



COMMANDING GENERAL'S
OPERATING CONCEPT AND GUIDANCE
3^D MARINE DIVISION

JULY 2015



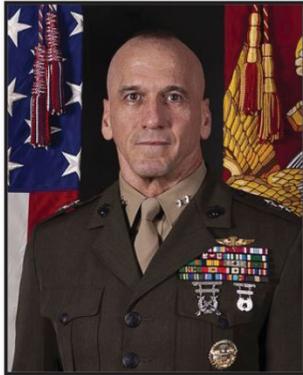
MISSION OF 3D MARINE DIVISION

ON ORDER, 3D MARINE DIVISION CONDUCTS AMPHIBIOUS, FORCIBLE ENTRY OPERATIONS OR SUSTAINED, COMBINED ARMS LAND OPERATIONS WITH STRATEGIC PARTNERS AND ALLIES AS AN INTEGRAL PART OF III MEF WITHIN THE PACIFIC THEATER AREA OF OPERATIONS (AO) IN SUPPORT OF NATIONAL SECURITY OBJECTIVES.





COMMANDING GENERAL'S GUIDANCE



Warfighting is the number one priority of this division. All actions that we take, both as a division and as major subordinate elements, should support that priority. It is imperative leaders at all levels recognize that every action we take during peacetime operations in our region has a direct effect on the division's ability to operate during combat. We must foster personal relationships with our military allies and partnered nations to ensure that when the time comes to "Fight Tonight," we will not be fighting alone.

Operational success within 3d Marine Division is based on the proficiency, judgment, and initiative of our officers, staff noncommissioned officers, and noncommissioned officers. Only through an environment of trust, dignity, and respect will the concepts of maneuver warfare, warrior ethos, and Marine Corps leadership flourish. Effective 3d Marine Division leaders actively seek and vigilantly take action on anything that threatens combat readiness; tarnishes our legacy of "Fidelity, Honor, and Valor;" or endangers the welfare of our Marines or Sailors.

I am proud to be a member of and look forward to guiding the CALTRAP Nation throughout these coming months.

R. L. SIMCOCK II
MAJOR GENERAL, USMC

WHO WE ARE



This 3d Marine Division's history is a part of every Marine that came before, those who currently serve and everyone who will serve in the future. Division Marines and Sailors take ownership of their shared heritage and jealously guard our combat efficiency, reputation of appropriate and professional conduct, and a joyful spirit or camaraderie. We set the standard for the other divisions, as the only forward deployed division, and are continuously vigilant to our responsibilities for national security, combat readiness, and each other's welfare.

Activated on September 16, 1942 at Camp Elliot, San Diego, California, the 3d Marine Division has a long history of courage in many of the most demanding battles in our Corps' history. Fighting in World War II across the Pacific Theater at Bougainville, Guam, and Iwo Jima, the division earned its place in Marine Corps lore as the "Fighting" 3d Marine Division, and established itself as a professional warfighting organization.

Following the Korean War, the division moved to Okinawa to serve as a force deterrent for the Pacific Theater. They stayed in Japan until 1965 when 3d Marine Division deployed to Vietnam. Fighting for nearly five years, the division was the first unit deployed to defend the Da Nang Airport and subsequently conducted combat operations throughout the areas of Danang, Phi Bai, and Quang Tri. Of the fifty-seven Marines and Sailors who received the Medal of Honor for their actions in Vietnam, thirty-one (more than half) were members of 3d Marine Division. In 1969, the division redeployed to Okinawa, where its headquarters have remained at Camp Courtney.

During the Global War on Terrorism, 3d Marine Division provided extensive and ready forces to fight in Afghanistan, Iraq, and the Philippines, and much like our brothers who came before, the Marines and Sailors dispatched themselves with honor and combat prowess. In addition to supporting major combat operations, division members deployed throughout the Pacific to support theater security cooperation, build partner nation capacity, dissuade potential adversaries, and ensure peace and stability throughout the region.



3d Marine Division units deployed repeatedly over the decades to provide humanitarian assistance and disaster relief in the wake of earthquakes, tsunamis, typhoons and other natural disasters. Through our operations, we helped restore stability to populations in need. Regardless of the mission, this division continues to demonstrate its capability, competence, and readiness to go anywhere, anytime.

The Marine Corps as a whole and this division in particular are historically austere and expeditionary organizations. We must remember that the 3d Marine Division will always accomplish its mission with organic combat power and employ forces that are lean and agile. We will be good stewards of our

limited resources and maintain strict accountability of what we have. We will accomplish every assigned mission and ensure the welfare of each Marine and Sailor. We will be ready to "Fight Tonight," and win any battle.

This is who we are.

WHAT WE DO

Marines are America's force-in-readiness focusing on fighting conflicts with aggressive and expeditionary forces, ready to go when our Nation calls. We are ready to "go to war, fight and win" in order to provide options to our leaders. History is replete with examples of Marines from this division deploying with only hours of notice to fight our nation's enemies or help our friends during their hour of need. It is critical that every Marine and Sailor within this division understand, and embrace that our presence forward deployed is true power projection and that our vigilance across all aspects of readiness is our foundation for any success in what we do.



Forward deployed across the Pacific Theater, our division is located in Hawaii, Okinawa, and Australia the sun never sets on 3d Marine Division. We experience a near constant rotation of mission rehearsals, operations, and deployments throughout our area of operations. This affords us the opportunity to interact and shape relationships and support alliances across a wide range of economically developed countries and regions. This also highlights the Corps' growing ability to distribute smaller forces over larger areas. This requires a dedicated and persistent tempo that serves as the catalyst for the development of aggressive, decentralized, and innovative training across the range of military operations.

This same disaggregated force challenges our ability to maintain effective cohesion, discipline, and combat power as our forces spread across the Pacific Theater. These challenges are overcome through exceptional and proactive leadership at all levels, flexible aggregation plans for potential contingency and crisis response, and creative use of limited mobility assets.

We will continue to be called upon to fight and operate in complex environments. This means that we have warfare expertise in the desert, jungle, mountains, cold weather, urban areas, and under the threat of chemical, biological, radiological, and nuclear threats. The entire division will be trained and confident across its mission essential tasks and we will have units ready to fight and win in "any clime and place."



Every Marine and Sailor will know at all times where they are going, when they are going, what they are doing, and why they are doing the tasks they are assigned. They also know what potential missions are on the horizon. Keeping our Marines and Sailors informed is our most difficult Marine Corps leadership principle to master, but is absolutely essential to our military effectiveness and our success within the region.

This is what we do.

HOW WE WILL EXECUTE

The 3d Marine Division uses the warfighting concept of "Maneuver Warfare", which allows us to function effectively in an uncertain, chaotic, and fluid environment. Even more so, our Marines and Sailors expect to thrive in this type of environment and exploit these conditions to our advantage.

The nation is currently in the longest sustained period of war in our history. We are engaging in combat with an all-volunteer, professional force that is more lethal, mobile, and cyber-enabled than any in the history of warfare. The experience and lessons learned from over a decade of war provide us valuable



knowledge for future war, and 3d Marine Division leaders harness and improve upon these lessons in everything we do. We embrace every opportunity to train, educate, and enable our Marines.

Training is preparing for the known. We are an island-based force that takes every opportunity to hone a keen edge in our field craft, combat drills, weapons proficiency, combined arms maneuver, and across our occupational specialty skills and warfighting functions. An iterative, diverse, purposeful, and challenging training program guides our development, sustains our readiness, and prepares our leaders at every level to make decisions under the pressures of combat. Well-planned training executed vigorously makes the impossible possible, the difficult easy, and the easy automatic. All leaders embrace every training opportunity to instill hard skills and combat leadership - particularly among our noncommissioned officers and junior commissioned officers. In conjunction with our training program, our standing operating procedures capture best practices, enable us to execute complex actions with increasing speed and tempo, and support effective tactical decisions.



Education prepares us for the unknown through robust, challenging, and diverse development programs that broaden and test every Marine's knowledge of warfare. A deftly managed unit professional military education program, aggressive attendance in prescribed Marine Corps schools for each grade and specialty, and thoroughly embracing the Commandant's Reading Program will develop agile and adaptive leaders. A proper education program enhances professional knowledge, judgment and decision-making. Professional development is a principal responsibility of command. 3d Marine Division commanders enable their leaders, enhance professionalism, and improve overall combat effectiveness with these tailored education programs.

Independent action and distributed operations are essential to the success of our division in combat and garrison. We trust our Marines, Sailors, and leaders to execute and accomplish the mission. This is a critical aspect of warfighting and maneuver warfare. We create trust through effective communication of tasks, aggressive training, and by thrusting our small unit leaders into challenging situations at every opportunity. We provide our leaders with mission and intent and allow them to plan how to accomplish their assignment. We hold these same leaders accountable for everything their units do and fail to do. Our goal is to create leaders who are comfortable with great responsibility and uncertainty and self-reliant units ready to operate alone. Through ingenuity and application of exceptional combat skills, we will continue to succeed in war and in our interaction and cooperation with military allies and partner nations.



We have an innate bias for action. We capitalize on this with a 3d Marine Division operating concept that is based on decisiveness, boldness, and aggressiveness. We treat command as the artful application of leadership traits and principles, warfighting knowledge, military proficiency, experience, and presence. Control is the science that facilitates the application of combat power and military potential. This is the function of our staffs, systems, and procedures. The division's command and control process is self-starting at all levels and enables leaders across the battlefield to act on their own initiative. This type of freedom to act requires exceptional discipline, maturity, training, and trust. Whether on the battlefield or on liberty, our performance and conduct will be equal to the challenge of our operating concepts.



3d Marine Division fights and operates as part of a Marine Air Ground Task Force. The division is the foundation for the Marine Corps' warfighting capability, but the MAGTF is the cornerstone of our strength as a fighting force. We take every opportunity to work with the other elements of the MAGTF and train as we fight. Within the MAGTF, the division task organizes for missions and tasks. Our ultimate success depends on our ability to task organize forces, effectively assimilate other units and

agencies, and rapidly create a competent and cohesive team from diverse elements. Processes and procedures to task organize the division require forethought and practice. We are greater than the sum of our parts and stronger when we stand together.

The high operational tempo we keep within 3d Marine Division provides unique challenges for our loved ones as well. Our families demonstrate great resiliency due in no small part to active and robust unit, personal and family readiness programs. Family readiness is integral to combat readiness and requires that families are prepared at all times for deployment and war. Our most valuable resource are our people; Marines, Sailors, and our families - we will always remain faithful to them.

This is how we will execute.

OPERATING TENETS OF 3D MARINE DIVISION

1. The focus of 3d Marine Division is warfighting. Every action that we take as an organization is a mission rehearsal. We are both expeditionary and naval by nature; we will fight and sustain ourselves from the sea.

2. We are offensively oriented. We prefer to maneuver and fight at night, are skilled in the military use of terrain, and have the combat endurance to get to the fight under any conditions and win. We use the defense to consolidate forces during offensive operations, to ambush the enemy, or to protect critical assets, locations, or populations.

3. We are ready for any mission across the range of military operations (ROMO) to include humanitarian assistance and disaster relief, noncombatant evacuation, security force assistance, and peace keeping/counter insurgency operations. We understand that stability operations are inherent to any military operation. "We are the force of choice in the AOR."

4. We will be ready to deploy by air, land, and sea. Our embarkation skills and equipment readiness will be continuously refined and perfected. Our expeditionary and naval nature requires us to always be prepared for deployment and maintain our equipment to the highest levels possible. Our greatest value to the security of our nation and allies is our ability to provide the most timely, readily deployable and lethal force in the region. "The firstest with the mostest".



5. The truest measure of readiness comes from the combat effectiveness of our companies and their effectiveness is founded in the proficiency of our squads. We will maximize every opportunity to train in garrison, field rehearsals, and security cooperation events by employing training plans for units and education programs for leaders. The Marine Corps Combat Readiness Evaluation will be used at all levels to evaluate our proficiencies and identify our weaknesses. In doing so, we maintain balanced excellence across tactical tasks, but are exceptional in our combat skills, continuing actions, and battle drills.

6. We create personal relationships with our military allies and partnered nations with whom we will train, operate, and fight. We understand that our actions promoting U.S. interests in this region have a direct impact on our enemies' decision making process.

7. The tactical and moral judgment of our warriors is always trusted because they are selfless and focused on the needs of their fellow Marines and Sailors over their own. We are the nation's compass and will never fail our units, families, God, country, or Corps.



History of 3d Marine Division Emblem

The insignia of the 3d Marine Division was adopted on 25 August 1943, when the division was in training on Guadalcanal for the upcoming invasion of Bougainville. Approved in 3d Marine Division Memorandum 274-43, the insignia consisted of a “caltrap” on a triangular, gold-bordered scarlet shield. The caltrap was a medieval defensive weapon used against both cavalry and infantry. During the warfare of the Middle Ages, large numbers of caltraps were scattered by defenders on the ground in front of an approaching enemy. The four-pronged, forged-iron caltrap was designed so that no matter which way it landed when thrown on the ground, one point would be up with the other three points supporting it. When used on the insignia, the caltrap represented not only the 3d Marine Division, but also the motto painted on the drums carried by the Continental Marines in the American Revolution:

“Don’t Tread on Me.”

