



UNITED STATES MARINE CORPS
2D MARINE AIRCRAFT WING
U. S. MARINE CORPS FORCES, ATLANTIC
POSTAL SERVICE CENTER BOX 8050
MCAS CHERRY POINT, NORTH CAROLINA 28533-0050

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WING ORDER 1510.8

From: Commanding General, 2d Marine Aircraft Wing
To: Distribution List

Subj: 2D MARINE AIRCRAFT WING NONCOMMISSIONED OFFICER
MISSION IN FORCE PROTECTION (SHORT TITLE: 2D MAW NCO
LEADERSHIP PROGRAM)

Ref: (a) Handbook for Marine NCOs
(b) The NCO Mission In Force Protection Brief
(c) Reducing Mishaps Brief
(d) Legal Memo
(e) NCO Handout Pamphlet

Encl: (1) Risk Categories

1. Situation. To delineate, recommend and enforce policies, standards and duties for the conduct of 2d MAW NCO Leadership Program.

2. Background

a. The Secretary of Defense mandated that all Services shall reduce their mishaps by 50%. Each of the respective Services are laboring to find ways to reduce unnecessary loss of life and injury, but with all the programs currently in place, we continue to experience an unacceptable number of preventable mishaps.

b. Although Safety Stand-Downs, briefs, lectures and classes are all very important, more of these types of events are not the answer. The answer is engaged leadership at all echelons. Particular emphasis needs to be placed at the lower echelons, specifically the NCO Corps. This is where our leadership has the closest day-to-day contact with our Marines and Sailors. The NCO Mission in Force Protection is a program that is designed to increase the level of leadership responsibility at the NCO level, thereby fostering active and accountable NCO involvement in mishap prevention. It should not be viewed as a safety program alone, but as a leadership initiative that will have a positive impact on safety. This program has both peacetime and combat applicability.

3. Information.

a. This Order and references (a) through (e) provide tools, establish guidelines and delineate responsibilities for Commanders, Officers-In-Charge, Sergeants Major, Command Master Chief Petty Officers, First Sergeants, Staff NCOs and most importantly, NCOs within 2d MAW. Electronic copies of references (b) through (e) have been distributed to all Group level commands in 2d MAW and can also be found at: <https://intranet.2mawcp.usmc.mil/staff/adjutant/default.html>. Policies and procedures within the 2d MAW NCO Leadership Program will be used to guide leaders in identifying and tracking those Marines and Sailors that exhibit characteristics and traits that may place them at greater risk of professional development problems, emotional problems, mishaps, injury, and even death. The capabilities, leadership, efficiency, and esprit de corps of our NCOs will be leveraged to build morale and provide for the welfare of all Marines and Sailors within 2d MAW.

b. This order will establish uniformity throughout all units within 2d MAW, while providing flexibility in the execution of this program, recognizing the diverse nature, size and missions of each respective organization within this command.

4. Policy.

a. At a minimum, each unit in 2d MAW will be required to establish an NCO Leadership Program at the squadron/battalion level. Smaller units such as detachments and companies that are not co-located with their parent command (geographically separated and operationally controlled by the parent command but administratively controlled by a co-located command, for example) will establish their programs with the command responsible for their administrative control. Units will be required to establish Teams and Team Leaders, provide training for the Team Leaders, categorize at-risk Marines and Sailors and track their progress per this Order. Upon implementation, each unit should gather historical data on incidents that occurred prior to implementation and begin to maintain data on incidents that occur after implementation. This will allow units a means to track and identify any trends that may provide information on the impact of this program. Units may be asked to provide progress reports to the Commanding General of 2d MAW at certain intervals based on this information.

b. Commanders/OIC's will be responsible for implementation and oversight. Each unit's respective Safety/Force Protection Department will provide support to the program by supplying safety related information, tools, measures of effectiveness, and routine assessment of the program's success.

5. Mission

a. Each unit shall provide the NCO Mission In Force Protection Brief to all personnel in order to establish a solid foundation of understanding on what the program encompasses and how to implement it. All personnel should be trained in order to clearly understand the sequence of reporting with regard to the Chain of Command, what can be done within the program, what cannot be done, and how not to abuse the system. Before implementation, ground rules should be established by the leadership above the NCO level that delineate how the unit will execute their program and what role each level of leadership will play.

b. Respective Division/Section SNCOICs should choose NCOs/Team Leaders for their unit and guide them in constructing their proposed Teams. SNCOs must be involved in this process as their knowledge and understanding of their Marines/Sailors is vital in deciding which NCOs will make good Team Leaders. Team Leaders should be selected based on maturity, knowledge, professionalism and demonstrated leadership. Teams should be constructed with no more than five Marines/Sailors per team. This is to ensure that the close, personal contact required between a Team Leader and his Team is not diluted. As well, Team Leaders should be provided balance within their Teams with regard to at-risk personnel. No given Team Leader should be burdened with a preponderance of at-risk personnel. At-risk personnel should be distributed evenly throughout the unit.

c. Proposed NCOs/Team Leaders and Teams will be reviewed by each unit's respective Sergeant Major/First Sergeant/Command Master Chief. They will be involved in the selection process, and will recommend approval of the Team Leaders and the composition of the Teams to the unit Commanding Officer. The Commanding Officer will be briefed on the recommendation to ensure he/she is satisfied with the assignments. This will also provide visibility to the Commanding Officer on who the NCOs/Team Leaders are. Commanding Officers will be the final approving authority for assignment of NCOs/Team Leaders and Teams, and will be responsible for implementation.

d. After the program structure is in place, a date for implementation should be set. A defined departure point is required to alleviate any confusion as to when Marines/Sailors will be expected to comply with this program. At the time of implementation, it is recommended that personnel be placed in the appropriate category based on previously documented incidents. Enclosure (1) provides guidelines for Risk Categories.

e. When appropriate, the Team Leader will initiate the process to place a Marine/Sailor into a higher risk category based on conditions or behavior that may call into question a Marine/Sailor's decision-making ability. The recommendation to increase an individual's risk category will be routed via the Chain of Command, with the Commanding Officer making the final decision for assignment to the new risk category. Until the Commanding Officer makes a risk category assignment, the individual's risk category will remain unchanged. Examples of conditions calling for placement in a Medium Risk category are NJPs; documented family, work or financial problems; frequent counseling and a recent return from deployment. Examples of conditions calling for placement in a High Risk category are Courts Martial, DUI/DWI, alcohol related incidents, reckless driving, suicidal ideations, severe depression/anxiety and positive urinalysis results.

f. Standard counseling forms/documents/procedures are not provided in this order and will be the responsibility of the Team Leaders. Units will be allowed to derive their own standards with regard to counseling and documentation format, procedures, log books, folders, etc. As progress reports are requested at the discretion of the Commanding General, units may be asked to provide examples of their documentation procedures for possible implementation throughout 2d MAW at a later date.

g. Marines and Sailors that are in the Medium Risk category will be required to have contact with their respective NCOs/Team Leaders every 72 hours. During 72-hour liberty periods this contact will be made after 48 hours. Marines and Sailors that are in the High Risk category will be required to have contact with their respective NCOs/Team Leaders every 24 hours. This contact can be face-to-face, e-mail, phone, etc., with the mode of contact being decided by the respective NCOs/Team Leaders based on the situation. If both the Marine/Sailor at risk, and the NCO/Team Leader are out of the area on leave or liberty at the same time, direct contact should continue, although the

respective NCO/Team Leader can make arrangements for the at-risk Marine/Sailor to contact a command approved assistant Team Leader. It should be noted that having the Marine/Sailor contact the Duty NCO rather than the Team Leader or an approved assistant Team Leader is not in the spirit of this program as it short-cuts the system and could easily become the de facto norm.

h. Each unit Commanding Officer will be responsible for oversight of this program. Each unit Safety/Force Protection Department will be responsible for providing support to this program by issuing safety guidance and direction to NCOs/Team Leaders and aiding them in establishing documentation and tracking procedures. The Sergeant Major/First Sergeant/Command Master Chief will be the program's designated Quality Assurance Representative, ensuring that implementation and execution meet legal, moral and ethical standards and is in keeping with the spirit of the program.

i. Prior to an NCO/Team Leader making a recommendation on a Medium or High Risk Marine/Sailor, the NCO/Team Leader should seek guidance from his/her SNCOIC. This should be done before counseling the Marine/Sailor on risk categorization or mitigation measures. This will help to prevent the instance where measures are prematurely imposed and then later retracted, thereby damaging the credibility of the respective NCO/Team Leader; thus making it harder for him/her to implement this program in the future. The SNCOIC is expected to consider if the recommendation is too strict, not strict enough, or may be at odds with standing orders and regulations. Based on these considerations, the SNCOIC shall provide appropriate guidance to the NCO/Team Leader prior to establishing any restrictions. Once the SNCOIC and Team Leader agree on categorization and mitigation measures, these will be forwarded via the OIC to the Sergeant Major/First Sergeant/Command Master Chief for final review, and finally to the Commanding Officer for approval. A direct line from the Team Leader to the Sergeant Major is not desirable. SNCOICs and OICs need to be involved at their level.

j. This program will establish risk categories for Marines/Sailors within a unit. The different categories will impose various levels of restrictions to leave and liberty on the Marines/Sailors assigned. Close supervision by all levels of leadership must be maintained to ensure that personnel are assigned and the restrictions applied without regard to race, religion, gender, national origin, or personality differences. Commander's statements on Equal Opportunity and Sexual

Harassment apply, as do policies and guidelines regarding hazing as outlined in MCO 1700.28. NCOs/Team Leaders must understand that this empowerment is based on the trust and confidence that is placed in their judgment, maturity and leadership abilities. Any abuse of this program will be a violation of this trust and confidence, and must be dealt with accordingly. Commanders, Officers-In-Charge, Sergeants Major, Master Chief Petty Officers and SNCOs are required to address the potential for abuse as part of the program's ongoing training, and are to monitor for such problems throughout.

k. In the event a Team Leader is assigned a majority of Marines/Sailors that fall under the Medium or High Risk category, command assistance should be directed to that Team Leader. At no time should a Team Leader be required to deal with a preponderance of Medium or High Risk personnel. If this occurs, the Team Leader's SNCOIC should split up the team or put into place extra measures to ensure positive control is maintained.

6. Execution

a. All subordinate commands within 2d MAW shall establish and maintain in writing the necessary directives, procedures, and policies in order to comply with the 2d MAW NCO Leadership Program. All units shall begin implementation of this program upon receipt of this Order.

b. This Order is provided as a starting point and addresses only the minimum requirements. It is not meant to restrict Commanders from expanding and improving this program to meet the needs of their respective units. Groups should be prepared to brief and/or provide updates on program successes to the Commanding General 2d MAW as may be directed. Guidelines for such updates will be provided when required.

c. Marines/Sailors who are identified as Medium or High-Risk personnel and who do not follow the procedures set forth in this Order as directed by their Team Leaders, will be held accountable by placement into the next higher category, or by further disciplinary and/or administrative measures as per the Uniform Code of Military Justice.

d. Sergeants and above that have infractions that warrant placement in a category other than Low, will be handled by the Chain of Command at the appropriate level.

7. Command and Signal.

a. Command. This Order is effective date signed.

b. Signal. The provisions of this Order are applicable to all units and personnel within 2d MAW.


T. L. MOORE JR.

Risk Categories

Category	Possible Risk Indicators	Leadership Tools
High	<ul style="list-style-type: none"> -Court Martial -DUI/DWI -Alcohol Related Incidents -Reckless Driving -Suicidal Tendencies -Severe Depression/Anxiety 	<ul style="list-style-type: none"> -Restrict mileage on weekends, extended liberty, or leave -Require Marines to take leave if they wish to exceed mileage restrictions -Monitor and document Marine's every action -Human factors board
	<p>Requirements</p> <p>Any Marine who falls under this category is required to contact his/her NCO/Team Leader every 24 hours, regardless of liberty, extended liberty, or leave. If NCO/Team Leader cannot be reached, then the Marine will check in with his/her Squadron Duty NCO.</p>	<p>Other leadership tools can be explored and recommended to the Sgt/Maj/CO by the NCO/Team Leader. Marines will stay in this category for a period of ninety days from the time the Marine is identified as High Risk.</p>

Category	Possible Risk Indicators	Leadership Tools
Medium	<ul style="list-style-type: none"> -NJP (not related to alcohol) -Family, work, or financial problems -Post deployment (30 days) -Frequent counseling's 	<ul style="list-style-type: none"> -Restrict mileage on liberty, extended liberty, and leave -Require Marines to take leave if they wish to exceed mileage restrictions
	<p>Requirements</p> <p>Any Marine who falls under this category is required to contact his/her NCO/Team Leader every 72 hours, regardless of liberty, extended liberty, or leave. If on a 72 hour extended liberty, the Marine will report every 48 hours. If NCO/Team Leader cannot be reached, then the Marine will check in with their Squadron Duty NCO.</p>	<p>Other leadership tools can be explored and recommended to the Sgt/Maj/CO by the NCO/Team Leader. Marines will stay in this category for a period of forty-five days from the time the Marine is identified as Medium Risk.</p>

Category	Possible Risk Indicators	Leadership Tools
Low	<ul style="list-style-type: none"> -Occasional/routine counseling -Marine gives no appearance of being a risk on liberty or at work 	<p>Marines who consistently remain Low Risk will receive appropriate recognition from their unit. NCO's/Team Leaders who demonstrate superior leadership in mentoring and caring for their Marines can be nominated for the "NCO Leadership Award".</p>
	<p>Requirements</p> <p>Marine can execute liberty, extended liberty, and leave in accordance with all Marine Corps Regulations.</p>	