



UNITED STATES MARINE CORPS
HEADQUARTERS AND HEADQUARTERS SQUADRON
MARINE CORPS AIR STATION
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IN REPLY REFER TO
SqdnO 5100.1A
SQS1
23 Mar 11

SQUADRON ORDER 5100.1A

From: Commanding Officer
To: Distribution List

Subj: HEADQUARTERS AND HEADQUARTERS SQUADRON (HHS) FORCE PRESERVATION AND
NONCOMMISSIONED OFFICER (NCO) MENTORSHIP PROGRAM

Ref: (a) SqdO 1050.3C Leave and Liberty Regulations
(b) StaO 1050.2T Leave and Liberty Regulations
(c) MCI West BaseO Leave and Liberty Regulations

Encl: (1) Force Preservation Roster
(2) Individual Risk Assessment Matrix
(3) NCO Force Protection Counseling Sheet
(4) Feedback Support Form
(5) Leave/Liberty Guideline Matrix

1. Situation. The secretary of Defense mandated that all Services shall reduce their mishaps by 75%. Each of the respective Services are laboring to find ways to reduce unnecessary loss of life and injury, but with all the current programs in place, we still experience an unacceptable number of preventable mishaps. Although Safety Stand-downs, briefs, lectures and classes are effective, more of these types of events are not always the answer. Active leadership at all levels is going to be the key to reducing the occurrences for these mishaps. Particular attention should be paid to our NCO Corps. This is where leadership has the closest day-to-day contact with our Marines and Sailors.

2. Cancellation. SqdnO 5100.1

3. Mission. This order is to delineate, recommend and enforce policies, standards and duties for the HHS Force Preservation and NCO Empowerment Program. This order provides tools, establishes guidelines, and responsibilities for the Force Preservation and NCO Mentorship Program.

a. Commander's Intent. The policies and procedures contained herein will be used to provide guidance in identifying and tracking those Marines that exhibit characteristics and traits that may place them at greater risk for a mishap while on liberty. I intend to use the capabilities, leadership and knowledge of my NCO's to build morale and provide for the welfare of all Marines and Sailors within this squadron.

b. Non-Commissioned Officers. The NCO's mission in Force Preservation is designed to increase responsibility, thereby fostering active and accountable NCO involvement in mishap prevention. This should not be viewed as a safety program, but as a leadership initiative.

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c. Concept of Operations. This order will establish uniformity throughout all Departments within this squadron, while still providing flexibility in execution. Execution of this order is reliant upon a structure consisting of a Force Preservation Officer, NCO Program Managers, NCO Mentors, and the individual Marines.

4. Execution. Departments are required to appoint a Mentorship Program Manager to coordinate with the HHS Sergeant Major and the Force Preservation Officer. The Force Preservation Officer will be the single point of contact to direct questions and information to the Commanding Officer

a. Force Preservation Officer. The Squadron Force Preservation Officer is the Executive Officer and is responsible for ensuring Squadron compliance with this order as well as maintaining the master list of NCO teams. The Executive Officer will be assisted by the HHS Sergeant Major

b. Program Managers. Program Manager's will assign a SNCO or civilian equivalent for each department. They will be tasked with the following:

(1) Ensure their Department has sufficient and appropriate NCO Mentors assigned.

(2) Ensure personnel checking in are assigned to an appropriate team within three work days of joining the Squadron.

(3) Ensure NCO Mentors are in compliance with this order.

(4) Provide oversight on shop NCOIC's selection of NCO Mentors, team assignments, etc.

(5) Maintain a roster (see Enclosure 1) that lists NCO Mentors and their teams within their Department.

(6) Ensure roster changes are forwarded to the Force Protection Officer.

c. NCO Mentors. The assignment of Mentors will be based on the maturity, knowledge, professionalism, and the demonstrated leadership of the NCO, keeping in mind that all NCO's should be given the chance to mentor at least one Marine. Assignments will be decided by the shop NCOIC and approved by the department Program Manager. Whenever feasible, NCO Teams should have no more than four members (one Mentor plus three additional team members). This is to help ensure that the personal contact between the NCO Mentor and the team members is not diluted. Mentors will be tasked with the following:

(1) Ensure an Individual Risk Assessment Matrix (Enclosure 2) is completed on every team member in accordance with this order.

(2) Ensure all members of their team have been instructed by their Department OIC or SNCOIC on the NCO Leadership Program, Drunk Driving, Reducing Mishaps and Suicide Prevention briefs within five work days of being assigned to their teams. These briefs are available through the following link: <http://www.yuma.usmc.mil/hhs/sladmin.html>, under Force Preservation Briefs.

(3) The Individual Risk Assessment shall be completed within five days and reviewed at least every 30 days. Mentors have the authority to review this at shorter intervals at their discretion.

(4) Upon assignment of a new team member, the NCO Mentor shall counsel the Marine using Enclosure (3) and assign a risk category of High, Medium, or Low, as appropriate.

(5) Ensure their team is in compliance with all other aspects of this order.

d. NCO's that are identified as High/Medium Risk shall not be assigned as Mentors until their Risk Assessment places them into the Low Category.

e. Mentors can increase the frequency and nature (e.g. physical check in vice phone) if the contact requirements if they deem appropriate, however this should not exceed more than every 12 hours.

f. When contact is required it shall be made with the Mentor and no others. The SDO and the DNCO shall not be used as an alternative, as it alleviates the Mentors responsibility to keep track of their Marines.

g. If a Marine does not agree with the Risk Category assigned to them, the Mentor shall bring it to the Program Manager. The Program Manager will ensure that the Mentor has completed the assessment accurately and professionally. Upon their examination, the Program manager will make a final determination on the Risk Category.

h. Departments shall ensure that NCO Mentorship Program risk assessments are kept for a minimum of two years, or until the Marine permanently detaches from H&HS MCAS Yuma. This does not include Safety Contracts and Vehicle Inspections. The Program Manager will ensure that all necessary policies, directives, and order pertaining to the NCO Mentorship Program are maintained and available to all Mentors for review.

i. Standard forms and documents provided in enclosures (1) through (4) should be used in conjunction with this order on the appropriate occasions.

j. The Force Protection Officer and Sergeant Major will provide support to the program by supplying Leadership related information and appropriate tools to assist the Program Managers and the Mentors. They will also act as the point of contact for dissemination of information from the CO to the Program managers.

5. Administration and Logistics

a. Upkeep and maintenance of the Force Preservation and NCO Mentorship Program will be accomplished with the aid of the following:

(1) Feedback Support Form, enclosure (4).

(2) Quarterly NCO Mentorship Program Manager meeting conducted by the Force Preservation Officer or the Sergeant Major, to be attended by the Department Program Managers.

b. Mentorship Program Managers shall hold quarterly meetings, following the Force Preservation Officer's meeting in order to:

(1) Hear concerns and questions from the Mentors within their Department.

(2) Conduct training and inform Mentors of any changes in the Mentorship Program.

c. Marines that do not follow the procedures set forth in this order and as directed by their Mentor shall be held accountable at the appropriate level.

6. Command and Signal. Each Department within HHS is required to comply with Force Preservation and NCO Mentorship Program policies. This order will be in effect upon signing by the Commanding Officer.



E. K. COUCH

Distribution: A

Individual Risk Assessment Matrix

Marine's name: _____

	High Risk	Medium Risk	Low Risk
Routine counseling			
Potential liberty risk			
Past conduct on leave and liberty			
NJP (not related to alcohol)			
Family, financial, or work problems			
Post deployment (30 days)			
Special counseling (subject: _____)			
Court Martial			
DUI / DWI			
Alcohol related incident			
Driving incidents (excessive speed, recklessness, etc.)			
Suicidal tendencies			
Severe depression / anxiety			
Other (subject: _____)			
Overall Assessment	High Risk	Medium Risk	Low Risk

Note: Put a mark next to the categories that apply and place a checkmark under the correlated risk category. When completed, circle your overall risk assessment and justify the assessment in the comment section below.

Mentor's comments: _____

Mentor's rank and name: _____ **Marine's signature:** _____
Mentor's signature: _____ **Date reviewed:** _____

NCO Force Preservation Counseling Sheet

Name: _____ SSN: _____ Date: _____

Rank: _____ MOS: _____ Billet: _____

Subject on which guidance was provided: _____

Risk Factors and reasons: _____

Major accomplishments and comments: _____

Marine's signature: _____

Mentor (print): _____

Mentor's signature: _____

Target date for next session: _____

Leave and Liberty Guideline Matrix

	Safety Contract	Phone call every 24 hours	Phone call every 48 hours	Phone call upon arrival	Phone call upon return
Leave (Note 1)	H, M, L	H	M	Mentor's discretion	Mentor's discretion
Special Liberty (Notes 1, 2)	H, M, L	H	M	Mentor's discretion	Mentor's discretion
Regular Liberty (Notes 1, 2)	H	H	M	Mentor's discretion	Mentor's discretion

Risk Categories

- H = High Risk Assessment
- M = Medium Risk Assessment
- L = Low Risk Assessment

Notes

- 1) Vehicle Inspections will be done on all Marines 26 and under traveling more than 100 miles (one way).
- 2) 72 and 96 hour liberty periods are normal liberty periods but fall under the special liberty category for purposes of this table.

NCO Mentors can increase the frequency and nature of the requirements set forth in this table as they deem appropriate.