



IGMC

INSPECTOR GENERAL OF THE MARINE CORPS

“To Enable the Operational Readiness of the Marine Corps”

30 MARCH 2012

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at your door, and to ensure that we improve your ability to take care of your Marines, Sailors, civilians, and families and to execute your mission.

Today, our Corps is broadly engaged in an increasingly complex security environment. As near-term OPTEMPO challenges mount, “brilliance in the basics” remains vitally important to ensure both tactical and overall unit professional excellence. Functional area brilliance establishes an essential foundation of excellence and high standards which allows us to:

- Improve our expeditionary and family readiness
- Uphold the Marine Corps standards of unit and individual excellence
- Ensure compliance with regulations
- Enhance the Marine Corps ethos
- Keep the faith
 - Recent addition: Ensure Marines are “transition ready” prior to their EAS

Our team has received tremendous support from every inspected unit, and continues to be impressed with your commitment to professional excellence. As our inspections take us around the Corps during FY-12, we look forward to working with you to ensure your units are both compliant and READY!

Recent Inspection Deficiency Trends

- Weak Medical and Dental liaison, tracking, and program processes
- Late Pro/Con & FITREP submissions
- Lack of coordination between S1 and S3 (Zero Composite Scores, PFT/CFT failures/Required Did Not Take (RDNT))
- Unclear SAPR Command SOPs and policies
- SACO process and procedural errors

Inspections Division

The IGMC, supported by your Command Inspectors General (CIGs), serves as the “eyes and ears” of the Marine Corps. Through the aggressive conduct of a candid, unbiased, and objective inspections cycle, the Inspections Division assesses CIGs and inspected units in order to enhance home station, family, and expeditionary readiness.

However, inspections are much more than mere assessments. Knowledgeable, engaged functional area compliance is critical to a command’s overall mission readiness. The Inspections Division is committed to assisting, teaching, training – and learning from – your CIGs and functional area managers to more broadly and effectively enable unit readiness across our Service. We strive to add value from the moment we arrive

Inspector General of the Marine Corps

The mission of the Inspector General of the Marine Corps is to promote Marine Corps combat readiness, integrity, efficiency, effectiveness, and credibility through impartial and independent inspections, assessments, inquiries, and investigations

The Assistance and Investigation Division

To investigate or inquire into allegations of misconduct, impropriety, mismanagement, or violations of law, and to provide staff overview for all congressional or other special interest petitions for IGMC assistance, interest or action.

The Inspections Division

The directive of the Inspections Division is to coordinate, conduct, and evaluate inspections of Active and Reserve forces and supporting establishment commands, units and activities, including operational forces assigned to the unified and specified commands. Additionally, the Inspections Division Director will serve as principal advisor to the Inspector General of the Marine Corps on all inspection matters and hear request mast during inspections in accordance with MCO 1700.23F Request Mast.

The Readiness Division

The mission of the Readiness Division is to conduct short/no notice visits to selected commands to identify systemic issues impacting unit operational readiness and/or mission accomplishment. In conjunction with Headquarters U.S. Marine Corps and other appropriate agencies Readiness Divisions, analyzes the issues and determines the appropriate course of action necessary to remove or mitigate the identified constraints.

The Intelligence Oversight Division

To ensure the effective implementation of Marine Corps-wide oversight of Intelligence, Counterintelligence, Sensitive activities (to include USMC support to law enforcement agencies, special operations, and security matters), and Special Access Programs. To establish policy and ensure their legality, propriety and regulatory compliance with appropriate Department of Defense/ Department of the Navy guidance.

Recent Inspection Best Practices

- MARFOREUR Fitness Report Tracking System
- Request Mast Tracking System – TECOM

Hearing Conservation and Readiness

The Naval Audit Service recently completed a review of the Marine Corps Hearing and Conservation program. The audit confirmed that this program should be more effective at protecting the hearing of all Marine Corps personnel, elevating this as a command readiness issue requiring proactive leadership at all levels. MarAdmin 010-12 provides a near and long-term action plan to initiate Marine Corps Hearing and Conservation program improvements, and directs a number of near-term actions to be completed by all units no later than 5 May 12.

- Conduct a hearing conservation and readiness stand-down (reserve units have an additional 60 days to accomplish the assessment)
 - Provide hearing conservation awareness training (a PPT brief is available through HQMC(SD) at: www.marines.mil/unit/safety/pages/welcome.aspx.)
 - Validate ear plug fitting of all unit personnel
 - Ensure all unit personnel have dates of reference and current annual audiograms in the unit Medical Readiness Reporting System (MRRS)

Additional details are available per the MarAdmin or by contacting Mr. Mike Miller, OSH Branch Head, HQMC(SD), 703-604-4367, michael.s.miller5@usmc.mil.

Organizational Changes. MARADMIN 575/11 details the initial operational capability (IOC) standup of MCICOM effective 1 October 2011. The creation of MCICOM is accompanied by subordinate installation reorganizations at MCIEAST, MCIWEST, and MCIPAC. MCICOM and MCIPAC are currently in the process of transitioning from IOC to full operational capability (FOC) NLT 1 October 2012. CIP inspections of CIGs involved in this reorganization will continue during the IOC-FOC transition phase per established recurring inspection cycles. MCICOM subordinate CIGs will coordinate with joining units to incorporate them within their recurring inspection cycles. Also, IGMC has recently recognized two additional organizations for inclusion within the Unit Inspection Program: MARFORCYBER and Marine Corps Information Operations Command (MCIOC).

Inspection Order Revisions

MCO 5040.6H and NAVMC 5040.6H are currently under revision. Together, the new orders will outline the Marine Corps Inspections and Readiness Assessment Process (IRAP) and its two subcomponents: the Marine Corps Inspections Program and the Readiness Assessments Program. The Marine Corps Inspections Program consists of two components: the Command Inspection Program (CIP) and the Unit Inspection Program (UIP). Within this construct, the CIP is supported and enabled by engaged Commanding General's Inspections Programs (CGIPs). No major changes to existing inspections processes are envisioned, but the new orders will take into account recent organizational changes and the additions of new units under the UIP. They will also provide details regarding the effective implementation of all process components to achieve a coordinated inspections effort which enhances readiness across our Corps. The target date for publication of these orders is NLT 3d Qtr, FY-12.

BCMAP Update and Taping Guidance

Based on discussions with multiple units during inspections and with TECOM for clarification, the following guidance is provided. When taping a Marine who is outside of height and weight standards, the Marines conducting the taping shall be assigned in writing as Combat Conditioning Instructors (CCIs) or Command Physical Training Representatives (CPTRs). MCO 6110.3 w/CH1 states that "Circumference measurements will be taken three times by two separate evaluators in order to ensure accuracy." This is a total of six tapings (one taping being neck and waist or neck, waist, and hips, as appropriate) by two different Marines.

Functional Area Checklist (FAC) Updates

Now that AIRS is dead, FACs are much easier to update. Because they are easier to update, FACs are updated more often than just the annual

requirement. This means that CIGs and inspectors need to be checking for the latest updates prior to every inspection. There is a list of updates at the top of the webpage

(<http://www.marines.mil/unit/hqmc/inspectorgeneral/Pages/FunctionAreaChecklists.aspx>) such as the current one: Functional Area Checklists **010, 067, 091, 200, 385, 630, 966, and 967** have been updated and contain significant revisions. Please discard any previous versions and begin using these checklists immediately. Additionally, the date last updated is to the right of the functional area checklist as is the HQMC element which is responsible for the checklist.

Intelligence Oversight

All personnel should be aware that intelligence personnel (including personnel acting as S2s) will not collect, retain or disseminate U.S. person information **without assigned mission** or authority. Personnel should report possible violations to the chain of command or to any Inspector General (IG). All CIGs **are required** to inspect unit Intelligence Oversight Programs in accordance with their respective CGIP guidelines.

The below excerpt of a news article highlights the importance of why Intelligence Oversight training is paramount.

Privacy Group Sues for List of Members on Panel Overseeing Intelligence Agencies Published October 01, 2011

A privacy advocacy group is suing the Office of Director of National Intelligence in effort to force the agency to turn over records of who is on the Intelligence Oversight Board, (IOB), the presidentially appointed panel responsible for oversight of the nation's intelligence agencies.

"The IOB has a critically important mission – civilian oversight of America's intelligence activities," said Mark Rumold, an open government legal fellow with the group.

“The board exists to make sure government agencies are not overstepping their authority and abusing citizens’ rights,” he said. “History has shown that intelligence agencies’ overseeing their own behavior is like the fox guarding the henhouse. If the IOB is ineffective, impaired, or short-staffed, that’s information Americans need to know.”

The EFF said its ongoing litigation work under the Freedom of Information Act has revealed widespread violations in intelligence investigations, including a recent discovery that the U.S. Army issued three National Security Letters for phone records, even though the law allows only the FBI to make the requests. The group said it also obtained documents showing how the Army improperly tried to probe participants at a law school conference on Islamic law.

“We’re trying to create a picture of the federal government’s intelligence violations as Congress considers updates and changes to current surveillance law and oversight,” said Jennifer Lynch, a staff attorney for EFF. “Part of that picture is who is on the IOB. We’re asking the government to follow the law and release the records on IOB membership.”

SECNAVINST 5000.34D

Oversight and Management of Intelligence Activities, Intelligence Related Activities within the Department of the Navy is currently under revision and will be sent for GO/Flag review in the next few weeks., This document can be found at http://www.fas.org/irp/doddir/navy/secnavinst/5000_34d.pdf. I urge all CIGs to ensure they keep this in mind when conducting inspections.

Purpose

(a) To establish policy and assign responsibility for the oversight and management of intelligence activities, intelligence-related activities, Special Access Programs (SAPS) covert action activities, and sensitive activities within the Department of the Navy (DoN).

(b) To establish a system of oversight and management functions comprised of the DON Intelligence Requirements Council (DIRC), the

Senior Review Board (SRB), the Special Access Program Oversight Committee (SAPOC), the Special Programs Review Group (SPRG), and the Sensitive Activities Review Board (SARB).

Policy. DoN oversight shall encompass not only a legal review for compliance with U.S. law, treaty, policy, directive and regulation, but also a broad review of intelligence activities, Intelligence-related activities, SAPs, covert action activities, and sensitive activities which includes, but is not limited to, goals, objectives and resources.

I continue to urge all CIGs to be diligent in keeping awareness at the highest levels when conducting Intel Oversight inspections to ensure full compliance with DoD, DON and USMC directives and regulations.

Assistance & Investigations Division

Case Management System (CMS)

As you are all aware, ODIN has been retired! As of 1 January 2012, Case Management System (CMS) is the official IGMC/CIG case management tool. Version 2.0 is slated to be released shortly, with upgrades to the functionality of the Search Tab, Reports Tab, and the correction of errors received while uploading documents. Additionally, you will notice the Rolodex and Training/Reference Tabs have also been added. Once Version 2.0 is released, each CIG will receive the final CMS User’s Manual which will incorporate these and other changes we have made. While CMS is very intuitive to use, please ensure your staff reviews the manual.

Version 3.0 will be released later this spring, with additional revisions and capabilities. If CIGs have ideas on how to make CMS better, please forward them to the IGMC organizational mailbox!

Common User Issues with CMS

While most of the initial user errors have been addressed, we are still seeing several issues stemming from user actions.

1. All items that are marked with a red asterisk are required data entries. If the user does not add them into the case file, they will not be able to continue through to the next tab. Additionally, if data is left out, the case file is incomplete and doesn't provide information that may be required by both IGMC and other CIG case officers.

2. Notes section. Users are not updating the case information through the use of the "Case Notes" function. This section not only provides information to the user and the CIG, but also provides IGMC an indication of what has transpired with the case (such as correspondence sent, received, etc). Again, this is a critical piece of information so that any user can understand what has transpired during the period that the case was open.

3. Attachments Tab. Users are not uploading documents pertaining to the case, such as the Original Complaint, ROI, correspondence, etc. prior to closing the case. All attachments must use the Case Document Naming Protocol outlined in Appendix D of the CMS User's Manual.

Transfer of cases to CIGs not in your chain of command

If you receive a complaint and open a case, realizing later that the case does not fall under you or your subordinate CIG's cognizance, the following items should be completed.

1. Complete a Transfer Letter to the gaining CIG. Include case number, why the case is required to be transferred to the gaining CIG, upload the Transfer Letter to CMS, and add a Case Note in CMS containing information provided in this letter.

2. Contact the gaining CIG, providing them the Transfer Letter.

3. Once the gaining CIG acknowledges this transfer, contact IGMC and request to transfer case from losing CIG to gaining CIG.

4. No other requirement to contact IGMC exists.

Gaining/Losing Staff Members

Due to the highly sensitive information contained in CMS, CIGs must immediately contact IGMC when a member of their staff (that has a CMS account) is no longer required to have access to CMS, whether it is through termination of employment, receiving orders out of the CIG, or the person becomes a subject in an investigation. Additionally, when your CIG office has new employees (Marines or Civilians) contact IGMC as soon as possible for the creation of new accounts. CIGs should conduct internal training on CMS for all new joins, as well as ensuring they attend a MTT where CMS training is also provided.

Upcoming Training

CIG staff members who have not attended a Mobile Training Team (MTT) this year are strongly encouraged to plan for attendance at one of our upcoming MTTs. While this training is mandatory for all new Command Inspector Generals, we would encourage those who have previously attended to return for refresher training!

The next MTT is 17 - 20 April 2012 in New Orleans. The MARFORRES point of contact is Ms. Javetta Moses at (504) 697-7285. The IGMC Symposium is slated for August 2012. MTT-West is 11 to 14 September 2012, at MCRD San Diego, CA. Check the IGMC website for future training updates:

<http://www.marines.mil/unit/hqmc/inspectorgeneral/Pages/default.aspx>

Additionally, during the August IGMC Symposium, instructors will teach Assistance and Investigation specific classes. We would encourage all members of the IG staff to attend one of these training events regardless of rank or time on the IG staff.

FOR YOUR REVIEW!!!

The sections that follow address three types of cases that each CIG should be able to identify. **In each case, always contact the IGMC as soon as possible for guidance.**

Military Whistleblower Reprisal Cases

The Military Whistleblower Protection Act, Title 10 U.S.C. 1034, as amended, prohibits interference with a military member's right to make protected communications to members of Congress; Inspectors General; members of DoD audit, inspection, investigation or law enforcement organizations; and other persons or organizations (including the chain of command) designated by regulation or administrative procedures. A protected communication (PC) is any lawful communication to a Member of Congress or an IG, as well as any communication made to a person or organization designated under competent regulations to receive such communications, which a member of the Armed Services reasonably believes reports a violation of law or regulation (including sexual harassment, unlawful discrimination, mismanagement, a gross waste of funds or other resources, abuse of authority, or a substantial or specific danger to public health or safety).

Reprisal occurs when a Responsible Management Official (RMO) takes (or threatens to take) an adverse personnel action or withholds a favorable personnel action from a service member because he/she made or was thought to have made a protected communication.

When a Hotline complaint is received by the CIG and the initial analysis is conducted, the CIG should evaluate the complaint for allegations of reprisal. The complainant does not have to say "I was reprisal against" but at least express the belief that an action against them was the result of a PC. Once the reprisal complaint is identified, the CIG must provide the IGMC a written analysis of the complaint of reprisal identifying the Protected Communication, the Unfavorable Personnel Action (UPA), who the RMO are or believed to be, reason for believed knowledge of PC, and additional background or information readily available. The write up should have the dates of events properly sequenced. Once the analysis of the reprisal complaint is completed it should be forwarded to the IGMC along with the Original complaint. At any time during the analysis there is a question with regard to what constitutes a PC, RMO, or UPA call IGMC for guidance or clarification. Remember, IGMC has just 10 business days to report these cases to DoDIG.

Improper Referral for Mental Health Evaluation Investigations

DoD Directive 6490.1, Mental Health Evaluation of Member of the Armed Forces, and DoD Instruction 6490.4, Requirements for Mental Health Evaluation of Members of the Armed Forces, establish and implement DoD policy, assign responsibility, and prescribe procedures for the referral, evaluation, treatment, and administrative management of Service members who may require mental health evaluation, psychiatric hospitalization, and/or assessment for risk of potentially dangerous behavior. The directive prohibits improper referral as a punitive violation of Article 92, UCMJ, and the instruction requires the Military Departments to notify IG, DoD, within 10 working days after receipt of allegation(s) involving improper referral for a mental health evaluation (MHE) in violation of the directive.

CIGs receiving allegations of improper referral for MHE will notify the IGMC without delay. This notification will include the name, grade, address or duty location, and phone number of the complainant; a synopsis of the specific allegation(s); any supporting data received by the IG; the name, grade, address, and phone number of the IG action officer; and any other information required during notification in accordance with DoD Instruction 6490.4. The IGMC will open a case file in CMS (or transfer an existing case to the IGMC) and provide a notification letter to the complainant of the action taken. No further action will be taken unless the IGMC directs the CIG to conduct an inquiry or investigation.

CIGs must analyze for reprisal (in accordance with 10 USC 1034) all allegations of improper referral for MHE. If, as a result of the initial review by the IG, a possible violation of DoDD 7050.06, Military Whistleblower Protection cannot be ruled out the CIG will also include this information when reporting to the IGMC.

Allegations against Senior Officials

CIGs are prohibited from investigating a senior official and must report the allegations to the IGMC immediately, including the Original Complaint and any supporting documents. IGMC has 5 business days to report these allegations to DoDIG.

Senior Official is defined as an Active duty, retired, Reserve, or National Guard military officers in grades O-7 and above, or selected for promotion to grade O-7; current and former members of the Senior Executive Service; other current and former DoD civilian employees whose positions are deemed equivalent to that of a member of the Senior Executive Service (e.g., Defense Intelligence Senior Executive Service employees, Senior Level employees, and non-appropriated fund senior executives); and current and former Presidential appointees.

Allegations that a senior official personally participated in discrimination cognizable under an applicable DoD Component regulation. These allegations of special interest to the Secretary of Defense shall be reported to the IGMC. Ordinarily, IG organizations defer to the investigative process contemplated by the applicable DoD Component regulation (EO). This provision does not preclude DoDIG from conducting or directing the conduct of a parallel IG investigation of allegations of discrimination when the DoDIG deems such action necessary. Bottom line – if you have allegations of discrimination against a Senior Official, report it immediately to IGMC as well as refer to EO or EEO.

Inbound

On 31 March 2012, Maj Eddie Moss, Jr. will be joining the IGMC team in the Assistance and Investigations Division. Maj Moss, a financial management officer, is coming off a tour with HQMC, Programs and Resources Department.

Readiness Division

Risk and Opportunity Assessment (ROA) - is an annual assessment directed by the SECNAV. The purpose of the ROA is to develop the major risk categories within the Marine Corps that are susceptible to Fraud, Waste, Abuse, Inefficiency, Mismanagement, and Statutory and Regulatory non-compliance. In the coming weeks the IGMC will release a MarAdmin to solicit input from all Marine Corps agencies to assess vulnerabilities and opportunities for improvement.

Alcohol Related Incidents Assessment

At the 24th Executive Force Preservation Board (EFPB) Meeting, the Assistant Commandant of the Marine Corps (ACMC) tasked the IG with researching why there was a disconnect between the number of DUIs and subsequent screenings. The IGMC conducted an Alcohol Related Incidents Assessment during July and August of 2011. While it was determined the original data that caught the

ACMC's interest was inaccurate, there were still improvements that were necessary for the program. There were 22 Findings and 9 Recommendations identified. The assessment included a survey of all Battalion and Squadron level Commanding Officers, Substance Abuse Control Officers (SACOs), and Substance Abuse Counseling Center (SACC) Directors. Follow-on interviews were also conducted with some personnel. The IG presented the findings and recommendations at the 25th EFPB meeting and the recommendations were approved.

The 2012 Federal Voting Assistance Program (FVAP) Assessment verified that the USMC has an effective voting program. The signed report was submitted to DODIG in January 2012. Upcoming changes include: FVAP.gov website is the FIRST resource for voters, especially military voters. The website is an interactive tool directing the voter assistance, requesting and receiving ballots. It provides direct access to State hosted solutions to access full ballots (federal, state, local contests). Marines can now conduct online every federal, state, or local voting need.

2012 IGMC Symposium 7-10 August Quantico, VA

Our objective is to conduct a professional teach-and-train colloquium to enhance our professional Inspector General skill-sets, exchange better business practices, and extend our professional networks of mutual support. The symposium will provide critical briefs and guidance on duties that demand integrity and accountability of CIGs. The end result is fostering a culture of accountability among CIGs as it applies to Inspections, Readiness, Assistance & Investigations, and Intelligence Oversight. Quantico was selected as it met the requirements of the new DoN guidance on conferences. The symposium will have an estimated 80 attendees. The attendees are: CIGs from around the Corps, relevant guest speakers from government and sister military services, and IGMC Staff.

- 7 - 10 August.
- Lodging is available at the Crossroads Inn, MCB Quantico at (703) 630-4444 or (800) 965-9511.
- 50 rooms have been blocked under Group code 2171, IGMC Symposium.
- Attendees must call NLT 6 July 2012 to confirm reservation of their rooms.

In case Crossroads Inn is full, backup lodging is available at TownePlace Suites. Please use this hotel only if on-base lodging is not available. Please inform the IGMC POC (Majors Alicka or Pirttinen) prior to making off-base reservations. 50 rooms have also been blocked under Group code 2171, IGMC Symposium at:

TownePlace Suites by Marriott
2772 Jefferson Davis Highway
Stafford, VA 22554
Tel: 540-657-1990

Counsel's Corner

Ensuring Legally Sufficiency. In the last newsletter, I discussed the importance of getting to know the SJA and/or local Counsel for the Commandant (the lawyers at EACO, WACO, PACO, QACO, etc.) who review your investigations to ensure legal sufficiency. Since then, I have had the opportunity to meet and talk with the SJAs/Counsels at several major Installations and Commands regarding their role in assisting the Command IG. The take away from these meetings is that they are ready, willing, and able to assist you. In most cases, the relationship between the CIG and the lawyer(s) is excellent – they know each other and work together on a regular basis to determine if an issue is properly in the IG lane, formulate allegations, or brief the Command on a particular matter. In other words, there is a good collaborative relationship. If you do not feel you have this sort of relationship with your SJA/Counsel, if you do not know who to go to for legal assistance on IG matters, seek out the lawyer(s). And don't worry, I am telling them to seek you out too!

One topic that has come up in many of the discussions with the SJAs/lawyers is their role in the investigative report. First, it is the CIG's report, not the lawyer's – you are responsible for writing it, not your lawyer. The lawyer can proof, edit, revise, and offer comments, but the lawyer does not draft the report. Second, the lawyer's primary task is to ensure the report is legally sufficient. In order for the lawyer to make a determination that the report is legally sufficient, he must find that: (i) there is a properly formed allegation that clearly states the standard (rule, regulation, statute, order, etc.) at issue; (ii) the standard is set out in full (citing a 100 page order is not helpful – include the exact language of the paragraph of the standard that describes the alleged violation); (iii) the facts are logically laid out in full; (iv) there is detailed analysis applying the facts to the standard; (v) the conclusion is supported by the analysis; and (vi) the report contains a recommendation that the Command take action as appropriate (no specific recommendation of what action the Command should take).

It is possible that your report substantiates the allegation and the lawyer finds that it is legally sufficient, yet recommends that the Command take no action or a less punitive action than you would prefer. At this point it is important to remember that the CIG's role is to investigate and make a finding. The CIG does not get to decide the Command's response. I would strongly encourage all CIGs to refrain from providing any advice or recommendation to the Command regarding how to respond to the findings of CIG investigation. The CIG's report should speak for itself. It is the role of others in the Command to advise the Commanding General how to respond.

Sergeant Major's Perspective

Is Our Communication Effective?

“One must put himself in the place of those whom he would lead; he must have a full understanding of their thoughts, their attitude, their emotions, their aspirations, and their ideals; and he

must embody in his/her own character the virtues which he would instill into the hearts of his/her followers.” - General John A. Lejeune, 18 January 1921

Communication in the form of guidance, mentoring, counseling, or advice is only effective when heard. How the message is delivered will determine whether or not it is actually received. Leadership is most effective when delivered to and with the audience rather than at the audience. By the time we reach a level to have a broad impact on a relatively large audience of Marines; we have to remember who we are, and more importantly who they are. As approachable as we view ourselves, our Marines still view us through a slightly different lens. Yes, we can present an imposing presence, and if not attuned to this, we can alienate our audience.

Think back to your days as a Private First Class or even Lance Corporal. Was not your Sergeant an imposing figure? How much more daunting was it to be addressed by Staff Noncommissioned Officers? Those barriers we once perceived to be present, are perhaps still there. While we no longer perceive them, they still exist for those we lead. It does not matter how good our message and intent are, but it does matter how we convey them. When we forget what it was like to be on the receiving end of the conversation we risk the chance of talking at rather than to or with our Marines. Before you begin, remind yourself who you once were and try to understand their emotions, their thoughts, their aspirations, their attitude, and their ideals. Then perhaps your delivery will be received in a manner that they will embody and someday pass it on to those whom they will lead.





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MC/SMMC Video - Transition Readiness

The Commandant and SMMC recently produced a video speaking to all leaders about the importance of ensuring their Marines get to the new Transition Readiness Seminar (TRS) in prep to transition from our Corps to civilian life. The TRS pilot began at four installations on 23 January, and will be available Corps-wide on 26 March. This seminar replaces the old TAP classes and now requires Marines to be "transition ready" six months to a year prior to their EAS. It is our responsibility as leaders, including your SNCOs, to take care of our Marines and make this happen.

The video is linked to the Commandant's webpage: <https://ehqmc.usmc.mil/sites/cmc/Groups/GO/Pages/TAMPVideo.aspx>. (Use your DOD email CAC certificate when prompted.) Additionally, this video is available at your local Combat Camera unit and can be reproduced for delivery to individual units and commands, wherever our Marines are. Please view the video and ensure that your Commanders and Leaders at all levels do the same. This issue is of high importance to our Commandant.

Your Marines will benefit greatly from this instruction as they prepare to leave our active ranks. Please get the word out.

The Inspector's General 2012 Campaign Plan is available at:

<http://www.marines.mil/unit/hqmc/inspectorgeneral/Information%20%20Downloads/IG%20Campaign%20Book%202012.pdf>

