



UNITED STATES MARINE CORPS  
2D MARINE AIRCRAFT WING  
II MARINE EXPEDITIONARY FORCE  
POSTAL SERVICE CENTER BCX 8050  
CHERRY POINT, NC 28533-0050

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WING ORDER 1500.58

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

Subj: 2D MARINE AIRCRAFT WING (2D MAW) MENTORSHIP AND HUMAN  
FACTORS COUNCIL PROGRAM (MHFC)

Ref: (a) MCO 1500.58, Marine Corps Mentoring Program (MCMP)  
(b) II MEF Preservation Campaign Plan dtd 1 Nov 04  
(c) WgO 1510.8, 2DMAW NCO Leadership Program  
(d) NAVMC 1500.58 Marine Corps Mentorship Program  
Guidebook  
(e) COMNAVAIRLANTINST 5420.5C Human Factors Council  
(f) II MEFO 5100.19A Drive Safe Order  
(g) JAGINST 5800.7D

Encl: (1) Human Factors Council Procedures and Worksheet  
(2) Levels of Readiness/Risk Matrix  
(3) Risk Classification Worksheet  
(4) Mission and Goals Form  
(5) Honor, Courage, Commitment (HCC) Checklist  
(6) Common Combat Skills Checklist  
(7) Privacy Notice  
(8) Mentor Assignment Form  
(9) Leave/Liberty ORM Worksheets  
(10) II MEF Drive Safe Program enclosures

1. Situation. Due to the high number of incidents that have led to serious injury or death, the Commandant of the Marine Corps (CMC), and Commanding General, II Marine Expeditionary Force (CG, II MEF) initiated a Marine Corps Mentoring Program (MCMP) and Force Preservation Campaign Plan (FPCP). The goal of these programs is to reduce senseless injury and the tragic loss of our Servicemembers' lives. Most units in our Wing have established high-quality Human Factor Councils and Mentoring programs. Some have not. My intent with this Wing Order is to implement a high quality, standardized HFC and Mentorship

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program throughout the 2d Marine Aircraft Wing - immediately. References (a) through (f) shall collectively form the basis of our Wing Mentorship and Human Factors Council Program. These references and this order set forth the requirements for implementing our MHFC program that is designed to preserve and protect the force, support readiness, and develop Servicemembers to their full potential.

2. Mission. Formalize and implement the 2d MAW MHFC Program in every squadron, group and headquarters in order to take maximum advantage of all echelons of leadership and to better mentor our Servicemembers, reduce on and off duty mishaps, and enhance the small and large unit leadership skills of our leaders.

3. Execution

a. Concept of Operations. MAG and Squadron Commanders shall implement this MHFC Program within their organization immediately. They will establish fire team size elements of Servicemembers assigned to a qualified NCO mentor. Each team will normally consist of four to six Servicemembers led by their mentor. Each team will be organic to the respective section to the maximum extent possible. A mentor can come from other sections if necessary to ensure all personnel are assigned a mentor or when mentor-mentee relationships will be best served. Commanders will convene monthly Human Factors Council (HFC) meetings to review the issues and risks associated with all personnel under their charge and formulate plans to reduce adverse impact on the mission and unit strength.

b. Commanders Intent. These actions are taken solely in the interest of the health, safety, welfare and morale of 2d Marine Aircraft Wing. The objective is to extend the influence of leadership across the spectrum of the daily activities of our Servicemembers. This will include professional development, adherence to height/weight standards, daily performance and discipline, MOS proficiency, personal appearance, physical fitness, maintenance of living quarters, safety concerns, human concerns, and professional counseling. Additionally, by placing Servicemembers in risk categories based on their actions, behavior and state-of-mind, we will tailor specific intervention and prevention measures to help ensure Servicemembers do not engage in dangerous, reckless, or risky behavior. This is a mentorship program for all Servicemembers.

c. Scheme of Maneuver. Senior Servicemembers will be recommended for Mentor/Team Leader billets by their chain-of-command and approved by the unit Commanding Officer.

d. Tasks

(1) Commanding Officers

(a) Immediately implement the MHFC Program within your MAG or squadron per this order and the references.

(b) Screen and assign Mentors/Team Leaders per enclosure (8). Hold Mentors responsible and remove mentor certification when necessary. Schedule training time for your Mentors.

(c) Assign risk category to all personnel under your charge utilizing enclosure (3). Review risk category level on each Servicemember monthly during the HFC.

(d) Ensure 100% of all new joins are briefed on the MHFC Program during the check-in process. Assign all Servicemembers to a Mentor/Team Leader upon checking in. They will begin in the Elevated Risk Level until oriented into their new assignment.

(e) Any Marine who we are processing for Administrative Separation for behavior, alcohol, drug problems shall be assigned to the High Risk category.

(f) While reference (g) remains in full force and effect, commanders are reminded that all special or extended liberty periods (e.g., 72 and 96 hour weekends) are a privilege, not a right. Therefore, in the interest of health, safety, and welfare, Commanders are authorized to modify special or extended liberty periods and/or liberty limits for designated high risk Marines and Sailors. As pertains to high risk Marines and Sailors Commanders may: (1) Restrict mileage on extended liberty periods; (2) Require Marines to take leave in order to exceed those mileage limitations; (3) Deny or limit special or extended liberty to high risk Marines; (4) Require high risk Marines to contact their mentor on a regular bases.

(h) High risk Marines will be provided an elevated level of command attention in the form of additional safety briefings and instructions as to expectations of conduct.

(i) High risk liberty Marines will continue to check in with their mentor either in person or do verbal check-ins at directed intervals. Consideration should be given to having high risk Marines conduct an in-person check-out and back in for normal weekend liberty. Texting, emailing, IM'ing, or other forms of

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written/electronic communication that does not involve verbal exchanges will not be used.

(2) Executive Officer and Sergeant Major

(a) Serve as the Quality Assurance Officers for the unit MHFC Program.

(b) Coordinate the duties and roles of department heads, division officers, and the Staff NCOs.

(c) Ensure mentorship counseling jackets for Servicemembers are sent to their next unit if transferred.

(d) Advise the Commanding General, 2d MAW on recommendations for improvement.

(3) Unit Director of Safety and Standardization (DSS)

(a) Responsible for the organization and conduct of the monthly Human Factors Council per enclosure (1). Permanent members of the council are the CO and/or XO, SgtMaj, DSS, the Substance Abuse Control Coordinator (SACC), and the Medical Officer.

(b) Develop and distribute training Materials (briefs, etc.) to be used in briefing our Servicemembers.

(c) Schedule and Conduct a command safety assessment and climate survey at appropriate periods in the training cycle (e.g. pre-deployment, deployment, post deployment).

(d) Identify accident/mishap/misconduct trends and establish a tracking system to document incidents after the implementation of this program.

(e) Maintain an electronic library of all briefs, forms, and records used in the MHFC Program for reference.

(f) Develop an automated tracking system to enable leaders to run queries, conduct oversight, and review information.

(4) Unit SACC

(a) Attend all HFCs and brief substance abuse issues, amenability to treatment, progress in diagnosis and counseling, and potential for further service on all personnel. Respect to privileged information shall be maintained.

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(b) Coordinate command concerns through external agencies as required.

(5) Medical Officer

(a) Attend all HFCs and brief the medical status of assigned personnel. Particular attention to light and limited duty, medical boards, deployability, and potential for further service is essential.

(b) Coordinate command concerns with external agencies as required. Respect to privileged information shall be maintained.

(6) OIC/SNCOIC

(a) Implement the MHFC Program within your departments or divisions per this order and the references.

(b) Screen and recommend the assignment of Mentors/Team Leaders to your CO per enclosure (8). Hold Mentors responsible and recommend the removal of mentor certification when necessary.

(c) Recommend risk category to the commanding officer on all personnel under your charge monthly, or more often, as the situation dictates utilizing enclosure (3).

(d) Brief all new joins on the MHFC Program during the check-in process. Assign all Servicemembers to a Mentor/Team Leader upon check-in and recommend them for Elevated Risk level until oriented into their new assignment.

(e) Brief all issues and concerns that affect your personnel at the monthly HFC.

(f) Brief status updates on all past HFC notes and other proactive leadership efforts that have been implemented.

(7) Mentors/Team Leaders

(a) You are responsible for the actions and welfare of the Servicemembers under your supervision.

(b) IAW reference (a), create and maintain a Leaders Mentoring Log on the Servicemembers assigned to you utilizing

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enclosures (2) through (8), performance counseling worksheets, and II MEF Drive Safe Order checklists IAW reference (f).

(c) Conduct and document safety briefs prior to weekends, leave, or special liberty for assigned personnel on all occasions except when higher echelons of leadership are addressing the same period of leave/liberty.

(d) Recommend denial of leave and special liberty when your Mentee has demonstrated risk behavior or you have knowledge of safety or behavior concerns.

(e) Ensure your Servicemembers are counseled monthly or as needed per their individual risk level assignment.

(f) Visit your Mentee's BEQ room twice monthly to ensure that he/she lives well and to document facility problems. This is not a formal inspection, but good hygiene and sanitation habits should be required to prevent other tenants from suffering health or safety hazards.

(g) Periodically coordinate visits to your Mentees' home at their convenience to increase your knowledge of the Mentee and to indentify health and welfare issues that they may need assistance with. This is not an inspection, however, you should check on overdue maintenance issues and other concerns.

(h) Conduct bi-weekly Team meetings with your Mentees.

(i) Participate in physical training with your Mentees and know their physical condition and monitor their compliance with height/weight/BCP standards.

(j) Ensure that the safety and well-being of your Mentees is always a priority.

e. Coordinating Instructions. Mentors/Team Leaders will enroll and complete the Effective Mentoring Course, MGMT0251, available via MarineNet at [www.marinenet.usmc.mil/portal/](http://www.marinenet.usmc.mil/portal/).

#### 4. Administration and Logistics

a. The attached Standardized templates shall be used for implementation of the 2d MAW HFC and Mentoring Program. If your unit currently has something better - send it to the Wing Sergeant Major. At a minimum, the following items will be retained in each Servicemembers Mentoring Log (recommend a 5 part folder be utilized for the Mentoring Log):

- Assignment Letters for Mentor/Team Leaders
- Risk Classification Worksheets
- Mission and Goals Form
- Honor, Courage, Commitment (HCC) Checklist
- Common Combat Skills Checklist
- Privacy Notice
- Records of counseling
- Matrix assigning Servicemembers to Teams
- Leave/Liberty ORM worksheets
- II MEF Drive Safe Program Enclosures

b. Recognition

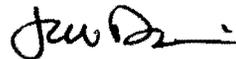
(1) NCO Leadership Award. In October of each year, Squadron Commanders shall nominate their NCO Mentor who has exhibited noteworthy leadership for this award. A board organized by each MAG Sergeant Major and consisting of senior enlisted leaders throughout the MAG will evaluate nominations and make a recommendation for selection to the MAG Commanding Officer. The NCO recognized for the leadership award will receive a Navy/Marine Corps Achievement Medal, and all other competitors will receive a certificate of commendation.

(2) Semper Fidelis Awards. In October of each year Mentors/Team Leaders may nominate Servicemembers via their chain of command for recognition based on their adherence to core values, military appearance and ability to follow orders. These Servicemembers will receive a Certificate of Commendation and a 72-hour special liberty period.

5. Command and Signal

b. Command. This Order applies to all Servicemembers assigned to 2d Marine Aircraft Wing.

b. Signal. The Order is effective from 12 Nov 10 until revised or canceled.



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## HUMAN FACTORS COUNCIL PROCEDURES AND WORKSHEET

1. Purpose. To provide a formal mechanism for human factors inputs to the Commanding Officer via the human factors council, who can then use this information for risk assessment and decisions regarding the safety of individual service members under his command. This is intended to be flexible and adaptive to meeting the unique requirements of a particular command, the individual, or a situation. The Commander should use his/her preferred practices and best judgment in handling individuals within their unit who may pose a risk to safe and effective performance of the command's mission.

2. Background. Human factors are the leading causal factor of service member misconduct and safety incidents. In most cases at least some portion of a service member's issue or stressor is known by various supervisors and peers, but only as isolated pieces of the whole picture. Regretfully, the pieces are typically not connected until after an incident or issue occurs. Specifically, there are basic human traits that often contribute to a mishap:

a. Personnel fail to demonstrate the knowledge, skill, experience, or discipline necessary to effectively cope with their problem. This may result in the development of hazardous conditions, the performance of unsafe acts, and other detrimental behavior.

b. Personnel are often under serious stress from personal or professional factors that are not apparent to the unit's decision makers. This stress may lead to fatigue, distraction, degraded performance, instances of poor judgment, and excessive risk-taking.

3. Definition. For purposes of this Order "human factors" is that set of personal and professional circumstances which may interfere with an individual's performance, behavior, and discipline while affecting their ability to behave logically on and off duty. These factors may include: family or personal issues, medical conditions, financial problems, legal issues, or professional problems.

Examples of family or personal relationship issues include:

- Separation/divorce from spouse or significant other
- Separation from children and custody issues
- Deployments
- Pregnancy and child birth

- Domestic violence reports

Examples of medical conditions include:

- Death or severe illness of a family member or friend
- Medical separation, limited duty
- Ailments that are difficult or have not been diagnosed
- Inability to conform to body composition or fitness standards
- Adverse peer pressure for perceived weakness
- Psychological or social adjustment disorders
- Pending medical procedures or surgeries
- Drugs and/or alcohol abuse

Examples of financial problems include:

- Indebtedness, past due accounts, bankruptcy
- Child support, family support, spouse support
- Necessary off duty employment/spouse employment
- High interest rates, payday loans, pawn shop debt
- Borrowing from or financial support of family members

Examples of legal issues include:

- Administrative disciplinary action
- Judicial action
- Punishment
- Military Separation
- Court Orders/cases

Examples of job-related stressors include:

- Poor Pro/Con marks, FITREP or evaluation
- Failure to promote
- Behind in qualification progress
- Assignment to a new position, unit, or duty station
- Combat zone related stressors
- Conflicts with seniors and peers
- Other career situations or uncertainties
- End of obligated service, service limitations, retirement

4. Discussion. This enclosure prescribes the process for identifying and correcting human factors deficiencies and inadequate skill development. HFCs will serve to proactively identify risk factors and then provide direction and resources that the chain of command shall apply to benefit the individual service member and to optimize mission and safety performance.

Service member assessments made during the course of an HFC will compliment and directly impact the mentoring process. It is essential that mentors react with prudent and timely risk controls. Proactive response to identified risk will prevent potential mishaps, injuries, and discreditable incidents. The HFC will also respect privacy, but support intrusive personal knowledge of individual service members and their human factors.

5. Action. All Squadrons and HQ elements in 2d MAW shall convene **MONTHLY** HFCs. The HFC shall be chaired by the Commanding Officer or Executive Officer, utilizing enclosures (1) through (5) as guidelines. Recommended composition includes the squadron Commanding Officer and/or Executive Officer, Sergeant Major, Medical Officer, Director of Safety Standardization (DSS), the Substance Abuse Control Coordinator (SACC), and the service member's OIC and SNCOIC. The council shall review the personal and professional issues of all assigned personnel "by exception" meaning a service member with no risk factors needs no further elaboration. No other business shall be discussed at this meeting.

a. Human Factors Council (HFC). HFC Process: The OIC and SNCOIC shall brief to the counsel all personal issues that have or could adversely affect an individual's service, the command, and/or their lives. Enclosures (2) and (3) shall support the chain of commands recommendation for risk level assignment. When the counsel determines that the ability of an individual to perform to their full potential has or could be affected, then the HFC shall design an individual plan of action tailored to mitigate problems thereby reducing risk and perpetuation of the issue. The OIC and SNCOIC shall execute the plan through the service member's mentor. Progress shall be reported to the Commanding Officer as required, but no later than the next HFC. The HFC is a non-punitive forum.

b. Reviewed Individuals. Individuals will not normally appear before a HFC, but may do so at the council's or the individual's request if questions or circumstances warrant. If desired, the individual may make written comments to be considered by the HFC.

c. High-risk Category (25% Combat Readiness Percentage): Service members in this category are not combat ready and present an immediate risk to self, others, and/or the unit. Service members who are identified as suicidal, severely depressed, pending court martial, pending Administrative Separation or have committed an egregious law or UCMJ violation

2d MAW Levels of Readiness/Risk Matrix

1. The II MEF CG has granted commanders the discretion to modify the II MEF Force Preservation Campaign Plan in order to best meet his intent of reducing needless damage to equipment, injuries and accidental fatalities.
  
2. In accordance with the II MEF CG's intent for commanders to more fully develop and refine his guidance over time, 2d MAW will utilize an additional risk level of "Elevated", which enables the command to merge the requirements of the II MEF Force Preservation Campaign Plan and MCO 1500.58, Marine Corps Mentoring Program (MCMP).
  
3. When completing enclosure (2), utilize personal judgment and the following table for descriptions associated with each risk level.

<b>Levels of Readiness / Risk</b>	<b>Description</b>	<b>CRP %</b>
Not Combat Ready Immediate risk  <b>High Risk</b>	Service members may be an immediate risk to self, others, and/or unit due to serious personal or professional issues (possible examples include any drug test "positive", drug use (to include Spice), multiple DUI/DWI, suicidal tendencies, severe depression/anxiety, pending court martial, pending ADSEP, reckless driving, alcohol related incidents to include NJP if alcohol related, etc.)	25
Not Combat Ready  <b>Medium Risk</b>	Service members may not be combat ready due to significant issues either personally or professionally that impact performance (possible examples include NJP, significant financial or family problems, unqualified on rifle range, failed FFT, frequent counseling, post deployment for 30 days, etc.)	50
Combat Ready  <b>Elevated Risk</b>	Service members' performance is effective yet has improvement areas either personally or professionally which have the potential to be problematic or distracting (possible examples include minor financial problems, change in marital/family status, change in billet or responsibilities, etc.).	75
Expeditionary  <b>Low Risk</b>	Service members' performance is highly effective and at most, has only a few minor areas for improvement. Service members' require occasional/routine counseling and give no appearance of being a risk on liberty or at work.	100

2d MAW Risk Classification Worksheet

NAME: \_\_\_\_\_ RANK: \_\_\_\_\_ DATE: \_\_\_\_\_  
SSN: \_\_\_\_\_ DOR: \_\_\_\_\_ SHOP: \_\_\_\_\_

OCCASION: INITIAL / CHANGE CLASSIFICATION (CIRCLE ONE)

PREVIOUS CLASSIFICATION (CIRCLE ONE) NA HIGH MEDIUM ELEVATED LOW

ISSUE/RISK BEHAVIOR: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

MENTOR NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

**RECOMMENDED CLASSIFICATION: HIGH MEDIUM ELEVATED LOW**

1. SNCOIC or NCOIC: \_\_\_\_\_

NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

2. DIVISION CHIEF: \_\_\_\_\_

NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

3. DIVISION OFFICER/OIC: \_\_\_\_\_

NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

4. MAINTENANCE CHIEF: \_\_\_\_\_

NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

5. DEPARTMENT HEAD: \_\_\_\_\_

NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

6. SGTMAJ: \_\_\_\_\_

NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

7. XO: \_\_\_\_\_

NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

8. CO: \_\_\_\_\_

NAME/RANK: \_\_\_\_\_ SIGN: \_\_\_\_\_ DATE: \_\_\_\_\_

**ASSIGNED BY CO--FINAL CLASSIFICATION: HIGH MEDIUM ELEVATED LOW**

## Leader's Mentoring Log Worksheets

### SMEAC

#### Situation

Every Marine has a mentor, from the private who is graduating from recruit training, to the Commandant. The mentor provides guidance and leadership through conversation, experiences and setting the example. The Leader's Mentoring Log is a tool to guide leaders on the road to the successful development of subordinate Marines.

#### Mission

The mission of the Marine Corps Mentoring Program (MCMP) is to accomplish the following:

- Empower junior leaders to positively affect the development of subordinates
- Facilitate genuine concern between the mentor and Marine mentee
- Increase unit cohesiveness
- Establish a covenant between leader and subordinate, both committing to personal and professional excellence
- Ensure accountability, responsibility, and evaluation of both the mentor and Marine mentee

#### Execution

Every Marine, regardless of rank, will have an assigned mentor. Mentoring sessions for Marines will occur **at least monthly**. Additionally, mentoring sessions should occur if one of the following situations takes place:

- Preparing for or returning from deployment
- Major life changing events (births, death, PCS, marriage, divorce, significant financial decisions, etc)
- Intense combat
- Preparing to make retention or EAS decision

#### Tasks - How the mentoring process will work:

##### Assign mentor/Marine mentee based on chain of command

##### Prep for mentoring session

- Refer to the Command, Signal, & Communications section in this guidebook on how to establish an effective mentoring relationship
- Determine when mentoring meeting will occur

- Have Marine mentee complete Honor, Courage, Commitment (HCC) assessment in the Leader's Mentoring Log (see references)
- Conduct HCC assessment on Marine mentee
- Clearly define and understand unit mission
- Clearly define how Marine mentee fits into unit mission

#### Conduct first mentoring session

- Establish rapport and relaxed atmosphere
- Describe the purpose of the mentoring program and the mentoring session. The goal for the first meeting is to complete the Mission and Goals Form in the Leader's Mentoring Log.
- Discuss ground rules for mentoring
  - This should not be a punitive discussion but should be focused on how to best improve the Marine mentee's contribution to the unit mission
  - Provide an atmosphere for two-way communication.
- State the mission of the unit
- Discuss the Marine mentee's role in supporting the unit mission
- Discuss Marine mentee's HCC assessment - agree on strengths/improvement areas
- Probe further on Marine mentee's "needs assistance" areas using the sample conversation triggers and assessment questions in this guidebook
- Determine if next level of support is needed and what actions are required
- Establish 3 or 4 goals in paragraph three of Mission & Goals Form
- Assist Marine mentee in developing action plan for achieving goals
- Summarize mentoring session and set date/time for next session

#### Conduct follow-up sessions

Mentoring sessions should occur *at least monthly* or when any of the following situations take place: preparing for or returning from deployment, major life changing events (birth, death, marriage, divorce, etc.), combat, making retention/EAS decision.

- Restate mission and Marine mentee's role
- Review goals and action plan
- Discuss progress

- Review strengths/improvement areas identified in previous HCC assessment
- Identify roadblocks and actions to overcome
- Modify or establish new goals as necessary
- Summarize mentoring session and set date/time for next session

#### Administration/Logistics

- Mentor/Marine mentee documents mission, goals, and action plan in their own Leader's Mentoring Log
- Provide next level of resource/assistance to the Marine mentee

#### Command, Signal, & Communications

Managing the Marine Corps Mentoring Program at all levels is the responsibility of the unit commander. Commanders have the responsibility to ensure the MCMP is effectively implemented in their units.

Marines should feel comfortable approaching seniors for guidance, coaching, and problem resolution, with the understanding that seniors are willing to respond. As Gen Lejeune described, the relationship of senior Marines to juniors is that of a teacher to a scholar or a father to a son. This relationship should be mutually respectful with the more experienced person having the moral responsibility to help the junior develop.

Effective mentors are **people-oriented** and genuinely concerned with helping Marine mentees improve. Mentoring builds trust and loyalty and requires the following skills:

- **Self-awareness.** Awareness of your own strengths, weaknesses, & emotions
- **Questioning skills.** Ability to ask open-ended and probing questions to understand more about the Marine mentee
- **Listening skills:**
  - "Hold your fire" until you understand the Marine mentee's point
  - Listen for the whole meaning
  - Refrain from jumping to conclusions
  - Minimize emotional reactions
  - Use eye contact, etc. to convey your interest
  - Make your surroundings conducive to listening
- **Empathy.** Awareness of the emotions of others and ability to effectively respond to those emotions

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- **Feedback skills.** Giving honest, mostly positive feedback in a timely manner. Look for someone doing well and recognize it

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Instructions for Mission and Goals Form & HCC AssessmentMission & Goals Form

- Paragraph 1: Situation. Write the name of the mentor, Marine mentee, and unit information in the space provided.
- Paragraph 2: Mission. Write in the unit's mission and the role of the Marine mentee in supporting that mission.
- Paragraph 3: Execution
  - Goals. Agree with the Marine mentee (based on the HCC assessment) on 3 or 4 specific goals. Each goal should be SMART (Specific, Measurable, Attainable, Realistic, and Time-bound).
  - Tasks. Once the mentor and Marine mentee agree on the goals, describe the specific action steps that will be required to complete the goals.

Honor, Courage & Commitment Assessment

The purpose of this assessment is to identify professional and personal strengths/improvement areas as they relate to the Marine Corps' ethos of Honor, Courage, and Commitment.

Mentoring is most effective when both the mentor and the Marine mentee have a shared vision for professional and personal growth. This assessment is a starting point for ensuring that alignment.

Using the assessment tool

- The Marine mentee will complete this form prior to the mentoring session by assessing his/her own performance on each of the areas using the following coding:
  - **N** = Needs assistance
  - **E** = Effective
- During the mentoring session, the Marine mentee shares this assessment with the mentor.
- The mentor provides input regarding the Marine mentee's strengths and improvement areas. The discussion should result in both the mentor and the Marine mentee agreeing on the most important improvement areas.
- The mentor and Marine mentee then discuss specific goals and create an action plan for improvement in these areas.

Mission and Goals Form

Paragraph 1: Situation

Mentor Name:	RUC:
Marine mentee Name	UIC:
Unit Address:	

Paragraph 2: Mission

Unit Mission. What is the mission of the unit:
Marine mentee's critical role in support of the unit's mission:

Paragraph 3: Execution

Goals (3 or 4; specific, measurable, attainable, realistic, time-bound)

Professional Goals
Personal Goals
Combat Skills/Readiness Goals:

Tasks (action plan for accomplishing goals)

[Redacted]	

Honor, Courage, Commitment (HCC) Assessment

Marine Mentee Name:	Date:
Mentor Name:	Individual CRP%:

**N = Needs Assistance; E = Effective**

<b>Honor: Integrity, Responsibility, Accountability</b>	
H1 Leads by example	
H2 Upholds the reputation of the Marine Corps & acts Marine-like at all times (24/7)	
H3 Seeks responsibility and accepts responsibility for success/failures of Marines	
H4 Respects self and others	
H5 Maintains high levels of Mental development	
H6 Maintains high level of Emotional stability	
H7 Maintains high level of Physical readiness	
H8 Maintains high level of Spiritual strength	
H9 Does the right thing when no one is looking	
<b>Courage: Do the right thing, in the right way, for the right reasons</b>	
C1 Does the right thing even when unpopular or difficult	
C2 Holds others accountable to Marine Corps standards (24/7)	
C3 Takes ownership of difficult situations even if beyond the scope of regular duties	
C4 Admits to shortcomings and mistakes	
C5 Obeys all lawful orders and regulations	
C6 Refuses to participate in inappropriate behavior despite social pressure on leave/liberty	
C7 Takes ownership of and seeks assistance in dealing with difficult personal situations	
C8 Assists subordinates in taking on difficult personal situations	
C9 Obeys the law at all times	
<b>Commitment</b>	
Co1 Shows enthusiasm in being a Marine and inspires others	
Co2 Demonstrates situational awareness and sound judgment	
Co3 Is prepared for deployment and redeployment	
Co4 Sharpens common combat skills	
Co5 Pursues professional development by utilizing the MOS Roadmap	
Co6 Acts responsibly in the use and care of equipment and assets	
Co7 Accomplishes tasks in a timely manner, no matter what the conditions	
Co8 Provides for support and welfare of family	
Co9 Ensures family is prepared for separations and reunions	
Co10 Lives within means (budgeting, spending, saving)	
Co11 Operates PMV/POV responsibly	
Co12 Acts responsibly during recreational activities	
Co13 Avoids alcohol abuse and has zero tolerance for drug use	
Co14 Looks after the welfare of other Marines on leave or liberty	
Co15 Develops game plans, takes needed steps to minimize risks	

Common Combat Skills Checklist

<b>Marine Mantee Name:</b>	<b>Date:</b>
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<b>Military Skills</b>		<b>Last Score</b>	<b>Date</b>	<b>Projected Score</b>	<b>Date</b>
BLOCK TRAINING	Annual				
PFT	Semi-Annual				
Weigh-in	Semi-Annual				
NBC	Annual				
Rifle Range	Annual				
Pistol Range	Annual				
BST	Annual				
Swim Qual	Annual				
MCMAP	Weekly				
<b>Required Classes</b>		<b>Previous</b>		<b>Next</b>	
STD/HIV PREV	Annual				
Suicide Awareness	Annual				
Alcohol/Drug Prev.	Annual				
*Tobacco Cessation	As Required				
Stress Management	As Required				
<b>Leadership</b>		<b>Previous</b>		<b>Next</b>	
Counseling	As Required				
**Equal Op Program	Annual				
**Security Training	Annual				
Motorcycle Safety	As Required				
Driver Improvement	As Required				
Troop Info Program	On-Going				
Family Planning	Check-In				
Financial Planning	As Required				
<b>ME</b>	<b>Current Course</b>	<b>Projected Completion Date</b>			
Distance Education	SGTS PROGRAM				

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Resident PME	NO		
Prof. Reading	NO		
Cmd. Sponsor PME	YES/SGTMAJ		
Off Duty Education	YES/PARK UNIV.		
<b>Mission Oriented Training</b>		<b>Previous</b>	<b>Next</b>
<b>MOS Training</b>	<b>As Required</b>		
W/C Supv. Training	Quarterly		
**Job Safety Trng	Annual		
**Haz. Comm.	Annual		

Administrative/Health		Item	
Gas Mask		Trousers	Blood Type
Inserts		Boots	MOPP Suit
Blouse		Cover	Helmet
Recall Info			
Next Of Kin Info			
Mil. ID & ID Tags			
Gas Mask	GLASSES	ALLERGY TAGS	
Size: MED	SPARE	GAS MASK INSERTS	
<b>Family Care Plans</b>			
DEERS	Spouse	Children Qty: ___	
Will			
Power of Attorney			
S.G.L.I.			
R.E.D.			
Family S.G.L.I.			
Family Dental Plan			
Exceptional Family Member Program			
Fit Reps/Pro-Cons			
<b>Medical Readiness</b>			
Physical Exam	Date:	Notes:	
Dental Exam	Date:	Notes:	Class:
Vaccinations	Notes:		
Vision	Notes:		
Hearing	Notes:		
Medications	Notes: YES		
Allergies	Notes: NONE		
Flight Physical Exam	Date:	Notes:	
<b>Notes:</b>			
* Not mandatory, but should be made available by the command			
** Training required upon check-in to the command			
*** To satisfy PME requirements and become more competitive for promotion, enlisted Marines should complete appropriate distance education and attend resident course for their grade (requirements for grade are outlined in the Annual Training Plan)			
# Personnel requiring Corrected vision			
## Dual Military and Single Parents			
### Married or Single with family members only			

Combat Readiness Percentage (CRP%)

Combat Readiness is a term used throughout the Marine Corps to assess a unit's level of preparedness for deployment and combat. Combat Readiness can also be assessed at an individual level.

Based on the Marine mentee's strengths and improvement areas as indicated from his/her HCC assessment and your personal judgment, categorize the mentee's Level of Combat Readiness using the table below. Indicate the Marine mentee's CRP % at the top of the HCC Assessment page. Also record the Marine mentee's CRP% on the Team Combat Readiness page.

Levels of Readiness	Description	CRP %
Not Combat Ready Immediate risk	Marine may be an immediate risk to self, others, and/or unit due to serious personal or professional issues (possible examples include multiple DUI/DWI, suicidal tendencies, severe depression, pending court martial, etc.)	25
Not Combat Ready	Marine may not be combat ready due to significant issues either personally or professionally that impact performance (possible examples include NJP, significant financial or family problems, unqualified on rifle range, failed PFT, etc.).	50
Combat Ready	Marine's performance is effective yet has improvement areas either personally or professionally which have the potential to be problematic or distracting (possible examples include minor financial problems, change in marital/family status, change in billet or responsibilities, etc.).	75
Expeditionary	Marine's performance is highly effective and at most, has only a few minor areas for improvement.	100

Team Combat Readiness

Write in each Marine mentee's name and individual CRP % in the space provided below. Based on the improvement areas for your Marine mentees, identify 3 or 4 priorities to improve the team's overall Combat Readiness.

Marine mentee Name	CRP%
1.	
2.	
3.	
4.	
5.	
Team CRP%	

**Top 3 or 4 priorities to improve Team Combat Readiness**

- 1.
- 2.
- 3.
- 4.

PRIVACY NOTICE

In accordance with the Privacy Act of 1974 (Public Law 93-579), this notice informs you of the purpose of this questionnaire and how the collected data will be used. Please read it carefully.

AUTHORITY: 10 U.S.C. § 5047

PRINCIPAL PURPOSE: Information collected in this questionnaire will be used by Marine Corps leadership for the specific purpose of counseling Marines with regard to their professional and/or personal improvement.

ROUTINE USES: None. Your survey form will be treated as confidential and identifying information will be available only to leadership members in your chain of command for the purpose of counseling and mentoring. This questionnaire and any associated counseling/mentoring records will be maintained in local files and will be destroyed after 2 years or upon detachment from your current unit, whichever comes first.

DISCLOSURE: Providing information on this questionnaire is voluntary. However, failure to provide the requested information may result in a failure of Marine Corps leadership's ability to provide you effective mentoring and counseling for the purpose of ensuring success in your professional and/or personal development.

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UNITED STATES MARINE CORPS  
PERSONNEL SUPPORT DETACHMENT 14  
PSC BOX 8051  
CHERRY POINT, NORTH CAROLINA 28533-0051

1510  
CO

From: Commanding Officer, Personnel Support Detachment 14  
To: Gunnery Sergeant Marine L. Jones XXXX/6222 USMC

Subj: APPOINTMENT AS THE DEPARTMENT OF SAFETY AND  
STANDARDIZATION (DSS) MENTOR

Ref: (a) MCO 1500.58, Marine Corps Mentoring Program (MCMP)  
(b) NAVMC 1500.58 Marine Corps Mentorship Program  
Guidebook  
(c) II MEF Preservation Campaign Plan dtd 1 Nov 04  
(d) WgO 1510.8, 2DMAW NCO Leadership Program  
(e) GruO 1500.58 MAG-14 Mentorship and Human Factors  
Council Program

1. In accordance with the references, you are hereby appointed as a mentor of the Servicemembers under your charge.
2. You will be guided in the performance of your duties by the references, the mentoring handbook, and the following billet descriptions:
  - a. Responsible for continual supervision and observation of the Service Members under your charge.
  - b. Proactively develop intuitive sense for at-risk Service Member.
  - c. Recommend Service Members under your charge for risk level assignment to the mentoring program.
  - d. Conduct mentoring sessions IAW this order and its references.
  - e. Create and maintain a Mentoring Log on each Mentee IAW this order and its references.

Enclosure (8)

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Subj: APPOINTMENT AS THE DEPARTMENT OF SAFETY AND  
STANDARDIZATION (DSS) MENTOR

f. Immediately advise your chain of command of any issues  
beyond your experience or capability.

CO NAME

RECEIVING ENDORSEMENT

From: Gunnery Sergeant Marine L. Jones Jr XXXX/6222 USMC  
To: Commanding Officer, Personnel Support Detachment 14

1. I have read and understand the provisions of the references.  
I have assumed the duty of Mentor, Ground Safety Office,  
Department of Safety and Standardization.

MENTOR NAME

Copy to:  
Files  
Mentor's Training Jacket  
Mentoring Log  
Division Files

Name (last, first, mi)					Rank	Last 4 SSN/MOS	Company	Platoon/Section							
Leave Address ( street, city, St, zip)					Tel #	From (time & date)		To (time & date)	Total days requested						
						1830 20100803		1800 20100807							
Mode of Travel ( circle one )			Nature of Request: (circle one)			Total Distance (one way)									
AIR    BUS    CAR    TRAIN			LEAVE   SPECIAL   LIBERTY   OUT OF BOUNDS   OTHER												
Justification for Request					Leave Balance	Date of Request									
Vehicle Year, Make, Model					License Plate		Drivers License		Auto Insurance		Operator Name (if different from SNM)		No. of Pax		
					St. No.		State of Issue No.		Co. Name Exp. Date						
ITEM	SAT	UNSAT	ITEM	SAT	UNSAT	ITEM	SAT	UNSAT	State Inspection Exp Date:						
Headlights			Lic. Plate Light			Tail Lights			Base Decal # and Exp Date:						
Lic. Plate Light			Turn Signals			Brake Light			Registration Exp Date:						
Emer. Flashers			Reverse Light			Side Mirrors									
Emer. Brake			Footbrake			Rear mirror									
Horn			Seatbelts			Spare/Jack									
Tires			Windshield Washer			Fluide									
Exhaust Sys.			Windshield Wipers			Car Seat									
TRAVEL ITINERARY ATTACHED YES/NO					<b>IF REP LEAVE SAFETY PLEDGE</b>										
ETD from home:					I _____, recognize the contribution I make to my fellow Marines, Sailors and Civilians										
Stops:					Marines or MWSS-271, my brother and sisters throughout the Marine Corps, and the world. Essential to										
ETA at Dest:					our mission, I pledge to maintain my commitment with a constant display of honor and professionalism. I										
Total time:					will plan ahead, minimize risk to my safety and return from leave prepared to continue "the fight."										
					SNM Signature: _____										
ETD from Dest:					I _____, have confirmed that the above named Marine has an acceptable plan for										
Stops:					leave and fully understands the valuable contribution every Marine makes to our nation. I am confident that										
ETA back Home:					he/she will take the necessary steps to minimize risks and bring honor to our Corps and country while										
Total time:					enjoying this well deserved break from the daily routine. I recommend approval.										
Name (last, first, mi)					Leader Signature: _____										
N/A															
Title	Signature		Date		Does SNM have driver improvement card?		Y/N	Y							
Squad Leader	REC	Non-Rec			Does SNM drive a high performance POV or motorcycle?		Y/N	N							
					Has SNM been encouraged to get plenty of rest?		Y/N	Y							
Platoon Sgt	REC	Non-Rec			Does SNM have recall rosters?		Y/N	Y							
					Is SNM pending any Legal action?		Y/N	N							
SNCOIC	REC	Non-Rec			Does SNM have any Medical or Dental Appointments?		Y/N	N							
					Has SNM Cleaned T/O Weapon within last 30 days?		Y/N	Y	While on leave I will remain committed to wearing my seatbelt at all times while operating a motor vehicle, and when riding as a passenger. I will be sure to wear all proper PPE and get the proper training before riding any recreational vehicles.						
OIC	REC	Non-Rec			Has Marine Signed Seat Belt Statement?		Y/N	Y							
					Does SNM have duty?		Y/N	N							
1st Sgt	REC	Non-Rec			Marine Taking Duty Signature.										
					Marine Taking duty (print):										
Company Commander	REC	Non-Rec			DENTAL CLASS #										
IF DENIED BY COMPANY COMMANDER															
Commanding Officer	APPROVE	DENIED													
										1 I fully understand the zero tolerance policy of the Marine Corps pertaining to drugs, and fully acknowledge my commitment not to drink and drive. If I choose to do either of these I will be held accountable for my actions and will be punished under the UCMJ.					
										Sign/Date					

RISK FACTORS		VALUE
1	Age 25 or less	1
2	Not Married	1
3	One or more driving violations w/in past 12 mos	1
4	Returned from 30 day deployment <30 days ago.	1
5	Motorcycle Travel	1
6	Travel days more than 25% of LvlLibo days	2
7	Driving alone	1
8	Personal Stressors (marital/life change/death in family)	1
9	Any alcohol abuse incidents w/in 12 mos	4
10	Less than 8 hr of rest prior to departure	2
11	Less than 12 hours btwn return and begin duty	1
12	Driving Distance 100-500 mi.	1
13	Driving Distance 501-1000 mi.	2
14	Driving Distance > 1000 mi.	3
15	Travel during holiday period	1
16	Driving between 2200 & 0600	16
<b>TOTAL POINTS</b>		<b>39</b>

ASSESSMENT:	SNM is:
Low if 7 or less	LOW
Medium is 8-15	MED
High if 16 or greater	HIGH

I have had my vehicle inspected and been counseled by \_\_\_\_\_ (SNCO and Above Only)

Counselor Sign/Date \_\_\_\_\_

Marine Sign/Date \_\_\_\_\_

**Risk Mitigation Plan**

I will not drink and drive.  
I will not drive between 2200 and 0600.  
I will obey all traffic laws and wear my seatbelt.  
I will contact my chain of command if the need arises.

2d MAW DRIVE SAFE STATEMENT OF UNDERSTANDING

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Last Name	First Name	MI Rank	Last 4 of SSN	Command
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Ref: (a) MCO 5100.19 (Marine Corps Traffic safety Program Drive Safe)  
(b) MARFORCOM Order 5560.1 (Motor Vehicle Seat Belt and Restraint Systems Wear)  
(c) White Letter 01-07 (Marine Corps Mandatory Seat Belt Policy)

1. I have read and understand the 2d MAW Drive Safe Order and have reviewed references (a) thru (c). Furthermore, I understand all requirements related to the ownership, training requirements, Personal Protective Equipment (PPE) and operation of Private Motor Vehicle(s) (PMV). PMV(s) include 4-Wheel PMV(s), on and off-highway motorcycles, motorized scooters, All Terrain Vehicles (ATVs) and Utility All Terrain Vehicles (UTVs).

2. As required by references (b) and (c) each 2d MAW service member must initial and sign this acknowledgement attesting to their understanding of the Marine Corps seat belt policy and the consequences.

3. Per references (b) and (c), I understand that:

a. \_\_\_\_\_. I must wear my seat belt while driving or riding as a passenger in any moving privately owned vehicle or government vehicle equipped with driver/passenger restraints, both on and off DoD installations.

b. \_\_\_\_\_. I will not operate (drive) any privately owned vehicle or government vehicle equipped with driver/passenger restraints, until all passengers are properly wearing their seat belts. This requirement cannot be waived by more senior passengers.

c. \_\_\_\_\_. If I am the senior member in a vehicle, I will ensure the driver and all passengers wear their seatbelts.

d. \_\_\_\_\_. I will not operate (drive) any privately owned vehicle unless all children are secured in an infant or child safety seat in a proper manner as designated by state law or the Department of Transportation.

2d MAW DRIVE SAFE STATEMENT OF UNDERSTANDING

e. \_\_\_\_\_. I will not operate a moving privately owned truck with passengers in the bed of the truck nor will I ride in the bed of a moving privately owned truck.

f. \_\_\_\_\_. Proper seat belt wear dramatically decreases the chance of injury caused by a motor vehicle accident. I further understand that during a motor vehicle accident that occupants not restrained by seat belts pose a significant threat to me and other passengers.

g. \_\_\_\_\_. If I am injured as a result of intentionally failing to wear my seatbelt, that I may be ineligible for certain disability retirement and severance pay.

h. \_\_\_\_\_. I have read, understand and will comply with the self reporting requirements.

i. \_\_\_\_\_. I have read, understand and will comply with the requirements for the possession and operation of 4-wheel private motor vehicles.

j. \_\_\_\_\_. I have read, understand and will comply with the requirements for the possession and operation of on-highway motorcycles.

k. \_\_\_\_\_. I have read, understand and will comply with the requirements for the possession and operation of off-highway motorcycles.

l. \_\_\_\_\_. I have read, understand and will comply with the requirements for the possession and operation of All Terrain Vehicles (ATV)/Utility All Terrain vehicles (UTV).

m. \_\_\_\_\_. I have read, understand and will comply with the requirements regarding enrollment in my unit's Motorcycle Mentorship Program (MMP).

\_\_\_\_\_  
Printed Name/Last 4

\_\_\_\_\_  
Date Joined Command

\_\_\_\_\_  
Signature/Date

\_\_\_\_\_  
SNCOIC/OIC Signature/Date