



# MARINE CORPS CENTER FOR LESSONS LEARNED



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**NIPRNET:** <https://www.mcell.usmc.mil>

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Front cover photo credit: Cpl Scott Reed, USMC  
Marines with Company B, 1st Battalion, 5th Marines, Marine Rotational Force - Darwin 2014, and soldiers from the Australian Defence Force, are transported by Australian Protected Mobility Vehicles to ranges during Exercise Koolendong, August 2014 at Bradshaw Field Training Area, Northern Territory, Australia.

## MCCLL REPORTS:

## Marine Rotational Force - Darwin 2014: Lessons and Observations from 1st Battalion, 5th Marines (1/5)



RESULTS OF AN OCTOBER-NOVEMBER 2014 MCCLL COLLECTION

In October 2014, 1st Battalion, 5th Marines (1/5) successfully completed the first six month deployment of a battalion-sized Marine air ground task force (MAGTF) as part of Marine Rotational Force - Darwin (MRF-D) 2014, in the Northern Territory (NT) of Australia. MRF-D 2014 set out to achieve the following priorities:

- Attain the capability to respond to crisis and contingency operations such as humanitarian assistance/disaster relief (HA/DR).
- Maintain combat readiness through sustainment training that validates the utility of ranges and training areas for future MRF-D deployments.
- Conduct military liaison, theater security cooperation (TSC), bilateral, and interoperability training with the Australian Defence Force (ADF).
- Participate in community relations events with the local population and ADF partners.

*Photo credit: Sgt James Gulliver*

*CH-53Es from Detachment, Marine Heavy Helicopter Squadron 463 (Reinforced) conduct an air assault with Australian Defence Force (ADF) counterparts, 8 May 2014.*



*Photo credit: Sgt James Gulliver*

*Marines from 1st Battalion, 5th Marines (1/5) conduct a live-fire mechanized attack with soldiers from the 1 Armoured Regiment, ADF. An Australian M113AS4 Armoured Personnel Carrier and an Australian M1A1 Abrams Tank are shown providing support.*

Previous MRF-D deployments consisted of smaller sized elements of Marines and Sailors. 1/5's deployment has paved the way for the future growth of MAGTF training in the NT area. The MRF-D presence meets the force structure agreement previously established between the U.S and Australia.

Expeditionary facilities for MRF-D are provided by the ADF. In the NT, Australia environmental challenges are primarily based on the seasons. Each MRF-D rotation is restricted to the "dry season" of April to September. While the "wet season" of October to March is characterized by heavy rains and flooding, that can make many roads and training areas unusable. The ability for MRF-D to deploy beyond the "dry season" is still in the planning stages.

The forward coordination element (FCE) consisted of a small detachment of Marines from U.S. Marine Corps Forces, Pacific (MARFORPAC) to coordinate with the Marine Staff Coordination Team (MSCT) of

Northern Command, ADF and Australian commercial contractors. The FCE supported MRF-D 2014 in the following areas: legal, customs, public affairs, postal, contracting, training, facilities, fuel, rental vehicles, messing, ammunition, and other supply functions. The command element (CE) of MRF-D consisted of the 1/5 headquarters and augmentation personnel. With 1/5 as the ground combat element (GCE), the aviation combat element (ACE) consisted of a detachment from Marine Heavy Helicopter Squadron 463 (HMH-463) reinforced (Rein). The logistics combat element (LCE) consisted of Combat Logistics Detachment 331 (CLD-331).

MRF-D 2014 was not tasked to respond to any crisis or contingency operation during the deployment. Focus was primarily on bilateral and interoperability training with the ADF and New Zealand Defence Forces, and military liaison efforts. MRF-D participated in four major exercises: Alam Halfa 14, Southern Frontier 14, Hamel 14, and Koolendong 14.

Marines interviewed identified the most common challenges related to equipment, communications, and logistical support. Other key points discussed include range scheduling, aviation planning, maintenance, and water purification. CLD-331 personnel also noted



*Photo credit: Cpl Scott Reel*

*Company C, 1st Battalion, 5th Marines march in a parade through Palmerston, Australia during the ANZAC day celebration, 25 April 2014.*

*Photo credit: Sgt James Gulliver*

*A Marine from 1/5 conducts rifle range training aboard Mount Bunday Training Area, 27 May 2014. This training allowed Marines the opportunity to perform the Australian Army's course of fire.*



the need for roller compactors, skid-mounted hydro seeders and dump trucks for future MRF-D rotations, to facilitate dust abatement, improve road surfaces and enhance vehicle convoy safety, especially in the training areas where deep, fine dust often made visibility difficult.

The report recommends developing a separate Unit Deployment Program (UDP) equipment account and augment maintenance support for MRF-D deployments. Service level coordination with U.S. government supply chain organizations such as the Defense Logistics Agency and General Services Administration is recommended to streamline distribution support. Additional recommendations include the establishment of a Marine Corps expeditor cell, co-located with the U.S. Air Force personnel in country, to distribute sustainment materiel not directly arriving into Darwin. Lastly, the report recommends the development of proposed alternatives for cleaning equipment that provides acceptable biosecurity safeguards for Australia, while minimizing potential damage to sensitive components of Marine Corps equipment ■

## Marine Fighter Attack Squadron F-35B Standup (VMFA-121)

LESSONS AND OBSERVATIONS LEARNED FROM THE FIRST  
MARINE CORPS F-35B SQUADRON STANDUP



CAC ENABLED

On 20 November 2012, Marine Fighter Attack Squadron (All Weather) 121 [VMFA(AW)-121] was re-designated as VMFA-121. From 2012 through 2014, VMFA-121 became the first operational Marine Corps squadron to take delivery, and transition to, the F-35B Lightning II, the newest Marine Corps tactical fighter attack aircraft, at Marine Corps Air Station (MCAS) Yuma, Arizona. During the fall of 2014, the Marine Corps Center for Lessons Learned conducted an extensive collection at MCAS Yuma, and MCAS Miramar, California, to capture observations, lessons, best practices and recommendations associated with the F-35B squadron standup and aircraft transition. Commanders and key staff from 3d Marine Aircraft Wing (MAW), Marine Aircraft Group (MAG) 13, Marine Aviation Logistics Squadron (MALS) 13 and the F-35 Joint Program Office, were interviewed. The focus areas for this collection included infrastructure, organization, training, operations and manpower.

The F-35 Lightning II is a fifth generation fighter, combining fighter speed and agility, advanced avionics



*Photo credit: Cpl Aaron Diamant*

*The battle colors of VMFA-121 fly for the first time during the squadron re-designation ceremony at Marine Corps Air Station Yuma, Arizona, 20 November 2012.*



*Photo credit: Ken Kalemkarian*

*Marines from Marine Fighter Attack Squadron 121 (VMFA-121) begin aircraft post-flight checks, as the pilot exits the cockpit of an F-35B, Marine Corps Air Station, Yuma, Arizona, 16 November 2012.*

and weapons systems, with an advanced sustainment package. The Lightning II is a single-seat, single-engine aircraft designed for multiple missions. Three variants of the F-35 are planned: the F-35A conventional takeoff and landing variant will replace the A-10 and F-16 for the U.S. Air Force; the F-35C carrier-based variant will replace some F/A-18s for the U.S. Navy; and the F-35B short take-off and vertical-landing variant will replace the F/A-18 and AV-8B for the U.S. Marine Corps.

The F-35 is developed, produced, and supported by an international team of leading aerospace companies. The F-35B Naval Aviation Enterprise/Current Readiness (NAE/CR) lead for the Marine Corps is the Commanding Officer of MAG-13 in Yuma, AZ. As the lead, the MAG commander has the responsibility of understanding how maintenance, operations and supply decisions affect overall flying hour program costs. Cost, operational readiness, and risk management are connected, and identifying trends in material failure of components will improve all three.

The F-35B is being fielded to the Marine Corps while it continues developmental testing. The aircraft is in the production and deployment (P&D) phase of the Integrated Defense Acquisition, Technology, Logistics, Life Cycle Management System. The first effort of the P&D phase is intended to result in completion of manufacturing development in order to ensure adequate and efficient manufacturing capability.

**Key Points discussed in the report:**

- The F-35B is in the low rate initial production (LRIP) stage of the P&D phase. As the squadron requires repair parts, there is competition to receive them from either the production line, a fleet assistance parts upgrade kit, or other service F-35s.
- The squadron occupies a new hangar that is 'state-of-the-art' compared to other hangars in use; however, facility upgrades are still in work.
- Extensive work is ongoing to get all the F-35 operations and maintenance manuals, instructions, directives, etc., into the hands of the squadron Marines.
- The aviation support equipment and aviation ground support equipment (GSE) are contractor provided and proprietary. This presents challenges to maintaining the new support equipment that is

*Photo credit: LCpl Christopher Johns*

*An F-35B conducts aerial refueling above Yuma, Arizona, 20 November 2012. This aircraft later landed at MCAS Yuma for the VMFA-121 squadron re-designation ceremony.*



*Photo credit: Cpl William Waterstreet*

*An F-35B from VMFA-121, takes off from Marine Corps Air Station Yuma, Arizona, 21 February 2013.*

fielded in limited quantities, unique in design and function, and without user manuals.

- Squadron maintenance Marines receive basic Autonomic Logistics Information System (ALIS) training during their academic training classes, however, after training challenges remain and substantial on-the-job training (OJT) is required.

The content of interviews, questionnaires, and source documents suggest recommendations to improve associated doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). Topics discussed in detail in the report also include (but are not limited to): security checks and background investigation requirements for squadron personnel; the development of a current Naval Aviation Maintenance Policy (NAMP) and sustainment operating instructions (SOI) publication library for maintenance policy, manuals and procedures for the F-35B; and advanced avionics systems training required for the aircraft. Also, a joint effort by the Navy, Air Force and Marine Corps is underway to write an updated tactics manual.

The report containing lessons and observations from this collection will be distributed to appropriate audiences in the interest of improving future Marine Corps squadron transitions to new aircraft. ■

## FEATURED ARTICLES AND LESSONS:

## 6th Marines (6th Mar) Exercise Bold Alligator 2014

### AFTER ACTION REPORT



CAC ENABLED

Exercise Bold Alligator is a joint, multi-national, littoral naval exercise designed to train across the full range of amphibious capabilities and provides unique, contemporary solutions to global challenges. Hosted by the U.S. Navy and Marine Corps, the two week exercise took place underway, afloat and ashore along the eastern seaboard. Sixth Marines (6th Mar) participated in Exercise Bold Alligator 2014 (BA 14), as Special Purpose Marine Air Ground Task Force 6 (SPMAGTF-6) under 2d Marine Expeditionary Brigade (MEB) from 20 October 2014 to 8 November 2014. For 6th Marines, the purpose of BA 14 was to strengthen and improve command, control, communications, computers, and intelligence capabilities between subordinate units and their higher command element.

BA14 participants included representatives from Australia, Belgium, Brazil, Canada, Chile, Denmark, France, Germany, Italy, Japan, Mexico, Netherlands, Norway, Peru, Spain, Sweden, Turkey, and the United Kingdom. The integration of partner nation troops and observers with Marine Corps units at Marine Corps Base Camp Lejeune ensured exchanges at the small unit level. The AAR recommends integration of partner nation troops in garrison at least one



*Photo credit: LCpl Tanner Casares*

*Mexican Marines transport their equipment to a UH-1Y Huey aboard the USS Kearsarge (LHD3) during Bold Alligator 14, 4 November 2014.*

week prior to embarkation aboard naval shipping to ensure acclimatization and good integration with Marines.

The AAR discussed the command climate throughout the duration of the exercise, noting a professional atmosphere across all staffs, which facilitated solid communications between SPMAGTF-6 and the MEB/ Expeditionary Strike Group (ESG), the amphibious squadron (PHIBRON), and the subordinate elements within the MAGTF, including the composite squadron and the composite logistics battalion. Commanders and staffs of the multinational forces worked together during the planning conferences to enhance interoperability while developing strong professional relationships, which proved beneficial during exercise execution. The coordination conducted at the planning conferences proved critical to the mission success of forging a multinational blue-green team.

The exercise provided 6th Mar an excellent opportunity for rapid response planning that challenged participants at all levels. BA 14 was a success for training and preparation, while building the pertinent relationships necessary for upcoming deployments. Additionally, the exercise provided exposure and excellent practice at sea for many who had never been embarked on amphibious shipping. ■



*Photo credit: LCpl Preston McDonald*

*Marines with Company E, 2d Battalion, 8th Marines (2/8), offload from an MV-22B Osprey aboard Camp Lejeune, N.C., to conduct embassy reinforcement training as part of Bold Alligator 14.*

## Marine Tactical Electronic Warfare Squadron 3 (VMAQ-3) Operation Enduring Freedom (OEF)

OEF 14.1 AFTER ACTION REPORT



This after action report (AAR) contains observations and insights gained during the February through August 2014 deployment by Marine Tactical Electronic Warfare Squadron 3 (VMAQ-3), to the Central Command (CENTCOM) area of responsibility (AOR), in support of Operation Enduring Freedom (OEF) 14.1, and Arabian Gulf contingency operations. During this period VMAQ-3, flying the EA-6B Prowler, provided airborne electronic warfare (AEW) support to the Combined Force Air Component Commander (CFACC) for operations in the region. The squadron conducted theater contingency and crisis response operations, large force exercises (LFE) and theater security cooperation (TSC) events. Throughout the six month deployment the squadron was able to record lessons learned regarding EA-6B employment, training, operations, aircraft maintenance, logistics, supply, and manpower.

Aircraft arrived in theater after a trans-Atlantic



*Photo credit: SA Jared Trimarchi, U.S. Air Force*

*A Marine plane captain from VMAQ-3 salutes the aircrew in an EA-6B, signifying that aircraft final checks are complete, prior to taxi for flight operations in support of Operation Enduring Freedom, February 2014.*



*Photo credit: SA Jared Trimarchi, U.S. Air Force*

*Maintenance Marines from VMAQ-3 standby for aircraft troubleshooting and diagnostics, during the launch of an EA-6B Prowler in support of OEF, February 2014.*

(TRANSLANT) crossing and overnight stops at host nation and U.S. air facilities enroute. Just days after arrival, VMAQ-3 began operations in support of OEF. In June, VMAQ-3 began supporting operations in other areas of the CENTCOM AOR.

The AAR provides recommendations to help shape the planning process for future VMAQ deployments and facilitate future mission success. The document addresses issues experienced from each individual department and section within the squadron.

In addition to operations mentioned, the AAR also discusses lessons and observations relating to contingency planning for operations throughout the Arabian Gulf, and noncombatant evacuation operations (NEO) support in various locations. The squadron provided planners and sorties for various TSC events in the Arabian Gulf, as highlighted in the AAR.

Coordination with U.S. military host units was vital to a successful deployment and enabled the squadron to deploy, establish work spaces, and conduct successful flight operations. Training opportunities were exceptional and increased combat readiness, leading to a better understanding of the required AEW support, and how VMAQ-3 would employ its aircraft in support of theater operations. During the deployment, squadron personnel recognized that the region requires a ready and responsive force tailored to conduct the full spectrum of missions. Being forward deployed provided the CFACC with responsive AEW capabilities in a dynamic and constantly changing environment. ■

## 8th Engineer Support Battalion (8th ESB) Detachment, Southern Partnership Station - Joint High Speed Vessel (SPS-JHSV) 2014

AFTER ACTION REPORT



*Photo credit: MC3 Damian Berg*

*The Joint High Speed Vessel USNS Spearhead (JHSV-1), pulls into port in Florida, before getting underway in support of Southern Partnership Station (SPS) 2014.*

From May through October 2014, a detachment of Marines and Sailors from 8th Engineer Support Battalion (8th ESB) deployed aboard the Joint High Speed Vessel (JHSV) USNS *Spearhead*, as part the Marine detachment (MARDET), during Southern Partnership Station (SPS) 2014. The *Spearhead* is a Military Sealift Command vessel designed for rapid intra-theater transport of troops and military equipment. With the intent to build partner nation capacity in Central America, specifically, Belize, Guatemala, and Honduras, a detachment of Marines from 11 different units of various disciplines and backgrounds formed the MARDET. The MARDET was led by the Marine Corps Security Cooperation (SC) Team 14.2 officer in charge (OIC); joining Navy, Army, and Air Force counterparts to form SPS-JHSV 2014. The MARDET was tasked with a variety of complex and diverse missions in support of Department of Defense, Department of State, U.S. Southern Command (USSOUTHCOM), and U.S. Marine Corps Forces, South (MARFORSOUTH) operational and strategic objectives in the region.

Throughout the deployment U.S. military training teams worked with partner nation forces during maritime-focused training exercises, engagements, and community relations projects to enhance partnerships and improve operational readiness. Eighth ESB's AAR details issues that arose during the deployment while giving insight into future iterations of the SPS-JHSV mission, and other similar deployments.

The engineer detachment was comprised of Marines and Sailors from the following military occupational specialties (MOS): combat engineer, water support technician, electrician, engineer equipment operator, engineer equipment mechanic, metal worker (welder), engineer assistant (drafter and surveyor), and preventive medicine technician. They were tasked with numerous engineer projects that involved permanent structure renovations and vertical construction. Additionally, the detachment purified potable water to support all personnel, meeting camp water needs, and validating the ability to sustain troops ashore from local water sources.

Tasking received before the 8th ESB detachment deployed included building a Marine Corps obstacle course in Belize, and supporting the Navy Seabees during permanent structure renovation. Through initiative and hard work, the detachment was able to accomplish 15 engineer projects and purify over 100,000 gallons of potable water for camp sites in Belize and Guatemala, while meeting the water needs of the Honduran Navy in Puerto Castilla. Ultimately, the 8th ESB detachment accomplished its mission of building partner nation capacity, and enhancing regional stability and security. ■

*Photo credit: MC1 Rafael Martie*

*U.S. Sailors with Construction Battalion Maintenance Unit 202, and Marines from 8th Engineer Support Battalion, discuss renovation projects with Belizean troops during SPS 2014, 9 June 2014.*



## 3d Battalion, 2d Marines (3/2) Integrated Training Exercise (ITX) 1-15

AFTER ACTION REPORT



CAC ENABLED

This after action report (AAR) captures lessons learned from 3d Battalion, 2d Marines' (3/2) participation in Integrated Training Exercise (ITX) 1-15 from 11 October to 24 November 2014, aboard Marine Corps Air Ground Combat Center (MCAGCC) Twentynine Palms, California. The battalion utilized most of the primary training areas and ranges during the ITX and associated command training events.

The training conducted at ITX was an excellent capstone to pre-deployment training in preparation for the battalion's Unit Deployment Program. The AAR recommends early coordination with Tactical Training Exercise Control Group (TTECG), Exercise Support Division (ESD), higher, adjacent, and supporting units prior to reception, staging, onward-movement and integration (RSO&I) as critical to ITX success in execution. To maximize available time, concurrent with drawing exercise equipment, companies executed holistic training packages focused on live fire tasks. Companies utilized the 100 series ranges to battle sight



*Photo Credit: Cpl Tony Simmons*

*Marines from Scout Platoon, Weapons Company, 3d Battalion, 2d Marines train on a small arms range during ITX 1-15, aboard Twentynine Palms, CA.*



*Photo credit: LCpl John Baker*

*Leaders from 3d Battalion, 2d Marines discuss tactics for the motorized assault course during a rehearsal of concept drill, ITX 1-15, aboard Twentynine Palms, CA.*

zero (BZO) service rifles, conduct machine gun section courses of fire, mortar section shoots, and rocket live fire courses of fire. The AAR recommends efficiently using the RSO&I "white space" time to execute these live fire training evolutions. The AAR highlights some of the key coordinating measures implemented by 3/2 prior to ITX as well as in-stride planning efforts which allowed the battalion to execute training on time, with all required equipment, and complete the required close-out actions within an abbreviated post-exercise window.

Highlights in the AAR include recommendations for unmanned aerial vehicle (UAV) intelligence, surveillance, and reconnaissance (ISR) support; intelligence integration into exercise scenarios; effective mobile assault course (offense) training, and night training considerations.

The "trained/partially trained/untrained" (T/P/U) evaluation methodology used in previous years' ITXs was beneficial to units as it synthesized the data into trends and assessed levels of proficiency which helped tailor post exercise block V training. Although this method was not used during ITX 1-15, the AAR recommends reinstatement of the T/P/U exercise assessments and that TTECG staff provide units with overall assessments of their capabilities based upon mission essential tasks (MET) and collective training standards. This will also help units tailor training after the ITX. ■

## REGULAR FEATURES:

## The Most Popular Downloads

FROM THE MCCL WEBSITE

Many of the documents highlighted in MCCLL monthly newsletters and weekly new data rollups are downloaded every month from the MCCLL NIPR and SIPR websites. These include MCCLL reports, Marine Corps unit AARs, recent doctrinal publications, briefings on a wide range of topics, and many other source documents that articulate valuable lessons learned. In an effort to inform readers concerning the products that other Marines, civilian Marines, and contractors have found of interest, we include in each monthly newsletter a list of documents that have been accessed and downloaded from the MCCLL website and central data repository most often during the previous month.

Additionally, during the month of February 2015, 303 new members registered on the MCCLL website. ■

### L2 EXTERNAL LINKS

The below link can be used to access additional resources:

#### [EXTERNAL LINKS](#)

This web page includes both public website and common access card (CAC) enabled links to lessons learned and other organizations within the Department of Defense and other U.S. government agencies.

*Photo credit: Cpl James Gulliver*

*A Marine from Combat Logistics Detachment 331 (CLD-331), Marine Rotational Force – Darwin (MRF-D), instructs Australian Soldiers during an obstacle course as part of the combat leaders fitness course, 9 July 2014.*



### TOP TEN DOWNLOADS FROM THE MCCLL WEBSITE, JANUARY TO FEBRUARY 2015

1. [HQMC PP&O Current Operations Brief \(22 January 2015\)](#)
2. [6th Marines: Exercise BOLD ALLIGATOR 2014 \(BA 14\) AAR](#)
3. [HQMC PP&O Current Operations Brief \(28 January 2015\)](#)
4. [Marine Corps Communications Playbook \(21 January 2015\)](#)
5. [3d Battalion, 2d Marines: Integrated Training Exercise \(ITX\) 1-15 AAR](#)
6. [U.S. Marine Corps: 36th Commandant's Planning Guidance 2015](#)
7. [Safety Gram: December 2014 - January 2015: Mishap Summary \(December 2014-January 2015\)](#)
8. [SIG Scouting Report: Approaching the Brink in Nigeria](#)
9. [February 2015 MCCLL Monthly Newsletter](#)
10. [Truck Co., HQBN, 2d Marine Division: Integrated Training Exercise \(ITX\) 1-15 AAR](#)

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 ◆ In Focus ◆
 

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## U.S. Marine Corps 36th Commandant's Planning Guidance 2015

PUBLISHED BY THE COMMANDANT OF THE  
MARINE CORPS 23 JANUARY 2015  
(SUMMARY EXCERPT)



The 36th Commandant's Planning Guidance (CPG) for 2015 is now published and the Commandant encourages every Marine to read the CPG along with Marine Corps Doctrinal Publication 1 (MCDP-1) "Warfighting," and discuss how they will continue to innovate, adapt, and win. The intent for the CPG is to address the priorities for improving the quality of leadership provided to Marines and Sailors, enhance warfighting capabilities, and achieve proper balance in readiness, modernization, and infrastructure sustainment efforts.

Overarching themes of the CPG are to "Innovate, Adapt, and Win." The enduring principles outlined below define the Marine Corps identity, and are provided as a reminder of the shared responsibility to remain true to these principles:

- Marines are focused on combat; every Marine is a rifleman.
- Marines are ready, relevant, and forward deployed.
- Marines are innovative, adaptable, and versatile; Marines win.
- Marines do what is right for the Nation.
- Marines keep their honor clean.
- Marines take care of their own.
- The Marine Corps is a naval expeditionary force.
- The Marine Corps is an integrated combined arms organization, of complementary air, ground, and logistics components.
- The Marine Corps is a good steward of the Nation's resources.

Forward deployed Marine air ground task forces (MAGTF) are responding to crises around the world and winning the nation's battles. The demand for Marines is strong and recent performance in every clime and place, to include Afghanistan, Iraq, Yemen, Libya, Liberia, South

Sudan, and throughout the Pacific, speaks for itself.

The Corps remains committed to constantly improving the quality of manning, training, and equipping efforts, and resultant warfighting capability. The challenges of an increasingly uncertain, complex, and decentralized operating environment will continue to place new demands on leaders at all levels. Marine Corps recruiting standards, manning policies, training, and education must constantly evolve to produce Marines who can meet those challenges. Experimentation, combat development, and acquisition processes must be properly integrated to deliver the right equipment at the right time.

The Commandant provides guidance in the following areas:

- The Corps, Marines and the future. "...everything we do must contribute to our combat readiness and combat effectiveness."
- Making Marines, leading Marines, and keeping faith with Marines and their families. "The endstate is to enhance the quality and resilience of the force - thereby making us more combat ready."
- Warfighting, crisis response, and institutional readiness. "My expectation is that all Marines and all Marine units are physically and mentally ready to deploy to every clime and place at any time."



*Photo credit: Cpl Clayton Filipowicz*

*General Joseph Dunford, 36th Commandant of the Marine Corps, speaks during the change of command ceremony at the Marine Barracks in Washington, D.C., 17 October 2014.*

# U.S. MARINE CORPS 2015

## 36th COMMANDANT'S PLANNING GUIDANCE

- Exercising and experimenting with a focus on naval integration. "...the quality and focus of our exercise and experimentation programs is critical to our readiness, relevance, and success today and in the future.... With top-down guidance and a mature process for harvesting and incorporating **lessons learned**, we can better shape and leverage ongoing exercises without generating additional tempo in the operating forces."

Guidance and direction on the many important issues not addressed in this document will be provided by the Commandant in the future. In the weeks ahead, specific plans of action and milestones will be developed. An appendix to the

CPG will contain those plans in greater detail. This planning guidance will inform the agenda for executive off-sites and other senior officer and senior enlisted level meetings. It will focus the development of Program Objective Memorandum for Fiscal Year 2017 (POM-17) and future budgets. It will also drive when, where, and how the Commandant engages to advance the interests of the Corps. Most importantly, this document will initiate a dialogue that must take place across the Corps at all levels. Your continued feedback and ideas on the "36th Commandants Planning Guidance 2015" and the full range of issues affecting our Corps are critical. ■



## READING LISTS AND BOOK REVIEWS

In January 2013, the Commandant's Professional Reading List (CPRL) was revised by then Commandant of the Marine Corps General James F. Amos to ensure that the list remains relevant and provides Marines with a variety of resources. As discussed in previous newsletters, the list is divided into three sections: (1) the Commandant's Choice list of books that are required reading for all Marines, (2) a Rank Level list of books that are required reading for each rank level, and (3) a Categories list of books that are recommended for expanding Marines' understanding in specific areas. Each Marine is required to read a minimum of three books from the "Commandant's Choice" or "Rank Level" lists each year.

The Commandant strongly encourages Marines to discuss and debate the issues raised by the books to broaden their perspectives and benefit from the experiences of others. Completion of the CPRL reading requirement is noted in individual Marine's fitness reports and taken into account when assigning proficiency/conduct marks. How a Marine demonstrates completion of the annual requirement is at the discretion of the command. The Commandant also invites Marines to submit nominations for a CPRL "Book of the Month" per instructions on the CPRL website <http://guides.grc.usmcu.edu/usmcreadinglist>.

This month, MCCLL features one book from the Commandant's reading list, and, in departure from the CPRL, the Newsletter is also featuring a publication from the United States Marine Corps History Division:

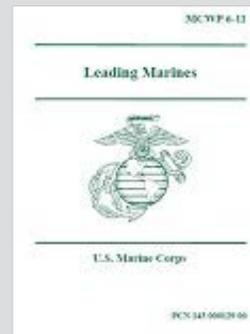
- "Leading Marines: Marine Corps Warfighting Publication 6-11" by HQMC, Commandant of the Marine Corps; Category - Commandant's Choice; and,
- "Marines in the Revolution: A History of the Continental Marines in the American Revolution 1775-1783" by Charles R. Smith.

Brief details and excerpts for each of these books are provided. ■

### Leading Marines (Marine Corps Warfighting Publication 6-11)

BY HEADQUARTERS U.S. MARINE CORPS (COMMANDANT OF THE MARINE CORPS, 1 AUGUST 2014)

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available in soft cover (order through your individual command).

#### BACKGROUND:

Doctrine is the teaching of the fundamental beliefs of the Marine Corps on the subject of war, from its nature and theory to its preparation and conduct. Doctrine establishes a particular way of thinking about war and a way of fighting. It also provides a philosophy for leading Marines in combat, a mandate for professionalism, and a common language. In short, it establishes the way we practice our profession. In this manner, doctrine provides the basis for harmonious actions and mutual understanding.

Marine Corps Doctrinal Publications (MCDPs) are higher order doctrinal publications that contain the fundamental and enduring principles regarding warfighting (capstone publications) and the guiding doctrine for the conduct of major warfighting activities (keystone publications). MCDPs are reviewed every 8 years.

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Marine Corps in the prosecution of war or other assigned missions. MCWPs are reviewed every 4 years.

### INTRODUCTION:

The act of leading Marines is a sacred responsibility and a rewarding experience. This publication describes a leadership philosophy that speaks to who we are as Marines. It is about the relationship between the leader and the led. It is also about the bond between all Marines that is formed in the common forge of selfless service and shared hardships. It's in this forge where Marines are hardened like steel, and the undefinable spirit that forms the character of our Corps is born. It draws from shared experiences, hardships, and challenges in training and combat.

Leading Marines is not meant to be read passively; as you read this publication, think about the material. You should reflect on, discuss, and apply the concepts presented in this publication. Furthermore, it is the responsibility of leaders at all levels to mentor and develop the next generation of Marine leaders. This publication contains numerous vignettes, drawn from our rich history, to give substance to the concepts. Marine leaders should add to these examples by sharing their own experiences with their Marines.

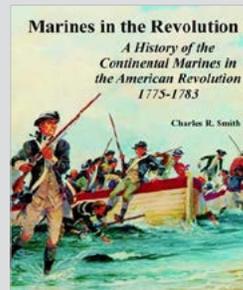
To effectively lead Marines, you must first understand what it is to be a Marine; you need to know who we are and what we do for our Nation. Our core values and traditions lie at the heart of our Marine Corps ethos and form the basis of the first chapter. The second chapter focuses on the foundations of Marine Corps leadership—the relationship between the leader and the led and the leadership traits and principles that are taught to every Marine. It goes on to address morale, discipline, and courage. The third chapter describes some of the challenges to leading in uncertain conditions and how to overcome them. It relies on the stories of Marines to illustrate our character and vividly depict, through action, what is required to lead Marines.

In the end, this publication speaks about the soul of our Corps, leadership, and its many attributes. It's written about Marines, and it's written for Marines. ■

### **Marines in the Revolution: A History of the Continental Marines in the American Revolution 1775-1783**

BY CHARLES R. SMITH  
(HEADQUARTERS, U. S. MARINE CORPS, HISTORY  
AND MUSEUMS DIVISION, 1975; AND UNIVERSITY  
PRESS OF THE PACIFIC, 29 JUNE 2005)

Access this book **at no cost** from [MCCLL](#) or the [United States Marine Corps History Division](#) and read it on your e-reader, smart phone or tablet computer:



1. Find the pdf version here: [Marines in the Revolution](#) or at the [Marine Corps History Division](#) with your Common Access Card (CAC).
2. Click on [Marines in the Revolution: A History of the Continental Marines in the American Revolution 1775-1783](#).
3. Print versions of [Marines in the Revolution](#) can also be purchased through the History Division or from several online retailers.

Mr. Charles R. Smith has been a member of the staff of the History and Museums Division since July 1971. He holds Bachelor of Arts degrees in History and Political Science from the University of California, a Master of Arts degree in History from San Diego State University, and a Doctorate in History from The American University. He also served in the Republic of Vietnam as an Army artilleryman and field historian. Since joining the division, Mr. Smith has authored numerous books, pamphlets, articles, and contributes to the division's newsletter, "Fortitudine."

Original artwork used to illustrate this volume was prepared by Major Charles H. Waterhouse, USMCR. A free-lance illustrator, Major Waterhouse's work has appeared in a wide variety of publications, ranging from childrens' books to his forthright interpretations of the war in Vietnam, published under the titles, "Vietnam Sketchbook Drawings from Delta to DMZ," and "Vietnam War Sketches From the Air, Land and Sea."

### FORWARD:

On 10 November 1775 the Second Continental Congress authorized the raising of two battalions of Marines. From this small beginning we have seen the United States Marine Corps grow into a powerful force for the nation's security.

In this volume, through the actions and words of the participants, we read of a small Marine force which promptly challenged Great Britain's control on both land and sea. Our first amphibious raid landed in the

Bahamas on 3 March 1776, capturing gravely needed munitions, and proving to the foe that the infant American Marine Corps was a threat to be reckoned with. Likewise we read of small bands of Marines who dared to stand in the way of British troops at Princeton, New Jersey, and Charleston, South Carolina. We also learn of the little-known Marine expedition down the Mississippi River under naval Captain James Willing in 1778.

Historians, past and present, all too often neglect completely the maritime history of the American Revolution or they pass over it with superficial attention. Mr. Charles R. Smith has corrected this omission with respect to Continental Marines. Based on extensive and careful research, the author has rescued from oblivion those actions from which our modern concepts of amphibious warfare have grown.

#### **PREFACE:**

In its various aspects our struggle to achieve independence has from the very beginning fired the imagination of popular writers, and has received the critical study of historical scholars. From social, economic, political, diplomatic, and military points of view this exciting period has been covered most thoroughly. Yet Marine activities during the war, except for a few brilliant episodes, have been neglected, although their importance in many instances is apparent.

The intention of this volume is not to present a complete study of all Marine activities during the period,

rather it is the object of this work to trace the activities of one special group of Marines; those who served in Continental employ. Even here no attempt has been made to present a complete biographical study of any one individual or group of individuals. Instead the author means to present an objective analysis of individual and collective contributions, the successes and failures of the group as a whole, and the fundamental aspects of modern Marine amphibious doctrine which grew out of Continental Marine experience during the eight-year fight for American independence. ■

## **MCCLL PRODUCTS “IN THE PIPELINE”**

The results of recently completed, ongoing, and planned collection efforts will be documented in MCCLL reports within the next few months. “Stay tuned” for these MCCLL products:

- Special Purpose MAGTF Crisis Response (SPMAGTF-CR) Evolution and 14.1 Rotation
- Exercise Valiant Shield 2014
- Logistics Combat Element Expeditionary Communications
- Amphibious Exercise Bold Alligator 2014

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Individuals from commands and organizations that do not have a MCCLL representative may contact the MCCLL Operations Officer at (703) 432-1950.

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