN THE ACADEMIC OR MILITARY ENVIRONMENT MAY BE PROVIDED LIMITED ACCESS TO DATA IN ORDER TO STUDY SPECIFIC ISSUES REGARDING LEADERSHIP, CLIMATE, AND CULTURE. THE IDENTITY OF THE INDIVIDUAL SURVEYED OR THEIR BATTALION/SQUADRON OR REGIMENT/GROUP WILL NOT BE PROVIDED.

4.E. UPON COMPLETION OF THE SURVEY, THE COMMANDER WILL RECEIVE A CODE ALLOWING ACCESS TO THE SURVEY RESULTS, AND A GUIDED DEBRIEF OF THOSE RESULTS FROM THE SURVEY PROVIDER THAT WILL INCLUDE ANALYSIS AND RECOMMENDATIONS CONCERNING SPECIFIC AREAS OF INTEREST. THE COMPLETE DIRECTIONS AND PROCEDURES FOR TAKING THE CCS, AND THE PROCESS FOR COMMANDERS RECEIVING THEIR UNIT'S RESULTS ARE PROVIDED IN DETAIL AT WWW.USMCSURVEYS.COM.

4.F. COMMANDERS ARE ENCOURAGED TO PROVIDE FEEDBACK ON THE QUALITY AND VALUE OF THIS SURVEY. FEEDBACK WILL BE COLLECTED BY THE SURVEY PROVIDER DURING THE DEBRIEF, OR THE COMMANDER MAY SUBMIT FEEDBACK VIA THE CHAIN OF COMMAND. FEEDBACK WILL BE COMPILED IN SUMMARY-AGGREGATE FORM, USED TO REFINE THE CCS, AND TO REPORT SIGNIFICANT MARINE CORPS TRENDS OR FINDINGS.//

5. THE CCS WILL BE AVAILABLE AT WWW.USMCSURVEYS.COM BEGINNING 1 JUL 2013.

6. THIS SURVEY DOES NOT REPLACE OR ALLEVIATE THE REQUIREMENT TO TAKE THE DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE (DEOMI) SURVEY WITHIN 90 DAYS OF ASSUMING COMMAND.

7. THIS MARADMIN IS APPLICABLE TO THE MARINE CORPS TOTAL FORCE.

8. RELEASE AUTHORIZED BY LTGEN RICHARD P. MILLS, DEPUTY COMMANDANT FOR COMBAT DEVELOPMENT AND INTEGRATION.//

CMC Command Climate Survey

We cannot provide confidentiality to a participant regarding comments involving criminal activity or statements that pose a threat to yourself or others.

SURVEY INSTRUCTIONS:

1. **ALL** survey items must be answered.
2. Once all survey items are completed, click on the Submit button at the bottom of the page.
3. When you have submitted the survey, a "Thank You" note will appear.

OUR COMMITMENT TO ANONYMITY:

Responses cannot be tied to the respondent. Your **responses** are anonymous. Your responses are separated from your personal information (e.g., rank, gender, etc.) so that your CO cannot tie the two together. For example, you may be the only female, E-8 in your unit, but your CO cannot tie your responses to that information. Please call 888-603-3170 if you would like to learn how these protections are implemented.

Your grade/rank:

Your age:

Your service:

Your status:

Your gender:

Your department:

Are you currently a Company/Platoon
Commander or Section Head:

Your time in current unit:

Definition of "my unit" -- when answering survey items that refer to "my unit," respondents are asked to refer to conditions in their immediate, lowest level, organization. If respondents desire to address conditions at higher or adjacent levels, they are invited to make remarks in the free text comments section.

1. My unit is characterized by a high degree of trust and internal cohesion.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

2. Marines and Sailors, both officer and enlisted, are held accountable for poor performance or misconduct.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

3. Money, supplies and equipment in my unit are well-managed and there is a high degree of accountability.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

4. Individuals in my unit are comfortable approaching their Leaders/Supervisors with issues.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

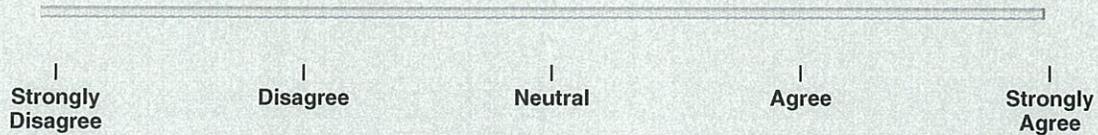
Enter any comment here:

5. The environment in my unit is characterized by good order and discipline.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

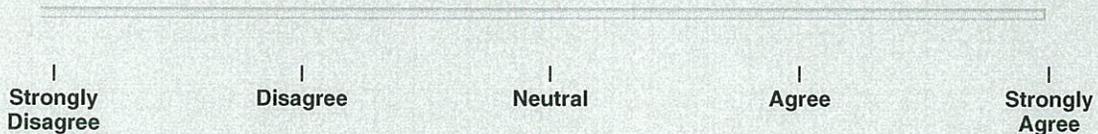
Enter any comment here:

6. Leaders/Supervisors in my unit have a 24/7 mindset and are engaged on-duty and off-duty.



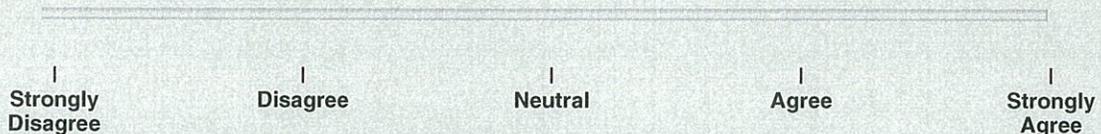
Enter any comment here:

7. My unit provides a safe environment against sexual assault.



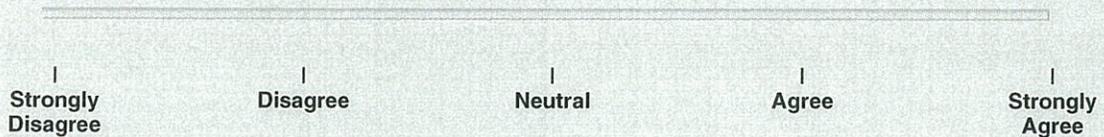
Enter any comment here:

8. My unit would take appropriate action in the case of a hazing allegation.



Enter any comment here:

9. Leaders/Supervisors in my unit set a good example.



Enter any comment here:

10. Illegal drug use, to include Spice, is occurring in my unit.



Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

11. My unit is free of any type of discrimination.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

12. Leaders/Supervisors in my unit clearly communicate expectations for performance.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

13. My unit is aware of and provides assistance to anyone experiencing stress, depression, or suicidal thoughts.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

14. Leaders/Supervisors in my unit conduct counseling and provide feedback on how to improve performance.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

15. My unit provides a retaliation-free environment for those who report misconduct (e.g. sexual assault, sexual harassment, hazing or fraud/waste/abuse).

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

N/A
Don't Know

Enter any comment here:

16. Leaders/Supervisors in my unit encourage my growth both personally and professionally.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

17. Leaders/Supervisors know who the high-risk members are in my unit and are taking appropriate measures to assist them.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

N/A
Don't Know

Enter any comment here:

18. Leaders/Supervisors in my unit care about my quality of life.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

19. Leaders/Supervisors in my unit provide opportunities for junior Marines to assume greater responsibility.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

20. Alcohol abuse is a problem in my unit.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

21. Leaders/Supervisors in my unit care about families and keep them well informed.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

22. My unit is well-trained and prepared to accomplish its primary mission.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

23. Leaders/Supervisors in my unit routinely visit the barracks and work spaces.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

24. Offensive materials/comments are not tolerated in my unit.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

25. Members of my unit can count on each other during a personal crisis.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

26. My unit values safety and quality of work at least as much as timeliness.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Enter any comment here:

27. Leaders/Supervisors in my unit have made it clear that sexual assault is criminally unacceptable behavior.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

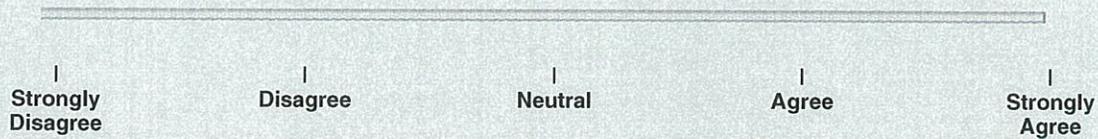
Enter any comment here:

28. Leaders/Supervisors in my unit have set a command climate wherein sexual harassment is not tolerated.

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

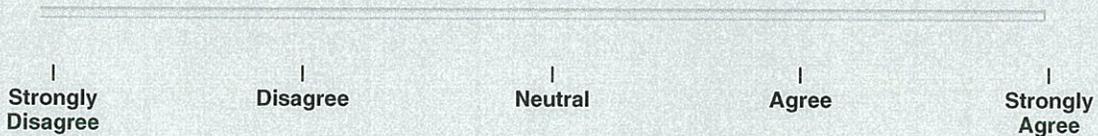
Enter any comment here:

29. Leaders/Supervisors in my unit conduct coaching focused on long-term personal and professional development.



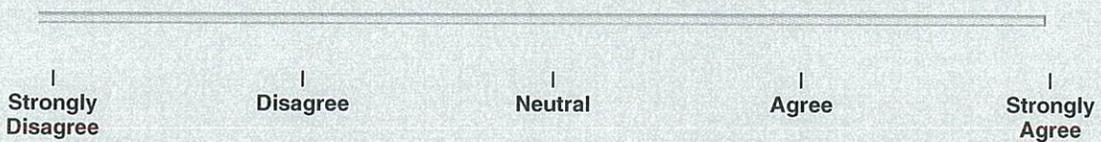
Enter any comment here:

30. Leaders/Supervisors in my unit set aside regular time for coaching and counseling.



Enter any comment here:

31. Leaders/Supervisors in my unit know the personal and professional goals of their Marines and Sailors.



Enter any comment here:

32. What do you know about your unit that leadership does not know, but should?

No response My response is:

Empty text box for response.

33. What are three things that your unit does well?

No response My response is:

34. What are three things that your unit could improve on?

No response My response is:



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

IN REPLY REFER TO
CMC
9 May 13

WHITE LETTER NO. 3-13

From: Commandant of the Marine Corps
To: All Marines

Subj: COMMAND CLIMATE

1. Throughout our history, our Corps has excelled on the battlefield. The foundation of our success has been our ability to hold ourselves to the highest personal, professional, and unit standards. As a result, we continue to attract and transform young men and women with integrity, grit, and resolve into responsible citizens. It has always been this way; this is who we are, and this is what we do.

2. We are in a difficult period, but one marked as much by opportunity as by challenge. While we're proud of the sacrifice and courage Marines have shown in combat and adversity over the last 12 years, we must face the fact that, in some cases, our enforcement of important standards has slipped. Where this has happened, there should be no doubt on the part of any Marine that the spirit and intent of existing orders and regulations that govern the conduct of our duties will be upheld...even when it's hard, especially when it's hard.

3. Professionalism and accountability in our Corps begins and ends with me. As we go through a period of recalibration and change, I have a duty to not only ensure our warfighting readiness is maintained, but to keep the moral and ethical health of our institution front and center. As America's "911 Force," our Service culture and missions demand a bond of unit cohesion among Marines who come from many different backgrounds.

4. As we confront the leadership challenges of a Marine Corps that is no longer conducting heel-to-toe combat rotations, the matter of command climate remains a focus point and requires renewed emphasis. There is a disturbingly frequent correlation between Marines who act poorly and units with poor climates. A Commanding Officer, working with the entire command team (especially the Senior Enlisted Advisor), sets the tone and determines the direction in which a unit will head. There is no more visible aspect of leadership than the climate a Commanding Officer establishes for the Marines in his or her charge. It is inextricably linked with mission accomplishment. A Commanding Officer has the greatest influence in determining whether the Marines in the unit are combat ready, whether they're honorable, whether they're forthright, whether they're focused, and how/whether they uphold our values and virtues. While there are many leadership

Subj: COMMAND CLIMATE

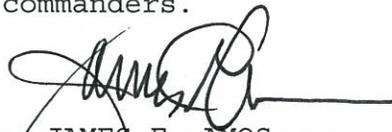
styles, the result must be a unit of Marines and Sailors who have absolute trust in their leaders, and in their competence.

5. While this leadership mandate applies at all levels, it is especially important that commanders and their command teams be personally and professionally engaged leaders who continually evaluate and reassess climate. As I've stated in a previous White Letter to our Corps, "leaders at every level are responsible to create an environment and command climate in which every Marine is treated with dignity and respect; one which enables Marines to trust their command...to take appropriate action." Trust and confidence goes beyond the basics of professional competence and unit readiness, it moves into the full range of decision-making by a commander in setting a command climate in which all Marines are treated with dignity and respect. Our Marines deserve our very best.

6. To this end, I have directed a fresh look at how and when we conduct Command Climate Surveys. We have just this month developed a new survey that will aid commanders in assessing the overall health and readiness of their unit. A number of respected former and current Commanding Officers and senior enlisted have been involved in this process. My goal is to make our new Command Climate Survey available for use by July of this year; once published, its use will be mandatory for every new Commanding Officer, and annually thereafter.

7. Please understand that I am dead set against establishing a zero-defects culture; that is not what I am talking about here. Preparing for combat, with all it entails, remains our number one focus. As such, I anticipate that mistakes will be made and that commanders will learn from them. At the end of the day we are in a people business.

8. Just as there are rewards that come with being a Commanding Officer, there are also risks. The key to success is to recognize and mitigate those risks, manage them...all while understanding that the responsibilities of command require a full-dimensional/360 degree, 24/7 approach. When all is said and done, the Commanding Officer bears the burden of 100 percent of what happens within the command. In the most cohesive units, Marines proudly and willingly share the risks and the rewards with their commanders.


JAMES F. AMOS

*Marines... this is the business
"Commandership"
is a sacred responsibility!*

COMMANDANT'S GUIDANCE

The completed fitness report is the most important information component in manpower management. It is the primary means of evaluating a Marine's performance and is the Commandant's primary tool for the selection of personnel for promotion, augmentation, resident schooling, command, and duty assignments. Therefore, the completion of this report is one of an officer's most critical responsibilities. Inherent in this duty is the commitment of each Reporting Senior and Reviewing Officer to ensure the integrity of the system by giving close attention to accurate marking and timely reporting. Every officer serves a role in the scrupulous maintenance of this evaluation system, ultimately important to both the individual and the Marine Corps. Inflationary markings only serve to dilute the actual value of each report. Reviewing Officers will not concur with inflated reports.

A. ADMINISTRATIVE INFORMATION

1. Marine Reported On:

a. Last Name	b. First Name	c. MI	d. SSN	e. Grade	f. DOR	g. PMOS	h. BILMOS

2. Organization:

a. MCC	b. RUC	c. Unit Description

3. Occasion and Period Covered:

a. OCC	b. From	To	c. Type

4. Duty Assignment (descriptive title):

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5. Special Case:

a. Adverse	b. Not Observed	c. Extended
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Marine Subject Of:

a. Commendatory Material	b. Derogatory Material	c. Disciplinary Action
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Recommended For Promotion:

a. Yes	b. No	c. N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Special Information:

a. QUAL	d. HT(in.)	g. Reserve Component
b. PFT	e. WT	h. Status
c. CFT	f. Body Fat	i. Future Use

9. Duty Preference:

a. Code	b. Descriptive Title
1st	
2nd	
3rd	

10. Reporting Senior:

a. Last Name	b. Init	c. Service	d. SSN	e. Grade	f. Duty Assignment

11. Reviewing Officer:

a. Last Name	b. Init	c. Service	d. SSN	e. Grade	f. Duty Assignment

B. BILLET DESCRIPTION

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C. BILLET ACCOMPLISHMENTS

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1. Marine Reported On:

a. Last Name

b. First Name

c. MI

d. SSN

2. Occasion and Period Covered:

a. OCC

b. From

To

D. MISSION ACCOMPLISHMENT

1. **PERFORMANCE.** Results achieved during the reporting period. How well those duties inherent to a Marine's billet, plus all additional duties, formally and informally assigned, were carried out. Reflects a Marine's aptitude, competence, and commitment to the unit's success above personal reward. Indicators are time and resource management, task prioritization, and tenacity to achieve positive ends consistently.

ADV	Meets requirements of billet and additional duties. Aptitude, commitment, and competence meet expectations. Results maintain status quo.	Consistently produces quality results while measurably improving unit performance. Habitually makes effective use of time and resources; improves billet procedures and products. Positive impact extends beyond billet expectations.	Results far surpass expectations. Recognizes and exploits new resources; creates opportunities. Emulated; sought after as an expert with influence beyond unit. Impact significant; innovative approaches to problems produce significant gains in quality and efficiency.		N/O
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A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
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2. **PROFICIENCY.** Demonstrates technical knowledge and practical skill in the execution of the Marine's overall duties. Combines training, education and experience. Translates skills into actions which contribute to accomplishing tasks and missions. Imparts knowledge to others. Grade dependent.

ADV	Competent. Possesses the requisite range of skills and knowledge commensurate with grade and experience. Understands and articulates basic functions related to mission accomplishment.	Demonstrates mastery of all required skills. Expertise, education and experience consistently enhance mission accomplishment. Innovative troubleshooter and problem solver. Effectively imparts skills to subordinates.	True expert in field. Knowledge and skills impact far beyond those of peers. Translates broad-based education and experience into forward thinking, innovative actions. Makes immeasurable impact on mission accomplishment. Peerless teacher, selflessly imparts expertise to subordinates, peers, and seniors.		N/O
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A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
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JUSTIFICATION:

E. INDIVIDUAL CHARACTER

1. **COURAGE.** Moral or physical strength to overcome danger, fear, difficulty or anxiety. Personal acceptance of responsibility and accountability, placing conscience over competing interests regardless of consequences. Conscious, overriding decision to risk bodily harm or death to accomplish the mission or save others. The will to persevere despite uncertainty.

ADV	Demonstrates inner strength and acceptance of responsibility commensurate with scope of duties and experience. Willing to face moral or physical challenges in pursuit of mission accomplishment.	Guided by conscience in all actions. Proven ability to overcome danger, fear, difficulty or anxiety. Exhibits bravery in the face of adversity and uncertainty. Not deterred by morally difficult situations or hazardous responsibilities.	Uncommon bravery and capacity to overcome obstacles and inspire others in the face of moral dilemma or life-threatening danger. Demonstrated under the most adverse conditions. Selfless. Always places conscience over competing interests regardless of physical or personal consequences.		N/O
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A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
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2. **EFFECTIVENESS UNDER STRESS.** Thinking, functioning and leading effectively under conditions of physical and/or mental pressure. Maintaining composure appropriate for the situation, while displaying steady purpose of action, enabling one to inspire others while continuing to lead under adverse conditions. Physical and emotional strength, resilience and endurance are elements.

ADV	Exhibits discipline and stability under pressure. Judgment and effective problem-solving skills are evident.	Consistently demonstrates maturity, mental agility and willpower during periods of adversity. Provides order to chaos through the application of intuition, problem-solving skills, and leadership. Composure reassures others.	Demonstrates seldom-matched presence of mind under the most demanding circumstances. Stabilizes any situation through the resolute and timely application of direction, focus and personal presence.		N/O
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A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
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3. **INITIATIVE.** Action in the absence of specific direction. Seeing what needs to be done and acting without prompting. The instinct to begin a task and follow through energetically on one's own accord. Being creative, proactive and decisive. Transforming opportunity into action.

ADV	Demonstrates willingness to take action in the absence of specific direction. Acts commensurate with grade, training and experience.	Self-motivated and action-oriented. Foresight and energy consistently transform opportunity into action. Develops and pursues creative, innovative solutions. Acts without prompting. Self-starter.	Highly motivated and proactive. Displays exceptional awareness of surroundings and environment. Uncanny ability to anticipate mission requirements and quickly formulate original, far-reaching solutions. Always takes decisive, effective action.		N/O
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A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
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JUSTIFICATION:

1. Marine Reported On:

a. Last Name

b. First Name

c. MI

d. SSN

2. Occasion and Period Covered:

a. OCC

b. From

To

F. LEADERSHIP

1. **LEADING SUBORDINATES.** The inseparable relationship between leader and led. The application of leadership principles to provide direction and motivate subordinates. Using authority, persuasion and personality to influence subordinates to accomplish assigned tasks. Sustaining motivation and morale while maximizing subordinates' performance.

ADV	Engaged; provides instructions and directs execution. Seeks to accomplish mission in ways that sustain motivation and morale. Actions contribute to unit effectiveness.	Achieves a highly effective balance between direction and delegation. Effectively tasks subordinates and clearly delineates standards expected. Enhances performance through constructive supervision. Fosters motivation and enhances morale. Builds and sustains teams that successfully meet mission requirements. Encourages initiative and candor among subordinates.	Promotes creativity and energy among subordinates by striking the ideal balance of direction and delegation. Achieves highest levels of performance from subordinates by encouraging individual initiative. Engenders willing subordination, loyalty, and trust that allow subordinates to overcome their perceived limitations. Personal leadership fosters highest levels of motivation and morale, ensuring mission accomplishment even in the most difficult circumstances.	N/O
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A B C D E F G H

2. **DEVELOPING SUBORDINATES.** Commitment to train, educate, and challenge all Marines regardless of race, religion, ethnic background, or gender. Mentorship. Cultivating professional and personal development of subordinates. Developing team players and esprit de corps. Ability to combine teaching and coaching. Creating an atmosphere tolerant of mistakes in the course of learning.

ADV	Maintains an environment that allows personal and professional development. Ensures subordinates participate in all mandated development programs.	Develops and institutes innovative programs, to include PME, that emphasize personal and professional development of subordinates. Challenges subordinates to exceed their perceived potential thereby enhancing unit morale and effectiveness. Creates an environment where all Marines are confident to learn through trial and error. As a mentor, prepares subordinates for increased responsibilities and duties.	Widely recognized and emulated as a teacher, coach and leader. Any Marine would desire to serve with this Marine because they know they will grow personally and professionally. Subordinate and unit performance far surpassed expected results due to MRO's mentorship and team building talents. Attitude toward subordinate development is infectious, extending beyond the unit.	N/O
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A B C D E F G H

3. **SETTING THE EXAMPLE.** The most visible facet of leadership: how well a Marine serves as a role model for all others. Personal action demonstrates the highest standards of conduct, ethical behavior, fitness, and appearance. Bearing, demeanor, and self-discipline are elements.

ADV	Maintains Marine Corps standards for appearance, weight, and uniform wear. Sustains required level of physical fitness. Adheres to the tenets of the Marine Corps core values.	Personal conduct on and off duty reflects highest Marine Corps standards of integrity, bearing and appearance. Character is exceptional. Actively seeks self-improvement in wide-ranging areas. Dedication to duty and professional example encourage others' self-improvement efforts.	Model Marine, frequently emulated. Exemplary conduct, behavior, and actions are tone-setting. An inspiration to subordinates, peers, and seniors. Remarkable dedication to improving self and others.	N/O
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A B C D E F G H

4. **ENSURING WELL-BEING OF SUBORDINATES.** Genuine interest in the well-being of Marines. Efforts enhance subordinates' ability to concentrate/focus on unit mission accomplishment. Concern for family readiness is inherent. The importance placed on welfare of subordinates is based on the belief that Marines take care of their own.

ADV	Deals confidently with issues pertinent to subordinate welfare and recognizes suitable courses of action that support subordinates' well-being. Applies available resources, allowing subordinates to effectively concentrate on the mission.	Instills and/or reinforces a sense of responsibility among junior Marines for themselves and their subordinates. Actively fosters the development of and uses support systems for subordinates which improve their ability to contribute to unit mission accomplishment. Efforts to enhance subordinate welfare improve the unit's ability to accomplish its mission.	Noticeably enhances subordinates well-being, resulting in a measurable increase in unit effectiveness. Maximizes unit and base resources to provide subordinates with the best support available. Proactive approach serves to energize unit members to "take care of their own," thereby correcting potential problems before they can hinder subordinates' effectiveness. Widely recognized for techniques and policies that produce results and build morale. Builds strong family atmosphere. Puts motto <i>Mission first, Marines always</i> , into action.	N/O
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A B C D E F G H

5. **COMMUNICATION SKILLS.** The efficient transmission and receipt of thoughts and ideas that enable and enhance leadership. Equal importance given to listening, speaking, writing, and critical reading skills. Interactive, allowing one to perceive problems and situations, provide concise guidance, and express complex ideas in a form easily understood by everyone. Allows subordinates to ask questions, raise issues and concerns and venture opinions. Contributes to a leader's ability to motivate as well as counsel.

ADV	Skilled in receiving and conveying information. Communicates effectively in performance of duties.	Clearly articulates thoughts and ideas, verbally and in writing. Communication in all forms is accurate, intelligent, concise, and timely. Communicates with clarity and verve, ensuring understanding of intent or purpose. Encourages and considers the contributions of others.	Highly developed facility in verbal communication. Adept in composing written documents of the highest quality. Combines presence and verbal skills which engender confidence and achieve understanding irrespective of the setting, situation, or size of the group addressed. Displays an intuitive sense of when and how to listen.	N/O
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A B C D E F G H

JUSTIFICATION:

1. Marine Reported On:			2. Occasion and P Period Covered:			
a. Last Name	b. First Name	c. MI	d. SSN	a. OCC	b. From	To

G. INTELLECT AND WISDOM

1. PROFESSIONAL MILITARY EDUCATION (PME). Commitment to intellectual growth in ways beneficial to the Marine Corps. Increases the breadth and depth of warfighting and leadership aptitude. Resources include resident schools; professional qualifications and certification processes; nonresident and other extension courses; civilian educational institution coursework; a personal reading program that includes (but is not limited to) selections from the Commandant's Reading List; participation in discussion groups and military societies; and involvement in learning through new technologies.

<p>ADV Maintains currency in required military skills and related developments. Has completed or is enrolled in appropriate level of PME for grade and level of experience. Recognizes and understands new and creative approaches to service issues. Remains abreast of contemporary concepts and issues.</p>	<p>PME outlook extends beyond MOS and required education. Develops and follows a comprehensive personal program which includes broadened professional reading and/or academic course work; advances new concepts and ideas.</p>	<p>Dedicated to life-long learning. As a result of active and continuous efforts, widely recognized as an intellectual leader in professionally related topics. Makes time for study and takes advantage of all resources and programs. Introduces new and creative approaches to services issues. Engages in a broad spectrum of forums and dialogues.</p>	<p>N/O</p>				
<p>A <input type="checkbox"/></p>	<p>B <input type="checkbox"/></p>	<p>C <input type="checkbox"/></p>	<p>D <input type="checkbox"/></p>	<p>E <input type="checkbox"/></p>	<p>F <input type="checkbox"/></p>	<p>G <input type="checkbox"/></p>	<p>H <input type="checkbox"/></p>

2. DECISION MAKING ABILITY. Viable and timely problem solution. Contributing elements are judgment and decisiveness. Decisions reflect the balance between an optimal solution and a satisfactory, workable solution that generates tempo. Decisions are made within the context of the commander's established intent and the goal of mission accomplishment. Anticipation, mental agility, intuition, and success are inherent.

<p>ADV Makes sound decisions leading to mission accomplishment. Actively collects and evaluates information and weighs alternatives to achieve timely results. Confidently approaches problems; accepts responsibility for outcomes.</p>	<p>Demonstrates mental agility; effectively prioritizes and solves multiple complex problems. Analytical abilities enhanced by experience, education, and intuition. Anticipates problems and implements viable, long-term solutions. Steadfast, willing to make difficult decisions.</p>	<p>Widely recognized and sought after to resolve the most critical, complex problems. Seldom matched analytical and intuitive abilities; accurately foresees unexpected problems and arrives at well-timed decisions despite fog and friction. Completely confident approach to all problems. Masterfully strikes a balance between the desire for perfect knowledge and greater tempo.</p>	<p>N/O</p>				
<p>A <input type="checkbox"/></p>	<p>B <input type="checkbox"/></p>	<p>C <input type="checkbox"/></p>	<p>D <input type="checkbox"/></p>	<p>E <input type="checkbox"/></p>	<p>F <input type="checkbox"/></p>	<p>G <input type="checkbox"/></p>	<p>H <input type="checkbox"/></p>

3. JUDGMENT. The discretionary aspect of decision making. Draws on core values, knowledge, and personal experience to make wise choices. Comprehends the consequences of contemplated courses of action.

<p>ADV Majority of judgments are measured, circumspect, relevant and correct.</p>	<p>Decisions are consistent and uniformly correct, tempered by consideration of their consequences. Able to identify, isolate and assess relevant factors in the decision making process. Opinions sought by others. Subordinates personal interest in favor of impartiality.</p>	<p>Decisions reflect exceptional insight and wisdom beyond this Marine's experience. Counsel sought by all; often an arbiter. Consistent, superior judgment inspires the confidence of seniors.</p>	<p>N/O</p>				
<p>A <input type="checkbox"/></p>	<p>B <input type="checkbox"/></p>	<p>C <input type="checkbox"/></p>	<p>D <input type="checkbox"/></p>	<p>E <input type="checkbox"/></p>	<p>F <input type="checkbox"/></p>	<p>G <input type="checkbox"/></p>	<p>H <input type="checkbox"/></p>

JUSTIFICATION:

H. FULFILLMENT OF EVALUATION RESPONSIBILITIES

1. EVALUATIONS. The extent to which this officer serving as a reporting official conducted, or required others to conduct, accurate, uninflated, and timely evaluations.

<p>ADV Occasionally submitted untimely or administratively incorrect evaluations. As RS, submitted one or more reports that contained inflated markings. As RO, concurred with one or more reports from subordinates that were returned by HQMC for inflated marking.</p>	<p>Prepared uninflated evaluations which were consistently submitted on time. Evaluations accurately described performance and character. Evaluations contained no inflated markings. No reports returned by RO or HQMC for inflated marking. No subordinates' reports returned by HQMC for inflated marking. Few, if any, reports were returned by RO or HQMC for administrative errors. Section Cs were void of superlatives. Justifications were specific, verifiable, substantive, and where possible, quantifiable and supported the markings given.</p>	<p>No reports submitted late. No reports returned by either RO or HQMC for administrative correction or inflated markings. No subordinates' reports returned by HQMC for administrative correction or inflated markings. Returned procedurally or administratively incorrect reports to subordinates for correction. As RO nonconcurred with all inflated reports.</p>	<p>N/O</p>				
<p>A <input type="checkbox"/></p>	<p>B <input type="checkbox"/></p>	<p>C <input type="checkbox"/></p>	<p>D <input type="checkbox"/></p>	<p>E <input type="checkbox"/></p>	<p>F <input type="checkbox"/></p>	<p>G <input type="checkbox"/></p>	<p>H <input type="checkbox"/></p>

JUSTIFICATION:

I. DIRECTED AND ADDITIONAL COMMENTS

Blank space for directed and additional comments.

J. CERTIFICATION

1. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality and that I have provided a signed copy of this report to the Marine Reported on. _____ (Signature of Reporting Senior) [] [] [] [] [] [] [] [] (Date in YYYYMMDD format)

2. I ACKNOWLEDGE the adverse nature of this report and
 I have no statement to make
 I have attached a statement _____ (Signature of Marine Reported On) [] [] [] [] [] [] [] [] (Date in YYYYMMDD format)

K. REVIEWING OFFICER COMMENTS

1. OBSERVATION: Sufficient Insufficient 2. EVALUATION: Concur Do Not Concur

3. COMPARATIVE ASSESSMENT: Provide a comparative assessment of potential by placing an "X" in the appropriate box. In marking the comparison, consider all Marines of this grade whose professional abilities are known to you personally.	DESCRIPTION	COMPARATIVE ASSESSMENT
	THE EMINENTLY QUALIFIED MARINE	[]
	ONE OF THE FEW	[]
	EXCEPTIONALLY QUALIFIED MARINES	[]
	ONE OF THE MANY HIGHLY QUALIFIED	[]
	PROFESSIONALS WHO FORM THE	[]
	MAJORITY OF THIS GRADE	[]
	A QUALIFIED MARINE	[]
	UNSATISFACTORY	[]

4. REVIEWING OFFICER COMMENTS: Amplify your comparative assessment mark; evaluate potential for continued professional development to include: promotion, command, assignment, resident PME, and retention; and put Reporting Senior marks and comments in perspective.

Blank space for reviewing officer comments.

5. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality. _____ (Signature of Reviewing Officer) [] [] [] [] [] [] [] [] (Date in YYYYMMDD format)

6. I ACKNOWLEDGE the adverse nature of this report and
 I have no statement to make
 I have attached a statement _____ (Signature of Marine Reported On) [] [] [] [] [] [] [] [] (Date in YYYYMMDD format)

L. ADDENDUM PAGE

ADDENDUM PAGE ATTACHED: YES

A. PURPOSE

1. Marine Reported On:					2. Occasion and Period Covered:			
a. Last Name	b. First Name	c. M.I	d. SSN	e. Grade	a. OCC	b. From	To	
3. Purpose:								
a. Continuation of Com ments Justification	Section I	RO	b. Accelerated Promotion Justification	c. Adverse Report MRO Statement 3rd Officer Sighter		d. Admin Review	e. Supplemental Material	f. HQMC Use
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. TEXT

C. SUBMITTED BY

1. a. Last Name	b. First Name	c. MI	2. SSN	3. Service	4. Grade
_____ Signature				[][][][] [][][][] (Date in YYYYMMDD format)	

D. GENERAL/SENIOR OFFICER ADVERSE REPORT SIGHTING

1. a. Last Name	b. First Name	c. MI	2. SSN	3. Service	4. Grade
5. Title				[][][][] [][][][] (Date in YYYYMMDD format)	
_____ Signature					



SAPR 8-Day Brief



Submitting Authority - Victim Command

Unit Submitting Brief:

Date Form Submitted:

*

Thursday, 18 July, 2013

Commanding Officer:

Commanding Officer Email:

Commanding Officer Phone#:

Lastname Rank Firstname

*

*

SARC:

SARC Email:

SARC Phone#:

Lastname Rank Firstname

*

*

Victim Information

Location of Incident:

Type of Location:

Alcohol Involved:

SARC Responsibilities

Date the Commanding Officer notified that a sexual assault had been reported:

Date the UVA/VA was Assigned:

Date the case entered in DSAID:

Date the victim was referred to medical:

If conducted, date the Sexual Assault Forensic Examination (SAFE) was performed:

-Location where SAFE conducted:

-If SAFE not conducted, why?
(SANE unavailable, post 5 days, declined, other)

Date the victim was made aware of counseling and Chaplain services:

Date the victim was briefed on and received a copy of the DD 2701 (Initial Information for Victims and

Date the victim signed and received a copy of the DD 2910 (Victim Reporting Preference Statement):

Select Unit from drop down:

Refresh Unit list

Unit:

DSAID Case Number:

Service Affiliation:

Grade:

Gender:

Age:

MOS:

Date of Entry into Service:

Date Current Tour Began:

Month: Year:

Month: Year:

First O6 in victims chain of command:

Date Sexual Assault Initial Disposition Authority (SA-IDA) Notified of the Sexual Assault:

Lastname Rank Firstname

Day: Month: Year:

Alleged Offender Information

Select Unit from drop down:

Refresh Unit list

Unit:

If "Other than Marine Corps" explain below:

Commanding Officer:

Lastname Rank Firstname

Grade:

Service Affiliation:

Age (If known):

Gender:

Name of Sexual Assault Initial Disposition Authority
(SA-IDA):

Date Sexual Assault Initial Disposition Authority
(SA-IDA) Notified of the Sexual Assault:

Day: Month: Year:

Incident Details

(Details shall be collected from the SARC not from victim)

Date of Incident:

Time of Incident:



Commander's Responsibilities

DTG of OPREP-3/Serious Incident Report (SIR):

Date and time Command and Installation SARC notified:



Date:



Time: 00:00

Date and Time MCIO (NCIS) notified:

Who made the notification?
If "Other" explain below

Date:



Select..*

Time: 00:00

"Other" explanation

Military Protective Order (MPO) issued:

If issued, date of MPO:

Select..*



Date victim was provided a copy of the MPO:

Date victim informed of right to an expedited transfer:



As of this date,
did the victim request an Expedited Transfer?
If "Yes" select type

Was request processed within 72 hours?
If "No" explain below

Select..*

Select...

The victim was informed of the right to speak with a legal assistance attorney about the victim's role in the military justice process. The victim was provided the following information:

Address of legal assistance office referred to:

****Required****

Phone number of legal assistance office referred to:

****Required****

Date of Case Management Group (CMG) meeting: Date First O6 in victims chain of command provided 8-Day SAPR brief:



Date, name, and email of first GO in chain provided SAPR 8-Day brief:

*



Name:

Lastname Rank Firstname

Email:

*