



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:

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AR

14 JAN 2016

From: Director, Administration and Resource Management (AR) Division  
To: Members of AR Division

Subj: DIRECTOR'S GUIDANCE: 2016

1. AR Division Marines and Civilians: Thank you again for surpassing all expectations in 2015 and achieving many productive milestones despite having to face fiscal shortfalls, the threat of furlough, and assorted bureaucratic roadblocks. As I have stated many times before, AR Division holds a special place at Headquarters, Marine Corps (HQMC) along with Marine Corps commands around the world as the premier provider of quality products and services. This legacy has been ongoing since 1944 and no doubt will continue as long as dedicated Marines and Civilians like you work in our organization.

2. As 2016 begins, I will be spending the next few months with you before retiring at mid-year. At that time, the new Director (TBD by the Director, Marine Corps Staff) will no doubt be issuing their own guidance and new directives. I ask that you lend the same professional support to the incoming Director, as he/she will be challenged by the same reduced funding, civilian Manage-to-Payroll restrictions, and active duty Marine personnel reductions that we contend with today. With these challenges in mind, I also ask all Marines and Civilians for your continued support in the following areas:

a. Personal Responsibility: AR Division personnel must continue to accentuate superior customer service in all areas. AR Division is truly dependent on each one of us coming to work each day with a personal sense of responsibility in "getting the job done right."

b. Respect and the AR Division Work Climate: I request that all AR Division personnel join with me in maintaining a positive and professional work climate that fosters respect for one another in addition to our customers. Our most important asset is our people---I strongly support the principles that form the foundation of our Equal Employment Opportunity programs.

c. Communications: Open, active, and honest lines of communication must be maintained within all levels of AR Division. Communications based on behind-the-door secrets and rumor control leads to poor morale and diminishes the spirit of achievement.

d. Innovation and Initiative: There is a distinct difference between organizations that are "good to great" and those that merely show up to work to perform a function. That difference lies in the abilities of the top performing organization's personnel to take the initiative and risks. I encourage each of you to take the initiative to innovate and improve the quality of our work processes and products.

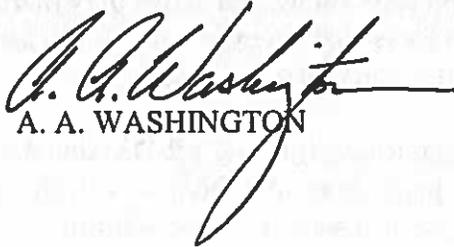
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e. Property Accountability: As Federal Government employees and members of the Armed Services, we have been granted a special trust to wisely use supplies, equipment, and property belonging to the Marine Corps. Careless accounting for this property and wasteful practices cost both the Marine Corps and the American taxpayer vital dollars. Those employees and service members entrusted with Government Purchase/Travel Cards must ensure that all transactions are legal and recorded for prompt payment.

f. Safety: Safety continues to be one of the Commandant's top priorities. The management of safety risk in the workplace is a disciplinary practice requiring a daily, concerted effort. Check your surroundings and work procedures to ensure that safe practices are being followed.

g. Security: Based on our locations in the Pentagon and Arlington, we must remain vigilant. After the tragic events of September, 2001 and more recent workplace tragedies at the Navy Yard, the Chattanooga Reserve Center, San Bernardino, etc., we must remain aware of the new security environment and be ready to take the proper precautions. Please ensure that you stay current in emergency evacuation procedures.

3. I will need your support in maintaining the outstanding reputation that AR Division has earned over many years. Again, I deeply appreciate your efforts and dedication. Thank you.

  
A. A. WASHINGTON