

CONFIDENTIAL

**STARFLEET MARINE
CORPS**



**ENLISTED
MANUAL**

Revision 2009

**L
I
M
I
T
E
D**

CONFIDENTIAL



STARFLEET MARINE CORPS

Enlisted Manual

2009 EDITION



This manual is published by the STARFLEET Marine Corps, an affiliate of STARFLEET, the International Star Trek Fan Association, Inc., and released under the Creative Commons Attribution-NonCommercial-NoDerivs 3.0 License (<http://creativecommons.org/licenses/by-nc-nd/3.0/>). You may freely copy, distribute, display, and perform this manual, but all other uses are strictly prohibited unless written permission is received from the Commandant or Deputy Commandant, STARFLEET Marine Corps.

STAR TREK and related marks are trademarks of CBS Studios Inc. The STARFLEET Marine Corps holds no claims to any trademarks, copyrights, or other properties held by CBS Studios Inc., other such companies or individuals.

Published August 2009

Foreword

Welcome to the first edition of the SFMC Enlisted Manual (SFMCEM). However, anyone with an interest in our part of the Star Trek universe is invited to look and learn.

The SFMCEM was created for members of STARFLEET, it is not intended to be the last word in regulations—only to serve as a handy reference covering the STARFLEET Enlisted basic uniform standards, unit organization, awards, chain of command, etc.

Pronoun Disclaimer

The use of “he, his, him,” etc., and in particular the term “man” as in “crewman”, are used for convenience as the standard English-language convention for unknown-gender pronouns. Not very politically correct, perhaps, but grammatical... and a lot less awkward than “crewpersons”. The point is, we don’t mean anything by it.

Point of Terminology

The Term Non-Commissioned Officer, NCO, and the Term Petty Officer are used interchangeably within this manual.

Acknowledgments

This edition of the SFIEM is the first and many fine folks have had a hand in shaping it. A portion of this manual is taken from Marine Force Manual dated November, 2003, and the edition by Matt Kelley and the 1999 edition by Kevin McNulty. Many thanks to Randy Bisig, Matt Copple, Brian Davis, Suzanne Davis, Erik Larson, Kimberly Brooks, Mike Smith, Jim Monroe, John Adcock, Matt Baillie and Stephen Idell for their contributions for the format. I would also like to thank the members of the STARFLEET Enlisted Team: John Roberts, Jill Rayburn, Jenn Collpitts, John Kane, Clayton Hobbs, Gary Hollifield Jr., Mysteri Tullis, Robert W. Chin, Marie Wilson for all of their hard work and dedication to the writing and research that went into this manual. Without them this would not have come to be.

I would also like to acknowledge the following people: Master Gunnery Jerome “Hawk” Stoddard Esq. for his invaluable help in the creation of this manual. Major Jari “Gato” James (MSGT US Army, ret) for her help in the transcribing and cleaning up of the text and other special assistance. Sergeant Major Sofyan Soryan for his original work on the “Sample Career Path” found in the Appendix. Major General Jim Monroe for his work in creating the original NCO Manual which gave birth to the NCO Academy. Brigadier Kevin McNulty for his work in creating the original NCO Manual which gave birth to the NCO Academy Colonel Jack Kern his work in creating the original NCO Manual which gave birth to the NCO Academy. And to all the Officers and Enlisted in the SFMC for taking the courses in the NCO Academy.

Credits

Portions of this manual have been compiled from the following sources;

<http://en.wikipedia.org/wiki/>

2003 Marine Force Manual

STARFLEET Membership Handbook

http://en.wikipedia.org/wiki/Starfleet_ranks_and_insignia

www.sfi.org

<http://sfi.org/portal/modules/aboutstarfleet/#fandom>

<http://www.lizsdesktop.com/sfi/awards/indiv.html>

USS Europe Enlisted Manual, 2004 and 2005, used with permission from the author, Sofyan Sahrom.

TABLE OF CONTENTS

Section 1 - Introduction	1
Section 2 - Organization.....	2
Section 3 - Ranks.....	6
Section 4 - Responsibilities of the Petty Officer/ NCO	19
Section 5 - Qualities of the Petty Officer/NCO	20
Section 6 - Leadership and Discipline.....	21
Section 7 - Officers and the NCO	24
Section 8 - The Senior NCO	27
Section 9 - Uniform Standards.....	41
Section 10 - Military Courtesy and Customs..	42
Section 11 - Heraldry in STARFLEET.....	44
Section 12 - STARFLEET Awards Program	44
Section 13 - Appendices.....	46

SECTION 1 - Introduction

1.01 What is STARFLEET?

STARFLEET: The International Star Trek Fan Association, Inc., (SFI) is a non-profit corporation chartered by the State of North Carolina; and is dedicated to uniting the fans of Star Trek as well as pursuing the future envisioned by Gene Roddenberry and as depicted in the Star Trek television series and movies. Community service and charity fund raising are a large part of what makes SFI more than just 'a group of people who like Star Trek'. Why is STARFLEET Sometimes in All Caps and Sometimes in Lowercase? "STARFLEET" refers to the fan organization. "Starfleet" refers to the fictional organization as seen in the movies and TV episodes.

NOTE: *Star Trek; Star Trek: The Next Generation; Deep Space Nine; Star Trek; Voyager and Starfleet are registered trade marks of Paramount Pictures Corporation, a division of Viacom. Neither the author's copyright in this material, nor any part of the material itself, nor the use of Star Trek, are intended in any way to infringe upon any and all copyrights, trademarks or licenses held by Paramount Pictures or any persons or corporations.*

1.02 What Exactly Does a Fan Club Do?

Well, it varies from group to group. Some chapters meet at a local restaurant or member's home, have a short business meeting concerning upcoming plans or charity work, then they watch an episode or two of Trek, or just eat a meal and socialize. Others have camping trips, picnics, or fund raisers. Still other chapters never meet at all. These are correspondence chapters, who conduct most of their business and activities through the mail, be it postal or electronic. This doesn't mean they are any less active or effective than other Chapters, either.

1.03 What About the Uniforms?

It's just part of the effort to "get into character" or "set the mood" for a meeting or event. It also helps identify you as a member of a group, just as if all of us wore green T-shirts and denim jeans, right? Uniforms aren't required, either. So if you feel more comfortable in casual clothes, then by all means wear them.

1.04 About Volunteer Organizations

This is a voluntary fan club, not a government organization. All costs incurred by this fan club are absorbed by its members. We don't get money from anywhere but our own pockets or donations. This means that everything we do, we do at our own expense. Anything we publish, anything we mail, anytime we call on the phone, are done at our own expense. Remember this when you casually ask for a copy of a hundred page manual to be sent to you. Sometimes a SASE (Self Addressed Stamped Envelope) will be required, or you'll hear "Send me a dollar to cover the postage, OK?". Don't freak out, just consider how much it actually costs to develop a manual, print it, and ship it. Now consider just how many times you are asked to ship it. It gets expensive.

NOTE: Despite its common use of military structure and terminology, STARFLEET is in NO WAY a military or paramilitary organization.

1.05 Activities for Your Chapter

Have Fun! Whatever you have been doing to have fun, just keep on doing it. Joining the STARFLEET Marines isn't like the real world Marines, where you go away for a couple of months and get your head shaved. On the other hand, maybe you want to try something new. Different groups do different things for fun ... Everything from bowling, putt-putt golf, and picnics to paintball, laser tag, and role playing games. The point of being in a fan club (which is a social organization, remember) is to have fun with a group of friends.

1.06 Make a Difference

The flip side of all this fun and games is community service; doing something to help your fellow man, the environment, or the future of the world. While STARFLEET does not require its members to perform any community service, it is encouraged, in the same fashion that STARFLEET encourages its members to do so. Most Chapters think of themselves, in one form or another as a Service Organization - The thing that truly sets STARFLEET apart from any other Star Trek group is its dedication to community service and charitable efforts. From its inception, STARFLEET has been a strong proponent of the "let me help" concept. We know that we can't single-handedly bring about the somewhat utopian world of Star Trek's 23rd and 24th centuries where war, poverty and disease have been conquered and eliminated and where peace and harmony reign. But we can make the 21st century world we live in a little better place for others and for ourselves through our efforts. STARFLEET supports a number of national and international causes and charities. Individual STARFLEET chapters and members are involved in countless local, area or regional efforts. Whether it be by donating blood, gathering food for needy families, cleaning up highways, planting trees, raising funds to fight disease, promoting space exploration and research or any of dozens of other ways, STARFLEET makes a difference and it's a difference we can promote and be proud of.

SECTION 2 - Organization

STARFLEET is broken down in the following way from the top, Commander STARFLEET to the Chapters, Ship.

Commander, STARFLEET
 Vice Commander, STARFLEET
 The Executive Committee
 The Admiralty Board
 Regional Coordinators
 Chapter Commanding Officers

While any problem could be taken directly to the Commander, STARFLEET, if the Commander, STARFLEET had to deal with all the issues, they would have no time to preside over STARFLEET. You would also have to wait for them to finish with all the people ahead of you before they could address your problem. Such a system would not be fair to them, and it would not be fair to you. Most questions and issues can be dealt with at your individual chapter level, usually by your Commanding Officer. If you have a question or problem, it should generally be taken to your CO first. If your CO does not, or cannot, resolve the issue, it may then be taken to the Regional Coordinator responsible for your chapter. COs with questions or problems should take those to their RC as well. In the event that the RC is either part of the issue or unable to satisfactorily address it, you may bring your issue to the Office of the Executive Committee Member who best represents your problem (see below). As a last resort, you should bring your complaint directly to the Office of the Commander, STARFLEET. Contact addresses for all of these are available in the Vessel Registry, which is included in your membership packet.

2.01 Life On Board a STARFLEET Chapter

For the purposes of this manual we will be referring to the USS Lollipop, She is a good ship, for the breakdown of the rank and Chain of Command.

2.01.1 Chain of Command (COC)

The purpose of a COC is to establish a clear path of authority, from the individual Member through his superiors, to the highest level of Command Authority. The COC exists to facilitate the transfer of responsibility, authority, and information from one level of the organization to the next. Each position in the COC has a clearly defined responsibility to the positions above it and below it. When you have a problem or an idea that you want someone to consider, you should follow the COC to contact this person. This insures that everyone who is in the path of responsibility and authority is informed and aware of what is happening. To trace your particular COC within the organization, the basic layout follows. Please be advised that all ships do not follow this to the letter but it is a good start.

Commanding Officer

The Commanding Officer (CO) [addressed as Captain (regardless of their STARFLEET or STARFLEET Marine Corps rank)] is appointed by STARFLEET Command's Executive Committee. The CO appoints their Executive Officer (XO), Second Officer, and the Department Heads. The CO may also give positions of authority to others as he sees fit. As with any vessel the CO has absolute, and unconditional, authority on board their ship. The CO is responsible to the STARFLEET Executive Committee for all ship happenings, whether or not those responsibilities are delegated or not. The Commanding Officer is the presiding official over any meeting that they are in attendance.

First Officer/Executive Officer

The Executive Officer (XO) [addressed as either Exec or Number One] is appointed by the Commanding Officer and serves at their pleasure. This is a Command Assignment. The Exec is responsible for the smooth running of the ship's departments, and the supervision of the Staff Officers. The same requirements that apply to the Commanding Officer also apply to the XO. The XO is expected to take over in the event that the Commanding Officer is not present. All of these duties are assigned by the CO, this is by no means an all encompassing list, and is subject to change at any time. The XO is the next to last person in crew members Chain of Command, the Captain is the last, as far as ship board Command goes. The Exec must keep in contact with the Department Heads; this will keep the flow of information going between the crew and the Command Staff.

Second Officer

The Second Officer (20) is appointed by the Commanding Officer, and serves at the pleasure of the CO. [Note: There are a bunch of ships that do not use the Second Officer Billet. For those that do not the Second Officer is usually the Chief of Operations] this officer is the third in Command of the chapter, this Officer must usually meet all of the requirements that the CO and XO. This officer is responsible for keeping all of the personnel happy and informed about the going on in STARFLEET. The 20 will take over for the CO or XO in their absence; this only applies in the absence of these Officers.

Chief of the Boat / Command Master Chief – Senior Enlisted Personnel

The position of Chief of the Boat/Command Chief is not a stand alone position. The senior most Enlisted Personnel, regardless of rating, is usually designated by the Commanding Officer as the Chief of the Boat (for vessels) or Command Master Chief (for bases/stations or shore duty). In addition to his or her departmental responsibilities, the COB/CMC performs the following duties: serves as a liaison between the Commanding and the enlisted personnel; ensures enlisted crews understand command policies; advises the Commanding Officer and Executive Officer regarding enlisted morale, management, and supervisory training. The COB/CMC works with the other department heads, Chiefs, supervisors, and crewmen to ensure discipline is maintained, and the welfare, morale, and health needs of the enlisted personnel are met. The COB/CMC also works together with their Marine equivalent (Company First Sergeant or Brigade Sergeant Major).

Department Head

Chapter Department Heads serve as the link between the Command Staff and the crew members. They represent the Department members and address the concerns, of that department, to the CO and Command Staff. The DH, and their chosen assistants, must keep all members of their departments informed and find ways to keep them involved with STARFLEET, chapter, and department activities.

2.01.2 Jobs within the Ship

The answer is simple: The rates are to Enlisted Personnel what ranks are to (Commissioned) Officers. They follow a similar basic structure and from certain rates they start to carry an “equivalent” status. Unlike most Officer ranks, however (saved for the ‘Lieutenant’ ranks), all rates have a formal and informal name. An example would be, for a Master Chief Petty Officer, he would usually be called ‘Master Chief’ rather than the whole mouthful of words. As for a Chief Petty Officer, he would be addressed as ‘Chief’. An Enlisted rating is the position an Enlisted Personnel holds as part of a crew. This rating contains not only the position, but also the rate of the Enlisted Personnel in question. For example, a Senior Chief Petty Officer serving in the Science Department would be known as Senior Chief Scientist Mate. Just like the rates, ratings also have an informal, or general, format. Rates have a structured build, more even than that of the Officers. Fleet Enlisted, for example, have either ‘Crewman’ or ‘Petty Officer’ in their rate’s name. This refers to their position as Enlisted Personnel.

In addition to that, there are additions to those rates. For example, when first enlisting, a personnel attains the rate of ‘Crewman Recruit’. This is his formal rate. However he will be addressed as ‘Recruit’. When he is promoted to ‘Crewman Apprentice’ his formal rate has changed, however, he will be addressed as ‘Crewman’. When he advances to Crewman he will be addressed as ‘Crewman’. The same goes for all the Petty Officer rates. Though they have a class-based number, all Petty Officers are usually referred to as ‘Petty Officer’. This only changed when the rank of Chief Petty Officer is achieved. From then on he will usually be referred to as ‘Chief’. However in the case of a Master Chief, it is respectful and appropriate to address him as Master Chief, even though technically his informal rate is Chief.

In addition to general rating, all Fleet Petty Officer’s serving in a standard ‘Mate’ position have a specific rating. The basics are as following. For example, an Engineer’s Mate.

Crewman Refresh arrives as Engineer Crewman aboard the USS Lollipop. That would be his general Rating, but his specific rating is ‘acting’ Engineer’s Mate. As he gets promoted to Petty Officer 3rd class, his rating is no longer ‘acting’ Engineer’s Mate but gains the number and class of his formal rate. In this case he will become ‘Engineer’s Mate 3rd Class. As he continues to rise in rank, the class and number will be updated accordingly. When he becomes Chief Petty Officer, the same principles continue to apply and will be referred to as ‘Chief Engineer’s Mate. Therefore, as a rule of the thumb, to gain the specific rating from the general rating one should remove the ‘Petty Officer’ part of the rate and add what is left to the general rating.

2.01.3 List of General Ratings

Below are listed all general ratings. These positions are usually 'Mate' positions. A 'Mate' (for example 'Scientist Mate') is usually the senior most Petty Officer of a department by position. The list below will show the Enlisted Rating and the Petty Officer Rating. Generally all Mates or Petty Officer positions duties include training and supervision of crewmen in operations, repairs, and protocols and maintains the duty assignments.

Each rating has an official abbreviation, such as MM for Machinist's Mate, BT for Boiler Technician, or YN for Yeoman. When combined with the petty officer level, this gives the short-hand for the petty officer's rank, such as BM3 for Boatswain's Mate Third Class. It is common practice to refer to the petty officer by this short hand in all but the most formal correspondence (such as printing and inscription on awards). Often, the petty officer is just referred to by the short hand designation, without using the surname. Thus MM3 Miller would just be called MM3. These rates can differ from chapter to chapter or they may not even use them at all.

Yeoman – Petty Officer

The Captain's Yeoman position is for Petty Officers who wish to continue as administrators. It is technically a non-Mate position.

Quartermaster - Petty Officer

Logistics Crewman – Enlisted

The Quartermaster reports to the Executive Officer and may assume any bridge (i.e. CONN) or Operations role (i.e. transporter) as required.

Engineer's Mate – Petty Officer

Engineering Crewman - Enlisted

The Engineer's Mate reports to the Chief Engineer and is qualified to temporarily act as Chief Engineer if so ordered.

Gunner's Mate – Petty Officer

Tactical Crewman – Enlisted

The Gunner's Mate reports to the Chief Tactical Officer, and is qualified to temporarily act as Chief Tactical Officer if so ordered.

Master-at-Arms - Petty Officer

Security Crewman - Enlisted

The Master-at-Arms reports to the Chief of Security, and is qualified to temporarily act as Chief of Security if so ordered.

Physician's Mate - Petty Officer

Medical Crewman - Enlisted

The Physician's Mate reports to the Chief Medical Officer, and is qualified to temporarily act as Chief Medical Officer (except where surgical procedures must be performed) if so ordered.

Scientist's Mate - Petty Officer

Science Crewman - Enlisted

The Scientist's Mate reports to the Chief Science Officer, and is qualified to temporarily act as Chief Science Officer if so ordered.

SECTION 3 - Ranks

3.01 STARFLEET Ranks and Insignia

Ranks are explained in detail below, but briefly: An SFI Chapter President (known as Commanding Officer [or CO] of the ship) can usually promote chapter members one or more ranks. The actual procedure should be in the ship's governing documents.

3.02 How do you get your Chapter CO to promote you?

One way is to be an active and participating member of the group's activities, as well as displaying leadership ability. Taking a correspondence test called Officer Training School (OTS) is another. OTS is available from STARFLEET Academy, and is the standard test given to all STARFLEET officers. In any given SFI chapter, rank is normally used to show appreciation for participation, enthusiasm, and leadership within the fan club. It carries no real authority. A higher ranking officer can't order you to give him a ride to the next event, say, or demand that you hand over some money. They can be pretty persuasive, though; leadership ability includes skill at talking people into volunteering for stuff! You don't have to be an officer to have fun, though. In fact some people never bother to take the OTS test at all. Remember that rank is just another facet of recreating the fictional atmosphere or theme of the TV shows and movies.

In STARFLEET, we use a rank structure very similar to the 20th century United States Navy. This is done for two important reasons; the reasoning is that it is easily understood by anyone with even a little military experience. There are two basic forms of rank: enlisted and officer. The enlisted ranks are separated into grades E1 through E9. From lowest grade to highest, the enlisted ranks are Crewman Recruit (CRR), Crewman Apprentice (CRA), Crewman (CRM), Petty Officer Third Class (PO3), Petty Officer Second Class (PO2), Petty Officer first Class (PO1), Chief Petty Officer (CPO), Senior Chief Petty Officer (SPO), and Master Chief Petty Officer (MCPO). One Master Chief is appointed by the Commander STARFLEET to the position of Master Chief Petty Officer of STARFLEET (abbreviated as MCPOSF). This is a Billet assignment, not a rank, although in most cases the person that is chosen for this billet is already a MCPO. For a more detailed explanation see the Billets vs. Rank section

In a similar fashion, the officer ranks are separated into 11 grades (O1 to O11). From lowest to highest, they are Ensign (ENS), Lieutenant Junior Grade (LJG), Lieutenant (LT), Lieutenant Commander (LCDR), Commander (CDR), Captain (CAPT), Fleet Captain (FICpt), Commodore (Comm), Rear Admiral (RADM), Vice Admiral (VADM) and Admiral (ADM), FLEET Admiral (FADM). There is also other members of the FLEET that also have the rank of FADM that are not currently the FLEET Admiral of STARFLEET. This is due to the fact that the Commander STARFLEET is a billet and FLEET Admiral is a rank.

3.03 Promotions

In STARFLEET, promotions up to the grade of O5 are handled strictly by your SFI Chapter. Grades of O6 or higher are awarded by Starfleet's Executive Committee. In different chapters, promotions are handled in different ways. Some ships use a point system, awarding points for activities and/or achievements; and, then promoting you when you accumulate enough points. Other chapters vote as a group on whether or not a member of the chapter deserves a promotion. Still others base their promotions on time-of-service with the club, requiring a certain minimum time in the group before you can be promoted another grade of rank. As you can see, there are probably as many ways to handle promotions as there are chapters in STARFLEET.

3.03 Billets vs. Ranks

There is bound to be a bit of confusion to this matter so further explanation is needed.

Grade = Rank Held: This is the amount of credits that you will be getting paid every month. Grade and rank are the same thing and they can and will be used interchangeably. They are indicative of a number of things: how long you have been a member of STARFLEET, Courses that you have taken at STARFLEET Academy, or the STARFLEET Marine Academy, Things and projects that you have done for your respective ship will also affect your pay grade. Your grade or rank is held is expressed in one of two ways, sometimes both at once. When your grade or rank held is written it looks like one of the following: Captain O-6 or Captain (0-6).

Billet = Position Held: This is the job that you do within the ship/region/fleet. For example the Commanding Officer of the Good Ship Lollipop. The Commanding Officer is the highest job (or billet) on the ship; everyone else must answer to that person by nature of the position he holds, even if the Executive Officer (for whatever reason) holds a higher rank.

Rank/grade v. Billet: Billet will always trump Grade. That means the higher position will always hold sway over a higher rank if they hold a lesser position.

For example, the USS Lollipop has been assigned to provide assistance with an insurrection on the planet Sugar Cane IV. When the ship gets to the planet STARFLEET sends up to the ship a FLEET Captain (O7) to oversee and command the overall operation. The FCAPT cannot issue orders to the Captain of the ship when it relates to the operation of the vessel since the CAPT is the master and commander of the ship and it is their responsibility to run the ship in a safe and effective manner. In this example the FCAPT is 'in charge' of the operation on the planet and the CAPT is in charge of the ship. The Captain must obey the lawful orders of the FCAPT in carrying out the operation, but the CAPT has the authority and duty to carry out their orders in a manner that does not put his ship or crew into any unnecessary or avoidable danger.

3.04 Enlisted Rates

It should be noted that Starfleet enlisted ranks do not take into account Enlisted rates. Enlisted rates are jobs that enlisted personnel hold, depending upon their career field, and to which they are typically addressed in verbal correspondence. An example would be a Petty Officer Second Class, who holds the rate of Yeoman, referred to as "Yeoman Second Class".

The concept of Starfleet Enlisted Ranks/Rates is widely unexplored and there are very few references to enlisted rates in the feature films or television series. The following is a list of the only confirmed Starfleet enlisted rates which have been mentioned in the dialogue of Star Trek live action productions.

Enlisted Rate	Production	Episodes	Characters
Yeoman	Star Trek: The Cage	Unaired Pilot	Yeoman Colt
Communications Technician	Star Trek: The Cage	Unaired Pilot	Chief Garrison
Yeoman	Star Trek: The Original Series	Numerous	Janice Rand + various others
Medical Technician	Star Trek: TOS/TNG	Numerous	Numerous
Engineer's Mate	Star Trek: The Original Series	That Which Survives	Crewman Watson
Security Guard	Star Trek: The Original Series	Numerous	Mr. Leslie + various others
Transporter Technician	Star Trek: TOS/TNG/DS9	Numerous	Miles Edward O'Brien + various others
Combat Tactical Specialist	Star Trek: Deep Space Nine	Nor the Battle to the Strong	Burke
Security Specialist	Star Trek: Deep Space Nine	Valiant	Dorian Collins
Sensor Analyst	Star Trek: Voyager	Good Shepherd	Tal Celes

3.05 Enlisted Specific Ranks

NOTE: Enlisted ranks fall below officer ranks in the chain of command, even though many senior Petty Officers are much more experienced and knowledgeable than the junior officers commanding them. In fact, there is a standing joke in the service that the only rank lower than private is second lieutenant.

3.05.1 STARFLEET Ranks**Master Chief Petty Officer of STARFLEET (MCPOSF) (E-9)**

The Master Chief Petty Officer of STARFLEET is the senior enlisted person in the FLEET. The MCPOSF serves as the senior enlisted leader of the FLEET, and as an advisor to the Commander STARFLEET and to the Chief of STARFLEET Personnel in matters dealing with enlisted personnel. The MCPOSF is also an advisor to the many boards dealing with enlisted personnel issues; is the enlisted representative of Commander STARFLEET at special events; may be called upon to testify on enlisted personnel issues before the Admiralty Board and where the Commander STARFLEET requests his presence.

Their equivalent in the STARFLEET Marine Corps is the Sergeants Major STARFLEET Marine Corps and they have the same job description.

Command Master Chief (CMC) (E-9)

Is the senior enlisted person in the STARFLEET command structure. They will fulfill the same roles as the Sergeants Major in the STARFLEET Marine Corps. In many ways he or she is considered a fount of knowledge and a parent figure. Being the primary liaison between the officers and enlisted, they are a major resource for the commanding officer, and often are called upon to gauge morale and battle readiness. On smaller ships, this position may be filled by a Senior Chief Petty Officer.

Master Chief Petty Officer (MCPO) (E-9)

Is the ninth, and highest, enlisted rank in STARFLEET, just above Senior Chief Petty Officer, and is a non-commissioned officer. Their STARFLEET Marine rank equivalent is Sergeants Major. They are referred to as Master Chief in most circumstances. Advancement to Master Chief Petty Officer is similar to that of Chief Petty Officer and Senior Chief Petty Officer. It carries requirements of time in service, superior evaluation scores, specialty examinations, and peer review. A Senior Chief Petty Officer can only advance if the existing master chiefs approve. Master Chief Petty Officers are generally considered to be the liaisons between the enlisted personnel and the commissioned officers, in particular the Commanding Officer.

Their duties tend to be administrative except possibly when the command is very large (e.g. A Galaxy Class Cruiser or similar vessel). In the case where there are many MCPOs and one interfaces with CO (being the most senior of the MCPOs) this officer is known as the "Command Master Chief". Their uniform reflects this administrative duty; becoming similar to that of an officer, albeit with different insignia than an officer.

Senior Chief Petty Officer (SCPO) (E-8)

Is the eighth enlisted rank in STARFLEET, just above Chief Petty Officer and below Master Chief Petty Officer, they are the same pay grade as a SFMC First Sergeant or Master Sergeant. They are referred to as Senior Chief in most circumstances. Advancement to Senior Chief Petty Officer is similar to that of Chief Petty Officer. It carries requirements of time in service, superior evaluation scores and peer review. It is the first promotion that is based entirely on proven leadership performance where test scores do not play a part. A Senior Chief Petty Officer can only advance if a board of Master Chiefs approve, convened every year around March.

As with Chief Petty Officers, a Senior Chief Petty Officer takes on more administrative duties. Like Petty Officers, every chief has both a rate (rank) and rating (job, similar to an MOS in other branches). A Chief's full title is a combination of the two. Thus, a Senior Chief Petty Officer, who has the rating of Machinist's Mate would properly be called a Machinist's Mate Senior Chief.

Chief Petty Officer (CPO) (E-7)

Is the seventh enlisted rank in STARFLEET, just above Petty Officer First Class and below Senior Chief Petty Officer, and is a non-commissioned officer. The Chief Petty Officer is the same pay grade as a STARFLEET Marine Gunnery Sergeant.

Unlike Petty Officer First Class and lower ranks, advancement to Chief Petty Officer not only carries requirements of time in service, superior evaluation scores, and specialty examinations, but also carries an added requirement of peer review. A Petty Officer First Class can only advance if the existing chiefs approve.

Advancement into the Chief Petty Officer grades is the most significant promotion within the enlisted

Navy ranks. At the rank of Chief, the sailor takes on more administrative duties, and less of the hands on technical work. Chief Petty Officers serve a dual role as both technical experts and as leaders, with the emphasis being more on leadership as they progress through the CPO ranks. Sailors in the three Chief Petty Officer ranks also have conspicuous privileges such as separate dining areas. Any STARFLEET ship of sufficient size has a room or rooms that are off-limits to anyone not a Chief (including officers) except by specific invitation. In Navy jargon, this room is called the “goat locker.”

Like Petty Officers, every chief has both a rate (rank) and rating (job, similar to an MOS in other branches). A Chief's full title is a combination of the two. Thus, a Chief Petty Officer, who has the rating of Machinist's Mate would properly be called a Machinist's Mate Chief.

Petty Officer First Class (PO1) (E6)

This grade of rank closely parallels that of the Staff Sergeant (SSGT) in duties and responsibilities. In fact, the basic duties and responsibility of all the PETTY OFFICER ranks never change, but there are differences—significant differences—between this step in the PETTY OFFICER structure and the preceding one. Understanding these differences is vital. The Petty Officer 1st is a more experienced leader of sailors. He has considerably more time in the FLEET. It is proper to expect that the PO1 can bring the benefits of that experience to bear in any situation. The advancement cycle is usually every 6 months. Petty Officers serve a dual role as both technical experts and as leaders. Unlike the sailors below them, there is no such thing as an “undesignated Petty Officer.” Every petty officer has both a rate (rank) and rating (job, similar to an MOS in other branches). A petty officer's full title is a combination of the two. Thus, a Petty Officer Third Class, who has the rating of Machinist's Mate would properly be called a Machinist's Mate Third Class. The term petty officer is, then, only used in abstract, the general sense, when referring to a group of petty officers of different ratings, or when the petty officer's rating is unknown.

Petty Officer Second Class (PO2) (E5)

Petty Officer Second Class is the fifth enlisted rank in the STARFLEET, just above Petty Officer Third and below Petty Officer First Class, and is considered to be a non-commissioned officer, equivalent to a Sergeant in the STARFLEET Marines. Unlike the Sergeant in the STARFLEET Marines most Petty Officer 2nd Classes are not normally put into a major leadership role. When promoted to PO2 the STARFLEET member has completed his Apprenticeship training and is ‘qualified’ to work in his duty section, or in some cases lead a section. Like with all of the ranks, advancement to Petty Officer Second Class is not automatic given time in service, but is also contingent on performance evaluations by their superiors and rate examinations (Although STARFLEET does not have this process in place, most chapters give ‘points’ for completing STARFLEET Academy and STARFLEET Marine Academy courses and overall involvement in the chapter). The advancement cycle is usually every 6 months. All Petty Officers serve a dual role as both technical experts and as leaders. Unlike the sailors below them, there is no such thing as an “undesignated Petty Officer.” Every petty officer has both a rate (rank) and rating (job, similar to an MOS in other branches). A petty officer's full title is a combination of the two. Thus, a Petty Officer Third Class, who has the rating of Machinist's Mate would properly be called a Machinist's Mate Third Class. The term petty officer is, then, only used in abstract, the general sense, when referring to a group of petty officers of different ratings, or when the petty officer's rating is unknown.

Petty Officer Third Class (PO3) (E-4)

Petty Officer Third Class is the fourth enlisted rank in the STARFLEET, just above Seaman and below Petty Officer Second Class, and is the lowest form of non-commissioned officer, equivalent to a Corporal in the STARFLEET Marines. Unlike the Corporal in the STARFLEET Marines most Petty Officer 3rd Classes are not normally put into a major leadership role. When promoted to PO3 the STARFLEET member has just about completed his Apprenticeship training and is ‘qualified’ to work in his duty section.

Unlike the Seaman and lower ranks, advancement to Petty Officer Third Class is not automatic given time in service, but is also contingent on performance evaluations by their superiors and rate examinations (Although STARFLEET does not have this process in place, most chapters give ‘points’ for completing STARFLEET Academy and STARFLEET Marine Academy courses and overall involvement in the chapter). The advancement cycle is usually every 6 months. All Petty Officers serve a dual role as both technical experts and as leaders. Unlike the sailors below them, there is no such thing as an “undesignated Petty Officer.” Every petty officer has both a rate (rank) and rating (job, similar to an MOS in other branches). A petty officer's full title is a combination of the two. Thus, a Petty Officer Third Class, who has the rating of Machinist's Mate would properly be called a Machinist's Mate Third Class. The term petty officer is, then, only used in abstract, the general sense, when referring to a group of petty officers of different ratings, or

when the petty officer's rating is unknown.

3.05.2 SFMC Ranks

Sergeants Major (SGM) (E-9)

In the SFMC, Sergeant Major is the ninth and highest enlisted rank, just above First Sergeant, and equal in grade to Master Gunnery Sergeant, although the two have different responsibilities. No lateral movement is possible between the two ranks in the Marine Corps. Advancement to Sergeant Major is not automatic. Gunnery Sergeants must meet a series of criteria, including requirements of time in service (usually a minimum of 216 months as a Marine), superior evaluation scores, and specialty examinations, but also carries an added requirement of peer review. First Sergeants must be reviewed and evaluated by a promotions board before being promoted to the rank of Sergeant Major, assuming a billet is open in the SFMC. It is not an administrative position (or "billet"); it is a military rank only. There exists one post, Sergeant Major of the Marine Corps, which is unique. The holder of this post is the senior enlisted member of the STARFLEET Marine Corps and serves as an advisor to the Commandant of the SFMC on all enlisted matters. The administrative position, Command Sergeant Major, is the senior enlisted advisor to the commanding officer and carries with it certain ceremonial functions such as caring for the unit's colors. Additionally, they serve as monitors for and advocates of the enlisted men in the command. This position exists in units of brigade size or larger. An alternate usage of Command Sergeant Major is the senior NCO of a headquarters unit at brigade level or above; the soldier filling this position should carry the rank of Sergeant Major, but personnel shortages may, from time to time, force this sergeant major position to be held by a senior First Sergeant. It is suggested that Master Sergeants have completed PD-10, PD-20, IN-10 and -15, all courses for their chosen Branch of Service, LD-10, LD-20, NCO-10, -20 and -30.

Master Gunnery Sergeant (MGSgt) (E-9)

In the SFMC, Master Gunnery Sergeant is the ninth and highest enlisted rank (along with the grade-equivalent ranks of Sergeant Major and Sergeant Major of the Marine Corps) in the STARFLEET Marine Corps. No lateral movement is possible between the two ranks in the Marine Corps. Advancement to Master Gunnery Sergeant is not automatic. Master Sergeants must meet a series of criteria, including requirements of time in service (usually a minimum of 216 months as a Marine), superior evaluation scores, and specialty examinations, but also carries an added requirement of peer review. Master Sergeants must be reviewed and evaluated by a promotions board before being promoted to the rank of Master Gunnery Sergeant, assuming a billet is open in the SFMC. Master Gunnery Sergeants are sometimes referred to by the nickname "Master Guns" or "Master Gunny." These nicknames are unacceptable in formal or ceremonial situations, and, at the rank holder's discretion, may also be unacceptable for use by lower-ranking Marines. The rank was derived from another rank unique to the United States Marine Corps, the gunnery sergeant, and has been in use (though not continuously) since the time of the Spanish-American War. The rank was included, along with the rank of master sergeant, in a new program for the pay grades of E-8 and E-9 which allowed senior NCO billets to now be filled by occupational specialists. This move was designed to officially acknowledge the ever-increasing complexity of modern warfare, while still maintaining the first sergeant and sergeant major programs, with their historic command prestige. One of the major differences between the two E-9 ranks is that master gunnery sergeants retain their Military Occupational Specialty (MOS), while sergeants major are given a new MOS to reflect their general command focus. This reinforces the master gunnery sergeant's role as a provider of technical military leadership. It is suggested that Master Sergeants have completed PD-10, PD-20, IN-10 and -15, all courses for their chosen Branch of Service, LD-10, LD-20, NCO-10, -20 and -30.

First Sergeant (1SGT) (E-8)

In the SFMC, First Sergeant is one level below Sergeant Major and Master Gunnery Sergeant and is the next rank above Gunnery Sergeant. It is equal in grade to Master Sergeant, although the two ranks have different responsibilities. No lateral movement is possible between the two ranks in the Marine Corps. In their annual performance evaluations, called "proficiency reports," eligible Gunnery Sergeants indicate whether they wish to be considered for promotion to Master Sergeant or First Sergeant, and thus whether they enter the promotional track for Master Gunnery Sergeant or Sergeant Major. Advancement to First Sergeant is not automatic. Gunnery Sergeants must meet a series of criteria, including requirements of time in service (usually a minimum of 180 months as a Marine), superior evaluation scores, and specialty examinations, but also carries an added requirement of peer review. Gunnery Sergeants must be reviewed and evaluated by a promotions board before being promoted to the rank of First Sergeant, assuming a billet is open in the SFMC. Often referred to as the 'first shirt', or 'shirt', the first sergeant is responsible for the morale, welfare, and conduct of all the enlisted members in units from the Company/MSG and Battalion levels and is the chief advisor to the unit officer in charge concerning the enlisted force. Most units have a First Sergeant in this position, while larger units use Sergeants Major as First Sergeants.

First Sergeants also administer basic discipline for minor infractions of the rules after consultation with the unit commander. General technical leadership, at this pay grade (E-8) is provided by those Marines with the rank of Master Sergeant. It is suggested that First Sergeants have completed PD-10, PD-15, PD-20, IN-10 and -15, all courses for their chosen Branch of Service below the -30 level, LD-10, LD-20, LD-27, NCO-10, -20 and -30.

Master Sergeant (MSGT) (E-8)

In the SFMC, Master Sergeant is one level below Sergeant Major and Master Gunnery Sergeant and is the next rank above Gunnery Sergeant. It is equal in grade to First Sergeant, although the two ranks have different responsibilities. No lateral movement is possible between the two ranks in the Marine Corps. In their annual performance evaluations, called "proficiency reports," eligible Gunnery Sergeants indicate whether they wish to be considered for promotion to Master Sergeant or First Sergeant, and thus whether they enter the promotional track for Master Gunnery Sergeant or Sergeant Major. Advancement to Master Sergeant is not automatic. Gunnery Sergeants must meet a series of criteria, including requirements of time in service (usually a minimum of 180 months as a Marine), superior evaluation scores, and specialty examinations, but also carries an added requirement of peer review. Gunnery Sergeants must be reviewed and evaluated by a promotions board before being promoted to the rank of Master Sergeant, assuming a billet is open in the SFMC. Master Sergeants in the SFMC provide technical leadership as occupational specialists at the E-8 level. These are the Marines who know just about all there is to know in their chosen MOS and can teach others as needed. Master Sergeants act as technical leaders and serve as occupational specialists alongside Warrant Officers. General command leadership at this pay grade is provided by the separate rank of First Sergeant. It is suggested that Master Sergeants have completed PD-10, PD-20, IN-10 and -15, all courses for their chosen Branch of Service, LD-10, LD-20, NCO-10, -20 and -30.

Gunnery Sergeant (GSGT) (E-7)

Gunnery Sergeant is the seventh enlisted rank in the STARFLEET Marine Corps, just above Staff Sergeant and below Master Sergeant and First Sergeant, and is a staff non-commissioned officer. Advancement to Gunnery Sergeant is not automatic. Staff Sergeants must meet a series of criteria, including requirements of time in service (usually a minimum of 102 months as a Marine), superior evaluation scores, and specialty examinations, but also carries an added requirement of peer review. Staff Sergeants must be reviewed and evaluated by a promotions board before being promoted to the rank of Gunnery Sergeant. Gunnery Sergeants are commonly referred to by the nickname "Gunny". This nickname is usually regarded as a title of esteem, and is generally acceptable for use in all situations except formal and ceremonial ones. Use of the term by lower-ranking personnel, however, remains at the Gunnery Sergeant's discretion. Gunnery Sergeants have mastered their chosen MOS and their training to become leaders of Marines. Gunnery Sergeants now move on to master their leadership skills, usually as platoon sergeants. Gunnery Sergeants, in their capacities as platoon sergeants, often serve as advisors to newly commissioned Marine officers (O-1 and O-2) as they struggle to learn the skills and techniques they will need in the careers as Marine officers. It is suggested that Gunnery Sergeants have completed PD-10, IN-10 and -15, all courses for their chosen Branch of Service below the -30 level, LD-10, LD-20, NCO-10 and -20.

Staff Sergeant (SSGT) (E-6)

Staff Sergeant is the sixth enlisted rank in the SFMC, just above Sergeant and below Gunnery Sergeant, and is a staff non-commissioned officer. Advancement to Staff Sergeant is not automatic. Sergeants must meet a series of criteria, including requirements of time in service (usually a minimum of 78 months as a Marine), superior evaluation scores, and specialty examinations, but also carries an added requirement of peer review. Sergeants must be reviewed and evaluated by a promotions board before being promoted to the rank of Staff Sergeant. Staff Sergeants have expanded upon their understanding of their chosen MOS and have received basic leadership training to become leaders of Marines. Staff Sergeants now begin to learn the administrative duties that may be expected of senior NCOs in the SFMC. They usually serve as company/MSG clerks, Supply Sergeants and other similar posts. Staff Sergeants may also continue to lead squads or serve as training staff, depending upon their MOS and the needs of the SFMC.

It is suggested that Staff Sergeants have completed PD-10, IN-10, the -10 and -20 courses for their chosen Branch of Service, LD-10, NCO-10 and be considering (if not already completed) NCO-20.

Sergeant (SGT) (E-5)

The SFMC has several ranks which carry the title of sergeant, the lowest of which is Sergeant. Sergeants are the fifth enlisted rank in the SFMC, just above Corporal and below Staff Sergeant. Advancement to Sergeant is not automatic. Corporals must meet a series of criteria, including requirements of time in service (usually a minimum of 60 months as a Marine), superior evaluation scores, and specialty examinations, but also carries an added requirement of peer review. Corporals must be reviewed and evaluated by a promotions board before being promoted to the rank of Sergeant. Sergeants have expanded upon their basic understanding of their chosen MOS and have received basic leadership training to become leaders of Marines. Sergeants may lead squads or serve as training staff, depending upon their MOS and the needs of the SFMC. It is suggested that Sergeants have completed PD-10, IN-10, the –10 and –20 courses for their chosen Branch of Service, and NCO-10.

Corporal (CPL) (E-4)

Corporal is the fourth enlisted rank in the SFMC. A Corporal is above a Lance Corporal, and below a Sergeant. A Corporal is a non-commissioned officer and may direct the activities of other soldiers. Corporal is the most junior non-commissioned officer rank. Advancement to Corporal is usually granted after a total of 36 months in Service and at least 24 months as a Private First Class.

It is common for a Corporal to lead a fire team, however if a soldier is promoted to Corporal and there are too many soldiers of that rank the new Corporal will stay in their current position. Corporals have begun to expand upon the basics of their chosen MOS and are ready to receive more training as well as beginning to receive some rudimentary leadership training for their futures as leaders of Marines as members of the NCO Corps. It is suggested that Corporals have completed PD-10, IN-10, the –10 course for their chosen Branch of Service and NCO-10.

STARFLEET Marine Corps Rank Comparison Chart 2260's and 2350's to Present Noncommissioned Officer Grades

Notes:

Please note that Starfleet ranks from the 2260's on through the early 24th century are different than the ranks insignia used in the 23rd century. For this reason, the Starfleet ranks are different than the ranks insignia used in the 23rd century. For this reason, the Starfleet ranks are different than the ranks insignia used in the 23rd century. Because of confusion in using the same rank insignia during the 2260's up until the 2280's it was decided to change the SFMC rank insignia to something more distinctive. The current SFMC rank insignia have been in use since the 2280's.

* The uniform color shown for these ranks may be one of the three following colors: blue, gold, or red. Only one color is shown for clarity.

Noncommissioned Officer Grades	2260's		2350's to Present	
	SFMC Rank	Starfleet Rank*	SFMC Rank	Starfleet Rank
E9				
E9				
E8				
E7				
E6				
E5				
E4				
E3				No Rank Insignia
E2				No Rank Insignia
E1				No Rank Insignia

3.06 Warrant Officers

3.06.1 Background of the Warrant Officer in Earth' Militaries

In the British Army, a warrant officer is a senior non-commissioned officer. A Company Sergeant Major is a WO2 (Warrant Officer Class 2). A Regimental Sergeant Major is a WO1 (Warrant Officer Class 1). WO1 is the highest rank attainable by a non-commissioned officer.

United States

In the United States, a warrant officer is a highly specialized, single-track specialty officer. They receive their authority (warrant) from the Secretary of their service upon their initial appointment, but upon promotion to chief warrant officer, they are commissioned by the President of the United States, and thus derive their authority from the same source as commissioned officers. Warrant officers can and do command detachments, units, activities, and vessels as well as lead, coach, train, and counsel subordinates. As leaders and technical experts, they provide valuable skills, guidance, and expertise to commanders and organizations in their particular field. Even when commissioned, they remain specialists, in contrast to commissioned officers, who are generalists.

A warrant officer's benefits and privileges are roughly comparable to those of a junior commissioned officer.

The United States Air Force does not currently have warrant officers, but they exist in the other branches of the United States armed forces.

In the U.S. Navy, warrant officers are technical specialists whose skills and knowledge were an essential part of the proper operation of the ship. Based on the British model, the U.S. Navy has had warrant officers among its ranks, in some form or another, since December 23, 1775, when John Berriman received a warrant to act as purser aboard the brig USS Andrea Doria. That warrant was considered a patent of trust and honor but was not considered a commission to command.

The US Marine Corps has warranted officers since 1916 as technical specialists who perform duties that require extensive knowledge, training and experience with particular systems or equipment. Their duties and responsibilities are of a nature beyond those required of senior non commissioned officers. Marine Corps warrant officers provide experience and stability in the officer ranks in critical specialty areas. The primary purpose for warrant officers is to create and maintain a selected body of personnel with special knowledge of a particular military specialty.

The U.S. Army warrant officer is the highly specialized expert and trainer who, by gaining progressive levels of expertise and leadership, operates, maintains, administers, and manages the Army's equipment, support activities, or technical systems for an entire career. The Army program began with the warranted Headquarters Clerk in 1896.

The military grade of "warrant officer" dates back two centuries before Columbus, during the fledgling years of the British Navy. At that time, nobles assumed command of the new Navy, adopting the Army ranks of Lieutenant and Captain. These royal blood officers often had no knowledge of life on board a ship, let alone how to navigate such a vessel or operate the guns. They often relied on the technical expertise and cooperation of a senior sailor who tended to the technical aspects of running the ship and operating the cannons. These sailors, sometimes referred to as 'Boat Mates' or 'Boswans Mates' became indispensable to less experienced officers and were subsequently rewarded with a Royal Warrant. This Royal Warrant was a special designation, designed to set them apart from other sailors, yet not violate the strict class system that was so prevalent during the time.

In the U.S. Navy, warrant officers have traditionally been technical specialists whose skills and knowledge were an essential part of the proper operation of the ship. The Navy has had warrant officers among its ranks, in one form or another, since its conception.

A Warrant Officer of the 18th-century Navy could be somewhat described as a specialist, representing one or more of the skilled trades employed aboard ship. Examples of such trades included carpentry, navigation, medicine, artillery, and sail making. As the name implies, a Warrant Officer was appointed to his position by "warrant" from the Navy Board. (A Commissioned Naval Officer received his appointment directly from the Admiralty in the form of a "commission".) Advancement to Warrant Officer was afforded to any exceptionally skilled Seaman or Marine, as well as certain skilled landsmen such as shipwrights, surgeons, parsons, and clerks. The one mandatory trait they all had to possess, was the ability to read ,

write, and cipher.

Warrant Officers were allotted a personal crew of subordinates or “mates” to assist them in carrying out their duties. (Bosun mates, Master's mates, Gunner's mates, etc). These were typically Petty Officers, but in some cases, could also include other Warrant Officers.

3.06.2 Warrant Officers in Star Trek

Warrant Officer was not mentioned or discussed until the time frame of Star Trek: The Next Generation and it is not known if the rank existed prior to the late 24th century. The only Warrant Officer who has ever been seen in Star Trek was Kosinski, in the Next Generation episode “Where No One Has Gone Before”. Kosinski wore a type of rectangular collar insignia that was never again seen in Star Trek.

The first two seasons of Deep Space Nine gave speculation that the character of Miles O'Brien was in fact a Warrant Officer. As O'Brien was seen wearing a hollow pip insignia, fans have speculated the insignia of higher warrant officer ranks extending to Chief Warrant Officer. However, as later seasons made it clear that O'Brien was a Senior Chief Petty Officer, no Warrant Officer other than Kosinski has ever appeared in Star Trek.

Warrant Officers in STARFLEET:

Warrant Officer (WO-1)
Chief Warrant Officer 2 (CWO-2)
Chief Warrant Officer 3 (CWO-3)
Chief Warrant Officer 4 (CWO-4)
Chief Warrant Officer 5 (CWO-5)

Warrant officers were added to the STARFLEET rank structure to enable those who wish to add a bit more “realism” to their experience. There is no substantive change made to the overall structure of STARFLEET, except to add five (5) additional ranks to the enlisted rank structure within the FLEET. A warrant officer program allows us to build realistic tables of organization and equipment for those chapters and strike groups who want to develop that aspect for fiction, role playing or whatever uses they may have for this type of activity.

In a nutshell, Warrant officer will still be treated as enlisted personnel for purposes of promotions (chapter level, not Fleet) and awards (Star of Honor). Basically, warrant officers are enlisted personnel who are treated as officers by virtue of their training, experience and skill sets, but are still below all officers in the command structure (think officer candidate/Academy cadet).

Nothing in this should be construed as requiring any chapter or unit to use the Warrant Officer in their rank structure; we are simply adding them to the recognized STARFLEET rank and protocol structure for those who choose to use this particular aspect in their units.

3.06.3 The Warrant Officer in the STARFLEET/SFMC:

Based upon their history the Warrant Officer (WO) has a place within STARFLEET. The Warrant Officers serve in those fields and billets that are too specialized in scope for unrestricted officers and billets that require a Marine in a grade above Petty Officer 2nd/ Sergeant. Warrant officers are, in essence, the technical specialists of STARFLEET and serve to fill in holes that would normally require an officer to cover, thus freeing the officer for more essential tasks such as base, unit or department administration.

Warrant Officers are accessed exclusively from Starfleet's enlisted ranks and are considered enlisted personnel for purposes of annual awards and promotions. Warrant officers are accessed from enlisted FLEET pool with (3-5) years time in service and primarily from the grades of PO3-CPO. Members in specific rate are eligible to apply for selection to specific Warrant Officer rates on the annual selection board.

STARFLEET uses warrant Officers as technical specialists who perform duties that require extensive knowledge, training and experience with particular systems or equipment. Their duties and responsibilities are of a nature beyond those required of senior Petty Officers and/or fully commissioned officers. STARFLEET warrant officers provide experience and stability in the officer ranks in critical specialty areas. The primary purpose for warrant officers is to create and maintain a selected body of personnel with special knowledge of a particular military specialty.

Chief warrant officers can and do command detachments, units, activities, and vessels up to the Squadron level as well as lead, coach, train, and counsel subordinates. As leaders and technical experts, they provide valuable skills, guidance, and expertise to commanders and organizations in their particular field. Usually warrant officers are in leadership positions for brief times while the normal commander is away or being replaced for whatever reason. Warrant officers are rarely, if ever, placed in command of units larger than a squadron for any length of time.

Even when commissioned, they remain specialists, in contrast to commissioned officers who are generalists, though many chief warrant officers fill Lieutenant and Lieutenant Commander billets throughout FLEET. In the SFMC, CWO's may fill positions normally held by more senior officers as well. The SFMC has many pilots within the warrant officer community. Often in a battalion sized unit, the assistant personnel officer (S-1) and the motor pool officer are warrant officers.

A chief warrant officer's benefits and privileges are roughly comparable to those of a junior commissioned officer, and should be at or above those of senior enlisted. A WO1 is paid roughly the same as an O-1 (second lieutenant or ensign), a CWO-2 the roughly same as a O-2 (first lieutenant or Lieutenant, j.g.), and so forth.

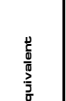
3.06.4 Warrant Officer Rank Insignia

The rank insignia to be worn by Warrant Officers is the gold "half pip" (the gold/black pip worn to distinguish Lt. Commander from Lieutenant by STARFLEET). One pip is worn for WO, 2 pips for CWO-2, 3 pips for CWO-3, 4 pips for CWO-4, and 5 pips for CWO-5.

**STARFLEET Marine Corps
Rank Comparison Chart
2260's and 2280's to Present
Warrant Officer Grades**

Note:

Please note that Starfleet ranks from the 2280's on through the early 24th century are different than those shown in this chart. For those insignia please see the lost current Starfleet Databases. Because of confusion during the same rank insignia during the 2280's up until the 2260's it was decided to change the SFMC rank insignia to something more distinctive. The current SFMC rank insignia have been in use since the 2280's.

Warrant Officer Grades		2260's		2280's to Present	
		SFMC Rank	Starfleet Rank	SFMC Rank	Starfleet Rank
W5 SFMC: Chief Warrant Officer 5 (CW05) STARFLEET: No Equivalent			No Equivalent		No Equivalent
W4 SFMC: Chief Warrant Officer 4 (CW04) STARFLEET: No Equivalent			No Equivalent		No Equivalent
W3 SFMC: Chief Warrant Officer 3 (CW03) STARFLEET: No Equivalent			No Equivalent		No Equivalent
W2 SFMC: Chief Warrant Officer 2 (CW02) STARFLEET: No Equivalent			No Equivalent		No Equivalent
W1 SFMC: Warrant Officer (WO) STARFLEET: No Equivalent			No Equivalent		No Equivalent

**THIS PAGE
INTENTIONALLY
LEFT BLANK**

SECTION 4 - Responsibilities of the Petty Officer/NCO

Below are the responsibilities of the Petty Officer/NCO. It is the duty of the Petty Officer/NCO, to faithfully and completely fulfill their obligations with regard to the responsibilities.

- Execute orders according to established policies and procedures; attain set standards in accomplishment of assigned tasks and missions.
- Establish and maintain noncommissioned officer standards.
- Exercise his authority with restraint, leading through example, professional competence, and persuasion.
- Prepare subordinates, and thus the unit, to accomplish missions by:
 - Training subordinates in basic skills and attributes of a sailor/marine, and other skills appropriate to their rate/MOS and duty assignment.
 - Insuring that the individual arms and equipment of subordinates, and all other property issued to the unit is properly maintained and accounted for at all times, and that discrepancies are promptly detected, corrected, and if appropriate, properly reported.
 - Accounting for the location and actions of subordinates while on duty status.
- Insure that subordinates attain and maintain established standards of personal appearance and hygiene, proper wearing of the uniform, and of military courtesy.
- Supervise the care and maintenance of enlisted personnel billets and billeting areas, of unit work areas and the operation of recreational and other facilities for the primary use of enlisted personnel.

SECTION 5 - Qualities of the Petty Officer/NCO

The NCO is the most vital link between the commander and his troops; the person who sees to it that the job gets done. The NCO reacts in two ways: (1) to the commander and (2) to the troops under his supervision because, in reality, the NCO works for both. The NCO is a leader, administrator, advisor, teacher, specialist, and most importantly, a manager. He is one of the most important persons in the SFMC in terms of getting the job done.

As the leader, he must possess these fundamental qualities:

- Self-awareness and self-improvement
- An understanding of the job and how it fits into the unit's overall goals and objectives
- An ability to accept and properly delegate responsibility
- An ability to make sound and timely decisions
- Interest in the welfare of subordinates
- Fairness in dealing with subordinates

The NCO is expected to be able to do just about anything and everything. His duties and responsibilities as sergeant major, first sergeant, platoon sergeant, squad leader, or section chief require a variety of skills. Though he may be a specialist in such areas as administration, personnel, supply, maintenance, transportation, communication, his prime responsibility is the managing of the individual Marine within the framework of the unit's mission.

In certain aspects, the NCO functions as a public relations person for Starfleet. The way in which they manage, the example they set, and the attitudes they have towards the FLEET are all influencing factors in a person's decision to remain in FLEET.

The career NCO has always regarded himself as a professional. To many NCOs, however, this meant merely looking and acting the part. Professionalism in today's Starfleet service and is measured in terms of competence, responsibility, and dedication. To a Starfleet Enlisted member professionalism is demonstrated by all ranks.

SECTION 6 - Leadership and Discipline

6.01 Basic Responsibilities of the NCO as a Leader

NCOs have two basic responsibilities as a leader of troops: accomplishment of the mission, and the welfare of the troops under their command. These two basic responsibilities are of equal importance. They deserve equal consideration and dedication in the NCOs allocation of his time and efforts. In those rare instances in which the two basic responsibilities come into conflict, the accomplishment of the mission must take priority.

To adequately meet these responsibilities, STARFLEET NCOs must develop expertise in Military Leadership, and they must be well aware of the concept of Mutual Expectations. These are absolute requirements, since the only reason for the existence of STARFLEET is to protect and defend the United Federation of Planets. Regardless of assignment or branch, Non-Commissioned Officers all have responsibility for a small but important portion of the total defense effort.

NCOs must accomplish assigned missions and attain true mission readiness. In doing so, they must perform their duties and exercise their authority in such ways as to earn and maintain the respect and confidence of their subordinates and the peoples of the Federation. This crucial requirement demands the development and self-disciplined exercise of that degree of moral courage, which unswervingly places loyalty to Starfleet and the United Federation of Planets ahead of short term objectives or personal gain.

6.02 Mutual Expectations

We are all aware of the fact that everyone has different expectations of what STARFLEET and the SFMC can offer us. Together, these form what is called "mutual expectations:" what we expect from the FLEET/Corps, and what the FLEET/Corps expects of us. Mutual expectations operate around the basic idea that both the FLEET and the SFMC and the individual crewmen/marines have certain legitimate expectations with regard to each other, and that these expectations and their fulfillment are just as important as the fulfillment of any formal agreements they might have.

The NCO's leadership skills are crucial to meeting the mutual expectations of STARFLEET, and the individual member. For it is the NCO that is the chief intermediary between the two. Among the individual's expectations are challenge, worthwhile or meaningful work, fair treatment, and goal opportunity. The degree to which the NCO, as the SFMC's representative, fulfills the expectations of the individual is directly related to the levels of morale and esprit de corps attained by the individual. High morale and esprit de corps create a climate of motivation making a mission-effective unit.

6.03 Military Leadership

The process of military leadership is the way the NCO fulfills his role as a leader to achieve mission effectiveness. It takes into account those actions and orders which the NCO must take which will have an impact on the unit.

To learn and refine leadership skills, the NCO must consider three basic variables in the leadership equation: the leader (NCO), the subordinate, and the situation. These three variables interact within some larger structure, generally referred to as the environment. This environment is made up of a wide variety of elements, including the society at large, the geographic location, the SFMC, and the unit organization. These are not all the elements, but they all have a high degree of relevance to the leadership process.

In any leadership environment, the NCO must analyze the three basic variables, and determine what are the requirements (mission) with which he is charged and what resources and skills—his own and those of the subordinates—are available to use in meeting those requirements.

Based on that analysis, the NCO will then determine what actions must be taken, what orders must be issued, and then supervise the subordinates in the accomplishment of the unit's mission. Throughout this process the NCO must maintain effective two-way communications in the unit, which insures that both officer and unit subordinate are accurately informed at all times. (Feedback from the subordinate is the means by which the NCO determines that his instructions and information are correctly understood by members of the unit).

To determine the probable mission effectiveness of a unit, the NCO must assess the unit in light of four indicators of unit effectiveness: morale, esprit de corps, discipline, and proficiency. Upon completion of that assessment, the NCO must take action to maintain and develop the strengths of the unit, and to correct the weakness in order to develop a mission effective unit.

6.04 Leadership Fundamentals

Although the procedural methods and techniques employed by the NCO in the execution of their actions, orders, supervision, and communications will vary widely between each unit (and for that matter between situations), there are certain fundamental considerations, which pertain in all situations for all NCOs. These considerations may appear to be obvious, but they merit review and reflection— not only now, but continually throughout the exercise of the NCOs authority. Briefly, these fundamental considerations are as follows:

The NCOs actions must be...

...legal, ethical, rational, and in consonance with unit mission objectives, priorities, and the NCOs responsibilities.

The NCO's orders must be...

...legal, ethical, clear, concise and complete, reasonable—fit unit's mission capabilities and priorities, rational—include the rationale behind the order if time permits, and be followed up to determine if they are understood by the subordinates.

The NCO's supervision must...

...be sufficient to insure timely and adequate mission accomplishment, allow maximum freedom of action to subordinates, and allow for professional development of subordinates.

The NCO's communication must be...

...clear, concise, and complete; include consideration of all systems of interpersonal communications in the unit; provide for feedback to determine effectiveness; and be adequate to overcome obstacles.

6.05 The NCO's Influence

At its most essential, influence is power over others. NCOs can only be effective when they can exert influence over their subordinates. It is through this influence that NCOs exercise their leadership to attain organizational goals or objectives. NCOs influence their marines to accomplish the mission through the exercise of power over their subordinates.

The NCO must become the driving force in this process. To do this, he takes action and issues orders which facilitates his becoming the primary influence in the process, and which guide the unit to higher levels of unit efficiency. Therefore, the influence of the NCO plays the basic role in the process of military leadership.

The NCO's influence is derived primarily from three areas: technical and tactical proficiency, position of power, interpersonal skills

6.05.1 Technical and Tactical Proficiency

The NCO's technological and tactical proficiency is expertise-based on knowledge and application of skills. Viewed from a narrow perspective, technical and tactical proficiency has a limited meaning related to such skills as the assembly/disassembly of weapons, understanding terrain, and other technically based military skills. However, there are skills related to leadership which also fit into this area, and which can be learned.

6.05.2 Position of Power

Position power is that power which the NCO has by virtue of their rank and position within the formal organization. It is given to them. They are the legitimized authority to reward and recognize, or to discipline and punish within certain guidelines. This is a legal basis for leadership, but it will not help a poor leader. A position of power can enhance, but not replace leadership skills.

Being in a leadership position does not automatically make you a better NCO. To be an effective NCO, to actually have leadership influence on your Marines, you must know your job and you must show by your actions that you can be trusted with the responsibility of leadership. As a Non Commissioned Officer, you must set the example.

6.05.3 Interpersonal Skills

Interpersonal skills are communication and relationship skills that allow NCOs to be able to understand subordinates and situations, and to select appropriate communication and motivation for them — in other words, being good at knowing and working with others. Referent power is also derived in part from the NCO's personality and is effective as a means for influencing subordinates, by the extent to which they respect and admire the NCO for their demonstrated fairness and competence as a NCO, their concern for their welfare—by their confidence in them.

Having influence is less dramatic than how the NCO uses it. Interpersonal skills are essential to an NCO. Each NCO, of course, will have a basic preferred style of leadership, which is related to their personality and can be measured with a relative degree of confidence. Different situations and different subordinates call for different styles of leadership. Therefore, the proficient NCO must be able to recognize their preferred style versus which style would be most effective in any given situation.

In addition to a style of leadership, other interpersonal skills affect how an NCO exerts influence. For example, the NCO must behave in accordance with the ethical standards associated with military leadership. The process also includes counseling, decision-making, supervising, and communicating. It is through communications (either in written, oral, or physical way) that the NCO takes actions and issues orders to their subordinates.

As an NCO, you must certainly be aware of your dual role: accomplishing the mission and taking care of your Shipmates/Marines. Striking the proper balance between these two responsibilities constitutes a major challenge for NCOs. Ultimately, mission accomplishment receives first priority. However, effective mission accomplishment relies heavily on your proper care of your troops.

SECTION 7 - Officers and the NCO

7.01 The Evolution of Commissioned Officers

Historically, commanders of companies and regiments came from the segment of the population that had money and property, because the commander had to raise and equip his unit out of his own pocket. The transmission of orders and information was primarily by written message since verbal messages sent by messenger were subject to being forgotten or misinterpreted by the messenger. Thus, the primary qualification for appointment to the officer ranks was education (literacy) and property.

During the 1770s on Old Earth, those men who possessed these qualifications normally identified themselves with the existing 18th century European class systems. When the United States was established by the Constitution, these class ideas were officially shunned, but were realistically retained politically and militarily in subtle ways. Military officers were “commissioned” or appointed by the President. One reason was to maintain a degree of influence in the military by the “propertied class”. Another more practical reason was to establish a legal basis for the President to appoint and have direct control over qualified people to act as his legal agents and assist him in carrying out his duties as Commander-in-Chief.

Over the course of time, the “class” idea of possession of property has become irrelevant as a qualification for officership, although the requirement for a high degree of education and literacy continues today.

Our ranks today evolved from our past history. There are traditions and legal reasons for the particular duties outlined in the military justice system, because law evolves from tradition, precedent, and deliberate reasoning. In addition, there are customs and courtesies that exist and remain, because military forces require links with their past in order to bind their members together in the profession of arms.

But one lesson is clear. Battlefield necessity is pragmatic. What works is retained; what fails is rejected. One lesson from our founding that has stood the test of time is the complementing relations and mutual respect between the commissioned officer and the noncommissioned officer; it continues today.

7.02 Officer Responsibilities and Their Relationship with the NCO

An effective command is one in which the NCOs and the officers work together for the benefit of all. Your understanding of the duties, responsibilities, and authorities of both the NCO and the officer will result in an efficient, well-run, successful unit at any level.

For a more effective and efficient STARFLEET, individuals must understand what their job entails and what working relationship must exist between them and their superiors and subordinates. For an NCO to do that, he must have a working knowledge of the duties, responsibilities, and authorities of the commissioned officer's role and responsibilities in the FLEET. He must also understand his relationship with those officers.

Throughout history, the relationship of the NCO and the officer has always been characterized by a great deal of interdependence. In earlier times, the prime requirement of an officer was that he could recruit and support his unit. He was to serve as an example of courage and bravery, but not necessarily military proficiency. If he was militarily able, this was a bonus. The prime requirement of the NCO, on the other hand, was military proficiency. Thus from the very beginnings, a complementary relationship between officers and NCOs has existed.

7.02.1 Responsibilities of an Officer

The diversity and complexity of military leadership in an organization the size of the FLEET requires the allocation of specific-types of tasks to various levels in the military hierarchy. A clear understanding of these responsibilities is essential to permit each leader to discharge his assigned tasks. Such an understanding is also crucial so that each leader can avoid interfering with the accomplishments, responsibilities, and duties of other leaders.

Below are common responsibilities of officers in the FLEET. It is important that you, as an NCO, are aware of these in more than a passing manner. It is your duty to have a good working knowledge of what the officer's job is all about.

- Prescribe missions, establish policies and broad procedural guidelines, and set standards for his unit, as required to attain mission readiness in the defense of the United Federation of Planets, and to merit the confidence and support of its many populations.
- Insure compliance with his orders, adherence to his policies, and maintenance of his standards by personal visits to his unit, by announced and unannounced inspections, and by reports.
- Exercise his authority with restraint, leading through example, professional competence, and persuasion.
- Enhance the resolve of subordinates to defend the United Federation of Planets, by instilling in them a sense of responsibility and imparting to them on a continuing basis an understanding of the necessity for and purpose of military discipline.
- Insure that his superior commanders are fully and accurately informed of conditions in his unit, which may impact on mission readiness.
- Assist in the proper professional development of subordinates by his example, and such means as encouraging self-study, periodic rotation of duty assignments, and frequent performance counseling.
- Inspire in subordinates confidence in his leadership, by example, by sound and decisive action, and by his determination and ability to overcome obstacles to Mission Readiness or Mission Accomplishment.
- Strengthen the chain of command through developing initiative, ingenuity, and boldness of execution throughout his unit.
- Employ his staff or assistants as appropriate, to acquire information, prepare detailed plans, assist in supervision of unit, and otherwise relieve him of details so that he may have maximum freedom of action in accomplishment of assigned tasks and missions.
- Insure maintenance of mutual respect and confidence between his headquarters, supporting, supported, and subordinate units.

7.02.2 Shared Responsibilities

Developing Subordinates

One of the most important responsibilities shared by both NCOs and officers is the requirement to further the professional development of their subordinates. The execution of this responsibility will vary in its application as the officer rotates subordinates among different positions and assigns tasks which are themselves a growth experience; while the NCO participates in the development of subordinates through the actual accomplishment of training and direct supervision of the younger NCOs in the accomplishment of their tasks.

This development is based on the logical requirement for investment in the future of STARFLEET. Such investment necessitates the provision to subordinates of opportunities for self-development, under conditions which allow them to learn by doing, without over supervision or the excessive restrictions which results when leaders are so overly fearful of mistakes that they in effect do the subordinate's duty for him in order to attain higher quality short term results.

Development of subordinates also entails the shared NCO and officer responsibility to set a proper example for subordinates in all aspects of leadership: ethics and self discipline, determination in their approach to mission accomplishment, and demonstrated concern for the dignity and welfare of the subordinate.

7.02.3 Other Shared Responsibilities

In addition to subordinate development, the officer and the NCO share three basic types of responsibilities:

INDIVIDUAL: Accountability for one's own action, conduct, and performance.

COMMAND: Collective or organizational accountability of a commander. A commander is held responsible for mission accomplishment and the care of personnel and property assigned.

ULTIMATE: Marines are expected to perform their duty to the best of their ability, and with the initiative and extra effort necessary to achieve the mission as a team member. This is coined as "PROFESSIONALISM."

Mission accomplishment and safeguarding the men and equipment are the two primary responsibilities of any leader. Non Commissioned Officers and officers must work closely together to satisfy these responsibilities. At the same time there must be an understanding of who does what.

It is the NCOs responsibility to insure that subordinates are knowledgeable of their duties, responsibilities, and authority. However, this responsibility can only be adequately fulfilled when open communication is carried on between superiors, subordinates, and peers using the various available communication channels. A crewman/marine who is not clear about what is expected of him, should be professional enough to clarify his role with whomever he works, whether peers, subordinates, or superiors. Active role clarification by unit members enhances the teamwork necessary to accomplish the mission, helps insure the fair and equitable portioning of tasks, and keeps vital tasks from being overlooked.

Traditionally, NCO and officers have shared the dual responsibilities of mission accomplishment, and safeguarding men and equipment. To avoid duplication of effort and conflicting orders and to ensure completion of all tasks, duties are generally divided into the format shown:

OFFICER

- Commands, plans, establishes policies, and manages unit
- Focuses on collective training which leads to mission accomplishment
- Focuses on effectiveness and readiness of unit as a whole
- Focuses on standards, care, and professionalism of all members, with particular attention to unit officers

NCO

- Conducts daily business of the unit within established policy
- Focuses on individual training that leads to mission accomplishment
- Places major emphasis on individual and equipment to function as apart of team
- Focuses on standards, care, and professionalism of NCOs and individual marines

Both the commander and the NCO need to be aware of the three types of duties:

SPECIFIC: Those duties specifically charged to an individual in official publication. They are position related and are spelled out in such publications as the Marine Force Manual or MOS job description.

DIRECTED: Those duties given verbally or in writing by a superior to a subordinate. They are not necessarily duties in manuals or regulations but often are to meet specific requirements.

IMPLIED: Those duties covering all aspects of an individual's job, which are not spelled out, yet are vital to mission accomplishment. They include the multitude of tasks involved in leadership and motivation, which result in the job not only getting done, but done better, and causing the unit to function optimally.

SECTION 8 - The Senior NCO

8.01 SFMC NCO Corps Motto and Slogan

Because of their devotion to duty, willingness to make sacrifices and giving their best (always striving for improvement), the motto of the SFMC NCO corps is "Service Before Self" and their slogan is "Excellence In Everything We Do". The SFMC NCO has those qualities that others may only dream about. They are true professionals.

8.02 Purpose of the NCOs

The corps of noncommissioned officers exists for five main purposes:

- To decentralize command authority in an orderly structure down to the smallest element in an organization.
- To provide links between commanders (as well as officers in general) and the troops
- To provide a senior enlisted advisor – a platoon sergeant, a first sergeant or a sergeant major – for each commander
- To afford avenues for advancement whereby enlisted men and women may realize their full potential as leaders. (Not every marine can become a general but with application and attitude, every Marine can win chevrons and in so doing, demonstrate that the road to the top is always open.)
- To recognize and reward outstanding technical and military skills.

In other words, the SFMC has noncommissioned officers to help a commander lead, train, to take care of people, to enable good marines to get ahead; and to make the best use of essential skills.

In a broader context, a veteran British officer, Reginald Hargreaves, wrote:

"The NCO exists to teach the soldier the detail of his business and cushion those contacts between officer and man which would lead to disillusionment on both sides."

8.03 The Marine NCO

As far back as the 20th Century, Marine history is studded with the names of great noncommissioned officers: Hayes, Quick, Daly, Basilone, Diamond, Fisher, Janson, Schriver, Stockham, and Wilson, to name but a few. In addition, many outstanding Marine officers were outstanding NCOs before they were commissioned. Among these are Cukela, Puller, Crowe, Hanneken, Berkeley, Commiskey, Thomas, and Grey.

Most military histories identify the generals who won the battles, but as the names listed above testify, Marine history has also identified and immortalized the noncommissioned officers who made those victories possible. The SFMC recognizes its NCOs as the foundation on which the Corps is built, and it never forgets them.

8.04 The Noncommissioned Officer's Supervisory Function

Supervision is one of the most important things an NCO does. Many noncommissioned officers, such as a platoon sergeant, have no commands of their own but are needed to assist the platoon leader in supervising orders. Naturally, their specific duties vary with the situation, especially in combat. For example, as a platoon sergeant in combat, you are primarily concerned with general supervision and coordination of the whole platoon and, as second in command, you are prepared to take over the platoon if the lieutenant falls. You usually have no specific post but go where your duties require. As a squad or a fire-team leader, you have no assistant because your unit is small enough for you to supervise by yourself. Thus, The NCO finds a place in the chain of command, either as a leader of a smaller unit or as a supervisory assistant to the officer in command of a larger unit.

In your supervisory capacity, you are the link between the commander and the troops. Much of your commander's time is spent studying and implementing orders from higher authorities and in coordinating the various units under their command. On the other hand, the time and effort of the NCOs are mainly taken up with implementing and supervising execution of the commander's instructions within each subordinate unit. As the subordinate leaders who transmit the CO's orders to the troops, it is the NCOs' first duty to see that those orders, once issued, are intelligently obeyed to the letter. Because as a noncommissioned officer, you work with small groups and live close to them, you can quickly discover their needs and

can quickly correct minor infractions or lapses on the spot. You are also in a position to help Marines understand the “why” in a given situation, to make discipline understandable, and thus to avert many problems before they even happen.

8.05 Personal Relations with Subordinates

(Note: The following section, and the section on relationships with seniors apply more to the fictional Starfleet Marines. In the “real world” of the STARFLEET Marine Corps, a senior NCO may socialize with other members of all ranks. For the difference between the terms “Starfleet Marines” and “STARFLEET Marines”, see your copy of the Marine Forces Manual.)

Besides your official relations with your troops, you have personal relations with them, almost twenty-four hours a day. You may be a personal, as well as an official, friend to them, but, as a leader, you must establish personal and comradely contact without giving away an inch of your prestige and authority. This does not mean you should be completely aloof, but neither does it mean that you can play poker with the privates or have financial transactions with them.

Remember that your prestige can be lost only by you. If you are going to preserve your position as a leader and maintain discipline, you can't join subordinates in growling about regulations or a superior. If you come upon a group of Marines complaining about a mannerism or decision by an officer or the first sergeant, you should either avoid the conversation entirely or point out the true situation or—as a last resort—shut them up, explaining that such griping is unbecoming to Marines.

It is highly unmilitary for privates to call their first sergeant, or other noncommissioned officers by their first names. For a noncommissioned officer to encourage the troops to do so is to embarrass them if they are properly indoctrinated. All noncommissioned officers should treat other leaders, particularly the more senior ones, with respect in their conversations in front of their people. For example, you should never speak to another sergeant as “Jones,” let alone by his first name, but rather as “Sergeant Jones.”

To increase the spirit of teamwork and cooperation in the unit, the noncommissioned officer should encourage Marines to know each other better, to do things together, and to go on liberty together. The NCO should join them on group parties, picnics, and excursions. Generally speaking, however, NCOs should make their own liberties with other noncommissioned officers. You cannot drink with your juniors all night and expect respect for your orders the next morning.

The noncommissioned officer should always be available and accessible to Marines, and should never be too busy to listen to them and to help them with their problems.

Human behavior being characteristically unpredictable, it goes without saying that personal relations between seniors and juniors of the opposite sex can threaten good order and discipline within the Corps. Women and men in the Corps have the right to fair and impartial treatment regardless of their physical or social status. Romance has no place on duty, and even off duty it must meet the tests of tact and discretion.

8.05.1 Public Praise and Private Reprimand

The basic rule should always be: praise in public, and reprimand in private.

Public praise is a reward to a good Marine, and it inspires every other Marine to seek similar praise and emulate a good example. Public reprimand, however deserved, wounds one's pride and often embarrasses other Marines. Anything that destroys one's pride—besides engendering resentment—also destroys the self-confidence one needs to correct oneself.

In particular, a subordinate noncommissioned officer should never be called down before non-rated Marines. If a squad leader stands up a fire-team leader in front of the team and says, “Prigal, you have no more idea how to get your people across a clearing than one of Jim Kirk's redshirts,” the authority of the fire-team leader gets undercut and the fire-team's collective confidence in the person who must lead it is damaged. The fire-team leader could be criticized quite sharply in private and still be able to lead the unit with dignity.

8.06 Relations with Seniors

One big danger in military organizations is that junior officers often try to do sergeants' jobs. This must be avoided at all costs. One old-time rule, going back many decades, is very simple: the officers command the unit, and the sergeants run it. This means that the officers set the course and lay down the rules and policy, and the NCOs get on with it.

Here are a few rules to guide you in your relations with seniors whether they are officers or NCOs.

The first task noncommissioned officers should undertake is to win the confidence of their seniors. Until you have earned their complete confidence, you cannot function effectively. This underscores the importance of making a good first impression. Some things that contribute to a good first impression are:

- Smart, well fitting, and immaculate uniform
- Squared-away manner and bearing
- Mouth-shut, eyes-open, alert attitude
- Immediate readiness to turn to
- Obvious professional knowledge and capability

You should cultivate your seniors in a friendly way because all Marines, of whatever rank, should be friends. By establishing a good relationship with an immediate senior, you also establish mutual professional confidence, which is important both parties.

Remember, that your job is to solve problems and get results, not to present problems and ask for solutions from your boss. When you do have to present a problem to your seniors, you should always present a recommended solution and, if applicable, an alternate solution.

On the other hand, you should take pains to keep seniors advised as to what is going on, progress being made, results achieved, and requirements that arise.

Avoid making excuses. There may be reasons for deficiencies, but in the Corps, there are never excuses. Results are what count, and results are what your seniors expect of you. If you consistently get results, there is no limit to your opportunities.

8.07 Senior NCOs and The Chain of Command

In the SFMC, there are two chains of command (COC). There is the "real world" one beginning with the individual Marine, and going up through their MSG/MEU, battalion, and brigade all the way to the General Staff, with side branches going off towards their chapter and region, etc. Then there is the "fictional" chain of command of the organization we portray, which can be inferred from such resources as the MFM and Organization Manual. In each case, the senior NCO should be aware of their place in that chain, as well as their place in the NCO Chain of Support (COS).

One of the first things a Marine learns in Initial Entry Training is that billet always trumps rank. The senior NCO must not only know this, but understand it, especially in the "real world" SFMC. There, the number of officers in a unit may far exceed the number of billets for them in the "official" TO&E s found in the Organization Manual, and there may be several officers whose rank is much higher than that of the unit OIC and DOIC. Making matters even more complicated is the fact that some of these officers may actually be placed in billets far below their actual rank if one attempts to follow the "official" TO&E for a unit of that type. The senior NCO must make an effort to keep it all sorted out as to where the COC goes.

Never forget your dual responsibility to those both above and below you in both the COC and COS. Establish and maintain contacts with those Marines, and keep a dialogue going. The benefits to both you and those Marines make life easier for everyone. As a senior NCO, your experience and leadership ability will be called upon often, both to advise the officers above you, and to help the Marines under you.

In the "fictional" SFMC, things may be a little less complicated. There, senior NCOs are often found in either highly proficient technical billets, or serving as part of the command staff of a unit. In the former case, the senior NCO will serve as a valued member of a team, but will slot into the COC somewhere (such as in the case of an Armored Vehicle Pilot-Commander). In the latter case, often the senior NCO will find themselves outside of the main COC, reporting directly to the officer above them, but will still be a vital link in the COS.

So, why bother with the COC at all as a senior NCO?

In the “real world” SFMC, the COC functions as an avenue for appealing decisions and for passing recommendations for awards up the line, and for decisions from the higher echelons to be passed back down. Having someone in your unit with a clear understanding of that process is vital, and since the senior NCO functions as part of both chains, they can advise anyone in their unit as to the proper channels to take.

In the “fictional” SFMC, the COC adds another dimension. In the event of conflicting orders, the senior NCO must be ready to determine which one should be followed and advise his officers and Marines accordingly. In many cases, tactical considerations will weigh heavily in that decision. In other cases though, it is simply a matter of which order most closely follows the COC. As one anonymous enlisted Marine once put it “The chain of command most often gets brought up at your court martial.”

Due to the various factors that may be involved in both the “real world” and “fictional” SFMC, the chain of command can get confusing. As the “man in the middle”, it’s up to you to keep it sorted out.

Finally, it cannot be stressed strongly enough as to how important the senior NCO is to the COS, in both versions of the SFMC. At whatever level the senior NCO serves at, he is a vital link in that chain. Always be available to the NCOs below you for advice and counsel. Never be afraid to say, “I’m not sure, but I’ll find out and get back to you” and follow through with that. As a senior NCO in the SFMC, that chain of support extends all the way up the Sergeant Major of the Starfleet Marines, and all the way down to the newest CPL in your unit. Never hesitate to use it. That’s what it’s there for.

8.08 Starfleet Marine Corps Traditions

The traditions of the Starfleet Marine Corps, its history, its flags, its insignia – the SFMC way of doing things – make the Corps what it is and set it apart from the Fleet.

These traditions give the Corps its spirit and are the reason why the Corps respects its past and its ways of acting and speaking. These things underlie the discipline, valor, loyalty, aggressiveness and readiness that make the term “Marine” signify all that is highest in military efficiency and soldierly virtue.

One writer on Marine traditions nailed down their importance in the following words:

“As our traditions, our institutions, and even our eccentricities – like live coral – develop and toughen, so the Corps itself develops and toughens.”

And remember: whenever a Corps tradition dies, you are generally to blame. Traditions are not preserved by books and museums but by faithful adherence on the part of all hands – you especially.

8.09 NCO Ranks and Traditions

The oldest known noncommissioned rank with a standard title and standard function is that of the Roman centurion. The centurion commanded a “century” (one hundred men). Vegetius, the leading Roman military writer, wrote a description of the centurion’s duties in A.D. 378 that could apply to any company gunnery sergeant or NCO commanding a platoon or squad:

“He is to be vigilant, temperate, active, and readier to execute the orders he receives than to discuss them; strict in exercising and keeping up proper discipline among his soldiers, in obliging them to appear clean and well dressed and in having their arms constantly polished and bright.”

8.09.1 Staff NCO Ranks

The SFMC follows many of the same traditions as the USMC, so the history of its NCO ranks is closely tied with that of USMC NCOs. This and the following section on junior NCOs will accordingly draw heavily on the USMC.

The grade of sergeant major dates back to the thirteenth century when that title applied to the chief tenant of a knight’s military retinue. The grade is peculiar in that it has at various times been applied to the commissioned officers as well as NCOs. In the sixteenth and seventeenth centuries, the sergeant major was a field officer below the grade of lieutenant colonel equivalent to major today, who usually performed

duties as adjutant. In mid-seventeenth-century England under Cromwell, a sergeant major was actually a general officer rank equivalent to today's major general. From the eighteenth century to present, sergeant major has become the title of the highest NCO grade (except in the British Army, where the sergeant-major is a warrant officer).

Whether the grade was that of commissioned or noncommissioned officer, the responsibilities of the rank have always been those of superintendence over the organization's drill, discipline, morale, and administration.

The US Marine Corps grade of sergeant major was created by congress in 1798. The first incumbent was Sergeant Major Archibald Summers. For exactly a century until the Spanish-American War in 1898, The Corps had but one sergeant major billet, which is the origin of today's post of Sergeant Major of the Marine Corps (reinstated in May 1957).

Although the title of first sergeant, and therefore presumably the function, go back in the Corps since 1833, the actual rank originally held by NCOs serving as first sergeants was that of orderly sergeant, a grade that was abolished in 1872 in favor of first sergeant. In the German Army, the 1SGT is referred to as the "Father of the Company." He is the provider, the disciplinarian, the wise counselor, the tough and unbending foe, the confidant, the sounding board, everything that we need in a leader during our personal success or failure.

Master gunnery sergeant and gunnery sergeant both stem from the law that expanded the Marine Corps for war with Spain in 1898, although the more senior rank was not explicitly created until 1935. For more on this iconic Marine NCO rank, please see the Appendix.

Master sergeant, the newest of the USMCs' staff NCO ranks, dates from 1946 when the Marine Corps adopted the existing NCO rank structure then in force for the US Army, master sergeant being one of those grades.

The USMC adopted staff sergeant, also originally an Army rank, in 1923.

Platoon sergeant, now only the title of a function, was a US Marine Corps grade from 1923 to 1946 in what today would be the E-6 level.

8.09.2 Junior NCO Ranks

Sergeant, like sergeant major, is a very old rank. The Title comes from an Old French word, sergent, derived from the Latin, servientem, which has among its meanings, "be in service to, be devoted to, and work hard for" – good descriptions of many a sergeant's duties for the Corps. The rank of sergeant first appeared in 1425 as a person in military service below the rank of knight. By 1548, in the condottieri, the sergeants had come to be what they are today, NCOs above the grade of corporal. Curiously, in the Marine Corps, sergeant is an older rate than sergeant major. Throughout the Revolutionary War and until 1798, sergeants were the senior NCOs of the Corps.

Corporal is another old rank, dating back to 1529 from the Italian title, caporale, meaning an NCO in charge of a body of troops. In sixteenth-century England, the corporal's command – what today we would call a squad – was known as "a corporalship." In the seventeenth century, a corporal, entitled "Corporal of the Field," could be a commissioned officer like the sergeant major. A corporal of the field served as an aide or staff officer to the seventeenth-century officer-grade sergeants major. Sergeant and corporal are the two oldest NCO ranks in the Marine Corps.

Lance corporal results from a marriage of the French word lancepesade (literally meaning "broken lance" and hence an old soldier who has broken many a lance in combat) to "corporal." At first, the rank was simply lancepesade, but soon became lancepesade-corporal, from which the present title comes, being first recorded in 1611. The US Marine Corps has had lance corporals (and, for a time, lance-sergeants, too) since the 1830s, although for a time the rank went out of use between 1930 and 1958.

Note that in the SFMC, the rank of LCPL is not included among the NCO ranks

8.09.3 A word on Warrant Officers

Confused about where Warrant Officers fit in the general scheme of things in the SFMC? You're in good company. One Vietnam era US Army NCO said:

"We had WOs when I was in country, and boy did I envy them. Nobody was ever quite sure what they were supposed to be doing, so they generally did what they wanted to."

Another 20th century NCO said "When I saw a wobble (Warrant Officer) I was never sure if I was supposed to salute, give them a cookie, or politely tell them to get out of my way so I could finish the job I was on."

The history of Warrant Officers can be traced back to the beginnings of the English Royal Navy, where certain technically skilled sailors were given "Admiralty Warrants" to set them apart from the common run of the crew, yet at the same time not violate the class distinctions of the time that drew on the ranks of the nobility for officers. Not quite officers, and yet more than the common run of enlisted personnel, they held important positions aboard ship (such as Sailing Master). Eventually, the rank (and official Warrant) was adopted by non-naval forces as well.

In the SFMC, Warrant Officers are technical specialists who may or may not have any command authority depending on their billet. This is in general accord with 20th century US military policy. However, since SFMC WOs are treated as enlisted members for purposes of promotions and annual awards (such as the Star of Honor), in essence the SFMC also follows the British Commonwealth model, where WOs comprise the top tier of the enlisted ranks. Other Old Earth militaries (such as Switzerland) also used Warrant Officers as a sort of "Super NCO".

Generally, the WO is in a "gray area" between the enlisted and officer's ranks. Usually, a Warrant Officer is a Marine of long service and particularly skilled in their chosen field. For more on the suggested criteria for Warrant Officer ranks in the SFMC, please refer to the MFM.

"Tell it to the Marines!"

In his book, *Fix Bayonets!*, Capt. John W. Thomason, Jr., gives the generally accepted version of the origin of "Tell it to the Marines!"

"They relate of Charles II that Whitehall a certain sea-captain, newly returned from the Western Ocean, told the King of flying fish, a thing never heard in old England. The King and court were vastly amused. But, the naval fellow persisting, the Merry Monarch beckoned to a lean, dry colonel of the sea regiment, with seamed mahogany face, and said in effect: "Colonel, this tarry-breeks here makes sport with us stay-at-homes. He tells of a miraculous fish that forsakes its element and flies like a bird over the water." "Sire," said the colonel of Marines, "he tells a true thing. I myself have often seen those fish in your Majesty's seas around Barbados" – "Well," decided Charles, "such evidence can not be disputed. And hereafter, when we hear a strange thing, we will tell it to the Marines, for the Marines go everywhere and see everything, and if they say it is so, we will believe it."

8.10 The CPO Mess

An old "wet navy" tradition followed by some Starfleet vessels is that of the CPO Mess. Although generally Starfleet crews socialize together without much regard for rank, the old tradition of a special, separate facility for the senior enlisted personnel aboard is still found on many ships, especially larger vessels with the room to provide that separate facility. The CPO mess may also be found at some of the larger base stations in the reaches of Federation space. In old "wet navy" jargon, the CPO mess is also known as the "goat locker", which is reserved for the exclusive use of Chief Petty Officers. By tradition, all other personnel, including officers and even the Commanding Officer, must request permission to enter the goat locker.

For Marines entitled to the privileges of the "goat locker", here are a few pointers and rules that will smooth the way.

The CPO Mess is your home – and your club. Here you meet and get to know some of the most important people in the ship's company, the "chiefs." It's up to you to make them shipmates. With their help, you can get just about anything done on board ship that is legal or worth doing.

Navy CPOs occupy pay grades E-7 and higher, whereas the Corps split our NCO force one grade lower into NCO and starting with staff sergeant (E-6), the staff NCO categories. On board ship, this factor often leads to friction. In most cases, especially where the Marines concerned have shown tact and common sense (plus recognition that the ship and the mess and the rules belong to Fleet), staff sergeants will be made welcome by the CPOs. But watch your step, and don't barge in. Follow the leads given by your NCOIC.

Tradition is important, and seniority carries a lot of weight, possibly even more so than ashore. For example, seating at meals runs by seniority; you will be assigned your rightful place, and there you sit.

Unless you are on duty under arms, remove your cap when entering the mess. Never unsheathe your sword (figuratively speaking) in a mess. Save your quarrels for elsewhere.

This does not mean that the silence of a library needed to be maintained. A noisy mess is often the sign of a happy mess. Between meals, you gather in the mess for a moment of relaxation, a discussion of problems, a game of acey-ducey or cribbage, or a cup of coffee. It is also often a place for fun, when spouses and friends are entertained or on the occasion of the ship's party. It can be all these things, or it can be just a place to eat. It depends upon you and upon the other members of the mess.

CPO messes are organized as business concerns, with a mess fund to which you contribute your share on joining. Monthly assessments are made, from which costs of extras, periodicals, decorations and other essentials and conveniences are paid. This fund is administered by a mess treasurer. In addition, in some ships a junior member is designated the "mess caterer" and put in charge of menu planning, detailed supervision of meal service, and so on. A good way to get this job is to complain about any of these matters. Avoid doing so unless you have better ideas.

Like a staff NCO mess ashore, the CPO mess is out of bounds to more junior enlisted persons. See that they have little occasion to enter the CPO mess. When they do, require they uncover (unless under arms), keep quiet and refrain from noxious language.

Be punctual for meals. If unavoidably delayed, express your regrets to the senior member. If you must leave a meal before it is over, ask to be excused.

Do not lounge about the mess out of uniform. Some latitude maybe allowed during "all hands" evolutions that require working uniform, but be certain that whatever you do is in accord with the local ground rules.

Introduce guests to as many members as possible and always to the senior member. Entertain only such guests as your messmates and their families will be happy to meet.

Each guest is considered a guest of the mess. Be friendly and sociable with all guests. When a visiting chief or staff NCO enters, extend the courtesies of the mess, and try to help the visitor in any way you can.

Gambling, drinking, and possession of liquor or drugs on board ship except for medical purposes, are serious offenses.

Pay your bills promptly.

When necessary, admit ignorance. People in Fleet respect a frank admission and detest bluff. But spare no effort to find out what you did not know.

As a Marine, you can expect considerable, good-natured bantering (but remember that – in their hearts – almost all Starfleet personnel deeply respect and admire the Corps, and it is your responsibility to live up to their private picture of a model Marine) Get to know your messmates and if possible, to like them. In cramped quarters in a ship, it requires a nice adjustment to live in harmony with a number of other personalities. As just suggested, Marines "at sea" traditionally get a certain amount of teasing harassment from Fleet shipmates. Remember it's in fun, don't let it get under your skin, and don't hesitate to slip in your own digs as targets present themselves.

Make a definite effort to get along. It's a matter of give-and-take; be sure you give more than you take.

8.11 Your Career as a Senior NCO

8.11.1 A Balanced Career

If you aim for the top, you must have a balanced career. A rounded career, within your primary and additional occupational fields (if any), ripens you professionally and gives you judgment, steadiness, and practicality as you near the top. Raw material for these qualities comes in average quantities among most NCOs. But the extent to which you develop those characteristics results largely from the career you pursue.

Among the key ingredients of a balanced career are:

- Troop-leading experience
- School training
- Combat experience
- Administrative experience
- Fleet and Foreign shore duty

These ingredients season a noncommissioned officer. Keep them in mind. And as you go from duty to duty, remember that, although the commandant ultimately controls each assignment, it is still part of your career. Be alert to make the most and best of it.

8.11.2 Classification and Military Occupational Specialty (MOS)

The SFMC needs to know and be able to identify quickly the military skills and experience level of every Marine. This is accomplished by means of a classification system designed to ensure that round pegs go into round holes, rather than square ones.

Every Marine has a primary MOS and many noncommissioned officers have up to two additional MOS's, which indicate possession of skills in addition to those described by the primary MOS.

Thus the MOS system provides the Marine Corps with a running inventory of its talent and shows at a glance the professional background and qualification of every Marine. Obviously, your MOS and the skills it represents are extremely important to you. It ultimately controls where you go and what you do because every billet in the Marine Corps carries the MOS appropriate to that billet. This information is shown in unit tables of organization.

Generally speaking, you acquire a broader and higher-level MOS through formal school training or through demonstrated ability and qualifications. As you pick up a higher MOS through training or promotion, you drop the lower MOS you previously held. Again in broad terms, changes in a primary MOS held by noncommissioned officers are controlled by the commandant, with the commandant's policy directives. Should you feel that you are no longer correctly classified in accordance with your present skills or experience, or should you wish to qualify in a new field, you may so request of your commanding officer who, if he or she approves, will institute action or correspondence to elect the change.

Some final words of caution: Your MOS is not the last word. Your reputation has a way of preceding you. The corps is still sufficiently small and tight organization that it behooves every aspiring Marine to make every thought and act count for the good of the Corps. Such a reputation once earned, takes precedence over any MOS or technical qualification, however high.

Further, although your MOS labels you for certain jobs and patterns of assignment, never let that MOS act as a set of blinders. Remember that every Marine, regardless of MOS, must always be ready to fight as an infantryman. Leadership is the only universal MOS of all noncommissioned officers.

8.11.3 Assignment

Once you have your primary MOS, you will be, to the maximum possible extent, assigned to the billets calling for the MOS, or at least in the same occupational field. If you gained your MOS by formal schooling, you can be expected to be assigned for at least once year thereafter in a billet specifically carrying that MOS.

If you are a sergeant or higher, you will be assigned, by name, by Headquarters Starfleet Marine Corps. Corporals and lance corporals are generally detailed by quotas within a particular MOS rather than by name. In general, HQSFMC assigns noncommissioned officers, by name or quota as just explained, to

commands reporting to or programs directly supervised by the commandant. Such commands in turn make further assignments as required. Obviously, there are criteria for detail to particular jobs, stations, or programs other than possession of the appropriate MOS. Among these are the lengths of obligated service, security clearance, educational level, and conduct markings above the specified levels. It is up to the Enlisted Assignment Section, HQSFMC, as well as to the personnel sections in subordinate commands, to weigh each Marine against each job and come up with an answer that is best for the SFMC – and usually best for you.

8.11.4 Common Duties of a STARFLEET Marine

There are two general categories of assignments for all marines. These are referred to as Garrison Force and Fleet Marine Force. A Garrison Force is assigned shore duty; that is, they are assigned to a planetary base, starbase, or station. Fleet Marine Forces are assigned to Starfleet vessels, either as the ship's Marine Detachment (MARDET), or as a "deployment force" which is embarked on the ship in order to rapidly respond to crises when the Federation finds such a force useful and appropriate. Marines are rotated regularly between the two general assignments, to keep skills and motivation at the highest level.

Below is a listing of some common duties for marines assigned to each force.

8.11.5 Garrison Force Duties

Garrison Defense:

This type of duty accounts for the lion's share of Garrison Force marines by far. This is a role historically more suited to forces known as "armies". However, since the SFMC is the entire Starfleet ground force, it must serve both the traditional "marine" roles of assault and security, as well as the "army" roles of large-scale ground warfare and defense. Gone are the days when marines took the beach and the army moved in and garrisoned the area—the Starfleet Marines now must do both jobs.

Training and Doctrine Command:

The marine is assigned to a training unit, either as an instructor or as a student. The training may be a new skill, or a refresher on some essential task like first aid. The Marine may attend the Marine Academy or be placed on minimal duties while he attends a civilian university or other educational institution.

Courier:

The marine may serve as an armed classified courier, carrying important documents to and from various military and/or scientific offices. Such documents are often too sensitive to trust to standard electronic transmission, or require a physical sample to be transferred.

Armed Escort:

The marine may serve as an armed escort for a diplomat, high-ranking officer, VIP, or even a prisoner. This often requires the marine to dress incognito and serve under the leadership of a Starfleet Security officer.

Brig/MP:

For many Starfleet and planetary installations, Marines may be assigned to man heavy weapon stations or patrol in powered armor suits, assisting Starfleet Security personnel. Many Starfleet brigs are operated by Marine correctional officers.

Embassy Duty:

Marines serve as a visible representation of Federation military commitment and potential by serving at any of the many Federation embassies throughout the quadrant. Site security, courier duty, and protocol functions are common duties during this assignment.

Military Attaché/Aide de Camp:

The marine may be assigned as a personal or staff assistant to a SFMC general officer, or to Starfleet Admiralty. Considered by some to be the best duty available; after embassy duty on Risa.

Research and Development:

A marine may be assigned to the R&D division of the Support Branch, or may work directly with the Starfleet Materiel Command, and tasked with developing and testing new equipment or weaponry. Testing weapons is even less popular duty than you might first suspect, and can be hazardous. There is a widely held belief among the Corps that scientists consider Starfleet Marines to be 'damage resistant expendable test assets.'

Recruitment:

A marine may be assigned duty at any one of the Starfleet Marine Corps recruiting centers. Some of the very best marines are assigned this duty for at least some portion of their careers, serving as an example of what service in the Corps can do, and what it can mean.

8.11.6 Recommended courses for Senior NCOs by MOS

In the SFMC, the reality is that a senior NCO can be found in almost any billet, since rank is generally not a prerequisite for any SFMC post. Strangely enough, the only billets in the SFMC that have a rank restriction are those that require an enlisted member fill the slot, such as The Sergeant Major of the Starfleet Marines or the director of TRACOM's NCO Academy.

However, in the general organization of the SFMC, there are billets that are assumed to be filled by senior NCOs. These are generally spelled out in the SFMC Organizational Manual and the SFMC MOS Manual. The following examples of SUGGESTED levels of training are taken from the version of the MOS Manual current at the time this manual was written. Please note that an updated listing may be available for download from the SFMC website.

It cannot be stressed firmly enough that the course listings for each MOS that you will find below are merely suggestions. To quote the current MOS Manual:

"This listing of MOS' and their qualifying courses is intended for your use to help in further enjoying your SFMC experience and possibly writing SFMC related fiction."

However, the senior NCO is historically responsible for mission readiness, and that means seeing to the training of the Marines under him. A senior NCO should be prepared to lead by example when it comes to training.

In particular, most senior NCO billets recommend that at a minimum, you should have taken the following courses: PD-10, IN-10, NCO-10, NCO-20, and the -10 and -20 level courses for your branch of service.

Note that this list is by no means exhaustive, as the intent is not to duplicate the MOS manual. A selection of examples has been chosen from each branch. Senior NCOs are urged to be familiar with both the MOS and Organizational manuals.

8.11.6.1 Command NCOs

These senior NCOs serve as advisers to the higher echelons of the SFMC, and act as advocates for all the enlisted personnel below them. These billets are generally filled by E-9s, and are the pinnacle of the NCO support structure.

003 Sergeant Major of the SFMC

Recommended Courses to Qualify: PD-10, PD-15, PD-20, PD-30, LD-10, LD-20, LD-30, NCO-10, NCO-20, NCO-30, AE-10, AE-20, AR-10, AR-20, CE-10, CE-20, IN-10, IN-20, IN-21, IN-22, MO-10, MO-20, ME-10, ME-20, MD-10, MD-20, SO-10, SO-20, SU-10, SU-20

065 Battalion Sergeant Major

Recommended Courses to Qualify: PD-10, PD-15, PD-20, LD-10, LD-20, NCO-10, NCO-20, NCO-30, IN-10, IN-20, IN-21, IN-22

8.11.6.2 Support Branch

Rarely seen in the "real world" SFMC, the Support Branch takes care of all those essentials that the Marines in the field need to do their jobs. The Support and Command NCO serve much the same function as the command NCOs in the previous section, while the others are specialists and professionals in their chosen fields.

104 Command NCO

Recommended Courses to Qualify: PD-10, IN-10, IN-20, IN-21, IN-22, LD-10, LD-20, NCO-10, NCO-20, SU-10, SU-20, SU-30

106-B Senior Noncommissioned Logistician

Recommended Courses to Qualify: PD-10, IN-10, NCO-10, NCO-20, SU-10, SU-20, SU-30

135-A Senior Communications NCO

Recommended Courses to Qualify: PD-10, IN-10, NCO-10, NCO-20, NCO-30 SU-10, SU-20

8.11.6.3 Medical Branch

Senior NCO's in the Medical Branch often find themselves wearing many hats at once. They are enlisted supervisors doubling as medical care providers as needed. Many of the conventional medical care fields [such as nursing] have positions for both officers and enlisted personal of many different ranks. To avoid confusion, only the most senior position is listed. For more specific information of the various education requirements for different career fields, please refer to the SFMC's "Military Occupational Specialty Manual (MOS)".

202 Medical Leader

This MOS is reserved for senior NCO's (SGM or above) who will assist the Medical Commander in his duties and be responsible for the NCO's.

Recommended Courses to Qualify: PD-10, PD-20, IN-10, IN-20, IN-21, IN-22, LD-10, LD-20, NCO-10, NCO-20, SU-10, SU-20, SU-30*

8.11.6.4 Infantry Branch

It is a tenet of the SFMC that every Marine is also a qualified Infantryman. No matter what Branch of Service a Marine has, they are all entitled to wear Infantry black anytime a BOS color is mentioned in uniform standards. However, senior NCOs in the Infantry are all specialists in Infantry combat, and as such, should all take the following courses:

IN-10, IN-20, IN-21 and/or IN-22 (depending on whether they are Light or Powered Infantry specialists).
IN-30

345 Light Infantry Leader**385 Powered Infantry Leader**

A 345 or 385 must have a secondary MOS in whichever type of unit they are assigned to. For instance, the leader of a Light Infantry Company's Datawarfare squad must have a MOS of 345/331.

Recommended Courses to Qualify: PD-10, the Infantry courses mentioned above, LD-10, LD-20, NCO-10, NCO-20, NCO-30

8.11.6.5 Armor Branch

Senior NCOs in the Armor branch are often found filling two roles: that of Platoon Sergeant for their unit, and that of a Pilot/Vehicle Commander for their personal vehicle. While the Armor branch encompasses many specialties, such as Armored Cavalry, Surface Engagement, Mechanized Infantry, or Artillery, essentially the training encompasses the same courses for each specialty. Accordingly, only one example is presented.

410 Surface Engagement Senior Sergeant

The Armor Senior Sergeant must have a secondary MOS as PVC of whichever type of Vehicle they are assigned to.

Recommended Courses to Qualify: PD-10, IN-10, AR-10, AR-15, AR-17, AR-20, NCO-10, NCO-20

420 Pilot/Vehicle Commander

Recommended Courses to Qualify: PD-10, IN-10, AR-10, AR-15, AR-17, AR-20, SU-10, SU-20

8.11.6.6 Mecha Branch

Most Mecha pilots are officers, with senior NCOs more usually found acting as technicians or support for the "Big Iron." However, it is not unheard of for a senior NCO to actually pilot a Mecha. Examples of both a pilot and support MOS are given below.

525 Mecha Pilot, Medium Mecha

Recommended Courses to Qualify: PD-10, IN-10, LD-10, ME-10, ME-20, ME-25, ME-30

545 Mecha Technician, Armament Systems

Recommended Courses to Qualify: PD-10, IN-10, IN-20, ME-10, ME-20, ME-28, SU-10

8.11.6.7 Aerospace Branch

Normally, the pilots of the AE branch are officers, or occasionally Warrant Officers by long military tradition. The senior NCO in this branch is most often found either in an administrative role, as an air crew member, a ground crew member (most famously as the crew chief of a maintenance crew), or in various specialist roles, such as an Aerospace Traffic Controller. A few other examples are:

606 Aerospace Leader

A 606 must have a secondary MOS in whichever type of unit they are assigned to. For instance, the leader of an Aerospace Traffic Control squad must have a MOS of 606/654.

Recommended Courses to Qualify: PD-10, LD-10, LD-20, NCO-10, NCO-20, NCO-30 AE-10, AE-20

641 Loadmaster

Recommended Courses to Qualify: PD-10, IN-10, AE-10, NCO-10, NCO-20, SU-10, SU-20

650 Forward Aerospace Controller

Recommended Courses to Qualify: PD-10, IN-10, IN-20, IN-21, IN-22, NCO-10, NCO-20

8.11.6.8 Combat Engineers Branch

Whether it's building a landing strip, fixing a road, or blowing up a captured enemy redoubt, the CE Branch has a large number of enlisted specialties, but very few billets listed as senior NCOs. Be aware that it is likely that a senior NCO in the CE branch would also have mastered one of the numerous specialist roles this branch offers.

703 Combat Engineer Leader

A 703 must have a secondary MOS in whichever type of unit they are assigned to. For instance, the leader of a Combat Engineers Diver squad must have a MOS of 703/771.

Recommended Courses to Qualify: PD-10, LD-10, LD-20, NCO-10, NCO-20, NCO-30, CE-10, CE-20

8.11.6.9 Special Operations Branch

The SO branch possibly contains the highest proportion of senior NCOs in relation to unit size of any branch of the SFMC. The reason for this is that Marines are not even allowed to take SO training unless they have reached at least the rank of SGT. Accordingly, the lowest billet in any SO team calls for at least an E-5, and other than the OIC and DOIC of these small teams (which may be filled by Warrant Officers), it's very likely to find a senior NCO almost every where you look in an SO unit. Many times, members of an SO team are heavily cross-trained in other specialties as well.

807 Specops Senior Sergeant

Recommended Courses to Qualify: PD-10, IN-10, IN-20, IN-21, IN-22, LD-10, LD-20, NCO-10, NCO-20, NCO-30, SO-10, SO-20, SO-30

831 Specops Weapons Specialist

Recommended Courses to Qualify: PD-10, IN-10, IN-20, IN-21, IN-22, SO-10, SO-20, SO-30, SU-10, SU-20

8.11.6.10 Maritime Operations Branch

Like most branches of the SFMC, MO senior NCOs may be found in many roles, from administrative to technical specialists. They fill many of the roles that petty officers filled in the old "wet navies" on Earth, and use many of the same traditional job titles.

907 Boatswain's Mate

Recommended Courses to Qualify: PD-10, IN-10, NCO-10, NCO-20, MO-10, MO-20, MO-23

920 Signalman

Recommended Courses to Qualify: PD-10, IN-10, NCO-10, NCO-20, MO-10, MO-20, MO-22

8.12 Dos, Don'ts, and Pointers

(Note that many of these apply more to the "fictional" Starfleet Marines than the "real world" STARFLEET Marines)

As a Marine – especially in your highly visible uniform – you represent the entire Corps. For this reason you must always try to conduct yourself with dignity, courtesy, and self-restraint when in the public eye.

Don't take yourself too seriously, even if you are now wearing chevrons. Just remember those famous last words: "You can't lock me up, I'm a sergeant!"

On joining a new unit, you will be closely looked over by all the hands, officer and enlisted, so be squared away in uniform and deportment, and keep your mouth shut and your eyes open.

Don't complain or gripe, and avoid those who do. Don't criticize unless you are ready and able to provide a better solution. By the same token, cultivate the habit of optimism.

Be attentive to duty, and don't be afraid of work. Remember the old saying, "The harder I work the luckier I get." Don't be the kind of person who quits cold on the first note of recall. Remember that the Marine Corps is a twenty-four-hour profession, and govern yourself accordingly.

Be easy to find, by your own people and by your seniors.

Cultivate your powers of observation. The best noncommissioned officers are the observant ones. Akin to observation, cultivate the habits of forethought and forehandedness.

Learn to control and hide your feelings. A poker face can be useful in a lot of places besides a card table.

Be alert. Almost as important, always try to look alert.

Whatever you do, do it thoroughly and do it enthusiastically. Apply your imagination to every job. Don't confine yourself to doing just exactly what you are instructed to do; try to do a little more than you are told to do. And go out of your way to do it right.

If you are asked a question and don't know the answer, don't bluff. And don't reply, "I don't know." The right response is "I'll find out."

If on occasion, you are corrected by an officer, the proper reply is to salute and say, "Aye, aye, Sir (or Madam)."

Don't procrastinate. When you have a job, do it at once. If you have several things to accomplish, do the important thing first. If you are stymied, don't report back that you are licked; try some other way, and keep on trying. In the Marine Corps, results are what matter. If you get the reputation of a "can-do" NCO, you are on your way to the top.

Whether you are a senior or a junior NCO, miss no opportunity to keep the Corps shaped as a tight outfit – details such as haircuts, posture, correct wearing of uniforms by the privates, and a hundred other things. These "little things" make the Corps better, and they are the very things that the noncommissioned officers are paid to attend to.

Keep in shape. Avoid fat. Stand straight. Keep your hands out of your pockets and see that your Marines around you do the same.

Never chew when in service uniform. (This does NOT refer to food)

Avoid cheap, flashy civilian clothes. A clean dress shirt, a conservative necktie, and a dark suit (or the equivalent) will take you almost anywhere.

Among your fellow NCOs, stay out of factions. If there is bad feeling between others, don't take sides.

Don't gossip. Only say things about other Marines that you would say to their faces.

Especially as a new noncommissioned officer (or at any other time, for that matter), avoid the practice of “tearing down” more senior NCOs or any of your officers. One of your most important jobs is to support your seniors, not undercut them.

Be alert to help and support the new lieutenants. Some of our finest officers owe their success and insight to the help and practical lessons imparted to them in their youth by loyal noncommissioned officers. Don't forget that today's fresh lieutenants will be company commanders in only a few years.

Always try to keep one step ahead of your immediate superior. Put yourself in the other person's place, and try to think the way he or she would think and act in a given situation.

By the same token, train the younger Marines under you to do the same thing as far as you are concerned. Once you have them trained your way, you will have a going concern.

At every step, keep preparing yourself for the next rank, not only in professional qualifications but constantly to be worth that next chevron – for the sake of the corps.

Never speak ill of the Corps, your own unit, or the armed services – that is don't foul your own nest – in the presence of civilians or people from other services. And be careful not to criticize other units or services, at least not in public.

Always keep your eyes open for likely recruits. Individual recruiting of new Marines by loyal old Marines is one of the best ways to keep the Corps the way we would like it.

Know where to find information. Start out methodically – even it is dry work – to read the Marine Force Manual, The Starfleet Members Handbook, and all the TRACOM Manuals relating to your job and organization. By doing this you will not only learn where to find important information but will also acquire other information that lazy NCOs say is not covered in any of the books.

Avoid getting into debt and live within your means. One indebtedness letter in your file at Marine Corps Headquarters can prevent your promotion for years.

Avoid financial transactions with fellow Marines. “Never a borrower nor a lender be” is golden advice.

Draw a sharp line between yourself, as a noncommissioned officer, and all non-rated individuals. Never go on liberty with privates, and do not allow undue familiarity on their part toward you or any other NCO.

SECTION 9 - Uniform Standards

9.01 Purpose of the Uniform

The purpose of a uniform is to provide identification and evidence of your profession, and your standing within that profession, through the use of insignia, equipment and accessories. The purpose of STARFLEET uniform regulations is merely to provide a standard professional appearance that allows a STARFLEET Member to be easily recognized as such. Your dress, appearance, and conduct are a reflection of your own self respect. It is also a prime indicator of the degree of respect with which you regard your service to STARFLEET.

9.02 Uniform Appearance and Fit

Uniforms should be properly fitted, clean, serviceable, and pressed as necessary. While absolute uniformity of appearance cannot be expected, personnel must project a professional image that leaves no doubt that they are accountable to a common standard. Uniforms should be kept buttoned and zippered, metallic devices should be kept in proper luster, shoes should be cleaned and shined, and pant and shirt cuffs should not be excessively long or short.

9.03 Personal Appearance

It is the responsibility of commanders to assure their uniformed personnel present a neat and professional appearance, and it is the duty of each Marine to take pride in his or her appearance. Hair on the top of the head should be neatly groomed and not unruly or unkempt. If longer than the shirt collar, it should be gathered and styled to remain above the collar. Its style should not interfere with proper wear of headgear. Facial hair should be neatly trimmed and not excessive. Makeup and nail polish should be conservative and compliment the uniform.

9.04 Wearing of Civilian Jewelry

The wear of one personal chronometer is authorized with all uniforms. Rings and earrings may be worn so long as they are in good taste and do not detract from the appearance of the uniform. Chains and necklaces should be kept under the uniform shirt at all times. No jewelry, watch chains or similar civilian items to include pens and pencils, etc. will appear exposed on the uniform.

SECTION 10 - Military Courtesy and Customs

Military courtesy is the mutual respect shown between subordinates and their superiors. It is basic to military discipline and is founded upon respect for, and loyalty to, properly constituted authority. Every feature of military life has its effect on discipline and courtesy.

10.01 The Hand Salute

While it is no longer used in STARFLEET, the hand salute is one of the many traditions that is still observed by the STARFLEET Marine Corps. It is included here for the simple reason that the STARFLEET Member will/may be interacting at times with the STARFLEET Marine Corps and this section will provide some useful information. The salute is a formal rendering of courtesy by military personnel. It is both recognition of military rank and authority, and a greeting exchanged between members of a unique professional organization with special rules and codes of conduct. The hand salute is a universally recognized form of greeting and no Marine should feel embarrassment because he may have saluted someone who is not strictly entitled to it by Marine regulations. It is included here for members of STARFLEET that may see it while deployed with Marines.

10.02 Forms of Address Used by Officers

When addressing or greeting a superior officer, address him as "sir", by rank ("Captain"), or by rank and last name ("Admiral Wilson"). When addressing an officer of equal or lower rank, you may also address him by first name if you have his permission. Naval officers below the rank of Commander may be addressed by the title "Mister" with or without their last name ("Mister Brown"). To address an Petty Officer, use their rank only or rank and last name. Enlisted personnel below Petty Officer may also be addressed simply by the term, "sailor."

10.03 Forms of Address Used by Enlisted

Enlisted personnel always address officers by either rank, rank and last name, or "sir." When addressing enlisted personnel who are of lower rank, but not a Petty Officer, you may use their last name (Jones) or the term "sailor." To address an Petty Officer, use their rank, or rank and last name.

10.04 Other Forms of Address

By tradition, the commanding officer of any ship, no matter what his rank, is properly addressed as "Captain." An officer in the Medical Branch is addressed and referred to by title, or as "Doctor or Doc" when appropriate. A chaplain may always be called "Chaplain or Padre" no matter what his rank.

10.05 Other Courtesies

The command "Gangway!" should be given by anyone who observes a SFMC or SFI officer approaching where passage is blocked. The courtesy is also extended to important civilians. The senior Petty Officer present is responsible for clearing the passage properly and promptly. Enlisted personnel do not clear a passage for themselves or other enlisted men this way, but should say, "coming through."

10.06 Flags and Colors

Flags are cloth devices, usually with a distinguishing color or design, which have special meaning or serve as a signal. The flag of the United Federation of Planets is an example. Colors usually refer to the national flag or the ceremony of raising or lowering the national flag. For purposes of this section and for most real-world operations of STARFLEET and the SFMC, colors shall refer to the national flag of the United States of America, or the country in which you reside (please see your countries regulations on the proper use and displaying of your ensign). Units operating in other countries should consult the national regulations and guidelines for their respective national flags. Flags are usually 2 feet high by 3 feet long, or 4 feet high by 6 feet long and referred to as Standards. (Larger flags exist, but are usually only found at major installations, flying from large flagpoles). If a flag is trimmed on three sides with golden yellow fringe, it is referred to as a Parade Flag (a parade flag is also sometimes what colors refers to).

10.06.1 Honors to Colors

If not in a formation and passed by or passing the colors being carried, uncased, in a military formation, all STARFLEET personnel should come to the position of attention/all SFMC personnel in uniform shall come to the position of attention and salute. If in a formation, personnel should salute together on command of the OIC of the formation. The salute should be rendered on command, or when the colors approach within 30 paces. It should be held until the colors have passed. When colors are raised/lowered at a mast/pole, all STARFLEET personnel shall come to the position of attention and turn to the colors/all

SFMC personnel in uniform within sight and hearing shall salute. The salute shall be held until the colors are properly closed up or run down when there is no national anthem or bugle call accompanying the ceremony. If there is a bugle call or anthem, the salute shall start on the first note of the music and be held until the last note. Personnel in vehicles should pull over and stop if it is safe to do so. In salute to proper authority, state flags and organizational flags (i.e. - ship flags, unit guidons, the SFI flag, etc.) are dipped. The United States flag is never dipped, unless to return a salute initiated by another national color—the United States flag never initiates a salute by dipping first. Organizational flags may also be dipped in salute during any military ceremony while the national anthem, "To the Colors," or a foreign national anthem is being played. (See Appendix X for more information)

10.06.2 The National Anthem

When the national anthem is played, sailors/marines stand at attention and face the direction of the music. If the anthem is played at colors, those present face in the direction of the flag and follow saluting procedures detailed above. The same marks of respect prescribed for the playing of our national anthem are shown during the playing of a foreign national anthem.

NOTE: To render honors to colors while in civilian clothing: come smartly to attention, remove headgear and place it (or your hand if no headgear is worn) over your heart. Women need not remove their headgear but should place their hand over their heart.

SECTION 11 - Heraldry in STARFLEET

A unit's patch or symbol, motto or slogan helps us to remember a unit's deeds in history. Each unit is encouraged to develop their own logo, nickname, motto and slogan. Some units have decided to start with a patch or logo which was or currently is used by a US military unit.

11.01 Logos-Two Points Of Difference

A policy of Two Points of Difference has been established for SFMC patches. Whenever a unit chooses an existing patch design, the unit should modify the patch in two ways. For example, add the MSG number, change the color on one of the components, add a different colored component, etc. For example, the 288th MSG purchased several US Army 75th Infantry Brigade patches because they had the basic things the members wanted (a sword on a shield-shaped background, since the unit is stationed on USS Broadsword). The patches were then embroidered with a green shamrock and a gold unit number—two points of difference result in a unique piece of SFI/SFMC heraldry.

11.02 Mottoes, Slogans and Nicknames

A motto is a phrase that symbolizes the unit's spirit and purpose. Mottoes are usually dignified and serious. The United States Marine Corps' famous "Semper Fidelis," which is Latin for "Always Faithful", is a perfect example. A slogan is usually more casual. Slogans are catchy, easy to remember, and tend to evoke some form of emotion. The famous battle cry "Remember the Alamo!" is a good example of a slogan. Nicknames give a unit a unique identity, and can come from just about any origin. Often, the nickname refers to some event in the unit's history, the equipment and tactics they use, or to some little habit they have.

SECTION 12 - STARFLEET Awards Program

The STARFLEET International Individual Awards Program is designed to recognize achievements of STARFLEET members at every level of the organization. The most current listing and the procedures are here: <http://www.lizsdesktop.com/sfiawards/indiv.html>.

Individual awards are designed as "Orders of Merit." Each order is named based on a cultural aspect that reflects the qualities recognized in the award. Cultures used include Terran, Vulcan and other species. Each Order has three classes -- First, Second and Third. Generally, an Order of Merit, Third Class will recognize significant achievement at the chapter level, Second Class will recognize significant achievement at the regional level, and First Class will recognize the highest level of achievement to STARFLEET. An Order of Merit, First Class, must have its nomination endorsed by a Regional Coordinator and may only be awarded by majority vote of the STARFLEET Executive Committee.

This is by no means the total listing of awards that a member may receive. There are also the STARFLEET Marine Corps Awards that are awarded to members of STARFLEET as well. The listing for the SFMC awards can be found in the latest MFM.

12.01 STARFLEET Orders of Merit

Order of Axanar - Mediation or Problem Resolution - Awarded to a member who has played a key role in problem resolution or mediation between STARFLEET members, chapters or regions.

Order of Babel - Recruiting - Awarded to a member for activities in the area of chapter or STARFLEET recruitment.

Order of Cochrane - Technology - Awarded to a member for activities in the area of technology support (such as web page creation and maintenance, mailing list moderation, etc) on behalf of their chapter, region, or STARFLEET.

Order of Darmok and Jalad - Outreach - Awarded to a member for a significant act of friendship or outreach shown to a fellow STARFLEET member; or for outreach to their community on behalf of their chapter, region or STARFLEET.

Order of Dionysus - Recreational Event Planning - Awarded for excellence in planning, coordinating and executing a chapter, region or STARFLEET-related recreational event.

Order of Gaea - Ecology or Preservation - Awarded to a member for significant activities in the area of ecology or preservation. Activities need not be STARFLEET-related.

Grankite Order of Tactics - Event Planning - Awarded to a member for planning, coordinating and executing a chapter, region or STARFLEET-related business event (such as a Regional Conference or International Conference).

Order of Hawking - Accessibility - Awarded to a member for significant activities in making chapter, region or STARFLEET events or resources accessible to disabled members.

Order of Herodotus - History or Recordkeeping - Awarded to a member for significant activities in preserving a chapter's, region's or STARFLEET's history.

Order of Prentares - Space Research or Exploration - Awarded to a member for significant activity in promoting the cause of space research or exploration. Activities need not be STARFLEET-related.

Order of Samaritan - Volunteerism - Awarded to a member for significant activities in the area of charity work or volunteerism. Activities need not be STARFLEET-related.

Order of S'harien - Inventiveness or Craftsmanship - Awarded to a member for excellence in inventiveness or craftsmanship in an aspect related to their chapter, region or STARFLEET.

Order of Surak - Scholarship - Awarded to a member for scholastic achievement outside of STARFLEET. Can be traditional schooling, vocational schooling, continuing education, etc.

Order of Tarbolde of Canopius - Writing - Awarded to a member for activities in the area of chapter fiction, or writing for chapter, region, or STARFLEET publications.

APPENDICES



APPENDIX A - Example of a Ship Breakdown and Ranks/Rates

CREW ORGANIZATION - USS Lollipop:

Definitions:

Department Head: The overall Commander of that Department (i.e.,: Operations Chief runs the whole Operations Department).

Division Chief: The overall Commander of that Division. (i.e.,: Navigation Chief runs the whole Operation of the Navigational Department).

Section Chief: The overall Commander of that Section. (i.e.,: Personnel Section Chief runs the whole Personnel Section).

Watch Stations: These are the crew that is needed to run the operation of that section. Note that there are some sections that do not need to be manned on a 24x7 schedule. Watches are broken down as follows:
1 commander Rank: E7-CWO5 4 enlisted Rank: E1-E6.

Rank Breakdown: While there is no specific rank that any of these positions need to be there are some included here just for a standard for this manual. For the purposes of this manual the rank of Warrant Officer (W1-CWO5) is considered to be within the enlisted fold. Now while within the SFMC, STARFLEET Marine Corps the Warrant Officer rates a salute in the Fleet proper there is no need to salute them.

Command Department:

These are the Department heads. Please note that chapters, hereby referred to as ships, may break these sections down in any way that they see fit. For instance the Science Department contains the Medical and Sciences compliment. This is also not meant to be a total breakdown of the entire ship. Just enough for the purposes of defining and giving a visual of the crew compliment.

- Commanding Officer
- Executive Officer
- Operations Officer
- Science Officer
- Engineering Officer
- Security/Tactical Officer

Sciences Department: Total Members Officers: 75 Enlisted: 120

[Note: The precise distribution of personnel among various specialties may vary from ship to ship, as well as over time on the same ship.)

Chief Science Officer Rank: O4/O5

Assistant Chief Science Officer Rank: 02-04

Chief of Sciences Rank: E7-E9

Divisional Breakdown into Sections:

Physical Sciences Division Chief Rank: 02-04

Life Sciences Division Chief Rank: 02-04

Social Sciences Division Chief Rank: 02-04

Technical Sciences Division Chief Rank: 02-04

Engineering Department: Total Members Officers: 18 Enlisted: 140

Chief Engineer Rank: O4/O5

Assistant Chief Engineer Rank: O3/O4

Chief of Engineering Rank: E7-E9

Divisions:

- Propulsion
- Infrastructure/Power
- Defense
- Offense
- Environmental
- Damage Control

Divisional Breakdown into Sections:

Propulsion Commander: Rank O3

Warp 3 Watches each (Watch compliment: 1 commander 4 enlisted)

Impulse 3 Watches each (Watch compliment: 1 commander 4 enlisted)

Infrastructure/Power Commander: Rank O3

2 watches each (Watch compliment: 1 commander 4 enlisted)

Defense Commander: Rank O3

Shields 3 Watches each (Watch compliment: 1 commander 4 enlisted)

Deflectors 3 Watches each (Watch compliment: 1 commander 4 enlisted)

Offense Commander: Rank O3

Phasers 3 Watches each (Watch compliment: 1 commander 4 enlisted)

Photons 3 Watches each (Watch compliment: 1 commander 4 enlisted)

Environmental Commander O3: 3 Watches each (Watch compliment: 1 commander 4 enlisted)

Damage Control Commander O3: 3 Watches each (Watch compliment: 1 commander 4 enlisted)

Operations Department: Total Members Officers: 10 Enlisted: 220

Operations Chief Rank: O4/O5

Assistant Operations Chief Rank: O3/O4

Chief of Operations Rank: E7-E9

Divisions:

- Education/Training
- Navigation
- Communications
- Personnel
- Flight/Shuttle/Transportation
- Recreation/Entertainment
- Maintenance
- Commissary

Divisional Breakdown into Sections:

Education/Training Commander Rank: O1/O3 1 Watch each (Watch compliment: 1 commander 4 enlisted)

Navigation Commander Rank: O1/O3

3 Watches each (Watch compliment: 1 commander 4 enlisted)

Communications Commander Rank: O1/O3

3 Watches each (Watch compliment: 1 commander 4 enlisted)

Personnel Commander Rank: O1/O3

1 Watch each (Watch compliment: 1 commander 4 enlisted)

Flight/Shuttle/Transportation Commander Rank: O1/O3

3 Watches each (Watch compliment: 1 commander 4 enlisted)

Recreation/Entertainment Commander Rank: O1/O3

2 Watches each (Watch compliment: 1 commander 4 enlisted)

Maintenance Commander Rank: O1/O3

3 Watches each (Watch compliment: 1 commander 4 enlisted)

Commissary Commander Rank: O1/O3

3 Watches each (Watch compliment: 1 commander 4 enlisted)

Security Department: Total Members Officers: 4 Enlisted: 51

Security Chief Rank: O4/O5

Assistant Security Chief Rank: O3/O4

Chief of Security Rank: E7-E9

Divisions:

Security

Tactical

Divisional Breakdown into Sections:

Ship/Station Security 3 Watches with one Commander and 09 members

Tactical 3 Watches with One Commander (usually on Bridge) and three in both the Phasers and Photon sections of the ship

APPENDIX B - Information Resources

B.1 Online Info

There are many sources for information about Star Trek and its fan clubs on the Internet. Some of the ones that relate especially to STARFLEET and the STARFLEET Marine Corps are listed below.

STARFLEET List Serve

A listserve is like a community bulletin board, except that mail and other notes are posted electronically. The current STARFLEET listserve address is: starfleet-l@fleetlist.org. To subscribe to the list:
GO TO: <http://daystrom.linux-site.net:88/mailman/listinfo/corps-l/>
You can subscribe to the list, modify your account and view past posts to the listserve through this site. To post to this list:

SEND TO: starfleet-l@fleetlist.org

Note that the address for sending mail to the list serve is a lower case L, not the number one.

STARFLEET Web Site

STARFLEET operates a web site for information and communication relating to STARFLEET functions. You can find contact information for most of the FLEET' top brass, as well as information about the structure, activities, and philosophies of STARFLEET. To reach this web site, go to: <http://www.sfi.org>.

STARFLEET Marines

The current SFMC listserve address is: corps-l@sfi-sfmc.org. To subscribe to the list:
GO TO: <http://daystrom.linux-site.net:88/mailman/listinfo/corps-l/>
You can subscribe to the list, modify your account and view past posts to the listserve through this site. To post to this list:
SEND TO: corps-l@sfi-sfmc.org

Note that the address for sending mail to the list serve is a lower case L, not the number one.

SFMC Web Site. The SFMC operates a web site for information and communication relating to the STARFLEET Marine Corps functions. You can find contact information for most of the Corps' top brass, as well as information about the structure, activities, and philosophies of the SFMC.

To reach this web site, go to: <http://www.sfi-sfmc.org>.

STARFLEET International Web Site

The Corps' parent organization has its main website at <http://www.sfi.org>

Organizational and Private Web Sites

Some members have Home Pages on the net, and some ships or chapters within STARFLEET do as well. A good way to locate these is to start at the SFI or SFMC Web Sites and follow the links thereon. Forces Command's website is accessible through the main SFMC website. Here you can find an Awards Request form for submitting nominations for ribbons, check out the Structure of the SFMC from Unit up to the General Staff, explore the geographical layout of the Corps, etc. Support Command's Website is accessible through the main SFMC website. Here you can view a source list and images for ribbons and uniform accoutrements and find order forms for SFMC merchandise. Training and Doctrine Command's website is accessible through the main SFMC website or TRACOM's own mirror site (<http://www.osprey.net/~astro/tracom/>), students can access manuals and take courses online at no cost.

America Online and Web Search Engines

Many of the members of SFMC have accounts with America Online (AOL). Most put SFMC in their personal information. You can search the membership database using SFMC as a keyword and locate other Marines this way. There are also forums for other Star Trek Marine organizations as well, under the messageboards at keyword STAR TREK. You can also find a plethora of websites and information by entering SFMC, Starfleet, or Star Trek in any of the several web search engines like Yahoo, Web Crawler, Excite, Alta Vista, etc. Be cautious, as there are several organizations that use Starfleet and Marine Corps in their name, but are not affiliated with SFI or the SFMC.

B.2 Telephonic Information

Many members STARFLEET are willing to answer questions and offer help via telephone. Before you call anyone in the organization, though, please remember some common telephone courtesy. No matter whom you call, please observe some common sense and check the difference in time zones! A comfortable time after supper for you might be very late in the evening someplace else. If you get an answering machine, be sure to leave your name, phone number with area code, time you called, and a good time to call you back. If you are willing to pay for their call back, tell them it's okay to call collect. Not only is this good manners, it ePetty Officerurages them to call you even if they do decide to pay for their own call. Here's an example:

"You have reached the Klingon Embassy. We are out intimidating other species and can't come to the phone. Leave a message or be destroyed." ...BEEP..."Hey General Chang! Captain Kelley calling about the paintball game. It's 2 A.M. here in Missouri, give me a call before ten tomorrow morning if you guys want another re-match. The number is area code 555-555-1212. No need to bankrupt the empire, so you can call collect if you want. Q'apla!" They never did call back, but you get the idea.

B.3 Publications of Interest

STARFLEET Communiqué

The official newsletter of STARFLEET, the International Fan Association, Inc. Subscription information may be obtained by writing to STARFLEET Headquarters. (This has an official Marines column where the members of the fleet can read about SFMC activities and accomplishments.)

Suggested Reading List

This is a partial list of some books and other materials that you might consider reading. Most are fiction, some are not. They all deal with different aspects of military life, whether or not it is in a science-fiction setting. My absolute favorite is *Starship Troopers*, by Robert A. Heinlein. The movie was good, but the book is even better—and the movie bore little resemblance to the book, if you're wondering. If you haven't read it, put this down and go do so, right now! Everyone should read the series "There Will Be War"—it's a mix of nonfiction and fiction about war in the future, by the best writers in the world.

By far one of the best non-fiction books ever written is "Black Hawk Down", by Mark Bowden. He tells a riveting story of the actual battle that took place in Mogadishu, Somalia. The story is comprised of actual accounts from the survivors and is truly "THE" story of modern warfare. If you are a powered armor fan read John Steakley's book, *Armor*. It's simply incredible.

For Mecha fans, FASA's entire line of books is mandatory. Tankers will love David Drake's stuff. Infantry will enjoy Jerry Pournelle's *Mercenary* and *West of Eden* and Carston Stroud's *Iron Bravo* (especially you Petty Officers). SpecOps types will like Joe Garner, Sr.'s *Code Name: Copperhead* (non-fiction) and Victor Leonev's *Blood on the Sands* (non-fiction).

Other books worth reading: Anything by Gordon Dickson, but especially *Dorsai!*, *Tactics of Mistake*, *Soldier Ask Not*; Joe Haldeman's *The Forever War*; William Keith's *Decision at Thunder Rift*, *Mercenary's Star*, *Price of Glory*, *Tactics of Duty*; Michael Stackpole's *Assumption of Risk*, *Natural Selection*, *Lethal Heritage*, *Blood Legacy*, *Lost Destiny*, *Bred for War*; Anything by David Drake, but especially *Hammer's Slammers*, *The Sharp Edge*, *Rolling Hot*, *The Military Dimension*, *Redliners*; Robert Asprin's *Illegal Aliens* (with Phil Foglio) and *The Marine Force Manual Cold Cash War*; Keith Laumer's *Bolo*, *The Retief* series; Anything by Larry Bond, but especially *Vortex*; W. E. B. Griffin's *The Brotherhood of War* series (8 books, very good), *The Corps* series (7 books, great stuff).

B.4 Suggested Viewing List

This is a partial list of some non-Trek movies that you might consider watching. One of my favorites is *Aliens* (the sequel to the movie *Alien*) because of the Colonial Marines in it. They unfortunately get pretty much waxed by some seriously nasty monsters, but go out with style and lots of gunfire. Other military and sci-fi movies and shows worth watching: *Babylon 5* (series), *Glory*, *Predator*, *Space: Above and Beyond* (series), *Terminator*, *Terminator 2*, *The Thin Red Line*, *The Walking Dead*, *Uncommon Valor*.

Anyone with any interest whatsoever in how military planning can get it wrong (and right) and how luck and fate intercede should watch *A Bridge Too Far*. Anyone wishing to appreciate the true nature and sacrifice of warfare must watch *Saving Private Ryan*.

APPENDIX C - Materiel Resources

Here are some places to obtain the things you'll want, like uniforms, insignia, and all the other paraphernalia of the Trek universe.

SFMC Quartermaster

The SFMC Quartermaster, within the Commandant's office, should have many of the insignia and other items for the SFMC uniform, as well as information on where to get other Corps Specific Merchandise and what to ask for. Try here first!

The Hock Shop (1-800-THE HOCK)

This is a Civil Air Patrol supply company, run by Tom Flanagan who's been a member of the CAP for over 15 years. Call and ask for a catalog which includes ribbons, berets, color guard equipment, boots and even field gear (Army issue type). Be sure to tell him thanks for the support, when you order from him.

Glendale (1-800-555-9269; www.glendale.com)

Glendale specializes in parade, band, and honor guard supplies and has many hard-to-find specialty items like extra-large web belts, shoulder cords in ANY color, bib scarves, gloves, color guard equipment, etc. An outstanding selection!

US Cavalry (1-888-88USCAV; www.uscav.com)

This is a chain of stores that specialize in "World's Finest Military and Adventure Equipment." They carry lots of nifty things, including boots, field gear, flight suits, and many civilian versions of current issue military equipment. While they are not cheap, they have an incredible returns policy.

Quartermaster (1-800-444-8643; www.qmuniforms.com)

This mail-order company based in California specializes in military and law enforcement apparel, insignia, and equipment. They carry many distinctive insignia and are also a good source for parade and honor guard equipment.

800-TREKKER (1-800-873-5537)

Its phone number as well as its name, this company specializes in Trek uniforms and paraphernalia. A standard Star Trek: Voyager and Star Trek: Deep Space Nine / Star Trek: First Contact uniform top with communicator and pips, runs about \$50. They carry standard size uniforms from small to extra large, as well as makeup, costumes, and prosthetics for Bajorans, Ferengi, and Klingons.

Intergalactic Trading Company

(1-800-383-0727; www.intergalactictrading.com)

This is a company specializing in sci-fi collectibles (including a lot of non-Trek memorabilia). They do carry some nice Trek related things like T-shirts, uniforms, makeup, and jewelry. While they aren't a big source for SFI/SFMC material, they carry some unusual items that may be hard to get elsewhere.

APPENDIX D - Glossary

Realizing that many of the terms and acronyms we use so casually in conversation may confuse those who haven't had the benefit of years of active military service, we have included this glossary of "Milspeak." While it is far from complete (it is possible to make acronyms for just about any collection of words, trust me) it should cover most of the ones found in this manual and what you might overhear in normal 'Grunt' conversation.

D.1 Nautical Terminology

Because members of this organization parallel the Navies of the world and they have a long history of service, members will use nautical terminology. This can be confusing for the new recruit when someone tells him to "secure the hatch" when they really want him to "shut the door". The following guide, then, may help.

When you are on a planet or space station, you are ashore.

To move from shore to ship, you go onboard.

If you make the journey via transporter you beam aboard;

If you walk aboard via access tube through a docking hatch, you go aboard the quarterdeck via the brow; if you go aboard via shuttle or aerospace craft, you land aboard.

When such craft land aboard a ship, they are recovered; when they leave the ship, they are launched.

When a ship is cruising under its own power it is said to be underway; when it is docked or grounded at a base or station it is in port (more infrequently it may be said to be moored or anchored).

D.2 Directions

Crew Members/Marines will often use nautical terms for directions—these are terms used aboard ship. The front of the ship is the bow; its forward-most point is the stem; to move in that direction is to go forward. The rear of the ship is called the stern; to move in that direction is to go aft; if something aboard is behind you, it is abaft; if something is behind the ship itself, it is astern. In between the bow and the stern is amidships.

As you face the bow, things on your left are to port; things on your right are to starboard. An imaginary line drawn from the stem to the stern is called the centerline. Things placed on a line perpendicular to the centerline are said to be athwart ships. To move toward the centerline is to move inboard, to move away is to move outboard. To go up to an upper deck is to go topside, to go down to a lower deck is to go below.

D.3 Structural Terms

Terms used in reference to ship construction are widely applied to structures ashore as well. For instance, a floor is called a deck, a wall is a bulkhead, the ceiling an overhead, a door a hatch, a hall a gangway or passageway, and stairs are known as ladders. Types of rooms also have different names: a bedroom is known as a stateroom, a bunk room is a berthing compartment, a dining room is a wardroom (for officers) or a mess deck/hall (for enlisted), a bathroom is a head, and the general term for an unspecified room is simply compartment.

APPENDIX E - Acronyms and Military Terminology

Abaft: Farther aft, as, "The plot room is abaft the bridge."

Abeam: On a bearing of 90° (abeam to starboard) or 270° (abeam to port).

Aboard: In or on a ship. Sometimes used in reference to being in or on a station, when there is a close-by shore facility to avoid confusion.

Aerospace:

1. The atmosphere of a planet and the space immediately surrounding it.
2. The combat arm that conducts operations in aerospace.

Aft: Toward the stern. Not as specific as abaft.

After: Of two locations, the one farthest aft, as, "The after wardroom."

All Hands: The entire ship's (station's) company.

Amidships: An indefinite area midway between the bow and the stern. "Rudder Amidships" means maneuvering thrusters are off, or employed equally to port and starboard so the ship does not change course in the XY plane.

Astern: Directly behind a ship.

Athwart: Across; at right angles to; perpendicular.

Away Mission: Any mission assigned to an Away Team, (this usually means it will take place off ship).

Away Team/Landing Party: A group of ship's personnel that are sent off ship for some specific purpose.

Aye or Aye Aye: Reply to a command or order meaning "I understand and will comply" used aboard ship (many times used ashore as well, though sometimes supplanted by roger and/ or wilco).

Battalion (BN): A unit of organization consisting of three or more companies, plus attached elements. Within the fan club, a battalion consists of all Marine units and personnel within a single state.

Battery: A company-sized artillery unit.

Beam:

1. The extreme breadth of a vessel
2. A structural support
3. A focused energy transmission
4. To move by matter transporter.

Bear: The act of being located on a bearing, as, "The target bears 045 mark 3."

BOS: Branch Of Service.

Brig: Confinement facility for prisoners aboard a vessel. Off ship facilities are known as jails or prisons.

Brigade (BDE): A unit of organization consisting of two or more Battalions. Within the fan club, a Brigade is equivalent to a STARFLEET Region. As an example, all units in Region 3 are in the Third Brigade.

Bulkhead: A wall on a ship.

Caliber: Measurement of a projectile's diameter, usually measured in millimeters or in hundredths of an inch.

CO: Commanding Officer

COFORCECOM: Commanding Officer, Forces Command

COINFOCOM: Commanding Officer, Information Command

COTRACOM: Commanding Officer, Training and Doctrine Command

Commandant: The highest Billet in the Starfleet Marine Corps.

Company: a unit composed of two to four platoons.

Division (DIV): The largest organizational unit within the Starfleet Marine Corps, consisting of two or more Brigades that are geographically associated in a specific manner. There are seven divisions in the SFMC.

Fire Team: The smallest level of organization in an infantry unit, consisting of four Marines. The standard fire team consists of a team leader, two infantrymen, and a light weapons specialist. Two to four teams make a squad.

Fleet Marine Force (FMF): One of the two general assignments all marine duties are divided into. The other is Garrison Force.

Garrison Force: One of the two general assignments all marines are rotated through during their careers. The other is Fleet Marine Force.

Gear: Equipment. To get dressed/strap on all of your equipment is to "gear up".

Grunt: Slang for any combat soldier who is not a pilot of a vehicle or aerospace craft. Also used as a derogatory term by non-Marine personnel to describe Marines in general. Of course, most Marines consider this to be a compliment, so there's rarely any offense taken at the use of the term.

Gung Ho: From the Chinese language, it means "works together". Anyone who is enthusiastic

and motivated is considered "Gung Ho".

Gunny: Slang for Gunnery Sergeant (grade E7).

JAG: Judge Advocate General. JAG officers are the military equivalent of lawyers.

Line Officer: An officer who commands combat troops. See also Staff Officer.

Local Commander: The SFMC member in charge at any specific event is considered the 'local commander'. For example, the 1BDE OIC would be the local commander for the 1BDE Muster (even if the Commandant is in attendance) and would specify the highest level uniform for the muster.

Marine Force Manual (MFM): The manual that is the basic manual for the STARFLEET Marines.

MSH (pronounced "mash"): Mobile Surgical Hospital

MCU: Marine Correspondence Unit, a unit which does most of its activities through regular or electronic mail or via telephone.

MEU: Marine Expeditionary Unit, a unit without a host chapter in SFI, but whose members remain affiliated with the SFMC.

Mecha: A large, armed and armored vehicle that has a basic humanoid design (usually equipped with arms and legs). Better suited to rough terrain than AFVs and more versatile, but slower on open terrain and requires more maintenance.

MOS: Marine Occupational Specialty

MSG: Marine Strike Group

MTU: Marine Training Unit

NAVOP: Naval Operations

Non Commissioned Officer (PETTY OFFICER): Enlisted grades E4 through E9.

Petty Officer In Charge: Non Commissioned Officer in Charge

Noncom: Another term for PETTY OFFICER, or Non Commissioned Officer.

OCC: Officer Command College, second of two officer training courses available through Starfleet Academy. You must complete OTS before you can take OCC.

OIC: Officer in Charge

Omega Team: A special operations force of particularly covert nature.

OTS: Officer Training School. The first step in becoming a STARFLEET officer is to take this course through Starfleet Academy.

Platoon: An organizational unit consisting of 3 (or more) squads. Platoons usually have an OIC (the Platoon Leader) and a Petty Officer/Non Commissioned Officer (the Platoon Sergeant).

SCC Number: Your SFI membership number. It is usually a five digit number sometimes followed by a dash and the digits representing the region you live in (i.e. - 98035-12 for someone living in Region 12 when he joined the fan club).

SFA: STARFLEET Academy

SFI: STARFLEET: The International Star Trek Fan Association, Inc.

SFMC: STARFLEET Marine Corps

SFMCA: STARFLEET Marine Corps Academy

SGM/SFMC: Sergeant Major of the Starfleet Marine Corps, the highest Non Commissioned Officer post in the Starfleet Marine Corps.

SOP: Standard Operating Procedure, a set of instructions that cover a standard situation and what needs to be done in such a situation.

SpecOps: Special Operations

Squad: An infantry unit consisting of two to four fire teams, plus a squad leader.

Squad Leader: The individual in charge of a squad, usually an experienced enlisted man or Junior Petty Officer.

Squadron: A company-sized aerospace unit.

Staff Officer: Any officer assigned to a unit who is not directly responsible for the command of troops. A good example are the officers who run the intelligence, logistics, and personnel departments at a unit's headquarters.

Strike Group: A task-formed Marine Unit, usually assigned to a ship or station, which may be homogenous (all one service branch) or composite (elements from many branches) in nature. It is usually company-sized, but may be as large as a battalion based on requirements.

Task Force: A task-formed Marine Unit, which is almost always composite (elements from many branches) in nature. It is usually larger than battalion strength and composed of several different units or Strike Groups.

Task-Formed: A unit composed to accomplish a particular task. It may consist of an existing unit, or may draw from existing units to form a new unit. It may be permanently established or exist only until the task is accomplished.

Troop: A company-sized cavalry unit.

Uniform Code of Military Justice (UCMJ): The laws and regulations that real-world US military personnel are expected to follow.

USMC: United States Marine Corps.



APPENDIX F - Keeping the Peace

(Taken from the STARFLEET Marine Forces Manual)

As one of your ship's members, you may be called upon to handle real life security problems during a meeting, at a convention, etc. Following are general guidelines you may wish to follow in this role. They should not be construed as legal counsel or directives for prescribed behavior, but rather as friendly advice. There are a number of knuckle-dragging individuals walking around in the world who have very little to lose from their boorish behavior and who do not mind ruining your day (or at least trying to). Some may be bigger and stronger than you. Some may be drugged or drunken. Whole books have been written about what to do at the OK Corral when this happens, but let's cover some real world points that you must remember if you are going to get involved.

YOU HAVE TO CONTROL YOURSELF BEFORE YOU CAN CONTROL ANOTHER.

You are expected to keep a cooler head, especially if you are everyone else's cover. Speak slowly and calmly to the subject, but firmly and authoritatively. Make eye contact. Do not call names or threaten. State exactly what is, as opposed to making threats. Rather than, "Hey, you better watch it or I'll kick you outta here," try, "If you do not stop this, I will have you ejected." The only thing worse than not reacting is overreacting in a security matter. Take the heat out of yourself by counting to ten or playing a song in your head as you are moving to deal with the problem. If you have to take a few seconds in the next room to calm down before you take further actions, then do so. There is absolutely no room for macho games. Do not challenge (nor accept) invitations to engage in violence or prove who the bigger man is. Don't get into verbal shoving matches that escalate a matter and prolong it.

KNOW THE LAW, AND DO ONLY WHAT YOU ARE WILLING TO BACK UP IN COURT.

You must know the legal requirements for using force, citizen's arrest, and knowing how to avoid violating someone else's rights. Remember, both SFI and the SFMC will revoke your membership for doing the above. Contact a police agency or a criminal lawyer to find the best source for this information. Remember, you are not a police officer, and this limits your protections and powers for handling other persons. Also remember that you can be sued by someone, and spend lots of time in court, even though you may have acted legally.

DIAL 911 AT THE FIRST SIGN THAT SOMEONE IS COMMITTING OR IS ABOUT TO COMMIT A CRIME. You are no substitute for the real police. Call the police, and make clear that you (or the party that is wronged) are the complainant. Obey all of their instructions and keep a cool head. Give clear, concise answers to their questions. Don't expect them to be overawed by the fact that you are a combat ready STARFLEET Marine, and remember that every situation you get the law to handle is one less one that you can be sued over.

CLARIFY WITH THE OWNERS OF THE PROPERTY YOUR ROLE AND POWERS ON THEIR PROPERTY.

Whoever owns the area you are standing on rules it. If you do not have the owner's permission to eject a rowdy individual from the premises, you better not do it. The same goes for using any sort of weapon, including chemical sprays. A friendly meeting prior to the event with the owner where you introduce yourself and voice your concerns about security is mandatory. Only they can give you the authority to take control over the premises. You may need them to back you up in court when someone gets around to wondering why you had any business jumping into the disturbance, so make sure you're on good terms with them. You do only what they say you can do, nothing beyond that.

IF THE SITUATION TURNS AGGRESSIVE OR VIOLENT, YOU PROBABLY SCREWED UP

You, as the peace keeper, need to keep an eye out for burgeoning disturbances, loud voices, drunk individuals who might turn mean, and other potential problems before they turn into full blown call outs. Rarely, if ever, does a fight or disturbance just suddenly start from nowhere. Identify the problem as it starts, and then handle the problem discreetly by taking steps to prevent it from getting any larger. The old saying about "an ounce of prevention" applies here. Ideally, no one will notice that you are doing your job, as you casually move around and help the drunken individual who's a little loud find his way out and calmly ask the rowdies at the far table to tone it down a bit. It's easier to do things like this than react to the matter later.

GOOD REFLEXES ARE FINE, BUT GOOD PREPARATION IS BETTER

Know the law. Know your physical abilities, and know how to take care of yourself. Know what you can legally do in the situation. Know who will help you out, and who you can call on to back you up in an emergency. Equip yourself with the equipment you need to restrain or control an aggressive person. If you do these things, then good performance in a crunch will come naturally. The US Rangers say "everything is training and training is everything". Adopt this philosophy, and that of the Boy Scouts, which is "Be Prepared".

TAKE THE TIME TO UNDERSTAND WHY SOMEONE IS ACTING UP

To put it simply, people do things for reasons. Apply this thinking to the aggressive or disruptive individual. Do they want attention or to make a scene? Withdraw it, or handle them off on the side. Do they fear you? Make yourself non-threatening. Do they throw tantrums? Withdraw interest from them to squelch it. Do they work themselves up into a frenzy over something? Deal with them assertively before they can work themselves up. Remember that a significant part of controlling behavior is understanding it.

APPENDIX G: Miscellaneous

Guard Duty General Orders

1. I will take charge of the post that I am assigned and all other Federation property in view.
2. I will walk the limits of my post in a military manner, being always on the alert for anything unusual.
3. I will challenge all persons who enter my area, regardless of their rank or status.
4. I will report accidents, emergencies, and anything not covered by my orders to the Officer of the Watch.
5. I will insure the safety of all visitors of high rank while they are on my post.
6. I will receive, and pass on to the sentry who relieves me, all orders of the Officer of the Watch or the Commander of the Relief.
7. I will quit my post only when properly relieved.

The STARFLEET Code of Conduct

1. I will always conduct myself in a manner which brings credit to the Corps, my unit, and myself.
2. I will be resolute in the performance of my duty and the execution of Corps policy and regulations.
3. I will show courtesy to my subordinates, fellow officers, and superior officers at all times.
4. I will strive for impartiality and fairness in judgment, and disqualify my-self from decisions where my judgment may be compromised.
5. I will listen to both sides of a dispute, and act upon fact, not innuendo.
6. I will never assume, but always verify.
7. I will strive to defuse confrontations, not cause them.
8. I will be the first to praise, and the last to criticize. I
9. will praise in public, and criticize in private.
10. I will strive to be part of the solution, not part of the problem.

APPENDIX H: The NCO's Creed:

Marine NCOs have the well-deserved reputation as "The Backbone of the Marines". This reputation of our NCO Corps has been earned over and over again by example after example of superb leadership and training, and the fine quality of SF Marines NCOs is recognized the galaxy over. The NCO Creed says it best:

No one is more professional than I. I am a Non-Commissioned Officer, a leader of the Starfleet Marine Corps. As a Non-Commissioned Officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Marine Corps". I am proud of the Corps of Non-Commissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and Starfleet regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind - accomplishment of my mission and the welfare of my marines. I will strive to remain tactically and technically proficient. I am aware of my role as a Non-Commissioned Officer. I will fulfill my responsibilities inherent in that role. All marines are entitled to outstanding leadership; I will provide that leadership. I know my marines and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my marines. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, or my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Non-Commissioned Officers, leaders!

APPENDIX I: Sample Career Enlisted Career Path:

Joseph Schmuckatelly

Civilian Joseph Schmuckatelly decides that he wants to join STARFLEET. He arrives at STARFLEET Academy to go through Boot Camp. During that time he chooses to go with the Marine option and at that time he is transferred out of SFA and reports to SFMCA for training and indoctrination.

As listed below, Time in Service (TIS) is measured from the day Mr. Schmuckatelly reported to STARFLEET Academy and swore to protect and defend the United Federation of Planets as he enlisted in the STARFLEET Marine Corps to the date he was promoted to that rank. The Time in Grade (TIG) measurement indicates approximately how long he will remain in that rank before being promoted to the next higher rank, assuming he does nothing to jeopardize his promotion.

PVT Schmuckatelly (TIS: 00 months; TIG: 06 Months)

PVT Schmuckatelly arrives at the SFMCA and he will attend Boot Camp. This will entail the taking PD-10. This will take about 3 months to go through the basics. After graduating Boot he will be assigned to his MOS school. He will be a Infantry Marine so he will go to the Infantry school for another 2 months where he will take IN-10. After this time he will be considered to be a qualified Marine serving in the Infantry Branch of Service.

- Courses completed: PD-10, IN-10.

PFC Schmuckatelly (TIS: 06 months; TIG: 12 Months)

PFC Schmuckatelly reports to the USS Iwo Jima for his first duty station. He is promoted to the rank of PFC when he arrives on board. During his time as a PFC he should take PD-12 and IN-15 so that his knowledge can be increased within his field. * *

- Courses completed: PD-12, IN-15.

L/Cpl Schmuckatelly (TIS: 18 months; TIG: 30 Months)

After about 30 Months as a L/Cpl there is a CPL billet opening for an Infantry Marine and he gets the nod. So he gets promoted to CPL and shipped off to the NCO Academy for training in the start of the Non Commissioned Officer Ranks.

CPL Schmuckatelly (TIS: 48 months; TIG: 24 Months)

CPL Schmuckatelly gets orders to the NCOA to attend the Corporals Course. The course time will be around 03 months and will include the following courses: NCO-10, LD-10, IN-20. After completing the courses satisfactorily he will get shipped back to the Iwo Jima to complete his tour of duty. After 24 months as a CPL he gets selected for promotion to SGT.

- Courses completed: NCO-10, LD-10, IN-20.

SGT Schmuckatelly (TIS: 72 months [6 years]; TIG: 24 Months)

As you can see this Marine is squared away for he has gotten to SGT fairly, but not unusual for a member of the Marines. Now we come to the first hard choice for our little jarhead. Does he choose to get out of his term when it ends or does he go for the Warrant Officer path or does he choose to go for SSGT. He will choose, for the purposes of this writing, to go the SSGT route. Since he has chosen to go the SSGT route he will need to wait till a SSGT billet opens up.

SSGT Schmuckatelly (TIS: 96 months [8 years]; TIG: 36 Months)

When the promotion comes through he is once again shipped off to the NCOA and the SFMCA to complete the following courses: NCO-20, PD-15, PD-20, LD-20, SU- 10, CE-10. After completing these courses he gets a SSGT billet at the Iwo Jima again and serves out the rest of this rank as a Platoon Sergeant, supply sergeant or maybe as a company clerk. Total time in Rank about 36 months, with schooling and all. This is not that unusual due to the fact that there has to be an opening in the Corps for a Gunny and that they want the SSGT's to have some time under their belt.

- Courses completed: NCO-20, PD-15, PD-20, LD-20, SU-10, CE-10.

Gunny Schmuckatelly (TIS: 132 months [11 years]; TIG: 60 Months)

After spending 11 years on the Iwo Jima the time has come for our little Marine to broaden his scope of looking at the Corps. He has gotten promoted to Gunny and there is now yet another choice for him to make. Will he go the warrant officer track, the MSGT track or the FSGT track. He chooses to go the FSGT track and he again gets detached from the Iwo Jima to attend SFMCA and NCOA academies for the following courses: PD-30, IN-30, LD-27, CA-40, MH-40. Total time in rank with all of the courses and back onboard the Iwo Jima is about 4 years.

- Courses completed: PD-30, IN-30, LD-27, CA-40, MH-40

FSGT Schmuckatelly (TIS: 192 months [16 years]; TIG: 48 Months)

After getting promoted to the FSGT rank there is an opening at the NCOA for the directorship of the NCO's. This is a FSGT Billet so he chooses to go there and start to train the latest group on NCO's that are coming up much in the same way that he did. For the FSGT he will take the following courses: NCO-30, LD-30, CA-50, ST-40, MH-50. Although he has risen fast to this rank there will be a major slowdown since the only way that he can now get promoted is a billet opens up for a SGM. He is now, or should be, an accomplished leader.

- Courses completed: NCO-30, LD-30, CA-50, ST-40, MH-50.

SGM Schmuckatelly (TIS: 240 months [20 years]; TIG: N/A)

After serving his time and moving up through ranks at a relatively fast pace the Corps has promoted the FSGT to a SGM. There was a billet open at 8th and I and he is now the NCOIC, Non Commissioned Officer in Charge, of the Barracks and he can retire at any time with his 20 years served.

SGM Schmuckatelly can now either stay in the service and hope for a chance to serve as SGM/SFMC presents itself, he can choose to take a Warrant and continue his service as Warrant Officer, or he can retire when he sees fit, knowing he has served with honor and dedication.

APPENDIX J: Quotes for the Ages

I like soldiers, as a class in life, better than any other description of men. Their conversation is more pleasing to me; they have generally seen more than other men; they have less of vulgar prejudice about them. Amongst soldiers, less than amongst any other description of men, have I observed the vices of lying and hypocrisy.

—William Cobbett, who enlisted in the British army in 1784, and rose from private to Member of Parliament, in *Rank and File*, pp. 410-411

We didn't expect up-to-date living quarters back in the [1880s], with recreation rooms and shower baths. If we wanted amusement, we went outside and wrestled or threw rocks at somebody's old campaign hat, or just played poker and told stories. As for heated barracks, soft beds, and a cafeteria style mess hall- there weren't any such things. We were glad enough to have adobe barracks to live in now and then during the coldest weather.

Most of the time we lived out of doors and slept on the ground. When we were in barracks, we had iron bunks with wooden slats. We got an empty bed bed tick that we could fill with straw, when anybody could find any straw to fill one with. As for chow, it wasn't anything like they have now. Then we lived on just Government straight and nothing else. It was beans, bacon, beef, and bread, and no trimmings whatever, every day and Sunday too. Night after night, I had bread and coffee for supper.

—SGM Bertram Follinsby, in "Reilly's First Sergeant Still Carries On."
U.S. Army Recruiting News, 15 Sep 1927, p. 4.

Come on, you sons of bitches - do you want to live forever?

—Gunnery Sergeant Daniel Daly, USMC, Belleau Wood, June 1918

Among the men who fought on Iwo Jima, uncommon valor was a common virtue.

—Fleet Admiral Chester W. Nimitz, USN, 16 March 1945

There are those in this country today who ask me and other veterans of World War Number One, "What did it get you?"... The thing they forget is that liberty and freedom and democracy are so very precious that you do not fight to win them once and stop.... Liberty and freedom and democracy are prizes awarded only to those peoples who fight to win them and then keep fighting eternally to hold them!

—Alvin York, 1941, in *Sergeant York: An American Hero*, p. 109.

I have just returned from visiting the Marines at the front, and there is not a finer fighting organization in the world.

—General Douglas MacArthur, USA, Outskirts of Seoul, 21 September 1950

Just exactly what does one expect of a career? First, we all aspire to work at a job or profession that will give us a good livelihood, that will not fold up in midstream; in other words, security. But that is not enough- slaves have that much! In addition the work must be something that we can do well and enjoy doing, something in which we can take pride of accomplishment; in other words, satisfaction. For another thing, we do not want to stand still, we want to progress, to get ahead; in other words, advancement.

Moreover, we like to be recognized and respected by our fellow citizens; we like to get honor and recognition now and then. Also some people like a dash of excitement to keep life from getting dull.... Nothing is more important than contentment in one's life work, no matter how secure the job and no matter how good the pay.... The Army offers a satisfying, full life, with incentive for advancement and training and all the other opportunities one expects of a career.

—MSG William J. Daly, "The Army as a Career."
Army Information Digest, Feb 1952, pp. 40-42

The Marine Corps is proud of the fact that it is a force of combined arms, and it jealously guards the integrity of its air-ground team.

—General Keith B. McCutcheon, USMC, *Naval Review*, 1971

I still need Marines who can shoot and salute. But I need Marines who can fix jet engines and man sophisticated radar sets, as well.

—General Robert E. Cushman, Jr., USMC, 17 May 1974

I can't say enough about the two Marine divisions. If I use words like brilliant, it would really be an under-description of the absolutely superb job they did in breaching the so called impenetrable barrier... Absolutely superb operation, a textbook, and I think it'll be studied for many, many years to come as the way to do it.

—General H. Norman Schwarzkopf, USA
Riyadh, Saudi Arabia, 27 February 1991

It is difficult to be a good noncommissioned officer. If it had been easy, they would have given it to the officer corps.

—SMA William A. Connelly, in *The Sergeants Major of the Army: On Leadership and the Profession of Arms*, 1996, p. 21

APPENDIX K: Famous NCOs

In both history and in fiction, the NCO often serves a prominent role. The following lists are presented as examples of some of those “famous” NCOs who have found their way into our homes through various media, and into the pages of history. These lists are by no means exhaustive.

Many SFMC NCOs have been inspired by names like the ones below

Fictional NCO's

- Sergeant John Striker - Sands of Iwo Jima
- Staff Sergeant James (aka Ivan) “Kinch” Kinchloe - Hogan's Heroes
- Sergeant First Class Andrew J Carter - Hogan's Heroes
- Oberfeldwebel Hans Gerog Schultz - Hogan's Heroes
- Battery Sergeant Major Tudor Brynne “Shut Up” Williams - It Ain't Half Hot Mum
- Gunnery Sergeant Thomas Highway - Heartbreak Ridge
- Gunnery Sergeant Hartmann - Full Metal Jacket
- Sergeant Vince Carter - Gomer Pyle USMC
- Sergeant Bowren - The Dirty Dozen
- Sergeant Charles Zim - Starship Troopers
- Sergeants Major Basil Plumely - We Were Once Soldiers
- Sergeant Arthur Wilson - Dad's Army
- Regimental Sergeant Major Sandy Young - The Wild Geese
- Sergeant Petersen - The Green Berets
- Sergeant Muldoon - The Green Berets
- Sergeant Major Bill Haftner - The Siege of Firebase Gloria
- Sergeant Tyree - She Wore A Yellow Ribbon
- Sergeant Major Timothy Quincannon - She Wore A Yellow Ribbon
- Corporal Walter “Radar” O'Reilly - M*A*S*H
- Corporal Maxwell Q. Klinger - M*A*S*H
- Corporal Joseph L “Nard” DiNardo - The Siege of Firebase Gloria

Real Life NCO's

- Sergeant Alvin York - Congressional Medal of Honour WW1
- Gunnery Sergeant R Lee Ermey - starred also in Full Metal Jacket, and “Mail Call” on TV
- Gunnery Sergeant Carlos Hathcock – famed USMC sniper
- Gunnery Sergeant Daniel Daly - Congressional Medal of Honour WW1
- Sergeant Richard Charles Travis - Otago Infantry Regiment, NZ, One of the most famous NZ soldiers of World War One, winning the Victoria Cross, the Croix de Guerre (Belgian), the Distinguished Conduct Medal and the Military Medal.
- Sergeant Haane Manahi - 28th (Maori) Battalion, RNZ Army WWII
- Sergeant Henry John Laurent, Second Battalion of the New Zealand Rifle Brigade WW1 VC Winner
- Gunnery Sergeant John Basilone - Congressional Medal of Honour WW2, Navy Cross WW2
- Sergeant Reginald Stanley Judson VC, DCM, MM, Auckland Infantry Regiment, New Zealand Expeditionary Force WW1

APPENDIX L: Famous Leaders Rules to Lead By:

"Patton's Principles"

- We can always learn from each other.
- Always do everything you ask of those you command.
- A commander will command.
- Keep a quick line of communications.
- Punishment for mistakes must be immediate.
- Say what you mean and mean what you say.
- Any man who thinks he is indispensable, AIN'T.
- Always be alert to the source of trouble.
- Select leaders for accomplishment and not for affection.
- Every commander must have authority equal to his responsibility.
- Protect the troops first. The wishes of the superior officer is secondary.
- In the long run, it is what we do not say that will destroy us.
- Talk with the troops! Get up front!
- Never make a decision too early - or too late.
- No good decision was ever made from a swivel chair.
- Never fight a battle when nothing is gained from winning.
- An active mind cannot exist in an inactive body.
- To gain strength, always go beyond exhaustion.
- Pride in self starts with pride in appearance.
- Never fear failure. Never take council of your fears.
- Know that you know and know what you don't know.
- Success is how high you bounce when you hit bottom.

APPENDIX M: The History of the rank of 'Gunny Sergeant'

The rank of the venerable Gunnery Sergeant is now unique to the Marine Corps. In 1775 the basic enlisted ranks of private, corporal and sergeant were used by Marines. Later, at varying times, the more senior ranks of Sergeant Major, First Sergeant, Master Sergeant, etc. were adopted. But the Marine Gunnery Sergeant rank (adopted in 1898) has remained distinctive to the Marine Corps. After the World War, the Marine Corps added to its rank structure the ranks (first used by the army) of Staff Sergeant, Technical Sergeant, and Master Sergeant. The Marines' rank of Master Technical Sergeant, for instance, came about by combining the rank titles of two previous ranks.

There is much interesting information concerning the history of the enlisted rank structure in the Marine Corps, including the fact that the Marine Corps used both lance corporals, and lance sergeants, as far back to the Indian Wars of the 1830s, and possibly even before that. Interestingly, "recruit lance corporals" were also used at Parris Island during the 1930s.

"...The rank of gunnery sergeant ('gunny') was created in 1898. By World War I it was used as the platoon sergeant rank, and was identified by crossed rifles and a flaming bomb. It originally denoted a shipboard sergeant proficient in small arms, signaling and naval gunnery, and institution of the rank played a symbolic part in the Navy's internal struggle over whether the Marines were primarily to stay on board ship and serve as part of the vessel's gun crew. In 1900 half of the Corps was based on board ships; By 1914 only 5% were so based, making a landward shift in the strategic direction of the Corps..." the insignia and chevron for gunnery sergeants consisted of both the flaming bomb and crossed rifles. However, it should be pointed out that there were only three stripes, no rockers/bars as one might expect. The insignia of rank for First Sergeant was also three stripes (w/diamond) only, w/o rockers/bars.

A new rank, dating from the time of the Spanish War, also appeared in the 1900 regulations -- the gunnery sergeant. The original insignia prescribed for the gunnery sergeant was to be of short life and in appearance was unique among Marine insignia. The design prescribed for the gunnery sergeant consisted of three chevrons and three bars with the "device of the school of application" -- a crossed rifle and naval gun behind a globe, anchor and eagle --in the center. This insignia gave way in the next revision of the regulations, in 1904, to the design by which the gunnery sergeant was to be traditionally known, the bursting bomb and crossed rifles on a scarlet field set in the angle of three chevrons.

A law enacted on 3 March 1899 provided for 5 sergeants major, 1 drum major, 20 quartermaster sergeants, and 72 gunnery sergeants. "Here, the legislators paused to place the gunnery sergeants on a par with first sergeants in everything but pay. The 'gunny' was to receive \$35 each month to the latter's \$25. (105) Presumably, the extra ten dollars was in recognition of the gunnery sergeant's skill with naval ordnance...

By July 1899, the Marine Corps enlisted rank structure definitely had been altered. Drawing \$34 each month, the sergeant major headed the list. Next, at the same salary came the quartermaster sergeant, then the drum major at \$25 per month. Ranked with the first sergeant was the gunnery sergeant whose monthly pay, fixed by law at \$35, was the highest of any Marine noncommissioned officer. First sergeants had to be content with \$25 per month, sergeants with \$18, corporals \$15, and drummers, trumpeters, and privates with \$13. In brief, the first sergeant had assumed a more logical relationship, as far as pay was concerned, to the sergeant major. The gunnery sergeant, however, was being paid more than his rank would indicate, but this, perhaps, could be justified on the grounds of his technical abilities.

No attempt was made to adjust the relationship among the top noncommissioned grades until 1908. In the spring of that year, the base pay of sergeants major, quartermaster sergeants, first sergeants, and drum majors was raised to \$45 per month, while gunnery sergeants continued to draw \$35.

In creating the grade of gunnery sergeant, the Marine Corps had recognized the fact that techniques of warfare were changing rapidly. On the eve of World War I, a conflict which would point out the need for enlisted specialists, a candidate for the grade of gunnery sergeant was tested primarily in the mysteries of naval ordnance, but with the development of new signal equipment, some gunnery sergeants were trained in operating and maintaining radios. Still others specialized in telephone communications or in using electrically controlled coast defense mines.

Unfortunately, not every specialist could be a gunnery sergeant. Cooks, gun pointers and signalmen posed a special problem for, although they had certain valuable skills, they could not be promoted to the higher enlisted grades without working a grave injustice. The Marine Corps, in other words faced the problem of rewarding skills without giving the specialist more authority than he could handle. The answer was found in 1908, when the Corps was authorized to give additional pay to certain enlisted men.....This system sought to reward proficiency with weapons as well as special skills.

From 1908 until the armistice of 11 November 1918, there were but two major changes in the Marine Corps enlisted rank structure. By 1 January 1914, the gunnery sergeant had been returned to the top pay grade along with the sergeant major, drum major, quartermaster sergeant, and first sergeant; and in 1917, the grade of private first class was authorized.

WWI had emphasized the need for technicians as well as troop leaders. On 10 June 1922 a new law was passed which prescribed seven enlisted pay grades. (Note that, at that time, the top enlisted pay grade, the first, pertained to the top grade, not the bottom, or the rank of private, as is now the case). Due to problems involving changes to the rank structure, specialist pay, etc., there existed problems in the Corps' hierarchy of noncommissioned officer ranks. For a time, the third pay grade had no corresponding rank to that of the Army; many desired to scrap the idea of specialist pay altogether, but more and more technicians were authorized additional pay; many were promoted to gunnery sergeant as a means to more authority and pay, notwithstanding a knowledge of naval ordnance; first sergeants saw sergeants, and even corporals, jumped over them to sergeant major or quartermaster sergeant to be assigned technical duties.; gunnery sergeants were sometimes assigned duties other than naval ordnance, etc.

The Marine Corps recognized these problems and began acting to correct them. In the Spring of 1923 the first group of staff sergeants filled the gap in the previously vacant third pay grade; the rank of master technical sergeant was created in the top pay grade, and supply sergeant in the second pay grade, etc.

At the same time, the Commandant prohibited the employment of gunnery sergeants as clerks, orderlies, or chauffeurs, or in any type of duty connected with messes, commissaries, post exchanges, guards, or police. Instead, they were required to qualify in some phase of engineering or post maintenance, aviation, communications, motor transportation, or ordnance. To correct the existing injustices in promotion policies, the Commandant decreed that sergeants major should be selected from the list of first sergeants and gunnery sergeants.

Many of the "housekeeping" duties once performed by disgruntled gunnery sergeants were assigned to staff sergeants

Technical Sergeant, like gunnery sergeant, ranked in the second pay grade, was authorized for noncommissioned officers holding the title of gunnery sergeant but performing duties entirely divorced from ordnance

By the eve of World War II, the titles and pay grades used by Marine Corps noncommissioned officers were varied and, because of the practice of inserting in parenthesis after the title the nature of any special duty, they were both repetitive and confusing... This sudden mushrooming of subtitles within the seven pay grades was a result of the need for specialists during World War II. Since the old system of special pay had been abolished effective 1 June 1942, the Marine Corps could no longer separate technical skill from leadership ability.... the Marine Corps made a constructive move in advancing the first sergeant to the highest enlisted pay grade. Thus, on 10 February 1943, the first sergeant regained the ascendancy which that rank had held during World War I. The sergeant major continued, however, to take precedence over all other enlisted men in the first pay grade. None save first sergeants were eligible for promotion to sergeant major."

By the end of WWII the Marine Corps once again saw the need to revise the enlisted rank structure, so Effective 1 December 1946, the new designations of rank went into effect. Branch titles such as commissary were abolished, but old titles, such as first sergeant or platoon sergeant, could be used when applicable in informal conversation. The "square" or staff chevron was ordered discarded as soon as the supply was exhausted.

In the future, all staff noncommissioned officers would wear the same "rocker" type chevron... Although a drastic departure from tradition, this change accomplished its purpose of standardizing the enlisted rank structure."

This change affected the rank of gunnery sergeant changed to technical sergeant, although in many cases, T/Sgts were called "gunny." Staff NCO ranks now consisted of only SSgt, TSgt, and MSgt. Gone were the titles of SgtMaj, 1stSgt, MGySgt, MTSgt, QMSgt, PMSgt, MStew, Mcook, GySgt, DrMaj, SupSgt, Stew1CI, Cook1CI, PltSgt, ChCook, Stew2CI, Cook2CI, FldMusSgt, FldCook, Stew3CI, Cook3CI, AstCook, FldMusCpl, etc.

Between 1946 and 1958, there were only three major alternations in the enlisted rank structure. First, the Career Compensation Act of 12 October 1949 turned the pay grade numbering system upside down by placing privates in pay grade E-1 and master sergeants in grade E-7. Second, the Marine Corps announced in December 1954 the establishment of two additional titles within grade E-7. The rank of sergeant major was to take precedence over the newly resurrected first sergeant, who, in turn, was placed above the master sergeant. This last change was made to give recognition to noncommissioned officers acting in these important billets; the job of first sergeant or sergeant major was too important to be classed merely as an administrative specialty. This re-emphasis on the role of the senior noncommissioned officers was followed by a sweeping revision of enlisted ranks and grades of the Marine Corps in 1958 after Congress amended the Career Compensation Act of 1949 and authorized two new pay grades, E-8 and E-9.

The solution to plus other desirable changes, was ordered by the Commandant on 25 November 1958, to be effective 1 January 1959. Substantially, it followed the recommendations of a study the Enlisted Rank and Pay Structure Board, convened to adapt the new legislation to the Marine Corps.

A transitional period of dual grade structure, to end entirely on 1 January 1965, was worked out to insure that no Marine would lose stripes. This was achieved by establishing "acting" ranks, so that all Marines would be able to retain their existing titles, insignia, and privileges. Upon promotion, they would assume the new rank titles. The prefix "acting," however, was abolished by the Commandant on 1 August 1960, and the end of the transitional period for all grades was moved up to 1 July 1963."

Since technical adeptness was now required of quite a few others besides the technical sergeant, this title ceased to have value and it was deleted. Marines holding that rank were designated acting gunnery sergeants.

The occasion also enabled the Marine Corps to reapply its colorful history to the grade structure. The title of lance corporal, first used by Marines in the Indian Wars of the 1830s was revived. Now, for the first time, it was a permanent rank. In addition, the memorable "Gunny"--the gunnery sergeant and the master gunnery sergeant --was exhumed.

In E-7, the gunnery sergeant was used in place of the master sergeant, partly to restore the traditional rank and to move the title "master sergeant" from pay grade E-7 to E-8. As for the first sergeant, no change was involved except to raise the rank from E-7 to E-8. The rank of master gunnery sergeant, revived to provide leadership in occupational fields, was put at the top in E-9, alongside the sergeant major, raised from E-7 to E-9 and still the senior NCO.

Prior to 1958, the Marine was engaged in a seemingly endless struggle to develop an enlisted rank structure which offered privileges and pay commensurate with responsibility and skill. As the need evolved, new noncommissioned officer ranks were created, such as orderly sergeants and lance corporals. Later, improvements in naval ordnance brought the gunnery sergeant into being as well as proficiency pay for gun pointers.

Viewed from its entirety, the new enlisted structure enhanced career attractiveness which, for more than a century, had drawn volunteers to the Marine Corps. There was full acknowledgement of the modern military picture, yet no Marine could sadly say that "things aren't like they were in the old Corps."

The rank of gunnery sergeant from its inception in 1898 through its last change in 1958 (effective 1Jan59) has undergone several revisions. First of all, "A new rank, dating from the time of the Spanish War, also appeared in the 1900 regulations -- the gunnery sergeant, the original insignia prescribed for the gunnery sergeant was to be of short life and in appearance was unique among Marine insignia. The design prescribed for the gunnery sergeant consisted of three chevrons and three bars with the 'device of the school of application'-- a crossed rifle and naval gun behind a globe, anchor and eagle -- in the center.

This insignia gave way in the next revision of the regulations, in 1904, to the design by which the gunnery sergeant was to be traditionally known, the bursting bomb and crossed rifles on a scarlet field set in the angle of three chevrons."

The 1929 regulations altered the insignia of the first sergeant and gunnery sergeant by the addition of two arcs to each.

In 1937, enlisted rank insignia was set up according to pay grade. Three basic types of insignia were prescribed: plain chevrons, chevrons with bars and chevrons with arcs. Second Grade, Line (three chevrons and two arcs): first sergeants, gunnery sergeants.

In the latter part of 1946 the removal of the bars from the old style 'square' chevrons. This reorganization had little effect upon the insignia system established in 1937. It fails to mention that this is where the title of gunnery sergeant fell by the wayside! (for a time). There was no longer--between the years 1946 through 1958--the title of gunnery sergeant in the enlisted rank structure. Of course, the technical sergeant (three chevrons and two arcs) was usually referred to, informally, as "Gunny." And then between 1959 and 1963, the former technical sergeant was designated "Acting Gunnery Sergeant."

Therefore, it was not until 1 January, 1959 that the title of gunnery sergeant was restored to the enlisted rank structure (in its present form with three chevrons, two arcs, and the now added crossed rifles; this occurred when the "new rank structure" as it was usually referred to became effective and is still in effect as of this writing.

Gunnery Sergeants of the SFMC NCOs may take inspiration from men such as those listed below.

Fictional Gunnery Sergeants

- Leroy Jethro Gibbs on the television series "NCIS" (portrayed by Mark Harmon) Victor Galindez on the television series "JAG" (portrayed by Randy Vasquez)
- Thomas Highway in the film "Heartbreak Ridge" (played by Clint Eastwood)
- Bob Lee Swagger, created by author Stephen Hunter and portrayed in the 2007 movie "Shooter" by Mark Wahlberg
- Miles Arthur Rutherford in the "The Council Wars" book series written by John Ringo
- Senior Drill Instructor GySgt Hartman in the film "Full Metal Jacket" played by GySgt R. Lee Erney

- Senior Drill Instructor GySgt Gerheim (on whom the character of Hartman was based) in the book "The Short-Timers" by Gustav Hasford
- Alva "Gunny" Bricker on the television series "Major Dad" (portrayed by Beverly Archer)
- GySgt Emil Foley in the film "An Officer and a Gentleman" (played by Louis Gossett, Jr., the role for which he won an Academy Award).
- Gunnery Sergeant Ashley Williams, a character from the role-playing game "Mass Effect".
- Vince Carter played by Frank Sutton on "Gomer Pyle" USMC
- Jim Moore (referred to in the opening credits as "Technical Sergeant") played by Jack Webb in the movie "The D.I".
- Gunnery Sergeant Al Apone in 1980s sci-fi classic film "Aliens", played by Al Matthews.
- Gunnery Sergeant Erin Mathias, a character in the rebooted "Battlestar Galactica", played by Eileen Pedde.
- Lawton "Gunny" in the game "Medal of Honor: Rising Sun" is a Gunnery Sergeant.
- Pete Stacker, a UNSC Marine Infantryman in the "Halo" series
- Gena "Mother" Newman, in the books "Ice Station", "Area 7", "Scarecrow" and "Hell Island"
- Scott "Snake" Kaplan, in the book "Ice Station"
- Amos Skillings, in the books "Mission Compromised", "The Jericho Sanction", and "The Assassins" by Oliver North and Joe Musser.
- Sgt. Slaughter, a Marine Drill Instructor in the "G.I.Joe" ARAH toyline, comics and cartoon.
- Gunnery Sergeant Torin Kerr in the "Confederation of Valor" series of books

Real Life Gunnery Sergeants

- John Basilone
- Robert H. McCard
- Carlos Hathcock
- Jack Coughlin
- William Gary Walsh
- R. Lee Ermey
- George Peppard

APPENDIX N: Suggested reading lists

In the 21st Century the Commandant of the USMC suggested the following lists of books, with recommendations for specific reading by the various ranks. This reading list is still valid today. It is recommended that the individual marine makes himself familiar with the information provided within these texts.

All Marines:

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak

Private to Lance Corporal:

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak

"MCDP 1 Warfighting" by US Marine Corps - <http://www.smallwars.quantico.usmc.mil/search/Articles/MCDP1.pdf>

"A Message to Garcia" by E. Hubbard

"Rifleman Dodd" by C.S. Forester

"The Soldier's Load" by S.L.A. Marshall

"The Ugly American" by W. Burdick

"Enders Game" by O.S. Card

Corporal:

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak

"MCWP 6-11 Leading Marines" by US Marine Corps - http://www.ozarkmarines.com/Downloads/MCW-6-11_leading_marines.pdf

"Battle Leadership" by A. Von Schell

"Flags of Our Fathers" by J. Bradley

"Gates of Fire" by S. Pressfield

"Imperial Grunts" by R. D. Kaplan

"Small Unit Leaders Guide to Counterinsurgency" by Dept of the Navy - <http://www.expose-the-war-profiteers.org/archive/government/2006-1/20060600.pdf>

Sergeant:

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak

"MCDP 1-3 Tactics" by US Marine Corps - http://www.fs.fed.us/fire/doctrine/genesis_and_evolution/source_materials/MCDP-1-3_tactics.pdf

"The Art of War" by Sun Tzu

"Tip of the Spear" by G.J. Michaels

"Attacks!" By E. Rommel

"With the Old Breed" by E.B. Sledge

"The Village" by B. West

Staff Sergeant:

"MCDP 1-2 Campaigning" by US Marine Corps - <http://www.marines.mil/news/publications/Documents/MCDP%201-2%20Campaigning.pdf>

"This Kind of War" by T.R. Fehrenbach

"Band of Brothers" by S.E. Ambrose

"The Face of Battle" by J. Keegan

"A Bell for Adano" by J. Hersey

"Utmost Savagery" by J. Alexander

Gunnery Sergeant:

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak

"MCDP 5 Planning" by US Marine Corps - http://www.dtic.mil/doctrine/jel/service_pubs/mcdp5.pdf

"The Savage Wars of Peace" by M. Boot

"We Were Soldiers" by H. Moore

"On Combat" by D. Grossman

"Breakout" by M. Russ

"Victory at High Tide" by R.D. Heinl

Master Sergeant / First Sergeant:

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak

"MCDP 1-1 Strategy" by US Marine Corps - http://www.dtic.mil/doctrine/jel/service_pubs/mcdp1_1.pdf
"Reminiscences of a Marine" by J.A. Lejeune
"Fields of Battle" by J. Keegan
"Seven Pillars of Wisdom" by T.E. Lawrence
"On Killing" by D. Grossman
"Battle Cry of Freedom" by J.M. McPherson

Master Gunnery Sergeant / Sergeant Major:

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak
"The General" by C.S. Forester
"No Bended Knee" by M.B. Twining
"Achilles in Vietnam" by J. Shay
"The Mask of Command" by J. Keegan
"The Arab Mind" by R. Patai

Second Lieutenant / Warrant Officer:

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak
"MCWP 6-11 Leading Marines" by US Marine Corps - <http://www.au.af.mil/au/awc/awcgate/usmc/mcwp611.pdf>
"Fields of Fire" by James Webb
"The Art of War" by Sun Tzu
"The Anatomy of Courage" by Baron Charles Moran
"On Infantry" by John English & Bruce Gudmundsson
"Small-Unit Leaders' Guide to Counterinsurgency" by US Marine Corps - <http://www.expose-the-war-profiteers.org/archive/government/2006-1/20060600.pdf>
"The Soldier's Load" by S.L.A. Marshall

First Lieutenant / Chief Warrant Officer 2

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak
"The Bridge at Dong Ha" by John Miller
"The Face of Battle" by John Keegan
"Reminiscences of a Marine" by John A. Lejeune
"Counterinsurgency Warfare; Theory and Practice" by David Galula
"Battle Cry of Freedom: The Civil War Era" by James M. McPherson

Captain / Chief Warrant Officer 3

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak
"For the Common Defense" by Millet and Maslowski
"The Mask of Command" by John Keegan
"The Savage Wars of Peace" by Max Boot
"On Combat : the Psychology and Physiology of Deadly Conflict in War and in Peace" by Dave 'Grossman with Loren W. Christensen
"The Arab Mind" by R. Patai

Major / Chief Warrant Officer 4

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak
"Once an Eagle" by Anton Myrer
"The Guns of August" by Barbara Tuchman
"The History of the Peloponnesian War" by Thucydides ("The Landmark" version by Strassler recommended)
"The Lexus and the Olive Tree" by Thomas L. Friedman
"Grant Takes Command" by Bruce Catton

Lieutenant Colonel / Chief Warrant Officer 5

"First to Fight: An Inside View of the U.S. Marine Corps" by LtGen Krulak
"Masters of War" by Michael I. Handel
"Supplying War" by Martin Van Creveld
"Carnage and culture : landmark battles in the rise of Western power" by Victor Davis Hanson
"Defeat into Victory" by William Slim
"Triumph Forsaken : the Vietnam War", 1954-1965 by Mark Moyar

About the SFMC Academy

The Starfleet Marine Corps Academy was established by Commander Starfleet in 2164 when it was determined that Starfleet Academy could no longer adequately meet the needs of both services. The historical home of the United States' Navy and Marine Corps academies, Annapolis, was selected as the new home of the SFMCA. The head of the Academy, known as DCO-Academy, TRACOM, is still headquartered at the main campus in Annapolis. The motto of the SFMCA is "Facta Non Verba" or, in Federation Standard, "Deeds not Words." This is reflected in the more informal academy slogan, "We lead by example... whether we mean to or not." The DCO-Academy, TRACOM reports to the Commanding Officer of the Training Command (COTRACOM) who, in addition to the SFMCA, oversees branch schools, enlisted personnel training, advanced technical schools, and periodic skill re-fresher courses. Most of these courses are held either at one of the SFMCA facilities, or at one of the many training facilities in the New Valley Forge system which is home to TRACOM. These facilities, together with an Oberth-class spacedock serving as TRACOM headquarters, comprise Station Valley Forge. Today, the SFMCA consists of 5 campuses, 8 training worlds, and 42 ranges and field courses throughout the UFP. Together with Station Valley Forge, the SFMCA comprises one of the largest and most advanced military training organizations in the known universe.

