

CONFIDENTIAL

**STARFLEET MARINE
CORPS**



**OFFICERS'
MANUAL**

Revision 2006

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Officers Manual

2006 EDITION



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Foreword

Welcome to the Officers Manual of the STARFLEET Marine Corps (SFMC). This publication is intended primarily for members of the SFMC, which is an affiliate of STARFLEET, The International Star Trek Fan Association, Inc. (SFI). However, anyone with an interest in our part of the Star Trek universe is invited to look and learn. This manual serves as a handy reference work for members of our Officer Corps. It is a one-book source for the new member, NCO, Warrant Officer, and Officer wherein they can get the information they need to fill their fictional and fan association roles.

From here on in you will learn about the jobs and responsibilities of the Marine Officer and how he interacts and works with the rest of the SFMC, both above and below him in the Chain of Command. In choosing to take these courses you will learn more about the job of being an officer. While the job is tough and not always full of glamour you will have fun and learn more about yourself, and what holds the Corps and STARFLEET together. There are many jobs that you will have the opportunity to hold, the officers specialize in command and leadership, much like their counterparts within the FLEET. For a further list of the jobs available to the officer please consult the MOS Manual.

I would like to thank Scott Grant for being an invaluable sounding board and source of ideas and encouragement in the creation of this manual.

In Service to the Corps and Semper Fidelis,
John Roberts
Commandant, STARFLEET Marine Corps

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.

Reporting Authority

The governing authority for training information is the Commanding Officer, Training and Doctrine Command (COTRACOM). Send questions, comments, or suggestions to: Tracom@sfi-sfmc.org

Acknowledgments

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SECTION 1 - Rank

1.01 The SFMC Today

At present the Starfleet Marine Corps is made up of the Commissioned Officer Corps, which serves as unit and corps commanders; and the Enlisted Corps (which includes the NCO (Non-Commissioned Officer Corps and Warrant Officer Corps).

1.02 Rank in Star Trek

Starfleet ranks and insignia are military titles and badges of office which appear in the science fiction universe of Star Trek. Such ranks and insignia form the hierarchy of Starfleet, the military and scientific exploration arm of the United Federation of Planets. The ranks and insignia of Starfleet are based on the historic titles used by the United States Navy of Earth.

Starfleet ranks and titles have evolved through both live action productions, official publications. The most official ranks established are those which appear in Star Trek films and television productions, with ranks appearing in publications from Star Trek producers considered "secondary", but nevertheless still officially established Starfleet titles.

1.03 Enlisted Personnel



When Star Trek was first created, Gene Roddenberry allegedly had stated that, within Starfleet, there were no enlisted ranks since all personnel onboard a starship were trained astronauts and thus had the education required of officers. This comment, however, is quickly contradicted by characters which appear in the first pilots of Star Trek, such as the Captain's Yeoman, who bear titles of enlisted positions.

The question of enlisted rank insignia is largely unanswered in the early days of Star Trek, due most significantly to the fact that no enlisted Starfleet member was ever shown wearing rank insignia of any kind.

The one exception to this was a bridge officer, seen briefly in the unaired pilot Star Trek: The Cage. In the pilot episode, a communications technician (referred to as "Chief") is shown wearing a modified officer rank stripe. This stripe, however, is unique to the pilot episode.

1.04 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 1770's 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.

1.05 Commissioned Officers

Officers are distinguished from other military members by holding a commission; they are trained as leaders and hold command positions.

Officers are, usually, referred to as either “Line” or “Staff” officers based upon the type of position they hold.

1.05.1 Line Officers

A line officer (or otherwise termed “officer of the line”) is a military officer who is trained to command a warship, ground combat unit, or combat aviation unit. Officers who are not line officers are those whose primary duties are in non-direct combat specialties (as opposed to those assigned to non-combat duties for a given tour or rotation) such as chaplains, lawyers, supply officers and medical officers (both nurses and doctors). The Starfleet refers to them as Staff Officers.

In the Starfleet, line officers are usually referred to as “Command track” officers and are easily recognized by the color of their uniform tunic (red). They are divided into Unrestricted Line Officers and non-staff Restricted Line Officers.

In the STARFLEET Marine Corps, part of STARFLEET, all officers except warrant officers and limited duty officers (LDOs) are considered line officers, trained to take command of combat units. This is rooted in the basic tenet of the SFMC, “every Marine is a rifleman.” However, there are some officers (Medical, legal, research, support, etc..) whose primary duties are those of staff officers and they are referred to as staff officers in most cases.

The expression “officer of the line” is rooted in the 18th- and 19th-century British naval practice of employing sail-powered warships in line formations to maximize the effectiveness of side-mounted cannons. The ships were called Ships of the Line, and their commanders were termed line officers.

1.05.2 Staff Officers

Staff officers provide specialized support to line officers and to all other persons in the organization. Staff functions include medical, legal, supply and chaplain (religious). These officers provide the grease on the wheels and muscle to help make sure the SFMC and Starfleet operate efficiently, regardless of the circumstances their individual units and members may find themselves in during the course of their duties.

1.05.3 Limited Duty Officer

A Limited Duty Officer (LDO) is an officer in the SFMC or Starfleet who was selected for commissioning based on his skill and expertise. They are used in situations where it is desirable to introduce the type of strong, deckplate-level technical knowledge into the chain of command that can only be found in the enlisted and formerly enlisted Warrant Officers who work with the equipment on a daily basis (and, in fact, a candidate must be at least a Staff Sergeant or Petty Officer First Class (E-6) in order to apply to be an LDO in the SFMC or Starfleet (most often LDOs are selected from Warrant Officers). Thus, like a Warrant Officer, an LDO is considered a technical expert.

The term “Limited Duty” refers not to an LDO’s authority or standing within the department, but rather the LDO’s ultimate career progression. Unlike an Unrestricted Line Officer (URL), an LDO cannot command a warship or any SFMC unit. An LDO, instead may eventually command a shore activity (such as Supervisor Shipbuilding), or be slated for other technical assignments of increasing responsibility.

Since LDOs are one path of enlisted career progression, many LDOs retain a bit of the enlisted “working man’s pride.” The sometimes joke that “LDO” stands for “Loud Dumb Officer” in order to draw a distinction between them and officers commissioned directly from college. There are also some, though increasingly few, among the Chief Petty Officer community who view LDOs with contempt if they were not yet CPOs when commissioned. They see it as a fault that the LDO “bypassed the Chief’s Mess” and went to the wardroom.

1.06 Officer Grades

Officers are further separated into three levels: Company Grade (or Junior) Officers, Field Grade (or Senior) Officers and General (or Flag) Officers.

1.06.1 Company Grade (or Junior) Officers

The ranks of junior officers are the three lowest ranks of officers. Units under their command are generally not expected to operate independently for any significant length of time. Company grade officers also fill staff roles in some units.

Typical Marine Company Grade Officer ranks are Second Lieutenant (2LT), First Lieutenant (1LT) and Captain (CPT). Typical Fleet Junior Officer ranks are their counterparts: Ensign (ENS), Lieutenant, junior grade (LTjg) and Lieutenant (LT). Naval junior officers are typically assigned as deputy department heads (senior Lieutenants) or serve as watch officers on the less desirable second and third shifts as they learn the tasks associated with their day to day responsibilities.

In the SFMC a Company Grade officer is usually still learning his job and commanding small groups of Marines. Typical postings for Company grade officers include Platoon leader and Company (MSG) commander. Some particularly talented Captains may be tapped to serve on BN and BDE staffs as needed and deserved by their exhibited talents.

1.06.2 Field Grade (or Senior) Officers

Field officers, also called "field-grade officers" or "senior officers", are senior officers who typically command units that can be expected to operate independently for short periods of time (battalions and regiments, large warships). Field officers also commonly fill staff positions.

The term "field(-grade) officer" is primarily used in by the marines; Starfleet generally prefers the term "senior officer". The two terms are not necessarily synonymous.

Typical Marine Field Officer ranks include Major, Lieutenant Colonel, Colonel and (depending upon their duty assignment) Brigadier. Typical naval Senior Officer ranks include Lieutenant Commander, Commander, Captain and (depending upon their assignment) Fleet Captain.

In the SFMC, a Field Grade Officer is typically assigned the command of larger units (BN, BDE and Regiment) and begins honing his skills to develop a larger view of the field of operations to go along with his greater responsibilities. Naval Senior Officers are usually tasked with serving as Department Heads or commanders of vessels (depending upon their rank and size of vessel). Many field grade officers also serve on the staffs of senior officers and the staffs of units larger than they would normally command (i.e., a Major may serve as a BDE staff officer to learn the responsibilities he will hold if he is ever promoted to the higher grades and given command of a BDE of his own). Brigades are generally commanded by Colonels or Brigadiers.

1.06.3 General (or Flag) Officers

Officers who typically command units or formations that are expected to operate independently for extended periods of time (combined brigades and larger, or flotillas or squadrons of ships), are referred to as either General Officers (Marines), Flag Officers (Starfleet).

Marine General Officer ranks typically include Brigadier General, Major General, Lieutenant General and General. Starfleet Flag Officer ranks, named after the traditional practice of showing the presence of such an officer with a flag on a ship and often land, typically include Admiral, Vice Admiral and Rear Admiral.

Regardless of their branch of service, it is acceptable to refer to these officers as "Flag" officer. This is from the ancient naval practice (later adopted by all forces) of announcing the presence of the Officer in a particular area (where security concerns permit) by flying a flag displaying their rank along with the colors at a particular location. The color schemes for the flags are: Marine General Officers are red flags with gold stars; Fleet Flag Officers are blue flags with white stars.

1.07 What is a Billet?

A billet is the position held by a Marine or member of Starfleet. It can be as low as the Marine Rifleman in an Infantry MSG (or Crewman on a starship) all the way up the General Staff officers and the Commandant of the STARFLEET Marine Corps (Executive Committee member and Commander, STARFLEET).

1.08 What is a Grade?

Simply put a Grade is the rank held by a Marine (or Fleeter) expressed in the numerical form (E-7, O-4) versus the title of the rank (Gunnery Sergeant/Chief Petty Officer, Major/Lieutenant Commander).

1.09 Billet vs. Grade

Billet (position held) always trumps Grade. That means the higher position will always hold sway over a higher rank if they hold a lesser position. For example, A Lt. Colonel serving as the Battalion Officer-in Charge of the 9th BN, 34th BDE, tries to override the commands issued by the Colonel in charge of the 1234th MSG of the 9th BN because they are not in keeping with the performance of the assigned mission. The BN OIC's orders will trump and override the orders of the Colonel in charge of the MSG. The same is true if the Commandant of the Marine Corps held the rank of Colonel and a BDE OIC who held the rank of Brigadier General gave conflicting orders to carry out a mission, the orders of the Commandant, even though he is of a lower rank, would carry the day by virtue of his holding the higher placed Billet.

1.10 Rank Descriptions and Normal Duties for Each Rank

1.10.1 Ensign/Second Lieutenant:

Having just graduated from the Academy, this officer is still learning the ways of command as well as what is expected of him from his superiors in order to perform his job properly.

A typical Ensign/Second Lieutenant is at specialty training for up to two years after receipt of the commission, depending on specialty, leading a group of enlisted personnel in a division. Even this billet, however, is for training purposes, as the division officer's duties and responsibilities are specifically designed to familiarize the "Div-O" with the appropriate naval systems, programs, and polices, under the guidance of their divisions' Chief Petty Officers.

Limited Duty Officers or other prior enlisted, are often viewed as being a bit more knowledgeable and experienced as freshly commissioned officers. As such these members often referred to as "Mustangs," who are typically given tougher assignments commensurate with those appropriate for an Ensign. They are also designated as an O1E versus an O-1 in regard to pay and benefits.

An Ensign is typically assigned as a small team leader or may serve as the watch officer for a division on the less desirable third shift watches aboard ship or station.

A Second Lieutenant typically leads a platoon-size element (about 16 Marines). Second Lieutenants have generally completed the following SFMCA courses: MOBS and the -10 course for their chosen Branch of Service.

1.10.2 Lieutenant, junior grade/First Lieutenant:

(Promotion to this rank usually occurs after 2 years of service/time in grade)

As a commissioned officer, a Lieutenant, junior grade (LTJG) leads non-commissioned officers and enlisted personnel. This rank is sometimes known as "Lieutenant, Junior God" due to an unpleasant personality change which frequently occurs when an Ensign achieves this rank.

First Lieutenant is the second-lowest ranking commissioned officer. It is one step above the rank of Second Lieutenant.

A First Lieutenant usually leads more specialized platoons or may be the Executive Officer of a company-sized unit (about 80 Marines). First Lieutenants in the SFMC should have completed the following additional courses: PD-15 and IN-20.

1.10.3 Lieutenant/Captain:

(Promotion to this rank usually occurs after 4-5 years of service (2-3 years time in grade))

A Lieutenant is generally assigned to lead divisions on smaller vessels and stations and may serve as deputy department heads aboard larger ships and stations if there is a shortage of other senior officers for the role. Lieutenants are often given unsupervised tasks to complete as they are now considered to be career officers in the Starfleet.

Captains generally command and control company-sized units (about 80 Marines), together with a principal Non Commissioned Officer assistant. They instruct at service schools and combat training centers and are often Staff Officers at the battalion level. In Medical units, Captain is the entry-level rank for Doctors and Registered Nurses. In Judge Advocate General units, Captain is the entry-level rank for Lawyers who already have their academic degree and are members of a Bar.

Captains should have completed the following additional courses before promotion: OCC, PD-20, the -20 level course for their chosen Branch of Service and the -10 level course from any other Branch of Service which may be related to duties they will be asked to carry out.

1.10.4 Lieutenant Commander/Major:

(Promotion to this rank usually occurs after 7-8 years of service (3 years time in grade))

A Lieutenant Commander is a senior department officer on a large ship or shore installation. They may also be commanding officer or executive officer (second-in-command) of a smaller ship or installation.

A major typically serves as primary Staff Officer for brigade and task force command regarding personnel, logistical and operational missions. In addition, majors will command augmented Companies in Combat Service and Service Support units.

Majors should have completed the following additional courses before promotion: PD-30, the -30 level course for their chosen Branch of Service, LD-20 and the -20 level course from any other Branch of Service which may be related to duties they will be asked to carry out.

1.10.5 Commander/Lieutenant Colonel:

(Promotion to this rank usually occurs after 11-12 years of service (4 years time in grade))

The rank evolved, on Earth, in the 18th and early 19th centuries and was originally known as Master and Commander. The British Royal Navy shortened Master and Commander to Commander in 1814, Terran reckoning.

A commander may command a frigate, destroyer, aviation squadron or shore installation, or may serve on a staff. A commander who commands a unit may be referred to as "Captain" as a courtesy title. A unit commander may also be informally referred to as "skipper."

In the SFMC, a Lieutenant Colonel typically commands a battalion-sized unit (about 300 to 500 Marines), with a Command Sergeant Major as principal non-commissioned officer assistant. A Lieutenant Colonel may also serve as a brigade or task force Executive Officer.

Lieutenant Colonels should have completed the following additional courses before promotion: the -30 level course from any other Branch of Service which may be related to duties they will be asked to carry out and CA-40 and ST-40.

1.10.6 Captain/Colonel:

(Promotion to this rank usually occurs after 16-17 years of service (4 years time in grade)).

Naval officers below the rank of Captain who are assigned to command a ship are addressed as captain while aboard that ship, by nautical custom. A naval captain traveling aboard a vessel he does not command is never referred to by rank to avoid confusion with the nautical captain, who remains in charge of the entire ship (including the passengers who outrank the nautical captain).

Captains with field naval commands generally command ships of cruiser size or larger. The more senior the officer, the larger the ship; but generally, ship commanders are of Captain rank or lower. Also, many Captains are either retired or have desk jobs.

An SFMC colonel typically commands brigade-sized units (about 1,000 to 2,500 Marines), with a Command Sergeant Major as principal Non-Commissioned Officer assistant, and is also found as the chief of divisional-level staff agencies.

Colonels should have completed the following additional courses before promotion: CA-50, ST-50 and MH-40.

Marines Say:

Captains in the STARFLEET Marine Corps are sometimes referred to as "Skipper" in informal situations. This term for a Captain is most often used by very senior Staff Non-Commissioned officers (Staff NCO's).

1.10.7 Fleet Captain/Brigadier:

(Promotion to this rank usually occurs after 21 years of service (4-5 years time in grade)).

Fleet Captains are usually very senior Captains. Those with field naval commands generally command groups of ships called Squadrons, but may also command the largest ships of the line in the Starfleet (Galaxy and Sovereign class) or serve as Executive Officers of Task Forces.

An SFMC Brigadier typically serves as primary Staff Officer for Division command regarding personnel, logistical and operational missions. In addition, Brigadiers will command augmented brigades in Combat Service and Service Support units, and is also found as the chief of divisional-level staff agencies.

Colonels should have completed the following additional courses before promotion: CA-60, ST-60 and MH-50.

1.10.8 Commodore/Brigadier General:

(Promotion to this rank usually occurs after 25 years of service (4 years time in grade)).

Commodores generally command groups of ships known as Task Forces. They may also serve as Executive Officers of smaller Fleets.

An SFMC Brigadier General, typically serves as Deputy Commander to the Commanding General of a division or division-sized units (about 4,000 to 15,000 Marines) and assists in overseeing the planning and coordination of a mission.

Brigadier Generals should have completed the following additional courses before promotion: FOS and MH-60.

1.10.9 Rear Admiral/Major General:

(Promotion to this rank usually occurs after 30 years of service (5 years time in grade)).

Rear Admiral is a naval commissioned officer rank that originated from the days of Naval Sailing Squadrons and can trace its origins to the Royal Navy. Each Naval Squadron would be assigned an Admiral as its head, who would command from the centre vessel and direct the activities of the squadron. The Admiral would in turn be assisted by a Vice, or Vice Admiral, who commanded the lead ships which would bear the brunt of a naval assault.

In the rear of the Naval Squadron, a third Admiral would command the remaining ships and, as this section of the squadron was considered the least dangerous, the Admiral in command of the rear would typically be the most junior of the squadron Admirals. This has survived into the modern age, with the rank of Rear Admiral the first and junior-most of the Admiralty ranks who are given Fleet level commands. Usually Rear Admirals serve as Executive Officers to numbered Fleet commanders.

An SFMC Major General typically commands a division-sized unit (about 4,000 to 15,000 Marines).

1.10.10 Vice Admiral/Lieutenant General:

(Promotion to this rank usually occurs after 35 years of service (5 years time in grade)).

In the Starfleet, Vice Admirals generally command the numbered fleets around the galaxy. Vice Admirals are often given command of entire sectors and use Starbases as their bases of operation rather than starships.

An SFMC Lieutenant General typically commands a corps-sized unit (2 or more Divisions combined for specific purposes (about 8,000 to 30,000 Marines)).

1.10.11 Admiral/General:

(Promotion to this rank usually occurs after 40 years of service (5 years time in grade)).

Admirals are usually found in the halls of Starfleet Command overseeing the various areas of operation for the Fleet as a whole (Operations, personnel, shipyards, etc.). Junior Admirals may still be found commanding Sectors or other specialized functions within the Fleet itself.





















SFMC Generals usually command all operations that fall within their galactic area. Thus, all marines in a given Sector are usually commanded by a General at the head of their Chains of Command and are the last stop before moving into the various levels of the SFMC Headquarters. The Commandant of the SFMC is usually a General, with the Deputy Commandant being either a Lieutenant General or very junior General.

1.10.12 Fleet Admiral/No Equivalent:

Selection to the rank of Fleet Admiral is done by the Federation President and Federation Council.

The Fleet Admiral (there is usually only one on active duty at any time) commands the Entire Starfleet and serves as the head of the Federation's military arm with even the Commandant of the SFMC reporting to either him or his deputy.

Fig. 1-1 Officer Rank Chart

Officer Rank Chart (Insignia Metal is Gold in Color)		
Grade	SFMC Rank	SFI Rank
O12	No Equivalent*	 Fleet Admiral (FADM)
O11	 General (GEN)	 Admiral (ADM)
O10	 Lieutenant General (LGN)	 Vice Admiral (VADM)
O9	 Major General (MGN)	 Rear Admiral (RADM)
O8	 Brigadier General (BGN)	 Commodore (COMM)
O7	 Brigadier (BDR)	 Fleet Captain (FCAPT)
O6	 Colonel (COL)	 Captain (CAPT)
O5	 Lieutenant Colonel (LTC)	 Commander (CDR)
O4	 Major (MAJ)	 Lieutenant Commander (LTC)
O3	 Captain (CPT)**	 Lieutenant (LT)
O2	 1st Lieutenant (1LT)	 Lieutenant Junior Grade (JG)
O1	 2nd Lieutenant (2LT)	 Ensign (ENS)

SECTION 2 - The Role of the Officer

2.01 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: Platoon, Company/MSG, Battalion, Brigade or Division.

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

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.

2.01.1 Responsibilities of an Officer

The diversity and complexity of military leadership in an organization the size of the SFMC 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 SFMC. It is important that you are aware of these in more than a passing manner. It is your duty to have a good working knowledge of what your job as an officer 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.

2.02 Shared Responsibilities

2.02.1 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 the SFMC. 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.

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 SFMC leader. NCOs 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 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.

2.03 The Duties of the Officer

The officer in the SFMC has three primary areas of duty he must fulfill: a duty to his superiors, a duty to his subordinates, and a duty to himself. All three duties are equally important and the true measure of the successful officer lies in how well he manages to balance them and still meet his responsibilities as outlined above.

2.03.1 Duty to his Superiors

An officer's duty to his superiors involves more than simply following orders and showing proper respect as required by military protocol. The officer must also be ready to offer advice and suggestions if he sees a better of doing things or potential pitfalls in orders and objectives presented to the officer..

This duty includes the questioning of any order the officer feels is illegal, immoral or goes against the overall mission objective. This does not mean the officer is free to press his point, there is every probability that your superiors had access to more information than you have been given when they made their decisions and issued their orders. The only time you are ever free to disobey an order is when the order given is patently unlawful on its face. Just because an order seems like it may be illegal, does not give you the right to refuse to follow that order. If you feel the need to disobey an order that is not obviously unlawful you should always contact higher headquarters, voice your concern and then do as told by the higher headquarters staff.

2.03.2 Duty to his Subordinates

An officer's duty to his subordinates is possibly the simplest duty of the three duties faced by any officer. The duties owed by every officer to those entrusted to his command are simple: ensure they are trained to proper standards to meet whatever mission they may be given, that they understand their mission objectives and are given the tools to meet that objective. In essence, the duty of an officer to his subordinates is to give them the knowledge, training and tools needed to complete the mission and to survive. The best way for an officer to do this is to use his NCOs effectively to help keep the unit trained and to make sure the officer himself understands the mission objectives completely.

2.03.3 Duty to Himself

An officer's duty is the most overlooked duty owed. A caring and effective officer may very well subjugate his needs and health for the other duties and responsibilities he faces in carrying out his mission. This should not be done, no matter how tempting it may be to do in order to complete the mission. An officer serves as an example to those under his command and the minute an officer begins neglecting himself, his subordinates will see it and act accordingly. This could be disastrous and cause the loss of needless lives or unnecessary injuries among an officer's command.

An officer serves as a role model for the troops he leads. Marines, especially younger marines, will look to emulate those they hold in high regard. When an officer who is well regarded by his troops begins neglecting his health, appearance or other duties for the sake of a narrow goal, the Marines they lead will follow suit. To prevent this, an officer should strive to maintain exemplary personal grooming habits and his uniform should always be as crisp and neat as possible. This shows the marines under his command that he takes the time to make sure he presents a professional appearance and demeanor. This inspires confidence in his troops by showing he has things well in hand and trusts in his troops to do their jobs as they have been trained and to complete the mission.

An officer must also have confidence in his own abilities. At the very least, an officer should never demonstrate his own self doubts in the presence of any of his subordinates. All the demonstration of self doubt accomplishes is to cause the subordinates to doubt the officer's ability to lead them effectively in the completion of the mission. This means the marines under his command could end up hesitating and questioning orders given at a crucial moment while in combat. This leads to unnecessary death and destruction as well as the probably failure of the operation.

SECTION 3 - Role of the NCO

3.01 Origins of the NCO

The task of training soldiers is long, detailed, and intense. Officers absorbed with the tactical and administrative requirements of fielding a successful army, have long required the expertise and assistance of exceptional veteran soldiers. The origin of the noncommissioned officer (NCO) can be traced back to the Roman legions of Old Earth. The Romans' success in war was due to their march formations, camp preparations, and response to orders in battle. The training of the Roman soldier was long, detailed and intense. The Roman commanders had found that the tactical and administrative requirements of drilling and fielding a successful army absorbed all their time. Necessity caused them to turn to the ranks for assistance.

The upper echelon of Roman leadership picked exceptional soldiers to be the leaders of 80-100 man cohorts. A centurion commanded a cohort. Each was given a pretty free hand to select the subordinate leaders of their cohort. In this role they supervised individual training, carried out their commanders' plans, and performed administrative and logistical tasks. They were the first "noncommissioned" officers, called "principalis." "Noncommissioned" in the military sense, then and now, means that entry to or occupation of a position of responsibility and authority is based on not education and "commissioning," but upon demonstrated competency and continued performance, and that personnel in that position are key or essential for effective operation of units. An indication of the importance of the Roman "principalis" can be derived from the English translation of the Latin word which roughly means principal, main, key, or first in rank.

3.02 Genesis of the Modern NCO's Role

The historical NCO we would recognize most easily today can be traced back to the Terran Year 1775 on Old Earth. Early organization of the American Continental Army was patterned after the British: officers were appointed/elected from the aristocracy, and sergeants, in turn, were appointed/elected from the ranks. But there was little uniformity in qualifications, duties, responsibilities, authority, and standards for these positions. General Washington's newly-appointed Inspector General Baron Von Steuben began working to correct these deficiencies at Valley Forge, where Washington's disheartened troops were then encamped.

On 29 March 1797, Steuben's "Regulations for the Order and Discipline of the Troops of the United States" appeared, and for the next 33 years, it was the official manual for the US Army. Commonly known as the "The Blue Book," it contained about 100 small pages setting forth clearly and simply the fundamentals of guard duty, organization, field operations, and drill. There were instructions for leaders from the commandant of a regiment down to the lowly corporal. They clearly established guidelines for selection and outlined the duties of the noncommissioned officers that have proven valid over the years and are still used today. His instructions for the commandant of a regiment stated:

The choice of noncommissioned officers is also an object of the greatest importance...The order and discipline of a regiment depend so much on their behavior that too much care cannot be taken in preferring none to that trust but those who by their merit and conduct are entitled to it.

Honesty, sobriety, and a remarkable attention to every point of duty, with neatness to their dress, are indispensable requisites; a spirit to command respect and obedience from the men, an expertness in performing every part of the exercise, and an ability to teach it are also absolutely necessary.

These regulations also gave instructions for sergeants and corporals, impressing on them the importance of their duty and responsibility toward discipline and order of the company. They cautioned against "too great familiarity with the men" but insisted that each soldier "be treated with great regard." A further word of caution was "by a contrary conduct they forfeit all regard, and their authority becomes despised."

3.03 Today's NCO

The NCO was and is promoted from the ranks and charged with duties, which assist and complement the officer in the discharge of his own duties. To use legal terminology, NCO's serve as an agent of the officer, and other organizers of the Corps, and derive a large measure of their legal authority from those sources.

The diversity and complexities of leadership requirements call for the allocation of specific types of tasks to various levels in the military hierarchy. A clear understanding of those specific responsibilities is essential to permit each leader to discharge his own assigned tasks. Such an understanding is also essential to avoid interfering with the accomplishments of other leaders, or tasks which are their assigned responsibilities.

3.04 Responsibilities of the NCO

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

- Execute orders according to established polices 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 marine, and other skills appropriate to their 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 billets areas, of unit work areas and the operation of recreational and other facilities for the primary use of enlisted personnel.

3.05 Qualities of the 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 posses 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 the Starfleet Marine Corps. The way in which they manage, the example they set, and the attitudes they have towards the Corps are all influencing factors in a person's decision to remain in the Corps.

Marines Say:

The NCO probably has the greatest face-to-face personal responsibility in SFMC. The buck stops at his level. He is the one who personally sees to it that orders are carried out. This calls for the close supervision and attention to detail, because the results of the job not only reflect his ability, but also on the ability of his commanding officer.

*GSGT Jack Kern
TRACOM NCO
Development Program*

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 Marine Corps is measured in terms of competence, responsibility, and dedication. To a Starfleet Marine professionalism is demonstrated by all ranks.

3.06 Basic Responsibilities of the NCO as a Leader

Marine NCOs have two basic responsibilities as a leader of troops: accomplishment of the mission, and the welfare of the marines 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, Marine 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 the SFMC is to protect and defend the United Federation of Planets. Regardless of assignment or branch, SFMC Non-Commissioned Officers all have responsibility for a small but important portion of the total defense effort. Marines of the Starfleet Marine Corps demand and deserve the total dedication of their NCOs.

SFMC 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 Marine Corps and the United Federation of Planets ahead of short term objectives or personal gain.

3.07 Mutual Expectations

We are all aware of the fact that we each have different expectations of what the SFMC can offer us. Together, these form what is called "mutual expectations:" what we expect from the Corps, and what the Corps expects of us. Mutual expectations operate around the basic idea that both the SFMC and the individual 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 both the Corps, and the individual marine. 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.

3.08 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.

Marines Say:

“As well as having to be a good leader, there is an inherent requirement for the NCO to be a good manager. Efficient utilization of the resources entrusted to him for mission accomplishment is a paramount skill for the NCO.”

*SGM T'Plesah
1st Marine Division
Sergeant Major*

SECTION 4 - Force Structure

4.01 SFMC Structure

4.01.1 Echelons

The SFMC is a hierarchical organization with various elements (echelons) of units arranged from Corps level (highest) to Squad level (lowest). Generally, each organization is replicated from three to five times to form the next larger element. As the echelon size increases additional support components are also added to the tactical organizations, which increase the overall size of the echelon.

Each echelon of a tactical unit is supervised by a non-commissioned officer (NCO) or commanded by a commissioned officer, depending upon the level. Non-commissioned officers lead squads and sections.

Commissioned officers command units from Platoon to Corps. Echelons above Company have component staffs of NCO's and officers that directly assist the commanding officer in the operations of the units within the echelon.

Squad/Section/Element – 8 Personnel

The Squad, normally 8 marines, is the lowest element in the SFMC organizational structure. The leader is a non-commissioned officer, usually a Sergeant (E-5) or Staff Sergeant (E-6). In some units two Squads may compose a Section led by a Staff Sergeant (E-6).

In an Armor (Tank/Cavalry) unit the term Section is used in lieu of Squad. A Section consists of two vehicles (e.g., AFV/99 "Patton" Armored Fighting Vehicle). Each tank has a crew consisting (usually) of four personnel. Aerospace Units refer to this as an Element and it is composed of a single group of four craft.

Platoon/Flight - 16 Personnel

The Platoon is the basic combat unit capable of maneuvering in the conduct of combat operations. The Platoon is usually commanded by a commissioned officer (Lieutenant, O-1/O-2) and assisted by a Platoon Sergeant who is a Gunnery Sergeant (E-7).

A Platoon consists of three Squads/Sections depending upon the type of unit. A Tank Platoon consists of twelve tanks (e.g., AFV/99 "Patton" Armored Fighting Vehicle), organized into three Sections of four tanks each. Aerospace Units refer to this as a "Flight" and it is usually composed of three, four craft, elements.

Company (MSG)/Troop/Battery/Squadron – about 80 Personnel

The Company is a cohesive tactical sized unit that can perform a battlefield function on its own. This is the size/type of unit for the individual Marine Strike Groups within the current structure of the STARFLEET Marine Corps. It is capable of receiving and controlling additional combat, combat support or combat service support elements to enhance its mission capability. The Company has a small Headquarters element to assist the Commander. Typically, two platoons form a Company, with about 80 Marines and their assigned equipment. The Company is usually commanded by a Captain (O-3). A First Sergeant (E-8) is the commander's principal non-commissioned assistant.

Depending upon the type of unit, a Company may be called a Troop or Battery. Ground or Air Cavalry units (armor and aviation units specially trained for reconnaissance missions) refer to these elements as Troops. Artillery Units refer to this level as batteries. Aerospace units refer to these elements as Squadrons.

Battalion/Squadron/Air Wing – 300-500 Personnel

The Battalion is a unit that is both tactically and administratively self-sufficient. In war fighting, Battalions are capable of independent operations of limited duration and scope. The Battalion is typically composed of four to six companies/MSGs, and is usually commanded by a Lieutenant Colonel (O-5), with a Command Sergeant Major (E-9) as the primary non-commissioned officer assistant. The Commander has a Battalion Staff of officers and non-commissioned officers to oversee missions, training, administration and logistics. The size of a Battalion can vary between 300 –500 Marines. A Battalion Task-Force (TF) is a Battalion-size unit with additional companies/MSGs attached in direct support to enhance mission capability.

In Cavalry units (both air and ground), the Battalion is referred to as a Squadron. Aerospace Units refer to this level as a Marine Air Wing.

Brigade/Group/Regiment - 1,000-2,500 Personnel

A Brigade is a significantly large unit, consisting of 3-5 Battalions/Squadrons and between 1,000 and 2,500 soldiers that can be employed on independent or semi-independent operations. The Brigade is usually commanded by a Colonel (O-6) or Brigadier (O-7), although in some cases a Brigadier General may assume command. The Command Sergeant Major (E-9) is the principal non-commissioned officer assistant.

During combat operations each of these Brigades have a field artillery battalion, engineer battalion, aerospace battalion (Marine Air Wing) and combat service support battalion in direct support. Brigades also exist in combat service and combat service support branches (e.g., Engineer Brigade, Signal Brigade).

Armored Cavalry units of this size are referred to as Regiments (Armored Cavalry Regiment). Ranger and Special Forces units are referred to as Groups. Aerospace Units refer to this level of organization as an Air Group.

Division – 4,000-15,000 Personnel

The Division performs major tactical operations and can conduct sustained battles and engagements. Four to six brigades normally compose a Division. Divisions are numbered and are categorized by the most prevalent Branch of Service within the Division. The Division is usually commanded by a Major General (O-9) or Lieutenant General (O-10) who is assisted by two principal Brigadier Generals (O-8) who perform duties as Assistant Division Commanders (ADC) - one for Maneuver (ADC-M) and one for Support (ADC-S). The Command Sergeant Major is the principal non-commissioned officer assistant. Divisions are typically composed of three (3) tactical maneuver (Infantry and/or Armor) Brigades and a Division base of combat support and combat service support elements.

STARFLEET Marine Corps - Seven Divisions (28,000-105,000 Personnel)

The Corps is the ultimate level of command required to synchronize and sustain combat operations. It also provides a framework for multi-planet operations. The Corps provides command, control and logistical support of all seven operational divisions of the SFMC.

The Corps is usually commanded by a General (O-11) or Lieutenant General (O-10), and is assisted by the Deputy Commandant (a General Officer, usually a Major General (O-9) or Lieutenant General (O-10)), Sergeant Major of the SFMC, the General Staff (Commanding Officers of Forces Command, Information Command, and the Training and Doctrine Command) and an extensive Corps staff.

4.02 Starfleet Structure

4.01.1 Starfleet Organization

The Starfleet is a hierarchical organization with various elements of units arranged from Starfleet level (highest) to Ship level (lowest). As the element size increases additional support components are also added to the tactical organizations, which increase the overall size of the element. Thus, while Fleets have large numbers of ships, not all of them are Ships of the Line, many are support vessels (escort, repair, resupply, hospital, etc..).

4.01.2 Ships of the Line

In the age of sail, after the development of the line of battle tactic in the mid 17th century (Terran reckoning), and up to the mid 19th century (Terran reckoning), a ship of the line was a warship powerful enough to take a place in the battle line. Another term, line of battle ship, was shortened to become "battleship", but this is a later usage and is not appropriate for the age of sail.

The fact that a ship would have to stand and fight its opposite number in the enemy line, whatever the size of the enemy ship, put a lower limit on the size of vessel which could be allowed into the line. Generally, this meant a third-rate or larger ship, with guns on two or three, or in rare cases, four decks. Before 1700 (Terran reckoning), the minimum size for a ship of the line would be around fifty guns, steadily climbing to seventy-four during the late Napoleonic period. European navies in particular used ships of the line to fight fleet actions which might last several days and involve over 100 ships.

Ships too small to stand in the line were used for convoy escorts, scouting, patrolling, raiding, blockading, and as flagships on foreign stations. Frigates, which mostly carried all their guns on a single deck, were the most successful all-round design for those purposes.

Note:

Isaac Asimov adapted the term ship of the line to apply to the armed spaceships which served a similar role to the old naval vessels for the Galactic Empire of his Foundation trilogy, as mainstays of the space fleet.

4.01.3 Elements of Organization in the Starfleet:

Ship

The names of commissioned ships of the Starfleet start with "USS", designating 'United Space Ship'. Additionally, each ship is given a letter-based hull classification symbol beginning with NCC to indicate the vessel's type and a hull number. Each hull number is assigned to specific classes and models of ship and cannot be moved to another vessel type without significant changes and exemptions being made in Starfleet policy. All ships in the Starfleet inventory are placed in the Vessel Registry, which tracks data such as the current status of a ship, its location and the date of its commissioning. Vessels that are removed from the register prior to disposal are said to be stricken from the register.

Depending on the size of the ship, each vessel would normally be commanded by an officer holding the rank of Lieutenant Commander (O-4) to Fleet Captain (O-7). For instance, a small escort vessel (Defiant class or similar) would be commanded by a Lieutenant Commander or Commander under normal circumstances and a larger ship of the line would normally be commanded by a Captain (O-6) or Fleet Captain (O-7). Regardless of their rank, the person charged with command of any Starfleet vessel is referred as "Captain" as a sign of respect for their position.

NOTE Regarding NCC Numbers

NCC is a fictional designation for starships conceived within Star Trek. According to Star Trek chronology, the term was first used in the Original Series. It derives from the 'NC' prefix used for United States airplanes - creator Gene Roddenberry and Enterprise designer Matt Jefferies (after whom the "Jefferies tube" was named) were pilots.

The official Star Trek Encyclopedia says:

"NCC doesn't stand for anything. It was devised by Matt Jefferies, art director of the first Star Trek series. Jefferies, who is a pilot, based NCC on 20th century aircraft registration codes. In such 20th century usage, an "N" first letter refers to an aircraft registered in the USA. A "C" second letter refers to a civil aircraft. Jefferies added a second "C", just because he thought it looked better. Think of it as being like the arbitrary three-letter code that's part of automobile license plate numbers in many states."

According to non-canonical sources, "NCC" is in reference to the contract required to build a starship. It is suggested that "NCC" is short for "Naval Construction Contract" as this number is imprinted into every part laid into the ship.

Division

A division is normally two ships of the same class, usually part of a larger flotilla. The Division is intended to increase the firepower/ability of a single ship to make success of the mission more probable.

A division of ships is normally commanded by the senior Commander present.

Flotilla

A flotilla (from Spanish, meaning a flota of small ships, and this from French flotte), or naval flotilla, is a formation of small warships that may be part of a larger fleet. A flotilla is usually composed of a homogeneous group of the same class of warship, such as destroyers or escorts. Larger warships are grouped in squadrons. A flotilla usually consists of 5-12 vessels.

A naval flotilla has no direct equivalent in the SFMC, but is, perhaps, the rough equivalent in value of a brigade or regiment.

A flotilla is usually commanded by a Fleet Captain (O-7), Commodore (O-8) or a Rear Admiral (O-9), depending on the importance of the command. A flotilla is often divided into two or more divisions, each of which might be commanded by the most senior Commander in that division. A flotilla is often, but not necessarily, a permanent formation.

Squadron

A naval squadron can be either a permanent battle formation or an ad hoc grouping of warships, typically capital ships (battleships, battlecruisers, cruisers, or carriers). In the Starfleet, several ships of a similar type, such as escorts and destroyers, are administered as squadrons. Squadrons are normally composed of 10-20 vessels.

A Squadron is usually commanded by a Commodore (O-8) or a Rear Admiral (O-9), depending on the importance of the command. A Squadron is often divided into two or more flotillas, each of which might be commanded by the most senior Commander in that flotilla. A Squadron is often, but not necessarily, a permanent formation.

Task Force

A task force or task group is a temporary organization formed to work on a single defined task or activity. Originally introduced by the United States Navy, the term is still used in Starfleet for purpose built squadrons which include a variety of vessel types, usually organized for a specific purpose or goal (i.e., limited engagement of enemies, scouting/mapping various areas of space, etc...). In Starfleet, Task Forces are usually made up of 20-30 vessels of various types.

The concept of a task force was originally introduced by the United States Navy around the beginning of 1941 (Terran reckoning), as a way to increase flexibility. At the time, ships were collected in divisions, which in turn were collected in numbered squadrons, which comprised a numbered fleet. A task force could be built out of ships from different divisions and squadrons, without having to go through the paperwork entailed by permanent reorganization, and easily dissolved when it was no longer useful. The task force concept worked very well, and by the end of World War II (Old Earth) about 100 task forces had been created.

Each task force was assigned a two-digit number. The first digit was originally the number of the fleet, while the second historically differentiated between task forces from the same fleet. It was typically abbreviated, so references like TF 11 are commonly seen. In addition, a task force could be broken into several task groups, identified by decimal points, as in TG 11.2, and finally task units, as in TU 11.2.1. Individual ships are task elements, for example TE 11.2.1.2 would be the second ship in TU 11.2.1.

Starfleet still uses task forces, and may form a joint task force if the force includes units from other powers (as in the Dominion War). Note that there is no requirement for uniqueness; for instance, there was a TF 76 in World War II (Old Earth), and a different one in the Vietnam War (Old Earth).

A Task Force is usually commanded by a Rear Admiral (O-9) or Vice Admiral (O-10), depending on the importance of the command.

Specialized Fleet

A specialized fleet is, in essence, nothing more than a large Task Force. Usually comprised of 60-80 vessels, the Specialized Fleets are usually created for specific goals or objectives that are simply too large for a single Task Force to handle on its own. Most of the ships in specialized fleets are used for similar purposes (combat, planetary evacuation, relief after planetary disaster, etc...).

Specialized Fleets are usually commanded by Vice Admiral (O-10) and may be broken into smaller Task Forces as needed by the mission parameters or as circumstances warrant. Specialized fleets are not usually permanent elements of fleet organization and, like Task Forces, are broken up after the goal or objective has been secured.

Numbered Fleet

Modern fleets combine ships of the line, escorts, support ships and ship-based fighters and shuttles to conduct operations around the galaxy. Fleets are usually divided into smaller numbered or named fleets based on geographic operating areas or on administrative groupings of same type ships.

Modern fleets are usually administrative units. Typically individual task forces are formed to conduct specific operations.

A fleet, or naval fleet, is a large formation of ships, and the largest formation in any navy. A fleet at sea is the direct equivalent of an army on land. A numbered fleet can number upwards of 100 ships of all types, typically about 60-70% of them are ships of the line.

Fleets are usually, but not necessarily, permanent formations and are generally assigned to a particular sector. Most fleets are named after that sector, but the convention in the Starfleet is to use numbers.

A fleet is normally commanded by an Admiral (O-11), who is often also a commander in chief for that sector, but many fleets have been or are commanded by Vice Admirals (O-10) or even very senior Rear Admirals (O-9). Most fleets are divided into several squadrons, each under a subordinate admiral. Those

squadrons in turn are often divided into divisions. In the age of sail, fleets were divided into van, centre and rear squadrons, named after each squadron's place in the line of battle. In more modern times, the squadrons are typically composed of homogeneous groups of the same class of warship, such as battleships or cruisers.

The term the fleet is often synonymous with Starfleet.

Planetary Installations

Planetary Installation commands exist to support the mission of the space borne fleets through the use of facilities on planets. Focusing on logistics and combat-readiness, they are essential for the full, smooth, and continuous operation of operating forces. The variety of commands reflect the complexity of the Starfleet and range from fleet intelligence to personnel training to maintaining repair facilities. The major logistics and repair command is Shipyards Command. Other commands such as the Office of Starfleet Intelligence are focused on intelligence and strategy. Training commands include the Starfleet Academy.

The Starfleet also maintains several "Fleet Forces Commands" which operate Starfleet shore facilities and serve as liaison units to local ground forces of the STARFLEET Marine Corps. Such commands are answerable to a Fleet Commander as the shore protector component of the space borne command. During times of war, all Fleet Forces Commands augment to become task forces of a primary fleet. Some of the larger Fleet Forces Commands include Commander Fleet Forces, Alpha Quadrant (CinC-Alpha); Commander Fleet Forces, Beta Quadrant (CinC-Beta); and Commander Fleet Forces, Sol Sector (CinC-Sol) as well as the various Sector Commands around the galaxy.

Starfleet

Starfleet is the top of the organizational structure. Commanded by a Fleet Admiral (O-12) who is assisted by other Admirals (forming the Admiralty), all operations of the various Fleets, Task Forces, Squadrons, ships and planetary installations are directed from Starfleet Headquarters in San Francisco, California, Terra (Earth), Sol System.

Every Commander in Starfleet reports to the Fleet Admiral through the proper chain of command for their vessel.

SECTION 5 - Sample Career Progression

5.01 For A Starfleet Marine Officer

For purposes of this example, we will assume that 2LT Harvey Schmuckatelli has just graduated from Starfleet Academy (all officers attend Starfleet Academy) and has chosen the "Marine option" prior to graduation (usually selected during the second year at the Academy). 2LT Schmuckatelli has decided to pursue his Marine career in the Infantry Branch of the SFMC. With this in mind, this is one example of how his career in the SFMC might progress:

Second Lieutenant:

During his 4th year summer at Starfleet Academy (when the Starfleet Midshipmen are off on their training cruises) 2LT Schmuckatelli is given orders to report to the SFMCA for specialized Marine training he needs to do his job as a Marine officer. While at the SFMCA, Midshipman Schmuckatelli completes Marine Officers Basic Course (MOBS). Upon graduation from Starfleet Academy, Midshipman Schmuckatelli receives his commission as a Second Lieutenant in the SFMC.

2LT Schmuckatelli is assigned to the 999th Marine Strike Group where he is charged with serving as Platoon Leader for Bravo Platoon. Now it is time for 2LT Schmuckatelli to show what he has learned and begin marines who may one day look to him for guidance when they are deployed in combat to protect the Federation's interests and its citizens.

During his time at the 999 MSG (usually about 1-1.5 years time in service), 2LT Schmuckatelli is ordered to SFMC for additional coursework and training. While at the SFMC, he completes the MSG OIC course (PD-15), Advanced Infantry Course (IN-20) and Light Infantry Weapons Qualification (IN-21) since the 999MSG is a Light Infantry unit.

First Lieutenant:

After serving as Bravo Platoon Leader, 999MSG for about 2 years (approximately 2 years time in service), 2LT Schmuckatelli is promoted to First Lieutenant and sent back to the SFMC for more specialized training he will need to properly carry out his new duties as Alpha Platoon Leader and Deputy Officer In Charge of the 999MSG.

While at the SFMCA, 1LT Schmuckatelli completes the Primary Leadership Development Course (PD-20) and Basic Support Course (SU-10). Upon completion of the course work, he is sent back to Starfleet Academy to complete the Officer's Command College to give him skills in commanding and leading Marines later in his career. 1LT Schmuckatelli then returns to the 999MSG and assumes his duties as Alpha Platoon leader and DOIC of the unit.

Captain:

After serving as Alpha Platoon leader and DOIC of the 999MSG for about 2.5 years (approximately 4.5 years time in service) 1LT Schmuckatelli is promoted to Captain and given command of the 999MSG as his predecessor is transferred to other duties within the SFMC.

After about a year as OIC, CPT Schmuckatelli is given orders to report to the SFMCA to attend the SFMC Staff College. While attending the SFMC Staff College, he also completes the Advanced Leadership Course (LD-20), Advanced Support Course (SU-20) and an independent Study Course in both Infantry (IN-30) and Professional Development (PD-30). This coursework takes a bit more than 6 months to complete.

Upon completion of the advanced course work at the SFMCA and Starfleet Academy, CPT Schmuckatelli is reassigned to serve as the Battalion S-4 (Logistics Officer) for the 3 BN, 25th Brigade of the SFMC.

Major:

After serving as the 3BN, 25BDE S-4 officer for about 1.5 years (7.5 years time in service), CPT Schmuckatelli gets promoted to Major. His exemplary work as BN S-4 gets noticed by the Brigade Commander and he is tapped to serve as the S-4 for the entire 25th Brigade. It seems that MAJ Schmuckatelli's capable and quiet work has been noticed by his superiors and he has been "marked" for greater things in the SFMC, possible even a star in his future.

After approximately 1.5 years of serving as the BDE S-4, he is sent back to school, for further training. While at the SFMCA, MAJ Schmuckatelli completes and Independent Study Course in Support (SU-30), Combined Arms Basic Course (CA-40) and the Strategy and Tactics Basic Course (ST-40).

Upon completion of his advanced course work at the SFMC, MAJ Schmuckatelli returns to the Fleet Marine Forces and is assigned to serve as the DOIC of the 3rd Battalion of the 25th Brigade, a combined arms (IN/AR) Battalion.

Lieutenant Colonel:

MAJ Schmuckatelli serves as DOIC of the 3BN for about 3 years (12 years time in service), his superior is promoted and called away to other duties in the SFMC. MAJ Schuckatelli is promoted to Lieutenant Colonel and given Command of the BN. As usual, LTC Schmuckatelli performs these duties with aplomb and efficiency that has marked his career in the SFMC to date.

After about 2 years as 3BN OIC, LTC Schmuckatelli returns to the SFMCA for still more training and education (a Marine should NEVER quit learning). During this tenure at the SFMCA, LTC Schmuckatelli completes the Combined Arms Advanced Course (CA-50), The Strategy and Tactics Advanced Course (ST-50) and Military History Basic Course (MH-40).

Upon completion of his new course work, LTC Schmuckatelli is returned to the Fleet Marine Forces to serve as the DOIC for the newly formed 30th Brigade.

Colonel:

After serving as DOIC of the 30BDE for about 2 years (16 years time in service), LTC Schmuckatelli is promoted to Colonel and transferred to serve as the OIC of the 24th BDE. While serving as 24BDE OIC, COL Schmuckatelli returns to the SFMCA for further studies to aid him in his duties as a senior SFMC officer and give him further insight into the strategy, tactics, history and force composition of the SFMC. This time, COL Schmuckatelli completes Independent Study Courses in Combined Arms (CA-60), Strategy and Tactics (ST-60) and the Military History Advanced Course (MH-50).

After completing his advanced course work at the SFMCA, COL Schmuckatelli is assigned to serve as OIC of the 23rd Brigade of the SFMC. A position he executes as well as any position he has ever held during his career.

Brigadier:

After serving as OIC of the 23BDE for about 4 years (20 years time in service), COL Schmuckatelli is promoted to Brigadier. This promotion, which comes about a year earlier than the average promotion to BDR is a sure sign that BDR Schmuckatelli will receive at least a single star before his career in the SFMC comes to an end.

BDR Schmuckatelli is assigned to serve as the G-4 (Logistics Officer) for the 3rd Division of the SFMC. After serving in this position for about 3.5 years, he returns to the SFMCA to complete his studies in military history and completes an Independent Study Course in Military History (MH-60) and then goes back to the Starfleet Academy to complete the Flag Officer's School in preparation for the expected promotion to Brigadier that everyone assures him is on the horizon.

Upon completion of these advanced courses, BDR Schmuckatelli is assigned to command the Honor Guard and other ceremonial units at SFMC Headquarters located in Quantico, Virginia, Terra, Sol System.

Brigadier General:

After serving as Commander of the Honor Guard and ceremonial units at the SFMC Headquarters for about 1 year (24.5 years time in service), BDR Schmuckatelli is promoted to the rank of Brigadier General and given his Flag.

BGN Schmuckatelli is assigned to serve as the Assistant Division Commander for Maneuver (ADC-M) of the 8th Marine Division (an Infantry Division).

Major General:

After serving as 8DIV ADC-M for 4 years (28.5 years in service), BGN Schmuckatelli is promoted to the rank of Major General.

MGN Schmuckatelli is given command of the 4th Marine Division.

Lieutenant General:

MGN Schmuckatelli serves as 4DIV OIC for a period of about 5.5 years (34 years time in service) before promoted to Lieutenant General.

LGN Schmuckatelli is given command of the SFMC's 1st Corps during the Dominion War where he excels and earns the SFMC Gold Nebula for actions taken when his Headquarters came under attack by Dominion Forces during the battle of Cardassia. LGN Schmuckatelli risked his own life to save the life of VADM Roddenberry, Commander of the Starfleet's 23rd Fleet and overall commander of the sector, who was attending a briefing on the current progress of the ground battle and how his ships could best be used in support of the SFMC's operations in the battle.

General:

After the Dominion War ended and the SFMC's 1st Corps (and all other specially created Corps sized units) was disbanded, LGN Schmuckatelli received a promotion to General (after a total of approximately 41 years of service) and appointed to serve as Commanding Officer, Forces Command (COFORCECOM) for the SFMC.

After serving as COFORCECOM for approximately 4 years, GEN Schmuckatelli is tapped by the Federation President to serve as Commandant of the SFMC. GEN Schmuckatelli humbly accepts and serves in this role with distinction and honor.

After about 5 years (46 years of total service) as Commandant of the Corps, GEN Schmuckatelli decides it is time to retire and enjoy his well earned time to relax and reflect on life of dedicated service to the Federation and its citizens.

5.02 For A Starfleet Officer

For purposes of this example, we will assume that ENS Harold Schmuckatelli (twin brother of 2LT Harvey Schmuckatelli) has just graduated from Starfleet Academy (all officers attend Starfleet Academy) and has chosen to join the Starfleet prior to graduation (usually selected during the second year at the Academy). ENS Schmuckatelli has decided to pursue his Starfleet career as a Helmsman/Ops officer on the Command Track. With this in mind, this is one example of how his career in Starfleet might progress:

Ensign:

ENS Schmuckatelli has graduated Starfleet Academy and is posted to the USS Yeager, NCC-61947 (a Saber-class vessel). Once he reports aboard the USS Yeager, ENS Schmuckatelli is assigned to serve as the third watch helmsman for that vessel.

During his time aboard the USS Yeager, ENS Schmuckatelli is sent back to Starfleet Academy for some advanced training in Starship Operations. While at the Starfleet Academy, he completes Flight Operations and Medical Operations (CSO 101 and 102) and then returns to the USS Yeager. Upon his return to the Yeager, ENS Schmuckatelli is assigned as the second shift Helmsman. During the last few months of his time aboard the Yeager, he is also named the "Bull" Ensign (the senior Ensign aboard ship who is responsible for helping to train the junior most Ensign and help them transition from Academy life to regular Fleet duty) for that vessel.

Lieutenant, junior grade:

After serving as one of the Yeager's helmsmen for about 2.5 years (2.5 years time in service), he is promoted to the rank of Lieutenant, junior Grade and transferred to the USS Budapest, NCC-64923 (a Norway-class vessel). Aboard the Norway, LTJG Schmuckatelli is assigned to serve as the second watch helm officer. During this time he also returns to Starfleet Academy to complete his advanced operations training. While at the Starfleet Academy, he completes courses in Rescue and Evacuation Operations as well as Guidance and Navigation operations (CSO 103 and 104).

Upon his return from Starfleet Academy, LTJG Schmuckatelli works his way from second watch Helm Officer to First Watch Helm Officer.

Lieutenant:

After 3 years aboard the USS Norway (5.5 years time in service), LTJG Schmuckatelli is promoted to Lieutenant and assigned to the USS Endeavor, NCC-71805 (a Nebula-class vessel) where he is assigned to serve as Deputy Operations Officer and third shift Officer of the Deck. During this aboard the USS Norway, LT Schmuckatelli successfully completes the Bridge Officer's Course and receives full Bridge Officer privileges and is formally placed into the line of succession for command of the vessel if all senior officers above him are killed in the line of duty.

Lieutenant Commander:

After a successful 3 year (8.5 years time in service) tour of duty as the Deputy Operations Officer for the USS Endeavor, LT Schmuckatelli is promoted to the rank of Lieutenant Commander and assigned to the USS Odyssey, NCC-71832 (a Galaxy-class vessel). Once he reports aboard the odyssey, LCDR Schmuckatelli is assigned to serve as the Operations Officer for the vessel.

Approximately 2 years into his tour of duty as the Operations Officer for the USS Odyssey, LCDR Schmuckatelli is sent back to Starfleet for additional Command training. While at Starfleet Academy, LCDR Schmuckatelli completes the Officers Command College.

After completing OCC, LCDR is assigned to serve as Executive Officer of the USS Sutherland, NCC-72015 (a Nebula-class vessel).

Commander:

After only 1.5 years (12 years time in service) as the XO of the USS Sutherland, LCDR Schmuckatelli is promoted to the rank of Commander and transferred to serve as the Executive Officer of the USS George Washington, NCC-71856 (a Galaxy-class vessel).

Captain:

After serving as the XO of the USS George Washington for about 4.5 years (16.5 years time in service), CDR Schmuckatelli is promoted to the rank of Captain and given command of the newly commissioned USS Thunderchild, NCC-63549 (an Akira-class vessel).

Fleet Captain:

After serving as the CO of the USS Thunderchild for about 5 years (21.5 years time in service), CAPT Schmuckatelli is promoted to the rank of Fleet Captain and given command of the newly commissioned USS Lollipop (she's a good ship), NCC-77829 (a Sovereign-class vessel).

After a few years as CO of the USS Lollipop (she's a good ship), FCAPT Schmuckatelli is given command of the 3rd Squadron of Task Force 77, assigned to the 24th Fleet.

During this time, FCAPT Schmuckatelli is also sent back to Starfleet Academy to complete the Flag Officer's School in preparation for higher command within Starfleet.

Commodore:

FCAPT Schmuckatelli is promoted to Commodore and command of Task Force 63 after 4.5 years (26 years time in service) as CO of the USS Lollipop (she's a good ship) and Task Force 77's 3rd Squadron.

Rear Admiral:

After only 4 years (30 years time in service) as CO of Task Force 73, COMM Schmuckatelli is promoted to the rank of Rear Admiral and assigned to serve as the Executive Officer of the 21st Fleet, assigned to safeguard Federation interests in the Gamma Sector of the Beta Quadrant.

Vice Admiral:

After 5 years (35 years time in service) as XO of the 21st Fleet, RADM Schmuckatelli is promoted to the rank of Vice Admiral and assigned to command the 25th Fleet in Sector 004 of the Alpha Quadrant. After 4 years in command of the 25th Fleet, VADM Schmuckatelli is reassigned and given command of the home Fleet in Sector 001 (Sol Sector).

Admiral:

After commanding the Home Fleet for about 2 years (41 years time in service), VADM Schmuckatelli is promoted to the rank of Admiral and remains in command of the Home Fleet and all Starfleet operations in the immediate galactic area, subject to the orders of the FADM and Starfleet Command.

After another year as CO of the Home Fleet, ADM Schmuckatelli is tapped to become a member of the Admiralty and is appointed to serve as Starfleet Command's Chief of Operations.

Fleet Admiral:

After 4 years (46 years time in service) as Starfleet's Chief of Operations, ADM Schmuckatelli is appointed to serve as the next Fleet Admiral by the newly elected Federation President. One of the first acts FADM Schmuckatelli performs is to present the retiring Commandant of the Starfleet Marine Corps with the Starfleet Cross for his service to the Federation. The fact that the retiring Commandant is his twin brother makes the occasion an extra special event for the FADM.

FADM Schmuckatelli finally follows his brother into retirement after 6 years as Fleet Admiral of Starfleet. He is given the thanks of the Federation Council and President for his 52 years of selfless dedication and service to the Federation and its citizens.

APPENDIX



APPENDIX A - Rank in STARFLEET International

Taken from the SFI Member Handbook (2004 edition)

SECTION 02:06 - RANK AND ADVANCEMENT WITHIN STARFLEET

One of the ways STARFLEET recognizes effort and work on behalf of the organization is through the granting of fictional ranks. Promotion involves participation within, and contribution to, STARFLEET. What you put into your membership is what you will get out. If you participate within STARFLEET, at any level and in any capacity, you will be promoted in due course. It is as simple as that.

Appendix D (of the SFI Member Handbook) outlines the STARFLEET Promotion Policy and Appendix E (of the SFI Member Handbook) lists the current STARFLEET Rank Structure. Because STARFLEET has multiple Branches of Service, the Membership Handbook refers to ranks by their Grade Equivalent (E-x / O-x). You are encouraged to refer to Appendix E (of the SFI Member Handbook), which has a full explanation of the Grades and their titles.

Upon payment of your initial membership dues to STARFLEET, and joining a chapter, you will be accorded a starting rank by your Commanding Officer. For those chapters that use Enlisted Ranks, this is usually the grade of E-1. For those chapters that do not use Enlisted Ranks, this is usually the grade of O-1. Again, initial ranks are at the discretion of the chapter and will vary.

Your chapter Commanding Officer has the authority to promote up to the grade of O-5 (Commander / Lieutenant Colonel) and is responsible for creating and administering the Chapter's Promotion Policy for all grades through O-5. Please contact your chapter Commanding Officer regarding your Chapter's Promotion Policy guidelines.

The grade of O-6 (Captain / Colonel) may be awarded in one of three ways:

- Upon becoming the Commanding Officer of a STARFLEET chapter.
- By authority of the Regional Coordinator of your Region.
- By authority of the Executive Committee.

SECTION 02 • MEMBERSHIP IN STARFLEET

The Executive Committee, serving as the Promotion Board for STARFLEET, awards all grades of O-7 and higher, which are known as Flag Ranks. The EC is also the only body that may reduce an officer of O-6 or higher grade in rank. Any member may recommend another member of the grade of O-6 or higher for promotion to Flag Rank. Flag Rank nomination and requirements forms are available from the documents section of the STARFLEET web site (and appear as the next section of this document).

A few words are needed about promotions...

First of all, you don't have to hold a high office in STARFLEET to be promoted to Captain or the Flag Ranks. There are not that many positions to go around and there are hard working and dedicated members at all levels within STARFLEET who are worthy of promotion. Just because you work hard only at the chapter level doesn't mean that you don't have a chance to get promoted to the grade of O-6 or beyond.

Second, these ranks are fictitious and do not mean that one member is superior to another and must NEVER be used to belittle or demean a member. Such things as hazing, pulling rank, and expecting exclusive privileges can get you in trouble quickly in STARFLEET, whether you are an Admiral or a Crewman. These ranks are for FUN and are only used to enhance the Star Trek feel of the organization.

Third, ranks are meant to be awarded for service and responsibility within STARFLEET, not for political or personal favors.

Lastly, authority is sometimes confused with rank. These are two different ideas. Rank is fictitious, authority is real. The authority of the Executive Committee, the Regional Coordinators, and the chapter Commanding Officers is given to them in order to enable them to perform their administrative and management jobs within STARFLEET. They must be able to make policies and guidelines in order for STARFLEET to function. This authority makes the FUN possible. The watchword for both rank and authority is SERVICE.

Criteria for Command Grade Promotions

Absent unusual and compelling circumstances, the following guidelines shall be followed for a candidate to be considered for promotion to the ranks of Captain/Colonel and above:

I. Eligibility:

- A. No candidate for promotion shall be considered qualified for promotion unless, in addition to the criteria set forth herein, said candidate shall have graduated from STARFLEET Academy's Officer Training School and Officer Command College
- B. Except as presented herein, all promotions will be one grade promotions within the established rank structure as set forth in the current Membership Handbook
- C. Except as set forth in section II.A below, a member must meet the following minimum "Time in Grade" to be eligible for promotion to the ranks listed:
 - 1. Captain/Colonel - 24 months (in STARFLEET)
 - 2. Fleet Captain/Brigadier - 18 months as Captain/Colonel
 - 3. Commodore/Brigadier General - 21 months as Fleet Captain/Brigadier
 - 4. Rear Admiral/Major General - 24 months as Commodore/Brigadier General
 - 5. Vice Admiral/Lieutenant General - 30 months as Rear Admiral/Major General
 - 6. Admiral/General - 36 months as Vice Admiral/Lieutenant General\
- D. In no event shall there be more than two (2) promotions to any successive Command Ranks within a twelve (12) month period.

II. Service Promotions:

- A. Positions of Notable Responsibility within STARFLEET
 - 1. A member who has been elected or appointed to one of these specific positions will receive the following corresponding promotion, subject to the terms specified in Section I, with the exception of sub-section I.C and I.D, provided they are not already at a higher rank. All promotions based on a position of responsibility in STARFLEET are considered field promotions until the member enters their 13th month of satisfactory service in said position.
- B. Chapter Presidents (Chapter Commanding Officers): Persons holding the rank of Commander or below shall be promoted to Captain, by the Chief of Operations, upon conformation of qualifications outlined in the current Membership Handbook
- C. Regional Coordinators (RC): Persons holding the rank of Captain and below shall be promoted to Fleet Captain by the Commander, STARFLEET, provided they meet the criteria in section I.A above.
- D. Executive Committee Members: Persons holding the rank of Fleet Captain or below will be promoted to the minimum rank of Commodore by the Commander, STARFLEET provided they meet the criteria in section I.A above. Executive Committee members include:
 - 1. Chief of Operations
 - 2. Chief of Communications
 - 3. Commandant, Starfleet Academy
 - 4. Chief of Shuttle Operations
 - 5. Chief of Computer Operations
- E. Vice Commander, STARFLEET: Persons elected to the position of Vice Commander, STARFLEET will be promoted to the minimum rank of Rear Admiral by the Commander, STARFLEET
- F. Commander, STARFLEET: Persons elected to the position of Commander, STARFLEET will be awarded to the rank of Fleet Admiral
- G. Acting Commander, STARFLEET: Persons obtaining the position of Commander, STARFLEET through attrition will be promoted to the rank of Admiral. After six (6) months of service as Acting Commander, STARFLEET, said person shall be awarded the rank of Fleet Admiral.
- H. For Extraordinary Service to STARFLEET, a member may be nominated for promotion six (6) months ahead of the Time in Grade schedule in Section I.C if they meet all the eligibility requirements in Section I above with the exception of sub-section I.C
 - 1. Qualifications for "Extraordinary Service" Promotions shall include, but are not limited to:
 - Performed actions above and beyond the normal scope of their position that benefits one of the following organizations:

- a) The nominee's chapter
- b) The nominee's region
- c) STARFLEET as a whole.

3. For Outstanding Performance of Duty, a member may be nominated for promotion six (6) months ahead of the Time in Grade schedule in Section I.C if they meet these eligibility requirements:

4. Satisfaction of all eligibility requirements in Section I with the exception of subsection I.C

5. Served with distinction in any office or position for a minimum of six (6) months, where the term "served with distinction" shall mean:

- a) The candidate has performed with honor the essential functions of their office or position to the satisfaction of the Regional Coordinator or the Commander, Starfleet; or
- b) The candidate has performed with honor the essential functions of their office or position to the satisfaction of a majority of the Commanding Officers within their region, as evidenced by an informal poll of said Officers conducted by any member of the Executive Committee or by the Inspector General of Starfleet.

I. Resignations: In the event a person attained a promotion in accordance with section D above, steps down within 12 months of taking office, their rank shall revert to their prior permanent rank. Founding Commanding Officers of Chapters shall be the only persons allowed to reduce this 12 month probationary period. They may do so by applying up to six months of their time served as shuttle commanding officer towards their probationary time.

III. Procedures for Promotions:

A. Positions of Notable Responsibility:

- 1. Commanding Officers of Chapters: The Commanding Officer of a chapter may be promoted to the rank of Captain regardless of their length of membership in STARFLEET, upon a submission of a Vessel Registry Request or official Change of Command form bearing the appropriate original signatures.
- 2. Regional Coordinators and Executive Committee members: Regional Coordinators and Executive Committee members shall be promoted in accordance with II.A above.
- 3. Commander and Vice Commander, STARFLEET: Persons elected or appointed to these positions shall be promoted upon assuming office.

B. Nominations: Members may be nominated for promotion through any of the following processes:

- 1. Submitting, through the use of the US Postal Service or email, an application from any STARFLEET member in good standing.
- 2. Submitting an application through the use of the Online Promotion Nomination Form

C. Processing of Nominations

- 1. All nominations for promotion shall be submitted to the STARFLEET Promotions Director with the exception of those noted above in II.A
 - a) The Nomination will be promptly forwarded to the Regional Coordinator by either the automated online form or by the Promotions Director
 - b) Barring special circumstances, the Regional Coordinator shall inform the superior officer of the individual being nominated that a nomination has been made
- 2. The Promotions Director, upon receiving promotion nominations, shall send said nominations to the members of the Executive Committee and, upon reaching a decision, the Promotions Director shall notify the individuals involved in the promotion nomination process

D. Notification of Results: All nominating officers and/or nominees will receive, in a timely manner, written or email confirmation of the acceptance or denial of the proposed promotion by the Promotions Director

- 1. If the confirmation letter is for denial of promotion, then the letter will contain the reason(s) for the denial of the promotion. It will not contain (nor will it be relayed verbally) the voting of each EC member. The EC voting record will remain sealed unless ordered open by the Commander, STARFLEET.

IV. Appeals in the Event of a Failure or Refusal to Approve Promotions:

A. Except as set forth in section B below, the following procedures for filing an appeal will be used.

1. To appeal a denial of promotion, a formal letter or email, sent to the Promotions Director, requesting the decision be appealed will be written by either the nominee or the nominator. It should contain another promotion request and any additional information or documentation they feel would show just cause for the denial being in error. If any further endorsements are desired, they should be collected before the appeal is sent off and included in the new promotion request
 - a) All appeals must be filed within 30 days following the notification of promotion denial sent by the Promotions Director
2. All appeals shall contain the following:
 - a) The current rank of the Applicant and his or her length of time in that rank
 - b) All information necessary to identify the Applicant in the membership rolls of STARFLEET, including but not limited to his or her full name, address, and SCC Number
 - c) The reasons why the Applicant should be promoted in rank, as well as any documentation necessary to show just cause for reversing the decision.
3. The appeal will be forwarded to the STARFLEET Promotion Director who will then forward the appeal to the EC for final disposition.
 - a) The nominee will receive notification of the receipt of an appeal. This may be in the form of letter, or email
 - b) The nominee will receive additional notification of the outcome of the appeal. All appeals are considered final and will carry the same weight as the original decision
 - c) Should the appeal be denied, the nominee must wait six (6) months before they are eligible to be submitted again.

About 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.

