

MALS-12 POLICY LETTERS



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MALS-12 Commander's Intent



Our squadron has a rich heritage of honorable service in our Nation's time of need. We will continue that tradition when we are called upon.

1. **Mission:** Conduct aggressive, safe, and effective aviation logistics in support of MAG-12 in order to sustain maximum aircraft readiness and the ability to rapidly deploy and employ in an expeditionary environment throughout the PACOM AOR .
2. **Objectives:** In pursuit of our mission, we will prosecute these core objectives and outcomes:
 - a. Logistics Readiness. Our goal is to meet and surpass designated readiness standards in support of MAG-12 and its assigned squadrons.
 - Continue to reduce the number of NMCS on the MAG-12 flight line
 - Increase PUK effectiveness by 5% for all TMS
 - Prepare for material/financial support and repair capability for UDP aircraft, EA-6B, KC-130, F-35, F/A-18, and AV-8B
 - Be prepared to execute the squadron mission tasks in the current theatre of operations plans
 - b. Marine and Family Readiness.
 - Eliminate all preventable mishaps
 - Make our Marines bullet proof to the draw down
 - Keep Marines and families situationally aware and deployment ready
 - Foster a good quality of life for our families here and back home
 - c. Expeditionary Warfighter Mindset.
 - Condition ourselves to think, act, and operate with an expeditionary mindset
 - We will ensure we are trained, deployable, rugged, survivable, and able to excel in any austere environment
 - Foster an environment of individual initiative
 - d. Command Climate.
 - We create our command climate, therefore we will be positive, healthy, and grounded in Marine Corps standards, demanding of personal accountability and excellence
3. **Guiding principles.** As we execute our mission and purpose our core objectives will be guided by these enduring principles:
 - Calm, sound engaged leadership
 - Perpetual dignity and respect
 - Discipline in our processes and preparation for all exercises and contingency operations
 - Celebrate our unit and Corps' customs and traditions
4. **End State.** MALS-12 will set the example for 1st Marine Aircraft Wing with our professionalism, discipline, competency in our mission, and leadership. Our leaders will be engaged, our Marines will be disciplined and accountable to one another. We will take pride in our spaces and maintain them in a high state of police and safety. Our aviation logistics support will be aggressive, safe and effective.

Kolter R. Miller
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12



MALS-12 Command Philosophy



There is only one standard, the Marine Corps Standard.

- Marine and aircraft readiness are my ultimate concerns.
- Our strength as warriors is based upon our heritage of Honor, Courage and Commitment.
- Within our mission profiles, show that we are "Marines first" to all who witness us.
- We are a team and every member of our squadron is important and brings a unique skill set.
- Keep in mind that in our business, relationships and perception are important and lead to trust, freedom of action, and selection for important missions.
- Be competent and humble.

Know your job.

- Know where you are going, know what to do when you get there, and know how to reach back for assistance.
- Do the whole job.
- I will measure you by your Departments effectiveness. Strive to be better tactically and technically.
- Continuously evaluate yourself as an individual Marine and as a leader. Strive to "deserve to lead" your subordinates.
- Coach, mentor and empower your subordinate leaders. Specifically, I mean that you should properly educate them and develop their critical decision making ability. By empower, I mean you should give them the authority to make autonomous decisions and allow them to lead, to train, to reward and to correct their own Marines and Sailors.
- Especially in this command of seasoned men and women, respect your subordinates input. Education will be a two way street.
- Successful performance of our mission enables the flying squadrons to train, deploy, and sustain flight operations.
- Being professional means knowing your job and doing it right.

Take care of your Marines and Sailors.

- Keep your Marines, Sailors, and families situationally aware and deployment ready. Foster a good quality of life and take the necessary steps to ensure a feeling, and reality, of security for the families.
- Use the right measure of intrusive leadership to understand the stresses your Marines and Sailors are facing; take pre-emptive action.
- Treat each other with dignity and respect in everything you do. Do not tolerate any kind of maltreatment.
- Focus on timely counseling, fitness reports and awards. Be up front with those who fall short.
- Accountability of people and things is essential.
- Only Commanders are authorized to punish, and I will do so through due process, respecting the rights of the accused.
- Foster an environment of individual initiative.

Account for it, Maintain it, Return it better

- Our mission accomplishment and our lives depend upon our equipment.
- Accountability and maintenance will be continuous. Make sure it is ready when you need it. Return it in better condition than you received it.
- Follow the principle of SAFE at Forward Operating Bases and take pride in maintaining your facilities.
- Guard every dollar.

Do the right thing and we've got your back.

- Do the right thing for the right reasons.
- There is such a thing as individual responsibility. Your integrity will be unquestionable; it is the foundation of trust.
- Ethical decisions and actions will always be our ultimate test and have considerable impact.
- Tenaciously engage your work and combat readiness.
- We are all adults, and I expect us to stick together during operations, training, and on liberty. Look out for each other. Senior Marines, take responsibility for the junior. On liberty, don't embarrass your mother or the Marine Corps, and don't make a mistake you'll regret for the rest of your life. Make sure your buddies don't either.
- I will be "all-in" to support you if you did the right thing at the right time.

Zero tolerance for:

- Sexual misconduct, drugs, hazing, alcohol related incidents, domestic violence, and suicide.
- Acceptance of such behavior will not be tolerated.
- Any action that brings discredit to MALS-12 or to the Marine Corps and the United States will not be tolerated.

Every one of you is an important member of the team and your contribution is vital to our success.

Kolter R. Miller

Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12



UNITED STATES MARINE CORPS
MARINE AVIATION LOGISTICS SQUADRON 12
MARINE AIRCRAFT GROUP 12
1ST MARINE AIRCRAFT WING
UNIT 37161
FPO AP 96310-7201

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CO
21 Jul 14

POLICY LETTER 3-14

From: Commanding Officer, Marine Aviation Logistics Squadron 12
To: Distribution List

Subj: COMMANDERS TRAINING PHILOSOPHY

Ref: (a) MCRP 3-0A Unit Training Management (UTM) Guide
(b) MCO 1553.3B UTM

1. Background: I will layout Marine Aviation Logistics Squadron 12's (MALS-12) UTM program for the next year in a series of three documents; the Commanders Training Philosophy, the squadron's Mission Essential Task List (METL), and the squadron annual training plan.

2. Purpose: To issue my general guidance intent concerning the squadron's UTM program.

3. Basic Assumption: We will deploy, likely with little notice, in support of Marine Aircraft Group 12 (MAG-12) and 1ST Marine Aircraft Wing operations. This assumption should drive us in terms of available time and mission requirements.

4. Mission: Prepare the squadron to exercise its aviation logistics support mission successfully in support of any contingency operation.

5. Training Guidance:

a. Systems Approach to Training: Good training doesn't just happen. Good training has to be well-planned, executed, supervised and recorded. It will be based primarily on our approved unit METL. However, we will also consider additional mission requirements, the commander's guidance, higher headquarters' input, and higher headquarters' METLs when we fashion our training program. Participation in MAG-12 Training Exercise and Employment program (TEEP) exercises is the primary training opportunity for the squadron. However, we must develop department and division level critical skills leading up to larger deployments. Any essential tasks not covered by these deployments will be identified and addressed by department-level training. Above all else, our UTM program will be mission oriented in both its composition and its execution.

b. Resources: Resources will not be squandered on bad or poor training. Time, money, equipment, and personnel must be conserved so the squadron can meet all mission essential training before arriving in theater. Concurrent

Subj: COMMANDERS TRAINING PHILOSOPHY

training will ensure efficient use of these resources. Creativity must be used with the limited training opportunities that Marine Corps Air Station Iwakuni presents.

c. Training Schedules: The squadron's TEEP and annual training plan comprise our long term training plan. The squadron's quarterly training plan will be considered our mid-range training plan and our monthly and weekly training schedules are our short-term training plans. Department and division, level monthly and weekly training schedules will be based on the squadrons monthly and quarterly training plans. Ensure that time is allocated for both ancillary and formal training in our training schedules.

d. Primary Training Personnel: Non-Commissioned Officers are the primary trainers in the squadron. They will take a leading role in the planning, scheduling, and primary facilitators of training. Department heads will ensure quality control of all training. Action officers and Staff Non-Commissioned Officers will be assigned to each unit event and will be responsible to the Commanding Officer for planning and execution of each event.

e. Documentation: Documentation, supervision, and feedback of unit training are essential. Department heads will ensure that rosters, training databases and critique sheets are updated accordingly.

f. Unit Training Management Guide: Recommend every SNCO and officer use reference (a) as a guide to plan required training. The squadron METL will drive training. Department heads and assistant officers are responsible for ensuring the squadron is trained to conduct its essential tasks as designated in the squadron METL.

g. Leadership and Team Building:

(1) Leadership Training: Train to build leaders. Be it formal Professional Military Education (PME) or informal leadership discussions, the investment we make in developing our junior leaders will benefit this unit and the Marine Corps tremendously in the future. As senior mentors, we are charged with the duty of developing the next generation of leadership in the Corps. By focusing on developing our NCO's and junior officers, our unit's professionalism will increase, disciplinary problems will decrease, and we will maintain a positive command culture. They will be given the opportunity to attend beneficial PME training and they should actively impart the knowledge and skills they gained to others upon their return.

(2) Team Building: Time devoted to team building cannot be ignored. A solid team has a positive, game winning culture, and ethos of developing the weakest members of the team, and a group mentality of beginning and finishing a mission together. We will use squadron physical training events, field meets and have a singular focus of supporting the MAG-12 squadrons as team building opportunities. The stronger the bonds of the team, the more Marines we will be able to keep in the fight when it comes time to deploy.

Subj: COMMANDERS TRAINING PHILOSOPHY

Competition should be emphasized as a tool we can use to increase our team identity.

h. Readiness: We support MAG-12, whose motto is "The Ready Group." MALS-12 will be "The Ready MALS." We do not have the luxury of working towards a known combat deployment rotation. As a result, we must maintain a high state of deployability throughout the year, driven by a "fight tonight" mentality. Through regular, planned readiness events and training, this unit will be prepared to deploy at a moment's notice to support rapidly deploying flying squadrons. Every member of our squadron must maintain a current family care plan, will, power of attorney and up-to-date medical and dental readiness.

i. Safety: The integration of safety into everything we do is essential. Operational Risk Management (ORM) will be utilized at all levels of this command during both the planning and execution of all training evolutions. Not only will we utilize ORM while training, we will actively include and reinforce safety and ORM as a subject of our training. Along with mission oriented training, leadership training, and team building, safety will be the fourth corner stone of our training program.

6. Summary: Remember to focus your training on preparing the squadron for deployments in our area of responsibility. We are forward deployed for a reason and we must be ready to go at a moment's notice. Your training should include time devoted to building leaders and our team. Finally, we must foster a winning attitude in everything we do.


K. R. MILLER



UNITED STATES MARINE CORPS
MARINE AVIATION LOGISTICS SQUADRON 12
MARINE AIRCRAFT GROUP 12
1ST MARINE AIRCRAFT WING
UNIT 37161
FPO AP 96310-7161

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CO
9 Jun 14

POLICY LETTER 4-14

From: Commanding Officer, Marine Aviation Logistics Squadron 12
To: All-hands

Subj: CRISIS NOTIFICATION

Ref: (a) MCO 1754.9A

1. Purpose. Establish command policy governing information dissemination to Marines and family members in the event of a crisis. This policy letter is applicable to all MALS-12 Marines/Sailors regardless of "in garrison" (MCAS Iwakuni) or in a "deployed" status. This policy letter is not all inclusive, as there may be situations and circumstances that are not covered specifically within this order yet may still meet the intent. In those cases, this policy letter will provide the framework for notification and command actions.

2. Cancellation. This letter will remain in effect until revision or when indicated by the appropriate authority.

3. Information. Unit, Personal and Family Readiness Program (UPFRP), reference (a), establishes the requirement for a commander's policy to disseminate information to Marines, Sailors, and their spouses and designated parent/extended family members in an event of a crisis. A crisis may include, but not limited to, a car crash resulting in the death of multiple service members or family members, an aircraft crash in the country/vicinity of the deployed unit, or a base closure/evacuation due to impending natural disasters and other weather phenomena, or any other crisis or emergency situation affecting MALS-12 or MCAS Iwakuni as a whole.

4. Action

a. Natural Disasters and Unit Emergencies

(1) Per reference (a) in the event of a natural disaster threat all Marines, Sailors, and their families must be contacted and

passed applicable information. Possible natural disaster threats include but are not limited to: typhoons, tsunamis, and earthquakes.

(2) Information dissemination to families will occur in the following phases:

Subj: CRISIS NOTIFICATION

(a) Phase one: The command deck (CO/XO/SgtMaj) will initiate a command-endorsed email to either all-hands or the department-level chain of command, as appropriate to the situation, for dissemination throughout the squadron.

(b) Phase two: The FRO or Deputy Family Readiness Officer (DFRO) will send an email message approved by the Commanding Officer to all unit spouses regarding the natural disaster threat or unit emergency. The department leadership will also follow up and pass information via phone call to their respective families for any Marines or Sailors on leave or TAD.

(c) Phase three: The FRO will update eMarine.org with any message approved by the Commanding Officer to the Marines, Sailors, and their families of the unit.

b. Injuries and Casualties of Family Members or Unit Personnel

(1) For injuries/casualties of family members, information will be passed directly to the Marine/Sailor via the Chain of Command.

(2) For injuries/casualties of Marines/Sailors, the command deck will notify the primary next of kin in accordance with applicable casualty notification procedures.

5. Method of Communication. Each crisis occurrence will dictate the method of communication and will not necessarily be the same. The Commanding Officer will advise the department leadership and FRO on which method of communication to use and will personally approve the content of the communication. Options available include these or any combination thereof; email, telephone, and eMarine.org.

6. My overarching intent is to provide timely and accurate communication to the squadron's Marines, Sailors, spouses and designated parent/extended family members. The FRO will proactively seek guidance from the Commanding Officer or command deck before sending any communication during or following any crisis situation.



K. R. MILLER



COMMANDING OFFICER'S POLICY LETTER ON SEXUAL ASSAULT



Sexual assault does not align to our organizational values and is in direct contrast to our core values of honor, courage, commitment. I will not tolerate sexual assault or an organization in which conditions exist that facilitate a sexual assault.

Sexual assault is defined as the intentional sexual contact, characterized by the use of force, threats, intimidation, abuse of authority, or when the victim does not or cannot consent. Sexual assault can occur without regard to gender, spousal relationship, or age of victim. Marines and Sailors must remember that an individual is considered a victim when they do not consent or cannot consent to sexual activity which ranges from rape to unwanted sexual contact.

Sexual assault is a criminal act that will not be tolerated in this command. It destroys unit cohesion, trust, and moral. Victims will be given the support and care they require to recover physically and emotionally. This support includes the victim's right to legal counsel and their right for information on the status of their case. Offenders will be given due process of law and prosecuted to the fullest extent of the law if found guilty.

There are two ways to report if you are a victim of sexual assault. Depending on whether you choose to make a restricted (no investigation) or unrestricted report (full investigation) determines to whom you report the incident. Under restricted reporting, you can make a confidential report to a Uniformed Victim Advocate, Sexual Assault Response Coordinator, or military healthcare personnel. You can also make a restricted report, learn your options, and then change reporting preference to unrestricted later. Unrestricted reports can also be given to any command personnel, PMO, NCIS, or base legal.

I strongly urge any victim of sexual assault to report the incident, restricted or unrestricted no matter how much time has passed, in order to get the help you need to recover.

I charge every Marine and Sailor to take every action to prevent sexual assault. Don't allow a situation to develop in which a Marine or Sailor can no longer care for themselves due to alcohol or substance abuse. Finally, every Marine and Sailor shall receive training for sexual assault prevention annually and within one year of their last training completion date. That way each of us knows what to do when confronted with this situation.

Our service prides itself on protecting its own, in combat and peace time. We must continue to protect each other against this horrible crime.

A handwritten signature in black ink that reads "Kolter R. Miller".

Kolter R. Miller

Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12



COMMANDING OFFICER'S POLICY LETTER ON SAFETY



Our mission is to provide aggressive, safe and effective aviation logistics support to MAG-12 in order to sustain maximum aircraft readiness and the ability to rapidly deploy and employ in an expeditionary environment throughout the PACOM's area of responsibility. From our newest to our more senior Marine or Sailor, I grant you permission to stop any unsafe practice that will keep personnel from getting killed, maimed or injured. With the high tempo of our missions, safety is every Marauder's responsibility and I challenge you all to step-up and make the sound decisions, not because it saves time, but because it's the right thing to do.

A common theme after a mishap was that "someone" knew it was a bad idea, but failed to step-up to the plate and make the "right call." If you see an unsafe practice or unsafe working condition don't turn a blind eye, correct it on the spot, or report it to the Squadron's Safety Officer. Each Marine and Sailor will familiarize themselves with the proper safety procedures to carry out the daily tasks in their work centers, divisions, and departments. Ignorance is never an excuse for a preventable mishap occurring on or off duty. The continual use of Operational Risk Management, Personal Protective Equipment, and mature decision-making in all aspects of aviation logistics support will foster a safe working environment for our Marines and Sailors.

Safety should not only be incorporated with on-duty activities but with off-duty activities as well. We are a team and every member of our squadron is important and brings a unique skill set. The loss of one Marine or Sailor is one too many.

This squadron has a rich heritage of honorable service in our Nation's time of need. We will continue that tradition when we are called upon. Every one of you is an important member of the team and your contribution is vital to our success.

A handwritten signature in black ink that reads "Kolter R. Miller".

Kolter R. Miller
Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12



COMMANDING OFFICER'S POLICY LETTER ON SUBSTANCE ABUSE



Our squadron has a rich heritage of honorable service in our Nation's time of need. In order to execute our squadron's mission when the call comes, every Marine and Sailor must be mentally and physically ready to go, and show that we are "Marines first" to all who witness us. Any Marine and Sailor who is dependent on alcohol or drugs and is not receiving treatment becomes a liability to the squadron, peers, and family.

The long-standing perception that a "hard drinking" Marine constitutes part of the image of a "hard charging" Marine must be dispelled. Activities shall not be held which encourage drinking such as drinking games; Beer Pong, King's Cup, etc. We will deglamorize the irresponsible consumption of alcohol and prevent alcohol related incidents that undermine the public's Marine Corps perception. We will ensure that non-alcohol alternatives and food are available at all social functions and encourage our Marines and Sailors to engage in non-drinking events and productive off-duty activities.

As your CO, it is my duty to take legal action against any Marine or Sailor who uses illegal drugs or abuses alcohol. Historically, abuses of alcohol and or drug use have contributed to Marines and Sailors committing more egregious violations of the UCMJ such as hazing, sexual assault, or larceny. If you are underage and choose to drink or are of age and contribute alcohol to underage Marines and Sailors, be prepared to face the consequences. If you give in to peer-pressure and experiment with illegal drugs, be prepared to face the consequences. I will hold any Marine and Sailor accountable that chooses to break the law. As Marines and Sailors, we are held to a higher standard, the Marine Corps standard.

It is also my responsibility to help any Marine or Sailor who seeks assistance for their alcohol or drug dependency. The road to recovery begins by speaking to our squadron Substance Abuse Counseling Officer (SACO). Any Marine or Sailor who seeks assistance for their drug or alcohol dependency can do so with the utmost in confidentiality and without fear of punishment or reprisal from the chain of command. Help your fellow Marine or Sailor with dependency issues now by referring them to the SACO.

Our squadron will be ready when called upon to execute our mission. To do this, I need every Marine and Sailor ready to go, drug and alcohol abuse free.

A handwritten signature in black ink that reads "Kolter R. Miller".

Kolter R. Miller

Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12



COMMANDING OFFICER'S INTENT FOR SUICIDE PREVENTION



Every Marine and Sailor in this squadron has value to the Marine Corps and more importantly to their family members and friends. I hold no other responsibility more sacred than ensuring every Marine and Sailor successfully completes their tour of duty and returns safely to their loved ones and friends. Each and every one of us has the responsibility to care and monitor the mental well-being of their fellow Marines and Sailors. We are never too busy to talk to each other and gauge how we are faring in our day-to-day lives.

By now, each of you should have received the Never Leave a Marine Behind suicide prevention training mandated by MARADMINs 658/12 and 294/13. Every Marine and Sailor will continue to receive annual training on this topic. I charge every Marine and Sailor to use the RACE method to prevent any suicides, attempts, gestures, and ideations in our squadron:

Recognize- The signs of distress
Ask-About the signs of distress
Care-About the person and show it
Escort-The person to safety

Starting with me, the chain of command will ensure our Marines and Sailors are aware of the available resources such as the Chaplain, Marine Corps Community Services, Medical and fellow Marines and Sailors. These resources are available with confidentiality and discreetness with no negative impact to one's career. Asking for help is not a weakness, but a form of courage unto its own. We must ensure those in our charge take this to heart.

Our squadron operational tempo is challenging and we have many requirements to satisfy, but we must never place monitoring the well-being of those in our charge low on our priority list. Only through constant communication and a strong mentorship program can we reduce the possibility of one of our own inflicting harm on themselves.

A handwritten signature in black ink that reads "Kolter R. Miller". The signature is written in a cursive, slightly slanted style.

Kolter R. Miller
Lieutenant Colonel, U. S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12



UNITED STATES MARINE CORPS
MARINE AVIATION LOGISTICS SQUADRON 12
MARINE AIRCRAFT GROUP 12
1ST MARINE AIRCRAFT WING
UNIT 37161
FPO AP 96310-7161

1050
CO
25 AUG 2014

POLICY LETTER 9-14

From: Commanding Officer, Marine Aviation Logistics Squadron 12
To: All-hands

Subj: POLICY GUIDANCE FOR MARINES AND SAILORS REQUESTING PATERNITY
PERMISSIVE TEMPORARY ADDITIONAL DUTY AND NON-MEDICAL ATTENDANTS FOR
THE BIRTH OF A CHILD

Ref: (a) MCO 1050.3J
(b) NAVHOSPYOKO INSTR 6320.3

1. Purpose. Establish command policy governing the use of Paternity Permissive Temporary Additional Duty (PTAD) for Marines/Sailors with pregnant spouses in Iwakuni, Japan. This policy letter is not all inclusive, as there may be situations and circumstances that are not covered specifically within the references. This policy letter will provide the framework and general guidance on what a Marine/Sailor can expect when their spouse gives birth. Taking care of families and supporting our newest arrivals is a top priority.

2. Information. Pregnancy in Iwakuni, Japan is a unique and somewhat complicated experience. A spouse is given the option to give birth locally or they can choose to give birth at United States Naval Hospital Yokosuka. Each pregnancy is different and may require slight deviations from this policy.

3. Action

a. Birth locally in Iwakuni

(1) Per the reference, the Marine/Sailor shall be given 10 days of PTAD after the birth of their child and this PTAD must be taken and completed within 25 days of the birth.

(2) If there are specific appointments in the local area, the Marine/Sailor will be afforded the opportunity to attend those appointments without taking leave. (e.g. ultrasounds, scheduled appointments)

b. Birth outside of the local area (e.g. U.S. Naval Hospital Yokosuka)

(1) Per the references, the Marine/Sailor shall be given the opportunity to take PTAD prior to the birth. As a general rule, this will be five days prior to the anticipated birth date and five days after the birth. If the birth is delayed beyond the authorized 10 day PTAD period, then the Marine/Sailor will take annual leave.

Subj: POLICY GUIDANCE FOR MARINES AND SAILORS REQUESTING PATERNITY
PERMISSIVE TEMPORARY ADDITIONAL DUTY AND NON-MEDICAL ATTENDANTS FOR
THE BIRTH OF A CHILD

(2) A spouse may be required to relocate to U.S. Naval Hospital Yokosuka no later than 38 weeks and the Marine/Sailor may be designated as Nonmedical Attendant (NMA) for five days to support the spouse during this time. If the Marine/Sailor chooses to stay after the designated five days as an NMA is complete, then they shall be on annual leave. They may request PTAD in accordance with reference (a), but this PTAD will not exceed 10 days.

(3) There will be times when a Marine/Sailor is required to be a Non-Medical Attendant (NMA) to help the spouse with appointments, bed rest and complicated pregnancies. I will review these cases individually and base my decision to support the NMA or extended PTAD based on the recommendations of a medical officer. The purpose of an NMA is to provide support to the spouse and is not a tool to be used in lieu of a family care plan.

4. Request for NMA/PTAD/Leave. All requests for NMA will be routed to the S-1, Sergeant Major, Executive Officer and Commanding Officer with supporting documentation. All requests for PTAD will be routed through the chain of command, Sergeant Major and Commanding Officer for approval. All requests for leave will be routed through the chain of command and approved by the designated authority.

5. Commanders Intent: To provide a Marine/Sailor the ability to take care of their family during the spouse's pregnancy and time to support the spouse/family after the birth of a child in accordance with the reference.

K.R. Miller

K. R. MILLER



COMMANDING OFFICER'S POLICY LETTER ON UNIT PERSONAL & FAMILY READINESS



The mission of the Unit Personal and Family Readiness Program (UPFRP) is clear: To train and prepare Marines, Sailors and families to ensure optimum resiliency when faced with the challenges of deployed operations around the globe. Only when every Marine and family within MALS-12 achieves this level of personal and family readiness will we be truly mission capable.

"Family" encompasses the family we are born into, married into and sworn into. Single Marines are part of our family and are part of the UPFRP. My end-state desire for the MALS-12 UPFRP is to help families be capable of thriving during separations and times of crisis. With families in a higher state of readiness, individual Marines are better able to perform their assigned missions efficiently, effectively and safely, thereby promoting a higher state of unit readiness. To help achieve this, the MALS-12 UPFRP will focus on four basic tenants:

1. Official Communication – directly from or on behalf of the Commander that is disseminated to the Marine, spouse, family member or extended family member, or designated contacts
2. Readiness and Deployment – train and education to empower both the Marine and family members to successfully balance the rigors of a military lifestyle, family, career and mission events
3. Information and Referral – provide information on services and support organizations to Marines and family members who can assist in addressing issues that have the potential to impact the readiness of the Marine, the unit, or the Marine's family
4. Volunteer Management – creating and obtaining volunteer opportunities in the planning, coordinating, and executing specific unit morale events and collaborating with volunteers to support the enhancement of the program itself

Personal and family readiness is the ability of the individual Marine and his/her family to successfully balance the challenges of a military lifestyle with their duty to family. Each of you, the individual Marines of MALS-12, are ultimately responsible and accountable for your personal and family readiness. We must remember that if our families are not ready, then we are not ready. We will continue to fold our family's welfare into the fabric of our preparation, so that we can focus on our mission. You are all encouraged to take full advantage of the Family Readiness Program, and should in turn encourage your family members to join the Family Readiness team today.

Our squadron's Family Readiness Officer, Mr. Jeffrey Fleming, serves as the squadron's primary point of contact to assist you and your families address some of the unique challenges that come with being stationed overseas. He has full access to resources and knowledge of the Marine Corps Family Team Building Programs. You can contact him at DSN: 255-3660, cell: 080-2701-7731, or via email at jeffrey.a.fleming@usmc.mil.

I charge all leaders to assist in the implementation of this program by providing counsel to Marines on the opportunities to participate in UPFRP training and events. By focusing on personal and family readiness and participating in events and training, the Marines and families of MALS-12 will be confident and ready when we are called.

Kolter R. Miller

Lieutenant Colonel, U. S. Marine Corps

Commanding Officer, Marine Aviation Logistics Squadron 12



COMMANDING OFFICER'S POLICY LETTER ON COMBAT AND OPERATIONAL STRESS CONTROL (OSCAR)



1. **Introduction.** The Marine Corps develops totally fit leaders resilient in body, mind, spirit and social areas of life; enabling them to assume progressively greater responsibilities. Stress is the process by which we respond to mental, physical, spiritual and emotional challenges. Stress is a daily part of Marine Corps life. Understanding stress reactions and proactively addressing stressors increases mission readiness, preserves the force, builds strength and promotes the long-term health of Marines. All Marines must find ways to address it for themselves, their Marines, their family and their unit in order to promote psychological resilience.

2. We must have the ability to train and sustain a combat ready and resilient force capable of accomplishing any mission. The Operational Stress Control Readiness teams will assist us in maintaining our warfighting capabilities by addressing the impacts of stress in the unit. We will each participate in Combat and Operational Stress Control (COSC) activities that enhance force preservation, readiness and long-term health and well-being of Marines and their families.

3. The COSC five Core Leader Functions promote principles of wellness, prevention, early intervention, identification, reintegration, reduction of stigma and will form the foundation for this commands COSC program. The five Core Leader Functions are:

a. **Strength.** Leaders will use their existing tools for training and developing Marines to strengthen mentally, physically, spiritually and socially against the negative effects of combat or operational stress. This includes tough training already being conducted to develop technical proficiency and increase unit cohesion. Unit cohesion also includes families, who will be offered COSC events in order to strengthen them against the stressors of military life. Leaders also build strength through their own conduct and example, setting high standards and demanding excellence and by giving clear information and guidance.

b. **Mitigation.** Risk mitigation also applies to stress. Many stressors can be avoided through planning and the impact on others can be reduced by giving Marines the skills to address the stressors that cannot be avoided. This is not a pass from difficulty or from tough training but is simply good leadership; leaders should be aware of the effects of stress on each Marine and help them develop their own coping strategies in order to empower decision making, effective planning and building resilience. This will also help Marines prepare for future stressors.

c. **Identify.** Promptly identifying and addressing signs of stress in their Marines before they escalate is critical for leaders. The Stress Continuum and Stress Decision Flowchart located in the reference is a tool to assist you in identifying stress. This is an important aspect of good small unit leadership and combat skills.

d. Treat. Treatment is about taking action. It begins with self-care and peer support. This may range from addressing personal issues while manageable, talking to a Marine about an upcoming event to share lessons learned or may lead to referring the Marine for further help from a chaplain or medical staff. If a Marine is referred for medical intervention, leaders must remain involved and aware of that Marine's ongoing requirements throughout the treatment cycle. This includes those transitioning out of the Marine Corps.

e. Reintegrate. Regardless of the level of a Marine's treatment, they will be assisted and respectfully received during the reintegration process. This may require further mentorship and possibly some understanding of limitations imposed by their recovery. The expectation is that Marines with stress issues are and will continue to be effective members of the unit.



Kolter R. Miller

Lieutenant Colonel, U. S. Marine Corps

Commanding Officer, Marine Aviation Logistics Squadron 12



COMMANDING OFFICER'S POLICY LETTER ON EQUAL OPPORTUNITY, SEXUAL HARASSMENT, AND HAZING



I strongly believe that equal opportunity is about leadership and that proper leadership is vital to eliminating discrimination, sexual harassment and hazing. An environment free of personal, social, or institutional barriers is essential to the morale and readiness of this command.

As your Commanding Officer, it is my duty and responsibility to ensure that every Marauder, regardless of race, age, gender, national origin, or religion, is given every opportunity to reach their full potential. I take this responsibility very seriously and I promise to promote teamwork and cohesion through the elimination of prejudice and harassment.

I task all Marauders to immediately address inappropriate behavior that detracts from our squadron's cohesion and its ability to perform its mission. I will hold any Marauder accountable for engaging or tolerating discrimination, sexual harassment or hazing. Based on the offense, the offender may be subject to non-judicial punishment, court martial, and/or administrative separation.

I charge any Marauder to report any form of discrimination, sexual harassment or hazing through their chain of command without fear of reprisal. The preferred method is the Informal Resolution System (IRS) which allows for quick and full resolution at the lowest possible level. IRS addresses the issue directly with the person demonstrating the behavior or by seeking a third party to intervene. If the IRS does not resolve the inappropriate behavior, the following formal methods can be used:

- Request Mast
- Article 138 UCMJ Complaint
- Article 1150, Redress of Wrong(s) Committed by a Superior
- Communications with the Inspectors General
- Individual Communications with Congress

The preferred method for addressing formal complaints of discrimination, sexual harassment or hazing is via the Request Mast system.

Equal opportunity is the responsibility of every Marauder; each of us must adhere to our institution's core values of honor, courage, and commitment. I expect all Marauders to steadfastly adhere to these values.

A handwritten signature in black ink that reads "Kolter R. Miller".

Kolter R. Miller
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12