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## INTRODUCTION

The Unit Commander is the one elected to serve as the leader of the unit. It is this person who is held responsible for everything the unit does and/or fails to do. The kind of leadership that the Commander exercises is reflective of the character of that unit. The unit commander has to remember that he or she makes the decisions, but is held to task for the manner in which those decisions are carried out.

Being a good unit commander can be difficult, but it can also be fun and full of rewards if you are inclined to run your unit embracing the unit as a whole, and not as the sum of its parts. Over the years, we have seen where units fail 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. But one thing is sure; the unit will reflect the character of those elected to command the unit. A few simple pointers might help to understand why some units fail while others succeed.

Who is in charge? The one elected to be the unit commander is in charge. The XO is the second in command. Together, they should appoint those registered adults who they feel will best serve the needs of the unit, the paymaster, the female staff advisor, the adjutant, training officer, logistician, etc.

Who runs the staff? In keeping with the way it is normally done, the executive officer runs the staff. That is to say, the XO ensures that the staff understands their roles and responsibilities and carries them out.

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.

In many cases, the parent support groups are there to ensure that the unit gets what it needs in the way of support for the many activities that the unit might become involved with. They deserve to know what is going on in the unit.

Thoughts on fundraising and bookkeeping. 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.

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 to the unit.

Good luck and semper fidelis

## **WHAT IS THE YOUNG MARINES.... AND WHAT IS IT NOT!**

The biggest misconception in the Young Marines is that we are a recruiting tool for the Marine Corps. We are not!

We do not teach military tactics, warfare, hand-to-hand combat or anything related to this.

Now that you know what the Young Marines is not, let's begin looking at what the Young Marines is.

We teach discipline, leadership, and teamwork. Values that make the individual Young Marine the success that he/she is.

Discipline is training expected to produce a specific character or pattern of behavior, especially training that produces moral or mental improvement.

Leadership is a process of getting things done through positive motivation of people.

Teamwork is a cooperative effort by the members of a group or team to achieve a common goal.

Your job as the unit commander is to focus on the three Young Marine core values above and work to instill those values in your Young Marines. There are many topics that fall under these values such as Drug Demand Reduction, Community Service, Academic Achievement, and Conservation to name just a few.

Your goal is to use all the tools we provide in putting forth a quality citizen in our society. An individual people will want to emulate.

Other manuals you will need to read and keep copies of are the Registered Adult Manual (RAM), the Adjutant's Manual, the Paymaster's Manual, the Training Officer's Manual (TOM), and the Young Marines Guidebooks.

### **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 principal offices of the Young Marines is located at the Young Marines National Headquarters in Dumfries, Virginia. Dumfries is located 2 miles north of Marine Corps Base Quantico.
  - a. The primary mailing address is:  

**Young Marines National Headquarters**  
17739 Main Street, Suite 250  
Dumfries, VA 22026-3256
  - b. The physical address for package deliveries is:  

**Young Marines National Headquarters**  
17739 Main Street, Suite 250  
Dumfries, VA 22026-3256
  - c. The phone numbers are 1-800-717-0060 and 202-315-6594 (eFax)
4. Vision. To earn and preserve a reputation as a leader in youth development and drug demand reduction.

5. 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.
6. Guiding Principles.
  - a. The health, welfare and safety of the Young Marines are 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.
7. Objectives. The objectives of the Young Marines is 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 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
8. Motto. "Strengthening the lives of America's Youth."

See the Registered Adult Manual (RAM) for more in-depth information on this subject.

## **RESPONSIBILITIES & DUTIES OF THE UNIT COMMANDER & EXECUTIVE OFFICER**

Safety. Safety is always paramount and the first concern of all unit leaders. All Young Marines activities and events must be safe for all Young Marines, registered adults, and volunteers. There is no excuse for conducting activities or events under unsafe conditions. **Anyone present has a moral obligation to cease any Young Marine activity if it is deemed unsafe.** Unit leaders shall never take any risk that potentially may jeopardize the safety of a Young Marine, adult staff or volunteer. Unit leaders must always err on the side of safety.

All members of the staff, from unit 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 formal legal channels or the media. The staff must take the time to let higher headquarters know when an issue has the potential to reach that level at attention. During normal business hours you may contact the Inspector General at National Headquarters by calling 800-717-0060 ext 201. If you need to make a report after normal business hours, contact the Public Relations Department at 866-702-5480.

### 1. Definitions.

- a. **Responsibility**—the quality of state of requiring a person to take charge of or be trusted with important matters.
- b. **Duty**—the action required of by one's position or occupation.
- c. **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 or 4) failure to comply with auditing requests. Your charter may be suspended or revoked by National Headquarters for failure to comply with the rules and regulations set forth in the Young Marines program.

### 2. Unit Commander

- a. **Responsibility** - The unit commander is responsible for everything the unit does or fails to do. The registered adults 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 higher headquarters.
- b. **Duty** - The unit commander shall perform the necessary duties that provide positive leadership and prudent management of the unit. The commander shall plan, organize, administer, and support the unit to meet the mission, purpose and objectives of the Young Marine Program.

### 3. Executive Officer

- a. **Responsibility** - The executive officer is responsible to the unit commander. The executive officer advises and, under the direction of the unit commander, assists in the

discharge of the unit commander's duties. The executive officer is elected by the registered adults within the unit.

- b. **Duty** - The executive officer shall perform duties as directed by the unit commander. At a minimum, the executive officer shall:
- 1) 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 such time as the unit commander resumes the post or a new unit commander is elected per the By-laws,
  - 2) 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,
  - 3) Bring all matters requiring a decision and/or approval to the unit commander. Advises the unit commander on all matters pertaining to young marines, registered adults, management, morale, discipline, and safety,
  - 4) Serves as the president of all review boards and forwards all findings and recommendations to the unit commander for action, and
  - 5) Perform any other duties as deemed necessary or directed by the unit commander for the good of the unit.

#### 4. Program Functions.

- 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 affect 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 materiel) and soft (volunteer support) donations. Seek support from the following:

- Marine Corps League
- American Legion, VFW, and other veterans groups and non-political fraternal orders
- Schools, Law Enforcement Organizations, Recreation Centers
- Local businesses, Corporations, Churches, non-political Public Action and Grassroots organizations.
- Armed Forces bases, stations, reserve centers/I& I, National Guard Armories, and Recruiters.

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

5. 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 general 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.

- a. 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.
  - b. 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.
6. Training. (See the Training Officer’s Manual) The cornerstone of the program is Training. Young Marines joined the program for a number of 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.
7. 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.
8. 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.
9. National Programs. Young Marines are encouraged to participate in the Summer Program of Activities, Challenges, Encampments, and Schools (SPACES). National Headquarters also sponsors a foreign exchange program and various special events throughout the year. All expenses are paid by the National Headquarters 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](http://www.youngmarines.com).
10. Administration. (See the Adjutant’s Manual) **Proper administration is a measure of the health and well being 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.
11. 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.
  - a. Unit commanders shall NEVER appoint a family member or “significant other” to the unit commander as Paymaster. The paymaster assists the unit commander on all matters pertaining to the financial record keeping and reporting for the unit.
  - b. 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.

- c. The unit commander will ensure compliance with the auditing procedures as specified in Chapter 6 of the Registered Adult Manual,

**The unit commander will never enter into a financial agreement where he/she profits from the arrangement.**

12. 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.

- 1) Reports are due to the National Headquarters 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

- 2) Send Directly to:

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

**Fax: 703-361-1765**

**Email: YMMonthlyReport@gmail.com**

13. Reports as required.

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

- a. The unit commander or designate must complete the Young Marine Injury Report form and mail it to: **Young Marines National Headquarters**, 17739 Main Street, Suite 250, Dumfries, VA 22026-3256.
- b. The Injury Report must be submitted to the National Headquarters within one year of the injury.

- 2) Change of Status. The unit must notify the National Headquarters on any change in status of the unit commander, the Unit mailing address, or the Unit business telephone number. The unit may notify the National Headquarters 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 National Headquarters.

- 3) All units and higher headquarters will ensure compliance with the auditing procedures as specified in Chapter 6 of the Registered Adult Manual.

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

- a. The dates, times, and the length of unit meetings shall be established by the unit commander and announced and published to all registered adults, Young Marines and their parents.
- b. 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 is never an excuse for inconveniencing others or wasting their time.

15. 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, registered adult, 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 01, 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).
16. 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:
- a. Unit’s training focus during the period
  - b. Activities that support the unit’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.
  - f. Optimal dates for the activities.

## RECRUIT TRAINING

1. Recruit Training. (See the Training Officer's Manual) The conduct of unit training is generally left to the discretion of the unit commander, however, recruit training is regulated by the National Headquarters. The recruit training consists of a 26-hours curriculum that must be attended to ensure that all Young Marines are taught the same basic fundamentals.
2. Recruit Performance Objectives - The Young Marine Recruit must be signed off on the following enabling objectives from the Basic Young Marine Guidebook. These are the objectives required to graduate recruit training and become a Young Marine Private. These are the only objectives that need to be taught during recruit training.
  - a. Performance Objective 1 - Enabling Objectives: EO1a-d, EO2a-b, EO3a, EO4a-c, EO11a-b.
  - b. Performance Objective 2 - Enabling Objectives: EO1a, EO2a-c, EO3a, EO4a, EO6a-b, EO8a (terms shaded in grey in the basic guidebook)
  - c. Performance Objective 3 - Enabling Objectives: EO1b, EO8a-e.
  - d. Performance Objective 4 - Enabling Objectives: EO2a-e.
  - e. Performance Objective 5 - Enabling Objectives: EO1a The required quarterly training for this EO must be met as a recruit.
  - f. Performance Objective 6 - No Enabling Objectives required from this section for recruit training
  - g. Performance Objective 7 - Enabling Objective: EO1, EO4.
  - h. Performance Objective 8 - Enabling Objectives: EO3, EO4.
  - i. Performance Objective 9 - Enabling Objectives: EO1, EO2, EO4.
3. Units that meet on the weekend may modify the schedule to suit their needs. Units may exceed the 26 hours curriculum, however, they may not reduce any portion of the curriculum to less than 26 hours.
4. Young Marine Recruit training meetings shall be very structured and all adult instructors shall abide strictly by the Registered Adults Code of Conduct (RACC). All Young Marine Recruit activities shall be well planned and provide a positive and purposeful experience to the Young Marine Recruits.
5. Meetings should be on time with roll call and then continued with the Pledge of Allegiance lead by the unit commander.
  - a. The designated instructor shall review the instruction covered during the last meeting with the Young Marine Recruits and immediately transition to the current week's instruction. Hold a 10-minute break after every 50-minute period.
  - b. Following the break, the instructor shall review material covered during the previous period and immediately transition to the next period of instruction. After 35 minutes, cease training and gather for unit commander's time. The unit commander or designate passes "The Word" and assigns the week's assignment.

6. The meeting ends with the recitation of the Young Marines Obligation and Creed, and the singing of the Young Marines Hymn.

## **RESPONSIBILITY, AUTHORITY, & ACCOUNTABILITY**

1. Unit commanders are encouraged to give as much responsibility to a Young Marine as they can handle. Along with that responsibility the unit commander must give the Young Marines the authority to meet their responsibilities.
  - 1) Make certain the Young Marines understand what they are responsible for
  - 2) Make sure your intent is clear and understood by the Young Marines
  - 3) Make sure you define any parameters and the Young Marines understand them
  - 4) Hold Young Marines accountable when they fail to meet their responsibility.
  - 5) Remember, the unit commander can delegate authority, but not responsibility.
2. If the unit commander fails to properly identify the Young Marine's responsibilities and clearly define what the Young Marine may do or what they may not do, then the unit commander cannot hold a Young Marine accountable. Assure Young Marines that you will support and assist them if they need your help.
3. Unit Leaders must also be aware of the billets Young Marines can hold and make those billets available to members of the unit. Your young marines will not mature in this program if they are not given the opportunities to lead and succeed as a senior member.
4. Utilize all of your Young Marines and you will find success as a unit leader. Utilize only your favorites and/or relatives and you will fail in the eyes of your Young Marines, your staff, and your community.
5. 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.
6. 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.

## RISK MANAGEMENT

1. General. The first guiding principle is that the health, welfare and safety for Young Marines and registered adults are paramount in the Young Marines. The unit commander shall:
  - a. Review, and be familiar with and enforce the 16 safety points explained in Chapter 10 of the Registered Adult Manual.
  - b. Periodically inspect the unit's meeting site for health and safety hazards.
  - c. Ensure that motor vehicles transporting Young Marines and carrying equipment meet state inspection standards. If applicable, meet minimum insurance requirements for their respective state. One seat belt per passenger is required. Transporting passengers in truck beds is prohibited. Drivers transporting Young Marines must be 21 years old. Requesting a driver's history for those that may be transporting Young Marines is a good idea.
  - d. Make every effort to certify registered adults in CPR and basic first aid.
2. Required Medical Support. Unit 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.
  - a. Units should attempt to get as many registered adults 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.
  - b. Regardless of qualification, the unit commander must designate two registered adults as Activity Medical Officers (AMO) during unit activities and events. They must have basic knowledge in the fundamentals of first aid, CPR qualified, and comply with the procedures established in Appendix D. The unit commander shall have a sick bay established (the Young Marine unit 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.
  - c. All Young Marines must have a completed Authorization of Medical Treatment (YMMEDFORM 1 & 2) before participating in any Young Marine Activity.

3. Youth Protection.

- a. General. It is very difficult to accept and understand that there are people who sexually molest or abuse children. The facts are undeniable that sexual victimization is a very serious problem. As the Young Marines Program continues to grow, units may have Young Marines who are victims of abuse and/or neglect. Registered Adults responsible for the care and supervision of Young Marines must report suspected abuse to proper authorities.
- b. Responsibility.
  - 1) Because state laws differ, each unit 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 unit commanders include youth protection training during unit Registered Adult Training taught by representatives from child protective or family services, local boy scouts council, or law enforcement organizations.
  - 2) 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 unit commander shall notify the parents or legal guardian in person and in privacy with the utmost sensitivity.

Unit commanders must report serious misconduct or criminal conduct by registered adults to the next higher authorities—Battalion Commander, Regimental Commander, Division Commander, and National Executive 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 Registered Adults Code of Conduct (RACC), hazing or inappropriate behavior of any kind will not be tolerated.

4. 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 Inspector General of the Young Marines has files on many serious incidents involving Young Marines that occurred because adult leaders were not present. Registered adults should take the following precautions whenever practical.
  - a. Ten-to-One Rule. Have one registered adult present for every 10 Young Marines.
  - b. Two-Deep Rule. A registered adult 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.
  - c. The Never Rules.
    - 1) Never leave Young Marines unsupervised.

- 2) Never forget the "Code of Conduct". It applies to both Young Marines and Registered Adults.
  - 3) Never use alcohol or tobacco products in the presence of Young Marines.
- d. Suspicious, Report It Rule. Registered adults should always report suspicious activities such as unexplained bruises, changes in personality and direct reports from victims of abuse and assault to the unit 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 professionals handle it.
- e. Isolating Young Marines.
- 1) Do not let a Young Marine become identified as the unit commander's pet.
  - 2) Do not overuse or spoil a good Young Marine. Share the wealth and build capability in the unit.
  - 3) 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.
  - 4) Always involve the young marine's parents, custodial parent, or legal guardian when handling misbehavior and disciplinary issues.
  - 5) Do not verbally abuse or tease a Young Marine.

## 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.

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 National Headquarters. Your Young Marines and staff should direct all unfavorable media questions to the unit commander. Likewise, the unit commander should direct all unfavorable media questions to the Inspector General at National Headquarters. REMEMBER – when in doubt, direct them to the National Headquarters.

Legal Issues – Any legal issues that can result in suits or bad media should be reported to the National Headquarters immediately. Failure to do this can result in your being held responsible for any legal actions that may be taken against the unit 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 National Headquarters and make them aware of the situation.

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 registered adult manual. Never argue rules and regulations. Refer them to the grievance procedure and go from there.

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

## **REQUIRED MANUALS**

### **REGISTERED ADULT MANUAL (RAM)**

1. **Purpose.** The purpose of the Registered Adult Manual is to provide all registered adults 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 registered adult in your unit receives, reads, and carries with them a copy of the RAM.
2. **Content.** The following chapters are contained in the RAM. You, as well as your staff should become familiar with the entire document.
  - a. Authorization & History
  - b. Rules & Regulations
  - c. The Young Marines Organization
  - d. Responsibilities & Duties
  - e. Administration
  - f. Funding & Reporting
  - g. Training
  - h. Parent Support Group
  - i. Young Marines
  - j. Risk Management
  - k. Drug Demand Reduction Program

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

### **ADJUTANT'S MANUAL**

1. **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.
2. **Content.** The following chapters are contained in the Adjutant's Manual.
  - a. Administration
  - b. Authorized Users
  - c. Registration
  - d. Registration Dues
  - e. Social Security Numbers
  - f. Re-Registration
  - g. Unit Inventory
  - h. Young Marine Record Book (YMRB)
  - i. Safeguarding the YMRB
  - j. YMRB Management
  - k. Surrendering the YMRB
  - l. Maintaining the YMRB online
  - m. What Goes Where?
  - n. Forms
  - o. SPACES/ACE Process

## **PAYMASTER'S MANUAL**

1. 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".
2. Content. The content of the paymaster's manual covers such important areas as,
  - a. Responsibility and duty of the unit paymaster,
  - b. How to set up and maintain a unit checking account,
  - c. Fundraising,
  - d. Expenses and reimbursements,
  - e. Monthly Financial Reports, record keeping, and compliance,
  - f. Required forms as well as Policy Memorandums important to this billet.

## **TRAINING OFFICER'S MANUAL (TOM)**

1. 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.
2. Content. The Training Officer's Manual contains the following;
  - a. PDF copies of all 4 guidebooks
  - b. The Promotion Policy
  - c. The Recruit Training SOP
  - d. The Physical Fitness Program, Test, and Score sheets
  - e. The Drug Prevention & Resistance Program
  - f. Close Order Drill manual
  - g. Leadership Schools curriculums
  - h. Other supplemental training

## YOUNG MARINE BILLETS

1. 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.
2. Billets that Young Marines may hold are listed in each of the guidebooks beginning with the basic book through the advanced guidebook. Some of these billets will also yield a ribbon for your Young Marine.
3. 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.
4. Below are some of the billets young marines may hold.
  - a. Team Leaders
  - b. Squad Leaders
  - c. Platoon Guide
  - d. Platoon Sergeant
  - e. Unit 1<sup>st</sup> Sergeant
  - f. Unit Sergeant Major
  - g. Unit Executive Officer Assistant
  - h. Unit Adjutant Assistant
  - i. Unit Training Assistant
  - j. Unit Supply Assistant
5. The above billets are assigned at certain times throughout a Young Marine's career and should all be earned through knowledge and maturity, not popularity.

## **ELECTIONS**

1. 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. (2008, 2010, 2012, 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.
2. All registered adults in good standing in the unit have voting rights at all unit elections.
3. All unit commanders in good standing have voting rights for higher headquarters elections, (battalion and regimental commanders and executive officers).
4. For a more in-depth explanation of elections to include the election procedures, please see the RAM.

## **HIGHER HEADQUARTERS**

1. Your unit will always be a part of a higher headquarters whether it is a battalion, regiment, or division, or all of the above. Unit commanders in good standing elect the commanders and executive officers of the battalion and the regiment. The division commander is appointed by the National Executive Director.
2. Each of the higher headquarters will have a set of By-laws for that particular level and must be abided to by all who fall under that level. These By-laws will not conflict with the National by-laws or Rules and Regulations of the organization. These By-laws are voted on at the forming of that particular higher headquarters.
3. Battalions, Regiments, and Divisions will, from time to time, host activities such as encampments, drill, color guard, or physical fitness competitions, and even accredited national schools. It is important that you as the unit commander stay abreast of what goes on in your higher headquarters and get your Young Marines involved on that level.

## **SUPPORT STAFF**

1. 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.
2. 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.
  - a. Drivers – as long as there is a registered adult in the vehicle, the driver does not need to be registered.
  - b. 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.
  - c. Medical Personnel – Any person acting within the unit as the medical officer must be registered.
  - d. Specialty Instructors – (drug officers, 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.
  - e. Parents Support Group – as long as they do not work directly with the young marines, they do not need to be registered.

3. 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 RAM for a complete explanation of the parents support group and their duties.

### **DRUG DEMAND REDUCTION**

1. 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 RAM as well as the TOM 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.
2. 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.
3. 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.

### **CHAIN OF COMMAND**

1. 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 national headquarters. 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 national headquarters, require the use of a chain of command for certain things. If something is required by national headquarters 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. And so the process goes until it reaches its destination.
2. 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. National Executive Director
3. 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 national headquarters directly.

## PROGRAMS FOR YOUR YOUNG MARINES

1. 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 marines 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 marines, but don't give them away.
2. Some of the awards that some units seem to have trouble awarding are the following along with a brief explanation as to why and what should be done.
  - a. 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.
  - b. 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.
  - c. 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 National Headquarters. This ribbon is then ordered and sent to the unit by headquarters. Please read the awards manual closely for the information on this one.
  - d. 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.
3. The above, as stated, are awards that some units have trouble awarding or earning, but the single most unattainable ribbon in the program without a doubt, and through no fault of the individual young marine is the 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 RAM 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 6 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.
4. SPACES & THE NATIONAL DIRECTOR'S SPECIAL PROGRAMS.
  - a. 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, SCUBA School, 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.
- b. ACES is the Army Cadet Exchange Program. We coordinate with other countries such as Italy, Germany, and South Korea to name a few, and arrange an exchange of our Young Marines and their cadets. In most cases two young marines and an adult chaperone will go to a country for two weeks and in turn that country will send two cadets and an adult chaperone to the US for two weeks. While there, the young marines will learn about that countries cultures and customs, and will take part in some on the cadet training. The cadets that come here will be received in New York where they will tour that city then make their way to Washington, DC for a tour of our nation's capital before flying to Huntsville Alabama and going through the Aviation Mach III adventure challenge. These trips are free to the young marines and the chaperone, but they must have a valid passport at the time of the application, and they must be recommended by their unit commander. Likewise, we seek young marines to act as hosts for those cadets visiting our country. They will take part in everything the cadets do. Again this is free to the attendees.
  - c. NATIONAL DIRECTOR'S SPECIAL PROGRAMS 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.
5. For a complete list of the above activities and events, please visit the young marines website at [www.youngmarines.com](http://www.youngmarines.com).

**REGISTERED ADULT TRAINING  
&  
THE ADULT LEADER'S CONFERENCE**

1. In an effort to ensure up to date training national headquarters has two programs in place for our registered adults.
  - a. REGISTERED ADULT TRAINING or RATS is training that is set up in each division once or twice a year to bring new techniques, training, and information to the masses. National Headquarters will arrange transportation, lodging and meals for a one-day seminar for all registered adults within that division area. In addition to national headquarters staff bringing you this new training, it also gives units in the same area a chance to network together. Your division commander is also on-board and is given time to work with you as well. Even if you as the unit commander cannot make it, it is important to send others from the unit. We will provide specialized training to various billets within your unit such as the Adjutant or the Training Officer. In addition to the specialized training there is general training as well for any registered adult staff.
  - b. THE ADULT LEADER'S CONFERENCE or ALC is a once a year event that affords national headquarters 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 Spirit 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. National Headquarters 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.
2. For information on either of the above topics you can visit the Young Marines website at [www.youngmarines.com](http://www.youngmarines.com).