

Command Philosophy

1. **Tomorrow, we go to war.**

The Marine Corps is an expeditionary force. We are prepared to deploy at all times. What would you do today if you had to deploy tomorrow? What are our current Training, Maintenance, Security, Readiness, Personnel and Physical Training levels?

2. **We never leave a man behind.**

The strength of the Marine Corps is the individual Marine. No Marine is expendable, in combat or in garrison. Every Marine is an individual. He is a peer, a professional. He is a citizen, he is a family. He will leave the Marine Corps a better man than when he entered.

- Each Marine will be enhanced *professionally*: Education, Training, Awards, Career Counseling, Reenlistment, Safety, and Request Mast.
- Each Marine will be enhanced *personally*: Quality of Life, Family Priorities, Leave and Liberty, Newsletter, Drugs and Alcohol, Key Volunteers, Letters to Family, Pay, and Separation Procedures.

3. **We are a fighting unit built on cohesion and trust.**

Marines need to live and work together in order to fight together. Discipline is built on trust, cohesion, unit pride and leadership. We issue mission orders and trust our men to accomplish their tasks. High standards of training, fitness, language, uniform and performance are common goals which challenge units, build esprit, and help build cohesion.

4. **Everything we do is training.**

An infantry unit does only two things: fight and prepare to fight. All activities are training opportunities. Opportunities for orders, attachments, detachments, independent command, decisionmaking, logistics, transport, and equipment. We use tactical units with their own leaders for all tasks.

Company Headquarters

1. The Co HQ is organized for combat. Garrison priorities do not drive the organization.
 - a. The Co XO is second-in-charge of the company. He is prepared to take charge of the company, or any task organized force, at any time.
 - b. The Co 1stSgt handles all accountability: PERSTATREPS, CASREPS. The 1stSgt insures that battalion reports are accurate and submitted on time. Co clerks work directly for the 1stSgt. The Co 1stSgt acts as a mentor for all the SNCOs and NCOs of the Company.
 - c. The Co GySgt handles all logistics, resupply, prisoners, transportation, and MEDEVAC. The Supply Sgt, Co Corpsmen and armorers work for the Co GySgt. Platoon Guides work directly with the Co GySgt on all logistics matters.
2. Co HQ consists of a command element and a service element:

CO	Co GySgt
Co 1stSgt	Supply Sgt
Co Clerks	Co Corpsmen
FAC Party	Armorers
Arty FO Party	
81 FO	
XO	

The Role of the NCO

1. The infantry NCO is the key leader in the chain of command. The squad leader and weapons section leader is the primary warfighter in the infantry. The NCO:
2. **Trains his Marines.** The Squad Leader is the primary trainer for the Individual Skills of his Marines. See *How to Train Your Squad*. The Squad Leader trains to standard, not to time. He sets and maintains training standards. He knows the capabilities, limitations, and training needs of his Marines. He trains at all opportunities. He runs the after-action review.
3. **Serves as Coach and Mentor.** The NCO exerts the greatest leadership influence on his Marines. He is a role model. NCOs must be better than their men, and lead by example. In combat, Marines will not see the Colonel, they will see their NCO. The NCO's stock in trade is his experience. He gains his knowledge in the hardest school: personal experience.
4. **Enforces Discipline.** As the first leader in the chain of command, the NCO insures that Marines follow regulations and orders.
5. **Checks Everything.** The NCO knows the unit SOP, teaches his Marines, and insures compliance. He supervises the care, cleaning, and maintenance of all equipment. After the warning order, the inspections, mandatory rehearsals, drills, and coordination are NCO duties. The entire Pre-Combat Checks SOP is an NCO task.
6. **Takes Charge.** The NCO does not wait to be told what to do. He knows the mission and has the initiative to make it happen. He takes charge in difficult and confusing situations. He is capable of leading the next higher unit. He knows the succession of command and how to assume the leadership role.
7. **Commands his Unit.** The NCO fights his unit in combat with skill and ability. He knows Marine Corps tactics. He knows his weapons. He knows combined arms. From his officers, he demands clear orders and clear commander's intent. He seeks attendance at orders groups.
8. **Cares for his Marines.** The NCO keeps his people informed in tactical situations as well as in garrison. He accounts for his people, especially attachments and casualties. The NCO enforces sleep plans and rotates work details. He insures that his Marines are provided with all the support available. He speaks up to protect his people.

The Role of the Platoon Sergeant

1. The Platoon Sergeant:

- a. Takes command of the Platoon in the absence of the Platoon Commander. He knows the tactical and logistical situation at all times.
- b. Sets the example for every Marine in the platoon. Displays leadership ability and experience. Sets the example for competence, professionalism, appearance, and bearing. Acts as a mentor for all Marines in the platoon.
- c. Maintains discipline.
- d. Maintains morale.
- e. Inspects everything. Maintains standards. Enforces SOPs. Inspects Marines. Inspects attachments. Inspects Barracks. Inspects Weapons, Gear and Equipment.
- f. Trains his squad leaders. Counsels and develops squad leaders. Teaches fieldcraft and enforces field disciplines.
- g. Trains his platoon commander.
- h. Accounts for platoon equipment: accountability, serviceability, and maintenance.
- i. Accounts for Marines. Takes care of his people. Assigns watch schedule and work details. Enforces sleep plans. Defends his people. Enforces field sanitation.
- j. Maintains logistic support for his platoon.
- k. Runs platoon PT.
- l. Displays tactical and technical proficiency as an infantryman. An expert in crew-served weapons, he escorts the Co CO to the platoon defensive position and describe his reasons for recommending the positions to the platoon commander, what fields of fire exist, and how the position was integrated into the overall plan. Platoon sergeants correct range cards for the entire platoon.

2. The Platoon Sergeant needs time, independence and authority to execute his responsibilities. There are two methods of covering any responsibility: time and task. The best way is a combination. "You have the unit for the rest of the day and all day tomorrow to insure that those standards are met."

Rifle Squad Organization

Reef: *Rifle Squad Study - An In-Depth Analysis*. 3d Marines. 1979.
FM 7-8
FMFM 6-5
On Infantry. Gudmundsson and English.

1. Numerous Army studies, Marine Corps studies and historical analysis have found the triangular (three-element) squad superior to the binary (two-element) squad.
 - a. Marine Corps pioneered the development of fire team in Nicaragua during the 1930s. Raider battalions experimented with triangular squad of three fire teams in 1942. Thirteen man squad made official in 1944 based on experiments and WWII combat experience.
 - b. U.S. Army binary squads need to break down into three elements (security, assault, and support) for some operations.
 - c. British Army eight-man binary squads are reinforced to three teams, 12 men, for operations in Northern Ireland.
2. The squad is organized for maneuver. A squad envelopment requires a light fixing force and a heavier enveloping force. Each fire team of the Marine Corps rifle squad can act as the base of fire fixing force, while the other two teams, ideally led by the squad leader, can envelop.
3. How to Organize an infantry Squad:
 - a. Man the key weapons. Each fire team requires an automatic weapon. Fire team carries only one type of ammunition: 5.56mm.
 - b. Fill key positions. Maintain a chain of command. SL can dual-hat as team leader.
 - c. **Keep four men in each team for as long as possible.**

versus

- d. **Keep three elements for as long as possible.**
 - e. Avoid splitting teams. Maintain unit cohesion.
4. Col Michael Wyly, speaking on his experience in Vietnam, thought that the 4-man team is psychologically very strong. His Marines tended to four-man groups for psychological and security reasons. A nine-man squad went to 4 & 4 (+ SL), NOT 3, 3 & 3. Three element tactics were NOT as important as internal team integrity. British Army always maintain 4 man teams for casualty and casualty evacuation reasons.
5. "Tomorrow, we go to war." Organize squads for combat at all times.

Lieutenant PME

1. **Rights and Responsibilities.** The salute buys your Marines certain expectations: **Competence, Leadership, Integrity, and Commitment.** You care for your men. You eat last and suffer first.
2. **Language.** Use the language of your profession. See Communication PME handout, especially for Naval Terminology, Time, Names, Ranks, and Titles. Profanity.
3. **Dress.**
 - a. **Military.** Set the example. “If you can’t get them to salute and wear the correct uniform, how are you going get them to die for their country?” – Gen George Patton
 - b. **Civilian.** You should be identifiable as a Marine Corps officer in any venue.
 - c. If you don’t have a tattoo, don’t get one.
4. **Professional Military Education and Development.** You are a professional. Prepare yourself.
 - a. **Read**
 - (1) Read one book a month from the Commandant’s Reading List for your next grade.
 - (2) Read the Gazette monthly. Sample other professional journals.
 - (3) Listen to Books on Tape, especially historical fiction, while commuting.
 - (4) Read other military books, manuals, SOPs, and biographies. Learn from other armies.
 - b. **Fight.** Tactical decisionmaking is the essential skill of the commander.
 - (1) Submit a solution to the Gazette’s TDG each month.
 - (2) Wargame, even if only solitaire, once a month.
 - c. **Study**
 - (1) Complete one battle study each year. Follow a single unit through a campaign or battle.
 - (2) Complete the appropriate MCI: Warfighting 7400, or Amphibious Warfare School 7500.
 - d. **Work Out**
 - (1) Set and meet fitness goals each month.
 - (2) Eat and live in a healthy manner. Participate in challenging outdoor activities.
5. **Loyalty.** Loyalty to the institution exceeds loyalty to any individual. Marriage.

1stSgt and the Co Commander

1. Meet once a day with the 1stSgt.
 - a. Barbeque with the families.
2. Initial meeting with the 1stSgt. Establish a plan for the company.
 - a. Command Philosophy
 - b. Goals, Standards, and Objectives
Publish Goals: "All Marines will achieve a 260 on the PFT by 1 June."
Agree on Standards: DWI, UA, ammo, barracks.
"Sponsor all joins and all separations. Create a sponsor checklist for guidance."
3. Discuss what you expect of the 1stSgt.
4. Seek the 1stSgt's expectation of you.
5. Determine the 1stSgt role in UCMJ.
6. Determine the 1stSgt role with Lieutenants: advise, train, assist, listen. Does not dictate.
7. Determine a division of labor.
 - a. **CO.** Commands. Plans. Policy. Resources. Operations. Readiness. Effectiveness. Training. Officer PME. Major Discipline.
 - b. **1stSgt.** Daily business. Health and Welfare. Quality of Life. Individual Marine issues. Administration. Legal. UCMJ. SNCO and NCO PME and career mentoring. Discipline.