



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

IN REPLY REFER TO:  
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AR  
21 MAR 2014

From: Director, Administration and Resource Management (AR)  
Division  
To: Members of AR Division  
Subj: DIRECTOR'S GUIDANCE: 2014

1. I commend our AR Division Marines and Civilians in successfully achieving a multitude of mission accomplishments despite the difficulties created by Sequestration during 2013. AR Division continues to hold a special place as a premier provider of quality products and services for our USMC customers around the world. Major areas of achievement in 2013 included a continuation of innovative processes being introduced in the areas of Records and Directives management, expedited Freedom of Information Act (FOIA) and Passport processing, facilities planning/renovations, security administration, IT/NGEN/CYBER applications and oversight, budget execution, HQMC Manage-to-Payroll accounting, and human resources services. These accomplishments were produced by a professional workforce working under the threat of furlough and diminished resources.

2. As we begin 2014, we again find ourselves with a reduced budget as evidenced by current operations under the FY-14 budget, civilian Manage-to-Payroll restrictions and active duty Marine personnel reductions. Our attention to detail and prudent use of manpower and defense dollars will again be important throughout this year. The professionalism and dedication of the AR Division team continues to be widely recognized and appreciated. I 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.

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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.

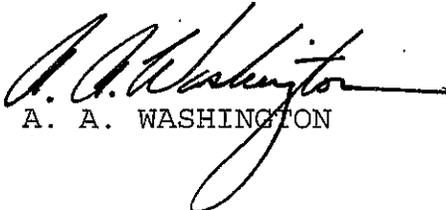
d. Innovation and Initiative: There is a distinct difference between organizations that are "good to great" and those that merely show up to work to perform a function. That difference lies in the abilities of the top performing organization's personnel to take the initiative and risks. I encourage each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

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 and elsewhere, 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 look forward to working with each one of you. Thank you.

  
A. A. WASHINGTON