



HEADQUARTERS BATTALION COMMANDING OFFICER'S POLICY STATEMENT ON PROHIBITED ACTIVITIES AND CONDUCT (PAC)

28 June 2021



POLICY. Harassment, unlawful discrimination, abuse (hazing, bullying, ostracism, or retaliation), wrongful broadcasting or distribution of intimate images, and certain dissident and protest activity are collectively referred to as "prohibited activities and conduct." Such conduct and activities will not be tolerated in this battalion. Such activities and conduct undermine morale, trust, and unit cohesion; and prevent maximum utilization and development of our Marines. They also undermine our Nation's trust and confidence in us. All Marines will foster an environment free from prohibited activities and conduct. If such conduct occurs, Marines will promptly address it with their leadership, complainants will be protected from reprisal or retaliation, and offenders will be held accountable.

PREVENTION. This policy does not diminish our standards nor restrain small unit leaders. To be clear, we expect Marines to be physically tough and mentally resilient, that leadership be firm and hold Marines accountable, and that we pay homage to our customs, courtesies, and traditions. At the same time, these expectations are not an excuse to demean our Marines or to be indifferent to their background, experience, and perceptions. This is not political correctness. Demeaning, divisive, or indifferent leadership erodes trust and the cohesiveness of our team. To strengthen our team, we will adhere to the following "rules of engagement":

- Treat each other - junior, senior or peer - with dignity and respect, and be cognizant of each other's diversity.
- There are no "harmless" sexist or racist jokes. Similarly, our particular sex or race does not excuse inherently sexist or racist words or deeds. If you hear it, step up and address it.
- Gossip and rumor mongering are unprofessional and juvenile. They only serve to create false narratives, cliques and division. If you hear it, step up and address it.
- Social media is a public place, conduct yourself accordingly. Belittling others on social media, either behind their backs, anonymously, or as part of a pack is cowardly, childish, and indefensible.
- Front line leaders: clearly articulate expectations for your Marines' performance and conduct, and follow up with routine and transparent counseling and evaluations – there should be no surprises. Set the example for your Marines to emulate, by demonstrating dignity, respect, and trust in your daily conduct and practices. Ensure you and your Marines participate in annual PAC training.

RESPONSE. Marines who are subject to unprofessional conduct or interpersonal conflict are encouraged to resolve the matter through informal resolution. When approached respectfully, these occasions can open dialogue and become learning moments. When approached in an accusatorial manner, these occasions can close off dialogue and place our teammates on the defensive. If concerns cannot be resolved by informal resolution, or should a Marine desire to make a report of a PAC violation, the chain of command is the primary and preferred channel for redress. Reports may be made to anyone in the chain of command. Marines may also make a report to any EOR, Equal Opportunity Advisor, or Inspector General. We will adhere to the following "rules of engagement" when a complaint is received:

- Anyone in the chain of command who receives a report of a PAC violation shall immediately forward that report through the chain of command to the battalion commander.
- Supervisors and leaders will respond to reports of PAC violations with impartiality, fairness, and urgency.
- Allegations will be taken seriously and fairly investigated. If substantiated, offenders will be held accountable.
- Care and services will be provided to those Marines and Sailors adversely impacted by prohibited conduct.
- Individuals who, in good faith, make complaints of PAC violations will be protected from reprisal or retaliation.


R.J. Schmidt
Colonel, U.S. Marine Corps
Commanding Officer