

MASS-1 Commander's Guidance



MASS-1 increases the Carolina MAGTF's survivability and lethality when our comrades in arms are at their greatest need. Their calls cannot go unanswered. Our mission is no fail. To achieve this, I need every Chieftain Marine, Sailor, and Civilian to:

➤ **Meet the Standard**

Standards exist for all things: safety, maintenance practices, training, operations, counseling, etc. Know them and hold yourself and your Marines accountable to them. Make this a pattern of thought and habit. Challenge yourself to exceed standards.

➤ **Build the Team**

Develop yourself and your subordinates. Enable bold action and honest after action reports. We must be a learning organization. We will not have a zero defect mentality, rather we will strive for continuous improvement.

➤ **Engage with Respect and Dignity**

Each of us could have chosen an easier path, but we chose this type of service. We will value each other as a family-in-arms. We will serve as our brothers' and sisters' keepers. We will provide tactful feedback, professional correction, and sincere council.

Together, we will ensure that every MASS-1 element is ready to fight on time, the whole time, every time. The Marines and Sailors we support and the enemy we help strike deserve nothing less.

Semper Fidelis,

A handwritten signature in black ink, likely belonging to Amanda N. Donnelly.

Amanda N. Donnelly
Lieutenant Colonel, United States Marine Corps

Commanding Officer
Marine Air Support Squadron-1

SAFETY POLICY



The profession of arms is an inherently unsafe endeavor, but a well-trained, well-led, professional unit will execute its mission, in training and in combat, safely. Committed, engaged leaders at all levels, who are unwavering in enforcing standards are the linchpin of professionally conducted, inherently safe operations. MASS-1 must embrace a culture of enforcement of and compliance with standards with engaged leadership, focused on effective mission accomplishment. When we do this, safely executing every task, regardless of complexity, will be done safely. This mindset must extend to our off-duty activities as well.

Complacency and the normalization of deviance are the greatest risk to safety. Complacency is simply becoming too comfortable with a practice that we no longer plan and act with a critical eye toward compliance with standards – we know we’re doing it the right way because we’ve done it this way a million times. Avoiding complacency requires every Marine to critically assess a situation and determine how standards are being applied. Spot check yourself and those around you to make sure our everyday activities are in compliance. The normalization of deviance is when we become so comfortable or accustomed to deviations from established procedures and orders that we no longer recognize the non-compliant behavior, even when it places our own safety at great risk. For example, if a unit does not comply with established equipment movement procedures, it’s almost certain that the unit is non-compliant in other areas like following leave and liberty procedures, etc. Deviances like these become normalized and grow when no one intervenes to correct the discrepancy. The normalization of deviance is a cancer in any unit and, once present, will surely spread. It is the opposite of a culture of compliance with standards.

MASS-1’s mission is vital to the Carolina MAGTF and 2d MAW. I challenge all Chieftain Marines, Sailors, and Civilians to regularly check yourself for compliance with applicable standards and orders and then check those around you. If you find something amiss, SAY SOMETHING! Whether it’s uniform regulations or ground guiding procedures, Chieftain personnel must be unafraid to bring another member of our team back into standards and to make sure that, as a team, we are following established standards and procedures. That level of continuous, focused, and engaged leadership is how we mitigate risks and ensure that we accomplish our mission safely.

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**SEXUAL ASSAULT
PREVENTION AND
RESPONSE POLICY**



Sexual assault is a very serious, often violent CRIME that will not be tolerated at MASS-1. Offenders will be held accountable. Victims will be treated with sensitivity, decency and respect, and will receive appropriate medical, emotional, psychological, and social services. Victim safety is paramount at all times. The goal of the MASS-1 Sexual Assault Prevention and Response Program is to eliminate sexual assaults through a culture of prevention through presence, education and training, victim support, and reporting procedures to enhance individual safety, unit performance, and mission readiness.

Sexual assault is the intentional sexual contact, characterized by use of force, physical threat or abuse of authority or when the victim does not or cannot consent. Sexual assault includes rape, nonconsensual sodomy (oral or anal sex), indecent assault (unwanted, inappropriate sexual contact or fondling), or attempts to commit these acts. Sexual assault can occur without regard to gender, spousal relationship, or age of the victim. Sexual assault is counter to everything that makes us Marines. Failure to report or ignoring sexual assault incidents is unacceptable and violates the tenets of who we are. We have an obligation first to prevent sexual assault and, when appropriate, to report it. All MASS-1 personnel shall be well versed in those reporting procedures, defined below:

Restricted Reporting: A process used by an eligible individual to report or disclose that he or she is a victim of a sexual assault to specified officials on a requested confidential basis. Under these circumstances, the victim's report and any details provided to the Uniformed Victim Advocate (UVA), Sexual Assault Response Coordinator (SARC) Victim Advocate, Chaplain, or Healthcare personnel will not be reported to the chain of command or law enforcement to initiate an official investigation.

Unrestricted Reporting: A process used by an eligible individual to disclose that he or she is a victim of sexual assault, without the confidentiality of a restricted report. Under these circumstances, the victim can report to the UVA, SARC, Chaplain or Healthcare personnel, as well as their direct chain of command, and the report must be forwarded to law enforcement (Naval Criminal Investigative Services) for the execution of a formal investigation. Unrestricted reporting provides the command and law enforcement with the opportunity to take more direct and overt action in sexual assault cases.

Sexual assault contradicts everything that we stand for as Marines and will not be tolerated. Take steps to keep yourself out of situations where sexual assaults are more likely to occur. If you see a situation developing that causes you concern or encounter a sexual assault INTERVENE! I will conclude with a promise to every member of this command. If you are sexually assaulted your privacy, your safety, and holding the appropriate individual(s) accountable will be my number one priority. As your commander I am ALWAYS available to talk and help you choose an appropriate course of action.

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Lieutenant Colonel, United States Marine Corps

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Marine Air Support Squadron-1

PROHIBITIVE ACTIVITIES AND CONDUCT PREVENTION AND RESPONSE POLICY



Marines, I told each and every one of you that members of the Chieftain family will always treat each other with respect and dignity. We will seek to build each other up and make the team and ourselves better. This includes embracing individual differences and leveraging our diverse perspectives, experiences, and insights to make our unit as lethal and effective as it can possibly be.

Marine Corps Order 5354.1F with administrative change MARINE CORPS PROHIBITED ACTIVITIES AND CONDUCT (PAC) PREVENTION AND RESPONSE POLICY prescribes activities and conduct that erode our strength and distract us from our mission... activities and conduct that are not in keeping with our values, do not build our team, and compromise the dignity of one or more of our members. Those activities and conduct are:

Abuse: hazing, bullying, ostracism, and retaliation.

Harassment (to include sexual harassment)

Wrongful distribution or broadcasting of an intimate image

Dissident and protest activity (including supremacist activity)

Unlawful discrimination

Your primary means for resolving alleged violations of prohibited activities and conduct should be at the lowest level possible within your chain of command. Other avenues available are the chain of command via request mast, Equal Opportunity Representative, Equal Opportunity Advisor, or any Inspector General's hotline.

I expect each and every one of you to uphold our standards of conduct – do not allow prohibited activities and conduct to go unnoticed. Intervene or report these behaviors to your chain of command. Take care of each other.

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