



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
2 NAVY ANNEX  
WASHINGTON, DC 20380-1775

IN REPLY REFER TO:  
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AR

JAN 06 2011

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

Subj: DIRECTOR'S GUIDANCE: 2011

1. Our AR Division Marines and Civilians continually excelled in meeting many challenges during 2010: the movement and planning required to move our operations forward to the Pentagon and Arlington Service Facility; the transition from the NSPS system and reversion to the General Schedule for our civilians; the record blizzards of last February that effectively shut down the Federal Government while our Marines kept the IT Center operational 24 hours a day; the increasing number of "efficiency" studies from higher headquarters that required our participation; and the continuation of the after effects of a nationwide recession that directly impact our operations. In 2011 we find ourselves once again operating with a diminishing supply of resources as evidenced by the recently imposed 24 month civilian pay freeze and other fiscal restrictions. Our attention to detail and prudent use of defense dollars will be more important than ever before. Despite these obstacles, the professionalism and dedication of the AR Division team continues to be widely recognized and appreciated. I again ask all civilians and Marines for your continued support in the following areas:

a. Personal Responsibility: AR Division personnel must continue to accentuate superior customer service in all areas. The nature of our duty/employment places a great deal of responsibility on the individual and what he/she accomplishes each day. 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 and rewards hard work in the accomplishment of our mission. Our most important asset is our people---I strongly support the principles that form the foundation of our Equal Employment Opportunity programs. Respect for others and the spirit of achievement must be fostered at every level in AR Division.

c. Communications: Open, active and honest lines of communication must be maintained within all levels of AR Division. We are all too familiar with ineffective organizations where communication is based on behind-the-door secrets and rumor control. This type of activity leads to poor morale and diminishes the spirit of achievement.

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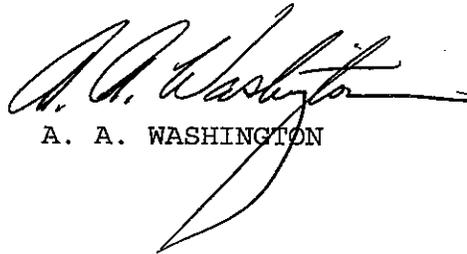
d. Innovation and Initiative: There is a distinct difference between organizations that are "good to great" and those that merely show up to work to perform a function. That difference lies in the abilities of the top performing organization's personnel to take the initiative and risks involved in bringing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

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 that cannot be easily replaced. Those employees and service members entrusted with Government Purchase 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 new locations in the Pentagon and Arlington, we must remain vigilant. After the tragic events of September 2001, we must always be aware of the new security environment and be ready to take the proper precautions. Please ensure that you stay current in emergency evacuation procedures and the emergency protective mask system.

2. We will witness major changes as our new Commandant begins the first full year of his tenure---I will need your support in maintaining the outstanding reputation that AR Division has earned over many years. Again, I look forward to working with each one of you. Thank you.



A. A. WASHINGTON