



COMMANDING OFFICER
HEADQUARTERS AND HEADQUARTERS SQUADRON MIRAMAR
POLICY STATEMENT ON SAFETY
Reference: MCO 5100.29C



YOU, H&HGS Marines, Sailors, and Civilians are critical to the accomplishment of our mission. Safe execution, both on and off duty, protects our most valuable assets (YOU) so that we are ready for any assigned tasking.

Our goal is zero preventable mishaps.

Here's how we will accomplish that goal:

1. Constantly assess and evaluate risk.

- a. Be deliberate. Identify hazards that threaten safe execution.
- b. If you can implement controls that will help mitigate that risk, do it. If you can't, elevate it up the chain. You are surrounded by safety professionals, one of them will help you. It's what we do.

2. Slow down and be deliberate.

- a. I am empowering you, no matter your rank or position, to slow down if you need to. I don't care if you're flying a jet or riding your bike on the weekend. If things start to feel out of control, slow down. Slow the team down. Ask for help if required.
- b. If it will impact the mission, inform your boss, but do what you need to do to operate safely. I will not accept unnecessary risk in pursuit of mission accomplishment.
- c. Do not cut corners. Professionals execute by the book, no exceptions.

3. Lead and communicate.

- a. Every Marine, Sailor, and Civilian in H&HS is responsible for safety in their area of responsibility. I charge each one of you with speaking up and stopping an unsafe situation or event before it becomes worse. You know what right looks like. If it doesn't look right, speak up.
- b. Communicate with subordinates, peers, and the chain of command - seek assistance if a task or activity exceeds your capability, knowledge, or experience. If you don't know, you probably need to elevate it. That's ok. Teach and learn at every opportunity.
- c. Always set the example. Leaders in this command will constantly incorporate ORM and let your subordinates see you doing it. Include them whenever/wherever possible.

Your health and well-being are of the utmost importance to me. Guard them zealously by conducting yourselves as professionals with safety always on your mind. **Look out for each other both on and off duty.** I can't overemphasize this enough. It's what we do as Marines. Safety is a cultural value, a mindset, and a desired outcome. Adopt it. Own it. Grow it.

Semper Fi,

James K. Everett
Commanding Officer



COMMANDING OFFICER
HEADQUARTERS AND HEADQUARTERS SQUADRON MIRAMAR
POLICY STATEMENT ON SEXUAL ASSAULT
Reference: MCO 1752.5C



All Marines, Sailors and Civilians regardless of rank shall treat and be treated with dignity and respect. Our ability to support the warfighter depends on the establishment of trust and confidence among all members of the Squadron. Sexual assault is a criminal act. It is one of the most destructive factors in building a cohesive team. We must do everything in our power to eliminate this scourge from our Squadron. It is our responsibility to take care of one another by cultivating a climate of respect for all. We will protect and care for victims and I will hold perpetrators accountable.

I highly encourage any victim of sexual assault to seek assistance.

Reporting options: (Victims may decline to participate in the SAPR Program and in a military criminal investigation at any time.)

Restricted Reports: Affords victims the option to make a confidential report to a SARC or SAPR VA. Victims are eligible to file a Restricted Report, provided they did not personally report the sexual assault incident to law enforcement, to include Military Criminal Investigative Organizations (MCIO), and they did not previously elect to make an Unrestricted Report by signing a DD Form 2910 with a SARC or SAPR VA on the same sexual assault incident. A victim may elect to convert a Restricted Report to an Unrestricted Report at any time.

Expanded Eligibility to File Restricted Reports: Victims are eligible to file Restricted Reports even if: (a) they disclosed the sexual assault incident to their commander or to personnel within their chain of command; (b) there is an ongoing MCIO investigation into the sexual assault incident initiated by a third party and not due to the victim's disclosure to law enforcement; (c) the MCIO investigation into the sexual assault incident has been closed.

Unrestricted Reports: Affords victims the option to disclose, without requesting confidentiality, that he or she is the victim of a sexual assault. Under these circumstances the victim's report, whether provided to healthcare personnel, the SARC, a SAPR VA, command authorities, or other persons, is reported to law enforcement and may be used to initiate the official investigative process. Once an Unrestricted Reports is initiated, it cannot be converted to a Restricted Report.

To maintain reporting options and confidentiality if you or a fellow Marine, Sailor, or Civilian Marine are a victim of sexual assault, call the Installation 24/7 Helpline at (858) 864-2815 or the DoD Safe Helpline at (877) 995-5247.

Semper Fi,

James K. Everett
Commanding Officer



COMMANDING OFFICER
HEADQUARTERS AND HEADQUARTERS SQUADRON MIRAMAR
POLICY STATEMENT ON SUBSTANCE ABUSE
Reference: MCO 5300.17A



Alcohol and substance abuse undermines our core values, degrades unit readiness, and negatively impacts the health of our Marines, Sailors, and their families. Marines at all ranks have an obligation to prevent alcohol and substance abuse.

Personal involvement. Be an involved leader. Be a good friend to your peers. Be an engaged team member. That's usually all it takes. If that's not enough, I'm empowering you to be an intrusive leader. Engagement in the life of a fellow Marine, Sailor, or Civilian Marine will not only identify the life stressors that lead to substance abuse at an early stage, it will also provide support and friendship to a fellow human being in need of assistance.

Accountability and assistance. If we, as a team, fail to prevent substance abuse, violators of the Marine Corps substance abuse policy will be held accountable for their actions; they will, however, also receive the treatment required to deal with their addiction. Our focus will be to assist those with substance abuse problems first by getting ahead of the problem. If, despite this help, Marines still abuse alcohol or drugs, I will hold them accountable for their actions. After they have been held accountable, we will do everything we can, as a team, to return them to duty stronger than before whenever possible.

Semper Fi,

James K. Everett
Commanding Officer



**COMMANDING OFFICER
HEADQUARTERS AND HEADQUARTERS SQUADRON MIRAMAR
UNIT TRAINING MANAGEMENT POLICY AND
TRAINING GUIDANCE**



H&HS Mission Statement: To provide MAGTF Airfield Operations, Ground, and Aviation combat readiness support through effective training, available resources, and well-maintained facilities.

WE SUPPORT THE OPERATIONAL FORCES ON MCAS MIRAMAR

TRAINING: The Marine Corps is the Nation's expeditionary force in readiness. This includes every Marine, Sailor, and Civilian Marine in any Military Occupational Specialty (MOS). The squadron Operations Officer is responsible for unit training however, leadership at every level is required to maintain individual and unit readiness. Department heads and section leaders must conduct proper planning, encourage training participation, and diligently supervise training requirements in order to achieve a high level of readiness. Our training focus will be on Physical Fitness, Combat Fitness, and Professional Military Education (PME) programs. These programs will be continuously facilitated and offered to 3D MAW units to supplement their own Squadron training plans. Additionally, while not a unit requirement, we will provide facilities to support Wing and other MAGTF units and ensure any of our own deploying personnel complete Chemical, Biological, Radiological, Nuclear - Explosives (CBRN-E) and low-light/night training.

RESOURCES: Our Training and Readiness manuals, Annual Training Plans, Standard Operating Procedures (SOPs), and Risk Management (RM) principles are available for each section leader's guidance and direction. I expect leaders within each section to use these and develop quarterly training plans to accomplish ground training objectives steadily throughout the year. As H&HS and Station, we have access to a plethora of other training resources: the Safety Department, PMO, Fire Department, MCCS, S1 among many others all are full of subject matter experts that can be leveraged to teach classes to meet annual training requirements or just simply to make the Marines stationed on MCAS Miramar more ready to meet everyday personal as well as professional challenges.

FACILITIES: H&HS works with the Station Installation (I&L) and Logistics team to ensure that tenant commands are provided with the facilities they need in order to accomplish their assigned missions. Our specific H&HS focus will be on preservation and improvement of the barracks spaces. I&L addresses infrastructure obstacles, shaping logistics needs, and enhancing the quality of life for Marines.

Semper Fi,

James K. Everett
Commanding Officer



**COMMANDING OFFICER
HEADQUARTERS AND HEADQUARTERS SQUADRON MIRAMAR
POLICY STATEMENT ON UNIT, PERSONAL AND
FAMILY READINESS PROGRAM
Reference: MCO 1754.9B**



UNIT READINESS BEGINS WITH PERSONAL AND FAMILY READINESS. Unit, personal, and family readiness directly correlate to mission accomplishment. The focus of the Unit, Personal, and Family Readiness Program (UPFRP) is to maintain the readiness and resiliency of our Marines, Sailors, Civilian Marines, family members, and beneficiaries.

Our Family Readiness Command Team (FRCT) serves as my primary communications link between the command and our families. In addition to the Command Deck (CO, XO, SgtMaj), my lead program managers are the Unit Readiness Coordinators (URC). The URC are charged with initiating official and authorized communications to service members and families and ensuring that they have access to available information and resources. In order to ensure widest dissemination of official and authorized communications, I require every service member to update their family member's contact information on the Marine Online Family Readiness Module within 30 days of checking in and 10 days of a change in dependent status. This will be the FRCT's primary Authorized Organizational Communication Tool (AOCT). Family members may opt out of being contacted, but I encourage participation, as this will be the FRCTs main form of communication.

Leaders at all levels are responsible for educating their Marines and Sailors on the Family Readiness Program and the resources available. Family readiness is not a distraction from our focus on mission accomplishment, but rather an asset that enables us to build a tight-knit team that can overcome any challenge or obstacle.

I encourage all family members to play an active role in our unit and help bring the team together by becoming involved with H&HS outreach events. Family involvement in a Marine or Sailor's career enriches the fabric of our team and contributes to our shared success. Contact the URC if you or your spouse/family member would like to volunteer or participate.

Key contacts:

URCs:

-SSgt Evan R. Taylor, email: evan.r.taylor@usmc.mil/phone: (858) 307-6704
-SSgt April A. Maxwell, email: april.maxwell@usmc.mil/phone: (858) 307-4755
Facebook: MiramarDRCTeam
Instagram: miramarDRC

Semper Fi,

James K. Everett
Commanding Officer



**COMMANDING OFFICER
HEADQUARTERS AND HEADQUARTERS SQUADRON MIRAMAR
POLICY STATEMENT ON REQUEST MAST
Reference: MCO 1700.23G**



The right of all Marines to directly seek assistance from, or communicate grievances to their commanding officers, is firmly established in the Uniformed Code of Military Justice and will be exercised through the formal process of Request Mast. Request Mast includes both the right of the Marine to communicate with the commander, normally in person, and the requirement that the commander consider the matter and personally respond to the Marine requesting mast. The Request Mast process allows any Marine in the command the opportunity to communicate not only with the commanding officer, but also with any superior commander in the chain of command up to and including the commanding general. To be effective, the Grizzly's Request Mast process must have the wholehearted support of everyone in the chain of command. Anyone who attempts to deprive a Marine of the right to Request Mast, through either acts of omission or commission, will be subject to punishment under the UCMJ. It is the responsibility of every person in the chain of command to promote a command culture that allows for the informal process of communication to resolve conflict, and fully facilitate the resolution through the Request Mast Process if so desired by the individual Marine.

Semper Fi,

James K. Everett
Commanding Officer