



UNITED STATES MARINE CORPS

1ST MARINE REGIMENT
1ST MARINE DIVISION (REIN)
BOX 555401

CAMP PENDLETON, CA 92055-5401

IN REPLY REFER TO:

1000-34

CO

1 Aug 20

From: Commanding officer

To: Primary and Special Staff of 1st Marine Regiment

Subj: GUIDANCE FOR THE STAFF OF 1ST MARINE REGIMENT

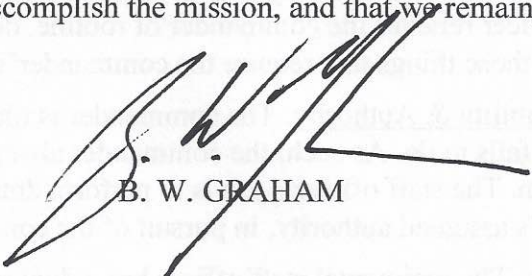
1. Purpose. This memorandum articulates my guidance to the staff. The contents contained herein – complemented by “Command Philosophy & First Principles” – communicate my philosophy regarding staffs, staff attributes, and general operating guidance and expectations for the execution of your duties.
2. Philosophy on Staffs
 - a. Duty. The staff officer’s duty is to assist the commander in accomplishing the mission. The staff officer relieves the commander of routine, detailed work and raises to the commander those things that require the commander’s attention or action.
 - b. Responsibility & Authority. The commander is ultimately responsible for everything the unit does or fails to do. As such, the commander always retains the responsibility to make the final decision. The staff officer’s job is to perform duties in their area of expertise, within the commander’s assigned authority, in pursuit of the commander’s intent.
 - c. Priorities. The regimental staff officer has a dual requirement: to execute required functions in support of the Regiment, and provide the necessary support to facilitate each subordinate battalion’s success. The Regiment Headquarters and subordinate battalions’ readiness to accomplish core and assigned missions is priority one.
3. Staff Principle Attributes
 - a. Mindset. Have the maturity, flexibility, and presence of mind to keep from becoming overwhelmed or frustrated by changing requirements. Anticipate requirements and friction areas, use good judgment to assess a situation, determine what is important, and do what needs to be done.
 - b. Competence. Know your duties and responsibilities; be competent in all aspects of your billet; and produce superior results. I expect analysis of each problem. Learn to anticipate my questions and be prepared with the correct answers, admit when you do not know – do not guess. Focus on ensuring I have necessary, timely, complete, and accurate information to make the right decisions.
 - c. Effective Communicator. Learn to write well. Write like you speak. Simplify every communication as much as possible without losing meaning. Slides support you as the presenter, not the other way around. Keep them simple and impress your audience with your knowledge; be more than “Power Point deep.”
 - d. Work Ethic. Live up to the title “Marine” daily, maintain or exceed standards in all areas,

do your job well, and facilitate organizational excellence across the Regiment. These requirements are mission – not time – driven. There is no requirement – nor do I expect you – to be at work 24/7/365. What I do expect is that you perform, care, lead, and supervise your Marines in accomplishing the task at hand, and that you create an environment that facilitates their positive growth. This has nothing to do with a clock.

4. Operating Guidance

- a. Only I can say, “No” to a commander. Help get to, “Yes...”
- b. Develop positive relationships with your counterparts at Division, adjacent units, and our battalions...
- c. Take pride in your work and “ensure the numbers add up.” Attention to detail correlates to effort...
- d. Plan ahead, failure to do so leads to inefficiency and drives down effectiveness; neither are consistent with a professional organization...
- e. Own the seams. “Not my job,” is not in our vernacular...
- f. Over communicate... Over communicate...

5. Final Thoughts. We have purpose. Never forget the vital role you perform in ensuring that we live up to our obligation to serve, accomplish the mission, and that we remain, “Ready to Fight!”



B. W. GRAHAM