



Commanders Manual



Effective: October 5, 2018

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REQUIRED MANUALS

AUTHORIZATION & HISTORY

1. **Name.** The official name of the organization is **THE YOUNG MARINES OF THE MARINE CORPS LEAGUE, INCORPORATED**. Here in after referred to as the **YOUNG MARINES**.
2. **Authorization.** The Young Marines were originally chartered by, and remain an affiliate of the Marine Corps League and is operated as a youth educational, not-for-profit organization under Internal Revenue Service Code 501(c)(3), with contributions to the Young Marines being tax deductible by the donor.
3. **Location.** The principle offices of the Young Marines are located at the Headquarters Young Marines, 17739 Main Street, Suite 250, Dumfries, Virginia 22026-3256.

a. The primary mailing address for **U.S. Postal Service** / FedEx or UPS is:

Headquarters Young Marines
17739 Main Street, Suite 250
Dumfries, VA 22026-3256

b. The toll-free phone number for Headquarters Young Marines (HQYM) is 800-717-0060.

Extension numbers:

Operations Director	x200	Education	x201
Training Coordinator	x202	Operations	x203, 210
Administration	x204	Finance	x205
Deputy Director East	x207	Database	x208
Deputy Director West	x209		

c. The FAX number is 202-315-3594.

4. **Fiscal Year.** The Young Marine fiscal year is October 1st – September 30th.
5. **Vision.** To earn and preserve a reputation as a leader in youth development and drug demand reduction.
6. **Mission.** The mission of the Young Marines is to positively impact America's future by providing quality youth development programs for boys and girls that nurtures and develops its members into responsible citizens who enjoy and promote a healthy, drug-free lifestyle.
7. **Guiding Principles.**
 - a. The health, welfare, and safety of the Young Marines is paramount.
 - b. We value our volunteers and will provide them with the tools they need to succeed.

- c. We will never forget that this program is for our youth. We will uphold the Marine Corps core values of Honor, Courage and Commitment and the Young Marine core values of Discipline, Leadership, and Teamwork.
 - d. We pledge to the parents to serve as positive role models to their children.
 - e. We get by giving.
8. **Objectives.** The objectives of the Young Marines are to:
- a. promote the physical, moral, and mental development of its members
 - b. advocate a healthy, drug-free lifestyle through continual drug prevention education
 - c. instill in its members' the ideals of honesty, fairness, courage, respect, loyalty, dependability, attention to duty, love of their God, and fidelity to our country and its institutions
 - d. stimulate an interest in and respect for academic achievement and the history and traditions of the United States of America
 - e. promote physical fitness through the conduct of physical activities, including participation in athletic events and close order drill
9. **Motto.** "Strengthening the Lives of America's Youth."

CHAPTER 1 ALL COMMANDERS

The Commander is the one elected or appointed to serve as the leader. It is this person who is held responsible for everything their billet level does and/or fails to do. The kind of leadership that the Commander exercises is reflective of the character of that team. The Commander has to remember that they make the decisions but is held to task for the manner in which those decisions are carried out.

Being a good Commander can be difficult, but it can also be fun and full of rewards if you are inclined to run your group as a complete team and not as the sum of its parts. Over the years, we have seen where units, battalions, regiments, and divisions have failed due to poor leadership, and equally poor followership. And remember, to be a good leader, you must also be a good follower.

Leadership has been defined a number of ways over the course of history. We will not attempt to redefine it here, as one person's definition will differ from another. One thing is sure; the team will reflect the character of those elected to command them. A few simple pointers might help to understand why some units fail while others succeed.

To be an effective leader - just be yourself. Remember that the Young Marines are looking for positive leadership, mentors if you will. They are looking for someone that they can respect. Leadership through fear and intimidation is not leadership at all. If that is the method that you feel is the most effective, then you are in this for the wrong reasons. The key ingredient is to restore a sense of pride, self-discipline, and self-respect, and you do this by treating everyone with firmness, fairness, dignity, and compassion. With those four elements as the cornerstones of your leadership style, your Young Marines, your staff, and your parents will appreciate and respect your dedication.

Good luck and semper fidelis

1. **Chain of Command (COC)**. The chain of command is a process used for information sharing and in some cases used for reporting. Unlike the military, not all aspects of the Young Marine program require you to use the chain of command. An example of this would be forming a new unit. The process takes place between the new unit and Headquarters Young Marines. There is no link in between.

A grievance procedure however, utilizes the chain of command until a settlement is reached. Higher headquarters may, as long as it does not interfere with Headquarters Young Marines, require the use of a chain of command for certain things. If something is required by Headquarters Young Marines to be run through the chain of command, it will state as much. An example of this would be the process of selecting the Young Marine of the Year. Units are required to submit their selection to the next link in their chain of command whether that be battalion, regiment, or division. Likewise, those links are required to forward the Young Marines package to their next link. The process goes until it reaches its destination.

2. **Communications**. Some will say that knowledge is power, and in some circles, that might be true. But in the case of a youth organization run by dedicated volunteers that might not be such a good idea. First of all, delegate, delegate, delegate. The unit commander should not also be the staff. To be an effective commander, you have to show that you are supportive of your staff by giving them the jobs they have been chosen to perform and let them perform them. You must also communicate to the parent support group.

Below is a typical chain of command in the young marines beginning with the unit commander.

- a. Unit commander
- b. Battalion commander if there is a nationally approved battalion
- c. Regimental commander if there is a nationally approved regiment
- d. Division commander
- e. Deputy Director East/ West
 - 1) East: Divisions 1, 2, and 3
 - 2) West: Divisions 4, 5, and 6
- f. Executive Director

If you are ever unsure as to whether you are required to use the chain of command or of anything else, remember that you can always ask your next in the link, or you can contact Headquarters Young Marines directly.

3. **Risk Management.** All members of the staff, from Commander to support staff, have a responsibility to report violations or infractions of the rules. In our continuing effort to protect our Young Marines and our program, it is paramount that the next higher level in the chain of responsibility be made aware of any infractions or violations. This is even more important if the infraction is sufficient so as to receive attention through any form of social and news media and/or the potential for legal actions to impact the Young Marine program. The staff must take the time to let higher headquarters know when an issue has the potential to reach that level at attention.
- a. **Safety.** Safety is paramount and the first concern of all Young Marine leaders. All Young Marines activities and events must be safe for all Young Marines, registered Adult Volunteers, and volunteers.
- b. **General.** The first guiding principle is that the health, welfare, and safety for Young Marines and registered Adult Volunteers are paramount in the Young Marines. The Commander shall:
- 1) Review and be familiar with and enforce the 16 safety points explained in Chapter 11 of the Adult Volunteer Manual.
 - 2) Periodically inspect meeting sites for health and safety hazards.
 - 3) Ensure that motor vehicles transporting Young Marines and carrying equipment meet state inspection standards.
 - 4) If applicable, meet minimum insurance requirements for their respective state.
 - 5) One seat belt per passenger is required. Transporting passengers in truck beds is prohibited.
 - 6) Drivers transporting Young Marines must be 21 years old.
 - 7) Requesting a driver's history for those that may be transporting Young Marines is a good idea.
 - 8) Make every effort to certify registered adults in CPR and basic first aid.
- c. **Required Medical Support.** Commanders are responsible for arranging adequate medical support that ensures timely emergency medical services for all planned Young Marine activities and events commensurate with the risks and hazards involved in such activities and events.

Units should attempt to get as many Adult Volunteers certified in CPR and basic first aid using available resources within their community. Where possible, the unit should solicit the assistance of a trained and certified medical professional to become a registered adult. As a minimum, registered adults must be able to:

- 1) Identify when CPR is needed.
- 2) Administer CPR correctly according to the victim assessment.
- 3) Recognize breathing emergencies like drowning, choking, asthma, hyperventilation, and allergic reactions that may occur during Young Marines activities.
- 4) Recognize heat related illnesses such as heat cramps, heat exhaustion and heat stroke.
- 5) Stabilize victims of insect bites, animal bites, and poisonous plants until EMS arrives.
- 6) Stabilize victims of bleeding, joint/muscle injuries, and poisoning until EMS arrives.

Regardless of qualification, the Commander must designate two Adult Volunteers as Activity Medical Officers (AMO) during activities and events. They must have basic knowledge in the fundamentals of first aid, CPR qualified, and comply with the procedures established in Chapter 11 of the Adult Volunteers Manual. The Commander shall have a sick bay established (the Young Marine medical treatment facility) at all Young Marine activities for the purpose of dispensing medication, providing first aid, and treating minor injuries, and illness. The AMO's are responsible for this.

All Young Marines must have a completed Authorization of Medical Treatment ([YMMEDFORM 1](#)) before participating in any Young Marine activity.

d. **Youth Protection.**

- 1) **Responsibility.** Because state laws differ, each Commander is responsible for knowing and understanding the reporting requirements and procedures for their respective state and locality. In general, many states require that any “professional who is responsible for the care and supervision of children must report cases of suspected child abuse to the proper authorities.” These laws carry criminal and civil penalties for failure to comply. It is recommended that Commanders include youth protection training during Adult Volunteer training taught by representatives from child protective or family services, local boy scouts council, or law enforcement organizations.

Suspected sexual abuse must be reported immediately. If the sexual abuse occurred in another state, the sexual abuse must still be reported. The child protective services in your state will arrange for their counterparts in the other state to investigate. Seek advice from the authorities on how best to notify the parents or legal guardian. The Commander shall notify the parents or legal guardian in person and in privacy with the utmost sensitivity.

Commanders must report serious misconduct or criminal conduct by Adult Volunteers to the next higher authorities—Battalion Commander, Regimental Commander, Division Commander, and Deputy Director. All such reports will be reported to concerned military and civilian authorities—especially any criminal conduct in which the health or safety of the youth may be threatened. Violation of the Adult Volunteer Code of Conduct (AVCC), hazing or inappropriate behavior of any kind will not be tolerated.

- 2) **Protecting Young Marines.** Adult supervision is very important and an integral part of the Young Marine Program. Young Marines should never be unsupervised during Young Marine meetings, activities, and events. The Deputy Directors have files on many serious incidents involving Young Marines that occurred because adult leaders were not present. Adult Volunteers should take the following precautions whenever practical.
- 3) **Ten-to-One Rule.** Have one registered Adult Volunteer present for every 10 Young Marines.
- 4) **Two-Deep Rule.** A registered Adult Volunteer should never be alone (one-on-one) with a Young Marine unless they are the Young Marine's parent. If the Young Marine is female, a female adult should always be present. If the Young Marine is male, a male adult should always be present.
- 5) **The Never Rules.**
 - a) Never leave Young Marines unsupervised.
 - b) Never forget the "Code of Conduct". It applies to both Young Marines and Adult Volunteers.
 - c) Never use alcohol or tobacco products in the presence of Young Marines.
- 7) **Report It Rule.** Adult Volunteers should always report suspicious activities such as unexplained bruises, changes in personality and direct reports from victims of abuse and assault to the commander and local law enforcement authorities. In matters involving domestic abuse, child abuse and neglect, sexual abuse and assault, most jurisdictions mandate that they be reported. Never attempt to handle these matters yourself. Report it and let the authorities handle it.
- 8) **Isolating Young Marines.**
 - a) Do not let a Young Marine become identified as the unit commander's favorite.
 - b) Do not overuse or spoil a good Young Marine. Share the wealth and build capability in the unit.
 - c) Do not ostracize a difficult Young Marine. If behavior continues to be an issue, find out why and base action on your knowledge of the situation and not on emotion.

- d) Always involve the young marine's parents, custodial parent, or legal guardian when handling misbehavior and disciplinary issues.
 - e) Do not verbally abuse or tease a Young Marine.
- e. **Reporting.** There may come a time when you will be faced with issues that may garner unfavorable media attention, legal issues, and grievances from members of your unit. How you initially handle these issues will dictate how quickly they can be resolved so that you can get on with the business of running your unit.

- 1) **Reporting to the Media.** It is always great to have a reporter or a television crew show up at your meeting or event to do a positive story on your Young Marines. However, there may come a time when the coverage they are trying to get is of an unfavorable nature. At these times the absolute best thing you can do is to direct their questions to the National Headquarters.

As much as they may push you, your staff, or even your Young Marines for information, the best thing is to direct them to Headquarters Young Marines. Your Young Marines and staff should direct all unfavorable media questions to the Commander. Likewise, the Commander should direct all unfavorable media questions to ones respective Deputy Director.

REMEMBER – when in doubt, direct them to the Headquarters Young Marines.

- 2) **Legal Issues.** Any legal issues that can result in suits or bad media should be reported to the Headquarters Young Marines immediately. Failure to do this can result in your being held responsible for any legal actions that may be taken against the team and/or its members. Don't leave yourself open to legal problems, report anything that you feel could attract legal issues.

REMEMBER – If there is a report of abuse in any form it must be reported to the local authorities first! Following that contact you should call Headquarters Young Marines and make them aware of the situation.

- 3) **Grievances.** Anytime a group of people get together there is always the possibility of disagreements due to interpretation or violations of the rules and regulations. This holds true in the Young Marines. How you handle these issues from the beginning will have a direct impact on the solution and your ability to get back to business. The number one thing you can do to keep from having grievance issues, is to keep your people informed.

Grievances are not personal issues that one may have with another; they are issues one may have with a violation of the rules of the Young Marines. If you or one of your

members has a grievance, follow the guidelines for grievance procedures located in the Adult Volunteer manual. Never argue rules and regulations. Refer them to the grievance procedure and go from there.

Remember, Headquarters Young Marines cannot help you with potential legal issues or unfavorable press if we do not know the situation. Keep us informed!!

- f. **Drug Demand Reduction.** As you know the focal point of our program is drug demand reduction. Our vision, mission, guiding principles, and program objectives bear that out. There is a section in the Adult Volunteers Manual as well as the Training Manual on this subject. Each of the four Young Marine guidebooks has a performance objective dedicated to drug demand reduction and gives free websites where you can find up to date information.

Units are required to administer a minimum of three hours per quarter of instruction on this subject to their Young Marines and adults. There are many ways this can be accomplished. You can bring in outside experts such as the local police. You can use the provided websites and put together a class, or you can utilize your senior Young Marines, as one of their requirements is to research, create and give to their Young Marines a class on this subject.

Of all the things we do in this program, the most important step in developing your Young Marines into quality citizens is to always stress a drug-free lifestyle.

- g. **Programs for Young Marines.** One of the biggest issues we see in this program is a Young Marine not being recognized for their accomplishments. The Young Marines Awards Manual contains over 60 ribbons and various awards your Young Marine may earn. All of them come with prerequisites or the “how to” of earning each one. Familiarize yourself with the Awards Manual and when appropriate award your Young Marine, but don’t give them away.

Some of the awards that seem to have trouble awarding are the following along with a brief explanation as to why and what should be done.

- 1) **Sportsmanship Ribbon.** Young Marines that are involved in organized sports can earn this ribbon. Some units frown on this because the sport can sometimes take the Young Marine away from the meetings for a period of time. This is fine and the Young Marine should not be penalized for this. We stress physical fitness and teamwork in the program, and this is a great way to show that.
- 2) **Unit of the Year Ribbon.** There are units out there that will never earn this ribbon that truly deserve it but never submit articles of what they have accomplished. Please, read

up on this award and work to earn it. Not many units have this one and your Young Marines will feel very special once they have earned it.

- 3) **Veteran's Appreciation Ribbon.** This is a beautiful ribbon, and the prestige in earning it is rarely matched by others. This ribbon requires the unit to be involved in Veteran's Appreciation Week and submit what they have done to Headquarters Young Marines. This ribbon is then ordered and sent to the unit by Headquarters. Please, read the Awards Manual closely for the information on this one.
- 4) **Advanced, Senior, & Junior Leadership Ribbons.** These can only be earned by attending a national or nationally accredited school for the appropriate level. Remember, your Young Marines must attend and pass these schools, as each one is a step towards a promotion as well as the ribbon.
- 5) **Young Marine of the Year Ribbon.** EVERY UNIT has a Young Marine of the Year and should recognize them appropriately. The Awards Manual has a section on this ribbon, and the Adult Volunteer Manual also has information on this award. Each year units select their Young Marine of the Year. That individual's packet is sent on to the next link in the chain of command for consideration on that level. This process continues up through the division. The six division finalists are then sent to the annual Adult Leader's Conference where they stand before a selection board to become the National Young Marine of the Year. The winner spends the next year traveling the country with the National Executive Director and attending various events as well as chairing the annual Young Marines Symposium.

The problem arises when three things happen. Either the units don't select a Young Marine of the Year, or they select a Young Marine who is too young to travel and speak publicly or they are a senior and will not be in the program long enough to fulfill their duties as the National Young Marine of the Year. With the above in mind, please always select a unit Young Marine of the Year. Even if that selectee is too young or too old to be the National selectee, they can still be the unit, battalion, regiment, or even the division selectee.

h. **Spaces and National Directors Special Programs.**

- 1) **SPACES.** is the Young Marines Summer Programs of Adventures, Challenges, Encampments, & Schools. Young Marines who meet the criteria can apply to attend such events as Flight Academy, The Great American History Adventure, one of the three National Leadership Schools, or any number of encampments from the battalion level to the national level.

There is a fee involved in most of these events however, it is quite low and national provides the airfare.

- 2) **National Directors Special Programs.** These are a group of activities that Young Marines can apply for. They range from the National Youth Leadership Forum, to the Military Order of World Wars event. All of these events are free to the attendee but they must be recommended by the unit commander.

For a complete list of the above activities and events, please visit the Young Marines website at www.youngmarines.com.

- i. **Adult Leaders Conference.** The Adult Leaders Conference (ALC) is a once a year event that affords Headquarters Young Marines to unveil new items, manuals, and other things that make you job easier and more fun in working with the Young Marines. It is also here at the conference the Young Marine of the Year is selected as well as the Unit and Volunteer of the Year. Unit commanders benefit greatly from this conference. It is a chance to network on the national level. Throughout the course of the year you will read in the Young Marine Espirit articles about units doing some really neat stuff. At the conference you can get together with units like that, find out how they did it, and try it at your unit. Headquarters Young Marines brings in specialized speakers to the conference to speak to you about topics such as Risk Management and motivating yourself and your staff, among other items of importance.

For information on either of the above topics you can visit the Young Marines website at www.youngmarines.com.

CHAPTER 2 UNIT COMMANDER

1. **Definitions.**

- a. Responsibility—the quality of state of requiring a person to take charge of or be trusted with important matters.
- b. Authority- given or delegated.
- c. Duty—the action required of by one’s position or occupation.
- d. Non–Compliance – failure to comply with existing rules, regulations, and reporting procedures. If your unit, battalion or regiment is non-compliant your charter is suspended, you are not allowed to meet, adults and Young Marines are not insured and the commander is liable. Your unit, battalion or regiment will be locked out of the database when non-compliant.

Notification of pending non-compliance can be found on the homepage of the database after logging in. Reason for non-compliance:

- 1) Invoices are 90 days past due.
- 2) Monthly Financials are 60 days past due.
- 3) Change of Command letter is 10 days past due.
- 4) Failure to comply with auditing requests.

Your charter may be suspended or revoked by Headquarters for failure to comply with the rules and regulations set forth in the Young Marines program.

2. **Description.** The Unit Commander (UC) position is an elected position. All Adult Volunteers who are currently registered with the unit at the time of the election, are 25 years of age or older, are an active, former, or retired United States Marine (or have a waiver from HQYM) are eligible for UC position. The UC shall perform the necessary duties that provide leadership and responsible management of the unit. The UC shall plan, organize, administer, and support the unit to meet the mission, purpose, and objectives of the Young Marines program.
3. **Elections.** Within the Young Marine unit, the billets of Unit Commander and Unit Executive Officer are elected billets. The term of these billets is two years and an election is always held every two years on the even year. (2018, 2020, 2022, etc.) If you were elected to the Unit Commander’s billet as the first Unit Commander of a new unit on an odd year, an election would take place the following year as that would be the even year.

All Adult Volunteers in good standing in the unit have voting rights at all unit elections.

All Unit Commanders in good standing have voting rights for Headquarters Young Marines elections, (Battalion and Regimental Commanders and Executive Officers).

For a more in-depth explanation of elections to include the election procedures, please see the Adult Volunteers Manual.

4. **Duties and Responsibilities.**

The Unit Commander is responsible for everything the unit does or fails to do. The Adult Volunteers within the unit elect the Commander. Upon assuming command, the Unit Commander shall abide by the By-laws and shall follow and enforce all rules and regulations governing the program from Headquarters Young Marines.

Unit Commanders are encouraged to give as much responsibility to a Young Marine based upon their maturity. Along with that responsibility, the Unit Commander must give the Young Marines the authority to meet their responsibilities.

- a. Make certain the Young Marines understand what they are responsible for.
- b. Make sure your intent is clear and understood by the Young Marines.
- c. Make sure you define any parameters and the Young Marines understand them.
- d. Hold Young Marines accountable when they fail to meet their responsibility.

Remember, the Unit Commander can delegate authority but not responsibility.

Be firm but fair in all that you do. Lead by example. Wear the official Young Marine uniform and wear it properly. Follow all the rules of the program and your staff will do the same.

As with your Young Marines, your staff needs direction from you as their leader. Utilize your staff to their fullest potential. Delegate and assign duties and responsibilities that your staff can handle then let them perform those duties. It is important for unit staff to feel needed and not just a set of eyes watching what is going on.

5. Procedures.

- a. **Community Support.** The Unit Commander must actively seek out community support. This is a continuous process. The Young Marine unit is a community-based program. The community is the bedrock for the unit. Community support is essential to the success of any unit. In turn, the unit provides a vital service for the community.

Commanders are as diverse as the communities they serve. However, the common thread among all commanders is that they are Adult Volunteers. They all feel that the values they learned as Marines had a positive effect on them and they want to share these values with the youth in their respective communities before more destructive influences take root. There are many community leaders and organizations that share the same feelings and will assist with hard (money and in-kind) and soft (volunteer support) donations. Seek support from the following:

- 1) Marine Corps League
- 2) Armed Forces bases, stations, local reserve centers, National Guard Armories, and Recruiters.
- 3) American Legion, Veterans of Foreign Wars (VFW), and other veterans and civic community-based organizations.
- 4) Non-political fraternal orders such as The Benevolent and Protective order of the Elks.
- 5) Schools, Law Enforcement Organizations, Recreation Centers
- 6) Local businesses, corporations, Churches, non-political Public Action and Grassroots organizations

This is a continuous process. Keep the unit visible in the public eye and cultivate goodwill with key components in the community.

- b. **Recruitment.** Whereas community support is the bedrock of the Young Marine program, the youth is its life-blood. The program exists for them. It is incumbent upon every Unit Commander to focus some effort in this area. As a rule, units should actively recruit new members twice a year—ideally, in the fall and in the spring. However, how often and when is at the discretion of the Unit Commander based on available resources. The Unit Commander must develop a recruiting campaign plan.

It should address the “who, what, where, when, why, and how.” It must also include detail plans for Recruit Training to ensure that both phases of the plan are synchronized.

The Unit Commander shall ensure everyone involved knows the commander's intent and understands their respective roles. Back-up plans are always advised to ensure maximum flexibility.

- c. **Training.** (See the Training Manual) The cornerstone of the program is training. Young Marines joined the program for several reasons. In the short-term, they are attracted by the Marine Corps mystique, the uniform and perceived challenges and opportunities. In the long-term, Young Marines remain only if the program provides relevant, meaningful and rewarding activities and opportunities that keep pace with their evolving interests.
- 1) **Scheduled Meetings.** Scheduled meetings must be planned, structured, consistent and purposeful. They must be focused on reinforcing core values, developing self-confidence and leadership skills, enhancing opportunities for awards and promotion, promoting physical training and health, and teaching anti-drug awareness and life-skills.
 - 2) **Weekend Activities.** Generally, one weekend per month may be dedicated to a weekend activity. This varies from unit to unit depending on the unit's available resources. Weekend activities may include, but are not limited to, exciting adventures, community service projects, or unit fundraising.
 - 3) **Unit Training Meetings.** Unit Commanders may conduct drills one night each week (Monday through Friday) or on a weekend (Saturday or Sunday).

The dates, times, and the length of unit meetings shall be established by the Unit Commander and announced and published to all registered Adult Volunteers, Young Marines and their parents.

Changes to established dates, times, and the length of unit meetings whether temporary or permanent shall be announced in advance when practical. Poor planning and execution are never an excuse for inconveniencing others or wasting their time.

- 4) **Monthly Training Schedule.** The Unit Commander shall publish a monthly training schedule ten days prior to the first scheduled meeting for each month. At a minimum the monthly training schedule should contain the following:
 - a) Unit Commander, Executive Officer, and Training Officer names, addresses, telephone numbers and email addresses (if available).
 - b) Month for which the training is scheduled.
 - c) Who. The participants for the event (ex. YM, Unit Staff, Adult Volunteers, parents, etc.)

- d) What. The event and supporting activities (ex. unit meeting, fundraising, encampment, community service, field trip, etc.)
 - e) When. The day, date, and time of the event (ex. Tuesday, 6 Mar 18, 1800 to 2000)
 - f) Where. The location of the event (ex. address, building, campground, etc.)
 - g) Instructor. The primary and secondary (backup) instructors (ex. Mr. Jackson, Primary, Ms. Jones, Secondary)
 - h) Reference. The references required preparing for the event and supporting activities (ex. INSTR. Rules & Regulations pp. 9-12, Young Marines Guide pp 23-27.)
 - i) Remarks. Remarks necessary to clarify or provide special coordinating instructions (ex. Required for all Young Marines seeking advancement to Lance Corporal).
 - j) Planning Process. Success comes with good planning. Planning begins with an “end state” in mind for a given period—the year, half-year, quarter, and/or month. The Unit Commander sets the training agenda and begins the planning process with designated members from the unit and/or support staff. The training planning team under the direction of the Unit Commander must determine the:
 - (1) Unit’s training focus during the period,
 - (2) activities that support the unit’s training focus and whether it supports the five objectives of the Young Marines Program listed in paragraph 2b,
 - (3) special resources needed—such as instructors, equipment, transportation, facility, funding, etc.,
 - (4) logical sequence of related activities,
 - (5) Adult Volunteers who will prepare, coordinate, and/or assume responsibility for the activities, and
 - (6) optimal dates for the activities.
- d. **Change of Status.** The unit must notify the Headquarters Young Marines on any change in status of the Unit Commander, the unit mailing address, or the unit business telephone number. The unit may notify the Headquarters Young Marines by accessing the Young Marine Database System (YMDBS) and making the corrections as they pertain. A Change of Command letter (found on the YMDBS under forms and reports) must be sent to Headquarters Young Marines.

All units and higher headquarters will ensure compliance with the auditing procedures as specified in the Adult Volunteer Manual.

- e. **National Programs.** Young Marines are encouraged to participate in the Summer Program of Activities, Challenges, Encampments, and Schools (SPACES). Headquarters Young Marines also sponsors special events throughout the year. Expenses are financially supported by Headquarters Young Marines with the exception of encampments and a nominal application fee. All national programs are designed to allow Young Marines from different parts of the country the opportunity to travel, experience, learn, and grow.

For more information about any of these programs go to www.youngmarines.com.

- f. **Administration.** (See the Adjutant's Manual) Proper administration is a measure of the health and wellbeing of a unit. It is generally the first indication of whether a unit is well led and well managed. The Unit Commander must maintain accurate and organized administrative records of all members within the unit. The Adjutant is responsible to the Unit Commander for the proper administration of the unit.

- 1) **Injury Report Form.** Required when a Young Marine or registered Adult Volunteer is injured during Young Marine function, event, or activity and requires professional medical attention.

The Unit Commander or designate must complete the Young Marine Injury Report form and mail it to: Headquarters Young Marines, 17739 Main Street, Suite 250, Dumfries, VA 22026-3256.

The Injury Report must be submitted to the Headquarters Young Marines within one year of the injury.

- g. **Fiscal.** (See the Paymaster's Manual) More Unit Commanders are relieved and more units dissolved over the matter of money. Generally, it is a result of poor record keeping and perception that funds are being mismanaged and/or misappropriated by the Unit Commander. Unit Commanders can avoid queries by being "open" with their accounting process and by appointing a competent Paymaster. Your unit fiscal records should be open to all. This includes your Parent Support Group, adult staff, parents, and higher headquarters. This shows integrity of the staff within the unit.

The Paymaster is appointed by and serves at the direction of the Unit Commander. The Paymaster may not be related to or the significant other of the Unit commander or a significant other to anyone related to the Unit Commander. They must also not reside with the Unit Commander. The candidate must be an Adult Volunteer before the appointment. The Paymaster assists the Unit Commander on all matters pertaining to the financial record keeping and reporting for the unit.

The Unit Commander must ensure that no situation arises that result in BORROWING UNIT FUNDS FOR PERSONAL USE. This is called embezzlement and subject to legal action. The Unit Commander is ultimately responsible for all financial matters and cannot delegate this responsibility.

The Unit Commander will ensure compliance with the auditing procedures as specified in the Adult Volunteers Manual,

The Unit Commander will never enter into a financial agreement where he/she profits from the arrangement.

- 1) **Fundraising.** As a 501c(3) organization, our books are a matter of public record. If you are conducting fundraising activities, all parties involved have a right to know how much funds you have and what you are contemplating doing with those funds. Of all the problems we see, egos and hoarding financial information gets the most attention. The easy solution is to keep everyone informed, solicit their input, make them feel a part of the unit, and you issues will be kept to an absolute minimum.

- 2) **Monthly Report.** (See the Paymaster's Manual) Monthly Financial Reports are required every month to meet the conditions of the Young Marines tax-exempt status with the Internal Revenue Service. Failure to submit Monthly Financial Reports will jeopardize the Young Marine program's not-for-profit standing and reclassify Unit funds as taxable income.

Reports are due to the Headquarters Young Marines Accounting Service no later than 30 days from the date of the Bank Statement. It must include:

- a) Monthly Financial Report Form
- b) Copy of Bank Statements

Send Directly to:

Ambassador Accounting, Inc 7521 Presidential Lane
Manassas, VA 20109-2629

Reports as required.

Fax: 703-361-1765
Email: YMMonthlyReport@gmail.com

6. **Staff.**

a. **Executive Officer (XO).**

- 1) **Responsibility.** The Executive Officer is responsible to the Unit Commander. The XO advises and, under the direction of the Unit Commander, assists in the discharge of the Unit Commander's duties. The XO is elected by the Adult Volunteer within the unit.
- 2) **Duty.** The XO shall perform duties as directed by the Unit Commander. At a minimum, the executive officer shall:
 - a) serve as the second in command. In the absence of the Unit Commander, assume all responsibility and perform the duties of the Unit Commander, until the Unit Commander resumes the post or a new Unit Commander is elected per the By- laws,
 - b) coordinate and supervise the adult staff to ensure the proper planning, organization, administration, and support of the unit to meet the mission, purpose and objectives of the Young Marines program,
 - c) bring all matters requiring a decision and/or approval to the Unit Commander. Advises the Unit Commander on all matters pertaining to Young Marines, Adult Volunteers, management, morale, discipline, and safety,
 - d) serves as The Chair of all review boards and forwards all findings and recommendations to the Unit Commander for action, and
 - e) perform any other duties as deemed necessary or directed by the unit commander for the good of the unit.

b. **Adjutant (ADJ).** The Adjutant is responsible to the Unit Commander for all matters pertaining to the administration of the unit. The ADJ is appointed by and serves at the direction of the Unit Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Adjutant Manual.

c. **Paymaster (PM).** The Paymaster is responsible to the Unit Commander for all matters pertaining to the finances of the unit. The PM is appointed by and serves at the direction of the Unit Commander. The Paymaster may not be related to or the significant other of the Unit commander or a significant other to anyone related to the Unit Commander. They must also not reside with the Unit Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Paymaster Manual.

d. **Training Officer (TO).** The Training Officer is responsible to the Unit Commander for all matters pertaining to the planning, coordination, and execution of training in the Young Marines unit. The Training Officer will ensure that a copy of the Training Manual (TM) and Awards Manual are available at all meetings and encampments; this can be in electronic or printed form. The Training Officer will also ensure that the official unit copy of the TM and Awards Manual is updated on a regular basis and will keep the Unit Commander, Executive Officer, and unit staff advised of any and all changes to the TM and Awards Manual. The

Training Officer is appointed by and serves at the direction of the Unit Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Training Manual.

- e. **Support Staff.** Every unit will have support staff. They can be drivers, cooks, medical personnel, specialty instructors, or a member of the parents support group. Support Staff is very important as it takes burdens off the registered staff and affords them the time to perform their duties to the best of their abilities.

Although it is not a bad idea, Support Staff does not have to be registered as long as they are not working directly with the Young Marines.

- 1) **Drivers.** as long as there is a registered adult in the vehicle, the driver does not need to be registered.
- 2) **Cooks.** as long as they are not using young marines to assist in the chow hall, kitchen, or cook site, they do not need to be registered. If young marines will be used to prepare, serve, or clean up after chow, there must be a registered adult on site.
- 3) **Medical Personnel.** Any person acting within the unit as the medical officer must be registered.
- 4) **Specialty Instructors.** (CPR/first aid instructors, swimming/boating instructors) need not be registered as long as there is a registered adult on site at all times during the instruction.
- 5) **Parents Support Group.** as long as they do not work directly with the young marines, they do not need to be registered.

- a. **Parents Support Group.** The Parents Support Group is a great way to get your parents/guardians involved to the point where your staff is able to concentrate on their duties. The parents support group can assist in fundraising as well as other areas. See the Adult Volunteers Manual for a complete explanation of the parents support group and their duties. Chapter nine, in the Adult Volunteer Manual.

7. **Young Marines Billets.** It is the responsibility of the Unit Commander to select qualified Young Marines for certain billets within the program. Young Marines must hold selected billets for the purpose of promotions, therefore you and your Executive Officer should stay alert for Young Marines that meet the requirements and see that they are given the opportunity to perform in the billet selected.

Billets that Young Marines may hold are listed in each of the guidebooks beginning with the Basic Guidebook through the Advanced Guidebook. Some of these billets will also yield a ribbon for your Young Marine.

The higher the rank the more responsibility the billet holds for the Young Marine. You as the Unit Commander and/or the Executive Officer must ensure that the Young Marine is knowledgeable and mature enough to handle the added responsibility. Do not stick a Young Marine in a billet if they are not ready. Setting up for failure is not what the program is about.

Below are some of the billets Young Marines may hold.

a. **Unit Young Marine Team Member.** To be a Team Member, a **Young Marine must be a YM/Pvt** and above in good standing in the unit; recruits are not permitted to be Team Members until the completion of recruit training. **This position is not required for promotion.**

1) Duties and Responsibilities of a Unit Young Marine Team Member are:

- a) comply with rules and orders
- b) make responsible decisions for your own (and your teammates') safety
- c) maintain good personal habits and manners
- d) admit your mistakes and learn from experience
- e) encourage your teammates
- f) take care of all personal and group equipment—repair or report items of equipment and clothing when they break or become damaged
- g) cooperate with others and work as a member of a team
- h) accept constructive criticism

b. **Unit Young Marine Team Leader.** To hold the position of Team Leader, a **Young Marine must be a YM/Pvt** and above in good standing in the unit. **This position is not required for promotion**, but rather another opportunity for leadership. As a Team Leader, their responsibility is to the members of their team. They are responsible for their safety and training in addition to insuring their team is well informed. While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month duties as Team Leader, to receive credit.

1) Duties and Responsibilities of a Unit Young Marine Team Leader are:

- a) assists the Squad leader with supervision and the carrying out of all orders and assignments for their team

- b) ensures their team is taken care of before themselves
 - c) takes responsibility for their team's actions
- c. **Unit Young Marine Assistant Squad Leader.** To hold the position of Assistant Squad Leader, a **Young Marine must be a YM/PFC** and above in good standing in the unit. **This position is not required for promotion**, but rather another opportunity for leadership. As an Assistant Squad Leader, their responsibility is to the members of their squad. While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month duties as Assistant Squad Leader, to receive credit.
- 1) Duties and Responsibilities of a Unit Young Marine Assistant Squad Leader are:
 - a) The Assistant Squad Leader assists the Squad Leader with his/her duties.
 - b) They carry out all duties as assigned by the Squad Leader.
 - c) They perform the duties of the Squad Leader in their absence.
- d. **Unit Young Marine Squad Leader.** To hold the position of Squad Leader, a **Young Marine must be a YM/LCpl** in good standing in the unit. **This position IS required for YM/Cpl promotion.** As a Squad Leader, their responsibility is to the members of their squad. While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month duties as Squad Leader, to receive credit towards their YM/Cpl promotion.
- 1) Duties and Responsibilities of a Unit Young Marine Squad Leader are:
 - a) The Squad Leader is responsible to the Platoon Sergeant for their squad.
 - b) They carry out all duties as assigned by the Platoon Sergeant.
 - c) The First Squad Leader assumes the duties of the Platoon Guide in their absence.
 - d) In the case that the unit does not fill the guide billet, First Squad Leader will take over the Platoon Sergeant's position in case of their absence.
 - e) Some responsibilities a Squad Leader has are:
 - (1) care and safety of the members of their squad
 - (2) responsibility for their squad members being kept up to date on unit, platoon, or squad information

- (3) ensuring their squad members look their best by adhering to the Young Marine Uniform Regulations
 - (4) ensuring the squad members are where they are supposed to be at all times
- 2) Promotion Requirements For Squad Leader:
 - a) Young Marine must hold the billet of Unit Young Marine Squad Leader for a three-month period.
 - b) Young Marine must assist the Platoon Sergeant in at least one Uniform Inspection.
- e. **Unit Young Marine Platoon Guide.** To hold the position of Platoon Guide, a **Young Marine must be a YM/Cpl** or above in good standing in the unit. **This position is not required for the promotion**, but rather another opportunity for leadership. While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month duties as Platoon Guide, to receive credit.
 - 1) Duties and Responsibilities of a Unit Young Marine Platoon Guide are:
 - a) The Platoon Guide is responsible for and carries the Platoon Guidon.
 - b) The Platoon Guide assumes the duties of the Platoon Sergeant in their absence.
 - c) The Platoon Guide is responsible for ensuring members of their platoon receive all gear and equipment they need.
 - d) It is the Platoon Guides responsibility to ensure all members of the platoon receive appropriate water and chow breaks and ensure all get chow.
- f. **Unit Young Marine Platoon Sergeant.** To hold the position of Platoon Sergeant, a **Young Marine must be a YM/Sgt** in good standing in the unit. **This position IS required for YM/SSgt promotion.** As a Platoon Sergeant, their responsibility is to the members of their platoon. They answer to their Platoon Leader on all matters pertaining to their platoon. While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month term as Platoon Sergeant, to receive credit towards their YM/SSgt promotion.
 - 1) Duties and Responsibilities of a Unit Young Marine Platoon Sergeant are:
 - a) The Platoon Sergeant must ensure members of their platoon follow all regulations and guidelines pertaining to the standards and conduct of the Young Marines.
 - b) They must hold inspections to ensure members are properly fitted with uniforms and equipment as well as maintaining appropriate grooming standards.

- c) They will periodically tests the knowledge of members of the platoon to ensure they are studying their guidebooks.
- d) The Platoon Sergeant will pass on to the Platoon Leader all requests and recommendations from them and their Squad Leaders concerning members of their platoon.
- e) They will perform other duties as assigned by the Platoon Leader or Unit Commander.

2) Promotion Requirements For Platoon Sergeant:

- a) The Young Marine must hold this billet for a three-month term.
- b) The Young Marine must hold a Uniform Inspection at least once during their term, with the assistance of one or more Squad Leader(s).
- c) The Platoon Sergeant will turn in results of all impromptu knowledge assessments that they give their platoons; they will then give suggestions on how to improve their Young Marines knowledge.
- d) At the end of their term, they will give an After-Action Report on how the platoon can improve and steps to take for the next Platoon Sergeant.

- g. **Unit Young Marine Gunnery Sergeant.** To hold the position of Unit Gunnery Sergeant, a **Young Marine must be a YM/GySgt** in good standing in the unit. **This position IS required for YM/MSgt promotion.** In a unit there is only one billet of Unit Gunny. While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month duties as Unit Gunny, to receive credit towards their YM/MSgt promotion.

1) Duties and Responsibilities of a Unit Young Marine Gunnery Sergeant are:

- a) Retention – In this role, they are responsible for trying to keep Young Marines in the program. If they suspect a Young Marine may be thinking of leaving the unit, they should set time aside to sit with them and find out what it is that is driving their decision. It may be something legitimate like work or sports, but it could also be a problem with someone else in the unit that can be fixed and retain that Young Marine.
- b) Promotion Boards – Unit Gunnery Sergeant Gunny may sit on promotion boards. When a Young Marine has been selected for promotion, a promotion board will be scheduled. As the Unit Gunnery Sergeant, they will assist the Unit Executive Officer with any needs that they may have in conjunction with this process.

- c) Promotions – When promotions are in order, it is the responsibility of the Unit Gunnery Sergeant to arrange the promotion, call those being promoted forward, read the promotion warrants, and post the recipients after the promotions take place.

2) Promotion Requirements for Unit Gunnery Sergeant:

- a) A Young Marine will hold this billet for a three-month term.
 - b) The acting Unit Gunnery Sergeant will create a retention initiative at the beginning of their term to be implemented during their time. At the end, they will go over this initiative with the Unit Commander to assess its effectiveness.
 - c) The Unit Gunnery Sergeant will assist and organize, in conjunction with the Unit XO, all promotion boards as they arise.
 - d) The Unit Gunnery Sergeant will organize and conduct, in conjunction with the Unit UC and Adjutant Officer, all promotion ceremonies as they arise.
 - e) At the end of their term they will compile all notes, initiatives, and suggestions pertinent to their successors term.
- h. **Unit Young Marine First Sergeant.** To hold the position of Unit First Sergeant, a **Young Marine must be a YM/MSgt** in good standing in the unit. **This position IS required for YM/MGySgt promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their term, to receive credit towards their YM/MGySgt promotion.

1) Duties and Responsibilities of the Unit Young Marine First Sergeant are:

- a) The Young Marine will work closely with the Unit Commander to ensure the smooth operation of the unit.
- b) The Young Marine will assist the Unit Commander with all inspections.
- c) As a Unit First Sergeant, one should always look out for their troops wellbeing and never allow them to be put in danger. When in the field with other units, the Unit First Sergeant is the liaison with the other Unit First Sergeant and irons out such details as chow, training sites, ORMs, etc.
- d) Awards and Certificates – As it is the job of the Unit Gunny to handle promotions, it is the Unit First Sergeants job to handle any awards or certificates being given to their Young Marines. The Unit First Sergeant will assist the Unit Gunny with promotion ceremonies.

While performing the duties above as the Unit First Sergeant, they are authorized to wear the

Young Marines First Sergeant insignia. Upon completion of this term (three - six months), they would revert back to wearing the Young Marine Master Sergeant insignia. The next Young Marine in line would then be given the opportunity to be the Unit Young Marine First Sergeant.

There is only a Unit First Sergeant. **The billet of Young Marine Sergeant Major does not exist on the unit level.** Young Marines on the unit level are prohibited from wearing YM/SgtMaj insignia (unless billeted in the position on the battalion, regimental, or division (DYMOY) level). If they are at a national event they will wear their **actual rank insignia** and not their billet insignia. This excludes Divisional and National Young Marines of the Year, who keep their billeted rank until their discharge or retirement. Do not wear billet insignia to an event held by a command level higher than your billet.

2) Promotion Requirements for Unit First Sergeant:

- a) The YM/MSgt will hold this billet for three – six months (Unit Commander discretion depending on how many YM/MSgt's need to hold this billet for promotion).
- b) Young Marine will assist Unit Gunny with promotion ceremonies, in conjunction with the Unit XO.
- c) Unit Commander must sit down with Young Marine, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the unit.

j. **Unit Young Marine DDR Chief.** To hold the position of Unit DDR Chief, a **Young Marine must be a YM/Sgt – YM/GySgt** in good standing in the unit. **This position may be required for YM/MSgt promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month term, to receive credit towards their YM/MSgt promotion.

1) Duties and Responsibilities of a Unit Young Marine DDR Chief are:

- a) The DDR Chief is responsible to the Training Chief and coordinates all unit drug demand reduction training alongside the units authorized adult representative. Their job is to ensure all quarterly DDR requirements are met in a fun and interactive way. They are responsible for inviting the appropriate guest speaker and implementing the training in the training schedule.
- b) To receive credit for the billet, Young Marines must plan a Drug Demand Deduction training for one quarter. The training should be interactive, informative, and outside of the box.

2) Promotion Requirements for DDR Chief:

Note: If a YM/Sgt or YM/SSgt holds this billet, and preforms all tasks to receive credit, they do not need to hold it again as a YM/GySgt for promotion credit. The billet (or one compatible listed in the YM/MSgt requirements) only needs to be successfully held once.

- a) Young Marine must hold the billet for three months.
 - b) Prior to term completion, the DDR Chief will sit down and go over their job and work with the Training Chief. Training Chief must sign off that the Young Marine completed their job description fully for credit towards promotion.
- k. **Unit Young Marine Administrative (Admin) Chief.** To hold the position of Admin Chief, a **Young Marine must be a YM/SSgt and above** in good standing in the unit. **This position is not required for the promotion**, but rather another opportunity for leadership. While performing the duties of the Admin Chief, they cannot make entries into Young Marine record books, as they are not permitted access to any personal information on other Young Marines. The Unit Adjutant is responsible for this; however, they may assist the adjutant with other duties that do not require access to the Young Marine record books. While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month, to receive credit.

- 1) Duties and Responsibilities of a Unit Young Marine Admin Chief are:

These duties are determined by the unit commander and the unit adjutant jointly.

- l. **Unit Young Marine Public Relations Representative.** To hold the position of Young Marine (YM) Public Relations Rep., a **Young Marine must be a YM/Sgt** or above in good standing in the unit. **This position is not required for the promotion**, but rather another opportunity for leadership. While holding this billet, the Young Marine must complete and carry out the following tasks, in their six-month term, to receive credit.

- 1) Duties and Responsibilities of a Unit Young Marine Public Relations Rep. are:
 - a) The YM Public Relations Rep. is responsible to the Training Chief and works alongside the units authorized adult representative. They are responsible for getting media coverage of the unit and its events via social media, press releases, by conducting interviews, and the Young Marine Esprit.
 - b) To receive credit for the billet, the Young Marine must run the unit's social media sites and website for two quarters or more, write two Esprit articles, and submit four video interviews.

m. **Unit Young Marine Community Service Representative.** To hold the position of Community Service Rep., a **Young Marine must be a YM/Sgt-YM/GySgt** in good standing in the unit. **This position may be required for YM/MSgt promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks to receive credit towards their YM/MSgt promotion.

1) Duties and Responsibilities of a Unit Young Marine Community Service Rep. are:

- a) The Community Service Representative is responsible to the Training Chief and coordinates all unit community service events alongside the units authorized adult representative.
- b) To receive credit for the billet, the billet holder must coordinate a minimum of one community service event where the unit accumulates at least 30 hours of community service as a whole.

For example: If they have a unit of thirty Young Marines and plan an event that last one hour, they have completed the assignment successfully. The Young Marine must create a letter of instruction, schedule, and coordinate logistics for the event. The Training Chief should provide, and delegate support as needed.

2) Promotion Requirements for Community Service Rep:

Note: If a YM/Sgt or YM/SSgt holds this billet, and preforms all tasks to receive credit, they do not need to hold it again as a YM/GySgt for promotion credit. The billet (or one compatible listed in the YM/MSgt requirements) only needs to be successfully held once. Young Marine must hold this billet for a three-month term to receive credit.

- a) Young Marine must organize, at least, one community service event(s) where the unit accumulates 30 service hours as a whole.
- b) Prior to term completion, the Community Service Rep. will sit down and go over their job and work with the Training Officer. Training Officer must sign off that the Young Marine completed their job description fully for credit towards promotion. At this time Young Marine may submit any service initiatives they did not get to execute for the next rep.

n. **Unit Young Marine Assistant Training Chief.** To hold the position of Assistant Training Chief, a **Young Marine must be a YM/GySgt – YM/MSgt** in good standing in the unit. **This position is not required for promotion**, but rather another opportunity for leadership. The Assistant Training Chief is responsible to the Training Chief and assist them with all their duties. While holding this billet, the Young Marine must complete and carry out the following tasks, in their six-month duties as Assistant Training Chief, to receive credit.

1) Duties and Responsibilities of the Unit Young Marine Assistant Training Chief are:

- a) assist with setting up, operating, and attesting to all physical fitness tests
- b) assisting with training schedules
- c) assisting with unit annual, quarterly, and monthly training plans
- d) assisting with setting up annual, quarterly, and monthly specialized and refresher training for adults and senior Young Marines
- e) acting as Training Chief in their absence

Note: If a YM/GySgt holds this billet, and preforms all tasks to receive credit, they do not need to hold it again as a YM/MSgt for promotion credit. The billet only needs to be successfully held once.

o. **Unit Young Marine Training Chief.** To hold the position of Training Chief, a **Young Marine must be a YM/MSgt** in good standing in the unit. **The position IS required for promotion to YM/MGySgt. The Young Marine MUST have held the Assistant Training Chief position before holding Training Chief.** The Training Chief is responsible to the Training Officer and work directly with the Training Officer. This position is to be the unit's expert on all training and create the training environment where Young Marines learn. Specific duties will be approved by the Unit Commander. While holding this billet, the Young Marine must complete and carry out the following tasks, in their six months, to receive credit towards their YM/MGySgt promotion.

1) Duties and Responsibilities of a Unit Young Marine Training Chief are:

- a) setting up, operating, and attesting to all physical fitness tests
- b) creating training schedules
- c) creating unit annual, quarterly, and monthly training plans
- d) setting up annual, quarterly, and monthly specialized and refresher training for adults and senior Young Marines

2) Promotion Requirements for Training Chief:

- a) Young Marine will hold this billet for six months to receive credit towards

promotion.

- b) To receive credit for Training Chief, the Young Marine must manage the training of the unit for two quarters. They will make, plan, implement, and delegate all unit training with appropriate training materials.
 - c) The Training Chief and the Training Officer will sit down at the end of the term to go over how to improve the planning and curriculum for future training plans.
- p. **Unit Young Marine Executive Officer Assistant (XO Asst.).** To hold the position of Executive Officer Assistant, a **Young Marine must be a YM/MSgt** in good standing in the unit. While holding this billet, the Young Marine must complete and carry out the following tasks, in their six-months, to receive credit.
- 1) Duties and Responsibilities of a Unit Young Marine Executive Officer Assistant are:

As the Executive Officer Assistant, you are responsible to the Unit Executive Officer. Specific duties will be approved by the Unit Commander. Some of these duties may include but are not limited to:

- a) sitting on promotions boards for the unit as needed
 - b) over sees Training Chief on setting up, operating, and attesting to all physical fitness tests
 - c) filling in as the Unit First Sergeant as needed
- q. **Unit Young Marine Color Sergeant.** To hold the position of Color Sergeant, a **Young Marine must be a YM/PFC** and above in good standing in the unit. **This position is not required for promotion**, but rather another opportunity for leadership. The Color Sergeant should be the senior member of the Color Guard. As the Color Sergeant, the Young Marine is responsible for carrying the National Colors and the overall success of the color guard.
- 1) Duties and Responsibilities of a Unit Young Marine Color Sergeant are:
 - a) the continual training and preparedness of the color guard
 - b) ensuring all members of the color guard are notified of events with times, locations, directions, etc.
 - c) ensuring members of the Color Guard are appropriately dressed and well-groomed according to the Young Marines Uniform Regulations
 - d) commanding the Color Guard during events

r. **Unit Young Marine Color Guard Member.** To hold the position of Rifleman, a **Young Marine must be a YM/PFC** and above in good standing in the unit. **This position is not required for promotion**, but rather another opportunity for leadership. A Color Guard Member is either one of two riflemen or the unit colors on a color guard. The Young Marine Unit Colors is positioned to the left of the National colors and will dip when rendering honors. The riflemen flank each side of the flag bearers, signifying the protection of our National Colors.

1) Duties and Responsibilities of a Unit Young Marine Color Guard Member are:

- a) ensuring uniform and appearance are in line with the Young Marines Uniform Regulations
- b) ensuring continual training and preparedness for the position
- c) being available to perform this duty when required

CHAPTER 3 BATTALION COMMANDER

1. **Definitions.**

- a. Responsibility—the quality of state of requiring a person to take charge of or be trusted with important matters.
- b. Authority- given or delegated.
- c. Duty—the action required of by one’s position or occupation.
- d. Non–Compliance – failure to comply with existing rules, regulations, and reporting procedures. If your battalion is non-compliant, your charter is suspended, you are not allowed to meet, adults and Young Marines are not insured, and the commander is liable. Your battalion will be locked out of the database when non-compliant.

Notification of pending non-compliance can be found on the homepage of the database after logging in. Reason for non-compliance:

- 1) Invoices are 90 days past due.
- 2) Monthly Financials are 60 days past due.
- 3) Change of Command letter is 10 days past due.
- 4) Failure to comply with auditing requests.

2. **Description.** The Battalion Commander (BC) position is an elected position. All UC’s who are currently registered with a battalion at the time of the election, are 25 years of age or older, are an active, former, or retired United States Marine (or have a waiver from HQYM) are eligible for BC position. The BC shall perform the necessary duties that provide leadership and responsible management of the battalion. The BC shall plan, organize, administer, and support the battalion to meet the mission, purpose, and objectives of the Young Marine program.

3. **Elections.** Within the Young Marine battalion, the billets of Battalion Commander (BC) and Battalion Executive Officer are elected billets. The term of these billets is two years and an election are always held every two years on the even year. (2018, 2020, 2022, etc.) If you were elected to the Battalion Commander’s billet as the first Battalion Commander of a new unit on an odd year, an election would take place the following year as that would be the even year.

All UC’s in good standing in the battalion have voting rights at all battalion elections.

All Battalion Commanders in good standing have voting rights for Headquarters Young Marines elections, (Battalion and Regimental Commanders and Executive Officers).

For a more in-depth explanation of elections to include the election procedures, please see the Adult Volunteers Manual.

4. **Duties and Responsibilities.**

The Battalion Commander is responsible for everything the battalion does or fails to do. The UC's within the battalion elects the Commander. Upon assuming command, the Battalion Commander shall abide by the By-laws and shall follow and enforce all rules and regulations governing the program from Headquarters Young Marines.

Battalion Commanders are encouraged to give as much responsibility to a Young Marine based upon their maturity. Along with that responsibility, the Battalion Commander must give the Young Marines the authority to meet their responsibilities.

- a. Make certain the Young Marines understand what they are responsible for.
- b. Make sure your intent is clear and understood by the Young Marines.
- c. Make sure you define any parameters and the Young Marines understand them.
- d. Hold Young Marines accountable when they fail to meet their responsibility.

Remember, the Battalion Commander can delegate authority but not responsibility.

Be firm but fair in all that you do. Lead by example. Wear the official Young Marine uniform and wear it properly. Follow all the rules of the program and your staff will do the same.

As with your Young Marines, your staff needs direction from you as their leader. Utilize your staff to their fullest potential. Delegate and assign duties and responsibilities that your staff can handle then let them perform those duties. It is important for battalion staff to feel needed and not just a set of eyes watching what is going on.

5. Procedures.

- a. **Community Support.** The Battalion Commander must actively seek out community support. This is a continuous process. The Young Marine Battalion is a community-based program. The community is the bedrock for the battalion. Community support is essential to the success of any battalion. In turn, the battalion provides a vital service for the community.

Commanders are as diverse as the communities they serve. However, the common thread among all commanders is that they are Adult Volunteers. They all feel that the values they learned as Marines had a positive effect on them and they want to share these values with the youth in their respective communities before more destructive influences take root. There are many community leaders and organizations that share the same feelings and will assist with hard (money and in-kind) and soft (volunteer support) donations. Seek support from the following:

- 1) Marine Corps League
- 2) Armed Forces bases, stations, local reserve centers, National Guard Armories, and Recruiters.
- 3) American Legion, Veterans of Foreign Wars (VFW), and other veterans and civic community-based organizations.
- 4) Non-political fraternal orders such as The Benevolent and Protective order of the Elks.
- 5) Schools, Law Enforcement Organizations, Recreation Centers
- 6) Local businesses, corporations, Churches, non-political Public Action and Grassroots organizations

This is a continuous process. Keep the battalion visible in the public eye and cultivate goodwill with key components in the community.

- b. **Training.** (See the Training Manual) The cornerstone of the program is training. Young Marines joined the program for several reasons. In the short-term, they are attracted by the Marine Corps mystique, the uniform and perceived challenges and opportunities. In the long-term, Young Marines remain only if the program provides relevant, meaningful and rewarding activities and opportunities that keep pace with their evolving interests.

Monthly Training Schedule. The Battalion Commander shall publish a monthly training schedule ten days prior to the first scheduled meeting for each month. At a minimum the monthly training schedule should contain the following:

- 1) Battalion Commander, Executive Officer, and Training Officer names, addresses, telephone numbers and email addresses (if available).
 - 2) Month for which the training is scheduled.
 - 3) Who. The participants for the event (ex. YM, Battalion Staff, Adult Volunteers, parents, etc.)
 - 4) What. The event and supporting activities (ex. battalion meeting, fundraising, encampment, community service, field trip, etc.)
 - 5) When. The day, date, and time of the event (ex. Tuesday, 6 Mar 18, 1800 to 2000)
 - 6) Where. The location of the event (ex. address, building, campground, etc.)
 - 7) Instructor. The primary and secondary (backup) instructors (ex. Mr. Jackson, Primary, Ms. Jones, Secondary)
 - 8) Reference. The references required preparing for the event and supporting activities (ex. INSTR. Rules & Regulations pp. 9-12, Young Marines Guide pp 23-27.)
 - 9) Remarks. Remarks necessary to clarify or provide special coordinating instructions (ex. Required for all Young Marines seeking advancement to Lance Corporal).
 - 10) Planning Process. Success comes with good planning. Planning begins with an “end state” in mind for a given period—the year, half-year, quarter, and/or month. The Battalion Commander sets the training agenda and begins the planning process with designated members from the battalion and/or support staff. The training planning team under the direction of the Battalion Commander must determine the:
 - a) battalion's training focus during the period,
 - b) activities that support the battalion's training focus and whether it supports the five objectives of the Young Marines Program listed in paragraph 2b,
 - c) special resources needed—such as instructors, equipment, transportation, facility, funding, and etc,
 - d) logical sequence of related activities,
 - e) Adult Volunteers who will prepare, coordinate, and/or assume responsibility for the activities, and
 - f) optimal dates for the activities.
- h. **Change of Status.** The battalion must notify the Headquarters Young Marines on any change in status of the Battalion Commander, the battalion mailing address, or the battalion

business telephone number. The battalion may notify the Headquarters Young Marines by accessing the YMDBS and making the corrections as they pertain. A Change of Command letter (found on the YMDBS under forms and reports) must be sent to Headquarters Young Marines.

All battalions and higher headquarters will ensure compliance with the auditing procedures as specified in Chapter 6 of the Adult Volunteer Manual.

- i. **National Programs.** Young Marines are encouraged to participate in the Summer Program of Activities, Challenges, Encampments, and Schools (SPACES). Headquarters Young Marines also sponsors special events throughout the year. Expenses are financially supported by Headquarters Young Marines with the exception of encampments and a nominal application fee. All national programs are designed to allow Young Marines from different parts of the country the opportunity to travel, experience, learn, and grow.

For more information about any of these programs go to www.youngmarines.com.

- j. **Administration.** (See the Adjutant's Manual) Proper administration is a measure of the health and wellbeing of a battalion. It is generally the first indication of whether a battalion is well led and well managed. The Battalion Commander must maintain accurate and organized administrative records of all members within the battalion. The Adjutant is responsible to the Battalion Commander for the proper administration of the battalion.

- 1) **Injury Report Form.** Required when a Young Marine or registered Adult Volunteer is injured during Young Marine function, event, or activity and requires professional medical attention.

The Battalion Commander or designate must complete the Young Marine Injury Report form and mail it to: Headquarters Young Marines, 17739 Main Street, Suite 250, Dumfries, VA 22026-3256.

The Injury Report must be submitted to the Headquarters Young Marines within one year of the injury.

- k. **Fiscal.** (See the Paymaster's Manual) More Battalion Commanders are relieved and more battalions dissolved over the matter of money. Generally, it is a result of poor record keeping and perception that funds are being mismanaged and/or misappropriated by the Battalion Commander. Battalion Commanders can avoid queries by being "open" with their accounting process and by appointing a competent Battalion Paymaster. Your battalion fiscal records should be open to all. This includes your adult staff and higher headquarters. This shows integrity of the staff within the battalion.

The Paymaster is appointed by and serves at the direction of the Battalion Commander. The Paymaster may not be related to or the significant other of the Battalion commander or a significant other to anyone related to the Battalion Commander. They must also not reside with the Battalion Commander. The candidate must be an Adult Volunteer before the appointment. The Paymaster assists the Battalion Commander on all matters pertaining to the financial record keeping and reporting for the battalion.

The Battalion Commander must ensure that no situation arises that result in BORROWING BATTALION FUNDS FOR PERSONAL USE. This is called embezzlement and subject to legal action. The Battalion Commander is ultimately responsible for all financial matters and cannot delegate this responsibility.

The Battalion Commander will ensure compliance with the auditing procedures as specified in Chapter 6 of the Adult Volunteers Manual,

The Battalion Commander will never enter into a financial agreement where he/she profits from the arrangement.

- 1) **Fundraising.** As a 501c(3) organization, our books are a matter of public record. If you are conducting fundraising activities, all parties involved have a right to know how much funds you have and what you are contemplating doing with those funds. Of all the problems we see, egos and hoarding financial information gets the most attention. The easy solution is to keep everyone informed, solicit their input, make them feel a part of the battalion, and you issues will be kept to an absolute minimum.
- 2) **Monthly Report.** (See the Paymaster's Manual) Monthly Financial Reports are required every month to meet the conditions of the Young Marines tax-exempt status with the Internal Revenue Service. Failure to submit Monthly Financial Reports will jeopardize the Young Marine program's not-for-profit standing and reclassify battalion funds as taxable income.

Reports are due to the Headquarters Young Marines Accounting Service no later than 30 days from the date of the Bank Statement. It must include:

- a) Monthly Financial Report Form
- b) Copy of Bank Statements

Send Directly to:

Ambassador Accounting, Inc 7521 Presidential Lane
Manassas, VA 20109-2629

Reports as required.

Fax: 703-361-1765
Email: YMMonthlyReport@gmail.com

5. **Staff.**

a. **Executive Officer (XO).**

- 1) **Responsibility.** The Executive Officer is responsible to the Battalion Commander. The XO advises and, under the direction of the Battalion Commander, assists in the discharge of the Battalion Commander's duties. The XO is elected by the Adult Volunteer within the battalion.
- 2) **Duty.** The XO shall perform duties as directed by the Battalion Commander. At a minimum, the executive officer shall:
 - a) serve as the second in command. In the absence of the Battalion Commander, assume all responsibility and perform the duties of the Battalion Commander, until the Battalion Commander resumes the post or a new Battalion Commander is elected per the By- laws,
 - b) coordinate and supervise the adult staff to ensure the proper planning, organization, administration, and support of the battalion to meet the mission, purpose and objectives of the Young Marines program,
 - c) bring all matters requiring a decision and/or approval to the Battalion Commander. Advises the Battalion Commander on all matters pertaining to Young Marines, Adult Volunteers, management, morale, discipline, and safety,
 - d) serves as The Chair of all review boards and forwards all findings and recommendations to the Battalion Commander for action, and
 - e) perform any other duties as deemed necessary or directed by the Battalion Commander for the good of the battalion.
- b. **Adjutant (ADJ).** The Adjutant is responsible to the Battalion Commander for all matters pertaining to the administration of the battalion. The ADJ is appointed by and serves at the direction of the Battalion Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Adjutant Manual.
- c. **Paymaster (PM).** The Paymaster is responsible to the Battalion Commander for all matters pertaining to the finances of the battalion. The PM is appointed by and serves at the

direction of the Battalion Commander. The Paymaster may not be related to or the significant other of the Battalion Commander or a significant other to anyone related to the Battalion Commander. They must also not reside with the Battalion Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Paymaster Manual.

- d. **Training Officer (TO)**. The Training Officer is responsible to the Battalion Commander for all matters pertaining to the planning, coordination, and execution of training in the Young Marines battalion. The Training Officer will ensure that a copy of the Training Manual (TM) and Awards Manual are available at all meetings and encampments; this can be in electronic or printed form. The Training Officer will also ensure that the official battalion copy of the TM and Awards Manual is updated on a regular basis and will keep the Battalion Commander, Executive Officer, and battalion staff advised of any and all changes to the TM and Awards Manual. The Training Officer is appointed by and serves at the direction of the Battalion Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Training Manual.
- e. **Support Staff**. Every battalion will have support staff. This includes event staff. They can be drivers, cooks, medical personnel, specialty instructors, or a member of the parents support group. Support Staff is very important as it takes burdens off the registered staff and affords them the time to perform their duties to the best of their abilities.

Although it is not a bad idea, Support Staff does not have to be registered as long as they are not working directly with the Young Marines.

- 1) **Drivers**. as long as there is a registered adult in the vehicle, the driver does not need to be registered.
 - 2) **Cooks**. as long as they are not using Young Marines to assist in the chow hall, kitchen, or cook site, they do not need to be registered. If Young Marines will be used to prepare, serve, or clean up after chow, there must be a registered adult on site.
 - 3) **Medical Personnel**. Any person acting within the battalion as the medical officer must be registered.
 - 4) **Specialty Instructors**. (CPR/first aid instructors, swimming/boating instructors) need not be registered as long as there is a registered adult on site at all times during the instruction.
9. **Young Marines Billets**. It is the responsibility of the Battalion Commander to select qualified Young Marines for certain billets within the program. Young Marines must hold selected billets for the purpose of promotions.

- a. **Battalion Young Marine Sergeant Major.** To hold the position of Young Marine Sergeant Major, a **Young Marine must be a YM/MGySgt** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three to six-month term, to receive credit.

1) Duties and Responsibilities of the Young Marine Sergeant Major are:

- a) The Young Marine is responsible to their respective Commander and assists with mentoring all subordinate Young Marine Sergeant Majors.
- b) The Young Marine schedules meetings for all the Young Marine staff at that level and runs the meetings with the assistance of the Young Marine First Sergeant.
- c) Monitor all events occurring at that level and ensure the subordinate Young Marines are thoroughly informed.
- d) Manage the Young Marine Staff at that level and ensure they are properly carrying out their duties to receive credit for their positions.
- e) Monitor the rotation of the Young Marine staff positions and mentors them to ensure they maximize the learning experience.
- f) Initiate recommendations to the respective Commander for matters pertaining to the subordinate Young Marines.

While performing the duties above as the Young Marine Sergeant Major, they are authorized to wear the Young Marines Sergeant Major insignia. Upon completion of this term (three - six months), they would revert back to wearing the Young Marine Master Gunnery Sergeant insignia. The next Young Marine in line would then be given the opportunity to be the Young Marine Sergeant Major.

2) Requirements for Completion for Young Marine Sergeant Major:

- a) The YM/MGySgt must hold this billet for three – six months (Commander discretion depending on how many YM/MGySgt's are eligible to hold this position).

- b) Young Marine coordinates all Young Marine staff meetings, in conjunction with the respective Commander.
- c) The Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.
- d) The Young Marine must also brief their replacement on all ongoing matters or events.

The billet of Sergeant Major does not exist on the unit level. Young Marines on the unit level are prohibited from wearing YM/SgtMaj insignia (unless billeted in the position on the battalion, regimental, or division (DYMOY) level). If they are at a national event they will wear their **actual rank insignia** and not their billet insignia. This excludes Division and National Young Marines of the Year, who keep their billeted rank until their discharge or retirement. Do not wear billet insignia to an event held by a command level higher than your billet.

Clause: For levels that do not have Young Marines who are eligible to hold this position, the Commander has the discretion to fill the position by other means. A Young Marine Master Sergeant, who is an Advanced Leadership School (ALS) graduate, may hold the position for the time being. They will hold the billet and complete the requirements but will not receive credit until their YM/MGySgt promotion. Once they are promoted and receive credit, they do not have to hold the position again. This Young Marine is permitted to wear the Young Marines Sergeant Major insignia while holding this position.

When there are no Young Marines available of that rank, the Commander has the discretion to fill the position with the most senior Young Marine, by rank and age. If this Young Marine is a YM/MSgt and SLS graduate and below, they will not receive credit for the billet. They will only be allowed the leadership opportunity until an eligible Young Marine is available. This will mitigate any gaps in the Young Marine chain of command. The Young Marine will NOT be titled as the Young Marine Sergeant Major, as they are not permitted to wear the rank. They will be titled as the rank that they currently hold. (i.e. If a Battalion has a YM/GySgt as their senior Young Marine, they will be titled the Battalion Young Marine GySgt.)

b. **Battalion Young Marine First Sergeant.** To hold the position of Young Marine First Sergeant, a **Young Marine must be a YM/MSgt** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three to six-month term, to receive credit.

1) Duties and Responsibilities of the Young Marine First Sergeant are:

- a) The Young Marine is responsible to the Young Marine Sergeant Major and assists with mentoring all subordinate Young Marine First Sergeants.

- b) The Young Marine assists the Young Marine Sergeant Major with all Young Marine staff meetings.
- c) As a Young Marine First Sergeant, one should always look out for their troop's wellbeing and never allow them to be put in danger. When in the field with other units, the Young Marine First Sergeant is the liaison with the other Young Marine First Sergeants.
- d) Assist subordinate Young Marine First Sergeants with creating retention and recruitment plans with goals to reach.

While performing the duties above as the Young Marine First Sergeant, they are authorized to wear the Young Marines First Sergeant insignia. Upon completion of this term (three - six months), they would revert back to wearing the Young Marine Master Sergeant insignia. The next Young Marine in line would then be given the opportunity to be the Young Marine First Sergeant.

2) REQUIRMENTS FOR COMPLETION – YOUNG MARINE FIRST SERGEANT:

- a) The YM/MSgt must hold this billet for three – six months (Commander discretion depending on how many YM/MSgt's are eligible to hold this position).
- b) Young Marine assists Young Marine Sergeant Major with all Young Marine Staff meetings, in conjunction with the respective Commander.
- c) The Young Marine and the Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.

Clause: For levels that do not have Young Marines who are eligible to hold this position, the Commander has the discretion to fill the position by other means. A Young Marine Gunnery Sergeant, who is an Advanced Leadership School (ALS) graduate, may hold the position for the time being. They will hold the billet and complete the requirements but will not receive credit until their YM/MSgt promotion. Once they are promoted and receive credit, they do not have to hold the position again. This Young Marine is permitted to wear the Young Marines First Sergeant insignia while holding this position.

When there are no Young Marines available of that rank, the Commander has the discretion to fill the position with the most senior Young Marine, by rank and age. If this Young Marine is a

YM/GySgt and SLS graduate and below, they will not receive credit for the billet. They will only be allowed the leadership opportunity until an eligible Young Marine is available. This will mitigate any gaps in the Young Marine chain of command. The Young Marine will NOT be titled as the Young Marine First Sergeant, as they are not permitted to wear the rank. They will be titled as the rank that they currently hold. (i.e. If a Battalion has a YM/GySgt as their senior Young Marine, they will be titled the Battalion Young Marine GySgt.)

- c. **Battalion Young Marine DDR Chief.** To hold the position of DDR Chief, a **Young Marine must be Project Alert Certified** and in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month term, to receive credit. **The minimum rank requirements for this position are: Battalion – YM/Sgt to YM/SSgt and Regiment – YM/SSgt to YM/GySgt.**

1) Duties and Responsibilities of the Young Marine DDR Chief are:

- a) The DDR Chief is responsible to the Young Marine Sergeant Major and coordinates all training plans with an authorized adult representative.
- b) Hold meetings, physical or virtual, with subordinate DDR Chiefs to ensure all quarterly DDR requirements are met in a fun and interactive way.
- c) Monitor any Drug Demand Reduction related events in the community and pass down all information to the subordinate DDR Chiefs for outreach opportunities (i.e. Drug Take Back Day, National Night Out, D.A.R.E. Events, etc.).
- d) To receive credit for the billet, the Young Marine must plan a Drug Demand Deduction event, that involves all the units within their level. The training should be interactive, informative, and outside of the box. In the case that all units are not able to meet in one location, the training can be held in multiple locations on varying dates. The DDR Chief is responsible for ensuring all units receive the same training.

2) Requirements for Completion of DDR Chief:

- a) The Young Marine must hold the billet for three months.
- b) The Young Marine must complete an AAR from the training event and report it to the Young Marine Sergeant Major and the Training Officer at their level.

- c) The Young Marine and the Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.
- d. **Battalion Young Marine Public Relations Representative.** To hold the position of Young Marine (YM) Public Relations Rep., a **Young Marine must be a YM/Sgt** or above in good standing. **This position is not required for the promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three to six-month term, to receive credit.
 - 1) Duties and Responsibilities of the Young Marine Public Relations Rep. are:
 - a) The YM Public Relations Rep. is responsible to the Young Marine Sergeant Major and works alongside an authorized adult representative. They are responsible for getting media coverage of their respective level and its events via social media, press releases, by conducting interviews, and the Young Marine Esprit. They will attend any events that occur at that level and document them via photos and videos.
 - b) Utilize the Public Affairs Manual and other resources located in the Public Relations folder in the National Library as a reference for all media related postings.
 - c) To receive credit for the billet, the Young Marine must contribute to the social media sites and website during their term, write two Esprit articles, and submit four video interviews.
 - 2) REQUIRMENTS FOR COMPLETION – PUBLIC RELATIONS REPRESENTATIVE:
 - a) The Young Marine must hold the billet for three to six months.
 - b) The Young Marine and the Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.

Note: The Division Young Marine Correspondents are the Young Marines who have been selected to attend the Public Affairs Course each year held at Headquarters Young Marines. They are responsible for getting coverage for the events that happen within the division and where else they may be requested to attend. They attend one SPACES event assigned after completion of the course and are required to cover the event via photos and videos. They post on the designated social media page during the event and then submit all documentation to HQ for the archive and potential future use.

- e. **Battalion Young Marine Community Service Representative.** To hold the position of Community Service Rep., a **Young Marine must be** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month term, to receive credit. **The minimum rank requirements for this position are: Battalion – YM/Sgt, Regiment – YM/SSgt, and Division – YM/GySgt.**

1) Duties and Responsibilities of the Young Marine Community Service Rep. are:

- a) The Community Service Representative is responsible to the Young Marine Sergeant Major and coordinates their community service event plans with an authorized adult representative.
- b) The Young Marine must monitor local community service events for units in their area and pass down all information for potential opportunities.
- c) To receive credit for the billet, the Young Marine must coordinate a minimum of **one** community service event worth at least 30 hours of community service for each unit as a whole. For example: If a unit of thirty Young Marines participates in an event that lasts one hour, they have completed the assignment successfully. The Young Marine must create a Letter of Instruction (LOI), schedule, and coordinate logistics for the event. The subordinate Community Service Representatives should provide, and delegate support as needed.

2) REQUIRMENTS FOR COMPLETION – COMMUNITY SERVICE REPRESENTATIVE:

- a) The Young Marine must hold this billet for three months.
- b) The Young Marine must organize, at least, one community service event(s) where each unit accumulates 30 service hours as a whole.
- c) The Young Marine and the Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.

- f. **Young Marine Color Sergeant.** To hold the position of Color Sergeant, a **Young Marine must be** in good standing. **This position is not required for promotion.** The Color Sergeant should be the senior member of the Color Guard. As the Color Sergeant, the Young Marine is responsible for carrying the National Colors and the overall success of the color guard. **The minimum rank requirements for this position are: Battalion – YM/Cpl, Regiment – YM/Sgt to YM/SSgt, and Division – YM/GySgt.**

1) Duties and Responsibilities of the Young Marine Color Sergeant are:

- a) the continual training and preparedness of the color guard
 - b) ensuring all members of the color guard are notified of events with times, locations, directions, etc.
 - c) ensuring members of the Color Guard are appropriately dressed and well-groomed according to the Young Marines Uniform Regulations
 - d) commanding the Color Guard during events
- g. **Young Marine Color Guard Member.** To hold the position of Color Guard Member, a **Young Marine must be** in good standing. **This position is not required for promotion.** A Color Guard Member is either one of two riflemen or the unit colors on a color guard. The Young Marine Unit Colors is positioned to the left of the National colors and will dip when rendering honors. The riflemen flank each side of the flag bearers, signifying the protection of our National Colors. **The minimum rank requirements for this position are: Battalion – YM/Cpl, Regiment – YM/Sgt to YM/SSgt, and Division – YM/GySgt.**
- 1) Duties and Responsibilities of a Young Marine Color Guard Member are:
 - a) ensuring uniform and appearance are in line with the Young Marines Uniform Regulations
 - b) ensuring continual training and preparedness for the position
 - c) being available to perform this duty when required
- h. **Event – Young Marine Administrative (Admin) Chief.** To hold the position of Admin Chief, a **Young Marine must be a YM/SSgt** or above in good standing. **This position is not required for promotion.** While performing the duties of the Admin Chief, they cannot make entries into Young Marine record books, as they are not permitted access to any personal information on other Young Marines. The Adjutant is responsible for this; however, they may assist the adjutant with other duties that do not require access to the Young Marine record books. While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit.
- 1) Duties and Responsibilities of the Young Marine Admin Chief are:
 - a) The Admin Chief is responsible to the Young Marine Sergeant Major of the event. They act as a scribe and keep track of attendance for all meetings held.
 - b) The Young Marine is responsible for creating all rosters and schedules alongside the event Training Chief and the event First Sergeant.

- c) The Admin Chief collects and keeps track of all paperwork before, during, and after the event. They are also responsible for collecting and compiling all AAR's from the respective staff for the event.

- i. **Event – Young Marine Assistant Training Chief.** To hold the position of Assistant Training Chief, a **Young Marine must be a YM/GySgt – YM/MSgt** in good standing. **This position is not required for promotion.** The Assistant Training Chief is responsible to the Training Chief and assists them with all their duties. While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit for the billet.
 - 1) Duties and Responsibilities of the Young Marine Assistant Training Chief are:
 - a) The Assistant Training Chief is responsible to the Training Chief for the event and assists them in all their duties and responsibilities. They will act as the Training Chief in their absence.
 - b) The Young Marine assists with setting up, operating, and attesting to all training during the event.
 - c) The Young Marine assists the Admin Chief and Training Chief in creating all schedules for the event and in recruiting other senior Young Marines to carry out training.

- j. **Event – Young Marine Training Chief.** To hold the position of Training Chief, a **Young Marine must be a YM/MSgt** in good standing. **The position is not required for promotion. The Young Marine MUST have held the Assistant Training Chief position at the unit level before holding Training Chief.** The Training Chief is responsible to the Young Marine Sergeant Major and a designated adult representative. This position is to be the expert on all training and create the training environment where Young Marines learn. Other specific duties can be approved by the Young Marine Sergeant Major. While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit.
 - 1) Duties and Responsibilities of the Young Marine Training Chief are:
 - a) The Training Chief is responsible to the event Young Marine Sergeant Major reports to them all training plans for the event.
 - b) The Young Marine sets up, operates, and attests to all training during the event.
 - c) The Young Marine enlists the assistance of the Admin Chief and the Assistant Training Chief to create all training schedules for the event.

k. **Event – Young Marine First Sergeant.** To hold the position of Young Marine First Sergeant, a **Young Marine must be a YM/MSgt** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit.

1) Duties and Responsibilities of the Young Marine First Sergeant are:

- a) The Young Marine is responsible to the Young Marine Sergeant Major and assists with mentoring all subordinate Young Marines at the event.
- b) The Young Marine assists the Young Marine Sergeant Major with all Young Marine staff meetings for the event.
- c) The Young Marine works closely with the Training Chief and the Admin Chief to ensure all logistical items are on track in preparation for the event.
- d) The Young Marine First Sergeant is responsible for conducting all formations for every activity during the event.
- e) The Young Marine works with the Admin Chief and the Young Marine Sergeant Major in compiling all submitted AAR's for the event.

While performing the duties above as the Young Marine First Sergeant, they are authorized to wear the Young Marines First Sergeant insignia. Upon completion of the event, they would revert back to wearing the Young Marine Master Sergeant insignia.

2) Requirements for Compilation for EVENT YOUNG MARINE FIRST SERGEANT:

- a) The YM/MSgt holds this billet for all preparation and for the duration of the event.
- b) The Young Marine assists the Young Marine Sergeant Major with all Young Marine Staff meetings, in conjunction with the respective adult in charge.
- c) The Young Marine and the Young Marine Sergeant Major must sit down with the adult in charge, at the completion of the event, and go over a finalized AAR for the event of what can be done in the future to better such events.

Clause: For levels that do not have Young Marines who are eligible to hold this position, the Commander has the discretion to fill the position by other means. A Young Marine Gunnery Sergeant, who is an Advanced Leadership School (ALS) graduate, may hold the position for the time being. They will hold the billet and complete the requirements but will not receive credit until their YM/MSgt promotion. Once they are promoted and receive credit, they do not have to hold the position again.

When there are no Young Marines available of that rank, the Commander has the discretion to fill the position with the most senior Young Marine, by rank and age. If this Young Marine is a YM/GySgt and SLS graduate and below, they will not receive credit for the billet. They will only be allowed the leadership opportunity until an eligible Young Marine is available. This will mitigate any gaps in the Young Marine chain of command.

I. **Event – Young Marine Sergeant Major.** To hold the position of Young Marine Sergeant Major, a **Young Marine must be a YM/MGySgt** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit.

1) Duties and Responsibilities of the Young Marine Sergeant Major are:

- a) The Young Marine is responsible to the adult in charge and assists with mentoring all subordinate Young Marines at the event.
- b) The Young Marine schedules meetings for all the Young Marine staff for the event and runs the meetings with the assistance of the Young Marine First Sergeant.
- c) Manages the Young Marine Staff for the event and ensures they are properly carrying out their duties to receive credit for their positions.
- d) Oversees all Young Marine staff and sets deadlines to ensure the smooth operation of the event.
- e) The Young Marine works with the Admin Chief and the Young Marine First Sergeant in compiling the final AAR for the event.

While performing the duties above as the Young Marine Sergeant Major, they are authorized to wear the Young Marines Sergeant Major insignia. Upon completion of this event, they would revert back to wearing the Young Marine Master Gunnery Sergeant insignia.

2) Requirements for Completion for Event Young Marine Sergeant Major:

- a) The YM/MGySgt holds this billet for all preparation and for the duration of the event.
- b) Young Marine coordinates all Young Marine staff meetings, in conjunction with the respective adult in charge.
- c) The Young Marine Sergeant Major must sit down with the adult in charge, at the completion of the event, and go over a finalized AAR for the event of what can be done in the future to better such events.

Note: The billet of Sergeant Major does not exist on the unit level. Young Marines on the unit level are prohibited from wearing YM/SgtMaj insignia (unless billeted in the position on the battalion, regimental, or division (DYMOY) level). If they are at a national event they will wear their **actual rank insignia** and not their billet insignia. This excludes Division and National Young Marines of the Year, who keep their billeted rank until their discharge or retirement. Do not wear billet insignia to an event held by a command level higher than your billet.

Clause: For levels that do not have Young Marines who are eligible to hold this position, the Commander has the discretion to fill the position by other means. A Young Marine Master Sergeant, who is an Advanced Leadership School (ALS) graduate, may hold the position for the time being. They will hold the billet and complete the requirements but will not receive credit until their YM/MGySgt promotion. Once they are promoted and receive credit, they do not have to hold the position again.

When there are no Young Marines available of that rank, the Commander has the discretion to fill the position with the most senior Young Marine, by rank and age. If this Young Marine is a YM/MSgt and SLS graduate and below, they will not receive credit for the billet. They will only be allowed the leadership opportunity until an eligible Young Marine is available. This will mitigate any gaps in the Young Marine chain of command.

CHAPTER 4 REGIMENT COMMANDER

1. **Definitions.**

- a. Responsibility—the quality of state of requiring a person to take charge of or be trusted with important matters.
- b. Authority- given or delegated.
- c. Duty—the action required of by one’s position or occupation.
- d. Non–Compliance – failure to comply with existing rules, regulations, and reporting procedures. If your unit, battalion or regiment is non-compliant your charter is suspended, you are not allowed to meet, adults and Young Marines are not insured, and the commander is liable. Your regiment will be locked out of the database when non-compliant.

Notification of pending non-compliance can be found on the homepage of the database after logging in. Reason for non-compliance:

- 1) Invoices are 90 days past due.
- 2) Monthly Financials are 60 days past due.
- 3) Change of Command letter is 10 days past due.
- 4) Failure to comply with auditing requests.

2. **Description.** The Regiment Commander (RC) position is an appointed position. All Adult Volunteers who are currently registered at the time of the appointment, are 25 years of age or older, are an active, former, or retired United States Marine (or have a waiver from HQYM) are eligible for RC position. The RC shall preform the necessary duties that provide positive leadership and responsible management of the regiment. The RC shall plan, organize, administer, and support the regiment to meet the mission, purpose, and objectives of the Young Marines program.

3. **Elections.** Within the Young Marine regiment, the billets of Regiment Commander and Regiment Executive Officer are appointed billets. The term of these billets is two years. The Regiment Commander will be appointed by the Division Commander with the approval of Headquarters Young Marines.

For a more in-depth explanation of elections to include the election procedures, please see the Adult Volunteers Manual.

4. Duties and Responsibilities.

The Regiment Commander is responsible for everything the regiment does or fails to do. Upon assuming command, the Regiment Commander shall abide by the By-laws and shall follow and enforce all rules and regulations governing the program from Headquarters Young Marines.

Regiment Commanders are encouraged to give as much responsibility to a Young Marine based upon their maturity. Along with that responsibility, the Regimental Commander must give the Young Marines the authority to meet their responsibilities.

- e. Make certain the Young Marines understand what they are responsible for.
- f. Make sure your intent is clear and understood by the Young Marines.
- g. Make sure you define any parameters and the Young Marines understand them.
- h. Hold Young Marines accountable when they fail to meet their responsibility.

Remember, the Regiment Commander can delegate authority but not responsibility.

Be firm but fair in all that you do. Lead by example. Wear the official Young Marine uniform and wear it properly. Follow all the rules of the program and your staff will do the same.

As with your Young Marines, your staff needs direction from you as their leader. Utilize your staff to their fullest potential. Delegate and assign duties and responsibilities that your staff can handle then let them perform those duties. It is important for unit staff to feel needed and not just a set of eyes watching what is going on.

5. Procedures.

- a. **Community Support.** The Regiment Commander must actively seek out community support. This is a continuous process. The Young Marine regiment is a community-based program. The community is the bedrock for the regiment. Community support is essential to the success of any regiment. In turn, the regiment provides a vital service for the community.

Commanders are as diverse as the communities they serve. However, the common thread among all commanders is that they are Adult Volunteers. They all feel that the values they learned as Marines had a positive effect on them and they want to share these values with the youth in their respective communities before more destructive influences take root. There are many community leaders and organizations that share the same feelings and will

assist with hard (money and in-kind) and soft (volunteer support) donations. Seek support from the following:

- 1) Marine Corps League
- 2) Armed Forces bases, stations, local reserve centers, National Guard Armories, and Recruiters.
- 3) American Legion, Veterans of Foreign Wars (VFW), and other veterans and civic community-based organizations.
- 4) Non-political fraternal orders such as The Benevolent and Protective order of the Elks.
- 5) Schools, Law Enforcement Organizations, Recreation Centers
- 6) Local businesses, corporations, Churches, non-political Public Action and Grassroots organizations

This is a continuous process. Keep the regiment visible in the public eye and cultivate goodwill with key components in the community.

- b. **Training.** (See the Training Manual) The cornerstone of the program is training. Young Marines joined the program for several reasons. In the short-term, they are attracted by the Marine Corps mystique, the uniform and perceived challenges and opportunities. In the long-term, Young Marines remain only if the program provides relevant, meaningful and rewarding activities and opportunities that keep pace with their evolving interests.

Training Meetings. Regiment Commanders may conduct drills one night each week (Monday through Friday) or on a weekend (Saturday or Sunday).

The dates, times, and the length of regiment meetings shall be established by the Regiment Commander and announced and published to all registered adults, Young Marines and their parents.

Changes to established dates, times, and the length of regiment meetings whether temporary or permanent shall be announced in advance when practical. Poor planning and execution are never an excuse for inconveniencing others or wasting their time.

- 1) **Monthly Training Schedule.** The Regiment Commander shall publish a monthly training schedule ten days prior to the first scheduled meeting for each month. At a minimum the monthly training schedule should contain the following:

- 1) Regiment Commander, Executive Officer, and Training Officer names, addresses, telephone numbers and email addresses (if available).
 - 2) Month for which the training is scheduled.
 - 3) Who. The participants for the event (ex. YM, Regiment Staff, Adult Volunteers, parents, etc.)
 - 4) What. The event and supporting activities (ex. regiment meeting, fundraising, encampment, community service, field trip, etc.)
 - 5) When. The day, date, and time of the event (ex. Tuesday, 6 Mar 18, 1800 to 2000)
 - 6) Where. The location of the event (ex. address, building, campground, etc.)
 - 7) Instructor. The primary and secondary (backup) instructors (ex. Mr. Jackson, Primary, Ms. Jones, Secondary)
 - 8) Reference. The references required preparing for the event and supporting activities (ex. INSTR. Rules & Regulations pp. 9-12, Young Marines Guide pp 23-27.)
 - 9) Remarks. Remarks necessary to clarify or provide special coordinating instructions (ex. Required for all Young Marines seeking advancement to Lance Corporal).
 - 10) Planning Process. Success comes with good planning. Planning begins with an “end state” in mind for a given period—the year, half-year, quarter, and/or month. The Regiment Commander sets the training agenda and begins the planning process with designated members from the regiment and/or support staff. The training planning team under the direction of the Regiment Commander must determine the:
 - a) regiment’s training focus during the period
 - b) activities that support the regiment’s training focus and whether it supports the five objectives of the Young Marines Program listed in paragraph 2b,
 - c) special resources needed—such as instructors, equipment, transportation, facility, funding, and etc,
 - d) logical sequence of related activities,
 - e) Adult Volunteers who will prepare, coordinate, and/or assume responsibility for the activities, and
 - f) optimal dates for the activities.
- I. **Change of Status.** The regiment must notify the Headquarters Young Marines on any change in status of the Regiment Commander, the regiment mailing address, or the

regiment business telephone number. The regiment may notify the Headquarters Young Marines by accessing the YMDBS and making the corrections as they pertain. A Change of Command letter (found on the YMDBS under forms and reports) must be sent to Headquarters Young Marines.

All regiments and higher headquarters will ensure compliance with the auditing procedures as specified in Chapter 6 of the Adult Volunteer Manual.

- m. **National Programs.** Young Marines are encouraged to participate in the Summer Program of Activities, Challenges, Encampments, and Schools (SPACES). Headquarters Young Marines also sponsors special events throughout the year. Expenses are financially supported by Headquarters Young Marines with the exception of encampments and a nominal application fee. All national programs are designed to allow Young Marines from different parts of the country the opportunity to travel, experience, learn, and grow.

For more information about any of these programs go to www.youngmarines.com.

- n. **Administration.** (See the Adjutant's Manual) Proper administration is a measure of the health and wellbeing of a regiment. It is generally the first indication of whether a regiment is well led and well managed. The Regiment Commander must maintain accurate and organized administrative records of all members within the regiment. The Adjutant is responsible to the Regiment Commander for the proper administration of the regiment.

- 2) **Injury Report Form.** Required when a Young Marine or registered Adult Volunteer is injured during Young Marine function, event, or activity and requires professional medical attention.

The Regiment Commander or designate must complete the Young Marine Injury Report form and mail it to: Headquarters Young Marines, 17739 Main Street, Suite 250, Dumfries, VA 22026-3256.

The Injury Report must be submitted to the Headquarters Young Marines within one year of the injury.

- o. **Fiscal.** (See the Paymaster's Manual) More Regiment Commanders are relieved and more regiments dissolved over the matter of money. Generally, it is a result of poor record keeping and perception that funds are being mismanaged and/or misappropriated by the Regiment Commander. Regiment Commanders can avoid queries by being "open" with their accounting process and by appointing a competent Paymaster. Your regiment fiscal records should be open to all. This includes your adult staff and higher headquarters. This shows integrity of the staff within the regiment.

The Paymaster is appointed by and serves at the direction of the Regiment Commander. The Paymaster may not be related to or the significant other of the Regiment Commander or a significant other to anyone related to the Regiment Commander. They must also not reside with the Regiment Commander. The candidate must be an Adult Volunteer before the appointment. The Paymaster assists the Regiment Commander on all matters pertaining to the financial record keeping and reporting for the regiment.

The Regiment Commander must ensure that no situation arises that result in BORROWING REGIMENT FUNDS FOR PERSONAL USE. This is called embezzlement and subject to legal action. The Regiment Commander is ultimately responsible for all financial matters and cannot delegate this responsibility.

The Regiment Commander will ensure compliance with the auditing procedures as specified in Chapter 6 of the Adult Volunteers Manual,

The Regiment Commander will never enter into a financial agreement where he/she profits from the arrangement.

- 3) **Fundraising.** As a 501c(3) organization, our books are a matter of public record. If you are conducting fundraising activities, all parties involved have a right to know how much funds you have and what you are contemplating doing with those funds. Of all the problems we see, egos and hoarding financial information gets the most attention. The easy solution is to keep everyone informed, solicit their input, make them feel a part of the regiment, and you issues will be kept to an absolute minimum.
- 4) **Monthly Report.** (See the Paymaster's Manual) Monthly Financial Reports are required every month to meet the conditions of the Young Marines tax-exempt status with the Internal Revenue Service. Failure to submit Monthly Financial Reports will jeopardize the Young Marine program's not-for-profit standing and reclassify battalion funds as taxable income.

Reports are due to the Headquarters Young Marines Accounting Service no later than 30 days from the date of the Bank Statement. It must include:

- c) Monthly Financial Report Form
- d) Copy of Bank Statements

Send Directly to:

Ambassador Accounting, Inc.
7521 Presidential Lane
Manassas, VA 20109-2629

Reports as required.

Fax: 703-361-1765

Email: YMMonthlyReport@gmail.com

5. **Staff.**

a. **Executive Officer (XO).**

1) **Responsibility.** The Executive Officer is responsible to the Regiment Commander. The XO advises and, under the direction of the Regiment Commander, assists in the discharge of the Regiment Commander's duties. The XO is appointed by the Regimental Commander with approval from the Division Commander.

2) **Duty.** The XO shall perform duties as directed by the Regiment Commander. At a minimum, the executive officer shall:

- a) serve as the second in command. In the absence of the Regiment Commander, assume all responsibility and perform the duties of the Regiment Commander, until the Regiment Commander resumes the post or a new Regiment Commander is elected per the By- laws,
- b) coordinate and supervise the adult staff to ensure the proper planning, organization, administration, and support of the regiment to meet the mission, purpose and objectives of the Young Marines program,
- c) bring all matters requiring a decision and/or approval to the Regiment Commander. Advises the Regiment Commander on all matters pertaining to Young Marines, Adult Volunteers, management, morale, discipline, and safety,
- d) serves as The Chair of all review boards and forwards all findings and recommendations to the Regiment Commander for action, and
- e) perform any other duties as deemed necessary or directed by the Regiment Commander for the good of the regiment.

a. **Adjutant (ADJ).** The Adjutant is responsible to the Regiment Commander for all matters pertaining to the administration of the regiment. The ADJ is appointed by and serves at the direction of the Regiment Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Adjutant Manual.

b. **Paymaster (PM) as Required.** The Paymaster is responsible to the Regiment Commander for all matters pertaining to the finances of the unit. The PM is appointed by and serves at the direction of the Regiment Commander. The Paymaster may not be related to or the significant other of the Regiment Commander or a significant other to anyone related to the Regiment Commander. They must also not reside with the Regiment Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Paymaster Manual.

- e. **Training Officer (TO).** The Training Officer is responsible to the Regiment Commander for all matters pertaining to the planning, coordination, and execution of training in the Young Marines regiment. The Training Officer will ensure that a copy of the Training Manual (TM) and Awards Manual are available at all meetings and encampments; this can be in electronic or printed form. The Training Officer will also ensure that the official regiment copy of the TM and Awards Manual is updated on a regular basis and will keep the Regiment Commander, Executive Officer, and regiment staff advised of any and all changes to the TM and Awards Manual. The Training Officer is appointed by and serves at the direction of the Regiment Commander. The candidate must be an Adult Volunteer before the appointment. For specific duties see the Training Manual.

- b. **Support Staff.** Every regiment will have support staff. This can also be event staff. They can be drivers, cooks, medical personnel, specialty instructors, or a member of the parents support group. Support Staff is very important as it takes burdens off the registered staff and affords them the time to perform their duties to the best of their abilities.

Although it is not a bad idea, Support Staff does not have to be registered as long as they are not working directly with the Young Marines.

- 1) **Drivers.** as long as there is a registered adult in the vehicle, the driver does not need to be registered.
 - 2) **Cooks.** as long as they are not using Young Marines to assist in the chow hall, kitchen, or cook site, they do not need to be registered. If young marines will be used to prepare, serve, or clean up after chow, there must be a registered adult on site.
 - 3) **Medical Personnel.** Any person acting within the regiment as the medical officer must be registered.
 - 4) **Specialty Instructors.** (CPR/first aid instructors, swimming/boating instructors) need not be registered as long as there is a registered adult on site at all times during the instruction.
7. **Young Marines' Billets.** It is the responsibility of the Regiment Commander to select qualified Young Marines for certain billets within the program. Young Marines must hold selected billets for the purpose of promotions
- a. **Regiment Young Marine Sergeant Major.** To hold the position of Young Marine Sergeant Major, a **Young Marine must be a YM/MGySgt** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three to six-month term, to receive credit.
 - 1) Duties and Responsibilities of the Young Marine Sergeant Major are:

- a) The Young Marine is responsible to their respective Commander and assists with mentoring all subordinate Young Marine Sergeant Majors.
- b) The Young Marine schedules meetings for all the Young Marine staff at that level and runs the meetings with the assistance of the Young Marine First Sergeant.
- c) Monitor all events occurring at that level and ensure the subordinate Young Marines are thoroughly informed.
- d) Manage the Young Marine Staff at that level and ensure they are properly carrying out their duties to receive credit for their positions.
- e) Monitor the rotation of the Young Marine staff positions and mentors them to ensure they maximize the learning experience.
- f) Initiate recommendations to the respective Commander for matters pertaining to the subordinate Young Marines.

While performing the duties above as the Young Marine Sergeant Major, they are authorized to wear the Young Marines Sergeant Major insignia. Upon completion of this term (three - six months), they would revert back to wearing the Young Marine Master Gunnery Sergeant insignia. The next Young Marine in line would then be given the opportunity to be the Young Marine Sergeant Major.

2) Requirements for Completion for Young Marine Sergeant Major:

- a) The YM/MGySgt must hold this billet for three – six months (Commander discretion depending on how many YM/MGySgt's are eligible to hold this position).
- b) Young Marine coordinates all Young Marine staff meetings, in conjunction with the respective Commander.
- c) The Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.

- d) The Young Marine must also brief their replacement on all ongoing matters or events.

Note: The billet of Sergeant Major does not exist on the unit level. Young Marines on the unit level are prohibited from wearing YM/SgtMaj insignia (unless billeted in the position on the battalion, regimental, or division (DYMOY) level). If they are at a national event they will wear their **actual rank insignia** and not their billet insignia. This excludes Division and National Young Marines of the Year, who keep their billeted rank until their discharge or retirement. Do not wear billet insignia to an event held by a command level higher than your billet.

Clause: For levels that do not have Young Marines who are eligible to hold this position, the Commander has the discretion to fill the position by other means. A Young Marine Master Sergeant, who is an Advanced Leadership School (ALS) graduate, may hold the position for the time being. They will hold the billet and complete the requirements but will not receive credit until their YM/MGySgt promotion. Once they are promoted and receive credit, they do not have to hold the position again. This Young Marine is permitted to wear the Young Marines Sergeant Major insignia while holding this position.

When there are no Young Marines available of that rank, the Commander has the discretion to fill the position with the most senior Young Marine, by rank and age. If this Young Marine is a YM/MSgt and SLS graduate and below, they will not receive credit for the billet. They will only be allowed the leadership opportunity until an eligible Young Marine is available. This will mitigate any gaps in the Young Marine chain of command. The Young Marine will NOT be titled as the Young Marine Sergeant Major, as they are not permitted to wear the rank. They will be titled as the rank that they currently hold. (i.e. If a Battalion has a YM/GySgt as their senior Young Marine, they will be titled the Battalion Young Marine GySgt.)

- b. **Regiment Young Marine First Sergeant.** To hold the position of Young Marine First Sergeant, a **Young Marine must be a YM/MSgt** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three to six-month term, to receive credit.

- 1) Duties and Responsibilities of the Young Marine First Sergeant are:

- a) The Young Marine is responsible to the Young Marine Sergeant Major and assists with mentoring all subordinate Young Marine First Sergeants.
- b) The Young Marine assists the Young Marine Sergeant Major with all Young Marine staff meetings.
- c) As a Young Marine First Sergeant, one should always look out for their troop's wellbeing and never allow them to be put in danger. When in the field with other units, the Young Marine First Sergeant is the liaison with the other Young Marine

- d) First Sergeants.
- e) Assist subordinate Young Marine First Sergeants with creating retention and recruitment plans with goals to reach.

While performing the duties above as the Young Marine First Sergeant, they are authorized to wear the Young Marines First Sergeant insignia. Upon completion of this term (three - six months), they would revert back to wearing the Young Marine Master Sergeant insignia. The next Young Marine in line would then be given the opportunity to be the Young Marine First Sergeant.

2) Requirements for Completion for Young Marine First Sergeant:

- a) The YM/MSgt must hold this billet for three – six months (Commander discretion depending on how many YM/MSgt's are eligible to hold this position).
- b) Young Marine assists Young Marine Sergeant Major with all Young Marine Staff meetings, in conjunction with the respective Commander.
- c) The Young Marine and the Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.

Clause: For levels that do not have Young Marines who are eligible to hold this position, the Commander has the discretion to fill the position by other means. A Young Marine Gunnery Sergeant, who is an Advanced Leadership School (ALS) graduate, may hold the position for the time being. They will hold the billet and complete the requirements but will not receive credit until their YM/MSgt promotion. Once they are promoted and receive credit, they do not have to hold the position again. This Young Marine is permitted to wear the Young Marines First Sergeant insignia while holding this position.

When there are no Young Marines available of that rank, the Commander has the discretion to fill the position with the most senior Young Marine, by rank and age. If this Young Marine is a YM/GySgt and SLS graduate and below, they will not receive credit for the billet. They will only be allowed the leadership opportunity until an eligible Young Marine is available. This will mitigate any gaps in the Young Marine chain of command. The Young Marine will NOT be titled as the Young Marine First Sergeant, as they are not permitted to wear the rank. They will be titled as the rank that they currently hold. (i.e. If a Battalion has a YM/GySgt as their senior Young Marine, they will be titled the Battalion Young Marine GySgt.)

- c. **Regiment Young Marine DDR Chief.** To hold the position of DDR Chief, a **Young Marine must be Project Alert Certified** and in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month term, to receive credit. **The minimum rank requirements for this position are: Battalion – YM/Sgt to YM/SSgt and Regiment – YM/SSgt to YM/GySgt.**

1) Duties and Responsibilities of the Young Marine DDR Chief are:

- a) The DDR Chief is responsible to the Young Marine Sergeant Major and coordinates all training plans with an authorized adult representative.
- b) Hold meetings, physical or virtual, with subordinate DDR Chiefs to ensure all quarterly DDR requirements are met in a fun and interactive way.
- c) Monitor any Drug Demand Reduction related events in the community and pass down all information to the subordinate DDR Chiefs for outreach opportunities (i.e. Drug Take Back Day, National Night Out, D.A.R.E. Events, etc.).
- d) To receive credit for the billet, the Young Marine must plan a Drug Demand Deduction event, that involves all the units within their level. The training should be interactive, informative, and outside of the box. In the case that all units are not able to meet in one location, the training can be held in multiple locations on varying dates. The DDR Chief is responsible for ensuring all units receive the same training.

2) Requirements for Completion of DDR Chief:

- a) The Young Marine must hold the billet for three months.
- b) The Young Marine must complete an AAR from the training event and report it to the Young Marine Sergeant Major and the Training Officer at their level.
- c) The Young Marine and the Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.

d. **Regiment Young Marine Public Relations Representative.** To hold the position of Young Marine (YM) Public Relations Rep., a **Young Marine must be a YM/Sgt** or above in good standing. **This position is not required for the promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three to six-month term, to receive credit.

1) Duties and Responsibilities of the Young Marine Public Relations Rep. are:

- a) The YM Public Relations Rep. is responsible to the Young Marine Sergeant Major and works alongside an authorized adult representative. They are responsible for getting media coverage of their respective level and its events via social media, press releases, by conducting interviews, and the Young Marine Esprit. They will attend any events that occur at that level and document them via photos and videos.
- b) Utilize the Public Affairs Manual and other resources located in the Public Relations folder in the National Library as a reference for all media related postings.
- c) To receive credit for the billet, the Young Marine must contribute to the social media sites and website during their term, write two Esprit articles, and submit four video interviews.

2) Requirements for Completion of Public Relations Representative:

- a) The Young Marine must hold the billet for three to six months.
- b) The Young Marine and the Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.

Note: The Division Young Marine Correspondents are the Young Marines who have been selected to attend the Public Affairs Course each year held at Headquarters Young Marines. They are responsible for getting coverage for the events that happen within the division and where else they may be requested to attend. They attend one SPACES event assigned after completion of the course and are required to cover the event via photos and videos. They post on the designated social media page during the event and then submit all documentation to HQ for the archive and potential future use.

- e. **Regiment Young Marine Community Service Representative.** To hold the position of Community Service Rep., a **Young Marine must be** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, in their three-month term, to receive credit. **The minimum rank requirements for this position are: Battalion – YM/Sgt, Regiment – YM/SSgt, and Division – YM/GySgt.**

1) Duties and Responsibilities of the Young Marine Community Service Rep. are:

- a) The Community Service Representative is responsible to the Young Marine Sergeant Major and coordinates their community service event plans with an authorized adult representative.
- b) The Young Marine must monitor local community service events for units in their area and pass down all information for potential opportunities.
- c) To receive credit for the billet, the Young Marine must coordinate a minimum of **one** community service event worth at least 30 hours of community service for each unit as a whole. For example: If a unit of thirty Young Marines participates in an event that lasts one hour, they have completed the assignment successfully. The Young Marine must create a Letter of Instruction (LOI), schedule, and coordinate logistics for the event. The subordinate Community Service Representatives should provide, and delegate support as needed.

2) Requirements for Completion of Community Service Representative:

- a) The Young Marine must hold this billet for three months.
- b) The Young Marine must organize, at least, one community service event(s) where each unit accumulates 30 service hours as a whole.
- c) The Young Marine and the Young Marine Sergeant Major must sit down with their respective Commander, prior to the end of their term, and go over an AAR of what can be done in the future with the billet to better assist the battalion, regiment, or division.

- f. **Young Marine Color Sergeant.** To hold the position of Color Sergeant, a **Young Marine must be** in good standing. **This position is not required for promotion.** The Color Sergeant should be the senior member of the Color Guard. As the Color Sergeant, the Young Marine is responsible for carrying the National Colors and the overall success of the color guard. **The minimum rank requirements for this position are: Battalion – YM/Cpl, Regiment – YM/Sgt to YM/SSgt, and Division – YM/GySgt.**

1) Duties and Responsibilities of the Young Marine Color Sergeant are:

- a) the continual training and preparedness of the color guard
 - b) ensuring all members of the color guard are notified of events with times, locations, directions, etc.
 - c) ensuring members of the Color Guard are appropriately dressed and well-groomed according to the Young Marines Uniform Regulations
 - d) commanding the Color Guard during events
- g. **Young Marine Color Guard Member.** To hold the position of Color Guard Member, a **Young Marine must be** in good standing. **This position is not required for promotion.** A Color Guard Member is either one of two riflemen or the unit colors on a color guard. The Young Marine Unit Colors is positioned to the left of the National colors and will dip when rendering honors. The riflemen flank each side of the flag bearers, signifying the protection of our National Colors. **The minimum rank requirements for this position are: Battalion – YM/Cpl, Regiment – YM/Sgt to YM/SSgt, and Division – YM/GySgt.**
- 1) Duties and Responsibilities of a Young Marine Color Guard Member are:
 - a) ensuring uniform and appearance are in line with the Young Marines Uniform Regulations
 - b) ensuring continual training and preparedness for the position
 - c) being available to perform this duty when required
- h. **Event – Young Marine Administrative (Admin) Chief.** To hold the position of Admin Chief, a **Young Marine must be a YM/SSgt** or above in good standing. **This position is not required for promotion.** While performing the duties of the Admin Chief, they cannot make entries into Young Marine record books, as they are not permitted access to any personal information on other Young Marines. The Adjutant is responsible for this; however, they may assist the adjutant with other duties that do not require access to the Young Marine record books. While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit.
- 1) Duties and Responsibilities of the Young Marine Admin Chief are:
 - a) The Admin Chief is responsible to the Young Marine Sergeant Major of the event. They act as a scribe and keep track of attendance for all meetings held.
 - b) The Young Marine is responsible for creating all rosters and schedules alongside the event Training Chief and the event First Sergeant.

- c) The Admin Chief collects and keeps track of all paperwork before, during, and after the event. They are also responsible for collecting and compiling all AAR's from the respective staff for the event.

- i. **Event – Young Marine Assistant Training Chief.** To hold the position of Assistant Training Chief, a **Young Marine must be a YM/GySgt – YM/MSgt** in good standing. **This position is not required for promotion.** The Assistant Training Chief is responsible to the Training Chief and assists them with all their duties. While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit for the billet.
 - 1) Duties and Responsibilities of the Young Marine Assistant Training Chief are:
 - a) The Assistant Training Chief is responsible to the Training Chief for the event and assists them in all their duties and responsibilities. They will act as the Training Chief in their absence.
 - b) The Young Marine assists with setting up, operating, and attesting to all training during the event.
 - c) The Young Marine assists the Admin Chief and Training Chief in creating all schedules for the event and in recruiting other senior Young Marines to carry out training.

- j. **Event – Young Marine Training Chief.** To hold the position of Training Chief, a **Young Marine must be a YM/MSgt** in good standing. **The position is not required for promotion. The Young Marine MUST have held the Assistant Training Chief position at the unit level before holding Training Chief.** The Training Chief is responsible to the Young Marine Sergeant Major and a designated adult representative. This position is to be the expert on all training and create the training environment where Young Marines learn. Other specific duties can be approved by the Young Marine Sergeant Major. While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit.
 - 1) Duties and Responsibilities of the Young Marine Training Chief are:
 - a) The Training Chief is responsible to the event Young Marine Sergeant Major reports to them all training plans for the event.
 - b) The Young Marine sets up, operates, and attests to all training during the event.
 - c) The Young Marine enlists the assistance of the Admin Chief and the Assistant Training Chief to create all training schedules for the event.

k. **Event – Young Marine First Sergeant.** To hold the position of Young Marine First Sergeant, a **Young Marine must be a YM/MSgt** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit.

1) Duties and Responsibilities of the Young Marine First Sergeant are:

- a) The Young Marine is responsible to the Young Marine Sergeant Major and assists with mentoring all subordinate Young Marines at the event.
- b) The Young Marine assists the Young Marine Sergeant Major with all Young Marine staff meetings for the event.
- c) The Young Marine works closely with the Training Chief and the Admin Chief to ensure all logistical items are on track in preparation for the event.
- d) The Young Marine First Sergeant is responsible for conducting all formations for every activity during the event.
- e) The Young Marine works with the Admin Chief and the Young Marine Sergeant Major in compiling all submitted AAR's for the event.

While performing the duties above as the Young Marine First Sergeant, they are authorized to wear the Young Marines First Sergeant insignia. Upon completion of the event, they would revert back to wearing the Young Marine Master Sergeant insignia.

2) Requirements for Completion of Event Young Marine First Sergeant:

- a) The YM/MSgt holds this billet for all preparation and for the duration of the event.
- b) The Young Marine assists the Young Marine Sergeant Major with all Young Marine Staff meetings, in conjunction with the respective adult in charge.
- c) The Young Marine and the Young Marine Sergeant Major must sit down with the adult in charge, at the completion of the event, and go over a finalized AAR for the event of what can be done in the future to better such events.

Clause: For levels that do not have Young Marines who are eligible to hold this position, the Commander has the discretion to fill the position by other means. A Young Marine Gunnery Sergeant, who is an Advanced Leadership School (ALS) graduate, may hold the position for the time being. They will hold the billet and complete the requirements but will not receive credit until their YM/MSgt promotion. Once they are promoted and receive credit, they do not have to hold the position again.

When there are no Young Marines available of that rank, the Commander has the discretion to fill the position with the most senior Young Marine, by rank and age. If this Young Marine is a YM/GySgt and SLS graduate and below, they will not receive credit for the billet. They will only be allowed the leadership opportunity until an eligible Young Marine is available. This will mitigate any gaps in the Young Marine chain of command.

I. **Event – Young Marine Sergeant Major.** To hold the position of Young Marine Sergeant Major, a **Young Marine must be a YM/MGySgt** in good standing. **This position is not required for promotion.** While holding this billet, the Young Marine must complete and carry out the following tasks, to receive credit.

1) Duties and Responsibilities of the Young Marine Sergeant Major are:

- a) The Young Marine is responsible to the adult in charge and assists with mentoring all subordinate Young Marines at the event.
- b) The Young Marine schedules meetings for all the Young Marine staff for the event and runs the meetings with the assistance of the Young Marine First Sergeant.
- c) Manages the Young Marine Staff for the event and ensures they are properly carrying out their duties to receive credit for their positions.
- d) Oversees all Young Marine staff and sets deadlines to ensure the smooth operation of the event.
- e) The Young Marine works with the Admin Chief and the Young Marine First Sergeant in compiling the final AAR for the event.

While performing the duties above as the Young Marine Sergeant Major, they are authorized to wear the Young Marines Sergeant Major insignia. Upon completion of this event, they would revert back to wearing the Young Marine Master Gunnery Sergeant insignia.

2) Requirements for Completion of Event Young Marine Sergeant Major:

- a) The YM/MGySgt holds this billet for all preparation and for the duration of the event.
- b) Young Marine coordinates all Young Marine staff meetings, in conjunction with the respective adult in charge.
- c) The Young Marine Sergeant Major must sit down with the adult in charge, at the completion of the event, and go over a finalized AAR for the event of what can be done in the future to better such events.

Note: The billet of Sergeant Major does not exist on the unit level. Young Marines on the unit level are prohibited from wearing YM/SgtMaj insignia (unless billeted in the position on the battalion, regimental, or division (DYMOY) level). If they are at a national event they will wear their **actual rank insignia** and not their billet insignia. This excludes Division and National Young Marines of the Year, who keep their billeted rank until their discharge or retirement. Do not wear billet insignia to an event held by a command level higher than your billet.

Clause: For levels that do not have Young Marines who are eligible to hold this position, the Commander has the discretion to fill the position by other means. A Young Marine Master Sergeant, who is an Advanced Leadership School (ALS) graduate, may hold the position for the time being. They will hold the billet and complete the requirements but will not receive credit until their YM/MGySgt promotion. Once they are promoted and receive credit, they do not have to hold the position again.

When there are no Young Marines available of that rank, the Commander has the discretion to fill the position with the most senior Young Marine, by rank and age. If this Young Marine is a YM/MSgt and SLS graduate and below, they will not receive credit for the billet. They will only be allowed the leadership opportunity until an eligible Young Marine is available. This will mitigate any gaps in the Young Marine chain of command.

REQUIRED MANUALS

1. Adult Volunteer Programs and Procedures Manual (AVPPM).

- a. **Purpose.** The purpose of the Adult Volunteer Programs and Procedures Manual is to provide all registered Adult Volunteers with a guide that will help them be the best mentors they can be to the Young Marines as well as the best staff that you can have. You should ensure that each Adult Volunteer in your unit receives, reads, and carries with them a copy of the AVPPM.
- b. **Content.** The following chapters are contained in the AVPPM. You, as well as your staff should become familiar with the entire document.
 - 1) Authorization & History
 - 2) Rules & Regulations
 - 3) The Young Marines Organization
 - 4) Responsibilities & Duties
 - 5) Administration
 - 6) Funding & Reporting
 - 7) Training
 - 8) Parent Support Group
 - 9) Young Marines
 - 10) Risk Management
 - 11) Drug Demand Reduction Program

There are appendixes that accompany the AVPPM that should be read and understood as well.

2. Adjutant's Manual (AM).

- a. **Purpose.** The Adjutant's Manual is designed to provide the Unit Adjutant with the necessary information and training to successfully perform the duty of maintaining accurate and administrative records of all members, as well as all unit gear and equipment.
- b. **Content.** The following chapters are contained in the Adjutant's Manual.

- 1) Administration
- 2) Authorized Users
- 3) Registration
- 4) Registration Dues
- 5) Social Security Numbers
- 6) Re-Registration
- 7) Unit Inventory
- 8) Young Marine Record Book (YMRB)
- 9) Safeguarding the YMRB
- 10) YMRB Management
- 11) Surrendering the YMRB
- 12) Maintaining the YMRB online
- 13) What Goes Where?
- 14) Forms
- 15) SPACES/ACE Process

3. **Paymaster's Manual (PM).**

- a. **Purpose.** The Paymaster's Manual is designed to provide the unit paymaster with the tools required to successfully handle the unit's funds. This is the most scrutinized billet in the Young Marines program. The paymaster must be a registered Adult Volunteer that you, the unit leader, appoint to take charge of the unit's funds. This individual cannot be a relative or a "significant other".
- b. **Content.** The content of the Paymaster's Manual covers such important areas as,
 - 1) Responsibility and duty of the unit paymaster,
 - 2) How to set up and maintain a unit checking account,
 - 3) Fundraising,
 - 4) Expenses and reimbursements,

- 5) Monthly Financial Reports, record keeping, and compliance,
- 6) Required forms as well as Policy Memorandums important to this billet.

4. Training Manual (TM).

- a. **Purpose.** The Training Officer's Manual is designed to provide the unit training officer with the tools needed to successfully perform all facets of the unit training plan. The unit training officer is responsible for ensuring all training is performed correctly and in accordance with national guidelines.
- b. **Content.** The Training Officer's Manual contains the following;
 - 1) PDF copies of all 4 guidebooks
 - 2) The Promotion Policy
 - 3) The Recruit Training SOP
 - 4) The Physical Fitness Program, Test, and Score sheets
 - 5) The Drug Prevention & Resistance Program
 - 6) Close Order Drill manual
 - 7) Leadership Schools curriculums
 - 8) Other supplemental training