



Commander's Leadership Handbook

MARINES MOVE TOWARD THE SOUNDS OF TYRANNY, INJUSTICE AND DESPAIR.



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Commander's Leadership Handbook

1 Introduction

Combat may be waged with weapons and machinery, but it is the heart of our men and women who fight and the man or woman who leads that gains triumph.¹

*The history of war is the history of warriors; few in number, mighty in influence. Alexander, not Macedonia conquered the world. Scipio, not Rome destroyed Carthage. Marlborough, not the allies defeated France. Cromwell, not the roundheads dethroned Charles... Truly in war: 'men are nothing, a man is everything' ...the leaders must be an actor ...he is unconvincing unless he lives his part ...The fixed determination to acquire the warrior soul and having acquired it to conquer or perish with honor is the secret of victory."*²

George S. Patton, Jr., "the Secret of Victory," 1926 – Patton Papers

This Handbook is a general guide written for commanders and prospective commanders of the rank of Captain through Colonel. We acknowledge past versions such as the Marine Corps University's 1 April 2010 Company Commander's Handbook and the March 2015 Aviation Commander's Mentorship Handbook. Both of these sources were used as a base model in order to author and develop this handbook. We designed this as a convenient reference which presents guidelines, advice, and time-tested lessons derived from years of experience in leading and commanding Marines. We did not design it to replace the need for an officer to study his or her profession or to supersede Marine Corps orders, directives, and manuals. Additionally, when the term *Marines* is referenced throughout this Handbook, we fully acknowledge the importance and inclusion of our Sailors, Civilian Marines, and Families within our Marine Corps Team and within this term.

Command is an experience that is challenging, inspirational, and deeply rewarding. It is about the vision you will cast, the conversations you will have, the people you connect to, and the energy you create. If you have prepared yourself properly, you will be ready to answer the call as our nation's force in readiness and ensure your command is prepared and ready to go to war tonight and to win! Lead, mentor, teach, engage, and care for your Marines as if they were your son or daughter. The citizens of our great nation are counting on you to succeed.

Semper Fidelis

Robert B. Neller

General, USMC

Commandant of the Marine Corps



2 Leadership & Character

Leadership is an essential skill for an effective commander. Our 29th Commandant, General A. M. Gray, defines leadership as “the art of getting things done through people.” Leadership is a skill that can be learned through reading, study, observation, and practical experience. It is the most essential element of combat power on the battlefield, and therefore, your most important concern in peacetime. Your goal is to demonstrate competent and confident leadership, and to develop that same leadership in your subordinates. In the words of General Gray,

“It’s going to take bold, innovative, and aggressive leadership to overcome the complexities of the modern battlefield. Only this kind of leadership, exercised by both the commander and his staff, will provide purpose, direction, and motivation in combat. At all levels of command, leaders must be men of character. They must know and understand their people and the physical tools of battle. They must act with courage and conviction. Their primary function is to inspire and motivate their people to do difficult things in trying circumstances.”

Leadership is influence. Leadership is vision. Teaching, mentoring, and developing your Marines is the highest calling of leadership.³

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”⁴ *Dwight D. Eisenhower*

Character

“Character is the foundation on which all leadership is built.”⁵ “Character makes trust possible. And trust makes leadership possible.”⁶ “In times of crisis, people gravitate toward the person of highest character... character is the glue that bonds solid and meaningful relationships.”⁷ Our character and values are what make us unique. American citizens expect unwavering moral conduct and sound ethical decisions from Marine Corps leaders. This is what makes us “*The Few.*” Never let go of your character – “When wealth is lost, nothing is lost; when health is lost, something is lost; when character is lost, all is lost.”⁸ If I take care of my character, my reputation will take care of itself.”⁹



Leadership is Influence

In his book, *Becoming a Person of Influence*, John Maxwell along with Jim Dornan, describes the traits of influence as follows:¹⁰

Integrity

-Builds relationships on trust.

Nurturing

-Cares about people as individuals.

Faith

-Believes in people.

Listening

-Values what others have to say.

Understanding

-Sees from [his Team's] point of view.

Enlarging

-Helps others become bigger.

Navigating

-Assists others through difficulties.

Connecting

-Initiates positive relationships.

Empowering

-Give subordinates the power to lead. "If you do it right, as a mentor leader you may make it all but impossible for other people to give you credit."¹¹



Mentor Leadership

Tony Dungy, former coach of the Colts and Buccaneers wrote a book, *The Mentor Leader – Secrets to Building People and Teams that Win Consistently*. In the book, he describes an outline for Mentor Leadership: The book describes the traits of Influence in the following manner:¹²

Engage

-Engage in order for them to trust that you care and want to believe in you.

Educate

Equip

-Provide the resources and the proper tools for success.

Encourage

-Encourage your people. Then do it again!

Energize

-Believe in them.

Elevate

-Multiply your leaders by teaching and developing their character.

Leadership Responsibility

Accomplish the Mission. Mission First – People and TEAM Always. Marines and their careers must not be needlessly sacrificed for the sake of accomplishing the mission. Always take care of your Marines and they will successfully accomplish the mission. "Take a moment and link the definition of leadership (influence) with the responsibility of leadership (people development)."¹³ "If we lose sight of people, we lose sight of the very purpose of leadership."¹⁴

Vision

- While everyone lives under the same sky, not all have the same horizon.¹⁵
- “The value of a vision is determined by the energy and direction it gives.”¹⁶
- “Having a vision is important... It is a picture of the future that produces passion in the leader, and it is this passion that people want to follow.”¹⁷

Training, Administration, Maintenance, and Combat Readiness

- Produce sound plans and orders, make effective use of personnel and resources, provide adequate training and leadership, execute orders, ensure technical and tactical proficiency, provide physical training, develop subordinates, and foster high morale, cohesion, character, discipline, and esprit de corps.

Welfare of Marines

- “You have not lived today successfully unless you have done something for someone who can never repay you.”¹⁸ *John Bunyan*
- Care for your Marines as if they were your son or daughter. Their parents have entrusted you with their care. The Commandant has entrusted you with their care and development as professional warriors and future leaders in the Marine Corps and within their communities.

Balance

- Understand the balance between caring for your Marines and the obligation to accomplish the mission.

U.S. Marine Corps Leadership Traits

Justice

- Practice being fair and consistent.
- Base rewards and punishment on merit.

Judgment

- Consider all sides of an issue before making a decision.

Dependability

- Be on time! Never make your Marines wait on you.
- Meet deadlines – ensure paperwork is processed efficiently and effectively in order to best care for your Marines.

Integrity

- The most important ingredient of leadership.¹⁹
- Tell the truth to both your superior and your Marines.
- Always use your authority for mission accomplishment, not for personal gain.
- “We cannot lead anyone else further than we have been ourselves.”²⁰

Decisiveness

- Study your alternatives and take the best possible course of action.
- Know when not to step in and make a decision.

Tact

- Talk with your Marines, not at them.
- Treat others as you would like to be treated.
- Be steadfast during crisis. Stay calm and steer your command in stormy weather.
- When reacting to bad news, know that initial reports are nearly always wrong – listen first.

Initiative

- Take action, even in absence of orders from a superior.
- Be a self-starter.
- Plan ahead and have three “hip-pocket” plans for contingencies.
- Always look to improve – learn from your mistakes.

Endurance

- Maintain mental and physical stamina – know when to recharge.
- “Most people who quit do not give up at the bottom of the mountain; they stop halfway up it.”²¹

Bearing

- Set the example by maintaining high standards in appearance and personal conduct.
- Avoid the use of profanity – be professional – develop gentlemen and ladies and future citizens.
- Control your temper – remain calm and collected.
- Keep your word.

Unselfishness

- Care for your Marines above yourself.
- Take every action to provide for the welfare of your Marines – they always come first.

Courage

- Take measured risks in combat and in peace.
- Act calmly and firmly in stressful situations.
- Stand up for what is right, regardless of what others think.
- Accept personal responsibility for your orders and for your mistakes.
- Correct Marines when required.
- Allow subordinates to make decisions.
- “No arsenal, or no weapon in the arsenals of the world, is so formidable as the will and moral courage of free men and women.”²² *Ronald Reagan*

Knowledge

- Work towards technical, tactical, and administrative excellence.
- Read, Study, Think, Write, and Teach!

Loyalty

- Display faithfulness to your Country, to the Corps, to your unit, to your seniors, to your subordinates, and to your peers.
- Display enthusiasm in carrying out an order, even if you may privately disagree.
- Defend your Marines against unfair treatment.

Enthusiasm

- Consistently communicate a positive attitude to your Marines.
- Never complain in front of your Marines.
- Praise the Marines’ successes – Compliment them.
- Encourage Marines to take the initiative to overcome obstacles.
- Set high expectations, Marines want to be challenged – Excellence Breeds Excellence.

U.S. Marine Corps Leadership Principles

Know Yourself and Seek Self-Improvement

- Achieve self-improvement by reading, studying, thinking, writing, and teaching.
- Consider taking a 360 degree leadership assessment. While several different versions exist online, one recommendation may be found at www.360degreeleader.com.

Be Technically and Tactically Proficient

- Attend the appropriate schools and courses prior to taking command.
- Work to become a Subject Matter Expert.
- Seek off-duty education.
- Study experts and sound leadership.

Know Your Marines, and Look Out For Their Welfare

- Continuously get out of your office and listen to your Marines.
- Know how your Marines react to different situations.
- Let your Marines get to know you – they are seeking an example and leadership development.
- Train your Marines for combat.
- Concern yourself with the living conditions of your Marines.
- Help your Marines get needed support from available personal services.
- Encourage individual development – it will only improve the Team – allow your Marines time to attend college courses, earn higher degrees, and complete Professional Military Education (PME).

Keep Your Marines Informed

- Provide them the background and the why.
- Help your Marines know they are a part of the Team – Marines perform better when they understand the situation.
- Understanding inspires initiative, enthusiasm, and loyalty.

Set the Example

- "The senior is obligated to provide the guidance and the example that allows subordinates to exercise proper judgment and initiative."²³ *General Robert B. Neller*
- Set the standard for your Marines.
- Leadership is taught by example.
- Your appearance, attitude, physical fitness, and personal example are always observed.
- Improve your Physical Fitness Test (PFT) score – gain a higher Marine Corps Martial Arts Program (MCMAP) belt.
- Your Marines reflect your image.
- Always be physically fit, well groomed, and correctly dressed.
- Be willing to sacrifice a personal habit to ensure you set a solid example.
- Know that what your Marines hear, they will comprehend, what they see, they will trust.²⁴
- Teach and mentor your Marines – cultivate sound moral character – develop warrior gentlemen and ladies – foster future contributive citizens to our nation.

Ensure That the Task is Understood, Supervised, and Accomplished

- Communicate your instructions in a clear, concise manner.
- Never micromanage – it effectively stops initiative and leadership development in your subordinates.

Train Your Marines as a TEAM

- “Our friendly center of gravity is our ‘Team of Marines.’”²⁵ *General Robert B. Neller*
- Competition is great; teamwork is better.
- Marines should be trained, schooled, challenged, tested, corrected, and encouraged with teamwork.



- Train with a purpose and emphasize teamwork.
- Share hardships, dangers, and hard work – it strengthens a unit and reduces problems; it develops teamwork, improves morale, and esprit de corps.
- Encourage unit participation in recreational and military events.
- Provide the best available facilities for Team training.
- Create traditions as a Team, build memories, encourage pride in the Team.
- “It takes a team to do anything of lasting value.”²⁶

Make Sound and Timely Decisions

- When you discover that you made the wrong decision, don’t hesitate to revise it.
- Develop a logical and orderly thought process by analyzing the situation.
- Consider the advice and suggestions of your subordinates before making decisions.
- Announce decisions in time to allow subordinates the opportunity to make necessary plans – use the 1/3, 2/3 rule.

Develop a Sense of Responsibility Among Your Subordinates

- Give your Marines every opportunity for professional development – it will develop the team.
- Properly delegate authority – it demonstrates faith in your Marines and increases their desire for greater responsibilities.
- Tell your subordinates what to do, not how to do it; hold them responsible for results, although overall responsibility remains yours; delegate enough authority to enable them to accomplish the task.
- Give your Marines frequent opportunities to perform duties usually performed by the next higher rank.
- Let your Marines know that you will accept honest errors without punishment in return; teach from these mistakes by using critical and constructive guidance.
- Have faith in your Marines.

Employ Your Command According To Its Capabilities

- Inspire and persuade Marines out of their comfort zone, but never away from their capability strengths.²⁷
- “A sign of a great team leader is the proper placement of people.”²⁸
- Seek out challenging tasks for your unit, but ensure your unit is prepared to successfully accomplish the mission.

- Keep yourself informed as to the operational effectiveness of your command.
- Analyze all assigned tasks. If the means at your disposal are inadequate, inform your immediate supervisor and request the necessary support.
- Develop aggressive and challenging training plans and goals. If you accomplish 80% of what you planned, you'll have employed the unit to 100% of its capacity and capability and not have to wonder if you could have done more.

Seek Responsibility and Take Responsibility For Your Actions

- “Great leaders never set themselves above their followers except in carrying our responsibilities.”²⁹
- You are responsible for all that your unit does or fails to do.
- Never remove or demote a subordinate for a failure resulting from your own mistake.
- Learn the duties of your immediate senior; be prepared to accept his/her responsibilities.
- Take every opportunity that offers increased responsibility.

Developing Leaders

“Mentor leadership focuses on building people up and building leaders for the next generation.”³⁰ As a commander, you must have a plan for developing your Officers and Senior Enlisted Leader (SEL) and your SEL must have a plan for developing the Staff Non-Commissioned Officers (SNCOs) and Non-Commissioned Officers (NCOs). Leader multiplication will exponentially benefit the future of the command.

Spend quantity and quality time specifically with your junior Officers and NCOs and ensure each is thoroughly aware of the importance and the responsibilities of his/her grade and the position within the leadership structure of your command. Emphasize the qualities of integrity, loyalty, efficiency, dependability, and fairness in developing and training your junior Officers and NCOs. Take these actions to develop your junior Officers and NCOs and have them perform to the best of their abilities.

- Give junior Officers and NCOs every opportunity to exercise leadership and to train Marines.
- Make assignments appropriate to their rank.
- Give them authority to get the job done.
- Give them resources (including time) to accomplish the responsibilities.
- Issue mission type orders rather than detailed orders.
- Counsel the junior Officer or NCO privately concerning mistakes after the job is finished.
- Compliment or praise the junior Officer or NCO who does an assignment well.
- Never permit abuse of authority or disregard for directives.
- Adhere to the chain of command through use of your junior Officers and NCOs.
- Actively “sell” the NCOs to the junior Marines by holding them in obvious high regard.
- Keep the NCO Corps elite.
- Build quality well-rounded Marines and citizens.

When leaders develop leaders, they impact lives well beyond the command.³¹ Find your most promising future leaders, develop them, systematically replicate them, and put them on your biggest opportunities – not on your biggest problems.³²

For further study, the Marine Corps Leadership Development website, <https://www.mcu.usmc.mil/sites/leadership/> provides a comprehensive approach to developing leaders through six functional areas: Fidelity, Fighter, Fitness, Family, Finances, and Future.

Building Teamwork

“A team of people will always be more powerful than an individual working alone.”³³ Denny Green, former Minnesota Vikings coach once said, “he would not select the fifty-three best players, but the fifty-three players who gave us the best team’ ...the primary focus should be on choosing the right players, just as Herb Brooks said he did with the 1980 U.S. Olympic hockey team.”³⁴ The best way to develop teamwork is through training. Ensure teams such as squads work together. Delegate tasks to squads with their squad leader instead of forming a detail. Marines working as a team, with their own leader, can do twice as much work as a detail. Performance as a team in training drills and in combat will be much better with Marines living and working as a team in day-to-day activities.

Stabilize your teams. Develop personnel plans that consistently keep your teams and their leaders stable. Never move a name around without first thinking about the effect on teamwork and the team. When you move names or a Marine and his family around in an attempt to even out strength figures, the personnel board may look better, but the unit may work less effectively because you have unintentionally disrupted its teamwork. Always consider second and third order effects of personnel changes. Each time you move a name, you are really moving an individual Marine with contributable subject matter expertise to the team as well as his/her family. Keep personnel moves to an absolute minimum.

“The secret is to work less as individuals and more as a team. As a coach, I play not my eleven best, but my best eleven.”³⁵ “Individuals play the game, but teams win championships.”³⁶

Morale

Morale is a state of mind. It is that intangible force that will influence a Marine to give his/her last ounce of effort to achieve success, without regard of the cost. It is the quality which makes Marines endure and be courageous in times of fatigue and danger. Although morale is a complex and intangible quality, it must have a solid basis in leadership, discipline, and comradeship. The contributing factors listed below influence your command’s morale. Alone, they do not produce good morale but everyone quickly notices the absence of them.

-Confidence in Leaders

- Marines expect their leaders to know their jobs, to share the hardships with them, and to take a personal interest in their problems.

-Efficient Operations

- We all want to be part of a command where things run smoothly, where things are planned, and where Marines do not have to “hurry up and wait.” The basis for efficiency is prior planning, thorough organization, and continuing supervision.

-Good Communication

- Marines will enter into any activity, including combat, with determination and enthusiasm if they know their purpose.

-Realistic Training

- Every Marine wants to feel that he is a part of a winning team.

-Opportunities for Promotion

- Getting promoted raises the morale of all Marines. Knowing that there is an opportunity for advancement and that only excellence in leadership and performance leads to promotion in your command helps build morale.

-High Retention Rates

-Good Physical Conditioning

- Good physical condition goes hand-in-hand with good mental condition.

-Good Administration

- Marines like to know that the administration in their unit is good, that their pay accounts and individual records are correct, that the date they are due for promotion will not be overlooked, and that their allotments are going through on schedule.
- Confidence in Weapons and Equipment
 - We are the best equipped warriors in the world. The mention of our equipment as being obsolete or statements that we do not have the latest and best are detrimental to morale.
- Comfortable Quarters
- Good Chow
- Good Mail Service and Internet Connectivity and Services
- Good Medical Attention
- Post Exchange (PX) Facilities and Services
 - The PX should stock items that are affordable.
- Leave and Liberty
 - The leave program should be planned so that each Marine knows approximately when he/she is going on leave. He/she can then plan and budget properly.
- Religious Services
- Awards
 - Praise Effort – Reward Results.
 - One of the most important aspects of moral. A good command is always alert to search out and recognize outstanding performance.
 - Build people up by reinforcement.
 - “I can live for two months on one good compliment”³⁷ *Mark Twain*
 - Give people recognition by acknowledgement.
 - Give people credit by thanking them.³⁸
- High Standards
 - Marines appreciate the achievement of high standards in discipline, personal appearance, police, maintenance, training, and athletics. The lift in morale that comes from impressive military ceremonies is also an important factor. Marines want to be a part of the best.

Discipline

“Discipline is the refining fire by which talent becomes ability.”³⁹ *Roy L. Smith*



All commands have a culture, some have discipline, but few commands have a “culture of discipline. When you have disciplined people, you do not need hierarchy. When you have disciplined thought, you do not need bureaucracy. When you have disciplined action, you do not need excessive controls.”⁴⁰

Sound discipline is constant and functions whether or not outside pressure or supervision is present. It is the result of good training and intelligent leadership. Indicators of discipline:

- Attention to detail
- Good relations between Marines and Teams
- Devotion to duty
- Proper senior-subordinate relationships
- Proper conduct on and off duty
- Adherence to standards of cleanliness, dress, and military courtesy
- Promptness in responding to orders
- Adherence to the chain of command

Esprit de Corps

Esprit de Corps implies devotion, loyalty, and a deep regard for the command's history, traditions, and honor.

- Be the symbol of the fighting spirit you desire to develop.
- Ensure new Marines' welcome includes an explanation of the unit's history, traditions, noted heroes, and current mission. You want Marines to feel like they are joining something much larger than themselves.
- Instruct them in history and traditions.
- Develop your Marines to the very finest physical condition, and train them to perfection in military skills. Personally lead them in Physical Training (PT) once a week.
- Recognize and publish the achievements of the command.
- Use appropriate and proper ceremonies, slogans, and symbols.
- Use competition wisely to develop a team concept; try to win in every competition.
- Use decorations and awards properly. "A soldier will fight long and hard for a bit of colored ribbon."⁴¹ *Napoleon Bonaparte*
- Make your Marines feel that the success of the Corps and Country depends on them and the victory of their unit.



3 Preparing for Command

"The man who is prepared has his battle half-fought."⁴² *Miguel De Cervantes*

Pre-Command Courses

Schedule and attend the Marine Corps' Pre-Command Course called "Cornerstone," offered twice annually by Marine Corps University in Quantico. This will provide you an opportunity to hear from current experts and leadership across the Corps. It will also give you an opportunity to share ideas with other prospective commanders and build relationships that will help increase the readiness of your command. Encourage your spouse to attend as she/he will be a valuable member of your command team.

Consider attending the Marine Air-Ground Task Force (MAGTF) Tactical Commanders Course, hosted by the Commanding General, MAGTF Training Command and supported by Marine Aviation Weapons and Tactics Squadron-1 (MAWTS-1), Marine Corps Tactics and Operations Group (MCTOG) and the Marine Corps Logistics Operations Group (MCLOG). The course is held in Yuma, AZ and is tailored for commanders (both slated and seated) at the O5 and O6 level from the Air/Ground/Logistics Combat Elements (ACE/GCE/LCE) and Marine Expeditionary Unit (MEU).

Contemplate attending the Aviation Safety Command Course. Although designed primarily for aviation commanders, the course discusses moral leadership, safety culture, command culture and climate, effective communications, formulating policy statements, case studies, and risk management.

Additionally, consider attending the following courses if you do not already have experience in these fields: Security Manager's Course and the Senior Legal Officer Course.

Knowledge and Accounts

Understand, analyze, and review the mission of the command.

Study the command's Mission Essential Tasks List (METLs).

Study the Table of Organization (T/O) and Table of Equipment (T/E). Understand the Authorized Strength Report (ASR) and Staffing Goal. Establish relationships with Headquarters Marine Corps Manpower.

Study the Marine Corps Warfighting and Reference Publications as well as Navy Regulations that pertain to the command.

Review the command's established Standard Operating Procedures (SOPs).

Study and review all current command policy letters, directives, and orders.

Review the command's battle rhythm and current Commander's Critical Information Requirements (CCIRs).

Analyze previous lessons learned within the Marine Corps Lessons Learned and Joint Lessons Learned Information System (JLLIS).

Receive a Defense Readiness Reporting System (DRRS) class and review previous reports.

Ensure all permissions are granted in Marine Online (MOL), specifically the Automated Performance Evaluation System (APES).

Ensure an account and all permissions are established in the Improved Awards Processing System (iAPS).

Review the Integrated Disability Evaluation System (IDES) to better understand Limited Duty (LIMDU), Medical Boards (MEDBOARDS), and Physical Evaluation Boards (PEBs).

Review Administrative Separation (ADSEP) procedures and become familiar with the Marine Corps Electronic Administrative Separations (MCEAS) system.

Reconnoiter training areas and review local training facilities' capabilities and limitations.

Assess the last several years of Inspector General (IG) final inspection reports, Field Supply and Maintenance Analysis Office (FSMAO) inspections, Marine Corps Command Readiness Evaluation System (MCCRES) reports, and the Marine Corps Administrative Analysis Team (MCAAT) inspections.

Review previous Congressional Inquiries (CONGRINTs) and IG/Command Investigations.

Relationships

"All good leadership is based on relationships."⁴³ "People can usually trace their successes and failures to the relationships in their lives."⁴⁴

Establish an open relationship with your higher leadership.

-John Maxwell, in his book, *The 360-Degree Leader*, provides nine ways to get started:

- Listen to Your Leader's Passion
- Know Your Leader's Priorities
- Catch Your Leader's Enthusiasm
- Support Your Leader's Vision
- Connect With Your Leader's Interests
- Understand Your Leader's Personality
- Earn Your Leaders' Trust
- Learn to Work with Your Leader's Weaknesses
- Respect Your Leader's Family⁴⁵

Establish relationships with the following:

-Adjacent commanders. Learn collaboration over competition with one another.

"Collaboration is multiplication."⁴⁶

-Your senior's Sergeant Major and Staff.

-Managers of the various base facilities such as Marine Corps Community Services (MCCS), libraries, and Public Works in order to find out what services are available for your Marines and their families and how better to resolve potential issues.

-Mental health providers and Operational Stress Control and Readiness (OSCAR) Team Trainers.

-Inspector General – understand expectations and what areas are of high interest and emphasis.

-Staff Judge Advocate, Naval Criminal Investigative Service (NCIS), Criminal Investigative Division (CID), and the Provost Marshall Officer – understand current criminal trends and concerns.

Listen to Marines across the command. Connect with them. Be careful to never overstep your bounds as you are not yet in command. Walk slowly through the command and listen to each Marine.

Personal Preparation

Complete the same checkin process as your Marines. Assess the effectiveness and efficiency of the Installation Personnel Administration Center (IPAC), the Consolidated Issue Facility (CIF) and/or supply, Medical and Dental, and gain an appreciation for transportation to and from these facilities and their hours of service.

Complete or update the following:

- Last Will and Testament and Power Of Attorney (POA).
- Medical and dental checkups and dental cleaning.
- Physical Fitness Test (PFT) or Combat Fitness Test (CFT). Get in the best shape of your life.
- All required annual classroom/online type training via Marine Net or Total Workforce Management System (TWMS) (supervisor of civilian(s) training).
- Field protective confidence training.
- Rifle/pistol qualification as required.
- Combat water survival training/qualification.

Read and study Military Occupational Specialty (MOS) and leadership/mentorship material.

Formulate your goals and milestones, recognizing however that you may have to alter them as your appreciation of the situation increases.

Develop your philosophy of awards and punishments and how to create a culture of meritocracy.

Develop your CCIRs (both reportable crises and when Marines exhibit judgment, initiative, creativity, and energy).

Update your Biography.

Policies

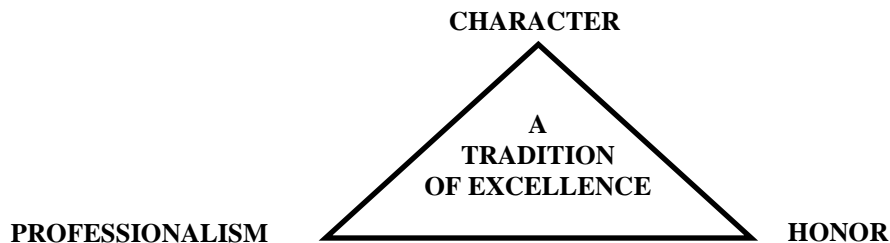
Begin with writing your Command Philosophy – An EXAMPLE is provided on the next page.

Consider drafting the following Policy Letters and Statements:

- Request Mast Initiating Directive
- Equal Opportunity
 - Include complaint procedures and possible consequences for engaging in discrimination.
- Hazing
 - Clearly state that hazing is prohibited and will not be tolerated. Ensure it includes examples of hazing, reporting procedures, and possible consequences for hazing.
- Domestic Violence
 - Ensure the Commanding Officer completes training on installation domestic violence services and resources within 90 days of assuming command.
- Substance Abuse

- Include guidance on responsible drinking, driving while intoxicated, and the use of illegal and prescription drugs – should take into account all Marines in the unit, even if they are not physically located within the command.
- Suicide Prevention (Unit Marine Awareness and Prevention Integrated Training (UMAPIT))
- Sexual Assault Prevention
 - Ensure the Commanding Officer receives the Command Team Sexual Assault Prevention and Response (SAPR) Resource Brief from the Sexual Assault Response Coordinator within 30 days of assuming command.
- Sexual Harassment Prevention
- Risk Management
- Operations Training
- Physical Training
- Combat Conditioning and Physical Enhancement
- Heat Stress Prevention and Treatment
- Command Correspondence
- Mail Handling
- Awards
- Information and Personnel Security
- Unit, Personnel and Family Readiness Program (UPFRP)
 - Establish a UPFRP and Policy Statement within 60 days of assuming command.
- Safety and Force Preservation – An EXAMPLE is provided following the Command Philosophy.

Commanding Officer's Command Philosophy



“A Tradition of Excellence through Character, Professionalism, and Honor.”

A Tradition of Excellence. Tradition implies consistency... this means, “Excellence In All We Do”.

We will develop this Tradition of Excellence through our Character, Professionalism, and the Honor we bestow upon each other.

Character consists of our Core Values of Courage and Commitment, as well as Selflessness, Faithfulness and Integrity. While many of you have had these Core Values instilled within you from a young age, others are developing them. It is my commitment to you to help foster these Core Values within you in order that we become a more effective team.

Professionalism includes consistently providing Effective Support through preparedness, readiness and completeness, all the while, shaping a Command Climate that breeds a Culture of Operational Safety; a Culture that is influenced by Leadership at all levels and consistently considers the Process of Risk Management in all we do.

Honor. I want you to consider the honor you bestow towards one another and the importance of Relationships through effective Communication and Politeness. Much of our ability to accomplish our mission and develop our team will be based upon the relationships that we develop at all levels. DWB

Safety and Force Preservation Policy

*A **Culture of Operational Safety** is one of my Cornerstones of Professionalism towards a Tradition of Excellence within Headquarters and Headquarters Squadron, Marine Corps Air Station, Futenma. Our Mission is to enhance our Operational Support to the Operating Forces while identifying and minimizing inherent risks.*

I envision a Command Culture that has completely imbedded and integrated Risk Management (RM) into every facet of our Mission and Tasks.

I challenge each of you to establish and embrace a professional Culture of Operational Safety. In order to develop a Culture of Operational Safety, we must have the courage and integrity as Professionals to foster a Command Climate that is effectively supportive of the Operating Forces yet also requires the moral courage and integrity of each Marine to stop an unsafe act.

My desire is to further encourage a Culture of Trust and Empowered Knowledge – knowledge of Operational Safety and Risk Management. All, in order to understand and identify the line between acceptable and unacceptable behavior and risk. However, I implore each of you to have the courage, as Professionals, to go beyond identifying risks, but also assess, develop and implement risk mitigation controls through consistent, continual supervision.

Risk Management is not simply a safety program. Rather, it is an operational process. RM is a proactive vice reactive approach to assessing the risks associated with the conduct of daily operations. We will incorporate RM into ALL facets of our daily operations within H&HS, to include off duty activities. Consider RM another mission planning tool to assist each of us in conducting cost-benefit/risk analysis of those things impacting the accomplishment of our mission. We must ensure the benefits outweigh the risks or adjust the plan to compensate for the risks. When we manage the risks, we control the situation rather than being controlled. RM is nothing more than institutionalized common sense.

I ask each Marine within our Team to develop a knowledge of Risk Management in order to more effectively communicate and engage in the process of risk management. It is clearly understood that a lack of communication, the inability to act or engage, or the unwillingness to get involved contributes to mishaps. This “paralysis” factor needs to be overcome through the empowerment of every Marine within our Team. Empowerment will occur through education. Learning from our mistakes and those of others leads to experience. Experience breeds sound decisions. Sound decisions equals success. With knowledge, we will make the right decisions. Safety is not a spectator sport. Engage!

Safety is a fundamental obligation and responsibility of sound leadership. Self-discipline is the first step. Active supervision will naturally follow. Everyone monitors standards. Everyone is a safety professional... if you notice an unsafe act, engage immediately!

Take care of yourself and each Marine, Sailor and Civilian Marine on our Team. You are an integral and important asset to me personally and to our Corps. I ask for your complete commitment and involvement in developing and maintaining a Tradition of Excellence through Professionalism and a Culture of Operational Safety. DWB

Change of Command

Create an invitation list.

Write your Change of Command speech and practice it until you can deliver it without notes. Plan to acknowledge distinguished guests and the band. Recognize the outgoing commander and his or her spouse. Thank your family and those who mentored you. Lastly, succinctly tell your Marines what you expect. Keep the speech very short. This is the out-going commander's day.



Write comments that you will utilize during initial meetings with Officers, SNCOs, NCOs, and junior Marines. Ensure your command philosophy is woven into your initial remarks with your Marines and reiterate your philosophy at every opportunity you have in front of your Marines.



4 Taking Command

Initial Meetings

Listen!

Set the example in personal appearance and character.

Conduct counselings with Subordinate Commanders and Key Staff: the Executive Officer, Sergeant Major, Personnel Officer, Adjutant, Legal Officer, Embark and Logistics Officers, and Operations Officer. Review billet descriptions (see guidance below). Listen to their concerns. What is the command doing right, wrong, and how can the command improve. Conduct these counselings / meetings in their spaces.

Personally share your Command Philosophy with distinct groups: Officers, SNCOs, NCOs, and junior Marines. Discuss your vision for the command, your expectations, and priorities (standards, family welfare, leadership development, safety and force preservation, dignity of each Marine).

Get out of the office and walk the spaces of the command (see below for initial visit guidance). Visit those subordinate units, departments, or divisions, farthest from the command headquarters early in your tour and often throughout your command. Allow the Executive Officer to run the day-to-day routine in order to allow you the time and energy to think, study, read, engage, lead, mentor, and command.

Meet with the Family Readiness Team.

Hold an initial (then quarterly) SNCO and NCO Breakfast. This will become valuable to listen to developing concerns.

Hold an initial (then Quarterly/Semi-Annual) Town Hall Meeting. This will become valuable to your Family Readiness Team and provide you an opportunity to listen to concerns from your families.

Conducting a Meeting

A well-planned and well-conducted meeting can greatly improve the command's effectiveness. It enables you to clarify more effectively the mission of your command, to determine goals, to motivate your Marines, to obtain resources, to make assignments, and to deal with change. Meetings are time-consuming and sometimes do not accomplish the purpose for which they are held. After determining the necessity for a meeting, follow these simple rules to make it as productive as possible.

- Determine the purpose of the meeting, e.g., disseminate, clarify information, etc.
- Schedule the meeting after you have determined the purpose and requirement, and establish an agenda which will allow input from those in attendance.
- Start meetings on time and set a time limit. Recommend making the meeting short, early in the day, and without chairs.
- Follow the agenda.



- Ensure that participants are fully prepared for input when required.
- Summarize the meeting at the end, including matters covered and any tasks assigned.
- Ensure an individual is designated to record the results and to record tasks to inform those who could not attend.
- Offer to remain behind after the meeting for specific discussions that are not germane to the entire staff/audience.

Time Management

“One of the best ways to save time is to think and plan ahead; five minutes of thinking can often save an hour of work.”⁴⁷

Use the Marine Corps Planning Process (MCP) to make informed and “timely” decisions. The MCP is a proven process to solve problems from the simple to complex and will often save time.

Create a commander’s battle rhythm that can be viewed on a shared calendar by key staff.

Set aside a specific time each day to spend with your Marines, regardless of your other commitments.

Set aside time during the day to do paperwork. Always clear your inbox each evening.

Answer emails timely. Show you care and are responsive.

Never make your Marines wait for you – especially in formation.

Establish time limits for your meetings. Don’t let them run over this limit.

Set aside time for your family!

Communications

To better connect with your command, first connect and relate to the individual Marine.⁴⁸ If the unit is to function effectively, the information must flow quickly, must be accurate, and must get to all parts of the unit. Union of the various parts of a unit results only through a union of information and action. A person’s beliefs, values, character, needs, experience, education, and goals combine to form a frame of reference. This frame of reference acts as a filter through which he/she sees and hears. Since we all have unique combinations of these factors, our filters cause us to see and to hear the same situation differently.



Use electronic forms of communication to your advantage but use them wisely. An advantage to using email is that you can disseminate information quickly with extensive background, however, the receiver of an email may take the tone and/or emphasis in an email differently than what was intended by the sender. A common obstacle to using email communication is the accessibility to computer workstations for all Marines and access limitations. Ensure you get out and personally talk with your Marines and ensure your Sergeant Major/Senior Enlisted Leader and senior SNCOs are doing the same. "Most communication problems can be solved with proximity."⁴⁹ Actively listen to your Marines and acknowledge what was said. Marines will buy into vision and leadership when they know they have been involved in the process.⁵⁰

Counseling

Counseling involves a two-way communication between a senior Marine and a subordinate to help the subordinate to achieve and to maintain the highest level of performance.

- Maintain counseling as an integral and continuous part of your leadership.
- Develop counseling skills through a continuing education program that teaches the importance of daily coaching and that provides the tools to conduct effective counseling.
- Increase individual performance and productivity through counseling, and thereby increase unit readiness and effectiveness.
- Develop a cohesive relationship with your Career Retention Specialist in order to ensure you are timely with each individual's counseling and interviews (First Term Alignment Plan (FTAP) and End of Active Service (EAS)) in order to retain highly qualified Marines.

Billet Descriptions and Guidance

Subordinate Commanders

- Give them clear guidance, the opportunity to excel, and freedom to develop within your intent, and they will achieve greatness in ways you never imagined.
- Develop a Command Team by establishing close working relationships based on mutual trust and confidence.
- Assess your commanders on how sharp and motivated their Marines are, how well that command performs its mission, and how flexible and mission-oriented they are over how they interact with you as their commander.
- Ensure that they adapt very quickly.
- Teach and Mentor them. Pass on experiences for their future benefit. Train and teach them to be better commanders. Do not be concerned with which one is the best. Make each one the best that he/she can be.
- Tell them what to do, not how to do it.
- Do not stifle their initiative. Allow them to make mistakes that will not damage their careers. Ensure that they do not make the same mistakes twice.
- Become the buffer between them and higher headquarters.
- Consistently let them know how they are doing. Your feedback is critical to their performance and long term development.
- Give them a straight shot to you to talk about things important to them – both good and bad.
- Do not over-react to their bad news.
- Include them in the decision-making process whenever possible; involvement means commitment.
- Ensure there is an open means of communication for each of your Commanders on a daily basis.

Executive Officer

- “It is lonely at the top, so you’d better take someone with you.”⁵¹
- “As iron sharpens iron, so a man sharpens the countenance of his friend.”⁵² *Proverbs 27:17*
- “Those closest to the leader will determine the level of success for that leader.”⁵³
- Take time to develop and mentor your Executive Officer. Ensure he/she understands your priorities, how you think, and how you manage and mitigate risk.
- Ensure he/she understands the difference between your thinking out loud and giving direction.
- Always remember the Executive Officer will take your place in your absence, whether that is due to leave or combat loss.
- The bulletized list below is a collection of thoughts and comments from several senior commanders and deputy commandants regarding guidance for your Executive Officer:
 - Implement and supervise the Commanding Officer’s policies.
 - Manage the staff – Keep them informed – Ensure communication with each other.
 - Provide complete staff action – Give the Commanding Officer background, solutions, and recommendations – Help him/her make the right decision.
 - Always provide well-thought out solutions and recommendations when presenting a problem.
 - Maintain open lines of communication with subordinate Commanders and Executive Officers; subordinate Commanders may want to bounce ideas off the Executive Officer before going to the Commander.
 - Ensure the implementation of all safety and force preservation policies.
 - Ensure administrative excellence.
 - Keep track of (and ensure compliance with) all suspense dates.
 - Manage leave and liberty (Commanding Officer approves Sergeant Major/Senior Enlisted Leader (SEL), Executive Officer, key staff, and subordinate commanders.
 - Ensure cleanliness of garrison spaces.
 - Act as Security Manager.
 - Ensure preparation and coordination for all Inspector General Inspections.
 - Include the Sergeant Major/SEL in all actions / issues involving enlisted personnel.
 - Manage the officer fund and oversee the memorabilia and command fund.
 - Ensure Bachelor Enlisted Quarters (BEQ) cleanliness and adequacy via the Sergeant Major/SEL.
 - Manage fitness reports, ensuring timeliness and completeness, via the Adjutant.
 - Assign and manage action officer activities for Navy Relief / Combined Federal Campaign.
 - Manage and direct the update of SOPs, orders, directives, and policies.
 - Chair the monthly Awards Board. Manage inputs for unit awards.
 - Monitor enlisted meritorious promotion boards. Sergeant Major/SEL leads and manages the boards and Marine of the Month / Quarter and NCO of the Month / Quarter boards.
 - Keep the paperwork flowing and the inbox empty each evening. Ensure all paperwork has been well-staffed, analyzed, and prepared for the Commanding Officer’s decision and signature.
 - Ensure understanding of what the Commanding Officer intends. If you do not agree - always voice your opinion privately, and then support his/her decision as if it was your own.

Sergeant Major /Senior Enlisted Leader

-Ensure you take your Sergeant Major/SEL with you as often as you can. It is very important for you to include your Sergeant Major/SEL in command “walk-about” in order to listen to Marines. He/she will have a unique perspective and hear different concerns when listening to the Marines.

-Consider your Sergeant Major/SEL your friend, your confidant, and best advisor. He/she can be told the real, sometimes personal, reasons for decisions. He/she can be a sounding board for ideas; a critical advisor.

-Never make a decision that will affect an enlisted Marine without the Sergeant Major’s/SEL’s input.

-You and he/she are a team that is critically important to the smooth operation of your command.

-Plan to meet with your Sergeant Major/SEL each morning and evening, even just for a few minutes.

-Include him or her in everything possible!



Chaplain

-In addition to being the spiritual adviser, the chaplain can be another barometer for command climate and force preservation.

-The chaplain needs to be where the Marines are: on road marches, at physical training, and in the field. The chaplain should eat in the dining facility a couple of times a week.

-Chaplains may be inexperienced in staff procedures or the way the Marine Corps operates. However, they will learn fast if you invest the time to teach them.

-Be careful not to take the chaplain away from primary chaplain functions.

-Recognize and accommodate the chaplain's requirements to higher commands and the post chaplain's office.

-Chaplains can generally coordinate and instruct special classes or workshops on marital relations, coping with anger, crisis and stress management, time management.

-Help the chaplain develop an annual unit ministry plan.

-The chaplain should be in support of the Family Readiness Team.

-The chaplain must be well-versed and well-connected with every support agency in the area.

-If possible, give the chaplain an office in the unit area where Marines can see the Chaplain with minimal public visibility.

Family Readiness Officer (FRO)

-FROs are a critical member of your Family Readiness Command Team.

-Below are notable duties. See Marine Corps Order 1754.9 (dated 9 Feb 2012), Unit, Personal and Family Readiness Program (UPFRP) for further position descriptions.

- Provide Command Family Readiness outreach, support and assistance to single Marines, married Marines, spouses, children and designated parents/extended family members of Marines.
- Supervise Family Readiness program volunteers.
- Prepare and distribute official information via authorized communication tools.
- Provide Marines and designated family members with official command communication and Information and Referral (I&R) services.

Facilities

There is no substitute for getting out from behind your desk to inspect the facilities that support your Marines. Facilities can be critical to morale and readiness.

Walk through the following areas at least once during the first week:

- Bachelor Enlisted Quarters
- Mess Hall
 - Eat in the mess hall as often as you can, and encourage your officers and SNCOs to do the same.
- Motor Pool
 - Talk with your drivers and discuss their Preventive Maintenance (PM) measures.
- Warehouses and Storage Areas
 - Insist on having the responsible individual present to answer your questions. Determine whether physical security and property accountability are adequate. Look for obvious excesses and shortages. Determine whether procedures for maintenance of the equipment stored are adequate. There must be a designated place for everything, and it must be properly marked. Permit only authorized personnel in your warehouses. A signed and dated access list should be posted.
- Armory
 - Speak with the armory custodians and listen to their concerns.
- Aid Station/Dispensary
 - Develop a solid working relationship with the Medical Officer and consistently check up on the command's medical and dental readiness. Promote the importance and involvement of Corpsmen during physical fitness events and all field training exercises.

Surveys and Inspections

Conduct the following surveys, Assist Visits and/or Inspections as soon as possible:

-Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) (within 90 days of assuming command).

-Command Climate Survey (within 90 days of assuming command).

-Command Safety Survey (within 90 days of assuming command).

-Request an Inspector General Assist Visit – What gets measured, gets performed.

Reference the Inspector General Marine Corps website – Functional Area Checklists, in order to properly increase the readiness of your command at:

<http://www.hqmc.marines.mil/igmc/Resources/FunctionalAreaChecklists.aspx>

-Request a MCAAT Assist Visit.

-Request a FSMAO Assist Visit.



Photo by:
Cpl Joey Holeman

5 Taking Care of Marines & Families

Family

Former Commandant of the Marine Corps, General Alfred Gray, Jr., stated,

“Only by taking care of our Marine families can we ensure that our Marines are truly a force in readiness. With frequent field exercises and unit deployments, our young Marines are away from home for extended periods of time. Individual Marines are ultimately responsible for their families, but we, as leaders, have a responsibility to help them meet the demands of our military lifestyle by keeping the families well informed and ready to respond as ‘ops tempo’ dictates. Education and genuine concern for the families’ welfare will bring peace of mind to the individual Marine and help to maintain the warrior focus.”

Caring for your families must begin well before a Marine and his/her family join the command.

-Assign a sponsor to your Marine and his/her family. Ensure that they are contacted 30-60 days before joining the command.

-Ensure your Marines’ first 30 days in the command are the most engaging, dynamic, and enduring of their entire career.

-Insist that a married Marine get his/her family moved and settled before he/she starts to work.

-Insist that your Marines and their families attend the next command welcome-aboard briefing for new Marines and their families. Give the Marine ample time to pick up his/her family and to take them home after the briefing. The briefing should provide child-care services and refreshments free. Speakers on the program should include at a minimum: The Commander, the Chaplain, the Family Readiness Officer (FRO), representatives from the hospital, dental clinic, child-care facilities, housing office, legal services, family services, the spouse network, and Navy Relief.

-Ensure the command social media sites are up-to-date, utilized, and relevant.

-Plan to allow each spouse to visit his/her military spouse for at least half a day on the job annually. Allow the spouse to tour the area where his/her military spouse works and to meet all the key people in the work environment. This will allow the spouse to put the work topics into better perspective.



-Conduct a command “organization day”/“Jane Wayne Day” to help bring your command closer together. Get the families, and in particular, get the children involved in the event. Make the day fun, convenient, and inexpensive for the families. If required and if able, provide free child-care.

-Ensure you have a well-organized Unit, Personal and Family Readiness Program that you can use to distribute information regarding progress of training or a deployment, the well-being of the military spouse, and anticipated return date. Stop rumors and provide information on support resources and the families themselves. Give the responsibility in the network to the most enthusiastic volunteers available, regardless of the rank of the military spouse. You must reinforce the efforts of your spouse’s network by ensuring access to the resources needed to sustain family support functions. Refer to MCO 1754.6 and NAVMC 1754.6 for the most updated information regarding Marine Corps Family Team Building.

-Have a mandatory, pre-deployment family briefing 30 days before deployment. This briefing, which should include as much information as security will allow regarding the deployment, will contribute greatly to building positive feelings in the spouses toward their military spouse’s contribution to our Nation and the Corps through their participation in the deployment. Teaching the spouses the “official” route for asking questions and obtaining information during the deployment, other than depending on other spouses or social media, is particularly valuable. Since this meeting is mandatory, it will also give some spouses an opportunity to meet other spouses before your unit’s departure. Follow-up after the pre-deployment briefing to ensure that all personnel and administrative requirements are completed before the deployment. Spouses who feel that they matter to unit leaders, who are confident that they will look after them, and who believe that the command values their Marines, are happier and more confident. They then support the Marines’ morale rather than become a source of anxiety. Families satisfied in this way are a combat multiplier.

Substance and Alcohol Abuse Prevention

Substance abuse, specifically alcohol abuse has been a contributing factor in multiple suicides, suicide attempts, and sexual assaults. Research has shown that the majority of Marines feel more inclined to engage in smarter behaviors when they want to protect their investments made in their family, lives, careers, and relationships. Marines feel an overwhelming desire to “Protect What You Have (They Have) Earned” (PWYE). PWYE emphasizes themes such as:

- Do not be the 1 of 7 Marines that drinks irresponsibly.
- Be a part of the 85% (6 out of 7) Marines that drink responsibly.
- Marines take care of Marines.

The goal of the message is to reinforce that “Most Marines drink responsibly.” As well, the small percentage of irresponsible drinkers does not constitute the normal and accepted behavior of responsible drinking within the Corps.

The mission of PWYE is to reduce the number of Alcohol Related Incidents (ARIs) and instill a culture of responsible alcohol consumption across the Corps through responsible decisions, actions, and choices among our Marines and their families.

Substance abuse is a major factor across the entire spectrum of Force Preservation issues and concerns. Alcohol abuse degrades operational readiness and negatively impacts the quality of life for our Marines and family members. The purpose of the PWYE campaign is to develop a culture of

responsible alcohol consumption and help our Marines “Protect What They Have Earned” as Marines and avoid destructive behavior that places them at great personal and professional risk.

We recommend you develop and continue a campaign on alcohol abuse prevention in order to maintain readiness, standards, and adherence to our core values.

We further recommend you establish incentive programs that encourage unit cohesion, engaged leadership, peer support and safe behavior. The reward system should include incentives for both units and individuals; an example may be an extended liberty period for a reduction of ARIs over an extended period of time (72-hour liberty for 72 straight days without an ARI).

Sexual Assault Prevention and Response (SAPR)

The Sexual Assault Prevention and Response (SAPR) program is a Commander-led program focused on the elimination of sexual assault. The goal of the SAPR program is to create a climate of zero tolerance and a culture of prevention.

Victims of sexual assault have two reporting options:

-**Restricted Reporting:** Affords victims of sexual assaults the opportunity to make a confidential report to the Sexual Assault Response Coordinator (SARC), Uniformed Victim Advocate (UVA), and healthcare providers without triggering a formal report with Law Enforcement and the Chain of Command. Victims receive victim advocacy, medical services, a forensic exam, and counseling.

-**Unrestricted Reporting:** Affords victims an official law enforcement investigation and the support of the chain of command. A report can be made to the SARC, UVA, healthcare personnel, chain of command, law enforcement, or legal support. Details of the incident are limited to those with a legitimate need-to-know. Victims receive victim advocacy, medical services, a forensic exam, and counseling.

Commanders shall immediately report all Unrestricted Reports of sexual assault to the Naval Criminal Investigative Service (NCIS). Commanders shall not conduct an independent command inquiry or investigation of an alleged sexual assault. After a formal criminal investigation and consultation with the Staff Judge Advocate, the Sexual Assault-Initial Disposition Authority (SA-IDA) [Special Courts Marital Convening Authority (SPCMCA) in the grade of O-6 or higher] shall determine the disposition of the incident. Disposition information shall be provided to the SARC.

Contact your SARC regarding eligibility for SAPR services, required reports, and specifics on program operations.

Suicide Prevention

Marines experiencing personal crises need to know that someone cares and will respond. Caring begins with you and must filter down to leaders at all levels so that they are aware of the possibility of suicide attempts among their fellow Marines.

There is no simple answer as to why people choose to kill themselves. Usually, the emotion is so great that the person “just wants to stop the pain.” He/she feels helpless and worthless. Often, he/she believes that no one would miss him/her.

If you believe that someone may be suicidal, it is important for you and your senior leaders to remember the following:

-Take Threats Seriously

- It is easy to predict suicidal behavior when a person shows most of the factors given above. However, the warning signs from many people are very subtle.
- Answer Cries For Help
 - Do not ignore the issue. It is better to offer help early than to regret not doing so later. The first step is to offer support, understanding, and compassion, no matter what the problems may be. The suicidal person is truly hurting.
- Confront the Problem
 - Do not be afraid to discuss suicide with the person. Be a good listener. Do not make moral judgments, act shocked, or make light of the situation.
- Tell Them That You Care
 - Persons who attempt suicide most often feel alone, worthless, and unloved. You can help by letting them know that they are not alone, that you are always there for them to talk to. By assuring the person that some help is available, you are literally throwing him/her a life-line. Remember, although a person may think he/she wants to die, he/she has an innate will to live and is more than likely hoping to be rescued.
- Seek Professional Help
 - The most useful thing that you can do is to encourage the person who is considering suicide to get professional help. If necessary, offer to go with them or to take them to help. After normal working hours, emergency rooms are the best source.
- Alert Others To Recognize the Signs
 - Marines experiencing personal crises need to know that someone, preferably you and your leaders, care and will provide help.

Hazing

Hazing is contrary to our Marine Corps core values of Honor, Courage, and Commitment. It is prejudicial to good order and discipline and creates an environment of fear and reprisal, destroys teamwork, combat readiness, and the trust and confidence central to unit cohesion. Hazing is defined as any conduct whereby a military member or members, regardless of service or rank, without proper authority, causes another military member or members, regardless of service or rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Commanders must publish and prominently post their Hazing Policy Statement and include the following:

- Hazing is prohibited and will not be tolerated.
- Examples of hazing and reporting procedures.
- Possible consequences for engaging in hazing activities.

Commanders should provide appropriate training as part of the command's orientation and annual troop information program. This training should encompass policies, prohibitions and procedures such as:

- Hazing is unlawful and prohibited and will not be tolerated.
- No Marine or Service member attached to a Marine command or detachment shall engage in hazing or consent to being the subject of hazing.
- No commander or individuals in supervisory positions shall, by act, word, deed, or omission, condone or ignore hazing if they know or reasonably should have known that hazing occurred.
- Commanders or individuals in supervisory positions shall ensure that all events conducted within their organizations comply with this policy.
- Any violation, attempted violation, or solicitation of another to violate the hazing policy and order, may be subject to adverse administrative or disciplinary action under Article 92 of the Uniform Code of Military Justice (UCMJ).

Commanders must be notified of and immediately report any incidents of hazing through Operational Reports (OPREP)-3 Serious Incident Report (SIR) messages and voice reports to the Marine Corps Operations Center (MCOC) within six hours. Coordination is also made with the unit's Equal Opportunity Advisor to ensure appropriate Discrimination and Sexual Harassment (DASH) reports are submitted to the Commandant, Equal Opportunity and Diversity Management (MPE) Branch within 72 hours of the incident.

It is important for commanders to develop plans to ensure reprisal against victim(s) and witness(es) do not occur and give both victim(s) and witness(es) of hazing access to advocacy services such as legal assistance, medical assistance, and counseling as necessary.

Equal Opportunity

Equal Opportunity (EO) is not a separate function in the Marine Corps. Our philosophy of leadership incorporates and emphasizes good relations and equal opportunity.

This is basic to sound leadership: know your Marines, and look out for their welfare. Concern yourself with the human needs (food, clothing, housing, recreation, education, and a chance for advancement) of your Marines. Encourage individual development and self-improvement. Most importantly, ensure that channels of communication remain open.

Treat others as you want to be treated.

Care for your Marines.

Safety and Force Preservation

Safety and Force Preservation are central to the idea of readiness and must not be an afterthought of our actions in combat, in training, or on liberty. All leaders must guard against thoughtless behavior; both at the command and individual level, because it jeopardizes the health, safety, and combat effectiveness and readiness of our entire Corps.

Managing risk requires the commitment of all personnel to be truly successful. If you are operationally sound, proficient, and professional - you will be safe.

Safety and Force Preservation Policy

-Recommend the following ideas as principles within your Command Safety and Force Preservation Policy Letter:

- Foster a command climate that promotes discipline and adherence to established procedures and requirements. Deviations from these controls must withstand the toughest scrutiny and shall not be tolerated when unjustified.
- Operational excellence is a daily battle, and the enemies are subtle and lethal; lethargy, complacency, anxiety, over zealotry, forgetfulness, and assumption.
- Strictly adhere to published standards; use sound professional judgment.
- Break the chain of events that led up to an accident before the accident occurs.
- Aggressively challenge the actions of others if unsafe conditions become apparent.
- Remain consistent and unrelenting in not accepting broken or marginal systems.
- Take time to do things right the first time. We always make time to do things right the second time after we have had an accident. As we work the mundane day to day business associated with staying honed for combat, make sure that we are following the procedures, anticipating the worst that can happen, and operating to

mitigate the risk. In combat, we are more likely to become ineffective by violating the SOPs than we are from enemy action.

- It is the little stuff that kills us. This may seem like a trite phrase, but in fact when you examine the findings of an accident investigation it is a breakdown of small procedures or inattention to small details that combined, culminate in a catastrophic event. Pay attention to the little things, the details; seek “excellence in all that you do,” and the large things will fall into place. Details matter.
- If you are not safe, then you are not tactical or professional.
- There is no such thing as a sound tactic that is unsafe.
- Training the way that we fight is still a sound principal.
- As a Commander, you must embrace Risk Management (RM) and its tools. At its heart, RM increases the ability to make informed decisions by answering the question, “Do the benefits outweigh the risks?” RM is a tool intended to help identify and assess hazards, make risk decisions, implement controls, and supervise.
- There are few things more fulfilling than showing up on day one of the battle with all of your equipment and all of your Marines; except for accomplishing your mission and bringing all of your equipment and Marines home when the mission and deployment is complete.

-See Chapter 3 of this Handbook for an example Safety and Force Preservation Policy Letter.

Risk Management (RM)

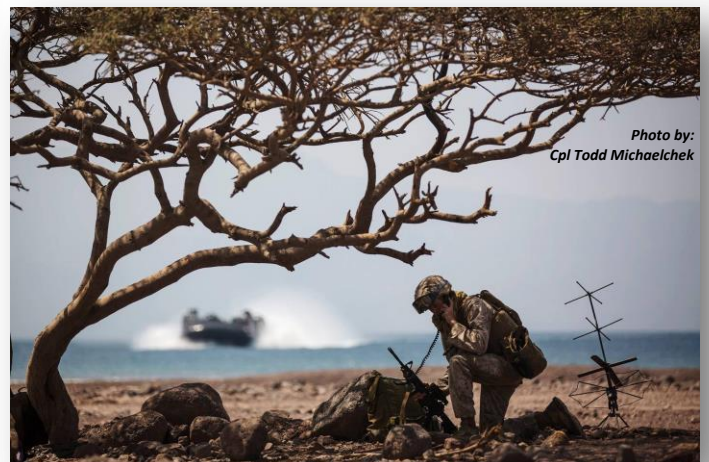
-RM is a process that enables commanders to plan for and minimize risk while still accomplishing the mission successfully.

-RM is a five-step process for identifying and controlling hazards to conserve combat power and resources:

- Identify Hazards
- Assess Hazards to Determine Risk
- Make Risk Decisions
- Implement Controls
- Supervise

-Risk reduction begins with commanders using the risk management process to assess the degree of risk related to each Mission Essential Task (MET) their unit must perform.

-Commanders retain the responsibility for oversight of RM. They should address the acceptable level of risk in training guidance, and ensure RM considerations are addressed during the planning of unit training. A Risk Assessment shall be conducted for new or complex evolutions defining acceptable risk and possible contingencies for the evolution.



6 Organizational Leadership & Administration

For the Installation Personnel Administration Center (IPAC) to function efficiently there must be a free and open exchange of information between the command and the administrative offices. There must be an atmosphere of mutual trust, cooperation, and teamwork if Marines are to be paid, promoted, and awarded efficiently and timely.

The commander still retains responsibility for the following administrative actions:

- Submitting morning reports.
- Conducting Request Mast.
- Conducting Non-Judicial Punishment (NJP).
- Preparing background information on recommendations for administrative discharge.
- Counseling and signing the Administrative Remarks page entries, as required.
- Distributing personal mail.
- Conducting Career Counseling.
- Submitting conduct and proficiency marks for service record and unit diary input.
- Recommending personnel for promotion.
- Recommending and/or approving personnel for awards.
- Approving leave and liberty requests.
- Reviewing the payroll for discrepancies.
- Reporting to the personnel office, those occurrences or changes of status regarding unit personnel (including Unauthorized Absence (UA), hospitalization, marriage, birth of children).
- Prepare and endorse Marine Corps Commissioning Program packages and Warrant Officer packages.

Enlisted Promotions

To be promoted; a Marine must meet three requirements: Be Eligible, Qualified, and Recommended.

Promotion Eligibility. Each rank has minimum Time In Grade (TIG) and Time In Service (TIS) requirements for regular Marine Corps promotions. In addition to regular promotions, there are meritorious promotions which have no TIG requirements.

Promotion Qualification. To qualify for promotion, a Marine must demonstrate that he/she is capable of performing the duties and/or assuming the responsibility of the next higher grade.

Promotion Restrictions. The following restrictions are included in the enlisted promotion system:

- Prohibits promotion of more than one grade at a time unless specifically directed by the Commandant of the Marine Corps (CMC).
- Prohibits antedated or backdated promotion for the purpose of increasing pay and allowances.
- Denies Promotion:
 - On the date of acceptance of appointment to Warrant Officer.
 - If convicted by a general court-martial within 12 months of the date promotion is to be effected.

- If convicted by a special court-martial within 6 months of the date promotion is to be effected.
- If convicted of a summary court-martial within 6 months of the date promotion is to be effected.
- If within 3 months of date awarded NJP.
- If within 18 months of the date confirmed use or possession of illegal drugs.
- If within 12 months of conviction by military or civil authority for Driving Under the Influence (DUI) or Driving While Intoxicated (DWI).
- If in a probationary status as the result of sentence by court-martial.
- If in a probationary status as the result of NJP under the authority of the Uniform Code of Military Justice (UCMJ), Article 15, where the suspended NJP includes a reduction in grade.
- If convicted by civil authorities within 12 months (foreign or domestic) or action taken which equals a finding of guilty of an offense with confinement in excess of one year as the maximum penalty under the UCMJ or which involves moral turpitude (Individual convicted by civil authorities will be processed for separation and not promoted before such separation).
- While serving under a suspended administrative discharge.
- While waiting or during trial by court-martial or by civil authorities (foreign or domestic) for an offense for which the maximum penalty under the UCMJ is confinement of one year or which involves moral turpitude.
- While awaiting results of an administrative board which might result in administrative separation (excluding non-culpable physical disability) or reduction.

Promotion Recommendation. Although a Marine is both eligible and qualified for promotion, you must recommend him/her for promotion before he/she can be considered. If you have a Marine who is eligible, but not recommended for promotion, there is a requirement for a mandatory Electronic Service Record (E-Record) page (11) entry.

Commissioning Programs



Marine Corps Enlisted Commissioning Education Program (MECEP). This program is for enlisted Marines who possess significant leadership skills and demonstrate the potential to earn a commission. Selected Marines will receive their baccalaureate degree while attending the college of their choice. Marines selected who already have at least 24 hours of college credit and/or a 1200 or better on the SAT will be ordered to report directly to their college in time for the fall semester. All other selectees will be ordered to report to the MECEP Preparatory School in Newport, RI during early June for approximately 10 weeks of instruction in mathematics, English, physics, chemistry or physical science, as appropriate to their areas of interest. An annual Marine Corps Bulletin, published as a MARADMIN, in the 1560 series will announce details for application.

Broadened Opportunity for Officer Selection and Training (BOOST). The BOOST Program provides an opportunity for selected personnel of all ethnic groups from educationally deprived or culturally differentiated backgrounds to compete more equitably for selection to the Marine Corps Enlisted Commissioning Education Program (MECEP), the Naval Academy, or Naval Reserve Officer Training Corps (NROTC). BOOST provides an educational program for selected Marines to prepare them to compete for selection into these programs. An annual Marine Corps Bulletin, published as a MARADMIN, in the 1560 series will announce details for application.

Meritorious Commissioning Program (MCP). This program is for enlisted Marines who possess significant leadership skills and demonstrate the potential to serve as an unrestricted reserve officer. The Marine must have an associate level degree or must have completed 75 semester hours or more of unduplicated college-work at a regionally accredited college or university. As the name implies, Marines must be nominated for this program, they may not submit a package on their own behalf. Selection boards convene a maximum of three times per year. An annual selection board schedule will be released by MARADMIN announcing the application deadlines, board convening dates, and training periods.

Enlisted Commissioning Program (ECP). This program is for enlisted Marines who possess significant leadership skills and demonstrate the potential to serve as an unrestricted reserve officer. The Marine must have satisfactorily earned a baccalaureate level degree from a regionally accredited college or university prior to applying for the program. Selection boards convene a maximum of three times per year. An annual selection board schedule will be released by MARADMIN announcing the application deadlines, board convening dates, and training periods.

Limited Duty Officer (LDO) and Warrant Officer (WO) Program. Selection boards convene annually at Headquarters Marine Corps to select qualified Warrant Officers for appointment to LDO, and Regular and Reserve enlisted Marines for appointment to the grade of Warrant Officer. Selections for these programs will be accomplished annually based on quotas by MOS. Marine Corps bulletins in the 1040 series will be published annually as MARADMINS to solicit applications for the subject programs.

Legal – Non-Judicial Punishment (NJP)

Understand never to take it personally when a Marine finds him/herself requiring disciplinary action. As well, understand as commanders, you must uphold the standards expected of our Commandant and the Corps.

Jurisdiction. Article 15, UCMJ, grants Commanding Officers and Officers-In-Charge (OICs) of units the authority to impose NJP upon members of their commands. The power to impose NJP is inherent in the office not in the individual. Thus the power may be exercised by a person acting as the Commanding Officer when the Commanding Officer is on leave and the Executive Officer succeeds to command. Article 15 gives a Commanding Officer or OIC power to punish individuals for minor offenses. The term “minor offense” means conduct normally not more serious than that usually handled at a summary court-martial (where the maximum punishment is 30-days confinement). The final decision as to whether an offense should be punished by NJP or court-martial rests with you, the Commanding Officer.

Maximum Punishments

-Commanding officers in the grade of Captain and below and OICs, in addition to admonition or reprimand, may impose one or more of the following punishments on enlisted persons:

- Reduction to the next lower pay grade provided the officer imposing the punishment has the authority to promote to the grade from which reduced.
- Extra duty for not more than 14 consecutive days.
- Restriction to specified limits for not more than 14 consecutive days.
- Forfeiture of not more than seven day’s pay.
- Confinement on bread and water or diminished rations for three days (only aboard ship when the accused is a LCpl or below).

-Commanding officers in the grades of Major or above may impose one or more of the following punishments in addition to admonition or reprimand on enlisted personnel.

- Reduction to the next lower pay grade provided the officer imposing the punishment has the authority to promote to the grade from which reduced.
- Extra duty for not more than 45 consecutive days.
- Restriction to specified limits, with or without suspension from duty, for not more than 60 days.
- Forfeiture of not more than half of one month's pay per month for two months.
- Confinement on bread and water or diminished rations for three days (aboard ship only when the accused is a LCpl or below).

Nature of Punishments

-Admonition/Reprimand

- The Manual for Courts-Martial contains detailed procedures.

-Restriction

- If restriction limits are drawn too tightly, there is a real danger that they may amount to pretrial arrests or arrests in quarters, which, in the latter case, cannot be imposed as punishment for enlisted personnel. Restriction and arrest are normally imposed by a written order detailing the limits thereof and usually require the accused to log in at certain specified times.

-Extra Duties

- Extra duties are any type of duties assigned in addition to routine duties as punishment. Such duties may include watches but not guard duty. A Sunday counts as a day of duty, but extra duty may not be performed on a Sunday. Extra duty should not be performed for more than 2 hours per day. When imposed upon an NCO, the duties cannot be demeaning to their rank. Regardless of who imposed the punishment, the immediate Commanding Officer of the defendant will normally designate the amount and character of extra duty.

-Reduction in Grade

- The grade from which reduced must be within the promotional authority of the Commanding Officer imposing the reduction. If a reduction is imposed along with forfeitures, consider the impact of both punishments before imposing them.

-Correctional Custody

- A physical restraint during either duty or non-duty hours or both and may include hard labor or extra duty. Prisoners may perform military duty but not watches and cannot bear arms or exercise authority over subordinates.

-Confinement on Bread/Water or Diminished Rations

- Can be used only if the accused is attached to or embarked on a ship (even if ship is tied up to the dock). The punishment involves physical confinement because contact is allowed only with authorized personnel. A medical officer must first certify in writing that the accused will suffer no serious injury and that the place of confinement will not be injurious to the accused. This punishment cannot be imposed upon Corporals and above, and it may not be combined with any other form of restraint.

-Combination and Apportionment

- When two similar types of punishment are imposed (i.e. restriction and extra duty – two forms of deprivation of liberty), they may run concurrently or consecutively.

Clemency and Corrective Actions. Suspensions, Mitigation, Remission, and Setting Aside. Commanding officers, OICs, or their successors in command, and officers acting on appeals from NJP, at any time, may suspend, remit, or mitigate any part of amount or an unexecuted portion of the punishment imposed. They may also set aside, in whole or in part, the punishment, whether executed or unexecuted, and restore all rights, property, and privileges affected.

Legal – Officer Misconduct

While you may have authority to take action upon officers in your command, the authority can be and usually is withheld to the Commanding General. Verify this generality with your Staff Judge Advocate (SJA) upon assuming command. It is paramount to begin discussions with the SJA at the outset of any potential officer misconduct because of the unique reporting requirements and the direct and indirect effects on the Marine, as well as the institution. Ensuring transparency of the process in handling officer misconduct can go a long way in supporting good order and discipline within the unit. Commands can be pulled apart if the junior enlisted believe other ranks have privileges not shared by them, particularly when it comes to military justice matters. As mentioned above, do not take it personally regardless of the rank of the potential accused; handle the matter purposely and professionally.

Humanitarian Transfers and Discharges

Humanitarian transfer to another duty station or the cancellation of Permanent Change of Station (PCS) orders to permit retention on station is initiated at the request of the individual. The transfer action is for the personal convenience of the Marine and is designed to solve short-term situations. Travel and transportation allowances will be allowed from the member/dependents location to the new permanent duty station upon receipt of the authorization for the humanitarian transfer. “Short-term” is defined as 36 months or less (normal CONUS tour length), or date of released from active duty/discharge, whichever comes first. Approvals for retention on station are normally approved for 12 months.

Special Cases. Marines may request attachment to an Inspector-Instructor (I-I) Staff or Recruiting Station while in an authorized leave status. In such cases, the I-I Staff or recruiting station will forward the request directly to CMC for consideration, and the parent command will be an information addressee only.

Casualty Procedures

It is Marine Corps policy that casualty notification will be affected to the primary and secondary Next-Of-Kin (NOK) of active duty Marines in a timely, professional, dignified, and understanding manner. When a reportable casualty occurs, it is the responsibility of the Marine’s unit to notify those involved in the casualty notification and assistance process.

We highly recommend each command train multiple Casualty Assistance Calls Officers (CACOs) of varying rank and develop a list of CACOs for service if required. Additionally, we highly encourage that all Marines complete a command approved CACO worksheet. A copy of this worksheet should be kept in a locked storage location by the designated Casualty Assistance Command Representative (CACR).

The Personnel Casualty Report (PCR) is the primary source of casualty information. It is used to inform the NOK of a casualty’s status. The PCR should be unclassified. If specific items require classification, indicate in your original PCR (remarks section) that a classified report will follow, and send the classified information separately referencing the original PCR. When a person becomes a casualty, a PCR must be transmitted by message immediately upon knowledge of the incident. If all the information is not known, submit what is known and indicate that a supplemental report will follow. Each casualty’s reporting unit is primarily responsible for submitting the PCR and must be able to release a PCR, 24 hours a day. The PCR should be immediately sent from the reporting unit to CMC (MRC). Do not send via the chain of command (normally processed through the unit adjutant). If the casualty occurs outside of the reporting unit’s geographical area, the Marine Corps activity first learning of the casualty will immediately notify the casualty’s reporting unit who will then notify CMC (MRC) and submit the PCR.

Career Planning

The command's Career Retention Specialist is responsible to the commander for administering the unit career planning program and is the commander's advisor on enlisted retention matters.

A Marine must reenlist prior to midnight of the last day of his/her current reenlistment/extension. The reenlistment will be effective on the date following the date of separation.

There are three types of reenlistments for active duty Marines: Immediate, Standard, and Early. There are two types of reenlistments for prior service applicants: Continuous and Broken.

The Commanding Officer's recommendation plays a crucial role in the reenlistment decision. The primary role of the Commanding Officer's recommendation is to provide the key initiation of dialogue between the command and CMC (MMEA-6), contributing to the reenlistment decision as it relates to the Marine's current performance and potential. Include both value to service, options for future assignment, and career path based on your assessment of their performance. Although a "not recommended" does not, in itself, disqualify a Marine for reenlistment, the importance of the recommendation cannot be overemphasized. Commanding Officers are required to address any adverse material or substandard performance a Marine may have on the current contract.

Commanding Officers are required to conduct the following career planning interviews with all Marines:

- Commanding Officer's First Term Alignment Plan (FTAP) Interview
 - Conduct this interview to determine the commander's recommendation for reenlistment.
- End of Active Service (EAS) Interview
 - Conduct this interview between four and six months of EAS or prior to transfer to a command designated to process the Marine for separation. The primary purpose of this interview is to ensure the Marine is apprised of the benefits of joining the Selected Marine Corps Reserve (SMCR) and Transition Assistance Management Programs (TAMP).

Awards

Listed below are common awards and a short description as appropriate:

- Commendatory Correspondence
 - This is correspondence about a Marine's performance that is transmitted via the chain of command. If you are involved in an exercise and use personnel from another unit, use this to call attention to their efforts that may deserve more than a phone call to their OIC.
- Letter of Appreciation
 - Any Marine officer senior to the Marine whose performance is considered noteworthy or commendable, and beyond the usual requirements of duty, may issue a Letter of Appreciation.
- Meritorious Mast
 - Submit the justification and a proposed citation in the form of a naval letter.
- Certificate of Commendation
 - Submit the justification and a proposed citation in the form of a naval letter.
- Navy and Marine Corps Achievement Medal
- Navy and Marine Corps Commendation Medal
- Meritorious Service Medal



Photo by:
LCpl Christopher Johns



Photo by: Sgt Dengrier Baez

Predeployment Administrative Requirements

Ensure that your Marines have acquired and/or updated the following administrative actions:

- Wills and Powers of Attorney (POA)
- Records of Emergency Data (RED) and Servicemembers Group Life Insurance (SGLI)
- Shot Records
- Dental Records classified Class III or above
- Identification Cards and Dog Tags
- Have the required amount of obligated service remaining to complete the deployment
- Have been allowed to file allotments, to establish direct-deposit requests, and to designate deployed pay amounts
- Have had the opportunity to acquire Official Passports or Tourist Passports in order to ease travel while deployed



Administrative Orders and Publications

Although not all-inclusive, the following provides a listing of administrative orders and publications up-to-date as of 1 December 2015.

- MCO 1001.39K
 - Counseling of Enlisted Personnel being Separated from Active Duty in the Regular Marine Corps Concerning Marine Corps Reserve Participation
- MCO P1020.34G w/CH 1-5
 - Marine Corps Uniform Regulations
- MCO 1040.31
 - Enlisted Retention and Career Development Manual
- MCO 1040.43B
 - Enlisted to Officer Commissioning Programs
- MCO 1050.3J
 - Regulations for Leave, Liberty, and Administrative Absence
- MCO P1070.12K w/CH 1
 - Marine Corps Individual Records Administration Manual (IRAM)
- MCO P1326.6D w/CH 2
 - Selection, Screening, and Preparation of Enlisted Marines for Assignment to Drill Instructor, Recruiter, and Independent Duty
- MCO P1400.32D w/ CH 1-2
 - Marine Corps Promotion Manual, Volume 2, Enlisted Promotions (MARCORPROMAN, VOL 2, ENLPROM)
- MCO 1610.7
 - Performance Evaluation System (PES)
- MCO P5800.16A w/ CH 1-7
 - Marine Corps Manual for Legal Administration (LEGADMINMAN)
- MCO P10120.28G
 - Individual Clothing Regulations (ICR)



7 Training & Exercises

There is no more important responsibility for a Commander than to prepare his/her command to win in combat. Quality training will prepare our Marines to exploit initiatives and to act quickly and boldly, with innovation. The result will be a well-disciplined team working and fighting together to achieve the greater mission of the unit and the Marine Corps.



Reference *Marine Corps Order 1553.3, Unit Training Management (UTM) Program* for further study.

Commanders must develop and execute training plans focused on their respectively approved Mission Essential Task List (METL), based on service-approved Core METs, METs for assigned missions, and other METs as selected by the unit commander or higher headquarters and assess unit capability to execute core and assigned missions based on the METL. The commander is responsible for the development of the METL. Once developed, the unit's METL must be submitted to higher headquarters for approval. Commanders will continually assess unit readiness and will be evaluated on their ability to perform METs and report unit readiness in the Defense Readiness Reporting System—Marine Corps (DRRS-MC).

-Commanders must accomplish the following:

- Review, update, and submit the unit's METL to your next higher headquarters for approval, annually or within 30 days of assuming command or within 15 days of the assignment of a new mission.
- Conduct continuous internal assessments of your unit's ability to execute core METs.
 - Submit training plans and training schedules (short (1-4 months), mid (4-12 months), and long (12-24 months)-range plans).
- Develop, update, and submit a training budget to higher headquarters for approval. Understand that Overseas Contingency Operations (OCO) funds are fading while fiscal austerity is becoming more the norm. Commanders must identify the unit's culminating point when balancing training levels and fiscal constraints.
- Coordinate with higher headquarters to conduct formal training evaluations at appropriate points in the unit's training cycle.
- Designate in writing a Training Safety Officer (TSO) for oversight of all training events.
- Designate in writing a High Risk Training Safety Officer (HRTSO) for oversight of all High Risk Training (HRT) events (HRT is defined as basic or advanced individual or collective training, essential for preparing Marines and units for combat that exposes Marines and trainers to the risk of death or permanent disability despite the presence of, and adherence to, proper safety controls).
- Ensure the TSO and HRTSO complete the *Ground Safety for Marines* course and online *Operational Risk Management* course prior to assuming duties and are competent in their responsibilities.



Successful combat units train as they fight and fight as they train. This ethos is the foundation of unit training.

Marine Corps Training Principles

Photo by:
Cpl Ricky S. Gomez

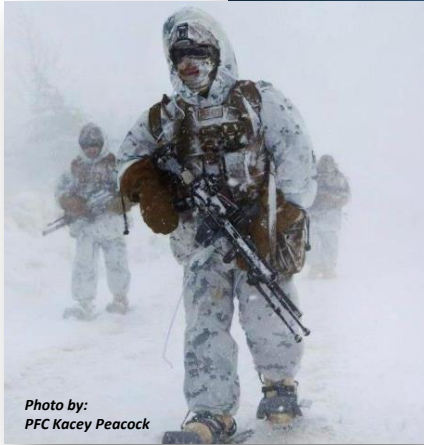


Photo by:
PFC Kacey Peacock



Train as you fight.
All peacetime training must conform to battlefield requirements. You are the trainers and coaches, but you must also participate in training. You must ensure that the Marines in your command are trained realistically to cope with the complex, stressful, and

lethal situations that they will encounter in war. Training as you fight is the fundamental principle upon which all training is based. Train in simulated contaminated environments. Train in inclement weather. Train at night.

Make all subordinate leaders primary trainers and responsible for training. As a Commander, you need to do more than merely manage training. Your personal presence and involvement will demonstrate to all that training is the first priority in your command. Moreover, you must personally train your immediate subordinates. Within this principle, you must understand that commissioned officers are primarily responsible for training in collective tasks related to the unit's proficiency. Also, you must understand that NCOs and SNCOs are responsible for training in individual tasks related to the individual Marine's task proficiency.

Use Standards-Based, Performance-Oriented, and Mission-Oriented Training. To obtain maximum proficiency, increase and broaden the conditions under which the tasks will be performed; however, avoid changing the standards to which the tasks will be performed when conditions become adverse. Your Marine's individual training must occur on a continual basis, and you must ensure that it is fully integrated into collective training. Train to tasks to meet standards, not merely to occupy time programmed on the training schedule.

Train to fight as a combined-arms MAGTF as part of a Joint Force. Combined arms proficiency develops only when teams are habitually associated in training exercises. Combined arms operations provide the focus for specific training requirements of combat support, combat service support, and air-ground coordination. You must take advantage of every opportunity to participate in these training operations with other units across the Ground Combat Element. Additionally, you must request and insist on working directly with those types of units which your command is most likely to support, serve, or be supported by within the Joint Force.

Train to Sustain Proficiency and Challenge. Challenging training will foster motivation, initiative, enthusiasm, and eagerness to learn. Training must progress from tasks that are easily mastered but continually become more difficult, both collectively and individually. This progression will normally be facilitated by increased degrees of combat-related stress and varying environmental conditions. Training, which no longer challenges units and individuals, breeds complacency and fails to sustain standards.

Integrate Values Based Training and Leadership

Systems Approach to Training (SAT)

The SAT process consists of five phases: Analyze, Design, Develop, Implement, and Evaluate.

-Analyze Phase: The commander conducts mission analysis, reviews various training and mission inputs and consolidates these into his/her METL. In every METL development case, the METL consists of a list of METs as well as the required conditions and standards for measuring successful performance of each task.

- In the absence of an assigned mission, a METL will be developed independently by the commander and his/her staff.
- In the case of an assigned mission, the METL development process will begin at the biennial Marine Corps Force Synchronization Conference.

-Design (Planning) Phase:

- Detailed plans should not be confused with complicated plans. Good plans are simple, redundant, and well-understood.
- Ensure you leave “white-space” for subordinate commanders to plan and execute their own training.
- A tactically sound plan is inherently safe, recognizes and mitigates risk, and achieves mission success.
- It is imperative that your Operations Officer develop short, mid, and long range plans. Although the plan will change, it will give you a departure point from which to execute. Ensure the plan is well coordinated between subordinate commands, staff, and key leadership. Gain buy-in to the plan in order to ensure success.
- Begin with a review of applicable orders, SOPs, Marine Corps Doctrinal Publications (MCDPs), Marine Corps Warfighting Publications (MCWPs), Marine Corps Reference Publications (MCRPs) and unit METLs. Review relevant Inspector General Functional Area Checklists (FACs) for the Marine Corps standard. Assess previous training evolutions for lessons observed and learned.
- The following documents will aid you through the Marine Corps Planning Process: *MCWP 5-1, Marine Corps Planning Process, MCDP 5 Planning; MCWP 3-40.1 MAGTF Command & Control; MAGTF Staff Training Program (MSTP) Pamphlet 5-0.2 Operational Planning Team (OPT) Leader Guide; MSTP Pamphlet 5-0.3 MAGTF Planners’ Reference; MSTP Pamphlet 5-0.4 MAGTF Officers’ Guide; and MCDP 1-0 Operations*. Based on the above documents, the following are provided as guidelines as you execute the planning process (*Tips for Commanders during the Marine Corps Planning Process*):
 - ✓ The planning process begins with the commander – The commander and the planning team or OPT must define and develop the problem previous to and throughout Problem Framing.
 - ✓ The planning process is the commander’s decision process.
 - ✓ Ensure the plan can be executed effectively, lethally, and safely.
 - ✓ The OPT’s leadership role is unappreciated unless the commander identifies his/her unique importance and relationship with the commander.
 - ✓ Ensure the OPT lead has access to the commander at all times.
 - ✓ The Marine Corps Planning Process is interactive, participatory and a discovery process – Use it to frame and develop a sound and successful plan that meets the commander’s goals and objectives.



-Develop Phase:

- Plan for logistical support.
- Write Letters of Instruction (LOIs).
- Ensure trainers are fully prepared.
- Develop training materials and lesson plans.
- Secure training support.
- Conduct range reconnaissance(s) of the training area.

-Implement Phase:

- Poor execution of training leads to poor performance in combat. Training may be the hardest for your command to accomplish, but it is the foundation of your success as a commander.
- The trainers and the Marines must have a clear understanding of the training objectives and standards, the required tasks, and the conditions.

-Evaluate Phase:

- Results oriented training will ensure that your Marines are ready for combat. Each Marine must understand that he/she is responsible for demonstrating each particular task to standard. Your subordinate units must work together to demonstrate their collective tasks.
- Questions commanders should answer through evaluation:
 - ✓ Has the training met the predetermined expectations?
 - ✓ Is the unit better able to accomplish the mission?
 - ✓ How can we improve the training?
 - ✓ Is the amount of resources satisfactory to accomplish the mission?

Training Techniques and Types of Exercises

You have the responsibility to make your Marines more adaptable to changing battlefield conditions and to inspire innovative leadership at all levels. Develop a training technique that satisfies the conditions and standards of the task and is efficient in time and resources. The following are selected training techniques:

-Tactical Exercise Without Troops (TEWT)

- TEWTs are primarily used to train leaders – The basic objective for the leader is to analyze the mission, estimate the situation, prepare a plan of action, and finally explain their proposed plans and actions.

-Terrain Walk (TW)

- A TW is very similar to a TEWT except you keep the leaders together and literally walk through the exercise as a group – As you cover the ground, you should encourage and critique discussion as the plan develops.

-Simulation Exercises

- The degree of complexity and breadth is the option of the individual coordinating the exercise – There are a growing number of combat simulators aboard Marine Corps installations to practice convoy operations, tactical communications, and utilization of advanced technology systems.

-Situational Training Exercise (STX)

- STXs are exercises with limited objectives. They are a segment of a mission; for instance, simply moving from an assembly area to a line of departure or reducing covered wire obstacles. Identify the individual tasks required to achieve the goals of the STX, and then train the unit to a high level of proficiency in them before attempting the STX. Brief all members of the unit on the objectives and standards of performance for the STX. Conduct a walk-through of the exercise before making the first full-speed run. As with all subsequent attempts, follow each run-through with a detailed critique.



Photo by:
CWO2 Paul Mancuso

-Live-Fire Exercises (LFX)

- Ensure all LFXs are conducted with full field gear and completely encompass risk mitigation and safety.

-Field Training Exercise (FTX)

- An FTX allows leaders a chance to react to unexpected situations and environmental factors, simultaneously coping with physical and mental fatigue.

-Command Post Exercise (CPX)

- Normally designed for a Major Subordinate Command level or higher – However, often a CPX will be linked to an LFX or FTX and provide a great opportunity for leaders to plan and brief scenarios prior to going live.

Physical Conditioning Training

Ensure that your Marines are physically ready for combat. If able, lead your command in unit Physical Training (PT) at least once per week. Challenge the Marines, vary the conditioning and type of training, foster healthy competition, and build camaraderie. PT should routinely incorporate Individual Combat Equipment (ICE) to include both fighting and sustainment loads. Allow your SNCOs and NCOs to lead PT at least once per week as well. Set high expectations – they are Marines; they will do their best to meet the challenge.

-Special Considerations for Conducting Physical Training. Maintain proper body temperature through warm-up exercises, proper dress in hot/cold weather, and appropriate hydration. For effective performance and health, pay special attention to the following climatic factors:

- **High Temperatures and Humidity.** Allow your Marines to become acclimated and ensure they consume enough water and electrolytes. Make certain that all of your subordinate leaders are fully aware of the need for constant body fluid replacement and know the procedures for heat casualty treatment.
- **High Altitudes.** The Marine’s heart undergoes greater stress at high altitudes. It is particularly important that your Marines initially exercise lightly at such altitudes, allowing the body to gradually adjust to high altitudes within a few weeks.
- **Arctic Regions.** Military duty in the arctic is so arduous that a high-level physical conditioning is essential. Ensure that your Marines are conditioned to the highest level possible before they arrive.



Photo by:
Cpl Charles Santamaria



Photo by:
Sgt Steve Lopez

8 Sustaining the Command

Maintenance Management

Organizational mobility, firepower, and communication rest not only on the technical competence of your Marines but also on the serviceability of the equipment. Maintaining equipment is a requirement not only in combat, but also in training and garrison. Maintenance and equipment accountability are a Commander's responsibility.

During your first two weeks of command, you should appraise your unit's maintenance program. The following will assist you:

-Receive a brief from the Maintenance Management Officer (MMO). Expect the following information in the brief:

- The amount of equipment the unit is required to have.
- The amount of equipment on hand.
- The amount of equipment deadlined in the command along with a percentage. Your prime concern should be with deadlined reportable equipment (category code "M").
- By item, how long each deadlined reportable item has been deadlined.
- How often the MMO receives and reviews the Maintenance Production Report (MPR) and other maintenance related reports.

-Review the current issue of MCO 4790.25 (dated 12 Jan 2014), the Ground Equipment Maintenance Program (GEMP).

-Maintain your Maintenance Management Program. The following will help you maintain your program:

- Talk with your equipment operators and maintenance personnel to ensure that they understand their roles in the unit maintenance program.
- Ensure that maintenance personnel are attending the necessary training, including, but not limited to: Supervisor Training, Operator Training, and Mechanics Training.

-Ensure that your unit can conduct maintenance in the field.

-Have an effective awards program for good maintenance.

-Challenge the status of equipment via a weekly Equipment Status Report.

-Set the maintenance standards.

-Establish a culture of readiness within the command.

Maintenance Management Functional Areas

Although there are 11 functional areas of maintenance management, this handbook only covers those that deserve your special interest:

-Preventive Maintenance (PM). Emphasize prevention of early breakdown of equipment.

- Provide sufficient time for the performance of PMs. Maintain a proper balance between PM, individual training, and all other requirements essential to unit readiness. Consider materiel readiness equal to other mission requirements.
- Emphasize equipment maintenance in the training standards.
- Integrate PM training into other unit activities. Ensure that maintenance is always performed during all types of field training and combat.
- Monitor scheduled PMs.
- Conduct PM inspections – During your inspection, ensure that Technical Manuals (TMs) are present and that the operators know how to use them.

- Understand that it is not realistic to expect every item of equipment to be available for use 100 percent of the time – Consider equipment availability in the light of necessary down-time allowing for scheduled and non-scheduled maintenance.
- Corrective Maintenance (CM). Have broken equipment restored to its original condition. Your most crucial concern with CM is to ensure that PMs are properly conducted to identify any possible defects.
- Publication Control. Have enough publications on-hand to perform your mission. There should be a system that establishes internal distribution, which ensures that publications are maintained and up-to-date, and which ensures that prompt actions are taken to increase or to decrease allowances as requirements change.

Maintenance Related Programs and Definitions

Corrosion Prevention and Control (CPAC) Program. The CPAC program extends the useful life of all Marine Corps tactical ground and ground support equipment. The CPAC program reduces maintenance requirements and associated costs through the identification, and development of corrosion prevention and control products, and processes.

Defense Readiness Reporting System (DRRS). A mission-focused application that allows the commander to manage rather than monitor readiness and helps to answer the question "ready for what?" by providing both capability and resource data in an improved readiness reporting tool to broaden Department of Defense (DoD)-level readiness assessments. You should personally sign all DRRS reports and author the Commander's comments.

Enterprise Lifecycle Maintenance Planning (ELMP). An enhanced, collaborative approach to maintenance planning that expands an existing Depot-Level Maintenance Program to include all relevant stakeholders across the Marine Corps. ELMP identifies measures to reduce Depot maintenance costs with minimal risk to readiness. To the Commander, ELMP ensures the unit equipment is in the best possible condition.

Equipment Receiving and Distribution Team (ERDT). ERDT teams are co-located at major Marine Expeditionary Force (MEF) material distribution hubs and serve as the principal conduit for fielding new equipment to units. ERDT serves as the Logistics Command (LOGCOM) representative controlling the flow to units for all newly fielded acquisitions. To the Commander, ERDT provides a seamless transfer of military equipment from the source, and speeds up fielding.

Field Supply Maintenance Analysis Office (FSMAO). FSMAO conducts comprehensive analyses of logistics functional areas in order to assess compliance with orders and directives and improve equipment accountability and readiness. FSMAO serves as a field representative for CMC and the Deputy Commandant, Installation & Logistics (I&L) to evaluate compliance with directives, as well as educate, train, and improve processes related to supply, maintenance, maintenance management, Unit User Account Manager (UUAM), and Arms Ammunition and Explosives (AA&E). This program provides the Commander the supply and maintenance management pulse of the unit.

Intermediate/Organizational (I/O) Maintenance. Organizational maintenance is focused at unit level Class VII major end-items and usually consists of Limited Technical Inspections (LTIs), exchanging parts and boxes, cleaning and corrosion control, and changing fluids, etc. Intermediate level maintenance is performed where components of or the end-items themselves are sent for testing and repair. Complete rebuilds occur at the Depot-Level (for example, LOGCOM). To the Commander, I/O maintenance ensures that unit military equipment is in the best possible condition for tactical employment.

Operations & Maintenance, Marine Corps (OMMC). This is the unit “pot of money” for use in support of operations and all organizational maintenance activities. To the Commander, this is the unit check-book, from where funds are aligned and delivered for unit use.

Principal-End-Item (PEI) Rotation. Developed by I&L, PEI Rotation is a materiel management approach designed to effectively and efficiently distribute and redistribute materiel to support operational requirements throughout the full spectrum of military operations. To the Commander, PEI rotation ensures that the best possible military equipment is assigned to tactical units.

Total Lifecycle Management – Operational Support Tool (TLCM – OST). Logistics Automated Information Technology (LOG AIT) system designed to track the lifecycle of Class VII major end-items from the fielding process through lifecycle to final disposition. All organizational maintenance, such as preventive and corrective maintenance, and end-item readiness information is tracked using this tool. To the Commander, this tool enables unit maintenance staff to keep abreast of equipment supply and maintenance readiness.

The Safety of Use Message (SOUM) and Deadline Safety of Use Message (DSOUM) Program. SOUM and DSUM Messages are released to direct required maintenance that correct or remove safety hazards. The DSOUM deadlines a system to prevent system/mission failure or to prevent a fatal mishap until the required repairs can be made. To the Commander, SOUM and DSOUM program provides fixes for a known problem with your equipment/systems that may cause death, serious injury, or damage. Ensure required maintenance actions are tracked through completion. Additionally, ensure the hazard information contained in the DSOUMs/SOUMs is shared with all Marines who might come in contact with the equipment/system, not just the maintainers.

Motor Transport

Receive a brief from your command Motor Transport Officer (MTO) and discuss the following:

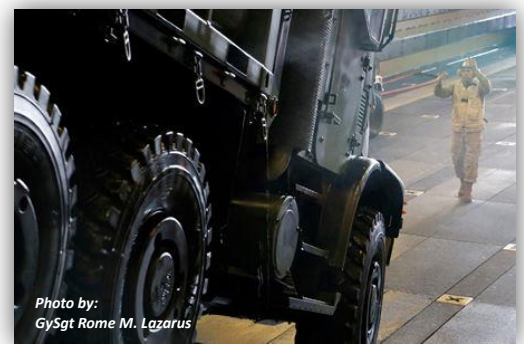
- Equipment on-hand and what equipment you rate.
- Marines on-hand and how many you rate (Mechanics, Operators, and Supervisors).
- What is the maintenance posture of your motor transport pool of equipment?
- Are all necessary Technical Manuals and other required publications on-hand?
- Are there sufficient tools and test equipment for the maintenance personnel?
- Is the calibration schedule up-to-date for tools and test equipment?
- What is the status of the On-Vehicle Equipment (OVE) Room?

Inspect the command Motor Pool.

Inspect the OVE Room. The OVE Room stores all of the (Stock List (SL)-3) equipment that is placed on the vehicles. Make sure that all SL-3 gear is on-hand or on-order.

Sustain your Motor Transport posture.

- Check the adequacy of your command’s PM program to include annual PM requirements (scheduling, supplies on-hand, and documentation).
- Set a schedule for your inspection of vehicles. Be as visible during maintenance efforts as during field training. Setting a tone early in command by attending motor stables will pay significant dividends with Commodity OICs and subordinate commanders to ensure PMs are completed.
- Talk to the mechanics to determine how much of their time is spent on operator-level maintenance.



- Check and inspect driver training and licensing procedures. The MTO and Licensing NCO run your program.
- Look at the training records of the commodities and MMO.
- Set the safety, operations, and maintenance standards. Get out and inspect the motor transport equipment and records in garrison and in the field.
- Weekly, have the MTO brief you on the motor transport status.

Armory

Immediately after the Change-of-Command, sign the following letters of appointment:

- Ordnance Officer
- Custodians/Armorers
- Witnessing Officer
- Individuals authorized to sign NAVMC 10520's (Only the Commanding Officer or a Designated Officer, not the Ordnance Officer)
- Special Duties:
 - Accompanied Access
 - Unaccompanied Access
 - Key Pick-up
 - Monthly Inventories

Ensure that the following Inventories are conducted:

- Daily. This is only a count of the weapons, not a serialized inventory. It is conducted by custodians/armorers.
- Monthly. This is a critically important serialized inventory. It is conducted by an Officer or SNCO within your command.
- Quarterly. The Responsible Officer (RO) responsible for the entire armory, or selected weapons and systems maintained in the armory will conduct a serialized inventory. In addition, the RO will look at the SL-3 gear for quantity and condition.

Ask for Limited Technical Inspection (LTI) assistance – this will provide an accurate appraisal of the weapons.

Ensure that every weapon is given a Pre-Fire Inspection (PFI) before being fired.

Ensure that weapons are cleaned on a regular basis. This includes all Officers and SNCOs cleaning their own weapons.

Fiscal Procedures

There are two types of financial allocations or dollars within a command:

- Requisitioning Authority (RA). Often called “soft dollars” because it is more like a line of credit than actual cash; it is used by the Supply Officer to requisition items from the Supported Activity Supply System (SASSY) Management Unit (SMU).
- Planning Estimate. Often called “hard dollars,” this type of allocation is much like a checking account. Money spent is taken directly from the U.S. Treasury. This is used to buy:
 - Fuel (Petroleum, Oil, Lubricants (POL))
 - Temporary Assigned Duty (TAD)
 - Self Service Items

You may need the services of a Contracting Officer (KO) in course of duties, especially while deployed.

Personal Effects

You are charged with the responsibility of collecting, inventorying, safekeeping, and the appropriate disposition of the personal effects of all Marines who cannot care for their own property.

-Collect personal effects if the following exists for a Marine:

- Deceased
- Missing
- Hospitalized
- Unauthorized Absence (UA)
- Incarcerated
- On extended TAD
- Participating in the Unit Deployment Program (UDP)
- When lost, abandoned, or unclaimed personal property is recovered

-Guidelines for UA Marines. You have only 24 hours to inventory and pack up all personal effects and government property left behind. Inventories will be conducted by an Officer or SNCO, using the following guidance:

- Conduct an inventory (two copies) of government property, less individual uniform clothing (place the original in the Marine's Electronic-Record (E-Record), and keep one copy with the command).
- Conduct an inventory (four copies) of individual uniform clothing (place the original in the Marine's E-Record, and keep one copy with the command – keep the other two copies on file). If there are no articles of individual clothing left behind, or if the location of the clothing is unknown, place a certificate to that effect in the E-Record.
- Conduct an inventory (six copies) of all personal effects. Turn the personal effects into Supply (just like the above-mentioned inventories, place one copy in the E-Record, and keep one copy with the command).
- Turn in money in excess of \$3.00 (recovered from personal effects) to the disbursing officer, who will cut a check to be drawn in favor of the Marine's Commanding Officer. Record a lesser amount in the inventory of personal effects as cash, and turn it over to the Supply Officer. Retain the checks obtained from disbursing for a period of 90 days. If the individual returns to duty before 90 days, endorse the exchange-for-cash check, and give it to the Marine.

-Guidelines for Deceased Marines. Have all government property, articles of individual clothing, and personal effects recovered in the case of a deceased Marine, then collected, inventoried, recorded, and turned over to the Supply Officer for disposition. Remove any classified material or material which might be embarrassing to the NOK.

-General Guidelines for Personal Effects:

- Do not inventory if the member is in quarters jointly occupied by the next of kin.
- Appoint an inventory board either orally or in writing, composed of one or more officers or SNCOs.
- Designate a Sergeant to inventory the personal effects of Marines who are the rank of Sergeant or below.
- If the member is an Officer or Warrant Officer, have the inventory conducted by a Commissioned Officer of equal grade or higher.

Food Service

The proper feeding of your Marines is vital to operational efficiency. You should have a good understanding of the options available in both the method of preparing the chow and the different types of chow available. There are two different types of messhalls, those in garrison and those in the

field. The primary differences between the two are the types of equipment available for use, the condition of the equipment which must be operated, and the manner in which the personnel are fed.

Messhall Site Selection. You will designate the messhall site in the field. The site will be based on the tactical commitments of the unit and should incorporate as many of the following features as possible.

- Good natural cover in a wooded section. The site should be well-shielded from enemy observation.
- Sufficient access to roads to provide free movement of subsistence vehicles.
- Located on elevated, dry ground, with good drainage.
- Located as near to the Marines to be fed as conditions will permit.
- Located near a natural water supply such as a lake, stream, or spring.

Training. Field messhalls should be operated as they would be under combat conditions. Get your Marines used to the field food service equipment. Although Marines are comfortable with the garrison equipment, the equipment in the field is vastly different. A few hours a month should be set aside to have some of your Marines trained on field food service equipment.

Field Rations. You have a variety of chow available to you in the field, allowing for tactical flexibility and personal taste and convenience.

- Operational Rations (“B” rations). This is the field ration used for mass feeding where messing facilities, except for refrigeration, are available. It consists of approximately 100 nonperishable items – mainly canned and dehydrated – and is supplied in bulk.
- Packaged Operational Rations (PORs). PORs are semi-perishable rations; either canned or dehydrated, and are packaged to withstand field training, emergencies, and the rigors of combat. They are designed for individual or small group feeding, when the tactical situation is so unstable that cooking facilities cannot be used.
- Tray Packs (“T” rations). These rations provide a variety of entrée, vegetable, dessert, starch, bread, and salad items that have been cooked in rectangular, metal cans. The “T” rations provide high quality, nutritionally adequate hot meals to Marines in the field. It significantly reduces the manpower, fuel, and water requirements of the present hot meal system. The pack is ready to heat and is served in a container that can be used for heating and serving.

Feeding Marines in various climates. Different climates require different amounts of food and water. Some of the climates you could encounter and unique subsistence considerations are as follows:

-Arctic and Subarctic. Recommend an additional Meal-Ready to-Eat (MRE) (four total per day) in order to maintain the necessary caloric intake of 4500 calories in arctic conditions. Also available are cold weather specific MREs that have a higher caloric content per meal. Hot beverages should be used for every meal, if possible. When cooking mass food rations, allow for a longer heating time to prepare meals.

-Desert. Take precautions with equipment. Desert conditions require additional spare parts, especially for food service equipment. Ensure that you increase your procurement of ice from five to eight pounds per day per Marine. Increase each Marine’s consumption of liquids to five to thirteen quarts per day.



Regardless of location, periodic sanitation inspections, done by Preventive Medicine, are essential in order to ensure food is prepared and served free of contamination.

Embarkation

Request an initial embark inspection by higher headquarters, and conduct quarterly inspections along with your Embarkation Officer.

Send as many of your Marines as possible to Embarkation Schools. When time to deploy, you will need trained personnel. Schools include:

- Mobility Officers Course (MOC)
- Intermediate Logistics Embarkation Course (ILEC)
- Aircraft Load Planners School
- Hazardous Cargo School

Tactical Logistics

Types of Classes of Supply:

- Class I: Subsistence
- Class II: Clothing
- Class III: Petroleum-Oil-Lubricant (POL)
- Class IV: Construction
- Class V: Ammunition
- Class VI: Personal Demand
- Class VII: End-Items
- Class VIII: Medical
- Class IX: Repair Parts
- Class X: Non-Military



Tactical Sustainment. Flexibility and innovation characterize tactical sustainment. The execution of tactical sustainment should enhance, not slow, your momentum; its aim is to alleviate disruptions in your concept of operations. The purpose of this section is to help sustain your command on the battlefield. The effects of supply and maintenance, as they apply to the offensive and defensive engagement, follow.

-Offense. If possible, consider your logistical capabilities before engaging the enemy. The objective of tactical logistics in the offense is to maintain the momentum with support as far forward as possible.

- Supply
 - ✓ Ensure all support equipment is ready and supplies are on-hand and ready for support
 - ✓ Ensure sufficient transportation is available to support tactical and logistics plans
 - ✓ Consider all classes of supply; Classes III & V are the most crucial in the offense
 - ✓ Anticipate high fuel consumption; build up quantities in forward locations to effect rapid resupply
 - ✓ Provide rapid resupply of ammunition
 - ✓ Determine weapon system replacement requirements
 - ✓ Wargame supply requirements to anticipate needs by commodity
- Maintenance
 - ✓ Maintain momentum by repairing at the point of malfunction or damage
 - ✓ Embed unit mechanics with units that are engaged to expedite repairs
 - ✓ Build sound, well-rehearsed recovery plans in order to evacuate equipment for repair
 - ✓ Place emphasis on battle damage assessment and repair to rapidly return disabled equipment to the fight by expeditiously fixing or bypassing components
 - ✓ Count heavily on maintenance contact teams

-Defense

- Supply
 - ✓ Locate ASP's to provide the most rapid and responsive support
 - ✓ Stockpile Class V supplies in excess of basic loads
 - ✓ Prepare for the use of Class IV and V
 - ✓ Make all attempts to employ your service-oriented Marines to assist in resupply
- Maintenance
 - ✓ Have as many weapon systems as possible ready before the battle



9 Successful Commands

Cursory evaluations cannot discriminate between units that just look good and those that are truly excellent. So, what are the characteristics that distinguish “excellent” commands from the rest? The following Pillars of Excellence have been selected. They are not a panacea. However, they are the characteristics commonly found in units that are successful in peace and war. Furthermore, they provide clear objectives for your command during times of peace that will contribute directly to your command’s success in combat.

Pillars of Excellence

Strong Commanders. The Commander is the key. Superior commands have superior commanders. Characteristics of excellent commanders are:

- Lead by Example. They never ask the command to do something they cannot or will not do themselves. They are out sharing hardships with their Marines.

- Involved. These commanders make it their business to have their fingers on the pulse.

- They are not the types who spend a lot of time in their offices. Instead, they get out and walk around. They are good listeners and have the ability to put their Marines at ease.

- Delegate. They understand that they must operate today just as they will be forced to operate on the modern battlefield. They cannot make every decision themselves while operating in a distributed environment; they develop initiative and good judgment in their subordinates.

- Bold – Risk Taker. These commanders lead the way in innovative training, and are constantly looking for ways to improve their command’s ability to execute the mission.

- Competent. They are technically, tactically, and administratively competent. Additionally, they are always studying to improve their knowledge and skills.

- Teacher. Excellent commanders are teachers of their officers and their Marines. Their ability to convey their knowledge, experience, and professionalism to the Marines is essential.

Balanced Excellence. An excellent command does well in every area. A command with balanced excellence has no weak points. It may not be the best in everything, but it can hold its own in all areas. Tactical, logistical, and administrative soundness is prevalent. Excellent commands continually work to improve those areas where they may not be at their best. These units do not peak for one event; instead, they maintain high levels of performance in all areas.

Focus on the Mission. These commands have an overriding sense of mission. They generate a sense of realism and excitement about their mission. All that these commands do in garrison contribute to improved performance in the field and in combat. These commands do everything well, but mission-related tasks have a higher priority. Training to fight and to win in combat has the highest priority.

Strong Unit Identity. Excellent commands develop strong comradeship – a feeling that they are one. Be it in intramurals, a field exercise, or combat, these units do not just come to fight; they come to win. In these commands, the Marines say they are the best, and they believe it. They have a tremendous amount of pride in themselves, their leaders, and their command. The Commander develops a “winning spirit” in his/her Marines. Once that togetherness is developed, there is a great deal of positive peer-pressure to meet the high unit standards. The more they are challenged, the better they like it.

Discipline. Discipline is tied closely to high standards in excellent commands. The commander's policies are fair with clear expectations. Both rewards and punishments are fair, consistent, and swift. Without exception, they apply to all members of the unit.

High Standards. Excellent commands do things to standards, or they do not do them at all. They do not take shortcuts. Excellent units do not peak for one event at the expense of all others. They remain at a high-level in all areas. Although the standards are high, they are not out of reach. The commanders know where to put the standards so that their Marines are challenged but not frustrated. Marines do not have to compromise their integrity to reach a standard.

Teamwork. Teamwork is a way of life in excellent units. Excellent units possess the ability to work together effectively. The smaller units work together for the benefit of the entire command, and the organization has a spirit of inner support and cooperation. Commands compete against established standards not against each other. The goal is to work together to make the command the best it can be. Individuals do not win battles, teams do! There are strong social, family support, and sports programs in excellent commands. Teams are recognized for their superb performance, cooperation, and achievement.

Empowering Leaders. In excellent units, there is a sharing of responsibility, with authority placed at the appropriate decision-making level. Each level of leadership believes that he/she has the authority to do the job and is also confident that the chain of command supports him/her in that authority. Subordinates are allowed the latitude to lead. Excellent commanders give their subordinates the opportunity to grow. They allow Marines to make mistakes without fear of punishment. Subordinate involvement in providing input to decisions exists within these units. This makes each leader feel as if he/she has a part in the success of the unit.

Open Communication. Communications channels are clear and open. Communications have a big impact on morale – the Marines know what is going on, what is expected of them, and how their requirements relate to the command's mission. Communications do not flow just down the chain of command; they flow up and are heard. Every Marine is made to feel that he/she is an important part of the unit. Young Marines want to know and need to know what their command is doing. In excellent commands, you find command goals and objectives, and short-range and long-range schedules are known at the junior Marines' level.

Community Outreach. There are established community relations programs that incorporate family and Marine volunteer work.

Caring. There is an environment of genuine concern for the Marine, regardless of grade, and he/she clearly senses it. This concern extends also to the Marine's family, and occurs both on and off duty. Good training, a healthy environment, accurate administration, sponsorship programs, and concern for the personal and professional growth of the Marines are clearly observable.

Servant Leadership. Your leadership is an act of service. It is not about you, the parking place, or the building. It is about the opportunity to serve each of your Marines where they are, personally and professionally; to make them better Marines, better riflemen, mechanics, better citizens, better spouses and parents. A command that has a culture of servant leadership - imbued by a servant leader - will always accomplish the mission, because each Marine will do whatever it takes to support his/her teammates.

Summary. The Pillars of Excellence provide a picture of how the best commands are organized and operate today. They provide the characteristics of a successful command so that you have a clear idea of what standards you should be working to achieve. Best of luck! Remember, your Marines deserve the best leadership, training, and care you can give them.

10 Continuous Study

Professional Development

Your development as a Marine Officer and as a Commander is a continuous, career-long process. Because of the limited and intermittent opportunities available for you to attend formal schools and to serve in the Operating Forces, the majority of your professional development must come from reading and self-study.

Commander's Responsibility

As a commander, you have the responsibility and the obligation to develop yourself and your officers. You should have a program in your command to ensure that your officers are reading, studying, thinking, writing, and teaching their profession. Take advantage of every opportunity for improving the knowledge, experience, and awareness of your officers. Guest speakers, movies, professional reading, and independent study through military correspondence courses are all inexpensive ways to study your profession. All it requires is some planning and creativity.

Self-Study

As a Marine officer, you should read extensively. A professional reading program encourages creative thought, initiative, and innovation. Developing systematic mental habits and developing the ability to read critically, to think analytically, and to communicate effectively are essential for commanders.

The following is a list of books provided as a listing of resources for your continued study of the art of command, leadership, and mentorship. This listing is not by any means all encompassing, but it includes many exceptional works specifically about command and successful commanders. Ensure you also reference the Commandant's Professional Reading List (CPRL) for an extensive variety of Marine Corps related publications at <http://guides.grc.usmcu.edu/cprl-s>.

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²⁸ Maxwell, *The 17 Indisputable Laws of Teamwork*, 41.

²⁹ Maxwell, *Developing the Leader Within You*, 165.

³⁰ Dungy with Whitaker, *The Mentor Leader – Secrets to Building People and Teams that Win Consistently*, 9.

³¹ Maxwell, *The 21 Irrefutable Laws of Leadership*, 220.

³² Jim Collins, *Good to Great* (New York, NY: Harper Collins Publishers Inc., 2001), 63.

³³ John C. Maxwell, *The 360–Degree Leader* (Nashville, TN: Thomas Nelson Publishers, 2005), 266.

³⁴ Dungy with Whitaker, *The Mentor Leader – Secrets to Building People and Teams that Win Consistently*, 63.

³⁵ *Ibid.*, 139.

³⁶ Maxwell, *The 17 Indisputable Laws of Teamwork*, 5.

³⁷ *Ibid.*, 251.

³⁸ Maxwell, *The 360–Degree Leader*, 227.

³⁹ Maxwell, *The 17 Essential Qualities of a Team Player*, 55.

⁴⁰ Collins, *Good to Great*, 13.

⁴¹ Maxwell, *The 17 Indisputable Laws of Teamwork*, 251.

3 Preparing for Command

⁴² Maxwell, *The 17 Essential Qualities of a Team Player*, 103.

⁴³ Maxwell, *The 360–Degree Leader*, 79.

⁴⁴ *Ibid.*, 79.

⁴⁵ *Ibid.*, 119-125.

⁴⁶ Maxwell, *The 17 Essential Qualities of a Team Player*, 10.

4 Taking Command

⁴⁷ Maxwell, *The 360–Degree Leader*, 127.

⁴⁸ Maxwell, *The 21 Irrefutable Laws of Leadership*, 104.

⁴⁹ Maxwell, *The 17 Essential Qualities of a Team Player*, 32.

⁵⁰ Roger Fisher, William Ury, and Bruce Patton, *Getting to Yes, Negotiating Agreement Without Giving In*, 2nd Edition (Boston, MA: Houghton Mifflin Company, 1991), 27, 34.

⁵¹ Maxwell, *The 21 Irrefutable Laws of Leadership*, 115.

⁵² Child Evangelism Fellowship, Inc., *Children’s Ministry Resource Bible, The Holy Bible, New King James Version* (Nashville, TN: Thomas Nelson, Inc., 1993), (Proverbs 27:17), 785.

⁵³ Maxwell, *Developing the Leader Within You*, 180.

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