



Personnel Studies and Oversight Office Newsletter

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Message From The Personnel Studies and Oversight Office

This month, it will be one year since “The War Horse” published an article highlighting a private Facebook group, “Marines United.” That group housed inappropriate pictures and derogatory comments, harming Marines, other military service members and civilians. The fight against social media misconduct remains real and unrelenting. While this incident does not define us, nor reflect the vast majority of Marines, we must be deliberate, bold, and relentless in addressing any passive and active forms of harassment and discrimination.

Marine Corps leaders, across all ranks are encouraged to expand on the talking points below when engaging in kneecap to kneecap conversations with your Marines and civilian personnel:

- ◇ Marines United and other related social misconduct scandals do not define us.
- ◇ Destructive behaviors like sexual assault, sexual harassment, retaliation, hazing, and discrimination do not have a place in our Corps.
- ◇ We are listening and we are engaged. If you are being harassed or being treated in a way you know to be inappropriate, please let someone know. There are many resources available to assist.
- ◇ Together, we will set the conditions, have the conversation, and match our words to our actions. We must remember our leadership traits and have the moral courage to call out negative behavior.
- ◇ Every Marine has the potential to contribute significantly to our Corps regardless of age, race, gender, or sexual orientation. We will continue to promote an environment where our brothers and sisters are treated with dignity and respect.

An enduring feature of the PSO newsletter will be interviews with leaders. PSO recently interviewed Lieutenant General Robert Hedelund, Commanding General II MEF about leadership, talent management, and culture. Below is an excerpt of his interview. View full interview at: <https://go.usa.gov/xQq2P>



LtGen Robert Hedelund. Photo: Sgt. Kowshon Ye

Words on Leadership: Interview with II MEF Commander Lieutenant General Robert Hedelund

What leadership qualities do you believe are most important for today's leader?

In today's environment, a few traits really stand out to me: courage, decisiveness and integrity. Regarding courage, it's incumbent on us to understand that our Marines have exhibited unprecedented courage, both in combat and in peacetime. So as leaders, we need to constantly ask ourselves, “Do I have the physical, mental and moral courage to lead my Marines?” By asking those questions and working on getting better, you're better prepared to do right by your Marines, particularly if you are leading them into combat.

As a Commander, you have subordinates from different generations. What is your approach in leading Marines across generations (millennials, baby boomers, Gen X)? Do leaders need to customize their approach across ranks to be effective?

Absolutely. Leaders need to understand that their operational environment is increasingly complex and sophisticated. So even though our core leadership principles and traits transcend generations, leaders still need to “know their Marines” and adjust their approach accordingly. Warfare is changing, the information environment is changing, and each generation approaches those environments differently. It's incumbent on leaders to have the professional dedication to seek to understand who they're leading and how to reach them, especially when it comes to the younger generations.

We want to hear from you. Do you have suggestions on what we as a Marine Corps can do better in regards to destructive behaviors? Be part of the solution and share your input with PSO. Email us:

BePartoftheSolution@usmc.mil

A Tool for Retention...

The Career Intermission Program

The Career Intermission Program (CIP) offers Marines a chance to take a pause if needed from active duty for up to 36 months. This temporary break could mean the difference between retaining a quality Marine or having him or her end active service permanently. However, very few Marines have taken advantage of the CIP. Manpower and Reserve Affairs reports there have been only 17 total applicants since the program launched in August 2013.

Whether it is graduate school, civilian work experience, or addressing family needs, the CIP provides a pause in service for a Marine to pursue goals and demands outside the Corps. For example, Maj Natalie Moore is currently taking advantage of the CIP program to complete graduate school. A CH-53 pilot, she is pursuing a Master's Degree in Aviation Management at Embry Riddle Aeronautical University. She stated the skills she is learning in graduate school will not only be beneficial to her active duty assignments, but will also prepare her for her civilian career later in life.

GySgt Joseph Hickerson found out about the CIP by reading MARADMIN 418/13. His motivation was to gain experience in the civilian sector to better prepare himself for retirement. As a Data Systems Chief, he was able to leverage his skills to quickly find a job in his field. Currently working at NORAD in Colorado Springs, he believes that his current job experience will allow him to bring a new skills set to his Marine Corps duties.

As we seek to retain our most talented Marines there are several tools we can leverage, including the CIP. The program not only allows Marines to take time to pursue personal endeavors, but the Corps can gain from the unique experiences provided to Marines. For more information about the CIP, please contact Officer Plans at (703)-784-9365.

Update: Social Media Misconduct Cases

Below is an update on the case dispositions in regards to social media misconduct.

- ◇ Actions on initial investigation and follow-on investigation of subsequent reports:
 - 119 total subjects/persons of interest (22 Civ (Non DoD)/97 USMC)
 - ◇ 80 dispositions complete to date
 - ◇ 5 Special Courts-Martial
 - ◇ 1 Summary Court-Martial
 - ◇ 14 NJP
 - ◇ 6 AdSep
 - ◇ 28 adverse admin action
 - ◇ 26 no formal adverse action

*Information provided by HQMC Judge Advocate Division
Updated 28 Feb 2018*

PSO: Engagements and Milestones

The PSO is working across several lines of effort: Analysis, Research, Education, Outreach and Communication Strategy. A few highlights include:

The Center for Advanced Operational Cultural Learning, in support of PSO, conducted a culture study comprised of interviews and focus groups, gathering Marine perspectives on organizational culture, social cohesion, gender bias, and leadership.

Sponsoring two literature review studies on "Characterizing Individual Marine Quality" and "Improving Talent Management of Female Marines."

Hosted a series of symposia, gleaned best practices from academic and the civilian sector on topics related to social media misconduct, gender bias, and the importance of mentoring.

Promoting awareness of Marine Corps efforts by publishing quarterly PSO newsletters and articles in the Marine Corps Gazette and Leatherneck magazines.

Conducting outreach in the following areas:

Reaching out to the operating forces and actively engaging with commanders and senior enlisted leaders. Outside of the National Capital Region (NCR), visits to 1st Marine Division, 1st Marine Logistics Group, Marine Corps Installations East, II Marine Expeditionary Forces, and both Marine Corps Recruiting Depots were conducted.

In the civilian sector, contacted leaders of large-scale corporations to gather feedback on how these businesses tackle institutional culture challenges.

Engaging with Veteran and Military Service Organizations in the NCR and conducting interviews with media outlets in coordination with the Office of Marine Corps Communication