



UNITED STATES MARINE CORPS
III MARINE EXPEDITIONARY FORCE
UNIT 35601
FPO AP 96606-5601
AND
MARINE CORPS INSTALLATIONS PACIFIC
CAMP SMEDLEY D. BUTLER, OKINAWA
UNIT 35001
FPO AP 96373-5001

III MEF/MCIPACO 1050.2
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III MARINE EXPEDITIONARY FORCE/MARINE CORPS INSTALLATIONS PACIFIC ORDER
1050.2

From: Commanding General, III Marine Expeditionary Force
Commanding General, Marine Corps Installations Pacific
To: Distribution List

Subj: HAWAII PROFESSIONAL WARRIOR CONDUCT AND ETHOS CAMPAIGN PLAN

Ref: (a) MARCORMAN, par 2804
(b) MCO P1050.3J
(c) MCO 1320.11E
(d) MCO 1500.58
(e) BaseBul 1620
(f) MCBH 1020.5C
(g) MCBH Policy Letter 9-11
(h) MARADMIN 240/11

1. Situation. "Whether fighting at sea or ashore, Marines have been guided by honor, courage and commitment. These core values have been the compass for every Marine's service throughout our rich history. Superior leadership, hard training, and a willingness to sacrifice have forged our Corps into one of the most capable fighting forces the world has ever known. Our Marine Corps has remained true to these values for 237 years ... and so it will during my service as your Commandant." These words, spoken by General James F. Amos, the 35th Commandant of the Marine Corps, set the tone for what is expected of all Marines doing what is right based on a foundation of our core values. Whether in combat or peacetime, on or off duty, we as Marines are bound to abide by these values. Doing so is what truly sets Marines apart. While the Marines and Sailors serving at Marine Corps Base Hawaii (MCBH) have routinely used core values as the basis for their decision making when deployed in harm's way, some have not done so locally in the workplace or while on liberty. A few have willingly and knowingly decided to ignore our standards with the expectation that they would not be held to account. The incidents vary in severity, from barracks misconduct to sexual assault and hazing; and alcohol is too frequently a catalyst for the misbehavior. Many of these incidents could have been prevented, if leaders at all levels had been assertive and had taken immediate action when they saw conduct that deviated from our core values. Perhaps even more importantly, peers of those involved in misconduct could have stepped forward and prevented the incidents from happening. Failing to act, if repeated many times over, creates a climate that could place our reputation--our Corps' reputation--at risk.

2. Mission. The Marines and Sailors of III Marine Expeditionary Force (III MEF) and Marine Corps Installations Pacific (MCIPAC) serving in Hawaii will engage in operations and activities that characterize and promote personal accountability and good behavior; prevent incidents that could cause death, serious injury and damage to property while at work and on liberty,

especially Driving Under the Influence (DUI) or other alcohol related incidents (ARIs). A keen emphasis will be placed on empowering all Officers, Staff Noncommissioned Officers (SNCOS), Noncommissioned Officers (NCOs) and Petty Officers (POs) to take charge and execute an active role in the prevention of personal misconduct by service members in Hawaii.

3. Execution

a. Concept of Operations

(1) Commander's Intent

(a) Purpose. Renew the culture of assertive and engaged leadership, accountability, and discipline that is the foundation of our legacy, and is our institutional Center of Gravity. This campaign plan is intended to provide leaders of all ranks with measures and policies that will instill discipline and increase morale of the III MEF and MCIPAC members in Hawaii. All commands must be proactively involved. Misconduct will only be minimized by the focused and dedicated leadership, mentorship, counsel, and involvement of leadership at all levels. Our success will be a direct result of leaders, both officer and enlisted, setting the example and emphasizing appropriate conduct for all members of this command.

(b) Method. We will revive a culture of leadership and accountability at all levels by training, supervising and communicating with leaders up and down the chain of command. The primary focus will be on teaching junior leaders, who are most likely to be on site when problems arise, to act. We will establish and enforce measures that are designed to uphold the high standards of the Marine Corps and Navy, deter misconduct, and promote responsible and mature conduct. Whether on duty or on liberty, on base or off, we will emphasize compliance with standards of conduct and appearance at all times in accordance with reference (a). Just as company grade officers, SNCOS, chief petty officers (CPOs), NCOs, and POs are the combat leaders directly responsible for the conduct of their subordinates in battle, the focus of effort and all assets available to the leadership will be directed at training, guiding, and empowering these leaders to be effective and successful in the battle against misconduct. We will reemphasize our Mentorship and Sponsorship programs under references (b) and (c), as well as renew efforts to refine monthly Force Preservation Councils to help identify high-risk individuals pursuant to reference (d). We will change the perception that the barracks is a safe haven that leadership cannot inquire/intrude upon once Marines are behind closed doors.

(c) End-State. Assertive and engaged leadership at all levels; a culture of compliance with standards and policies; increased discipline, safety and morale; a significant reduction in misconduct, ARIs, and reckless activities; a work and barracks environment that promotes and respects human dignity and ensures the security of our Marines and Sailors; a barracks that is a true safe haven where Marines and Sailors are free from assault, drugs and other inappropriate behavior; and finally, our reputation with the American public not at risk.

b. Tasks

(1) Command Deck (Commanding Officer (CO) / Executive Officer/Sergeant Major (SgtMaj))

(a) Establish a command climate that promotes good conduct and reinforces our Corps' values, standards and policies. Cultivate a culture of responsible choices and hold each Marine accountable.

(b) In-briefs at the unit level shall incorporate the following topics:

1. Commandant of the Marine Corps priorities with regard to personal conduct.

2. Healthy traditions of the unit and the individual's responsibility to uphold the unit reputation vice participating in or allowing unacceptable traditions to exist.

3. Commander's expectations;

4. off limit areas per the current version of reference (g);

5. known problem areas and establishments to avoid;

6. appropriate attire on liberty;

7. taking a stand to intervene when necessary to protect a Marine, Sailor or Civilian.

8. issue all new-join personnel a Core Values (Honor, Courage, and Commitment) card (regardless of service), an Arrive Alive card and a Chain of Command Contact card.

(c) Ensure all new-joins attend the MCBH sponsored New Arrivals Orientation brief (NAO) within 30 days of their report date.

(d) Ensure the unit performs monthly Force Preservation Councils (FPC) per reference (d). The FPCs enable units to have a clear, formalized process to assess and elevate At-Risk Marines and Sailors for command attention by using the Marine Corps Mentoring program, reference (c), coupled with advice from key staff and senior leaders.

(e) Identify high-risk personnel through the Force Preservation Council. In addition to focused supervision and engaged leadership during normal working periods, commands will implement check-in procedures for high-risk personnel during weekend and other liberty periods. This may not include any type of restriction muster or accountability formation on weekends, but will include high risk personnel checking-in with officers in charge or staff noncommissioned officer in charge via face-to-face visits or phone calls.

(f) Ensure units hold weekly formations to reinforce the themes of this campaign plan and to emphasize the Marine Corps policies on hazing and sexual assault.

(g) Ensure weekend and special liberty briefs are conducted that cover the full range of potential safety-related, conduct-related and recreational-related hazards. Emphasize the culture of responsible choices, the safe and responsible consumption of alcohol and the intolerance for DUIs, misconduct and illegal behavior.

(h) Conduct monthly briefings to strengthen the comprehension, the reasoning and the purpose of this campaign plan. Without all hands understanding and buying into the rationale for these policies and our ultimate goals, we will not fully realize our desired objective of instilling discipline, increasing morale, and improving the conduct of the III MEF and MCIPAC members in Hawaii.

(i) Post the CO's policies on Hazing, Sexual Assault, and Sexual Harassment prevention in a readily visible location in every work center and on every barracks deck.

(j) Identify potential liberty "high-risk" events such as promotions, reenlistments, birthdays (especially turning 21 years of age), and post-deployment arrivals and ensure that all participants have plans that reinforce good choices, reflecting appropriate conduct, morale and discipline.

(k) Incorporate unit sponsored events that promote camaraderie as alternatives to alcohol use such as family days, sports events and unit physical fitness training.

(l) Encourage the regular use of annual leave per reference (e) and liberty as a means to enhance unit and individual effectiveness and morale per reference (f).

(m) Empower and require unit leadership at all levels to take charge, take a stand and intervene to deter unacceptable incidents from occurring both on and off base.

(n) Incorporate ethical decision discussions in training plans and weekly formation discussions.

(o) Ensure the officers of the day (OODs) are intimately familiar with this campaign plan and charge them with spearheading its enforcement in and around the barracks and unit spaces. All OODs shall be present daily in the barracks at, but not limited to, the following times:

1. For the periods between 2200 and 0000, the OOD shall be present and conducting tours of the barracks for a minimum of 60 minutes within this window.

2. For the periods between 0000 and 0400, the OOD shall be present and conducting tours of the barracks for a minimum of 60 minutes within this window.

3. It is our obligation as leaders at all levels to exercise positive engaged leadership and be aware of how our Marines and Sailors are living and conducting themselves.

(p) Ensure Barracks Duty NCOs are intimately familiar with this campaign plan and charge them with spearheading its enforcement. Barracks Duty NCOs are the first line of defense and key participants in maintaining good order and discipline in and around the barracks. NCOs and in particular, Duty NCOs, are among the first to know when misconduct is occurring.

1. Barracks Duty NCOs shall conduct rounds through the barracks' common areas, to include passageways and parking lots, a minimum of once an hour, annotating their findings in the duty logbook.

2. Barracks Duty NCOs shall inform the OOD of all misconduct as soon as possible. Logbook entries shall be made and a debrief shall be conducted with the unit SgtMaj during post and relief.

(2) Officers/SNCOs/CPOs/NCOs/POs

(a) Familiarize yourself with this Campaign Plan, set the example and enforce all existing policies.

(b) Foster a climate with subordinates that promotes the safe and incident-free execution of liberty, a culture of compliance with orders, and a willingness to take a stand and intervene at the first signs of irresponsible behavior (i.e. preventing fellow service member from operating a motor vehicle after consuming alcohol, stepping in at any sign of hazing or sexual assault, etc.).

(c) Identify high-risk personnel through Force Preservation Council and constant supervision. Utilizing the mentorship program outlined in reference (d), all leaders shall exercise focused supervision and engaged leadership of the Marines and Sailors under their charge. Personnel identified as high-risk due to excessive alcohol consumption shall be forwarded to their respective Substance Abuse Counseling officer for screening and treatment.

(d) Conduct frequent tours of barracks. Monitor the welfare of all assigned personnel.

(3) Individual Marines and Sailors

(a) Familiarize yourself and comply with this campaign plan and existing liberty regulations to include the appropriate wear of civilian attire per ref (c).

(b) The legal drinking age in Hawaii is 21 years of age. All Marines shall adhere to the alcohol consumption guidelines outlined in reference (h).

(c) Although not mandatory, utilize the "buddy system" whenever possible and especially give consideration during higher risk liberty evolutions.

(d) Establish a designated driver before embarking on a liberty evolution involving alcohol. Have a viable backup plan.

(e) Take a stand and take charge of situations requiring leadership and/or intervention regardless of rank. The Command will hold you

accountable when you knowingly or willingly allow misconduct to occur without taking any action.

(f) Carry the Core Values card, the Arrive Alive card and the Chain of Command contact card issued to you at check-in at all times while on liberty.

(g) Report all observed incidents of misconduct to the appropriate authority and/or chain of command.

(h) Conduct yourself as Marines and Sailors, taking care of each other and the reputation of our Naval Services.

4. Coordinating Instructions. Any modification to this campaign plan shall be coordinated between III MEF and MCIPAC.

5. Administration and Logistics. None.

6. Command and Signal

a. Command relationships. The Commanding Generals of III MEF and MCIPAC require the absolute commitment and support of all leaders to implement this campaign plan.

b. Applicability. This Campaign Plan applies to all members of III MEF and MCIPAC stationed in Hawaii and any temporary additional duty/temporary duty personnel serving under the control and supervision of III MEF and MCIPAC serving in Hawaii.



P. J. TALLERI



K. J. GLUECK

DISTRIBUTION: III MEF List I, II
MCIPAC List A

We expect all hands to step up and
be accountable!