UNITED STATES MARINE CORPS
MARINE CORPS INSTALLATIONS PACIFIC-MCB CAMP BUTLER
UNIT 35001
FPO AP 96373-5001

6 July 16

Marine Corps Installations Pacific Command Guidance

Our Mission

Marine Corps Installations Pacific strengthens and enables force projection in the Indo-Asia-Pacific with our allies and partners to protect and defend the territory of the United States, its people, and its interests. Our camps and installations, arrayed across the region with purposeful designs, clearly set theater-strategic conditions for partnered presence, logistics throughput, command and control, and military readiness. Our utility, resiliency and strategic design represent the requisite and foundational support to the power of Marine Corps Forces Pacific.

Specifically, we provide world-class camp and installation support to Marine Corps Forces Pacific, as well as Joint and Combined Forces, for training and combat readiness. We enable the strategic launch and recovery of military capabilities to save lives and to preserve regional peace, stability and security. Our forward-based platforms also ensure garrison quality of life support to Marines, Sailors, civilians and their families to strengthen and enable operating force combat readiness. Our high combat readiness is the competitive advantage that guarantees victory.

Our Vision

We will build, maintain, and sustain the right camps and installations, with cutting-edge technologies and functional designs that are energy efficient and operationally aligned, at the right geographic locations to serve strategic imperatives in the Indo-Asia-Pacific region. To achieve our vision, we will Learn, Adapt, and Anticipate.

Guiding Principles

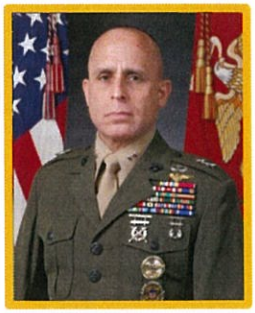
- **MILITARY READINESS**: MCIPAC is absolutely committed and essential to maintaining MARFORPAC's high state of training and combat readiness.
- **PARTNERSHIPS**: Strengthen and enhance our regional camps and installations with allies and partners.
- **PRESENCE**: Anticipate, adapt, and enhance our regional camp and installation presence with strategic design.
- **FORCE PROJECTION**: Strengthen and modernize MCIPAC's camp and installation capacities to enable military force projection capabilities in the Indo-Asia-Pacific region.
- **UNITY OF EFFORT**: Contribute to Marine Corps, whole-of-government and partnered approaches to solve complex challenges collaboratively for mutual benefit, and to serve mutual interests.
- **STRATEGIC COMMUNICATION**: Clearly convey our intent and resolve by ensuring our words, our actions, and our resources are aligned with our essential mission and vision.

Lines of Operation

We will drive operations in accordance with the guidance, tenets and mandates of the Commandant's Planning Guidance, the Marine Corps Facilities Investment Campaign Plan, and the Marine Corps Installations and Logistics Roadmap. We will:

- Provide MARFORPAC forward-based platforms for training, readiness, and force projection.
- Strengthen and enhance our strategic relationships with allies and partners.
- Ensure our camps/installations remain viable across the warfighting functions for strategic power projection.
- Take great care of our Marines, Sailors, civilians and their families – safeguard them and secure vital assets.
- Optimize and maximize the efficient and effective use of our resources – most essentially our workforce, while leading energy innovation.

JOAQUIN F. MALAVET
MAJGEN, U.S. MARINE CORPS
COMMANDING GENERAL



COMMANDING GENERAL'S
ENDURING THOUGHTS FOR THE MCIPAC TEAM

Our Mission

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- ✓ Think strategically, logically and rationally. Study and understand history and geography, and psychology, sociology and philosophy. Know and understand our adversaries…out-Think them, out-Maneuver them; and Defeat them on complex, diverse battlefields…always Win!

- ✓ MCIPAC is an essential and indispensable strategic force-multiplier. We are vital to PACOM plans. Know that we are also inextricably linked to III MEF – operationally and tactically.

- ✓ This is a team sport. Every member of our team – Officer, Enlisted, and Civilian – is equally important to the team. Take care of each other and take greater care of our family members and host-nation colleagues. Success will be judged on how we do as a team…not as individuals, and not as individual units. When our team wins, everyone wins.

- ✓ I believe in treating Team Members with dignity and respect. I believe in letting them know what's expected of them, training them to meet those expectations, and then empowering them to do their job.

    - ➢ Don't be afraid to challenge yourself and your subordinates and don't be afraid to let them make mistakes. If we are trying hard, we all make mistakes. Let's make new mistakes each time – let's not repeat the same ones.
    - ➢ Know your teammates. Talk with your teammates. Ask them for their thoughts on Strategy, Operations and Tactics. Develop them professionally and personally.

- This should be a rewarding experience for every Marine, Sailor and Civilian in our organization. Provide them with the leadership they deserve…proven, professional, kind and empathetic. Give them your attention and they will produce victory.

✓ Our job is to make decisions that set the conditions for the success of our subordinate units and commands. That means we need to:
- Give them clear guidance and direction and then let them do their jobs. Tell them what we need done, not how to do it.
- Include them in all of our planning and decisions. Transparency, without surprises.
- Build and maintain cooperative relationships with everyone.
- Provide them protection from illogical, irrational, and unhelpful external influences.
- Know their capabilities, know their needs, and know their priorities.
- Be their advocates with higher and adjacent organizations. Create the space for them to do their jobs and succeed. Ensure they win.

✓ Our relationships with lower-level, higher and adjacent Political, Military and Civilian agencies are critical. Talk to your counterparts regularly. Ask what we can do for them – there will be many times when we are going to need their help. Don't create problems by forcefully proving a point . . . know which battles are essential. There are professional differences and there are personal opinions – they aren't the same.

✓ What I expect:
- Know my CCIRs and move that information up the chain, factually and quickly.
- A positive, "can-do" attitude. If we have a problem – frame it. Let's think our way through it – logically, rationally and collaboratively to develop the right solution, at the right time, for the right reasons…so that it endures.
- A creative, innovative approach. Think outside the box. I like and respect mavericks and hard-fighting underdogs. Good ideas do come from the bottom up – solicit those ideas.
- Do the detailed staff coordination before you offer a recommendation and ask me for a decision. Bring me feasible/supportable options. Think through 2nd/3rd order effects.
- Give me the whole picture…power, politics, positions and personalities matter to me.
- Clearly identify critical information and the format requirement - clear and simple is best.
- 4 categories of information (stuff, interesting stuff, important stuff and critical stuff) – I deal in the last 2. If it's time sensitive, give me a call or come find me for direct talks.
- Make sure I understand the "so-what" of the info you give me…Executive Level impacts.
- Bad news: Expect it, anticipate it, and be prepared to deal with it. It doesn't get better with age – let me know quickly and follow-up as required.
- Briefs: PowerPoint by exception. Simple slides are better than complex slides.
- Don't levy unnecessary requirements on our subordinates. Don't let others levy unnecessary requirements on us. Don't make promises that we can't deliver on.
- Respectfully voice your opinion. Be critical of the status quo…"That's the way we've always done it."…is old think. Once a decision is made – execute with authority.
- Have thick skin. Attack problems, not each other. Be good, do good. Be passionate.
- You must honor your life's work. You must absolutely love to win for our teams.

Together, win for our strategic interests and for our most noble causes!

Semper Fidelis,

JOAQUIN F. MALAVET
MAJOR GENERAL, U.S. MARINE CORPS
COMMANDING GENERAL, MARINE CORPS INSTALLATIONS PACIFIC

COMMANDING GENERAL'S POLICY STATEMENT ON SAFETY

Marine Corps Installations Pacific strengthens and enables force projection in the Indo-Asia-Pacific with our allies and partners to protect and defend the territory of the United States, its people, and its interests. Our camps and installations, arrayed across the region with purposeful designs, clearly set theater-strategic conditions for partnered presence, logistics throughput, command and control, and military readiness. **Our utility, resiliency and strategic design represent the requisite and foundational support to the power of Marine Corps Forces Pacific.**

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In order for MCIPAC to carry out this mission, we must ensure that we truly take care of our Marines, Sailors, civilians, families, and host-nation employees. **I demand that you always incorporate risk management principles and force preservation measures to maintain the highest state of individual and collective military readiness.** The loss of just one member of the MCIPAC team depletes our capabilities and degrades our strategic advantage. Accepting needless or uncalculated risks endangers our MCIPAC team and mission, and this is absolutely unacceptable.

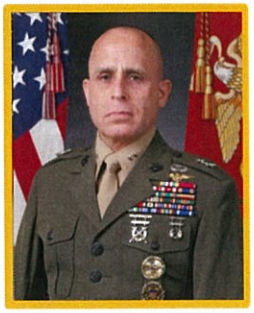
Leaders remain engaged and ensure teams adhere to safety procedures and processes. Each member within our MCIPAC team shall:

- Use risk management techniques when planning operations, training, or events to ensure decisions are made at the appropriate level.
- Be vigilant and identify hazardous conditions, and either correct them immediately or report them to your supervisor and a Command Safety Representative.
- Be diligent in your duties; lead by example; provide mentorship and training to your personnel; ensure our families and our workforce remain safe and educated.
- Maintain situational awareness; take appropriate action to address those behaving unsafely.
- Improve the current safety posture; enforce established policies and directives as a means to enhance the Command's Safety and Occupational Health Management System (SOHMS).

Risk is inherent in our profession – the toughest profession on the face of the earth. Help us Win and be proactive, supervise those under your charge, and build a safety culture that prevents mishaps from occurring…and builds high combat readiness for Victory!

Semper Fidelis,

JOAQUIN F. MALAVET
MAJOR GENERAL, U.S. MARINE CORPS
COMMANDING GENERAL, MARINE CORPS INSTALLATIONS PACIFIC



COMMANDING GENERAL'S POLICY STATEMENT ON HAZING

Our beloved America was founded on the principle that all are created equal – this is our strength. Rightly, we all have an absolute obligation to support and defend the Constitution and the founding principles of our Country – this is imperative. Respect is a hallmark of America and the United States Marine Corps – it guarantees our victories on diverse battlefields. Discipline, professionalism, kindness, dignity, empathy, and pure goodness still matter most…these words, and their meaning reside deeply within our motto: Semper Fidelis. **Be good, do good…Win!**

Hazing is a vile act that threatens to tear the tightly woven fabric of our core values - Honor, Courage, and Commitment. Hazing can manifest in physical, verbal and psychological forms creating hostile work environments and degraded morale. Verbal and psychological acts that are meant to demean or embarrass are strictly prohibited. Hazing acts - defined as "cruel, abusive, humiliating, oppressive, demeaning, or harmful," erode the command climate of our unit. Hazing destroys Combat Readiness and, in essence, aids our adversary…**hazing is thus abhorrent and treacherous.**

We will not tolerate any form of hazing within our MCIPAC family. It is of the utmost importance that each service member and civilian treats others with the dignity and respect they so richly deserve. Any rituals, initiations, or forms of punishment not consistent with our Marine Corps leadership traits and ethos are strictly prohibited. **Leaders at every echelon of command will stand vigilant and watch their environments frequently to ensure hazing does not exist or have breeding grounds.**

All MCIPAC service members and civilians shall read MCO 1700.28B (USMC Hazing Order). Each service member is a mandatory reporter of any perceived acts of hazing. Tolerating acts of hazing is also a violation of this order. **Anyone who hazes or seeks to retaliate against victims or witnesses of hazing will face appropriate disciplinary action.** Individuals who believe they have witnessed or become aware of a hazing incident should report it immediately to their chain of command. Alleged victims of hazing will receive all requisite legal, medical, and counseling services.

Further assistance or guidance is available through your chain of command or the MCIPAC Equal Opportunity Advisor and Hazing Program Manager, who can be reached at 645-3555 or 080-1385-7236.

Semper Fidelis,

JOAQUIN F. MALAVET
MAJOR GENERAL, U.S. MARINE CORPS
COMMANDING GENERAL, MARINE CORPS INSTALLATIONS PACIFIC

COMMANDING GENERAL'S POLICY STATEMENT ON EQUAL OPPORTUNITY

Our beloved America was founded on the principle that all are created equal – this is our strength. Rightly, we all have an absolute obligation to support and defend the Constitution and the founding principles of our Country – **this is imperative.** Diversity is the hallmark of America and the United States Marine Corps – **it guarantees our victories on diverse battlefields.** Discipline, professionalism, kindness, dignity, respect, empathy, and pure goodness still matter most…these words, and their meaning reside deeply within our motto: Semper Fidelis.

The commitment to understand and promote diversity in our ranks is vital to our continued strength and success as warrior-ambassadors. **Leaders actively engage and educate to eradicate illegal treatment of others based on sexual orientation, gender, age, race, national origin, and religion.** Discrimination and sexual harassment in any form will not be tolerated within our Marine Corps and certainly not here, within our Marine Corps Installations Pacific (MCIPAC) family.

We all must read and understand MCO 5354.1D W/CHG 1 (USMC EO Manual) and MCO 1000.9A (USMC Sexual Harassment Manual). Marine Corps policy advocates for the informal resolution system (IRS), yet formal processes to address equal opportunity related incidents are available to you. Resolution should be accomplished at the lowest level, provided the complainant agrees to this course of action. All formal EO investigations will be executed expeditiously and with the absolute regard for transparency, trust and fairness to the complainant and alleged offender. Individuals who retaliate against others for filing a complaint will be subject to disciplinary action. **Simply stated, always treat others with equality, respect and dignity…be good, do good…Win!**

Additional guidance and assistance is available through the MCIPAC Equal Opportunity Advisor, who can be reached at 645-3555 or 080-1385-7236.

Semper Fidelis,

JOAQUIN F. MALAVET
MAJOR GENERAL, U.S. MARINE CORPS
COMMANDING GENERAL, MARINE CORPS INSTALLATIONS PACIFIC

COMMANDING GENERAL'S POLICY STATEMENT ON SEXUAL ASSAULT PREVENTION & RESPONSE (SAPR)

As your Marine Corps Installations Pacific Commanding General, **it is my responsibility to provide supervision of the command's Sexual Assault Prevention & Response (SAPR) Program.** Sexual assault is defined as a crime of intentional sexual contact which employs the use of force, physical threat of force, abuse of authority, or when the victim does not or cannot consent.

Sexual assault will not be tolerated! We have a specific responsibility to eliminate sexual assault within Marine Corps Installations Pacific Command, to assist those Marines, Sailors, and civilians and families affected by sexual assault, and to ensure that sexual assault victims are treated fairly, with dignity, and without prejudice. **Therefore, it is vital that sexual assaults be reported.** All MCIPAC members who witness a sexual assault are required to report the crime to their chain of command or law enforcement. All MCIPAC members are required to report a sexual assault to the chain of command or law enforcement when disclosures of sexual assault are made to them. Ignoring or failing to report sexual assault incidents will have damaging consequences for the victim and the command…**it will tear apart our cohesion and destroy our combat readiness.**

I task Marines and Sailors to do your best to remove barriers to reporting and build a climate supportive of those who report sexual assault. **You must be courageous and take the right action.** Leadership at all levels will ensure anyone reporting sexual assault will be treated with dignity and respect, and will receive appropriate care and services. Leadership will also protect those who report sexual assault from coercion, intimidation, or retaliation. Where cause exists, appropriate legal action or administrative action will be taken against violators.

All Marines and Sailors have a responsibility to care for each other. Be proactive - report sexual assault or intervene early on to prevent sexual assault. Interventions can include moderating alcohol use, utilizing the buddy system, checking on peers, speaking up, or stepping in. Alcohol use is frequently cited in sexual assault incidents. Irresponsible consumption of alcohol places our Warriors at increased risk. **I want you all to take care of each other, as family, and not allow anyone to be victimized due to irresponsible alcohol consumption or intoxication.** Interventions should be positive in nature.

Sexual assault is a complete and total contradiction to the core values we all embrace. Eliminating sexual assault will take a dedicated community effort. I challenge each leader and individual to accept responsibility for achieving this goal. **Our Marine Corps family deserves nothing less than our complete dedication to the noble cause of eradicating Sexual Assault.**

Semper Fidelis,

JOAQUIN F. MALAVET
MAJOR GENERAL, U.S. MARINE CORPS
COMMANDING GENERAL, MARINE CORPS INSTALLATIONS PACIFIC

COMMANDING GENERAL'S POLICY STATEMENT ON ENVIRONMENTAL MANAGEMENT

The natural environment is essential to our Marine Corps Installations Pacific (MCIPAC) mission. MCIPAC's policy is to strengthen the Marine Corps' strategic imperatives. Essential to this mission is the natural environment. We will incorporate environmental compliance, efficient natural resource management and local community interests. **We must protect and preserve the land, water, air, and cultural resources within our cognizance by conscientiously:**

- Complying with all applicable environmental legislation, Final Governing Standards, Regulations and Policy
- Implementing source reduction and recycling to prevent pollution and waste
- Conserving natural resources and preserving cultural property
- Implementing dynamic sustainability initiatives
- Minimizing risk to mission
- Monitoring our effectiveness in all above areas in order to make improvements and ensure the highest level of performance.

Operational readiness is the hallmark of the Marine Corps and environmental compliance is key to sustaining and enhancing mission readiness and access to training environments. MCIPAC is committed to improving our performance through an effective and efficient Environmental Management System (EMS). **Know and protect the environment. Preserve the landscape and remain ever ready to fight and win in every clime and place.**

Semper Fidelis,

JOAQUIN F. MALAVET
MAJOR GENERAL, U.S. MARINE CORPS
COMMANDING GENERAL, MARINE CORPS INSTALLATIONS PACIFIC

COMMANDING GENERAL'S POLICY STATEMENT ON UNIT, PERSONAL AND FAMILY READINESS

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Our Unit, Personal and Family Readiness Program, Family Readiness Officers, and Family Readiness Volunteers are essential elements to ensuring that the Marines, Sailors, civilian, and their families are prepared to meet the challenges of military life during times of Peace and War. **Our Family Readiness Officers and Volunteers are world-class professionals!**

MCIPAC is strengthened with highly qualified and dedicated staff members to enhance family readiness. We are committed to providing our Marines, Sailors, civilians, and their families with training and resources needed to successfully balance life, career, and the mission – **for America**. We will recruit, train, mentor, and maintain effective volunteers to help support our mission. Our collective goal is for all of our families to be resilient and confident to meet the dynamic challenges of 'military life'….**to succeed!!**

BOTTOMLINE: The strong, resilient, self-reliant, and caring families of our Marines, Sailors, and civilians underpin MCIPAC's high combat readiness and unprecedented success…simply stated, YOU guarantee our Victory!

Semper Fidelis,

JOAQUIN F. MALAVET
MAJOR GENERAL, U.S. MARINE CORPS
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COMMANDING GENERAL'S POLICY STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY

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It is the policy of the United States Marine Corps that all civilian personnel are treated equitably in the work place. As the Commanding General of Marine Corps Installations Pacific, I will ensure that this policy is being executed throughout the region. **I direct all personnel to take a proactive approach toward maintaining a work environment free of discriminatory practices and harassment.** Additionally, our hiring practices will be fair and impartial, guided strictly by merit principles.

Discrimination undermines the Marine Corps' mission and will not be tolerated. All reported work place incidents of discrimination or harassment based upon discriminatory factors such as race, color, national origin, gender (both sexual and non-sexual), age, genetic predisposition, disability, or religion, will be investigated in a timely manner. Appropriate disciplinary action will be taken against the individual or individuals found to have harassed or discriminated against a civilian employee. **I hold supervisors and managers (military and civilian) of civilian employees accountable for providing a work environment free from discrimination and harassment.**

Civilian Marines - I assure you that the confidentiality of any individual reporting a claim of harassment or discrimination will be maintained to the fullest extent possible. Reprisal actions of any type will NOT be tolerated. If you are a civilian employee and believe that you have been discriminated against, or been subjected to reprisal actions for prior Equal Employment Opportunity (EEO) involvement, you are encouraged to consult with an EEO counselor for resolution. Both Formal and Alternate Dispute Resolution (ADR) options such as mediation or conciliation are available to resolve conflicts in the work place. The matter must be brought to the attention of the EEO counselor within 45 calendar days from the date the alleged act occurred, the effective date of an alleged discriminatory personnel action, or the date you knew, or reasonably should have known, that it occurred. **If you wish to raise an issue of harassment, report EEO/discrimination in the work place, file an EEO complaint, request ADR, or just want information, please call 645-5422.**

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