



UNITED STATES MARINE CORPS
2D BATTALION, 3D MARINES
3D MARINE DIVISION (-) (REIN)
BOX 63012
MCBH KANEOHE BAY, HAWAII 96863-3012

IN REPLY REFER TO:
5800
CO
28Mar16

From: Commanding Officer
To: Marines and Sailors

Subj: COMMANDER'S TRAINING GUIDANCE

Ref: (a) MCDP 1 Warfighting
(b) MCDP 1-3 Tactics
(c) MCDP 1-0 Marine Corps Operations
(d) MCO 1553.3B Unit Training Management Program
(e) MCRP 3-0A Unit Training Management Guide
(f) MCRP 3-0B How to Conduct Training
(g) NAVMC 3500.44 Infantry Training and Readiness (T&R) Manual
(h) MCO 3500.27C Risk Management (RM)

1. Commander's Training Philosophy: First and foremost, this battalion is a fighting organization that must always be ready to go. ***All units must master the ability to fight and win with what they carry on their back.*** This requires an infuriatingly single-minded approach to realistic and standards-based training. Discipline, decision-making and endurance will be underlying themes in all the training that we conduct. The main challenge during our pre-deployment training will be the time competitive environment that we operate in. Although this may preclude us from conducting all the training we would like, it does create a realistic environment that will force us to prioritize our training and make the most of every opportunity. We must never look past the importance of winning. Winning is a mindset that must be fostered – it is a contagious attitude that is the only option in combat. The main effort of this battalion will be the squad leaders. They are the ***Men of Action*** who will carry us to victory in combat. I have outlined a number of priorities in the below guidance. They are not all inclusive but will serve as a reference point for the conduct of all training. As we must be an adaptive and learning organization, this guidance will also be a working document that we continue to refine during our training and deployment cycle.

a. Offensive Mindset: The offense is the decisive form of combat. Therefore, we will master the attack. This capability must transcend all environments and we must be equally proficient during day and night. Paramount to our ability to be lethal at the point of contact is our ability to get to the fight and have the endurance to carry out the destruction of our adversary. This will require a consistent focus on mobility with sensible combat loads.

b. Combined Arms Warfare: Our imperative as Marines is to generate overwhelming combat power at the point of contact. Marine Corps doctrine defines combat power as "...the total destructive force we can bring to bear on our enemy at a given time." In order to effectively

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accomplish this, we must be the standard bearers of combined arms warfare. Combined arms warfare is more than the integrated employment of direct fire weapons and supporting arms. It is a mindset that dictates our approach to tactical problem solving. Every echelon (from fire team to battalion) will demonstrate the ability to successfully incorporate combined arms during our training. This will be conducted through several different mediums, but we must maximize the application of combined arms through live fire training.

c. Ambush Mentality: The ambush is the most lethal form of pre-meditated destruction on the battlefield. We must be equally capable of employing, avoiding or overcoming the ambush. A live fire ambush will be one of several live fire evaluations conducted for our squad leaders. Similar to combined arms, the ambush mentality is a mindset that will make us excellent infantrymen.

d. All Around Security Always: History provides too many examples of units that were caught off guard and suffered severe consequences as a result. Active and passive security measures must be employed at all times. Security is as important during a movement to contact as it is during defensive operations. It prevents the enemy from achieving a decisive level of surprise that thwarts our ability to seize the initiative. Never relinquish security, even for casualty treatment and evacuation. Apply economy of force with respect to casualties – minimal personnel to secure the site and treat the casualty. The mission remains to kill the enemy.

e. Hard to Kill: Disciplined units are not the target of choice to be engaged by the enemy. Avoiding patterns, remaining vigilant and exercising creativity equate to being hard to kill. This mindset is critical to our success and victory on the battlefield. We must be the hunters and not the hunted.

f. Marksmanship: We must hit our targets the first time. Only through repetitive and relentless training can we master the employment of our weapons. The use of our weapons has a single purpose – to kill the enemy. We must be equally capable of killing him at night. This requires time and we will devote the necessary time to achieve this critical level of proficiency. In order to shoot our weapons straight, we must care for them. Combat results in casualties and therefore we must also cross train our units on weapons organic to that team, squad, section or platoon, as resources available permit.

g. Fire and Movement: When engaged with the enemy, the art and science of fire and movement is the decisive factor that will determine the victor. The ability to conduct fire and movement efficiently and effectively will lead to the destruction of our enemy in any environment or terrain.

h. Violence of Action: Nothing is more effective in forcing the enemy to focus on his egress and escape than swift, decisive and lethal action. Your assessment of the enemy's location may not be right, but you will make him think twice about attacking you again and you will catch or kill him sooner rather than later.

i. Key Terrain: Key or dominant terrain is defined as terrain that provides you with a position of advantage against the enemy. Sometimes this is a hill, other times it's an intersection or a

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rooftop. If you do not have it, seize it; if you possess it, then maintain it. Over watch must be fluid and constantly sought out, but not impede the momentum of the attack or action. Balance is the key.

2. METL and Commander's Assessment of METL Proficiencies: The battalion is currently in a transition period. After a successful Forward Deployment, we are experiencing a high degree of personnel turnover. We have nine months before we deploy forward again. We will continue to spend our initial training time primarily focusing on offensive and defensive operations progressing through company proficiency in offensive, defensive and amphibious operations. Once we demonstrate mastery in these areas, we will spend more time on individual and collective training events specific to our assigned METs and stability operations.

1. MET 1: MCT 1.6.1 Conduct Offensive Operations

2. MET 2: MCT 1.6.4 Conduct Defensive Operations

3. MET 3: MCT 1.12.1 Conduct Amphibious Operations

4. MET 4: MCT 1.14 Conduct Stability Operations

5. MET 5: MCT 1.16 Conduct Humanitarian Assistance (HA) Operations

6. MET 6: MCT 1.13.2 Conduct Noncombatant Evacuation Operations (NEO)

3. Training Priorities: As a unit that is going to welcome new Marines to our team, we will utilize the Systems Approach to Training (SAT) for Individual Training Events (ITE's) and Collective Training Events (CTE's). Our initial priority will be on marksmanship, combat conditioning and basic infantry skills (field craft). Woven throughout our Individual Training Events (ITE's) will be annual and ancillary training. These requirements will be completed during the first month of every fiscal year quarter. New joins to our unit will complete their annual and ancillary training requirements within 60 days of joining the Battalion or prior to deployment, whichever occurs first. As mentioned earlier, we will then focus on fire and movement, fire and maneuver and the integration of combined arms in the offense and defense. Mastery of these skill sets in any environment will set us up for success during stability operations.

4. Combined Arms Training: As a tenet of this training philosophy, achieving proficiency in combined arms warfare is an absolute essential skill set to succeed in combat. We will look for opportunities to conduct formal evaluations within the battalion at the squad, platoon and company level. These evaluations should strive to incorporate every weapon system in the infantry battalion as well as aviation and artillery. This is a perishable skill that requires considerable sustainment training. We need to conduct fire support coordination training at least once per quarter. Although indirect, aviation and direct fires will be our primary combined arms focus; we will also leverage electronic warfare, non-kinetic effects and engineer assets when available. Finally, conducting combined arms operations while also conducting combat service

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support and casualty evacuation is a skill set that must be mastered. The opportunities to incorporate these elements are many and must not be overlooked.

5. Major Training Events: The battalion will complete Island Viper in April. From mid-June through the first week of August, the battalion will conduct RIMPAC 2016 and master 5000 level T&R task while gaining proficiency in the 6000 level T&R task. During August and early September we will solidify the team for deployment and remediate from 4000 and 5000 level T&R task. Talon Exercise conducted in conjunction with Weapons Tactics Instructor Course 17-1 will serve as the Service Level Exercise and during this mission rehearsal we will master the 6000 and 7000 T&R task for Offensive and Defensive operations. Following our return from Talon Exercise, the battalion will conduct a TEWT of our two assigned METs (Conduct NEO and Conduct Humanitarian Assistance Operations).

6. Leader Training: Our common threads are decision-making, anticipation, creativity, tactical and technical proficiency and discipline. To develop Men of Action that are creative, decisive, proficient and resilient, we will devote considerable time to our small unit leaders. We will incorporate Professional Military Education throughout the pre-deployment training cycle and deployment, ideally all our leaders would have completed formal schools prior to RIMPAC 2016, but there are likely circumstances that would warrant a leader to attend formal schooling vice participate in some of our Major Training Events highlighted above. An educated leader is a more effective trainer and the investment of time in school will only enhance their ability to train their units for combat. Interwoven throughout will be unit PME functions that use the case method, tactical decision games and emphasize the importance of our unit lineage and values based leadership. Another critical component of our leader training will be the Marine Corps Leadership Development Program. This program will enable the development of our young Marines as well as add to our force preservation.

7. Individual and Formal Training: As mentioned earlier, Company Commanders will seek to ensure that all annual and ancillary training is accomplished prior to the first battalion field exercise. The approximate period of time for them to accomplish this is two months. This is the same expectation for new Marines – they must complete this training within two months or prior to deployment, whichever comes first. The battalion will achieve a 100% completion rate on the Physical Fitness Test (PFT) and the Combat Fitness Test (CFT) as well as marksmanship for all personal weapons systems. Every member of a crew served weapons team will be qualified on that weapon system prior to conducting fire and movement or fire and maneuver with that weapon system. This will only be waived by the Battalion Gunner, Operations Officer or Battalion Commander. Weapons proficiency and combat marksmanship are two fundamental capabilities that serve as a prerequisite for all other training. Chemical, Biological, Radioactive, Nuclear (CBRN) training and readiness is a mindset as much as it is a training objective. The CBRN officer will develop and manage annual requirements that must be met, but it is incumbent on Company leadership to incorporate CBRN training into both live and non-live fire training. Although we may not consider combat water survival and Marine Corps Common Skills training as important to our combat readiness, if they are not completed, they will ultimately become a distraction to our training priorities. Pursue this with a single-minded focus.

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8. Values Based Training and Leadership: Just as we must respect the enemy, the environment and the population among whom we fight, we must first and foremost respect one another. If that is your guideline for how you lead your Marines, you understand and appreciate the values of our Marine Corps. We are a brotherhood that must accomplish the mission while concurrently taking care of one another. Sometimes this takes the form of being tough on one another, but it should never include hazing, disrespect or conduct unbecoming of a Marine. You will provide Marines with what they need, not necessarily with what they want. Training on this will occur at the small unit leader level and be reinforced in every facet of our daily life as a battalion. The battalion order for MCLD will be followed and included on weekly training schedules.

9. Standardization: The Infantry Training and Readiness Manual (along with other Military Occupational Specialty Training and Readiness Manuals) will be our guide for all training. All Marines in this unit must be trained to standard and adhere to the standards. If you walk by a lower standard, you have made it your own. That must not be the case and enforcing our training and conduct standards is a function of moral courage and discipline. Standards are built in the debrief, all aspects of a training evolution should be ruthlessly hot-washed in the immediate aftermath and then formally documents in the form of an AAR.

10. Training, Evaluation and Feedback: Units will be equipped to not only conduct the required training but also to receive the appropriate feedback. Although everyone in the unit is capable of and encouraged to provide feedback, there will be designated leaders that ascertain the readiness and evaluate the performance of units. For example, the Battalion Gunner will be the primary source of evaluation for weapons proficiency and employment. Company commanders will assess platoon commanders, platoon commanders will assess squad leaders and so on. Prior to every E-coded event, the performance evaluation checklist (PECL) for that event will be reviewed and briefed to either the Operations Officer, Gunner or Battalion Commander to ensure that the training is conducted in a manner that maximizes resources and optimizes unit potential. This will be a process that is continually refined throughout our training cycle. At each Battalion Officer and Staff Non-Commissioned Officer (SNCO) Professional Military Education (PME) session, time will be allotted to discuss recent training and best practices. We will only get better if an honest approach to feedback is integrated into our battle rhythm. This is an example of intellectual courage.

11. Equipment Training: In order for equipment to be useful, it must be maintained. The Technical Manuals (TM's) for all vehicles, equipment and weapons systems will be the standard for training and maintenance. The checklists that exist in those documents and the frequency of maintenance are outlined in those publications. That is the minimum standard, but unit leaders must conduct assessments as they progress through the training cycle to ensure that equipment readiness, proficiency, and accountability continue. This will ensure that we are a truly capable to "fight tonight." Staff officers and section chiefs will be the standard bearers for training on their respective gear and equipment. The Battalion Motor Transport Officer and Logistics Officer will create a plan that covers the entire pre-deployment training cycle for licensing and training our vehicle operators. Our Medical Officer and Chaplain will ensure appropriate combat

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lifesaver and lay leader training has been conducted. These are just a few of many examples that will be outlined in our Long and Mid Range Training Plan.

12. Preparation of Trainers and Evaluators: Prior to any unit going to the field, a brief will be provided to the Operations Section, Gunner and the Battalion Commander on training objectives and standards. Effective evaluations can only be conducted with thorough preparation. Evaluators and instructors must be designated in advance and allotted the time to prepare for their instruction. Instructor guides will be created for use in the field, class outlines and rehearsals will be conducted and remediation will be incorporated into the training timeline. Examples of this will be provided in the Long Range Training Plan. Although decentralized execution is a fundamental tenet of our organization, centralized training has its value and will be the default approach to training units across collective tasks. **Our Men of Action will be involved in the development of training.**

13. Resource Allocation and Guidance: Priorities for training will be very clear through the issuance of this guidance, the incremental Training Plans and a constant dialogue between commanders and training officers. Resources will obviously constrain our training at times, but we will utilize the information provided in our T&R Manuals as a starting point for which resources are required to conduct evaluation coded events. Our priority will first be Individual Training Events, Weapons Qualification and then the offensive and defensive mission essential tasks. We must conduct a careful study of available resources prior to the development of our training plans to ensure that we accurately assess our shortfalls and enable the battalion to seek external assistance through Regiment.

14. Appropriate Risk Level: Safety is intrinsic to everything we do – in combat and training. I expect commanders to assess risk and conduct the most realistic and demanding training possible. Be familiar with the Department of the Army Pamphlet 385-10 Army Safety Program and mitigate risk where necessary to ensure the most challenging training for our Marines. There will be times in combat where risk must be assumed in order to be successful. This will also be the case in training, but we must never waste our most precious resource – our Marines – just to accomplish a training objective. Commanders must have the maturity and judgment to take the long breath and not rush into a potentially disastrous situation that unnecessarily risks the lives of our Marines and Sailors. At the Battalion level, the staff will identify risk in order to enable my effective and efficient decision making. The battalion staff also exists to assist the companies in identifying and mitigating risk during their training events. MCO 3500.27A, Operational Risk Management (ORM) is an effective tool for maintaining readiness in peacetime and success in combat. Become familiar with this document and use ORM worksheets to your advantage rather than consider them an administrative burden.

15. End State: Prior to our forward deployment the Island Warriors will be a disciplined, lethal and agile force capable of employing combined arms at every echelon of command within the battalion. Our Men of Action will lead us to victory in every engagement or mission assigned as creative decision makers who possess a bias for action. It must be re-emphasized that this end state will only be achieved through a disciplined systems approach to training that incorporates honest assessments of our capabilities and time for remediation. Time will be our greatest

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enemy until we learn to create a temporal advantage for ourselves. Our doctrine clearly articulates this same point.

“Making maximum use of every hour and every minute is as important to speed in combat as simply going fast when we are moving. It is important to every member of a military force whether serving on staffs or in units – aviation, combat service support, ground combat, everyone. ***A good tactician has a constant sense of urgency. We feel guilty if we are idle. We never waste time, and we are never content with the pace at which events are happening.*** We are always saying to ourselves and to others, ‘Faster! Faster!’ We know that if speed is a weapon, so is time.”

We must always be ready to go. We will not waste any time. I look forward to a challenging opportunity to forge our excellence in warfighting, always ready with our equipment, gear and families prepared, and led by resourced, trained and empowered Men of Action.

A handwritten signature in black ink, appearing to read 'R. M. HOYLE', with a long horizontal stroke extending to the right.

R. M. HOYLE