



**UNITED STATES MARINE CORPS**  
Marine Corps Base  
Camp Lejeune, North Carolina 28542-5001

BO P5000.43  
ADJ/jjs  
10 Dec 1984

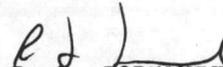
BASE ORDER P5000.43

From: Commanding General  
To: Distribution List

Subj: Standing Operating Procedures for Administration

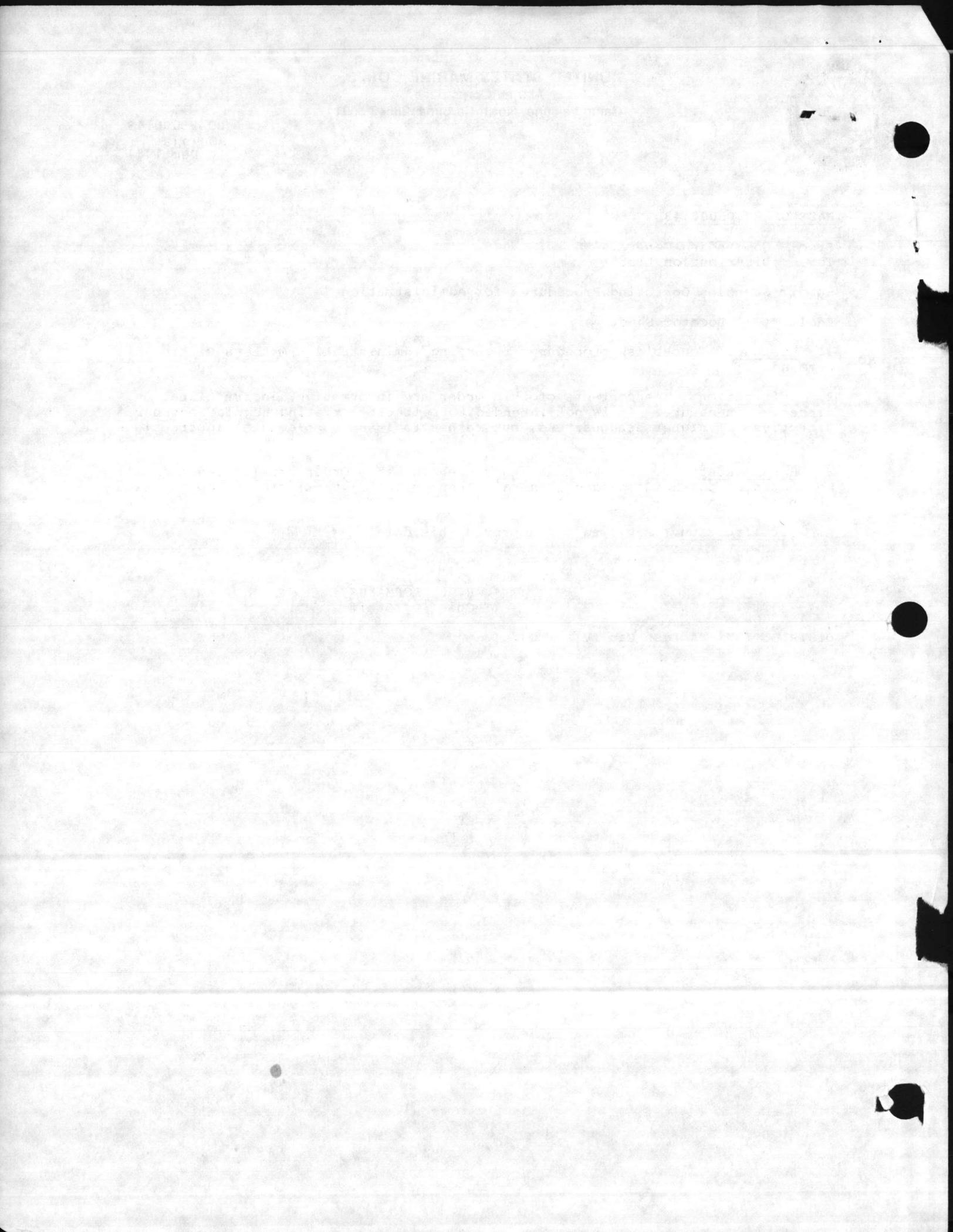
Encl: (1) Locator Sheet

1. Purpose. To publish procedures regarding administrative matters within this command.
2. Information. The contents of this Order are informative, instructional and directive in nature. It is not intended to reiterate existing regulations nor directives of higher headquarters, but rather to issue supplemental instructions thereto.
3. Recommendations. Recommendations concerning this Order are invited and will be submitted to the Commanding General (Attn: Base Adjutant) via the appropriate chain of command.
4. Certification. Reviewed and approved this date.

  
R. L. FORMANEK  
Chief of Staff

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8-95





**UNITED STATES MARINE CORPS**  
Marine Corps Base  
Camp Lejeune, North Carolina 28542-5001

BO P5000.43 Ch 1  
ADJ/jjs  
4 Jan 1985

BASE ORDER P5000.43 Ch 1

From: Commanding General  
To: Distribution List

Subj: Standing Operating Procedures for Administration

1. Purpose. To direct pen change to the basic Manual.
2. Action. In the basic Manual, Chapter 2, paragraph 2003.11, line 6, after, 2d Marine Aircraft Wing, Cherry Point, FMFLant, add COMCABEAST, Cherry Point.
3. Filing Instructions. This Change transmittal will be filed following the signature page of the basic Manual.
4. Certification. Reviewed and approved this date.

  
J. E. AIROLA  
Chief of Staff  
Acting

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UNITED STATES MARINE CORPS  
HEADQUARTERS  
WASHINGTON, D. C. 20380





UNITED STATES MARINE CORPS  
MARINE CORPS BASE  
CAMP LEJEUNE, NORTH CAROLINA 28542-5001

BO P5000.43 Ch 2  
ADJ/jjs  
7 May 1986

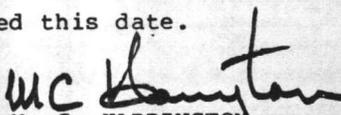
BASE ORDER P5000.43 Ch 2

From: Commanding General  
To: Distribution List

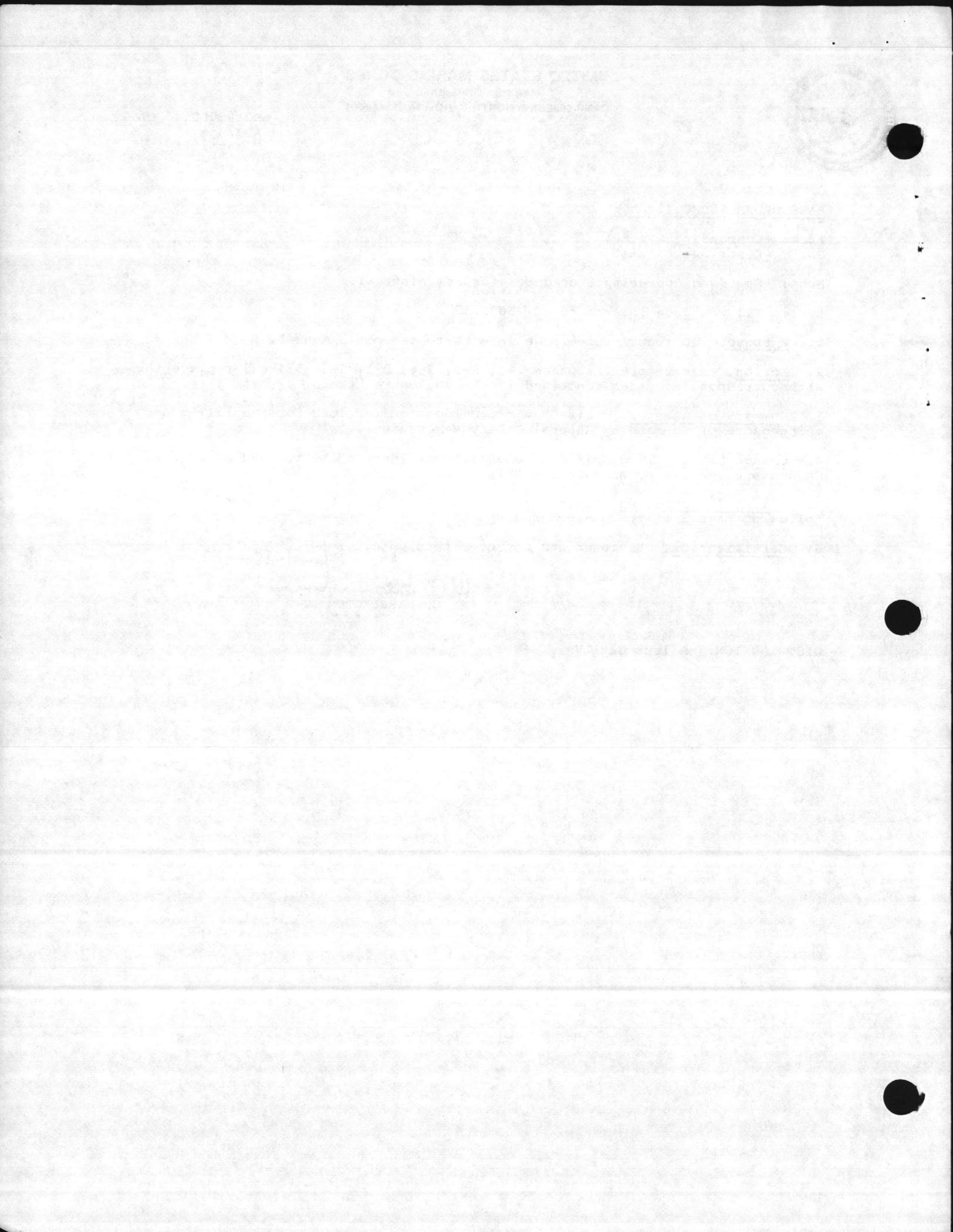
Subj: Standing Operating Procedures for Administration

Encl: (1) New page inserts to BO P5000.43

1. Purpose. To transmit new page inserts to the basic Manual.
2. Action. Remove present pages 2-1, 2-5, 2-6, 3-1, 3-3, 3-4 and replace them with corresponding pages contained in the enclosure hereto.
3. Summary of Changes. This Change provides instructions for the filing and maintenance of Commanding General Policy Memorandums.
4. Change Notation. Significant changes contained in the revised pages for this Change are denoted by an asterisk (\*).
5. Filing Instructions. This Change transmittal will be filed immediately following page 3 of the basic Manual.
6. Certification. Reviewed and approved this date.

  
M. C. HARRINGTON  
Chief of Staff

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UNITED STATES MARINE CORPS  
MARINE CORPS BASE  
CAMP LEJEUNE, NORTH CAROLINA 28542-5001

BO P5000.43 Ch 3  
BADJ/djb  
27 Apr 1987

BASE ORDER P5000.43 Ch 3

From: Commanding General  
To: Distribution List

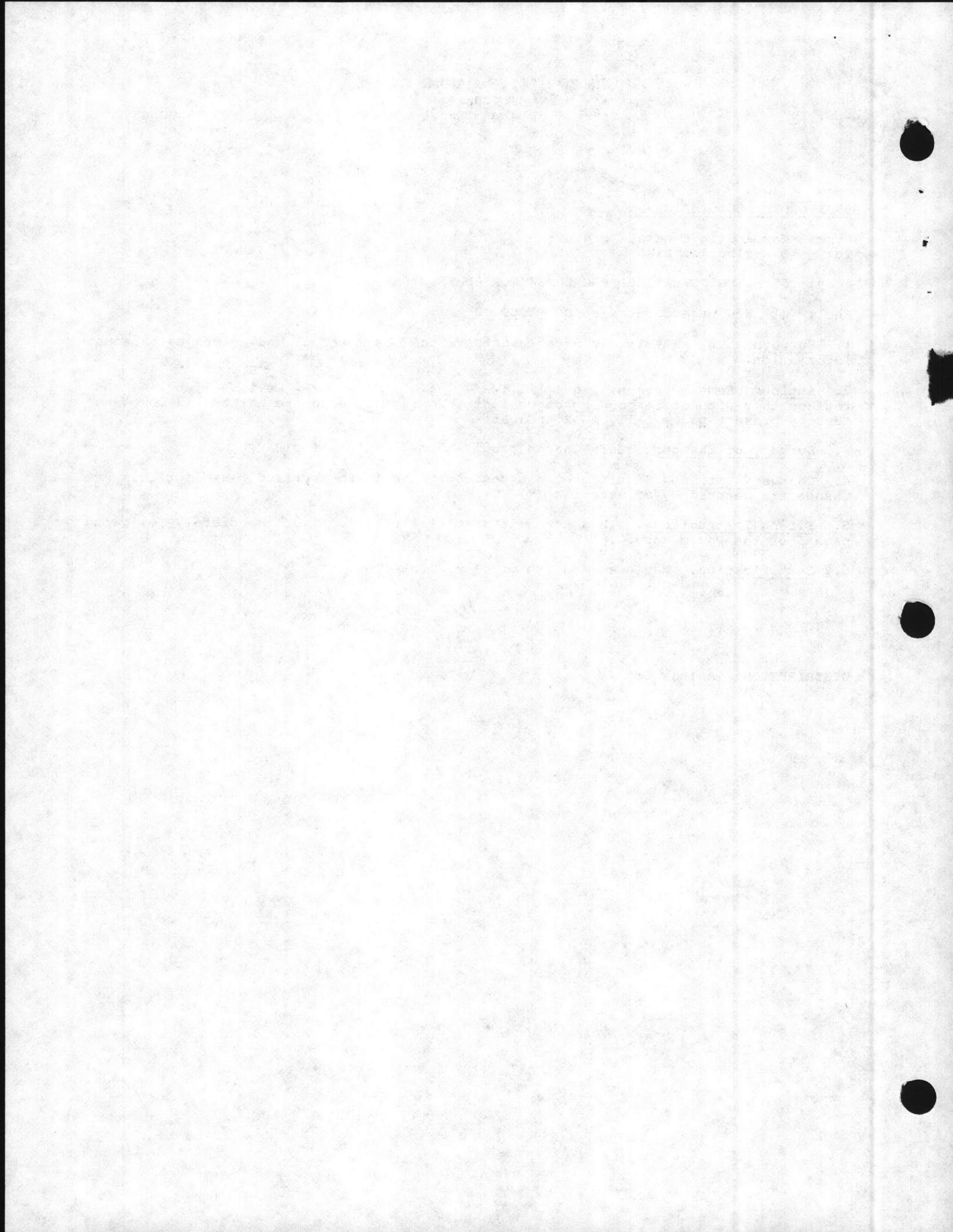
Subj: STANDING OPERATING PROCEDURES FOR ADMINISTRATION

Encl: (1) New page inserts to BO P5000.43

1. Purpose. To transmit new page inserts to the basic Manual and delete extraneous information.
2. Action. Remove present pages 1-1, 2-3, 2-4, 3-1, 3-3, 3-4, 4-1, 4-3 and 4-4 and replace them with corresponding pages contained in the enclosure hereto. Remove and destroy present pages 1-11, 1-12 and 3-5.
3. Summary of Changes. This Change provides instructions for NAVGRAMS.
4. Change Notation. Significant changes contained in the revised pages for this Change are denoted by an asterisk (\*).
5. Filing Instructions. This Change transmittal will be filed immediately following page 5 of the basic Manual.
6. Certification. Reviewed and approved this date.

*M. C. Harrington*  
M. C. HARRINGTON  
Chief of Staff

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UNITED STATES MARINE CORPS  
MARINE CORPS BASE  
CAMP LEJEUNE, NORTH CAROLINA 28542-5001

BO P5000.43 Ch 4  
BADJ/hp  
19 Jun 1987

BASE ORDER P5000.43 Ch 4

From: Commanding General  
To: Distribution List

Subj: STANDING OPERATING PROCEDURES FOR ADMINISTRATION

Encl: (1) New page insert to BO P5000.43

1. Purpose. To transmit a new page insert and to direct a pen change to the basic Manual.

2. Action

a. Remove present page 8-9 and replace it with corresponding page contained in the enclosure hereto.

b. In the basic Manual, Chapter 2, paragraph 2003.6b, add 1710 series for the AC/S, MWR.

3. Filing Instructions. This Change transmittal will be filed immediately following page 7 of the basic Manual.

4. Certification. Reviewed and approved this date.

*M. C. Harrington*  
M. C. HARRINGTON  
Chief of Staff

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15  
21



UNITED STATES MARINE CORPS  
MARINE CORPS BASE  
CAMP LEJEUNE, NORTH CAROLINA 28542-5001

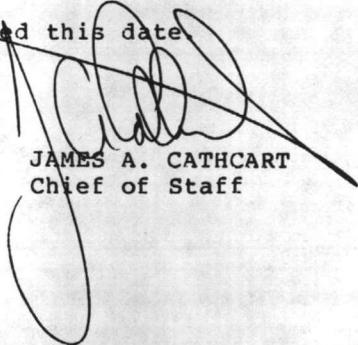
BO P5000.43 Ch 5  
BADJ  
27 APR 1992

BASE ORDER P5000.43 Ch 5

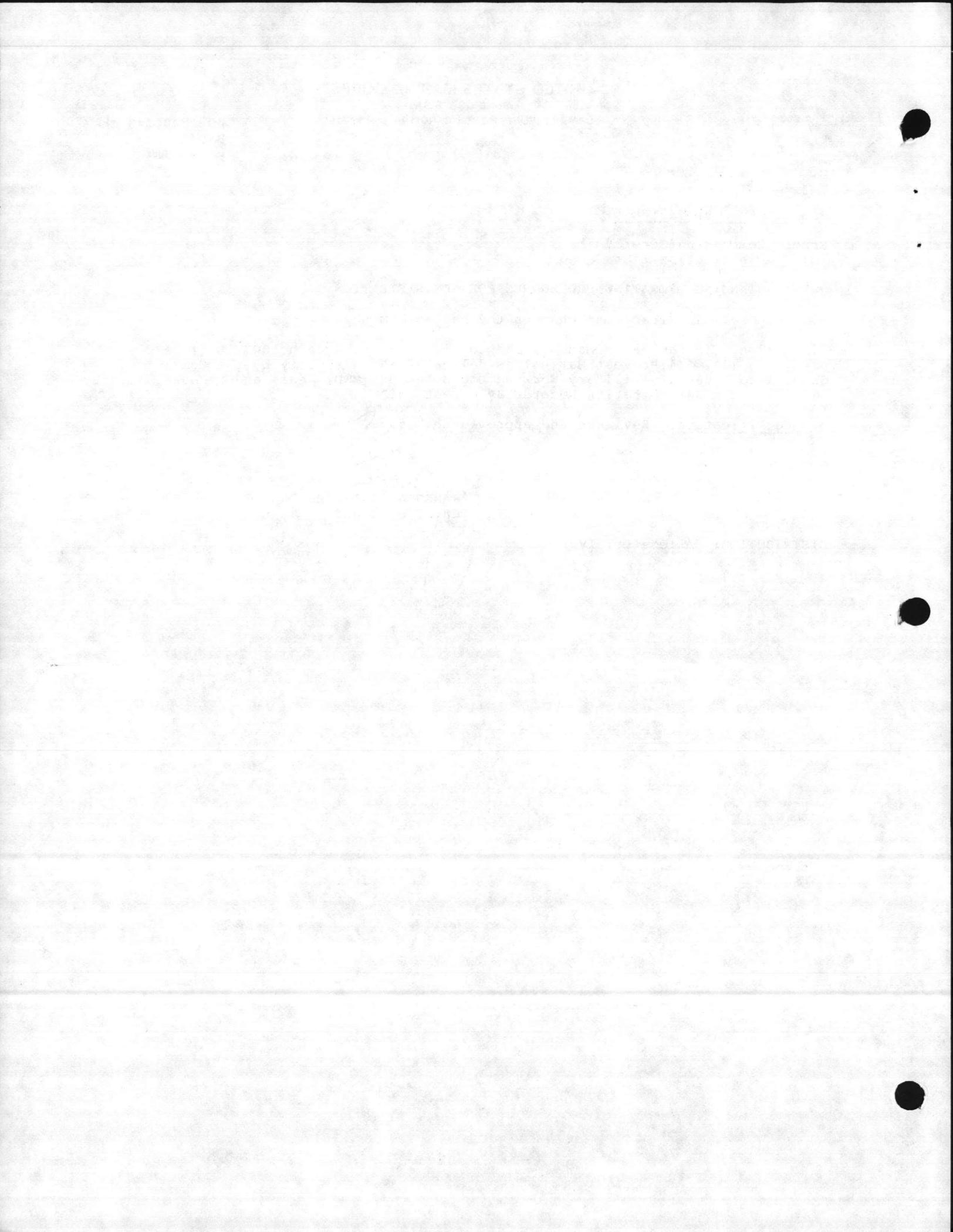
From: Commanding General  
To: Distribution List

Subj: STANDING OPERATING PROCEDURES FOR ADMINISTRATION

1. Purpose. To direct pen changes to the basic Manual.
2. Action. In the basic Manual, Chapter 1, after paragraph 1003.1b(3), add paragraph (4), "(4)Provost Marshal is delegated the authority by the Commanding General to recertify Military Working Dog Detector (MWD) Teams and Command Validity Certification/Demonstration Records By direction."
3. Certification. Reviewed and approved this date.

  
JAMES A. CATHCART  
Chief of Staff

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4 Jan 85

8 Jan

9 Jan

1077

7

C.A. Jordan

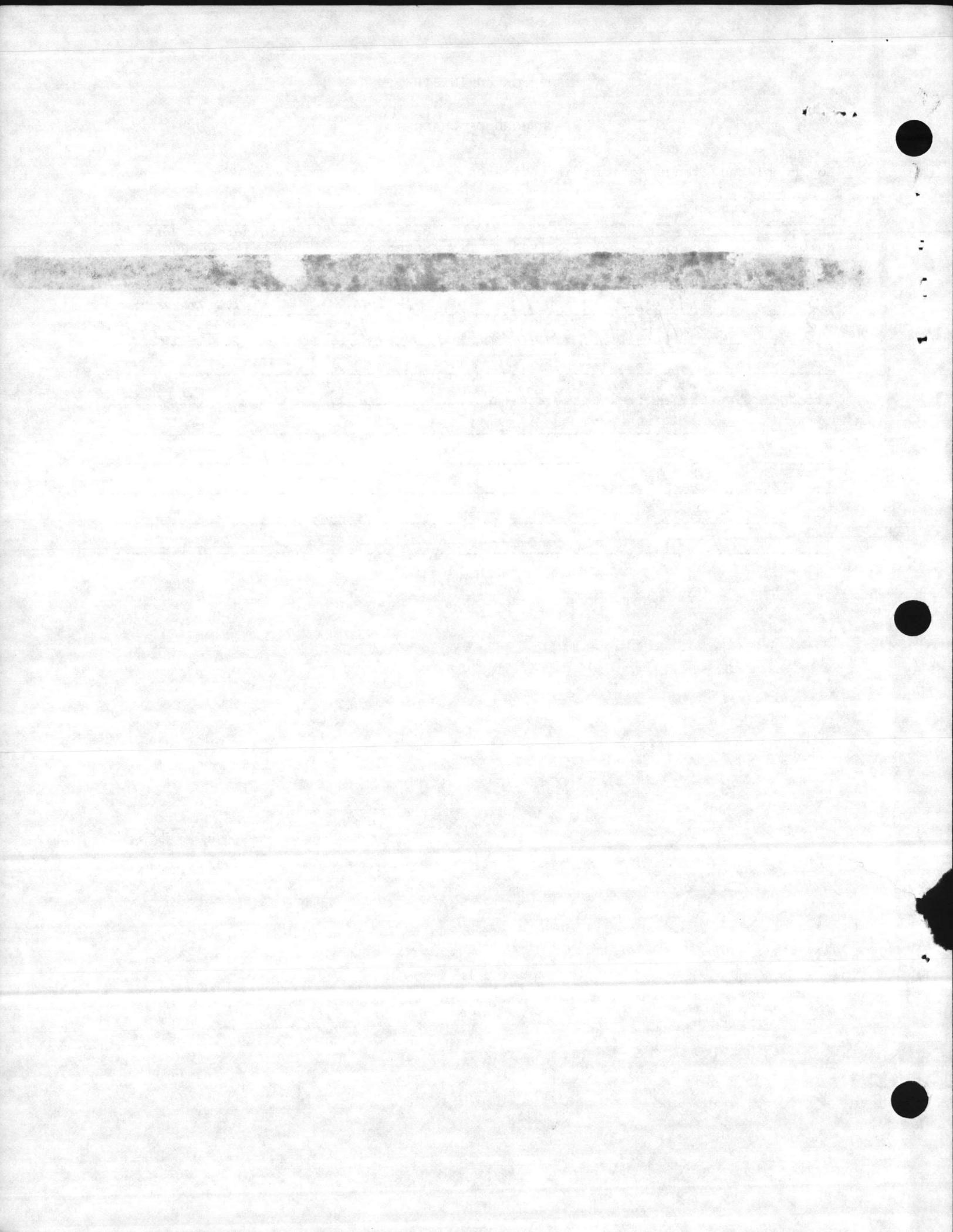


SOP FOR ADMINISTRATION

RECORD OF CHANGES

Log completed change actions as indicated.

Change Number	Date of Change	Date Received	Date Entered	Signature of Person Entering Change
1	10 Jan 86	09 Jan 86	09 Jan 86	
2	7 May 86	12 May	15 May	P.A. Jand
3	27 Apr 87	7 May	11 May	C. S. Jordan
5	27 Apr 93	7 May	7 May 93	Patty Fountain

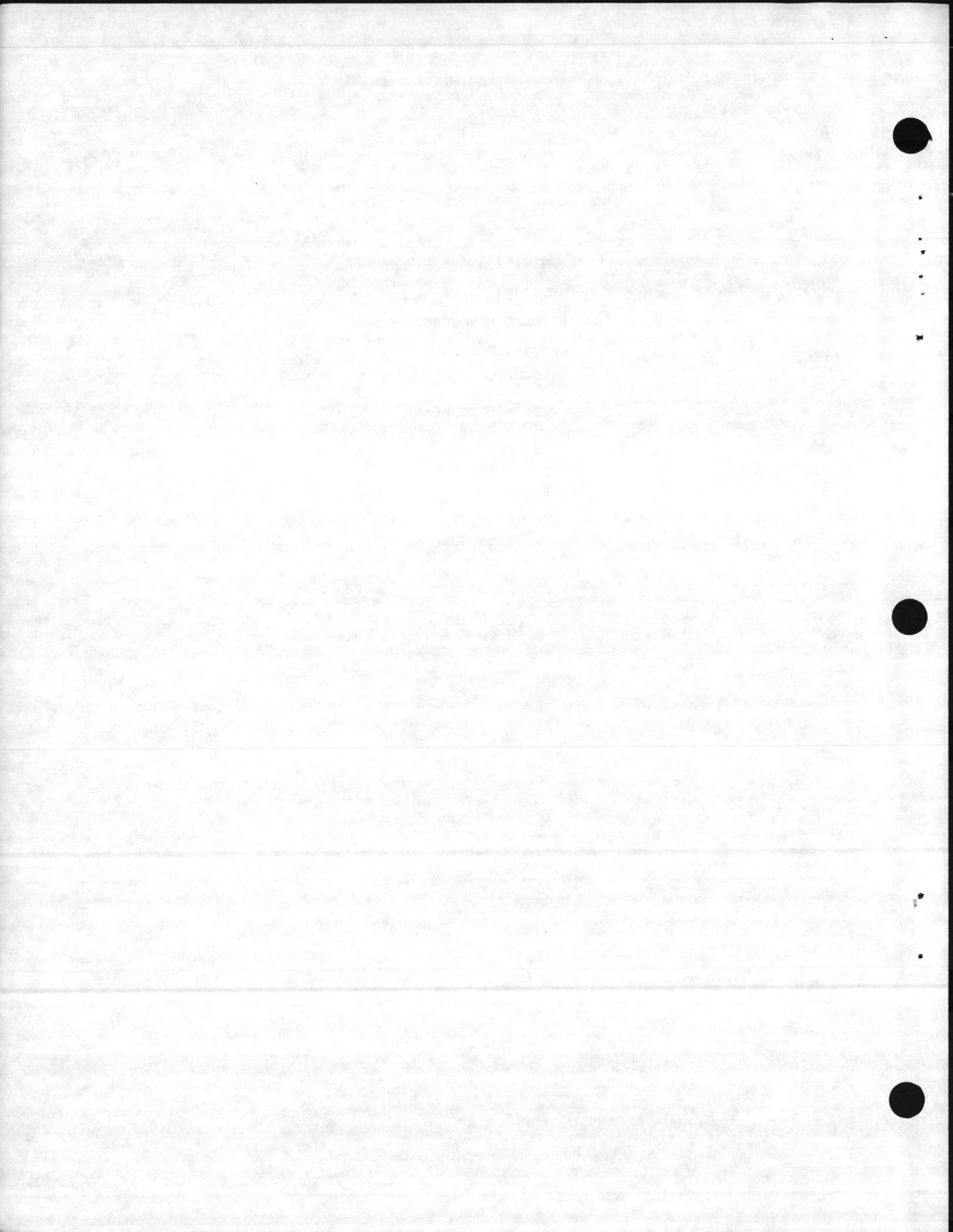


SOP FOR ADMINISTRATION

CONTENTS

CHAPTER

1	CORRESPONDENCE
2	DIRECTIVES
3	ADMINISTRATIVE DISCHARGES
4	MESSAGES
5	RECORDS MANAGEMENT PROGRAM
6	REPORTS CONTROL
7	REPRODUCTION
8	STAFF PROCEDURES

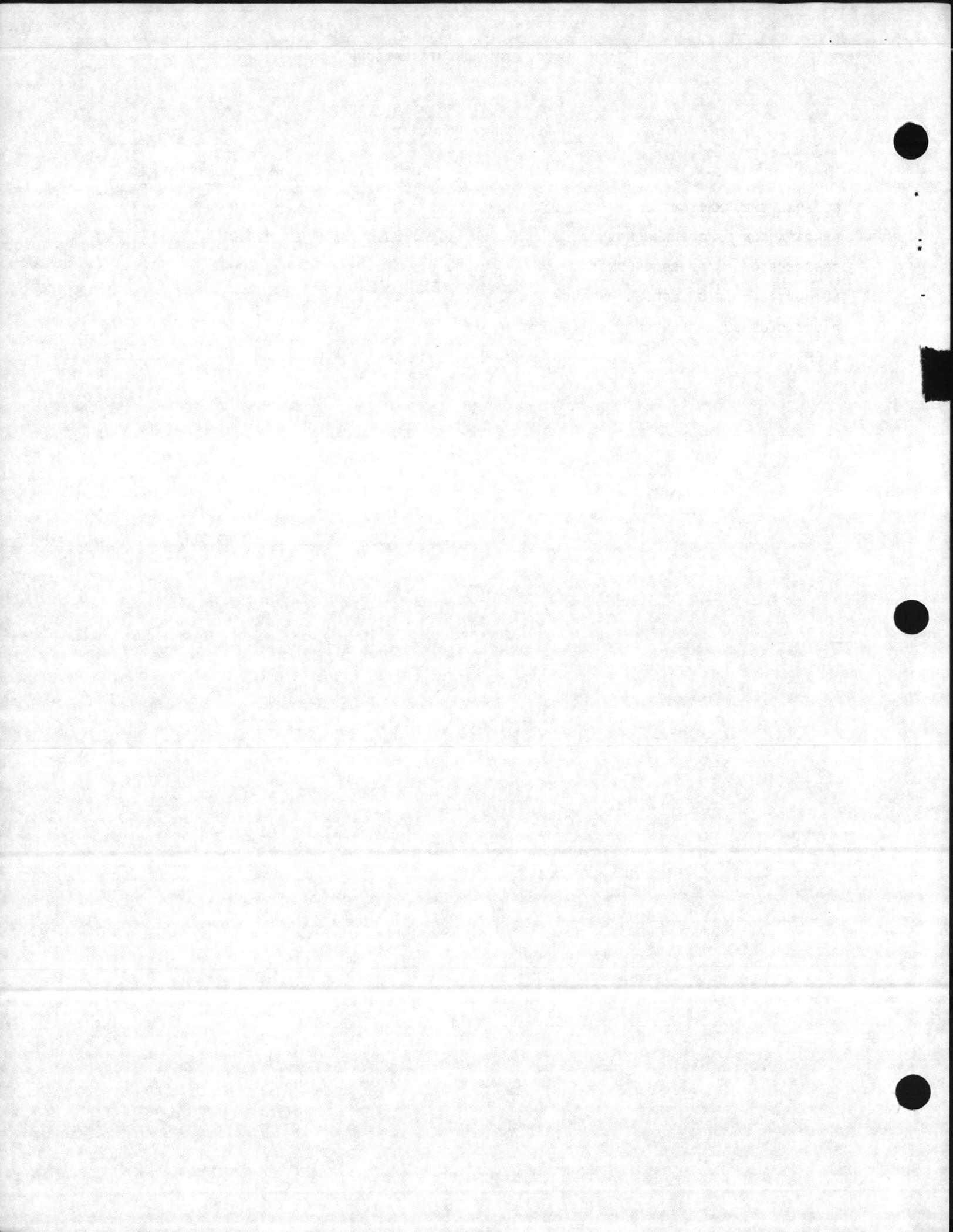


SOP FOR ADMINISTRATION

CHAPTER 1

CORRESPONDENCE

	<u>Paragraph</u>	<u>Page</u> "
GENERAL INFORMATION . . . . .	1000	1-3
PREPARATION OF CORRESPONDENCE . . . . .	1001	1-3
CONGRESSIONAL CORRESPONDENCE . . . . .	1002	1-6
AUTHORITY TO SIGN CORRESPONDENCE . . . . .	1003	1-7
ROUTING OF CORRESPONDENCE (LESS DIRECTIVES) . . . . .	1004	1-8



# SOP FOR ADMINISTRATION

## CHAPTER 1

### CORRESPONDENCE

#### 1000. GENERAL INFORMATION

1. Originators of official correspondence emanating from this Command will ensure that such correspondence meets the highest standards of accuracy, tone, neatness, and speed of action. Correspondence will be prepared in accordance with the current edition of SECNAVINST 5216.5 (Department of the Navy Correspondence Manual), and the supplemental instructions contained herein.

2. Though correspondence formats are necessary, the quality of the text is more important. For that reason, all writers of correspondence will periodically read Chapter 1 of the Correspondence Manual which explains how to make naval writing organized, natural, compact, and active.

3. Figure 1-1 contains a list of those common discrepancies found in correspondence and their respective corrections.

#### 1001. PREPARATION OF CORRESPONDENCE

1. General. All correspondence originating from this headquarters for distribution outside the Command will be from the "Commanding General".

2. Standard Naval Letter. The standard naval letter will normally be used as the formal means of communication with other governmental agencies. It may be used with activities outside of the Department of Defense if they have adopted said format. It is not to be used in addressing non-governmental activities, agencies, or individuals.

3. Business Letter. The business letter is used to correspond with agencies or individuals outside the Department of the Navy who are unfamiliar with the standard naval letter.

4. Speedletter. The speedletter is used primarily to expedite an urgent communication and should be considered for use in lieu of a naval message whenever practicable. Inasmuch as the speedletter is a direct communication from the originator to the addressee, it will not be used to circumvent the chain of command. Further, it will not be used to communicate with agencies or individuals outside the Armed Services. It may be considered for use during periods when MINIMIZE has been imposed for message traffic.

a. Speedletters will be prepared on form OPNAV 5216/145. When consisting of more than one page in length, the second and all succeeding pages will be prepared on plain bond paper.

b. The text of a speedletter may be written similar to the text of a naval letter, or abbreviated message-type text may be used. However, the type of text used will be standard throughout.

5. Letterhead Stationery. Marine Corps Base letterhead stationery (available at the Self-Service Center) will be used for official correspondence only. Second and succeeding pages will be typed on plain bond paper. The use of letterhead stationery for personal correspondence is prohibited.

6. Use of figures. When stating figures, the numbers one through nine will be spelled (one, two, three, etc.). Use Arabic numerals for numbers 10 and above. If the number is spelled do not include Arabic numeral in parenthesis except in legal documents.

7. References. When it is desirable to reference a document which was not distributed to all of the addressees (action and information) of a communication under preparation, the abbreviation "NOTAL" ("Not to all") or specific indication of what the distribution was, enclosed in parenthesis, is added to the reference. This is to inform recipients as to whether or not they are able to obtain the document from their files and to prevent an erroneous conclusion that they should have a document which, in fact, was not distributed to them.

a. Avoid NOTAL references; work to cite directives, correspondence, and messages held by all addressees.

b. If uncommon references are used, include "Copy to" addressees, with a brief explanation of each reference listed included in the text of an appropriate paragraph.

c. Only references that are necessary for clear and complete understanding of the text will be included. When only one reference is used in written communications, the single term "the reference" will consistently be used when cited in the text.

d. Be sure to mention in the text any references cited in the reference block. List references in the reference block by the order of their appearance in the text.

#### 8. Identifying Military Personnel

a. When to Fully Identify Personnel. If positive identification is essential, usually because the correspondence will become part of a military member's service record, fully identify the member when you first mention them. That identification often appears in the subject block of a standard letter or the first paragraph of a business letter. In later references to the member, simply use rank or rate and last name. Avoid capitalizing every letter of a member's last name, unless it appears in the subject.

(1) Marine Corps Personnel. If full identification is essential, use: (1) unabbreviated rank or rate, (2) first name, middle initial, if any, and last name, (3) social security number without hyphens and spacing as indicated, (4) military occupational specialty, and (5) branch of service.

Captain William S. Jones 123 12 12 34/0302/USMC or USMCR

Staff Sergeant James T. Johnson 145 62 55 14/0411 USMC

(2) Navy Personnel. If full identification is essential, use: (1) abbreviated rank or rate, (2) first name, middle initial, if any, and last name, (3) branch of service, (4) social security number, and (5) designator for an officer.

CAPT Robert W. Doe, USN, 123-45-6789/1110

YN1 Joann C. Brown, USN, 123-45-6787

b. Proper Use of Grades in Written and Verbal Communications. It is inappropriate to address or refer to Marines by their pay grade (O-4, E-6, etc.) when reference to their grade alone would suffice (Major, Staff Sergeant, etc.). Use of the pay grade is proper only when reference to pay grade is required by law or with matters involving pay.

#### c. Limits on Using Social Security Numbers

(1) When corresponding within the Department of Defense, do not use the social security number of a military member or civilian employee unless it is essential for identification.

(2) When corresponding outside the Department of Defense, do not use the social security number of a military member or civilian employee at all unless the individual involved authorizes it or the incoming correspondence has already revealed the social security number.

## 9. PREPARATION AND ASSEMBLY OF CORRESPONDENCE

a. Correspondence will be prepared and assembled as follows: original for addressee, one white manifold copy for each "Via" addressee, one green manifold copy for the "Previous Day's Correspondence" (PDC) file, one pink manifold copy for the originator's files, and one "yellow ladder" manifold copy for the official files. Yellow manifold paper will be pre-printed with the "ladder". When correspondence consists of two or more pages, the "yellow ladder" will be utilized for the first page only, second and succeeding pages will be of plain yellow manifold paper. The original will be routed for concurrence/information by placing a circle around the section designator concerned on the ladder. The originator's identity will be indicated by placing a square around the section designator on the ladder. All designations will be indicated in red. Do not place the square or circles in the "Initial" column.

b. Correspondence presented for signature will be assembled with the complete original on top, first page first, last page last. Enclosures will be placed in chronological order at the bottom of the last page. White copies of correspondence and enclosures will be placed immediately under the original, followed by the pink copy (section files) and the green copy (PDC file). All copies will be assembled in the same manner as the original. The yellow file copy will be set out to the right, in a step-down manner, exposing the ladder properly initialed by the originator and the designated concurrence/information sections. The complete file copy including basic correspondence and all endorsements/enclosures/attachments will be stapled together.

c. The originating section will process signed correspondence as directed by the current edition of Base Order 5212.2.

d. Correspondence for signature by the Commanding General or Chief of Staff will be processed in consonance with paragraph 8005.

10. SIGNATURE BLOCK. On a standard naval letter the signature information is typed or stamped in block style beginning on the fourth line below the last line of the text, starting at the center of the page. All names are typed in capitals at the end of a letter. No salutation or complimentary close appears on a naval letter. On business form letters the complimentary close begins at the center of the page, on the second line below the body of the letter. The signature information, in block style, begins at the center of the page, on the fourth line below the complimentary close. On business letters the signature lines consist of: (1) the name of the signing official, typed in all capital letters, (2) the military grade (if any) spelled out, (3) the functional title, (4) and "By the direction of the Commanding General", provided the individual is authorized to sign "By direction".

a. Correspondence prepared for the Commanding General's signature will be typed as follows:

(1) Standard Letter:

A. B. SEE

(2) Business Letter:

Sincerely,

A. B. SEE  
Brigadier General, U. S. Marine Corps  
Commanding General

b. Correspondence prepared for the Chief of Staff's signature will be typed as follows:

(1) Standard Letter:

I. M. WRIGHT  
Chief of Staff

(2) Business Letter:

Sincerely,

I. M. WRIGHT  
Colonel, U. S. Marine Corps  
Chief of Staff

c. Correspondence prepared for staff officers, the complimentary close and signature will be prepared in accordance with the following examples:

(1) Standard Letter:

I. M. STAFF  
By direction

(2) Business Letter:

Sincerely,

I. M. STAFF  
Colonel, U. S. Marine Corps  
Assistant Chief of Staff, Manpower  
By direction of the Commanding General

d. During the temporary absence of the Commanding General, the succession to command will be announced by a Base Bulletin or message and will specify the effective inclusive times and dates. Correspondence originated during this period will continue to be addressed in the "From" line as Commanding General, with signature block of the temporary successor command as follows:

(1) Standard Letter:

I. M. WRIGHT  
Acting

(2) Business Letter:

Sincerely,

I. M. WRIGHT  
Colonel, U. S. Marine Corps  
Acting Commanding

e. Non-delegable Matters: Matters which are non-delegable according to law or regulations must be signed personally by the Commanding General and will be prepared for signature as follows:

I. M. WRIGHT

1002. CONGRESSIONAL CORRESPONDENCE

1. The Commanding General will be provided with an advance copy of all congressional correspondence immediately upon receipt.

2. The Base Adjutant is the cognizant staff officer for the processing of all congressional correspondence addressed to the Commanding General. Upon the receipt of any congressional correspondence either from Headquarters, Marine Corps, or from any member of Congress, the Base Adjutant will immediately acknowledge receipt by telephone and forward a copy of the inquiry to the Commanding General. Replies to congressional inquiries, whether received directly from members of Congress or referred by HQMC for information upon which to base a reply, will be made within five working days of receipt at this Command unless the circumstances in specific cases indicate the need for a more rapid response. In all cases where a final reply cannot be made within five working days, each interim reply will contain as much relevant information as can be obtained as well as the reason why additional time is required. Interim replies will also indicate, whenever possible, the anticipated date of final reply.
3. The majority of congressional correspondence received at this headquarters is forwarded from HQMC requesting information upon which to base a reply to a member of Congress. Upon receipt of such correspondence, the Base Adjutant will endorse the correspondence to the appropriate General/Special Staff section or commanding officer with a request to furnish the required information to the Commanding General (Attn: Base Adjutant) by separate correspondence. The section/unit will normally be given three working days to reply. In all instances these replies will be signed by the General/Special Staff Officer or commanding officer, as appropriate.
4. Congressional correspondence forwarded directly to this headquarters by a member of Congress will be endorsed by the Base Adjutant to the appropriate General/Special Staff section or commanding officer requesting that a response be prepared for the Commanding General's signature. The section/unit will normally be given three working days to reply.
5. The Civilian Personnel Officer is responsible for the expeditious processing of any congressional correspondence forwarded to that office pertaining to civil service matters. The Civilian Personnel Officer will prepare an appropriate response for the Commanding General's signature within five working days of receipt of the correspondence. The reply will be routed through the Assistant Chief of Staff, Manpower and the Base Adjutant before being forwarded to the Commanding General for signature.
6. Occasionally members of Congress send inquiries directly to a specific officer or section. The officer/section receiving such correspondence will retain a copy and immediately deliver the original to the Base Adjutant for processing. In no instance will the officer/section reply to the member of Congress for the Command.
7. All replies to congressional correspondence from this Command will be signed either by the Chief of Staff or the Commanding General. The Chief of Staff will sign replies being sent directly to HQMC except those pertaining to officers, staff non-commissioned officers or the readiness of the command. The Commanding General will sign replies to HQMC pertaining to officers, staff noncommissioned officers, the readiness of the command, and all replies sent directly to a member of Congress. Congressional correspondence requiring the signature of the Commanding General will be signed "Acting" during his temporary absence.

#### 1003. AUTHORITY TO SIGN CORRESPONDENCE

1. Policy. The Commanding General will sign all official correspondence addressed to higher headquarters relating to the mission or efficiency of this Command.
  - a. In addition, the Commanding General will normally sign the following types of correspondence:
    - (1) Correspondence containing matters of policy,

(2) Correspondence containing matters of major importance to the command, including matters which, though technical in nature, are of sufficient importance for the Commanding General to personally study in detail and sign,

(3) Replies to correspondence signed by flag and general officers,

(4) Personal awards and decorations,

(5) Matters of commendation or censure,

(6) Congressional correspondence (see paragraph 1002.7),

(7) Any correspondence containing, directly or by inference, any degree of censure to a subordinate organization or any correspondence directly or indirectly taking a position contrary to that of a higher headquarters,

(8) Endorsements or letters which are at variance with, or disapprove a subordinate commander's recommendation,

(9) Correspondence directing the administrative separation of individuals from the service,

(10) Other correspondence which, by law or designated by higher authority, must be signed by the Commanding General.

b. Authority to sign correspondence addressed from the Commanding General is delegated as follows:

(1) Chief of Staff - utilizing functional title,

(2) Assistant Chiefs of Staff and their Assistants - routine official correspondence "By direction",

(3) Personnel in Special Staff Billets - routine official correspondence pertaining to matters within the cognizance of their respective sections "By direction".

(4) Provost Marshal is delegated the authority by the CG to recertify Military Working Dog Detector (MWD) Teams + Command Validity Certification / Demonstration Records By Direction.  
 c. Authority to sign temporary additional duty and permanent change of station orders for student personnel is delegated to the Commanding Officers of Marine Corps Service Support Schools, Marine Corps Engineer School, and Infantry Training School.

d. The Base Staff Judge Advocate and the Legal Administrative Officer are authorized to subscribe court-martial promulgating orders issued in the name of the Commanding General pursuant to the JAG Manual, Section 0124. Other legal matters will be addressed as follows:

(1) In the absence of the Commanding General, where legal documents must be prepared for signature, the temporary commander may sign specified correspondence as Base Commander.

(2) Duly legal documents which cannot be signed either "By direction" or "Acting" are authorized to utilize the title "Base Commander" in the from or title line.

2. Facsimile Signature. It is the policy of the Commanding General that facsimile signatures will not be used for official correspondence except as authorized in writing by this headquarters.

a. Officers authorized to use the Commanding General's facsimile signature stamp in connection with the issuance of travel orders will be issued written authorization in each case.

b. The Commanding Officer, Reserve Support Unit, is granted authority to use his own facsimile signature on travel orders of Marine Corps Reserve personnel who are performing active duty for training at this command.

c. The Commanding Officers, Marine Corps Service Support Schools, Marine Corps Engineer School, and Infantry Training School, are authorized to use their own facsimile signatures on graduation certificates.

d. Commanding officers desiring to use facsimile signatures will submit a request in letter format to the Commanding General (Attn: Base Adjutant). The request will contain the specific types of correspondence/forms that will be signed with the facsimile signature, with full justification for not using personal signature. Requests will also state who will be delegated authority to use and initial the facsimile signature.

#### 1004. ROUTING OF INCOMING CORRESPONDENCE (LESS DIRECTIVES)

##### 1. Responsibility

a. The Base Adjutant is responsible for the routing of all incoming unclassified correspondence.

b. The Officer-in-Charge, Classified Files Unit, is responsible for routing all incoming classified correspondence.

##### 2. Procedures

###### a. Routine Correspondence

(1) Routine correspondence of singular section interest as action will be placed in the cognizant section's box in the Base Adjutant's Office without the use of route sheets.

(2) Routine correspondence of interest to more than one staff section will be routed by means of a routing sheet. This type of correspondence will be routed to the cognizant staff section first, then to interested members of the staff by means of a controlled route sheet.

b. Significant Correspondence. Correspondence of major significance will be controlled by use of a controlled route sheet. This type of correspondence will be routed immediately to the Chief of Staff/Commanding General and then to the action section. Correspondence signed by a General Flag Officer or a Chief of Staff is considered to be in the major significance category.

c. Completed Route Sheets. All route sheets with original correspondence attached coupled with copy of the reply, if reply is required, will be returned to the Base Adjutant's Office after action has been completed.

d. Correspondence Requiring a Reply. Unclassified correspondence received requiring a reply will be assigned a Control Number and due date by the Base Adjutant. A log will be maintained by the Base Adjutant to ensure that replies are submitted in a timely manner.

e. Processing Accountable Mail. Incoming accountable mail, (i.e., Registered and Certified) addressed to the Commanding General will be delivered, unopened, to the Base Adjutant for processing. All mail addressed to the Commanding General by name, or marked "Personal," will not be opened, but will be immediately delivered to the Aide-de-Camp.

(1) Classified Material. Accountable mail received in the Classified Files Unit found to contain classified material will be processed in accordance with current directives.

(2) Unclassified Material. Accountable mail received in the Classified Files Unit found to contain unclassified material will be delivered to the Base Adjutant for distribution.

f. Classified Material Received Via U. S. Mail. Any classified material received in the U. S. Mail addressed to the Commanding General will be immediately delivered to the Classified Files Unit, Room 116, accompanied by the outer envelope. Inner envelopes containing mail will not be opened.

g. "For Official Use Only" Correspondence. All mail marked "For Official Use Only", "Official Business", or "To Be Opened By Commissioned Officer Only" will not be opened but delivered to the Base Adjutant for disposition. Such correspondence will not be routed for information, but will be hand-carried to the cognizant staff section for appropriate action. Outgoing "For Official Use Only" correspondence will be delivered to the Base Adjutant for processing and mailing. General and Special Staff sections will become thoroughly familiar with the provisions of the current edition of SECNAVINST 5570.2 regarding the subject correspondence.

h. Command Policies. The following Command policies apply in regards to correspondence originating from Marine Corps Base, Camp Lejeune:

(1) As the continued use of "Tricommand" is highly improper, the drafter of correspondence should use "tenant commands".

(2) The practice of using a telephone call (FONECON) as a reference will no longer be authorized. Reference to the telephonic communication should be cited in the text of the message/letter vice making it a reference.

SOP FOR ADMINISTRATION

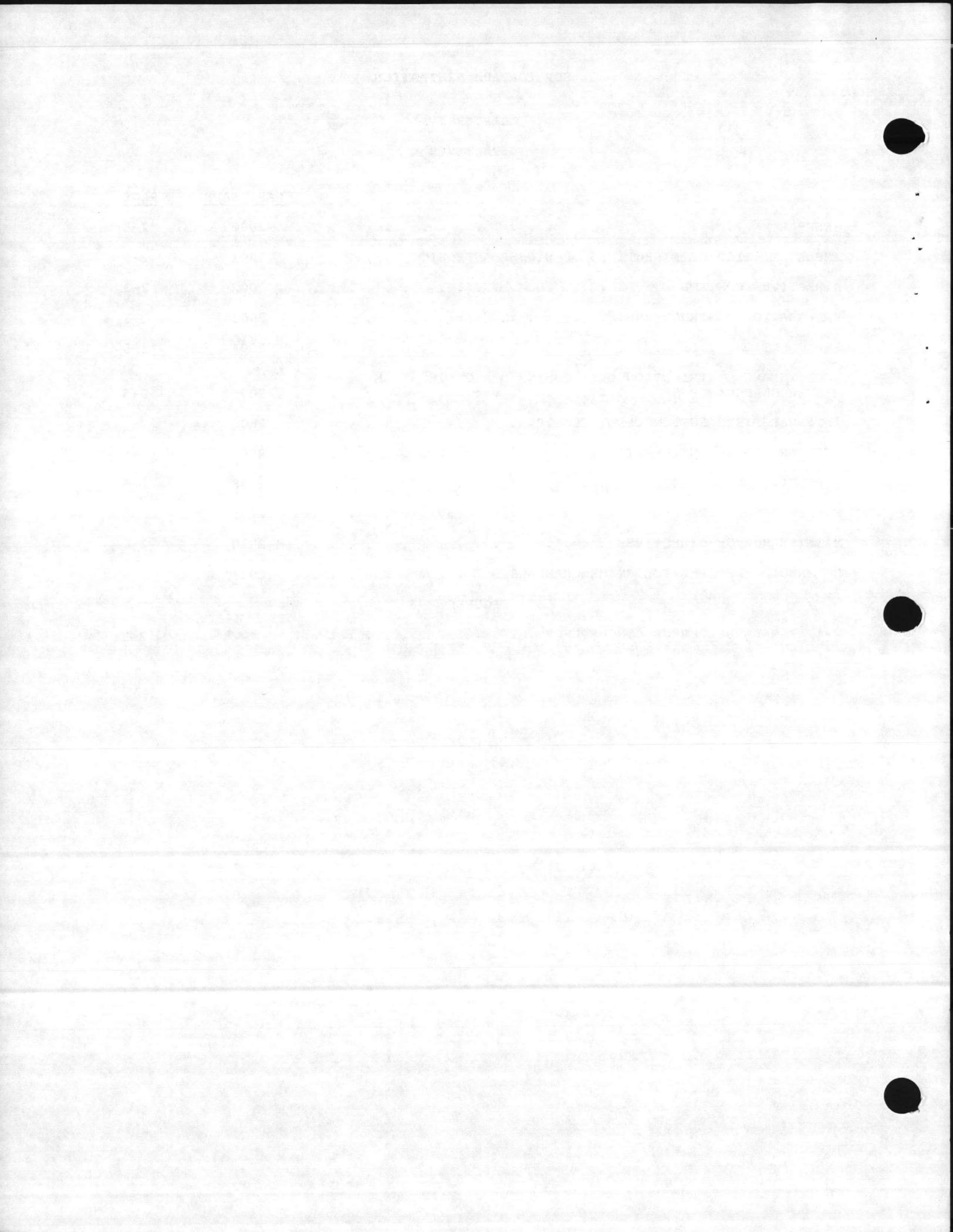
CHAPTER 2

DIRECTIVES

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL . . . . .	2000	2-3
IMPLEMENTATION OF DIRECTIVES OF HIGHER AUTHORITY . . . . .	2001	2-3
DIRECTIVES CONTROL . . . . .	2002	2-3
PREPARATION INSTRUCTIONS . . . . .	2003	2-3
REPRODUCTION . . . . .	2004	2-5
ROUTING AND DISTRIBUTION OF INCOMING DIRECTIVES FROM HIGHER HEADQUARTERS . . . . .	2005	2-5
INTERNAL DISTRIBUTION OF DIRECTIVES . . . . .	2006	2-5
STANDARD DISTRIBUTION LISTS . . . . .	2007	2-5
DIRECTIVES CHECKLISTS . . . . .	2008	2-5
REVIEW OF DIRECTIVES . . . . .	2009	2-5
MAINTENANCE OF DIRECTIVES . . . . .	2010	2-6
* COMMANDING GENERAL POLICY MEMORANDUMS . . . . .	2011	2-6

FIGURES

2-1 SAMPLE LETTER OF CONCURRENCE . . . . .	2-7
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# SOP FOR ADMINISTRATION

## CHAPTER 2

### DIRECTIVES

#### 2000. GENERAL

1. Originators of directives will include detailed information to all addressees, and effect an accurate and a competent distribution to all subordinate organizations so that the lower echelons need not issue additional or repetitive directives.
2. Vaguely written and incomplete directives lead to a need for interpretation and consequently misinterpretation, requests for clarification, lengthy implementation of instructions, and delays in taking required action.
3. Realistic deadlines must be assigned to afford addressees sufficient time to take the required action. The time required to process, publish and distribute the directives must also be considered.

#### 2001. IMPLEMENTATION OF DIRECTIVES OF HIGHER AUTHORITY

1. If a directive of higher authority was distributed to subordinate echelons, General/Special Staff Officers issuing an implementing directive will only reference the directive and include the necessary amplifying instructions.
2. General/Special Staff Officers issuing a directive which cites a directive of higher authority that was not distributed to subordinate echelons will not list the higher authority directive as a reference, but will specify details for subordinate command action and quote or restate only the pertinent parts of the directive.

2002. DIRECTIVES CONTROL. The Base Adjutant, as the Directives Control Officer, is responsible for the maintenance of a central Directives Control Point (DCP), and the review of all Base directives for proper format, correct use of standard subject identification codes (SSIC), consecutive point number, and appropriate distribution annotated prior to signature and publication.

#### 2003. PREPARATION INSTRUCTIONS

1. Directives will be prepared following the instructions in the current edition of Marine Corps Order P5215.1 (The Marine Corps Directives System) and the amplifying instructions contained herein.
2. Only typewriters having standard pica-size (10-pitch) or equivalent type size will be used to prepare directives. Directives are to be reproduced/prepared at the Base Printing Plant, on OPNAV Form 5602/11C (large typing guide), with an authorized 20 percent reduction. The command heading will be typed and centered immediately below the top blue line.
3. Prior to typing a directive, originators will obtain the appropriate SSIC and consecutive point number from the DCP. Originators will utilize a "yellow staffing ladder" carbon copy of the directive for staffing and retention by the DCP. The "yellow staffing ladder" copy will contain a directive number, originator's code, and subject line typed in. Designated sections will initial the "yellow staffing ladder" as discussed in paragraph 1002.10a. After the directive has been reproduced on regular-size paper, the "yellow staffing ladder" will be attached to one of the reproduced copies (along with typing guide and all remaining back-up material) and maintained as the official file at the DCP; all back-up material remains accountable until the directive is canceled or revised. Originators revising a directive may obtain the typing guides of the previously issued directive from the DCP; this may preclude the retyping of portions of the revision.
- \* 4. Directives submitted for signature will be placed in a signature folder, with the document for signature on the right-hand side, together with the "yellow staffing ladder", in an offset position. Place applicable references, staff action brief as outlined in Chapter 8 of this publication, and any other documentation on the left side of the folder.

5. The Chief of Staff will sign all directives issued as "Base Order".

6. Those designated general and special staff officers reflected herein are authorized to issue routine and/or recurring directives published as "Base Bulletins" on matters relating to SSICs which come under their purview. They are:

- a. AC/S, Logistics - 4050 and 10110 series.
- \* b. AC/S, MWR - 47XX, 406X, 43XX and 5060 series.
- c. Director Special Services - 1710 series.
- d. AC/S, Training - 15XX, 3570, 5050, 5060, and 11102 series.
- \* e. Base Adjutant - 1601, 1760, 3040, and 5215 series.
- f. Range Control Officer - 11102 series.
- \* g. Director Human Services - 6530 series.

7. Proposed directives will be staffed via each concerned section prior to forwarding to the Base Adjutant. Upon receipt, the DCP will check appropriate SSIC, check for format errors, ensure the directive is dated and signed, logged under control, and forwarded for printing and distribution.

8. No two bulletins containing the same SSIC may be published on the same date. After signature, all bulletins will be forwarded to the DCP for dating and control.

9. The cancellation date on bulletins will not exceed 18 months from date of issuance. The cancellation paragraph on all bulletins will indicate a cancellation date of the last day of the month.

- \* 10. When directives are applicable to tenant commands, letter of concurrence will be sent to each respective command requesting concurrence/nonconcurrence and/or comments. Tenant commands will have a minimum of ten working days to reply. The directives will be forwarded to the respective adjutants for concurrence. A paragraph will be included in the letter of concurrence requesting applicable distribution codes, if any, and number of copies desired for their command. (See Figure 2-1.) The "distribution" block, following the signature line, is typed as follows:

DISTRIBUTION: MCB: (A-275)  
 IIMAF: (2)  
 2dMarDiv: (A-213)  
 2dMAW: (10)  
 2dFSSG: (A-45)  
 6thMAB: (5)  
 NavHosp: (10)  
 NDC: (3)  
 MCAS: (5)

NOTE: Delete commands not applicable.

- \* 11. Directives which are applicable to tenant commands will contain a "concurrence" paragraph. The proper wording of the "concurrence" paragraph is as quoted:

("Par. #"). **Concurrence.** This Order/Bulletin has been coordinated and concurred in by the Commanding Generals, II Marine Amphibious Force, 2d Marine Division, FMF, 2d Marine Aircraft Wing, Cherry Point, FMFLant, COMCABEAST, Cherry Point, 2d Force Service Support Group, (Rein), FMF, 6th Marine Amphibious Brigade, FMF, and the Commanding Officers, Marine Corps Air Station, New River, Naval Hospital, and Naval Dental Clinic.

Note: Delete commands not applicable.

2004. REPRODUCTION AND DISTRIBUTION OF BASE DIRECTIVES. The Base Adjutant is responsible for the reproduction and distribution of Base directives to those commands/organizations/sections listed in the current edition of BO 5605.1. Originators are responsible for the distribution of copies of Base directives to commands/organizations/addressees other than those listed in the current edition of BO 5605.1. All directives requiring reproduction by General and Special Staff sections will be delivered to the Base Adjutant's Office. The Base Printing Plant will only reproduce directives that are accompanied by DD Form 844 (Requisition for Local Duplicating Service) properly authenticated by the Base Adjutant or administrative chief.

2005. ROUTING AND DISTRIBUTION OF INCOMING DIRECTIVES FROM HIGHER HEADQUARTERS. Incoming directives from higher headquarters are processed by the Base Adjutant. A route sheet is appended to the directive indicating number of copies received, date received, distribution code, action section, and internal distribution. This copy will become the "Master File Copy" after the Chief of Staff, cognizant General Staff, and Base Adjutant have initialed it.

2006. INTERNAL DISTRIBUTION OF DIRECTIVES

1. It is the responsibility of subordinate commanders to establish internal distribution of directives received from this headquarters to the subordinate units of their respective organizations. Subordinate commanders receiving directives in excess of their requirements will return all excess directives to the Base Adjutant and promptly request a decrease in their allowance.

2. General and Special Staff Sections will assure that:

a. Adequate authorized directives are on hand in the minimum quantity required for efficient operations,

b. Their directives are maintained up-to-date as changes and/or revisions are promulgated,

c. Adequate internal distribution is made on a need-to-know basis,

d. Prompt action is taken to request decreases or increases in allowances from the Base Adjutant when requirements change.

2007. STANDARD DISTRIBUTION LISTS. The Base Adjutant publishes standard distribution lists by a Base directive in the 5605 series.

2008. DIRECTIVES CHECKLISTS

1. The Base Adjutant is responsible for publishing an effective Base Directives Checklist semiannually on 30 June and 31 December.

2. Upon receipt of the Base semiannual checklist, unit directives will be reviewed to verify currency of directives. Requests for missing directives will be submitted to this headquarters (Attn: Base Adjutant), via subordinate command headquarters concerned. Requests must be reviewed by the subordinate commands concerned to assure the requested directives are not on their internal distribution. Whenever possible, directives requested will be furnished from the subordinate command's extra copy assets and the checklist annotated reflecting the request by drawing a single line through the directive number and enter "FURN" in the left hand margin. If the directive requested is not rated, annotate the checklist by drawing a single line through the directive number and entering "NA" in red in the left margin. Upon completion, the subordinate command will endorse the request to this headquarters indicating the directives requested are authorized and that they could not be furnished by their headquarters.

2009. REVIEW OF DIRECTIVES

1. The current edition of Marine Corps Order P5215.1 requires that manual and letter-type directives be reviewed on their anniversary dates or at a set time each year.

2. Staff sections responsible for originating Base directives will review all directives under their cognizance annually, on the anniversary date of each directive. The Base Adjutant will notify responsible sections at least 30 days prior to the required review.

3. When a directive becomes nine years old it will be reviewed for cancellation, revision or consolidation with a letter-type directive or similar subject, or incorporated in a manual-type directive.

2010. MAINTENANCE OF DIRECTIVES. Directives will be maintained in accordance with the current edition of Marine Corps Order P5215.1. The official and master directives files will be maintained by the Base Adjutant for this headquarters.

2011. COMMANDING GENERAL POLICY MEMORANDUMS. Although not issued as orders or bulletins, they are directive in nature and will be maintained as such. Policy Memorandums will be filed in a separate binder from directives in order of issuance and retained until cancelled or superseded.

SOP FOR ADMINISTRATION

SAMPLE LETTER OF CONCURRENCE

5000  
ADJ  
1 Nov 84

From: Commanding General, Marine Corps Base, Camp Lejeune

Subj: PROPOSED BASE ORDER P5555.5

Encl: (1) Proposed Base Order P5555.5

1. The enclosure is submitted for concurrence/nonconcurrence and/or comments to be returned by endorsement to this headquarters (Attn: Base Adjutant) not later than 15 November 1984.

2. It is further requested that the appropriate distribution code for your command and number of copies required be included in the endorsement.

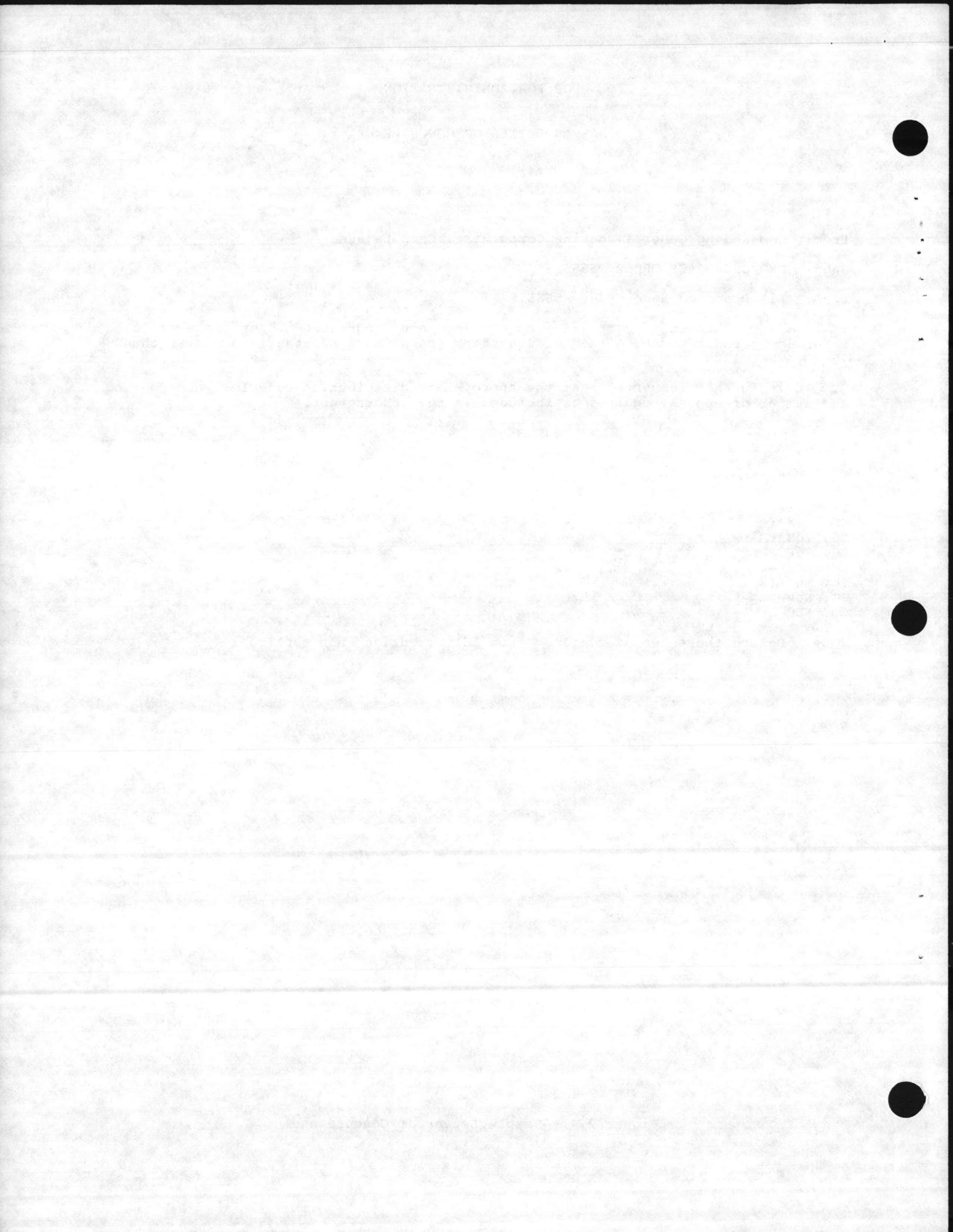
H. J. MEDEIROS  
By direction

Distribution:

CG, IIMAF  
CG, 2dMarDiv  
CG, 2dFSSG  
CG, 6thMAB  
CO, MCAS(H)  
CO, NavHosp  
CO, NDC

Note: Delete those tenant commands from "distribution" not applicable.

Figure 2.1.--Sample Letter of Concurrence

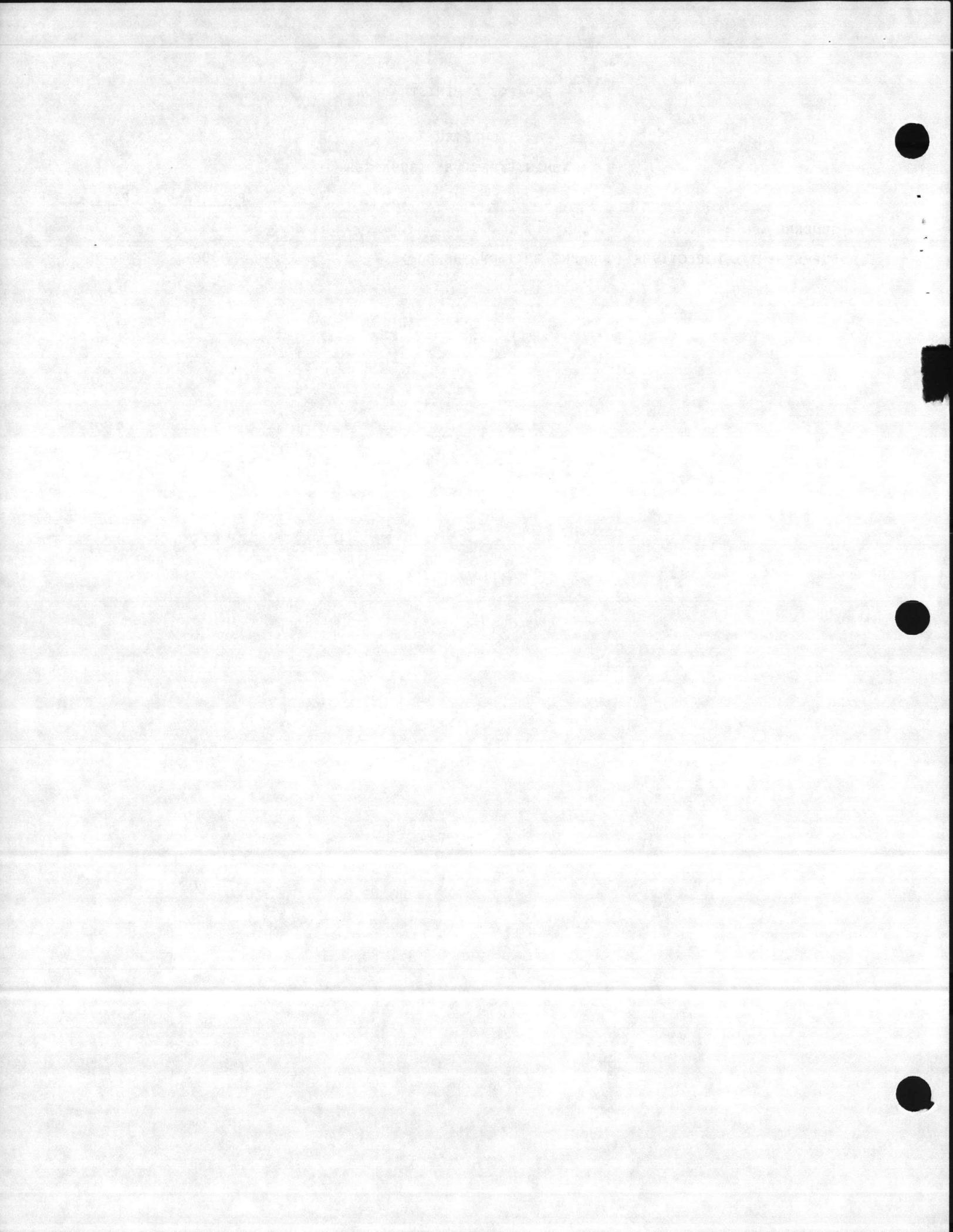


SOP FOR ADMINISTRATION

CHAPTER 3

ADMINISTRATIVE DISCHARGES

	<u>Paragraph</u>	<u>Page</u>
GENERAL . . . . .	3000	3-3
SUPPLEMENTAL DIRECTIVES (CURRENT EDITION THEREOF) . . . . .	3001	3-3



SOP FOR ADMINISTRATION

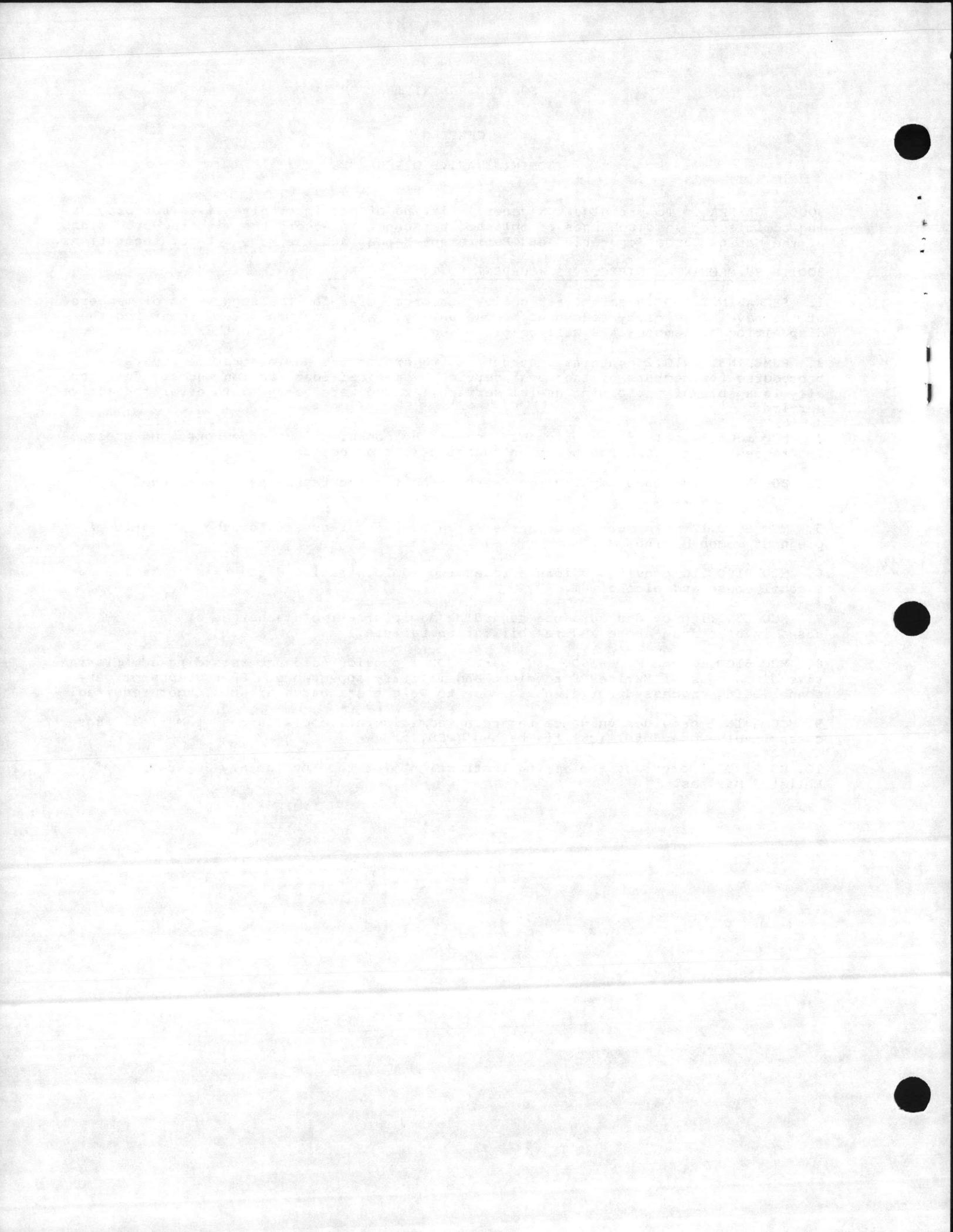
CHAPTER 3

ADMINISTRATIVE DISCHARGES

3000. GENERAL. To promulgate a general listing of pertinent directives for processing administrative discharges of enlisted personnel in accordance with the provisions of the Marine Corps Separation and Retirement Manual and the Base SOP for separations.

3001. SUPPLEMENTAL DIRECTIVES (CURRENT EDITION THEREOF)

1. SECNAVINST 1900.9 sets forth policy and procedures for the separation of members of the naval service by reason of homosexuality. All recommendations regarding the disposition of homosexuals will be processed in strict compliance thereof.
2. BUMEDINST 1910.2 contains instructions regarding the administrative separation procedures for members of the naval service by medical board action who are functionally incapable of performing useful service, or who were accepted in error for active service.
3. MCO 1306.16 sets forth procedures governing conscientious objectors, and processing requests for discharge based on conscientious objection.
4. BO 5820.4 outlines amplifying instructions for the reporting of personnel in hands of civil authorities and/or pending civil charges.
5. MCO 5000.12 sets forth procedures for processing requests for the discharge of pregnant women Marines.
6. MCO P1900.16 provides guidance regarding administrative discharges of Marine for alcohol abuse and alcoholism.
7. MCO 5355.1 provides guidance regarding administrative discharges of Marine whose cases involve drug abuse and rehabilitation failure.
8. MCO 6100.10 and MCO P1900.16C, par. 6202.1 provide guidance regarding administrative discharges of Marines for weight and military appearance. Photographs of personnel being processed for discharge due to weight standards are no longer required.
9. MCO 6310.1 provides guidance regarding administrative discharges of Marines whose cases involve pseudofolliculitis barbae (PFB).
10. BO P1900.9 provides amplifying instructions for the Involuntary Separation of Enlisted Marines.

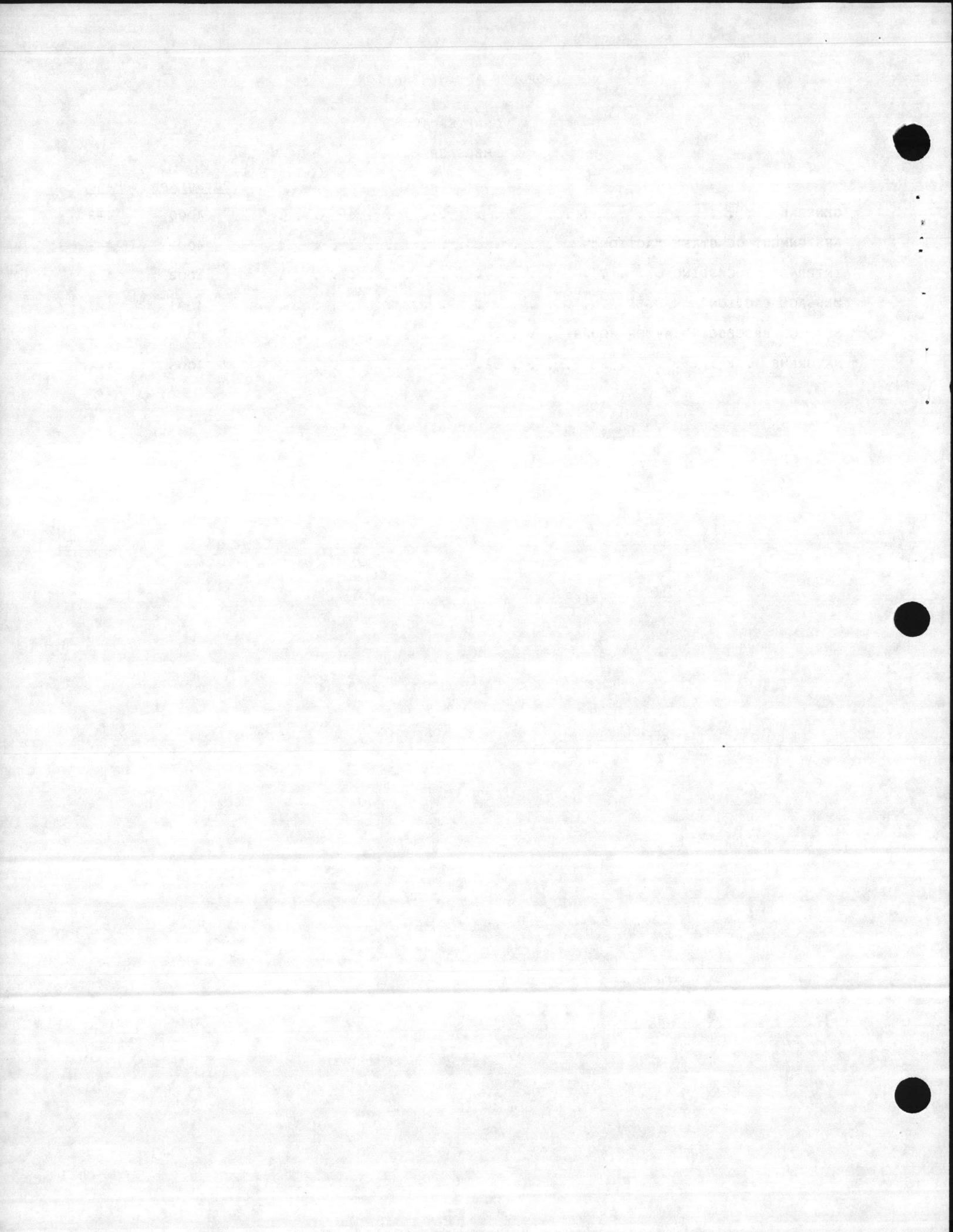


SOP FOR ADMINISTRATION

CHAPTER 4

MESSAGES

	<u>Paragraph</u>	<u>Page</u>
GENERAL . . . . .	4000	4-3
ASSIGNMENT OF STAFF "ACTION" . . . . .	4001	4-3
INTERNAL PROCESSING . . . . .	4002	4-3
MESSAGE "ACTION" CHANGES . . . . .	4003	4-3
* MESSAGE PROCESSING AFTER HOURS . . . . .	4004	4-3
* NAVGRAMS . . . . .	4005	4-4



SOP FOR ADMINISTRATION

CHAPTER 4

MESSAGES

4000. GENERAL. Instructions pertaining to message handling by communications personnel and releasing authority are contained in the current edition of Base Order P2300.1. The instructions contained herein pertain to message drafting, routing, and processing.

4001. ASSIGNMENT OF STAFF ACTION

1. General Staff and Special Staff sections will be assigned "ACTION" as appropriate on incoming messages wherein the Commanding General is a "To" addressee. In each case wherein a Special Staff member is assigned "ACTION", the cognizant General Staff Officer will be "INFO" in addition to other "INFO" addressees which may be assigned depending upon the subject matter.

2. Messages wherein the Commanding General is an "INFO" addressee will be distributed to cognizant staff officers concerned according to the subject matter. In the event an "INFO" message requires action and/or a reply, it will be the responsibility of the cognizant staff officer directly concerned to assure that proper action is taken promptly.

4002. INTERNAL PROCESSING. The Base Adjutant is responsible for the pickup/delivery of unclassified message traffic to/from the Marine Telecommunication Center (MTCC) located in Building 1101. Hours of pickup are 0600, 0930, and 1430 on working days with an additional delivery/pickup at 1600 on the last workday prior to a holiday or a weekend. All message traffic will be distributed in the appropriate guard mail boxes located in Building #1, Room 143. Delivery of out-going Priority and OP-Immediate messages to the Marine Telecommunications Center after 1400 each workday will be the responsibility of the drafter. Routine messages will be delivered to the Marine Telecommunication Center at 0930 on the next workday.

4003. MESSAGE ACTION CHANGES

1. Staff sections will utilize Message Change of Action forms (MCBCL 5216/4, available at the Self Service Center) to change the designated "ACTION" section on incoming messages.

2. Upon completion of the Message Change of Action form the section desiring the change will deliver the message "ACTION" copies to the section accepting the action change. Upon obtaining acceptance by the newly designated action section, the Message Change of Action form will be delivered to the Base Adjutant for notation on the tickler file copy of the message concerned. The Base Adjutant will deliver the Message Change of Action form to the Message Distribution Center for appropriate disposition.

3. Messages upon which the action has been changed will be redistributed.

4. Authority to sign messages for release from this Command is set forth in the current edition of Base Order P2300.1.

\* 4004. MESSAGE PROCESSING AFTER HOURS. It is the responsibility of the CDO to take appropriate action on all incoming messages. The CDO will ensure that the Chief of Staff is informed promptly of the receipt of routine/priority messages containing sensitive information of immediate concern or on matters which may require immediate action.

1. Messages will be handled in accordance with the Base Message Routing Guide as well as the Special Orders for Command Duty Personnel.

2. The Marine Telecommunication Center Watch Officer will advance route messages to the CDO regardless of whether the message is addressed to Marine Corps Base for "ACTION" or "INFO." During non-working days, the MTCC Watch Officer will submit daily to the CDO a "message read board" of all incoming messages. Each day's read

board is to be retained by the CDO and personally hand-carried to the Base Adjutant's Office the following workday.

- \* 4005. NAVGRAMS. Staff sections will review all messages to determine if the message should be released to the MTCC or as a NAVGRAM. The general rule for determination is if the message is administrative, not operational, and of a routine nature, the originator should consider sending out the message as a NAVGRAM, amplifying instructions are contained in the current Base Directives, 2300 series.

SOP FOR ADMINISTRATION

CHAPTER 5

RECORDS MANAGEMENT PROGRAM

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL . . . . .	5000	5-3
FILES MAINTENANCE . . . . .	5001	5-3
OFFICE OF RECORD . . . . .	5002	5-4
BASE CENTRAL FILES . . . . .	5003	5-4
STAFF SECTION WORK FILES . . . . .	5004	5-4



SOP FOR ADMINISTRATION

CHAPTER 5

RECORDS MANAGEMENT PROGRAM

5000. GENERAL. The Records Management Program is an active, continuing management effort designed to provide effective controls over the creation, organization, maintenance, use, and disposition of records. It is imperative that records management procedures throughout this Command be standardized in order to provide rapid retrieval of information necessary for planning and decision making. The Base Adjutant is hereby designated to monitor the subject program.

5001. FILES MAINTENANCE. Correspondence files will be established and maintained in accordance with the instructions contained in the current edition of Marine Corps Order 5210.11.

1. Standard Subject Identification Codes, (SSIC). The current edition of SECNAVINST 5210.11 contains the SSICs designed to meet the needs of the Department of the Navy and the Marine Corps. It provides a convenient numerical classification and subject outline consisting of 13 major numerical series separated into primary, secondary, and tertiary series to identify specific subjects.

2. Files Outline. A Files Outline will be prepared and maintained in an accessible place for the convenience of all users of the files. Instructions for preparing a Files Outline is contained in the current edition of Marine Corps Order 5210.11.

3. File Folders. Commencing on 1 January each year, a file folder will be established containing only the 13 major subject groups. Once a major subject file folder has accumulated 10 documents within the scope of a specific primary subject group, these documents will be removed and a primary subject file folder will be established. For every group of 10 pieces of correspondence which falls under a specific SSIC, a new folder will be generated. Normally, by the end of the first quarter of the CY the general files will have been established. Staff sections can determine the areas of responsibility and the SSICs under their purview by reviewing paragraph 2003.6 of SECNAVINST 5210.11.

a. Ensure that each folder has an opening and a closing date. The closing date will not be entered until the file is actually closed. The normal capacity of a file folder is three-fourths of an inch. When capacity has been reached, the folder is closed by inserting the closing date which will reflect the same date as the last piece of correspondence entered in that folder.

b. The use of Acco fasteners or other prong fasteners to secure papers in a file folder is not authorized unless specific situations otherwise dictate. Examples are contracts, case or project files, or files containing military or civilian personnel records, which because of their nature, require constant handling and are frequently removed from the office of record.

c. Labels showing the appropriate retention standards will be placed on each file folder. The format to be used for these labels is given in the current edition of Marine Corps Order 5210.11. Labels showing the appropriate retention standards may be posted to a filing cabinet or drawer when all files in that container have the same disposition standards. Each file folder within that particular drawer is not required to be labeled individually.

4. Records of Permanent or Temporary Value. Determination as to whether records are of permanent or temporary value is made prior to filing. The letters "P" or "T" are written (in pencil) on the document along with the file number prior to filing.

5. Records Disposition. Establish a system to promptly and systematically dispose of temporary and nonessential records in accordance with the current edition of SECNAVINST 5212.5.

5002. OFFICE OF RECORD. The Base Adjutant is responsible for maintaining the Office of Records for this headquarters. The Record and/or the Official File Copy of material received or originated by this headquarters will be maintained in the Base Central Files or Classified Files, as appropriate. An exception to the foregoing is that the Base Staff Judge Advocate will maintain an official file of unclassified legal records, and furnish a copy of all letters of transmittal of files sent to the Naval Records Management Center, for retirement, to the Base Adjutant.

5003. BASE CENTRAL FILES

1. Official file correspondence may be checked-out from the Base Central Files for periods up to 48 hours.
2. When a folder is checked-out, a File Out Card (NAVEXOS Form 4178) will be inserted in the files and the person checking out the file will sign the File Out Log.
3. The Base Adjutant will take prompt action to recover overdue files.

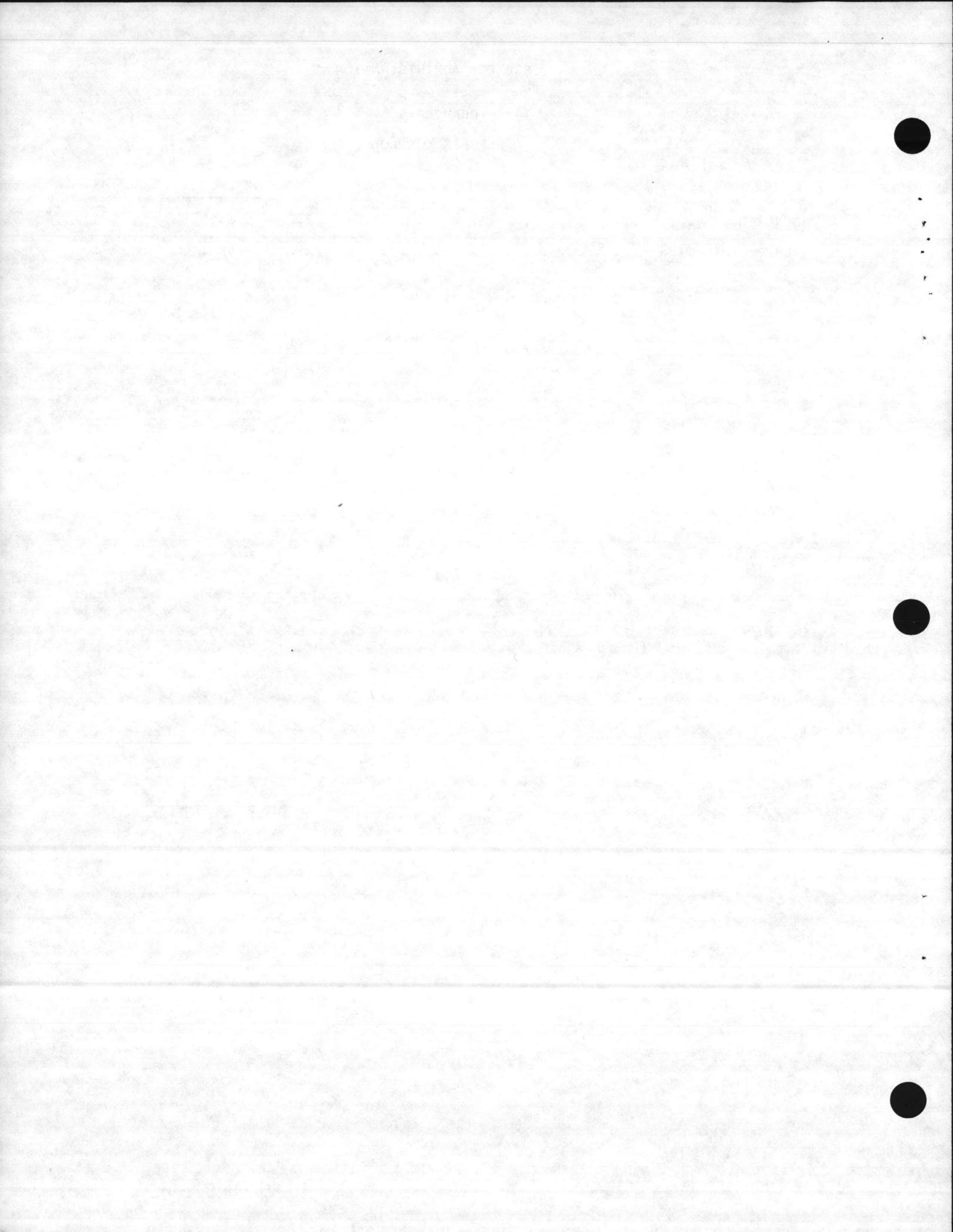
5004. STAFF SECTION WORK FILES. Files maintained by staff sections of this headquarters are working files only. Correspondence retained in these files will consist of copies of incoming correspondence and pink file copies of outgoing correspondence only. Originals of incoming correspondence will not be retained in the working files. Staff sections will not retain the original copy of incoming correspondence longer than 10 days. If not otherwise available, work copies of such correspondence will be furnished by the Base Adjutant upon request.

SOP FOR ADMINISTRATION

CHAPTER 6

REPORTS CONTROL

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL . . . . .	6000	6-3
RESPONSIBILITIES . . . . .	6001	6-3



SOP FOR ADMINISTRATION

CHAPTER 6

REPORTS CONTROL

6000. GENERAL. The Commandant of the Marine Corps has, through directives in the 5213-5214 series, established a criteria for a Reports Management/Control Program which will be used by this headquarters and all subordinate units of this Command.

6001. RESPONSIBILITIES

1. Inasmuch as reports management/control is essentially a part of the centralized control function of paperwork management, the primary responsibility for the efficient functioning of this program, within this Command, is assigned to the AC/S, Base Operations Support Management Assistance Division (BOSM). The BOSM is responsible for the following:

a. Designating a Reports Management/Control Officer,

b. Monitoring recurring reports required by this headquarters and units of this Command to ensure that reports meet the objectives of the current edition of Marine Corps Order 5213.6,

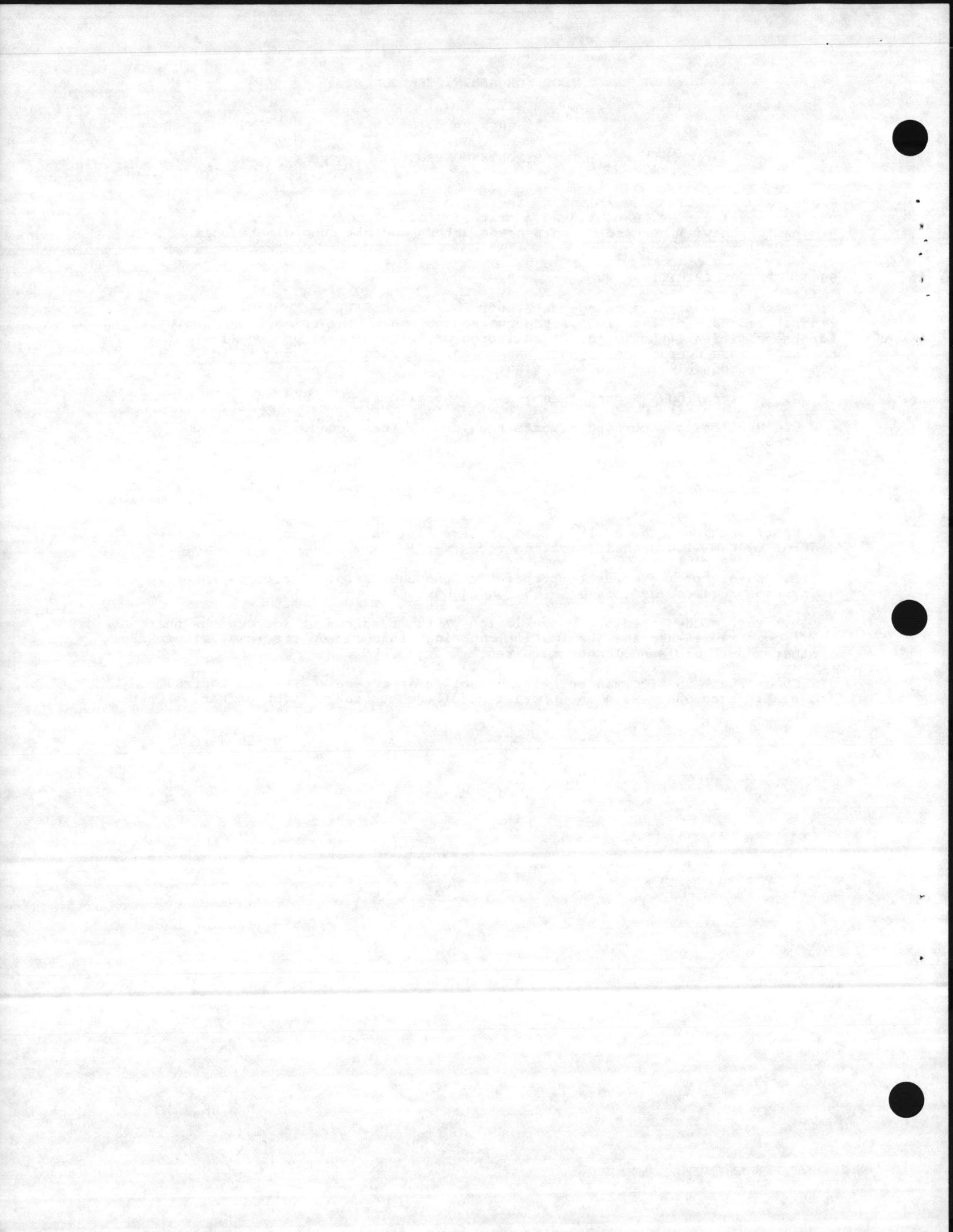
c. Issuance of such directives as may be required in the implementation of the Reports Management/Control Program.

2. Staff section heads of this headquarters will establish an effective reports control system within their sections to:

a. Ensure prompt accurate preparation and submission of reports under their cognizance required by this or higher headquarters.

b. Ensure the immediate cancellation of the requirement for reports under their cognizance when the information contained in such reports is available from another source or is no longer required.

3. Subordinate unit commanders will establish an effective Reports Control Program in accordance with the provisions of the current edition of Marine Corps Order 5213.6.

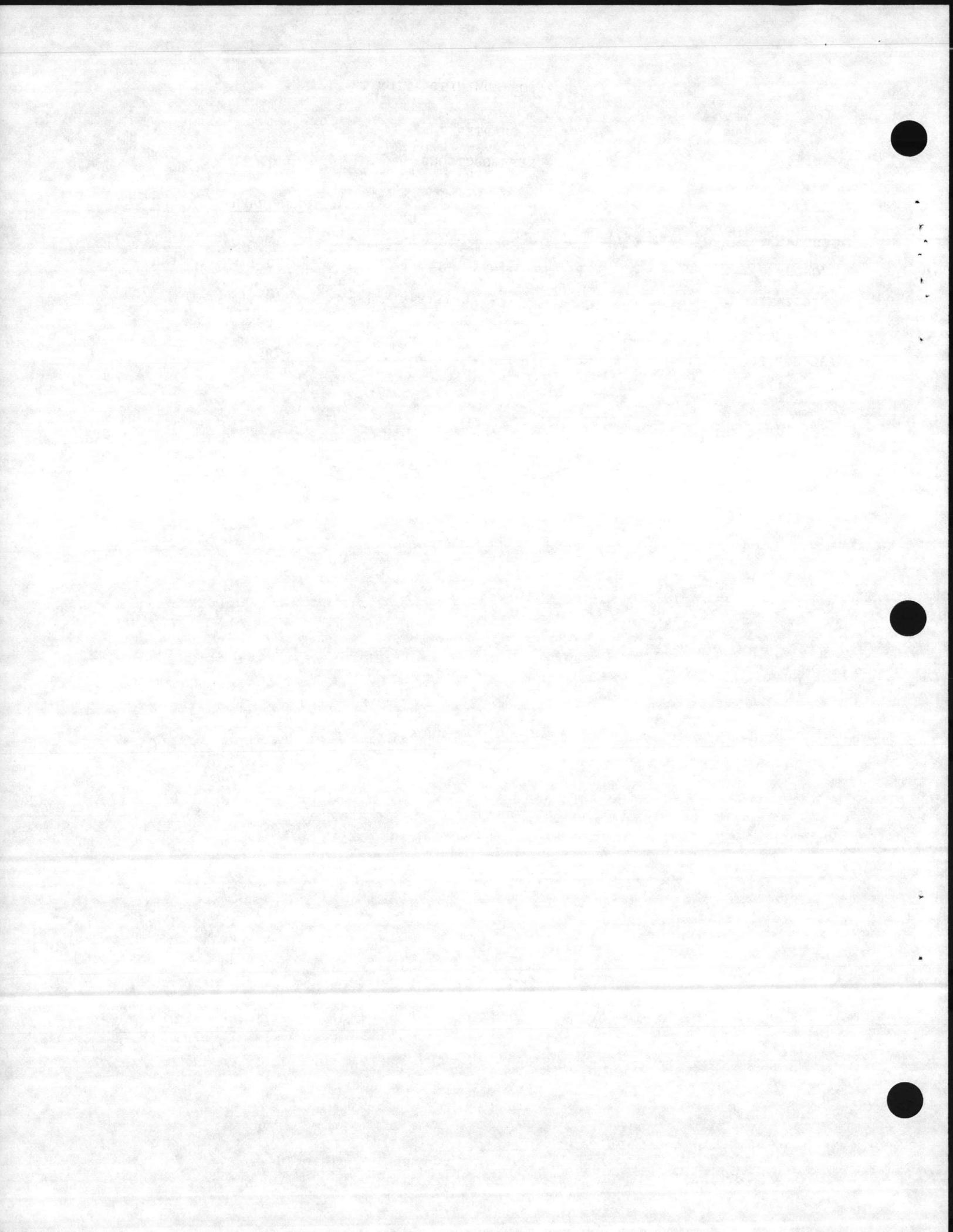


SOP FOR ADMINISTRATION

CHAPTER 7

REPRODUCTIONS

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL . . . . .	7000	7-3
ECONOMY . . . . .	7001	7-3
UTILIZATION . . . . .	7002	7-3
MAINTENANCE . . . . .	7003	7-3
TELECOPIER . . . . .	7004	7-3



## SOP FOR ADMINISTRATION

### CHAPTER 7

#### REPRODUCTIONS AND SUPPORT

7000. GENERAL. Reproduction required by General and Special Staff sections is under the supervision of the Base Adjutant. Each request sent to the Base Printing Plant, accompanied by a properly completed DD Form 844 as per Regulations of Local Duplicating Service, must be processed by the Base Adjutant's Office for initial approval.

7001. ECONOMY. Inasmuch as the reproduction Xerox machine, located in the Base Adjutant's spacing, is normally leased on a per copy basis, it is mandatory that copies be restricted to absolute needs. To this extent, copy work should not be conducted when appropriate utilization of carbon paper or certified typewritten copies would serve the purpose with less expense to the government. The Base Adjutant will ensure that copy work is accomplished by the most economical means and in accordance with the current edition of MCO P5600.31.

7002. UTILIZATION. All General and Special Staff sections will be assigned a Xerox machine security code number, in order to track monthly usage. Codes will be routinely changed on a monthly basis, with numbers being coded and controlled by the Base Adjutant. Sections not currently authorized to use the Xerox machine, who have special requirements for copy work, should be directed to the Base Adjutant's Office. Copy work remains the responsibility of each staff section requiring the reproduction. Under no circumstances is the reproduction of a publication issued under the directives system or available through requisition, authorized.

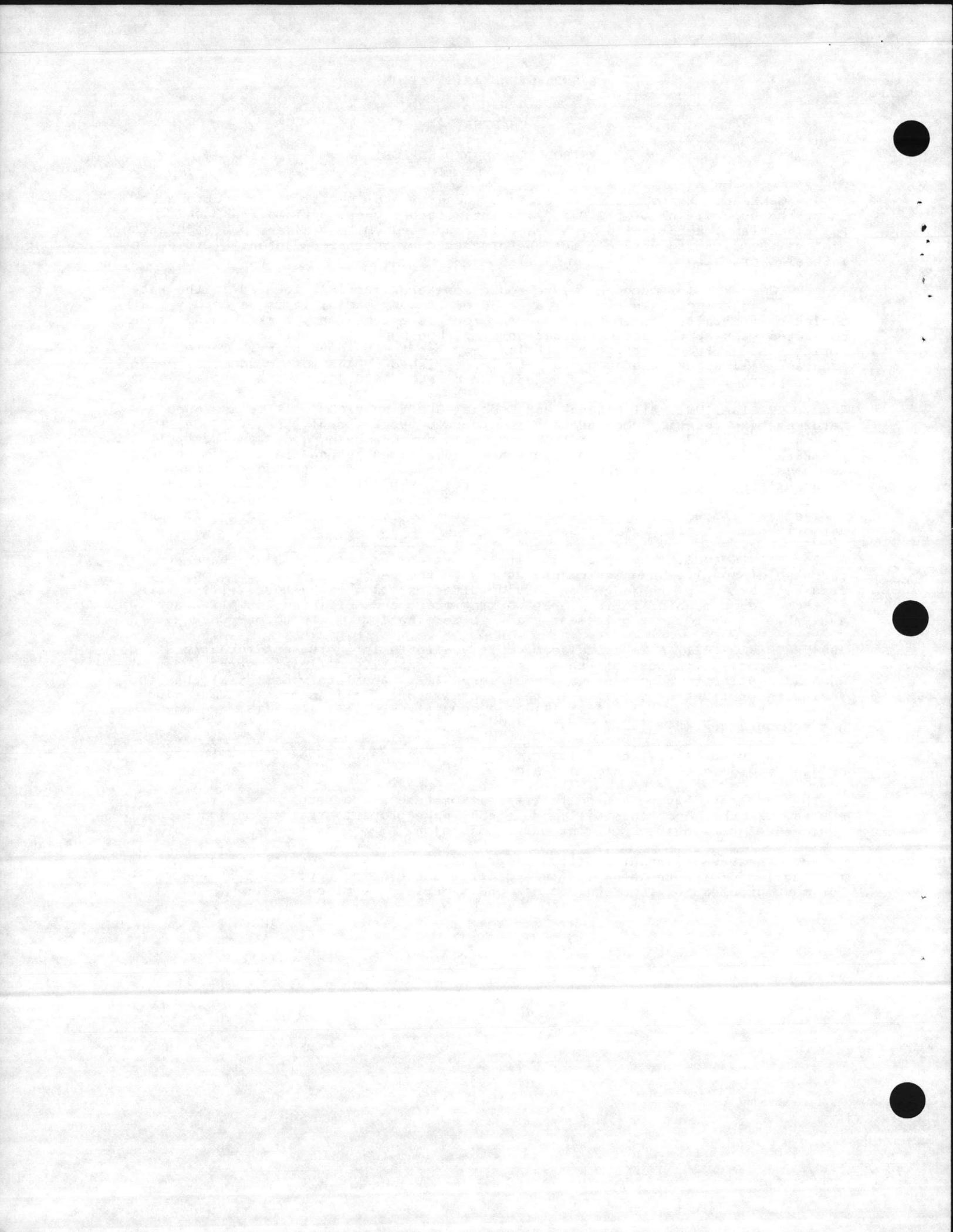
7003. MAINTENANCE. The responsibility for extensive machine maintenance and purchase of supplies and equipment rests with the Base Adjutant. Sections requiring extensive reproduction service after normal working hours will ensure that the Xerox machine is in proper working order and sufficient supplies are available to meet the requirement prior to termination of the normal workday.

7004. TELECOPIER. A Xerox telecopier is available in the Base Adjutant's Office for the specific purpose of transmitting time-sensitive official correspondence such as replies to congressional inquiries. It is absolutely essential that the following prefixes be utilized in the transmission of all incoming or outgoing documentation; commercial (919) 451-2415, FTS (lease line) 676-2415, and for Autovon services 484-2415.

a. Responsibility for the transmission of correspondence rests with the originating department and/or division.

b. Sections having a need to transmit or receive correspondence, reports, charts, or other documents will ensure they have properly trained personnel assigned within their department and/or division.

c. The Base Adjutant's Office is prepared to provide concise operating instructions for both the Xerox telecopier and the Xerox copier and is responsible for most problem-solving requirements and general care procedures.



SOP FOR ADMINISTRATION

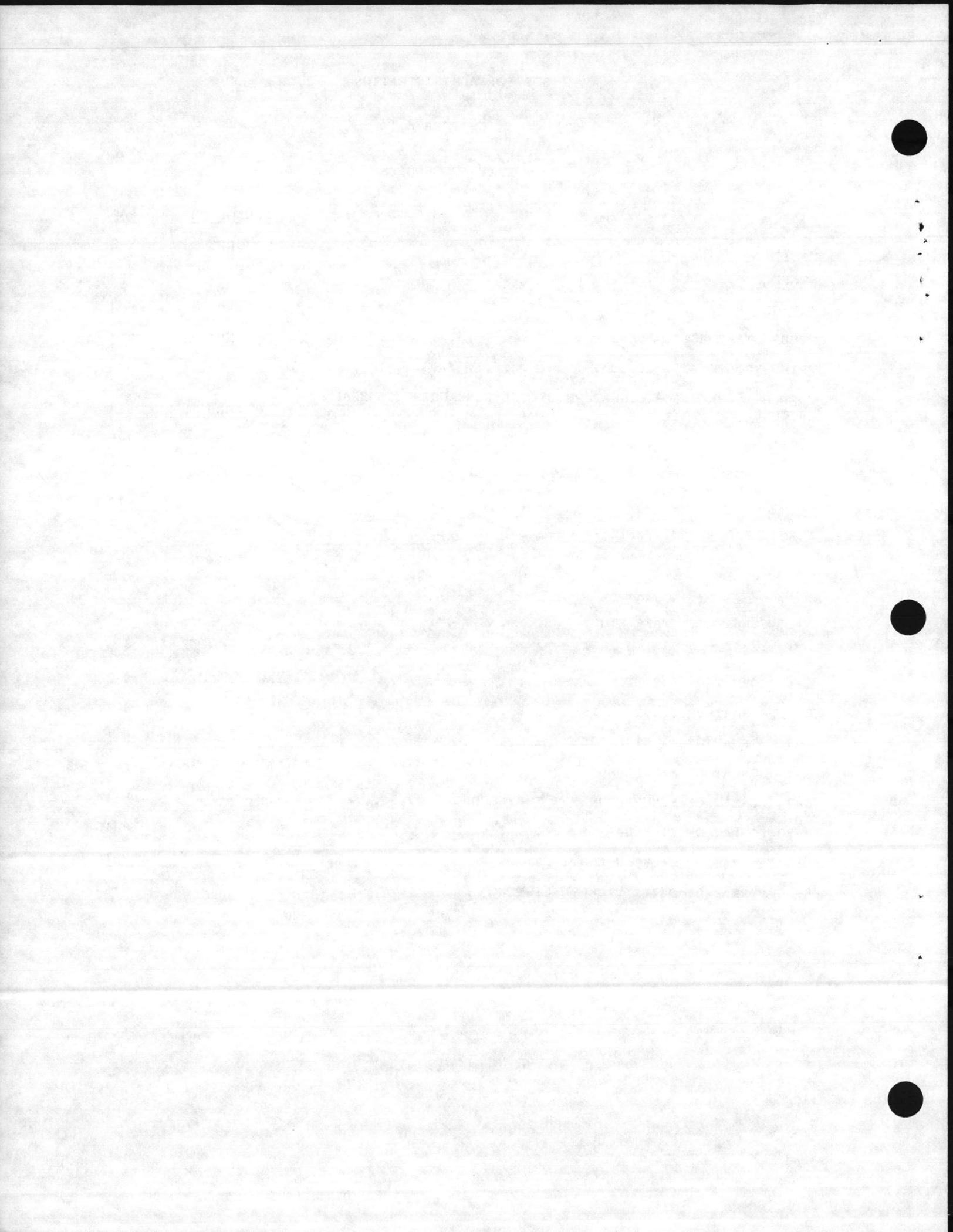
CHAPTER 8

STAFF PROCEDURES

	<u>PARAGRAPH</u>	<u>PAGE</u>
STAFF ACTION . . . . .	8000	8-3
STAFF STUDY . . . . .	8001	8-3
ACTION BRIEF . . . . .	8002	8-3
OTHER STAFF ACTION PAPERS . . . . .	8003	8-4
TRIP REPORTS . . . . .	8004	8-4
CORRESPONDENCE FOR SIGNATURE OF THE COMMANDING GENERAL OR CHIEF OF STAFF . . . . .	8005	8-4
VISITORS . . . . .	8006	8-5
STAFF ORGANIZATION . . . . .	8007	8-5
SUCCESSION TO COMMAND . . . . .	8008	8-5
TURNOVER/CONTINUITY FILES . . . . .	8009	8-5
TICKLER SYSTEM . . . . .	8010	8-5

FIGURE

8-1 FORMAT OF STAFF STUDY . . . . .	8-7
8-2 FORMAT OF ACTION BRIEF . . . . .	8-9
8-3 FORMAT OF POSITION PAPER . . . . .	8-10
8-4 FORMAT OF POINT PAPER . . . . .	8-11
8-5 FORMAT OF TALKING PAPER . . . . .	8-12
8-6 FORMAT OF MEMORANDUM-FOR . . . . .	8-13
8-7 FORMAT OF MEMORANDUM FOR THE RECORD . . . . .	8-14
8-8 FORMAT OF TICKLER . . . . .	8-15
8-9 FORMAT OF TICKLER CONTINUATION PAGE . . . . .	8-16
8-10 FORMAT OF DAILY TICKLER LISTING . . . . .	8-17



# SOP FOR ADMINISTRATION

## CHAPTER 8

### STAFF PROCEDURES

#### 8000. STAFF ACTION

1. Completed staff action on a problem results in the presentation of the problem, together with conclusions and recommended courses of action, in such a form all the Commanding General needs to do, when he has made his decision, is to indicate his approval or disapproval. It includes necessary staff action and supervision to ensure issuance, receipt, and understanding of necessary orders and instructions, and compliance therewith.

2. All matters brought to the Commanding General for decision should be presented as completed staff action. If possible, the entire problem under consideration should be presented as a single item of completed staff action. If the problem is very extensive or complex, and is susceptible to more effective treatment in parts, each part may be presented separately in the form of completed staff action.

#### 8001. STAFF STUDY

1. The staff study is a means of identifying, analyzing, and solving a problem or determining the desirability of a course of action. It is the result of thorough research and is the means of conveying to the Commanding General a report of the analysis made, together with conclusions and recommendations. It assists the Commanding General in making a decision. A single staff study can solve only one problem. If two or more problems exist, they must be the subject of separate studies. It is the responsibility of the author of the study to present all the facts bearing on the problem under consideration. He sets forth not only the facts supporting his conclusions, but those opposed to his point of view as well. It is imperative that conclusions be a result of reasoned judgment and flow logically from the facts and discussion. The writer who develops a study to prove a preconceived notion is selling a point, not solving a problem. Objectivity is of paramount importance.

2. The technique employed in the development of a staff study is portrayed by a format which normally divides the paper into the following sections:

- a. Problem.
- b. Assumptions (may be omitted and normally are if permitted by the circumstances of the study).
- c. Facts bearing on the problem.
- d. Discussion.
- e. Conclusions.
- f. Recommendations.

3. Completed staff action papers are routed through other interested members of the staff for review and for an indication of concurrence or nonconcurrence. In cases of nonconcurrence which have not been resolved, the author indicates his consideration of each nonconcurrence. Figure 8-1 contains additional information and a sample format.

8002. ACTION BRIEF. An action brief is a condensed version of a staff study which provides the reader with a capsuled discussion of the problem or action he is being asked to sign. It must stand alone and remain concise while providing sufficient information to enable him to make a logical decision on whether to sign the document. Action briefs are normally one, sometimes two pages in length. MCBC Form 5216/2 may be used if the content of the specific action brief lends itself to its use. Figure 8-2 contains additional information and a sample format.

8003. OTHER STAFF ACTION PAPERS. Several other staff action papers are frequently used by staff officers. They are used for specific purposes during the course of normal staff action to enable rapid and accurate response to a variety of situations. This paragraph discusses several of these staff action papers.

1. Position Paper. The position paper is a study type document which develops and recommends an official position on a particular subject. It includes a clear statement of why an official position is required, essential background of the problem/subject, and a rationale of the recommended position. Figure 8-3 contains additional information and a sample position paper format.

2. Point Paper. An informal paper listing significant facts on a specific problem/subject, Figure 8-4 contains additional information and a sample point paper.

3. Talking Paper. A talking paper is a narrative form which can be used to advance a point of view or summarize an action or a proposal. It should stand by itself without reference to backup material. Figure 8-5 contains additional information and a sample talking paper.

4. Memorandum-For. A memorandum-for is used to answer inquiries made by the Commanding General and/or when other staff action paper formats are not applicable. Figure 8-6 contains additional information and a sample memorandum for.

5. Memorandum For the Record. A memorandum for the record is prepared to record impressions, information, conclusions, or decisions which arise out of formal or informal discussions, conferences or meetings for future reference. Figure 8-7 contains additional information and a sample format.

8004. Trip Reports. Personnel performing temporary additional duty other than for participation in athletic events, will prepare a trip report as directed by the current edition of Base Order 5214.2 (Temporary Additional Duty Trip Report).

8005. Correspondence for Signature of the Commanding General or Chief of Staff

1. Correspondence presented for signature of the Commanding General or Chief of Staff will be left undated and attached (at least two clips) to a signature folder in the following sequence (top to bottom):

Right Side

1) Original of correspondence, pages in normal order. A standard tab, OPNAV 5216/139, will be affixed with a paper clip to each page where a signature is required.

2) Enclosures or attachments, if any, first on top. A standard tab will be affixed with a paper clip to the first page of each enclosure or attachment.

Left Side

1) Applicable staff action paper.

2) Background information such as references, incoming letters and related actions (in that order). All references will be included. Extracts of bulky references will be made and only applicable portions provided. All background information will be tabbed.

2. After signature, the Staff Secretary will date and return the correspondence, references, and signature folder to the originating section.

3. The originating section will process signed correspondence as directed by the current edition of Base Order 5112.2.

4. Correspondence of a personal or semi-personal nature signed by the Commanding General or Chief of Staff will be prepared and processed by the Staff Secretary/Commanding General's secretary, as appropriate.

#### 8006. VISITS

1. Periodically the Commanding General visits other headquarters or attends meetings and conferences. Additionally, distinguished visitors frequently visit this command.

2. Prior to a visit, either by the Commanding General or by a distinguished visitor, the Chief of Staff will notify specific staff sections of what type staff action paper is required, the topic and due date.

8007. STAFF ORGANIZATION. Staff organization and functions within Marine Corps Base will be as set forth in FMFM 3-1 (Command and Staff Action) as modified by the current edition of Base Order P5400.3 (Marine Corps Base Organization and Functions Manual).

8008. SUCCESSION TO COMMAND. In the event of the absence or incapacitation of the Commanding General, the Chief of Staff will normally succeed to command.

#### 8009. TURNOVER/CONTINUITY FILES

1. To provide maximum staff continuity, General and Special Staff officers will maintain turnover/continuity files. Although no specific format is prescribed, files will contain, as a minimum, the following:

- a. Internal organization of section and T/O.
- b. Specific instructions and areas of responsibilities.
- c. Internal operations SOP.
- d. Current projects.
- e. Identified problem areas.
- f. Listing of Base directives and other significant publications for which the section is responsible.
- g. List of frequent business contacts.

2. Files should not include detailed information concerning daily operations since folders soon become too voluminous for effective use.

#### 8010. TICKLER SYSTEM

1. Written inquiries or requests made to the staff by the Commanding General or Chief of Staff will be entered into the Tickler System by the Staff Secretary. Figure 8-8 contains a sample format.

2. Unless a specific due date is indicated by the Commanding General or Chief of Staff each inquiry/request will be answered by 1300 on the third working day after the date of the inquiry/request.

3. Ticklers will be answered by using an appropriate staff action paper. As a minimum, the Memorandum-For will be used. Refer to paragraphs 8001, 8002 and 8003 for information concerning staff action papers.

4. Completed Ticklers will be forwarded in a signature folder in the following sequence (top to bottom):

##### Right Side

- 1) Applicable staff action paper.

##### Left Side

- 1) Tickler with Part II or IV completed.

2) Background information such as references and related actions. Extracts of bulky references will be made and only applicable portions provided. All background information will be tabbed.

5. If an extension of the due date or a change of action is required, the action section will expeditiously forward the request to the Chief of Staff for approval. The signature of the staff officer accepting action must be obtained prior to forwarding the Tickler to the Chief of Staff. If an extension or change of action is approved, a tickler continuation page will be attached to the original by the Staff Secretary and forwarded to the appropriate staff section. Figure 8-9 contains a sample format of a tickler continuation page.

6. The Staff Secretary will publish a daily listing of all pending Ticklers. A copy will be provided to the Chief of Staff and all sections listed. Figure 8-10 contains a sample format.

SOP FOR ADMINISTRATION

Originator Code  
Date

STAFF STUDY

SUBJECT

- The subject matter is indicated briefly but in sufficient detail to help filing and future reference.

INTRODUCTION

- An introduction is not necessary but may be used to clarify an understanding of the problem or to limit the scope.

1. PROBLEM

- The problem is stated in concise and specific terms. A statement beginning with an infinitive is commonly used but other forms of expression may be used when more desirable.

2. ASSUMPTIONS

- Assumptions are used to bridge gaps between known facts and their use may be necessary to complete the problem solving process. Unnecessary assumptions are avoided, and care is taken to avoid substituting assumptions for ascertainable factors or for conclusions. An assumption is defined as a supposition regarding the current situation, or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof to the contrary. They may be necessary to enable the Commanding General, in the process of planning, to complete his estimate of the situation and make a decision on his course of action.

3. FACTS BEARING ON THE PROBLEM

- Known and established facts having a direct bearing on the problem. These are stated concisely and the source shown; e.g., (A/5p.6) indicates Annex A (bibliography), 5th reference, page 6. They are indicated and numbered in the order of first appearance in the study.

4. DISCUSSION

- The facts and assumptions and their implications are analyzed in this paragraph. The reasoning which leads to the conclusions and recommendations is set forth. This paragraph is a logical development of all pertinent aspects of the problem, including the formulation, analysis, and comparison of possible solutions and courses of action. An essay type statement of facts, assumptions, and their inter-relation to the problem does not satisfy the requirements of this paragraph. If a detailed discussion is attached as an annex, then the discussion paragraph in the body of the study should be a summary of the annex. In these instances, however, the discussion paragraph must contain sufficient information to ensure understanding without reference to the annex. A statement "See Annex B, detailed discussion," does not suffice.

5. CONCLUSIONS

- The reasoning set forth in the discussion culminates in conclusions which are presented here in concise form. Statements in the conclusion paragraph should begin with; "That the....." They should not be a restatement of facts or assumptions, but rather should be solutions which are logically derived from the analysis in the discussion.

Figure 8-1.--Format of Staff Study.

SOP FOR ADMINISTRATION

6. ACTION RECOMMENDED

- Recommendations are reduced to clear, concise statements permitting simple approval or disapproval by the Commanding General. Normally recommendations begin with "That" or "It is recommended that (list subparagraphs)." If an implementing document is required, it should be attached with a recommendation for signature to implement and forward as necessary.

	Signature Name Rank and Service Title	
Assistant Chiefs of Staff Recommendations	Approve	Disapprove
6.a	_____	_____
6.b	_____	_____
6.c	_____	_____
Chief of Staff Recommendations	Approve	Disapprove
6.a	_____	_____
6.b	_____	_____
6.c	_____	_____
Commanding General Decision	Approved	Disapproved
6.a	_____	_____
6.b	_____	_____
6.c	_____	_____

ANNEX A: Bibliography

1. Author, title, year of publication, name of publisher.
- 2.
- 3.

ANNEX B: Detailed discussion.

ANNEX C: Title of appended material.

(Page number)

SOP FOR ADMINISTRATION

ACTION BRIEF

HEADQUARTERS, MARINE CORPS BASE, CAMP LEJEUNE

ACTION BRIEF

Staff Section:

Date:

Subj: The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

Ref: (a) References are listed as appropriate  
(b)

Problem: Stated in concise and specific terms.

Background/Discussion: The problem is analyzed and the author's conclusions are stated in this paragraph.

Recommended Action: Recommendations are submitted as clear, concise statements followed by spaces identified as CONCUR or NON-CONCUR and APPROVED or DISAPPROVED.

Signature  
Name  
Title

Recommendation:

	<u>CONCUR</u>	<u>NON-CONCUR</u>	<u>DATE</u>
AC/S, C/S	_____	_____	_____
	<u>APPROVED</u>	<u>DISAPPROVED</u>	
CG	_____	_____	_____

MCBCL 5216/2

Figure 8-2.--Format of Action Brief.

SOP FOR ADMINISTRATION

Originator Code  
Date

POSITION PAPER

Subj: The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

Ref: (a) References are listed as appropriate.

1. PROBLEM

- The problem statement tells what the problem is for which the position paper is being developed. Usually stated "To develop a ... position ...."

2. WHY REQUIRED

- A position paper also states why the paper is required.

- Is it directed by higher headquarters?

- . . . .

3. BACKGROUND

- The background sets forth in concise terms what has gone before.

- It provides answers to such potential questions as: Is this an ongoing thing? Did something suddenly occur requiring reexamination?

- . . . .

4. POSITIONS OF OTHER AGENCIES

- The position of other agencies are addressed when appropriate, otherwise, this part of the position paper has the caption "Not Applicable" inserted.

5. RECOMMENDED MARINE CORPS BASE POSITION

- The recommended position is stated in clear, concise terms. When it is to be promulgated, it is usually attached on a separate sheet.

6. RATIONALE

- The rationale includes concise statements which support the position taken.

7. RECOMMENDATION

- The recommendation is what you recommend be done: e.g., "Approve the attached statement, "or reconsider ...." A decision block would also be included for the decision to be recorded by the Commanding General. The attached statement of the position, referred to in paragraph 5 is usually prepared on a mat, ready to be reproduced. It can be approved by signing, at which time promulgation can be expeditiously made.

Commanding General  
Decision

Approved

Disapproved

\_\_\_\_\_

\_\_\_\_\_

Figure 8-3.--Format of Position Paper.

Originator Code  
Date

POINT PAPER

Subj: The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

1. The salient points which relate to the subject are listed.

- These points are written as short concise statements.

- The points are arranged in logical sequence.

- . . . . .

- . . . . .

Figure 8-4.--Format of Point Paper.

SOP FOR ADMINISTRATION

Originator Code  
Date

TALKING PAPER

Subj: The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

BACKGROUND

- The background sets forth in concise terms what has gone before. It provides answers to such potential questions as: Is this an ongoing thing? Did something suddenly create this requirement?

DISCUSSION

- The discussion is a concise narrative of all salient points related to the topic under discussion. References that are used as a source are cited in the discussion.

RECOMMENDATION

- Recommendations are reduced to clear, concise statements permitting simple approval or disapproval by the Commanding General

Figure 8-5.--Format of Talking Paper.

SOP FOR ADMINISTRATION

UNITED STATES MARINE CORPS  
Marine Corps Base  
Camp Lejeune, North Carolina 28542

SSIC  
Originator Code  
Date

MEMORANDUM FOR THE COMMANDING GENERAL  
CHIEF OF STAFF

Subj: The MEMORANDUM-FOR

1. The memorandum-for is the most formal memorandum. It will be addressed to the Commanding General and Chief of Staff only.
2. Because the memorandum-for lacks a from block, show the signer's title below the typed name.

Signature  
Name  
Title

Figure 8-6.--Format of Memorandum-For.

SOP FOR ADMINISTRATION

UNITED STATES MARINE CORPS  
Marine Corps Base  
Camp Lejeune, North Carolina 28542

SSIC  
Originator Code  
Date

MEMORANDUM FOR THE RECORD

Subj: The subject matter is indicated briefly but in sufficient detail to facilitate filing and future reference.

1. The first paragraph contains information on the occasion precipitating this memorandum for the record; i.e., meeting, conference, telephone conversation, persons involved, etc.
2. The second and subsequent paragraphs will contain:
  - a. Background and discussion (when necessary for clarity).
  - b. Conclusions reached and decisions made.
  - c. Staff officer responsible for specific action (if applicable).

Signature  
Name  
Title

Copy to:  
All cognizant staff sections

Figure 8-7.--Format of Memorandum for the Record.

SOP FOR ADMINISTRATION

TICKLER PART I

Ser:  
Date

To: (Applicable Staff Section)

1. The following has been entered into the Tickler System:

ORIGINATOR

SUBJECT

DUE DATE

Signature  
Name

-----  
TICKLER PART II

-----  
(Date)

To: Staff Secretary, Marine Corps Base, Camp Lejeune

1. Returned.

----- Completed action attached.

----- Request extension of due date to ----- because

----- Request action section be changed to -----

----- Signature of section head accepting action -----

----- (Signature) -----

Figure 8-8.--Format of Tickler.

SOP FOR ADMINISTRATION

TICKLER PART III

Ser:  
Date

To: (Applicable Staff Section)

1. Forwarded.

----- Extension of due date approved until -----.

----- Action section changed to -----.

Signature  
Name

-----  
TICKLER PART IV

-----  
(Date)

To: Staff Secretary, Marine Corps Base, Camp Lejeune

1. Returned.

----- Completed action attached.

----- Request extension of due date to ----- because

-----  
----- Request action section be changed to -----.

----- Signature of section head accepting action -----.

-----  
(Signature)

Figure 8-9.--Format of Tickler Continuation Page.

SOP FOR ADMINISTRATION

DAILY TICKLER LISTING

Ser:  
Date

1. The following is a list of pending Ticklers:

<u>DUE DATE</u>	<u>SECTION</u>	<u>SUBJECT</u>	<u>REFERENCE</u>	<u>TICKLER SER</u>
-----------------	----------------	----------------	------------------	--------------------

(Listed chronologically by earliest due date).

Signature  
Name

Figure 8-10.--Format of Daily Tickler Listing.

