



UNITED STATES MARINE CORPS
HEADQUARTERS BATTALION
TRAINING AND EDUCATION COMMAND
2006 HAWKINS AVENUE
QUANTICO, VIRGINIA 22134-5001

IN REPLY REFER TO:
3500
B 07-3
1 Oct 20

From: Commanding Officer, Headquarters Battalion
To: All Hands

Subj: COMMANDER'S TRAINING GUIDANCE

Ref: (a) MCRP 3-0A Unit Training Management Guide
(b) MCBul 1500 Annual Training Requirements dtd 23 Feb 18
(c) MARADMIN 062/19 Modifications to MCBUL 1500
(d) Commandant's Planning Guidance
(e) ALMAR 005/19 Commandant's Professional Reading List
(f) MCRP 6-11D Sustaining the Transformation
(g) Commander's Training Guidance dtd 11 Oct 19

1. Purpose. This document provides the commander's training guidance for how the battalion will train and make-ready the 1,800 Marines of "The Beast" in compliance with the references.

2. Cancellation. This guidance supersedes the guidance in reference (g).

3. Orientation

a. The Marine Corps is the nation's naval expeditionary force in readiness. Readiness begins with the individual. Marines must maintain their moral, mental, and physical readiness. Maintaining individual readiness is primarily a function of training. Alongside training, Marines must ensure they are medically ready and all of their personal affairs are in order, including financial, legal, and family care matters.

b. Readiness applies equally here at the "Crossroads of the Corps" as it does in the Fleet Marine Forces (FMF). Headquarters Battalion (HQ Bn) is responsible for the administration, training and overall readiness of the 1,800 Marines assigned across our supported organizations. These organizations are performing missions of strategic and institutional importance. By providing for our Marines' readiness, HQ Bn assures these Marines are ready and focused on their important duties, and allows our supported organizations to concentrate on their critical missions. Similarly, every Marine must be ready to deploy upon their transfer to the FMF. This has added importance for our first term Marines, for whom challenging training is critical to sustaining their transformation.

4. Strengths and Successes

a. We have many inherent strengths with regards to training and readiness. First, as the largest battalion in the Corps with 1,800 Marines, we gain a tremendous number of repetitions in the basics of planning and executing individual training. Second, the battalion's position at the "crossroads of the Corps" allows us to leverage some of the Corps' most qualified subject matter experts. Lastly, the facilities and

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training areas aboard Quantico, including our newly opened ISMT facility, offer tremendous training opportunities.

b. This past fiscal year (FY) the battalion successfully implemented a number of systemic solutions that enabled us to better train our Marines. These successes were manifested in exemplary results on the battalion's Inspector General (IG) and Field Supply and Maintenance Analysis Office (FSMAO) Inspections. They were also manifest in greatly improved training completion. For example, Supervisory Safety Training improved from 2% to nearly 50%, Prohibited Activities & Conduct (PAC) and Unit Marine Awareness & Prevention Integrated Training (UMAPIT) improved from approximately 15% to 60%, Risk Management (RM) training improved from 55% to over 80%.

5. Challenges and Deficiencies

a. Providing for our Marines training and overall readiness must account for several unique challenges:

(1) First, unlike a doctrinal headquarters battalion, there is no common commander over HQ Bn and all of its supported organizations. Our supported organizations include two Deputy Commandants and seven Commanding Generals. HQ Bn is the singular battalion-level command with administrative control (ADCON) and special courts-martial convening authority (SPCMCA) over their assigned Marines. These unique command relationships make it difficult to align roles and responsibilities and achieve unity of effort.

(2) Second, our Marines, many of them hand-picked, are rightly immersed in the strategic or institutional task at hand. These tasks involve intensive action-officer level work and are time sensitive.

(3) Third, the demographics and leadership dynamics within our formations differ greatly from the youthful pyramid shaped rank structure of a typical battalion. We are leading more senior, older and in many cases battle worn leaders, many of whom are in a busier and more complex season of their lives. For many, this tour of duty is a chance to refit or prepare for transition to civilian life.

(4) Lastly, at a strength of 1,800 Marines, HQ Bn has twice the personnel and span of control of the average battalion and three times that of the average squadron. The Bn has no subordinate O-5 level commands and associated staffs. The task of establishing, managing, executing and supervising all of the relevant training and readiness programs falls to the singular HQ Bn staff and company offices. My staff and company commanders standing alone cannot marshal all of our 1,800 Marines to complete their training and readiness requirements. Similarly, experience reflects that most of our Marines wait until the last few days of the FY or Calendar Year (CY) to complete required annual training. The HQ Bn staff and company offices lack the capacity to properly and safely plan, execute, oversee and enforce completion of annual training for 1,800 Marines in the waning days of the fiscal and calendar years.

b. These challenges result in an unnecessary trade-off of individual readiness for mission accomplishment. While we made significant strides this past year, the current state of readiness is still unacceptably low in

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many important areas. For example, in FY 20 approximately 30% of our Marines did not complete mandatory Sexual Assault Prevention & Response (SAPR) training, and 40% did not complete PAC or UMAPIT training. This training is important to force preservation. Approximately 50% did not complete Joint Level-I Antiterrorism (AT) and Operational Security Program (OPSEC) training. This training is important to force protection. Most concerning, 60% did not complete their mandatory marksmanship training. This training is critical to our warrior ethos and combat readiness.

6. Commander's Intent

a. Purpose. Train and make-ready the 1,800 Marines of "The Beast" in compliance with the references.

b. Method

(1) Provide Highest-Quality Training. We will provide or facilitate the highest quality training that leverages the talent and resources resident at the "Crossroads of the Corps" as well as our experience gained from training 1,800 Marines every year. Our training will be realistic, scenario-based, interactive, relevant, and challenging. It will meet or exceed basic requirements, enrich character development, and promote professional development. To the maximum extent practical, it will integrate Leader-Led discussion format, Values Based Leadership (VBL) tools, and Risk Management, while reinforcing our core values, ethos, customs, courtesies, traditions, and history.

(2) Accommodate Supported Organizations. Our training will be tailored to accommodate our supported organizations battle rhythms and operational tempo, in terms of accessibility, locations, scheduling, and efficiency. To the extent practical, we will embed our companies within the organizations to which they provide direct support. By embedding our companies we will build habitual relationships and unity of effort. To the extent our companies integrate, we can steadily transition and default to Co-level planning and execution of training and readiness events.

(3) Promote a Climate of Compliance. My company commanders and I will do our part, but we cannot do it alone. Officers-In-Charge (OICs), Staff Noncommissioned OICs (SNCOICs) and other leaders across the battalion are in no way alleviated from being 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. Leaders at all levels will prioritize readiness through their own personal example, clearly communicating expectations, and creating "white space" on organizational calendars. You must remind yourselves each day that we are an expeditionary force premised on individual readiness. I will reinforce your leadership by leveraging my ADCON and SPCMCA authorities to inspect and enforce compliance.

c. End-State. My end-state is that our Marines are trained and ready to the standards established in the references, capable of and focused on the important task at hand, professionally developed, sustained in their transformation and warrior ethos, and ready to eventually transfer to the fleet and deploy.

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7. Lines of Effort (LOE). Training will occur along four mutually supporting LOEs.

a. Annual Required Training. Marines will step out smartly at the beginning of each fiscal and calendar year and complete their annual training requirements in a deliberate, diligent and timely manner. Quarterly milestones will be established in our annual training plan. Marines will be inspected for compliance with these milestones.

b. Physical Training (PT). Marines are expected to PT five days a week. OIC/SNCOICs are expected to conduct regularly scheduled organized PT. The companies will conduct organized PT at least once a month. The battalion will conduct at least one formation run, hike, field meet, and squad competition annually to foster PT. We will utilize embedded Command PT Representatives, Force Fitness Instructors and Martial Arts Instructors; and leverage High Intensity Tactical Training instructors and equipment.

c. Professional Military Education (PME). Continuing our professional development through PME ensures that we have the knowledge base from which to innovate, adapt, and to out-think our adversaries. PME also reinforces other means of honoring traditions, building esprit and passing down our heritage.

(1) OIC/SNCOICs must ensure that their Marines enroll in and complete grade appropriate PME requirements in a timely manner.

(2) HQ Bn will host PME discussions for Officers and SNCOs, and PME trips for Sergeants and below. Consistent with reference (d), PME should focus on the Marine Corps' role as a naval expeditionary force operating in support of a naval fleet.

(3) Per reference (e), each Marine shall read a minimum of five books from the "Commandant's choice" or "level" sections each year.

d. Personal Readiness. At all times, Marines must:

(1) Ensure necessary personal administrative requirements are comprehensive, accurate and up to date, including Family Care Plans (FCP), annual Service members Group Life Insurance (SGLI) updates, Service Record Book (SRB) audits, wills and powers of attorney.

(2) Ensure medical readiness by eating healthy, routine exercise, maintaining up to date immunizations, and completing an annual Periodic Health Assessment (PHA), dental exam and audiogram. Completion of an annual PHA is required before conducting a Combat or Physical Fitness Test.

8. Priorities. Our priorities are those requirements that are fundamental to our ethos and sustain our ability to perform our duties in garrison, lead Marines, and deploy into crisis. Our training priorities are:

a. Physical Training: Daily individual PT, routine organized section/company PT, Marine Corps Martial Arts Program (MCMAP) sustainment, and Remedial Conditioning Program (RCP); evaluated through the Physical Fitness Test (PFT), Combat Fitness Test (CFT), and MCMAP belt advancement.

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b. Marksmanship Training: Periodic weapons familiarization and live-fire events, Annual Rifle Training (ART) and Annual Pistol Training (APT).

c. Personal Readiness: Medical and dental readiness, along with completion of FCPs.

d. Force Preservation: SAPR, PAC, RM, and UMAPIT training, along with Urinalysis and Alcohol Screening Programs (USP/ASP).

e. Force Protection: USMC Cyber Awareness Training, OPSEC, and Joint Level I AT training.

9. Training Cycle. HQ Bn will conduct four parallel training cycles:

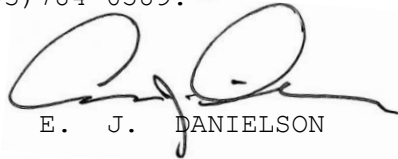
a. Routine: Events such as ART, APT, CFT, PFT and MCMAP sustainment will be scheduled on a recurring and routine cycle throughout the year.

b. Monthly: Priority force preservation training (i.e., SAPR, PAC, RM, UMAPIT), and separate medical readiness "rodeos," will be conducted every other month.

c. Quarterly: The battalion will conduct PME, Battle Skills Training, and weapons familiarization and live-fire events on a quarterly basis.

d. Annual: Several battalion-level all-hands readiness events will be conducted throughout the year, including a Marine Corps Birthday commemoration run, six-mile conditioning hike, squad competition, field meet, and two operational pauses (i.e., 101 Days of Summer and Back-In-The-Saddle). These Bn-level events foster individual readiness, sustain our Marines transformation and reinforce their warrior ethos.

10. Any questions or concerns with this guidance can be forwarded to the Battalion Operations Officer at (703)784-6589.



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