



## HEADQUARTERS & SERVICE BATTALION COMMANDING OFFICER'S GENERAL GUIDANCE



**Our Mission:** Our mission is to train, administer, and sustain our Marines in order to ensure their individual readiness and enable our supported organizations to concentrate on their respective missions. Implied in our mission is the obligation to sustain our Marines' transformation, reinforce their warrior ethos, and ensure they are world-wide deployable. Our battalion includes all 2,600 Marines assigned duties within our supported organizations, making it the largest battalion in the Marine Corps. Our Marines include two Deputy Commandants, seven Commanding Generals and 17 Sergeants Major. The organizations we support perform missions of strategic and institutional importance. Within these organizations our Marines are charged with formulating our new force design, developing our warfighting doctrine, educating our career Marines, managing our current force, and sustaining one of our premiere installations. Accomplishing our battalion's mission enables our supported organizations to conserve their energies to focus on these critical missions.

**Our Strengths:** We have over half a century of experience. Our battalion traces its lineage back to the separate Headquarters Battalion and Support Battalion that were each established in our same headquarters building, now named in honor of Navy Cross recipient Corporal Yale. Our predecessors successfully trained and administered many of our Corps' most legendary Marines. Today, as the largest battalion in the Corps, we train and administer more Marines than any other battalion, enabling us to quickly gain proficiency and master the fundamentals. At the same time, we are uniquely positioned to leverage the subject matter expertise at the "Crossroads of the Corps." Lastly, we offer our Marines an exceptional quality of life, from a vast array of MCCS programs on base to incredibly enriching activities off base. It's no surprise our first tour Marines reenlist at a rate higher than the Marine Corps average.

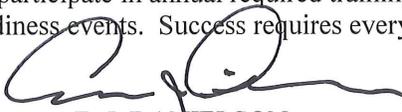
**Our Challenges:** While our mission is relatively straight forward in concept, it's challenging in execution. To begin, there is no common commander over HQSVC Bn and its supported organizations, making it difficult to achieve unity of effort. Within our supported organizations our Marines are immersed in work of strategic and institutional importance or busy sustaining one of our premier installations. Further, the demographics and leadership dynamics within our formations differ greatly from the youthful pyramid shaped rank structure of a typical line battalion. Compounding these challenges, our headquarters is non-doctrinal and undermanned, making it difficult to effectively manage Marine Corps readiness programs designed for a typically much smaller battalion with a much larger headquarters. Moreover, we lack our own Monitored Command Code making it difficult to effectively manage staffing and turnover of personnel within our headquarters.

**Our Goal:** As part of an elite warfighting organization, we cannot accept mediocracy. We will exploit our strengths, conquer our challenges, and become the model for maintaining individual readiness. At the same time, we will sustain our Marines transformation, reinforce their warrior ethos and ensure they are world-wide deployable.

**Our Lines of Effort:** Our battalion headquarters will focus its energy along the following lines of effort:

- Communicate effectively across organizations & up and down the chain of command by further integrating with our supported organizations & exploiting technology.
- Balance mission accomplishment with individual readiness by implementing inspection & enforcement functions.
- Align & clarify functional area responsibilities through memorandums of agreements & clarifying battalion directives.
- Reorganize battalion headquarters and optimize headquarters staffing through requests for Table of Organization changes, establishment of an independent MCC, and corrections to assignment policies.
- Leverage the Crossroads of the Corps by leveraging our SMEs resident in our supported organizations.
- Sustain functional area execution through internal inspections & tightening our relationships with higher headquarters.
- Improve administrative efficiency & transparency by digitizing administrative processes & through support of G-7.
- Reinforce high expectations by challenging our Marines with demanding training and rigorous enforcement of standards, rewarding noteworthy performance, counseling poor performance & equitably disciplining disobedience.

**Our Expectations.** Our headquarters will do its part, but our "battalion" is not just the handful of Marines assigned to headquarters. Our leaders within our supported organizations are the primary front-line leaders, trainers and mentors of our Marines. When balancing the task at hand with the readiness requirements of our Marines, you must distinguish between convenience and necessity. You must remind yourselves each day that we are an expeditionary force premised on individual readiness. We expect you and your Marines to participate in annual required training, organized physical training, field training, informal PME, and other battalion readiness events. Success requires every Marine to do their part.



E. J. DANIELSON  
Colonel, U. S. Marine Corps