



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3D INFANTRY DIVISION AND FORT STEWART
942 DR BEN HALL PLACE, BUILDING HQ001
FORT STEWART GA, 31314

AFZP-CG

APR 29 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: CG Policy Letter #3: Backbone of the Marne – Empowering Our Noncommissioned Officers to Enforce Good Order and Discipline

1. References:

- a. Army Regulation 600-20 (Army Command Policy), 24 Jul 2020.
- b. Army Regulation 600-100 (Army Profession and Leadership Policy), 5 April 2017.
- c. The Blue Book, Standards of the 3d Infantry Division, Fort Stewart, HAAF, and WAAF, 15 October 2023.

2. Scope. This policy applies to all Soldiers subject to the authority of 3d Infantry Division and the Senior Commander, Fort Stewart and Hunter Army Airfield.

3. Purpose. The policy empowers Noncommissioned Officers (NCOs) by providing them with the clear guidance and tools to enforce good order and discipline.

4. NCOs are the Backbone of the Marne and a vital strategic advantage when confronting our enemies in the crucible of ground combat. Our NCO Corps' experience and steadfast guidance are the very core of our lethality and ensures that we remain the greatest fighting force ever assembled. We must transform our mindset and reduce our reliance on tools that undermine their experience and inherent authorities. NCOs are empowered to enforce good order and discipline through corrective training and the use of rehabilitative tools in a manner that instills the Army Values and the Warrior Ethos in our Soldiers.

5. Enforcing Good Order and Discipline.

a. NCOs at all levels must address deficiencies as soon as they are observed in order to maintain discipline, encourage attention to detail, and enforce standards equitably across the formation. NCOs, as the Backbone of the Marne, are the Division's first responders in addressing deficiencies. Deficiencies are accidental, negligent, or intentional acts by Soldiers that go against established standards. Deficiencies are often precursors to acts of serious misconduct.

SUBJECT: CG Policy Letter #3: Backbone of the Marne – Empowering Our Noncommissioned Officers to Enforce Good Order and Discipline

b. NCOs have a broad range of authorities and tools at their disposal to enforce good order and discipline. In most cases of Soldier deficiencies, it is more appropriate to use corrective training focused on changing behavior than it is to immediately leverage legal action. NCOs should exhaust efforts to correct Soldier deficiencies through various forms of rehabilitative tools. Included among these tools, but not limited to, are corrective training, written counseling, enrollment in the School of the Marne, and orders to cease detrimental conduct.

c. This policy includes standards and discipline flowcharts (Annex 1) that outline the most common deficiencies and rehabilitative tools to empower NCOs in their efforts to enforce good order and discipline. The Marne Standards and Discipline Flowchart is not all inclusive and NCOs have the latitude to make appropriate determinations for dealing with Soldier deficiencies within the spirit of this policy letter. When not sure about how to best proceed, NCOs should consult with their Brigade Judge Advocate and senior leaders to ensure compliance with Army regulations and guidance.

d. NCOs will carefully evaluate the Soldier's circumstances and take them into consideration on a case-by-case basis when developing a plan of action to assist a Soldier in overcoming their deficiencies. This policy will not be construed to dictate any outcome or constrain any leader's recommendation or action.

e. Our First Sergeants are the subject matter experts on Soldier issues and the proper handling of deficiencies. NCOs have the authority to utilize rehabilitative tools to address deficiencies. When NCOs have determined that rehabilitative efforts have not been effective or are not warranted by the specific facts, an NCO may recommend to their unit First Sergeant that legal action be initiated. I delegate to First Sergeants the authority to coordinate directly with their supporting Judge Advocates to start legal action processing. If First Sergeants believe that legal action is not being addressed at the Company level, they may immediately contact their Battalion Command Sergeant Major. After consultation with their Battalion Command Sergeant Major, Battalion Commanders may withhold the action at their level.

f. As a further testament to the trust emplaced in our Senior NCOs, I direct that the First Sergeants and Command Sergeants Major recommendations be included in all adverse actions involving enlisted Soldiers within 3d Infantry Division's jurisdiction – regardless of level of disposition.

6. School of the Marne. No later than 1 August 2024, 3d Infantry Division will establish the School of the Marne. The School of the Marne is a rehabilitative tool that will maximize the use of installation and division resources to assist units and NCOs in enforcing good order and discipline. The School of the Marne must not replace the mantle of positive NCO leadership but is another empowering tool for NCOs to use to achieve unit excellence.

AFZP-CG

SUBJECT: CG Policy Letter #3: Backbone of the Marne – Empowering Our Noncommissioned Officers to Enforce Good Order and Discipline

7. Marne Standard Duty Day. This policy includes an annex that outlines the Marne Standard Duty Day (Annex 2). Based on daily mission requirements, units and leaders are expected to maintain accountability but have the latitude to adjust timelines to conduct operations in a manner consistent with the spirit of this policy letter.

Additionally, when conducting dismounted movements inside the cantonment area, NCOs will determine when it is appropriate to assemble and march Soldiers when moving in groups of four or more.

8. Holistic Health and Fitness. The daily execution of good hard physical training (PT) is critical to unit culture. Unit PT provides our Soldiers with a daily healthy outlet and reinforces the ability of our NCOs to enforce good order and discipline. In the 3d Infantry Division, the Holistic Health and Fitness (H2F) model is the standard for units to plan, prepare, and execute unit PT. To keep ourselves accountable, monitor unit progress, and enable the division to prioritize resources, all Soldiers will complete and upload their scores for the weekly H2F test at least twice each month. Reporting of this data will be managed at the company-level and will be tracked on the Division COP of the Rock not later than 1 July 2024.


9. Unit Staff Duty. To enhance our NCOs' ability to enforce good order and discipline, no later than 1 August 2024, subordinate units must transition to a dynamic staff duty posture. Brigade-level organizations will maintain a static command post and have the authority to determine how many dynamic battalion-level staff duty elements must be provided based on the size and scope of their footprint and unique risk factors. The Division Field Officer of the Day is responsible for synchronizing Brigade-level staff duty capabilities across the installation.

10. Incentivizing Excellence. In addition to empowering our NCOs to rehabilitate harmful behaviors, this policy provides the framework for incentivizing excellence. The Marne Incentive Matrix (Annex 3) is an authorized tool that should be implemented at the Company level. These incentives are not all-inclusive, and units are encouraged to create additional incentives stemming from exceptional achievements that support my priorities – Warfighting, People, and Transformation.

11. The point of contact for this policy is the 3d Infantry Division Secretary of the General Staff at 912-435-9970.

3 Annexes

1. Marne Standards and Discipline Flowcharts
2. Marne Standard Duty Day
3. Marne Incentive Matrix


CHRISTOPHER R. NORRIE
Major General, U.S. Army
Commanding

ROTM!

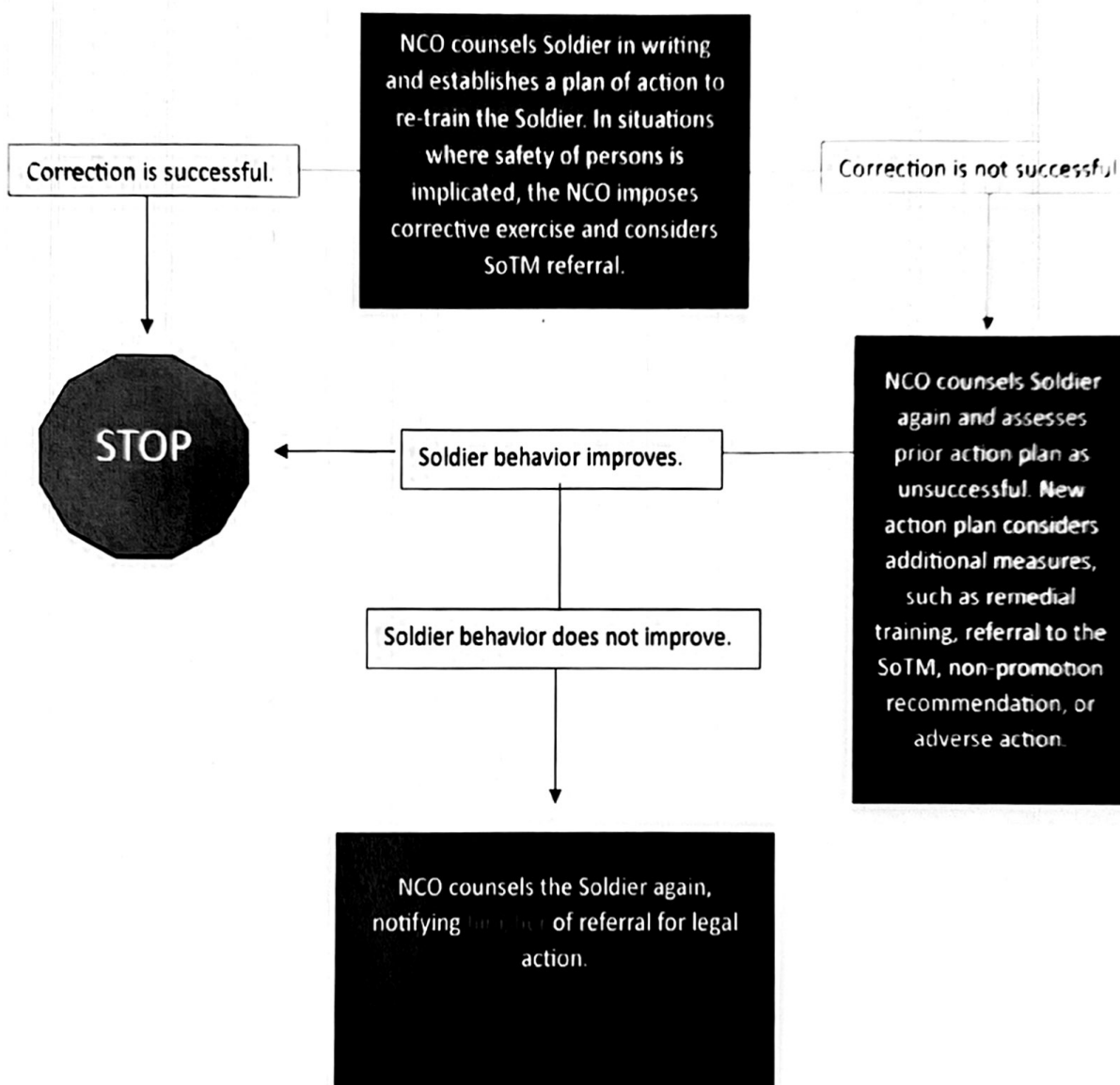
AFZP-CG

SUBJECT: CG Policy Letter #3: Backbone of the Marne – Empowering Our
Noncommissioned Officers to Enforce Good Order and Discipline

DISTRIBUTION:

1st Armored Brigade Combat Team, 3d Infantry Division
2d Armored Brigade Combat Team, 3d Infantry Division
3d Combat Aviation Brigade, 3d Infantry Division
3d Division Sustainment Brigade, 3d Infantry Division
3d Division Artillery Brigade, 3d Infantry Division
All tenant units and organizations of Fort Stewart
All tenant units and organizations on Hunter Army Airfield

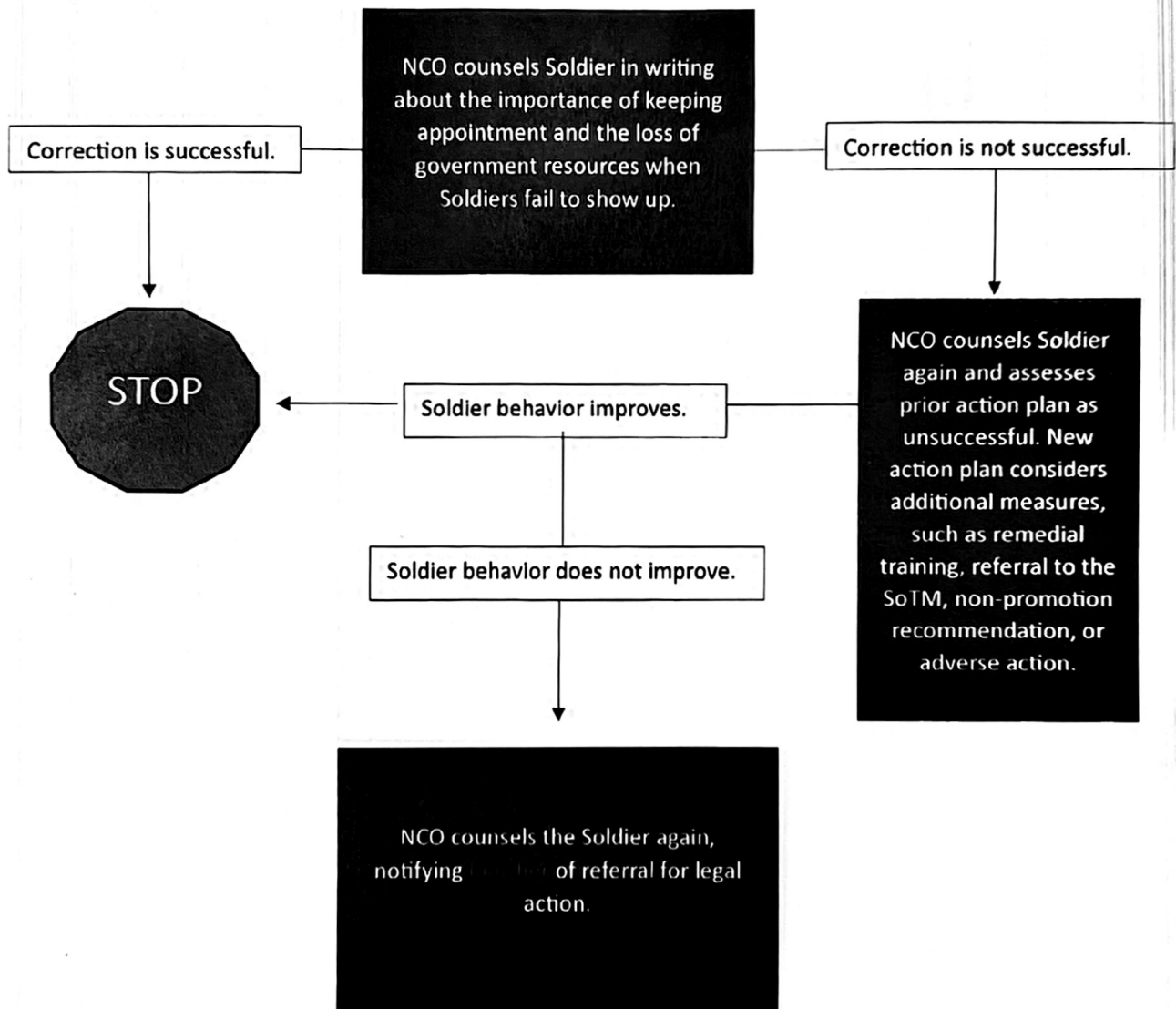
Soldier fails to abide by SOP or administrative rules or delays carrying out instructions.



This flowchart is designed to serve as a template to help you understand your options. No course of action depicted here is directed or mandatory. You must assess the situation, the facts, and the evidence before you decide what appropriate corrective remedy should be employed.

Annex 1 (Marine Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marine

Soldier misses a scheduled appointment



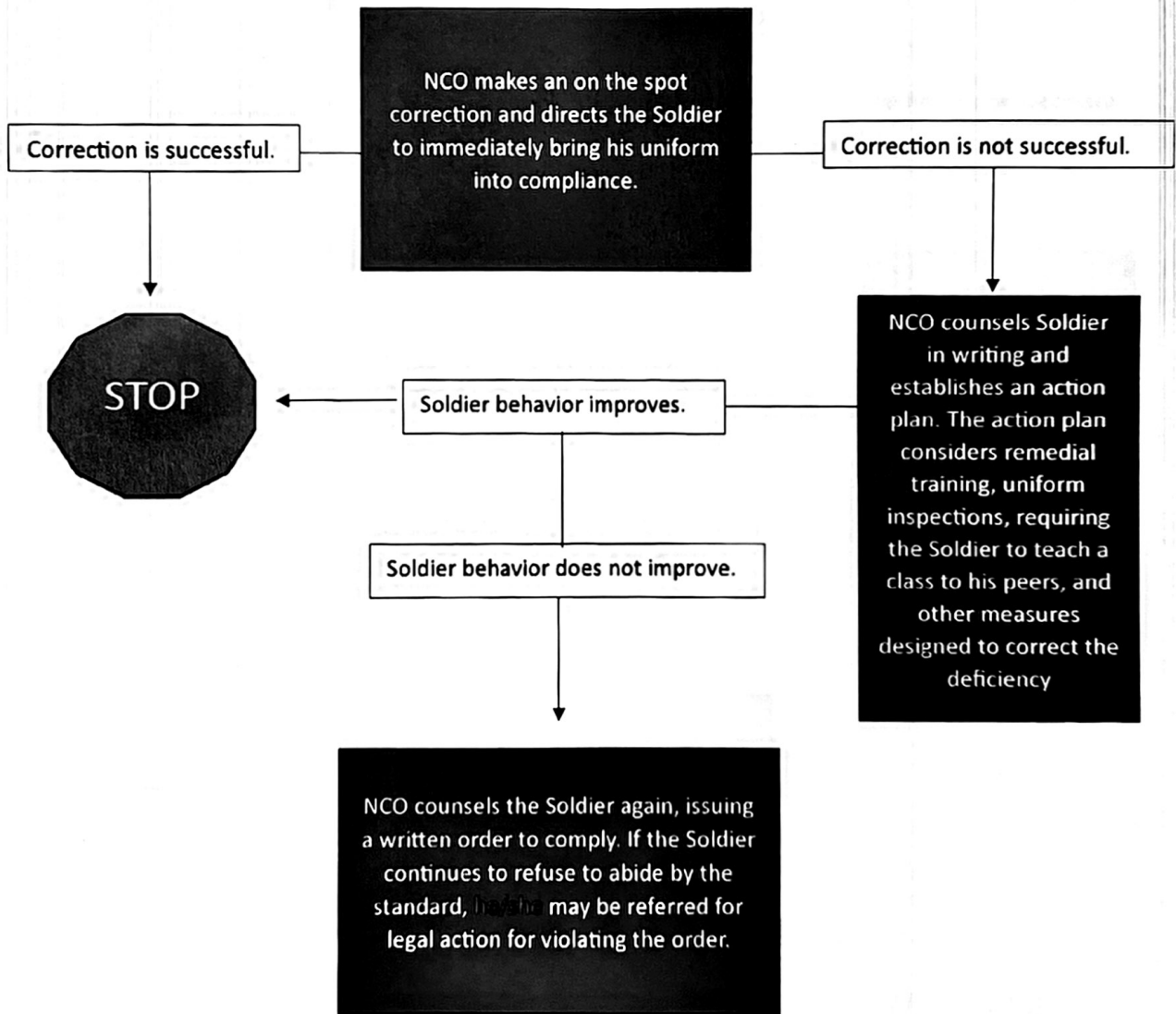
This flowchart is designed to serve as a template to help you understand your options. No course of action depicted here is directed or mandatory. You must assess the situation, the facts, and the evidence before you decide what appropriate corrective remedy should be employed.

**NCO observes Soldier committing a crime,
suspects Soldier of committing a crime, or
receives a report of a crime.**



Annex 1 (Marne Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marne

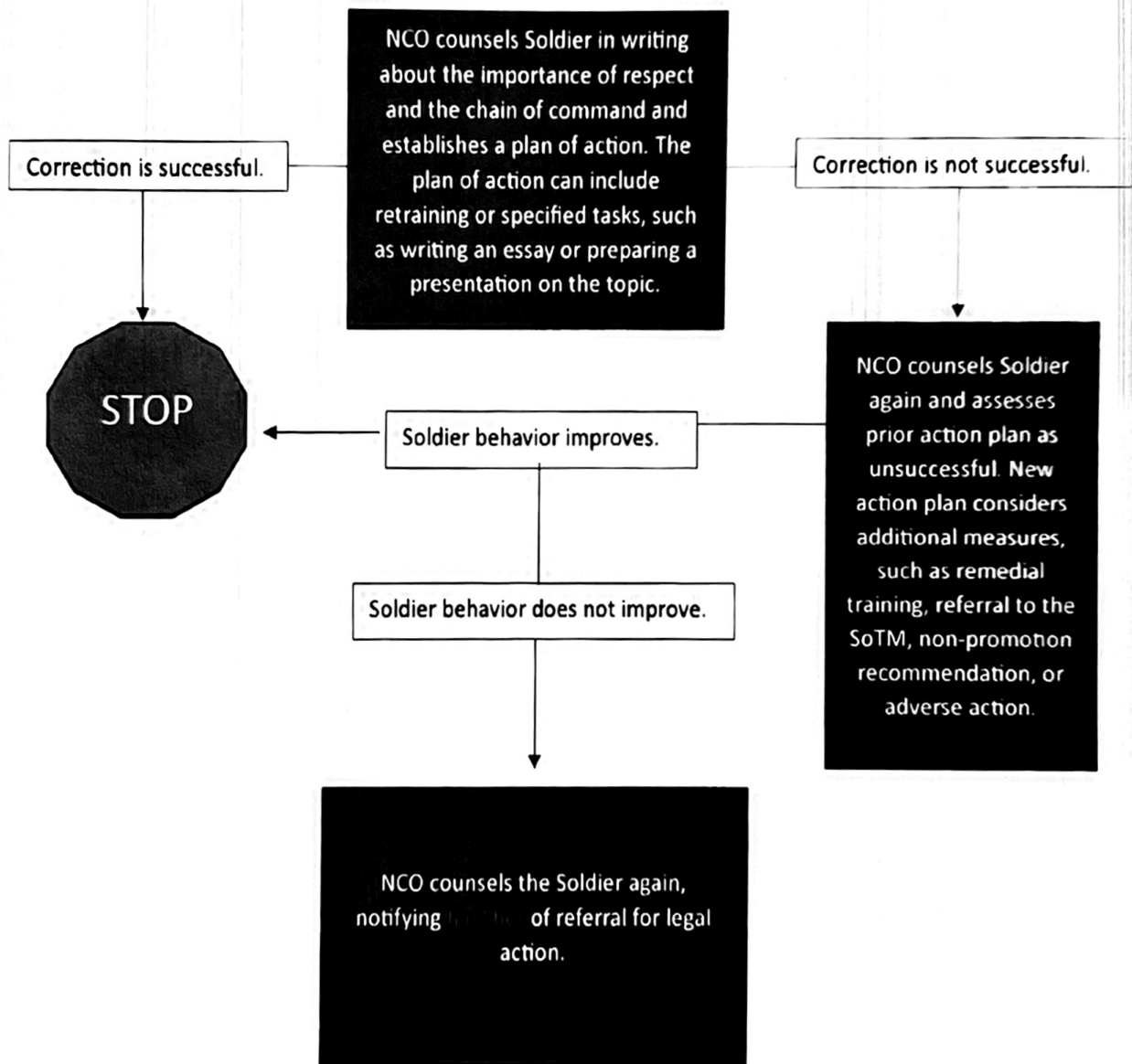
Soldier reports in a uniform not in compliance with Marne Blue Book or unit direction



This flowchart is designed to serve as a template to help you understand your options. No course of action depicted here is directed or mandatory. You must assess the situation, the facts, and the evidence before you decide what appropriate corrective remedy should be employed.

Annex 1 (Marne Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marne

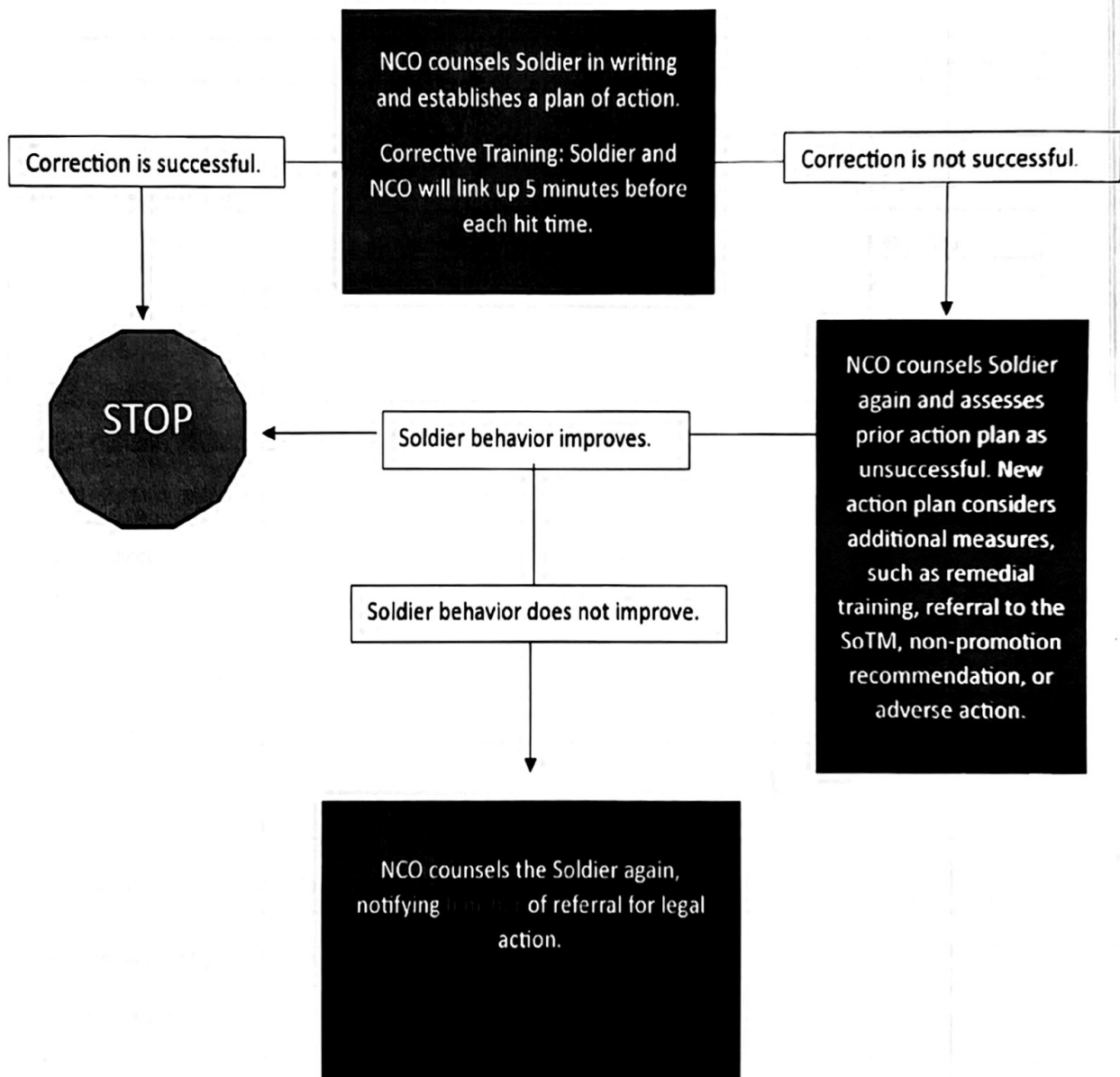
Soldier disrespects NCO or fails to treat others with dignity and respect



This flowchart is designed to serve as a template to help you understand your options. No course of action depicted here is directed or mandatory. You must assess the situation, the facts, and the evidence before you decide what appropriate corrective remedy should be employed.

Annex 1 (Marne Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marne

Soldier is late to formation/work call/hit time



This flowchart is designed to serve as a template to help you understand your options. No course of action depicted here is directed or mandatory. You must assess the situation, the facts, and the evidence before you decide what appropriate corrective remedy should be employed.

Marne Incentive Matrix

The Marne Incentive Matrix establishes a point system for Dogface Soldiers to earn pass privileges. Soldiers may redeem 75 points for a 3-day pass or 100 points for a 4-day pass. The Marne Incentive Matrix must be managed at the company-level. Soldiers will not be granted more than one pass per month and may only earn points once a quarter for each achievement. Points do not expire until they are redeemed by the Soldier. All subordinate echelons are encouraged to create additional incentives stemming from exceptional achievements that support the 3d Infantry Division Commanding General's priorities – Warfighting, People, and Transformation. Rock of the Marne!

	Points Awarded
Warfighting	
Compete in a Division or above warfighting competition (i.e. Best Squad, Best Ranger, Sullivan Cup, etc.)	75 points
Win a Division or above warfighting competition	100 points
Win a Brigade or below Best by Test competition in lethality	50 points
Earn your EIB / ESB / EFMB	50 points
Qualify expert on assigned weapon	25 points
Complete 12-mile foot march in under 2 1/2 hours	25 points
Graduate from an Army SQI/ASI producing school	50 points (Graduate) 75 points (Honor Grad)
Earn distinction to Commandants List or as Honor Graduate for any PME or NCOES course	50 points (CMDT List) 75 points (Honor Grad)
People	
Achieve the Division high score on the weekly H2F test	75 points
Score 600 on ACFT	50 points
Score 560 on ACFT	25 points
Earn induction into Sergeant Audie Murphy Club	75 points
Sign up for or refer a Soldier to sign-up for the Designated Driver Program	75 points (Sign-up) 50 points (Referral Sign-up)
Visit the 3d Infantry Division Museum	20 points (30 points if conducted in a team of 4+)
Visit and utilize FSGA/HAAF MWR facility (Golf course, bowling alley, etc. points may be earned for one quarterly visit to each location)	15 points (25 points if conducted in a team of 4+)
Go on a BOSS trip or to a BSRT event	20 points (30 points if conducted in a team of 4+)
Visit Tybee Island / Fort Pulaski / or another cultural site	15 points (25 points if conducted in a team of 4+)
Transformation	
Win a Division or above innovation competition	100 points
Solve a unit level problem by developing and implementing a creative and sustainable solution (Must be shared with adjacent units; Battalion CSM is authority to award points)	100 points

Annex 2 (Marne Standard Duty Day) to CG Policy Letter #3: Backbone of the Marne

1. Scope. This annex applies to all Service Members performing official duties on Fort Stewart, Georgia and Hunter Army Airfield, Georgia.
2. Purpose. This annex provides command guidance on the Marne Standard Duty Day and gives Service Members and their Families maximum predictability for quality time.
3. Policy.

a. Marne Standard Duty Day. Generally, the duty day will begin with physical training at 0630 and/or 0700 and end NLT 1600 (1500 during Marne Time). Duty past the end of the Marne Standard Duty Day may be authorized as low as the Battalion Commander. Thus, a standard duty week would be the following:

(1) Monday through Thursday:

- a) 0600: First-line Supervisor Barracks Check
- b) 0630 and/or 0700: Accountability Formation
- c) 0630-0730 or 0700-0800: Unit-level Physical Training

****Units are encouraged to offset PT to maximize the use of equipment and Leaders must take into account the 0600 CDC drop off.****

- d) 0930- NLT1600: Unit-level Priorities of Work / Command Maintenance (First duty day of week)

****Soldiers will be afforded sufficient time to eat meals. Leaders must take into account DFAC operating times when planning duty day requirements.****

- e) NLT 1600: Closeout Formation / End Duty Day
- f) NLT 1700: All leaders Complete with Work

(2) Friday:

- a) 0600: First-line Supervisor Barracks Check
- b) 0630: Accountability Formation
- c) 0630-1200: Marne Leader Training Time (Combat-Focused)

Annex 2 (Marne Standard Duty Day) to CG Policy Letter #3: Backbone of the Marne

****Soldiers will be afforded sufficient time to eat meals. Leaders must take into account DFAC operating times when planning duty day requirements.****

d) 1400: Division Patching Ceremony (Last duty day of week)

e) 1450: Closeout Formation

f) 1500: Marne Time / End Duty Day

b. The duty day will generally begin with a formation led by company leadership at 0930 unless mission dictates otherwise. Service Members will be released NLT 1600 Monday through Thursday during a standard duty week depending on mission requirements. Leaders will recognize Marne Time and release Service Members at 1500 on Friday of a standard duty week. If Friday is a Day of No Scheduled Activity (DONSA) or federal holiday, Marne Time will not be observed for the 3d Infantry Division.

c. Marne Leader Training Time is conducted on the last duty day of every week. The intent of Marne Leader Training Time is to allow leaders at echelon to enhance Soldier lethality through combat focused training with improved access to installation resources. Areas of combat training emphasis can include, but are not limited to, BATS, AGT, CCTT, EST, GST, and Battle Drills.

d. Ranges, field training exercises, weekend training, or other duties that deviate from the Marne Standard Duty Day may be approved by the Battalion Commander. Corrective training that deviates from the Marne Standard Duty Day may be approved by the unit First Sergeant.

e. Commanders will compensate Service Members for duty days that extend beyond 2000 hours with the following duty day beginning no earlier than 0930 to ensure Service Members receive proper rest. Battalion Commander approval authority will be required for an earlier duty day start time.

4. I challenge leaders at all levels to guard the standard duty day and protect it for their Service Members and Families. I also empower commanders at all levels to train to standard and not to time, and in doing so, look for opportunities to release Service Members early when tasks of the day have been accomplished to standard.