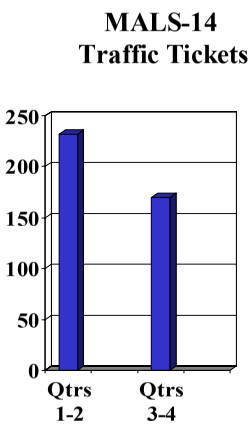
FORCE PRESERVATION CAMPAIGN PLAN

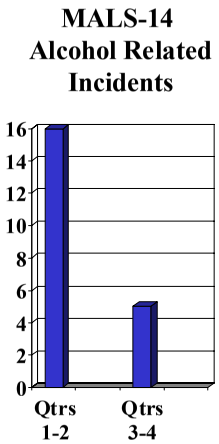
NCO LEADERSHIP & MENTORS ARE MAKING A DIFFERENCE

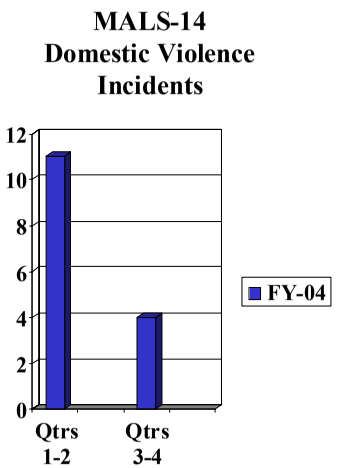
VMAQ-4:

	6 months before	6 months after inception
NJP/Legal issues:	**8**	**0**
Alcohol related incidents:	**4**	**0**
Blotter entries:	**2**	**0**

MALS-14







66% Reduction in Class D
64% Reduction in Domestic Violence
60% Reduction in Vehicle Mishaps
30% Reduction in Traffic Violations

But…. The price of one incident is too high!

So where do we go?

MAG-14
FORCE PRESERVATION THREAT ANALYSIS

Vehicle Related Incidents

Reckless Driving

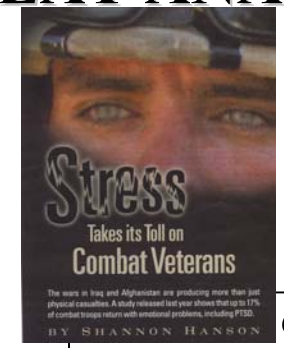
Driving while Fatigued

Poor Decision Making

Alcohol Related Incidents

Underage Drinking

DUI



65% would not seek care for fear of being seen as weak…
VFW Magazine, March 2005

Culture of Invincibility

Suicides In Marine Corps Rise By 29%
"Fast Pace of Operations Are Believed to Contribute"*

**Washington Post*, February 25, 2005 Pg. 19

Failure to Recognize Signs

Reluctance to Seek Assistance

Suicide

OPTEMPO

"This problem (suicide) is pervasive and is impacting Marines throughout the Corps, not just those who have been deployed in support of the Global War on Terrorism…"

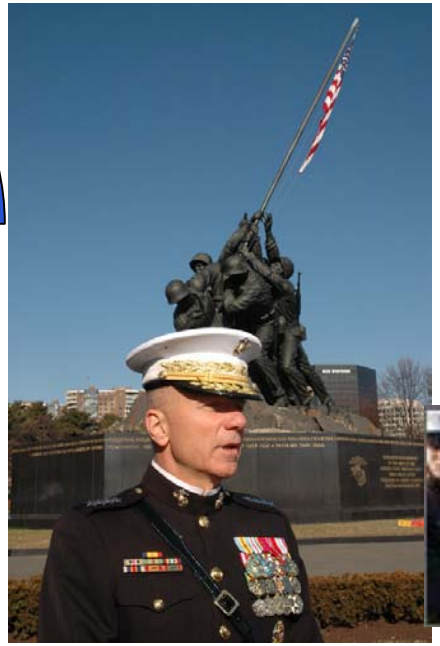
"It is not only Iraq, it's just the OPTEMPO in general..."
Gen Michael Hagee

COUNTERING THE THREAT

WARRIOR ETHOS

Culture of Invincibility

FORCE PRESERVATION CAMPAIGN PLAN



Commanders "must redouble their efforts."

Gen Michael Hagee

FORCE PRESERVATION DYNAMICS

Individual Culture

Invincibility vs. Disciplined and Professional Approach to Responsibilities – Core Values (Yankees Image)

Sustaining Environment

1) Underage drinking & Drinking and Driving is tolerated?
2) Drinking to prove you're a real Marine; Drinking to have Fun?
3) Marines work hard and play hard; Reckless Driving is to be expected?
4) Marines are reluctant to seek help for alcohol abuse, suicidal ideations, depression, anger, etc., for fear of being seen as weak and falling short of the Marine image?
5) Out of a misplaced concern for a fellow Marine's career, or fear of being ostracized by peers, a Marine fails to intervene on behalf of a comrade needing help?

"Marines would not correct someone if they witnessed a Flawed Procedure"

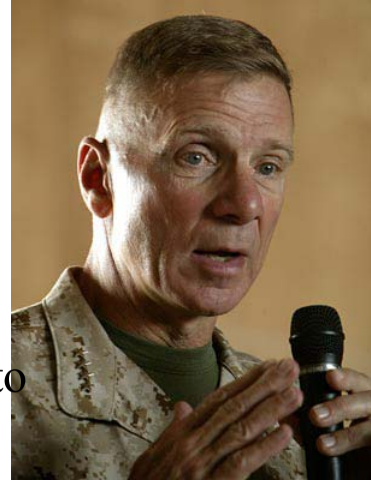
Dr. Figlock (Professor of Psychology NPGS)

We must change our Individual Culture and the Sustaining Environment where fellow Marines ignore negligent behavior off duty just because a Marine is a good worker on duty … until it is too late.

You Are Your Brothers' Keeper

ALMAR 032/03; Return and Reunion

"WARRIOR TRANSITION"



"Combat Experience raises the intensity of possible difficulties reintegrating into daily living with loved ones. As Marines return and reunite with their families, they require adequate preparation and support services to ease the transition from the Battlefield to the Home."

"Commanders and SNCO's should also be cognizant of Post Traumatic Stress Disorder warning signs, **which may take months to manifest."**

General Hagee

MAG-14 R^{3}C FP Campaign Plan
Sustained Connection…*not just at APOD*.

-Mandatory Participation (even CO's) so there is no stigma of weakness.
-Fully Leverage all elements; Officers-NCO's, MCCS, MCFTB, Chaplain, Doc, etc.
-Recurring, Scheduled Combat Discussions – integrated into Unit Trng Plans

FORCE PRESERVATION CAMPAIGN PLAN

FORCE PRESERVATION CAMPAIGN PLAN

Phases

Stages

Enablers

REINTEGRATION

RECONSTITUTION

READY SQUADRON

COMBAT

Command Leadership

In Theater Briefs

Return & Reunion Workshops

Team Building

NCO Leadership Program

Chaplains

Marine Corps Family Team Building

Family Readiness Officer

REINTEGRATION PHASE: STAGES & ENABLERS *"WARRIOR TRANSITION"*

- **In Theater Briefs**
  - Conducted by Chaplains
  - Discuss the conditions of the deployment
  - The effects it has had on the Marine/Sailor
  - The effects it has had on their families
  - Depression, Suicide Awareness, Excessive Alcohol

- **Return & Reunion Workshops**
  - Conducted by Marine Corps Family Team Building
  - Discuss where the warrior has been and done
  - Changes that may have occurred; birth, finances

- **Team Building**
  - Facilitated by MCFTB, Chaplain, MAG 14, DSSR and Family Readiness Officer,
  - Items for discussion are similar to the "In Theater Brief" the "Return & Reunion"

FORCE PRESERVATION CAMPAIGN PLAN

Phases

REINTEGRATION

RECONSTITUTION

READY SQUADRON

COMBAT

Stages

Command Leadership
- Proactive
- Reactive

NCO Leadership Program

Team Building

Formal Schools

Enablers

CO SgtMaj DoSS

NCO's

Marine Corps Family Team Building

Flight Surgeons & Doctors

Chaplains

KV's & FRO's

Inspection Checklists

RECONSTITUTION PHASE: STAGES & ENABLERS

- **Command Leadership/ DoSS**
  - Safety Stand Downs
    - Suicide Prevention
    - Vehicle Safety
    - DUI and Alcohol abuse prevention
  - Safety Contracts = Liberty Policy
  - Proactive Engagement and Consequence Management
- ***NCO Leadership Program***
  - Routine counseling with mentors
    - Changes in Behavior and Suicide awareness
    - Risk assessment and Vehicle Safety
    - DUI and Alcohol abuse prevention through leadership
- **MCCS and Marine Corps Family Team Building**
  - Outlets and Resources for Marines and Families
    - Domestic Violence
    - Suicide Prevention
    - Alcohol Abuse Prevention
- **Formal Schools**
  - **Corporal's Course/Sergeant's Course**
  - **Driver Improvement**
  - **Others…?**

RECONSTITUTION PHASE: STAGES & ENABLERS

- **Flight Surgeons and Doctors**
  - One on One medical appointments
  - Safety Stand Downs
    - Suicide Prevention
    - Alcohol Abuse Prevention
- **Chaplains**
  - Counseling Sessions
  - Touring work spaces/Command visits
  - Confidential outlet for Marines to discuss
    - Suicide Prevention
    - Depression
    - Alcohol Abuse
    - Domestic Violence
    - Spiritual Needs
    - Family Issues
    - DUI Conference

- **Key Volunteers and Family Readiness Officers**
  - Meetings
  - Lectures
  - Resources
  - Articles

  Leveraging a powerful resource and stabilizing force - *Our Families* - changing the Culture of Invincibility mindset that driving while drunk is an acceptable risk
- **Inspection Checklists (CGI TABS)**

MAG-14 Unit Example Command Leadership Stage

DUI Plan for VMA-542

- Ultimate Goal:
  - Zero Tolerance for Drinking under the age of 21
  - Change the Culture of the Marines, not just the problem

Engagement

Proactive

Get Clarification on CG Policy for Prosecution of DUI's

–Clarification Received

Emphasize to Marines that while civilian courts are adjudicating DUI offense, their 6-month non-promotion period does not start

Teach Marines how to Mentor

–Use NAVMC 2767: User's Guide to Marine Corps Leadership Training

Emphasize Pro/Cons for Junior Marines and Adverse Fitreps for Sgts and Above

Require Mentors to be Present at NJP Proceedings for their Marines

No liberty Policy for At Risk Marines during Cope Thunder DFT

Instill the "Band of Brothers" Principles through PME and Small Unit Leadership

Reward Unit for 60 days of "Incident Free"

Consequence Management

- Automatic NJP for 1st Offense
  - Restriction for 60 days
  - Reduction in Rank
  - 2 months pay (usually suspended for 6 months)
- Mandatory PME for entire shop on Saturday with CO/SgtMaj and OIC of Marine involved in offense
- Assigned as a High Risk Marine – No Liberty Policy
- No Liberty Policy for Cope Thunder DFT

- **Change Safety Contract to CO's Liberty Policy**
- **KV Engagement to influence culture**

R3C Force Protection Campaign

Our Families are Force Multipliers

In Theater

Noble Mission: Bringing Hope and Democracy
Just War Theory & St Thomas Aquinas
Best Trained, Best Equipped, Best Led
Intel Briefs
OpSec Briefs
Open Communications

R3C Force Protection Campaign

At Home

Each night from 10 p.m. to 1 a.m., one in 13 drivers is drunk. Between 1 a.m. and 6 a.m. on weekend mornings, one in seven drivers is drunk.

Our Families are Force Multipliers

More Americans have died in alcohol-related traffic crashes than in all the wars the United States has been involved in since our country was founded.

If you're hurt because you didn't buckle up, who's going to help me?

FORCE PRESERVATION CAMPAIGN PLAN

FORMAL SCHOOL

- NCO Leadership Program is designed to empower NCOs while cultivating & guiding junior Marines.
- Concept is predicated on individual NCOs taking an active role in lives & welfare of junior Marines.
- For the program to have lasting success, it must be embedded within the culture of the NCO.
  - To accomplish, formal schools such as the Corporal's Course & the Sergeant's Course must embrace the philosophy, teach the fundamentals & groom leaders.
  - Graduates from these courses must bring the tools, techniques & experiences from these courses back to their respective squadrons or units, where they will be expected to teach & mentor junior Marines, the same way that WTIs are expected to teach & mentor new aircrew.

"Train the Trainer"

FORMAL SCHOOL
(Tools for the Mentors)
Translate academic theory into Practical Actions

- NCO Handbook
- Counseling Worksheets
- Guidelines for risk assessment
- Symptoms of Post Traumatic Stress Disorder reference sheet
- ***"Every Marine has a Mentor…"*** NCO's, while in the role of mentoring, always have the option of soliciting advice and guidance from SNCO's and officers who may have experience with certain issues

While these tools are a good start, new and innovative ideas to empower NCO's are encouraged. Through feedback from NCO's and junior Marines we can assess our progress, minimize shortfalls and capitalize on the strengths of the NCO Leadership Program.

QUESTIONS?