



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

IN REPLY REFER TO:

3500

B 07-3

OCT 11 2019

From: Commanding Officer, Headquarters and Service Battalion
To: All Hands

Subj: COMMANDER'S TRAINING GUIDANCE

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

1. PURPOSE. This document provides the commander's training guidance, in terms of intent, lines of effort, and priorities for how the battalion will train, educate and make-ready the 2,600 Marines of "The Beast," in compliance with the annual training requirements and guidance in references (a) through (f).

2. ORIENTATION

a. The Marine Corps is the nation's naval expeditionary force in readiness. Readiness begins with the individual. Each individual Marine 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. If a Marine is either unwilling or unable to be ready, then we must make room for someone who is.

b. Readiness applies equally here at the "Crossroads of the Corps" as it does in the operating forces. Many of our Marines are assigned to organizations performing missions of strategic and institutional importance to the future warfighting capability of our Corps; others are responsible for the functioning of one of our premier installations. Our Marines must be capable of and focused on the important work in which they are currently engaged. Similarly, every Marine must be ready to deploy upon their transfer to the fleet. This has added importance for our first term Marines, for whom challenging training is critical to sustaining their transformation.

c. As the largest battalion in the Marine Corps, Headquarters and Service Battalion (HQSVC Bn) is responsible for the administration, training, discipline and overall readiness of the 2,600 Marines stationed at MCB Quantico and assigned across our supported organizations. By providing for our Marines' readiness, HQSVC Bn assures these Marines are ready and focused on their important duties, and allows our supported organizations to concentrate their efforts on their institutional missions.

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3. CHALLENGES AND DEFICIENCIES

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

(1) First, unlike a typical or doctrinal headquarters battalion, there is no common commander over HQSVC Bn and its supported organizations. Our supported organizations include two Deputy Commandants and seven Commanding Generals. HQSVC Bn is the singular battalion-level command with administrative control and special courts-martial convening authority 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 line 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, HQSVC Bn has a non-doctrinal and undermanned headquarters, making it difficult to effectively manage Marine Corps programs designed for a typically much smaller battalion with a much larger headquarters. My staff and company commanders standing alone cannot marshal all of our 2,600 Marines to complete their training and readiness requirements.

b. These challenges result in an unnecessary trade-off of individual readiness for mission accomplishment. This trade-off is manifested year after year in unacceptably low rates of training and readiness. For example, in Fiscal Year 2019 only about 50% of our officers and SNCOs participated in mandatory Sexual Assault Prevention and Response (SAPR) training, over 100 Marines were required but did not take the annual Physical Fitness Test, nearly half of our Marines did not show for required random urinalysis, over half of our "boat spaces" for quarterly battle skills training and PME trips went unfilled, nearly 20% of our Marines were not medically ready, and over 120 Marines (5% of the battalion) were assigned to Limited Duty or a Physical Evaluation Board.

c. These challenges and the resulting trade-off are validated year after year on successive Inspector General (both IGMC and CIG) Readiness Inspections, in which the battalion is routinely found deficient or not mission capable. This state of affairs has persisted for so long that it has contributed to a culture of low expectations for our Marines with respect to individual readiness.

d. Simply put, the status quo is unacceptable, and reflects individual, supervisory, leadership, and institutional failures that must be addressed. It begins with me, as your commander, making clear the expectations for the Marines of this battalion.

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4. COMMANDER'S INTENT

a. Purpose. Train, educate and make-ready the 2,600 Marines of "The Beast," in compliance with the annual training requirements and guidance in references (a) through (f).

b. Method

(1) Provide Highest-Quality Training. We will provide or facilitate the highest quality training that leverages the talent resident at the "Crossroads of the Corps" as well as our experience gained from training 2,600 Marines every year. Our training will be realistic, scenario-based, 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.

(3) Promote Climate of Compliance. We will establish a climate of compliance and accountability. My company commanders and I will do our part, but we cannot do it alone. Directors, Officers-In-Charge, Branch Heads, Section Leaders and Chiefs and other leaders across the battalion are in no way alleviated from being the primary front-line trainers 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.

c. End-State. My end-state is that our Marines are in compliance with annual training and readiness requirements, capable of and focused on the important task at hand, professionally developed, sustained in their transformation, and ready to eventually transfer to the fleet and deploy.

5. LINES OF EFFORT (LOE). Training will occur along four mutually supporting LOEs.

a. Annual Required Training. The first LOE is completion of required annual training. This LOE focuses on completion of all required training (calendar and fiscal year) as outlined in references (b) and (c), including ancillary training and Battle Skills Test (BST).

b. Physical Training (PT). The second LOE is PT. Marines are expected to PT five days a week. OIC/SNCOICs are expected to conduct regularly scheduled organized PT, utilizing embedded Certified PT Representatives and Force Fitness Instructors, and leveraging High Intensity Tactical Training instructors and equipment. The companies will conduct organized PT at least once a month. The battalion will conduct at least one run, hike, field meet, and squad competition annually to foster PT.

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c. Professional Military Education (PME). The third LOE focuses on the continuing education of our Marines. 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 should reinforce other means of honoring traditions, building esprit, and imparting to Marines an understanding of the Marine Corps' heritage.

(1) Officers in Charge (OIC) and Staff Non-Commissioned Officers in Charge (SNCOIC) must ensure that Marines enroll in and complete grade appropriate PME requirements in a timely manner.

(2) HQSVC Bn will host PME discussions for Officers and SNCOs, and PME trips for Sergeants and below. Consistent with reference (d), PME will 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. The fourth LOE is the personal readiness of the individual Marine. At all times, Marines must:

(1) Ensure necessary personal administrative requirements are comprehensive, accurate and up to date, including family care plans, 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 and routine exercise, completing an annual dental exam and cleaning, and completing an annual Periodic Health Assessment (PHA). Completion of an annual PHA is required before Marines can take a Combat or Physical Fitness Test.

6. PRIORITIES. Our focus of effort will be those requirements that are fundamental to our ethos and build the basic foundation to perform our duties in garrison, lead Marines, and deploy into crisis. Our training priorities are as follows:

a. Annual Required Training. HQSVC Bn's main effort for annual training will be:

(1) Physical Training: Physical Fitness Test (PFT) and Combat Fitness Test (CFT).

(2) Marksmanship Training: Annual Rifle Training (ART) and Annual Pistol Training (APT),

(3) Force Protection: Cyber Awareness/Information Assurance, Operational Security, and Level I Anti-Terrorism Force Protection.

(4) Force Preservation: Sexual Assault Prevention & Response, Prohibited Activities & Conduct (PAC), Safety & Risk Management (RM), Unit Marine Awareness & Prevention Integrated Training (UMAPIT).

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b. Personal Readiness. The main effort for personal readiness will be:

- (1) Medical and dental readiness,
- (2) Family care planning, and
- (3) Urinalysis and alcohol screening.

7. TRAINING CYCLE. HQSVC Bn will conduct four parallel training cycles which will enable our Marines to complete training and readiness requirements consistent with their supported organizations' battle rhythm and operational tempo:

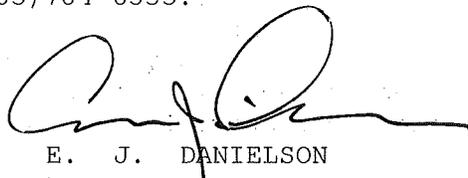
a. Recurring Cycle. ART, APT, CFT, and PFT will be conducted on a recurring basis throughout the year to afford maximum opportunity for our Marines to meet these basic requirements. CFTs and PFTs will be conducted weekly throughout the year. Historically, HQSVC Bn in coordination with Weapons Field Training Bn has been successful in acquiring additional ART range quotas, over and above our annual allotment, for all those Marines seeking a quota. Moreover, HQSVC Bn has increased its quota allotment for FY 2020 nearly 50% over its allotment for FY 2019. On the other hand, we have not filled all of our APT quotas, indicating excess training capacity. Consequently, there is the opportunity for anyone requiring either rifle or pistol marksmanship training to obtain a quota.

b. Monthly Cycle. HQSVC Bn's top-five priority annual training requirements, including SAPR, PAC, Safety/RM and UMAPIT (suicide awareness and substance abuse) training will be conducted every month on the same day/week, time, and location to afford our Marines and supported organizations maximum opportunity, flexibility and planning lead time. Similarly, medical readiness events or "rodeos" will be conducted on the same day/week, time and location every month to afford Marines additional opportunity and flexibility to complete their requirements (e.g., PHA, audiogram, dental exam, etc.). Each company will conduct at least one company-level organized PT event each month. The battalion will conduct a Command Post PT and a Command Post Leaders PT event each month.

c. Quarterly Cycle. Lance Corporal Seminar, Corporals Course, Battle Skills Test, Live Fire Ranges, Sergeant & below PME trips, and Officer & SNCO PME discussions will be conducted quarterly.

d. Annual Cycle. HQSVC Bn will conduct several battalion-level all-hands training and readiness events throughout the year to include a three-mile Marine Corps Birthday Commemoration Run, six-mile conditioning hike, squad competition, field meet, and two operational pauses (i.e., Back In The Saddle and 101 Days of Summer). Additionally, Marines will complete on-line FY and CY training in accordance with the references.

8. Any questions or concerns with this guidance can be forwarded to the Battalion Operations Officer at (703)784-6533.



E. J. DANIELSON