

**Force Headquarters Group:  
FY18-19 Campaign Plan**



**United States Marine Corps**

## Forward

The Force Headquarters Group (FHG) is a unique organization among Marine Corps major subordinate commands. We are comprised of a number of units that are found in command elements and HQ's of our Marine Expeditionary Force (MEF) brethren Corps-wide. Additionally, we also have forces and combat enablers that are unique to Marine Forces Reserve and provide one of a kind combat enabling capability not found elsewhere in the Corps. It has been a unique pleasure to have served in this command at the subordinate unit level and as your Commanding General.

Your professionalism and dedication to duty are awe inspiring. Each Marine, Sailor, and Civilian Marine should be justifiably proud of their service, commitment to something greater than self, their innate ability to accomplish difficult tasks often in the face of adversity, and their unwillingness to compromise when accomplishing the greater mission of the unit.

Our training environment will continue to be challenged by constrained resources, but your creativity in accomplishing each and every drill weekend and Annual Training event will carry the day. Ultimately, I know that we will continue to meet with success as we continue our on-going support to Combatant Commanders and Service requirements.

As we accomplish our mission as a critical part of the service's Total Force, FHG will continue to provide ready, relevant, and capable forces in the form of unit formations, detachments, and Individual Augments.

The enclosed Campaign Plan will serve as a road map for FHG over the next two years, and communicates in one place much of the guidance I have already provided.

I am so very proud of the strides that have been made with the Force Headquarters Group. We will continue to build the culture of excellence that has been created by our Marines and Sailors.

Semper Fidelis,



M. F. Fahey III  
Brigadier General, U.S. Marine Corps  
Commanding General, Force HQ Group

## Framing

In FRAGO 01/2016: Advance to Contact the Commandant describes the situation before the total force and provides his foundational guidance for unit preparedness and commitment - Marines and equipment:

"Over the last 15 years, we have fought the wars in Iraq and Afghanistan and continued to respond to crises around the globe, during which Marines and Sailors have preserved and enhanced the professional warfighting legacy of our Corps. Yet, this is not an 'inter-war period.' We remain forward deployed, at high operational tempo, and in harm's way today. As we have remained engaged in the current fight and operationally committed, our enemies and potential adversaries have not stood idle. During these years, they have developed new capabilities which now equal or exceed our own. Threats to our Nation's interests have evolved, and instability around the globe has steadily increased. This unstable and increasingly dangerous world situation is further complicated by a constrained resource environment from which we must continue current operations, reset our equipment, and maintain our warfighting readiness, and at the same time, modernize the force. Therefore, it is imperative that we continually balance our available resources between current commitments and future readiness requirements. This will require pragmatic institutional choices and a clear-eyed vision of where we intend to be in 10-20 years."

With each passing day, the world seems to become a more dangerous and complex place. Given these challenges, we will continue to operate with constrained resources in a volatile, complex and ambiguous environment.

A ready, relevant, and capable Reserve Component (RC) is essential for the success of the total force to meet this commitment. FHG plays a critical role in ensuring the ability of the RC in meeting its requirements to the nation. In order for FHG to accomplish the mission, we must be focused on **Readiness, Training, and our Attitude!**

This campaign plan provides FHG with guidance on how to approach our myriad of assigned missions enabling the Marine Air Ground Task Force (MAGTF), our posturing to accomplish ready bench tasks, and setting the conditions for the future through Force 2025.

## Mission

Commanding General, FHG commands and controls Reserve Force units and individual Marines as a sustainable and ready operational reserve in order to augment and reinforce active forces for employment across the full spectrum of crisis and global engagement. Commanding General, FHG, is the principal advisor to the Commander, Marine Forces Reserve (COMMARFORRES) on matters pertaining to intelligence, communication, law enforcement, fires coordination, civil affairs capabilities, Reserve Support Unit/Deployment Processing Command employment, and all Marine Corps Individual Ready Reserve (IRR) matters.

## Execution

Commander's Intent. I will cultivate a familial and mission oriented environment within FHG through persistent engagement with commanders and staff, clear and timely guidance, and habitual communication punctuated by frequent command visits. In turn, I expect commanders to be diligent in their reporting and innovative in their planning and prioritization of resources. This bi-directional "feedback" loop, cultivates a climate of accountability and engagement in which all parties are enabled and energized.

Purpose. To manage and synchronize the operations, actions and activities across FHG in order to augment, reinforce and support the Active Component (AC).

Method. In carrying out this intent, I expect commanders to front load the annual training year with personnel readiness that will in turn further enable our ability to accomplish Mission Essential Task (MET) based training. The natural tension in fulfilling these simultaneously will require creativity and ingenuity in how you think about training priorities. Plan accordingly, execute exactly, and provide feedback so that this headquarters can provide support and resources where necessary.

Endstate. FHG will generate ready, relevant, and capable forces that continue support to current operations and are postured for a "fight tonight" contingency, deliberate, or emerging crisis situation.

Risk. Risk is inherent in our mission and operations. A careful and thoughtful operational risk management (ORM) mindset is essential to ensure we maximize risk mitigation controls and assume only the risk necessary in order to accomplish the mission. I want our leadership to apply particular focus on mitigating the following:

*Risk to Mission*

Training and Readiness: Our ability "to fight tonight" encompasses family, self, and unit readiness. We must be deployment capable at all times. Leaders at all levels will incorporate and emphasize Marine Corps core values and leadership principles during training events. The transformation of a Marine to embrace and live Marine Corps' core values requires leaders to consistently discuss with all Marines the necessity of "living right" thru the application of our core values and leadership principles.

*Risk to Force*

Force Preservation/Force Protection: Stay focused on taking care of our Marines and Sailors, and protecting our units and facilities from today's threats.

Recruiting and Retention: Our Marines can and will "vote with their feet." We must retain and properly train our Marines; ensuring every training opportunity adds value and keeps our Marines and Sailors engaged, enabled, and energized. The best among us must be engaged by leadership, told their value to the service, and encouraged to continue their service.

Concept of Operations

*Training*

Training and readiness are the core components to building and sustaining a relevant, ready and capable fighting force. A thoughtful and soundly executed training plan is essential to ensuring Force Headquarters Group can provide mission-ready Reserve Component (RC) forces capable of augmenting and reinforcing Active Component (AC) requirements.

I recognize that there are a variety of factors that dictate each individual unit's optimal annual training cycle. Therefore, I have only two broad training guidelines. First, front-load calendar year and semi-annual individual training requirements. An emphasis on completing individual readiness requirements early in the fiscal year positions our Marines to take advantage of a host of opportunities ranging from promotion and PME to deployment.

Second, MET-based unit training takes priority over other unit training opportunities. This emphasis ensures that FHG maintains viable communication, civil affairs, intelligence, law enforcement, and fires coordination capabilities. Ultimately, it is imperative for commanders and their staffs to be intimately engaged in the development and execution of relevant, safe annual training.

#### *Readiness*

Personnel and equipment readiness is the responsibility of each unit. In assisting commanders and in assessing from the HQ, I will utilize the command inspection program. This program is comprised of four distinct phases: identification of discrepancies, notification to higher, requesting resources, and validating the resolution. The importance of this program and exercising the "feedback loop" to self-identify potential issues or supportability requirements to the Command Element is essential to success for our units and the FHG as a whole. The inspection program is not a discovery process in which commanders become informed of their unit's readiness, but rather an iterative, deliberate approach to prepare, build, and assess unit readiness. Early communication reinforced by diligent and accurate reporting is key.

The "Ready Bench" concept is continuing to evolve in the MARFORRES HQ and with the service. It is designed to highlight those major subordinate elements subject to early phase deployment in select Contingency and Operations plans. This concept permits those units to receive prioritization for readiness generation and enabling resources. Force Headquarters Group will designate and confirm "Ready Bench" units each Spring to be placed on the following Fiscal Year's "Ready Bench". My guidance for Ready Bench units is to be Pre-deployment Training Program (PTP) Block 1a and 1b complete by the end of December, to include Marksmanship Tables 1-6. While this is an emphasis that will be placed on PTP specific training, calendar year and semi-annual training requirements will not be waived. Therefore, I expect to see an aggressive first quarter training schedule for Ready Bench units.

#### **Coordinating Instructions**

Community Relations (COMREL). Given the distributed nature of the reserve force and the close relationship we build with our local communities, there are many demands and expectations placed on our units as the face of the Marine Corps and often times the Defense Department as a whole. Through the years, those demands have increased, often encumber our units, and have potentially impacted our

ability to perform our primary missions. Community Relations events should only be supported when they do not jeopardize safety, readiness, operations, or exercise participation. Units will continue to vet Community Relations events through the MARFORRES Public Affairs Office and seek approval by the FHG G3 at least 30-days prior to an event.

Extended Drill Periods. An extended drill period is defined as any drill period in excess of 6 drills (3 days). Requests for an extended drill period must be received by the G-3/5 90 days prior to execution. Extended drill periods will be vetted by the Council of Colonels (Deputy Commander, Chief of Staff, and AC/S G-3) prior to approval by the Commanding Generals. Eight-drill weekends should only be planned when exercise or training requirements dictate. When 8-drill weekends are scheduled, contingency and redundancy training schedules shall be in place in the event that critical support falls out. These contingency plans will ensure that units don't jeopardize a major percentage of their allocated annual drill periods by having complex training events cancelled without alternate plans to achieve readiness and MET training.

Funerals and Burial Honors. Funeral details and providing military burial honors remain solemn duty to our fellow Marines. Our units provide a noteworthy level of support for a growing number of requirements each year. The importance of this duty must never be understated, but we also must remain cognizant of the fact that a great amount of time and resources must be carefully balanced in order to successfully perform this task while maintaining our focus on unit training and readiness.

High-Risk Training Events. High Risk Training events such as parachute jumps, rappelling, and complex live fire events must be reviewed and approved by the AC/S G-3 prior to execution. Units should submit operational risk management assessments and a concept of operations story board to the AC/S G-3 at least 30 days prior to execution. The AC/S G-3 will staff these items among the Council of Colonels prior to recommending approval to the Commanding General.

Home Site Annual Training (AT): Avoid these events. AT priority is to serve with the AC. When that is not feasible due to lack of opportunity of registered requirement, units must get innovative and plan for events away from the HTC. There are a number of local/regional training installations under the DoD umbrella that should be considered. While the HTC is the best place for Marines in combat service (CSS) support MOSs to effectively train and contribute to the unit's readiness. These events should not be executed by a

large number of CSS Marines. Ideally there should be a rotation so that those individual Marines have the opportunity to train away from the drill center every other year.

Commander's Critical Information Requirements (CCIRs). As a derivative of the Commander's guidance and intent, the below prioritized list of information requirements will increase the CGs understanding of events as they occur and inform his decisions as the situation develops or in the event that changes in guidance or direction must be given.

**Commander's Critical Information Requirements (CCIR)**

**Friendly Force Information Requirements (FFIR)**

1	Movement or training accident resulting in the death of a Force Headquarters Group Marine, Sailor or a civilian. (Note 1)
2	Event likely to attract negative major media attention. (Note 1)
3	An event that triggers the evacuation or displacement of a Force Headquarters Group facility or its personnel. (Note 1)
4	Loss of any EKMS item that requires NSA level notification. (Note 1)
5	A mass-notification event, to include violence against a member or an active shooter incident that affects a Force Headquarters Group unit, location, or family. (Note 1)

**Priority Intelligence Requirements (PIR)**

1	Imminent attack or direct threat of an attack against a Force Headquarters Group facility or its personnel. (Note 1)
2	Imminent civil disturbance that impacts a Force Headquarters Group facility or its personnel. (Note 1)
3	Confirmed or suspected cyberattack (Categories 1, 2, 4, or 7) that impacts a Force Headquarters Group facility or its personnel. (Note 3)
4	Any diseases of potential epidemic significance or extensive outbreak affecting Force Headquarters Group personnel that degrades the operational readiness of a unit or installation. (Note 3)



### Commander's Information Requirements (CIR)

1	Death of any Force Headquarters Group personnel (Marine, Sailor, or civilian - Active or Reserve) or their dependents. <b>(Note 3)</b>
2	Suicidal attempts, gestures, or ideations of any Marine, Sailor or civilian confirmed by competent medical authority. <b>(Note 3)</b>
3	Compromise of classified material, to include spillage of classified information and/or unauthorized release of PII. <b>(Note 3)</b>
4	Disruption of any planned movement of a unit in support of the Active Component or operating forces. <b>(Note 3)</b>
5	AT/FP change not requiring evacuation or temporary site closure. <b>(Note 3)</b>
6	Loss of sensitive, controlled, or serialized gear to include weapons. <b>(Note 3)</b>
7	Any visit by senior or executive DOD personnel, or a federal or state leader, to any Force Headquarters Group site or exercise. <b>(Note 3)</b>
8	Missed Military Funeral Honors (MFH), tardy arrival of any portion of the MFH detail, or incomplete ceremony. <b>(Note 3)</b>
9	Any sexual assault or domestic violence report involving Force Headquarters Group personnel, regardless of duty status, or their dependents. <b>(Note 3)</b>
10	Loss of critical communications capabilities affecting command and control links between Force Headquarters Group HQ and any Force Headquarters Group HTC site. <b>(Note 3)</b>
11	Any diseases of potential epidemic significance in areas in which Force Headquarters Group personnel are currently stationed/deployed or are scheduled to deploy. <b>(Note 4)</b>
12	Any unencrypted transmission of network configurations that are reportable on the USMC Cyber Defense Report. <b>(Note 4)</b>
13	Racial, ethnic, sexual, or any other form of discrimination, to include hazing. <b>(Note 3)</b>
14	Any I-I or SMCR Commander who cannot attend a scheduled drill weekend or is requesting to telecommute. <b>(Note 4)</b>
15	Confirmed reports of suspicious or threatening activity, to include: surveillance, tampering with perimeter and or access/entry, or social media threats. <b>(Note 4)</b>
16	Cancellation or change of a scheduled drill period. <b>(Note 4)</b>
17	Change of Command dates for company level and above. <b>(Note 4)</b>

- **Note 1** - Notify CG immediately
- **Note 2** - Notify CG during normal working hours
- **Note 3** - Notify CoS immediately
- **Note 4** - Notify CoS during normal working hours

### **Evolution and Future Force**

The Marine Corps prides itself in its ability to think critically and honestly review our force structure and composition; and when needed, our willingness to evolve in order to create the most effective and lethal fighting force possible. Force 2025 is a multi-year, comprehensive overview of the Marine Corps' capabilities and composition, and the conclusions and decisions outlined in Force 2025 will continue the Marine Corps' tradition of adapting our force and our capabilities to meet the current threat environment.

Force 2025 will affect Force Headquarters Group's structure and composition, with changes likely to include the creation of Train, Advise, and Assist companies (TAA) and cyber capabilities. Force 2025's directives will be formally communicated through Marine Corps Bulletins, with an anticipated release point of 3d Quarter of Fiscal Year 2018. As with any directive from higher headquarters, Force Headquarters Group must be ready to pivot to implement those changes when they are announced.

As Force 2025's directives are published, Force Headquarters Group shall develop transitional plans, to include both the sun setting of ongoing service commitments and the execution of those enduring tasks which remain unaffected. We are committed to minimizing both the impact of Force 2025's changes to our structure and composition to the lives and service of our Marines, Sailors, and the effect of those transitions on the communities in which our units live and work. While uncertainty exists and changes loom, Force Headquarters Group will remain focused on our unchanged mission: We will continue to be a ready and vigilant fighting force, always prepared to "fight tonight."

### **References:**

- (1) Marine Forces Reserve Vision and Strategy 2014-2019
- (2) Marine Corps Service Campaign Plan 2014-2022
- (3) Message to the Force 2017: "Seize the Initiative"
- (4) FRAGO 01/2016: Advance to Contact
- (5) Commanding General, Force Headquarters Group Command Philosophy
- (6) Commanding General, Force Headquarters Group Policy on Safety
- (7) Commanding General, Force Headquarters Group Training Policy

ADDENDUM 1:  
FORCE HEADQUARTERS GROUP (FHG) COMMANDER'S TRAINING GUIDANCE

- Ref: (a) FHG: FY18-19 Campaign Plan  
(b) McBul 1500  
(c) MARADMIN 259/17  
(d) MARADMIN 521/14  
(e) MCO 3504.1  
(f) Force Order 3504.1  
(g) MARADMIN 085/16

1. Purpose. The purpose of this guidance is to provide a training philosophy and establish training priorities; enabling unit leadership to develop training plans that maximize the limited training time available while achieving common objectives. Additionally, this guidance will address matters on other issues related to unit training management.

2. Training philosophy. Our readiness to rapidly augment and reinforce the active component with unit capabilities is contingent on our ability to keep our Marines trained. This includes individual training to maintain service requirements, formal individual training to achieve and maintain MOS and special skill proficiency, and collective training that ensures units are capable of performing Mission Essential Tasks (METs). Without individual Marines of the appropriate grade who are current in required common skills and proficient in their MOS, we cannot form viable unit capabilities. In the event of a short notice activation in response to a national emergency, units will be better positioned from a readiness standpoint if individual Marines are deployable, proficient in their MOS, and confident in their rank. Such factors will enable units to focus on honing collective METs post-activation at the Intermediate Location.

a. Brilliance in the Basics. We will achieve balanced excellence by focusing on basic fundamentals and standards of individual conduct, training, and essential tasks. We must train smart and keep it simple.

b. Situational Awareness. What Do I Know? Who Needs to Know? Did I Tell Them? We will pass timely and accurate information and execute these foundation concepts to everything we do. All FHG units must be familiar with the CCIR, FFIR, and PIR list from reference (a).

c. Safety, Accountability, and Security. We must incorporate these foundational concepts in all training.

d. Personal/Professional Development. We will be a learning organization where Marines and Sailors will be provided the opportunity to maximize their potential while learning from honest mistakes.

3. Training Priorities. The gold standard is for all personnel to be complete with reference (b) requirements, MOS qualified, PME complete, and for the unit to be proficient in all Core METs. However, with only 38 available training days per year, that training must be prioritized to ensure the most critical elements are achieved and not subject to the impacts of budget shortfalls or natural disasters that can impact many FHG units during the 4<sup>th</sup> quarter. The following are overarching guidelines for training priorities throughout the year, understanding unit training plans are complex and require the distribution of some individual and collective MET based training across all four quarters of the fiscal year (FY).

a. Individual Training and Readiness. Annual training plans should build on individual readiness early in the FY. We must accept risk in

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sourcing less than full strength capabilities in support of exercises in order to send Marines to critical schools or required Professional Military Education (PME). We must also ensure candidates for those schools have all prerequisites completed prior to being scheduled.

(1) Marines without the required Military Occupation Specialty (MOS) for their billet should be scheduled for that training at the first opportunity.

(2) Formal Training Requirements. All FHG Marines will complete required annual training requirements in accordance with reference (b). Often this means Marines will need to complete courses on MarineNet. Marines need to take responsibility for getting these courses done in a timely manner, and leaders need to set the conditions and follow up. More than one opportunity should be provided for both the PFT and CFT.

(3) Leader led, values based, and back in the saddle training should be scheduled for completion early in the FY. Drill periods that are normally scheduled at the Home Training Center in November and December are excellent opportunities. Additionally, leaders at all levels will incorporate and emphasize Marine Corps core values and leadership principles during training events utilizing the Values Based Leadership Commander's Toolkit produced by the Marine Air-Ground Task Force (MAGTF) Training and Education Standards Division. The transformation of a Marine to embrace and live Marine Corps core values requires leaders to consistently discuss with all Marines the necessity of "living right" thru the application of our core values and leadership principles.

(4) Medical and Dental Readiness. Opportunities to improve medical and dental readiness should be scheduled at least twice in the FY, the first of which should be during the first quarter. In accordance with reference (c), each unit will strive for 90% total force medically ready status.

(5) PME requirements are established by reference (d). Marines should complete formal PME when eligible to ensure they are competitive for promotion and retention. When a Marine is projected to be in zone for promotion, completion of PME should typically take priority over attendance at the unit's training events.

b. Unit Training

(1) METs. During the second quarter, training plans should transition to collective unit training that address core METs. FHG units that have been identified as Ready Bench units will be the primary focus for meeting service based readiness requirements.

(2) Evaluations. Training shall be evaluated and critiqued according to the standards published in the appropriate T&R Manuals. Commanding Officers and Inspector-Instructors are authorized to evaluate unit METs and to designate other evaluators within the unit who are familiar with the standards published for training. Commanders shall utilize Performance Evaluation Checklists (PECL) when assessing their unit's ability to conduct METs.

(3) After Action Reviews (AARs). Shared lessons through the submission of AARs can assist adjacent units and higher headquarters in

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fulfillment of their missions. Therefore, units will submit AARs to the Marine Corps Center for Lessons Learned, via the FHG G3, per references (e) and (f). Commanders and staffs along the submission chain will review and provide input and context as appropriate in order to maximize the value of the AAR.

(4) Combat Service Support. Administrative and Logistical readiness are important factors in a unit's overall readiness. When unit-level training is occurring, the primary objective for Marines serving in combat service support billets should be the improvement and maintenance of their designated functional area, as required of their MOS's T&R manual.

4. Miscellaneous Training Guidance

a. Standardization. Unit Training Management (UTM) and the Systems Approach to Training methodology must form the basis of how we plan, execute, and remediate training. The goals and standards for all training evolutions will be clearly articulated and evaluated. Based on a thorough review of existing operational requirements, commanders will develop and conduct training per the Collective Training Events and Individual Training Events contained within their community's T&R manual. FHG units are required to utilize the UTM module within Marine Corps Training Information Management System (MCTIMS) per reference (g). Commanders are highly encouraged to utilize Task Manager within MCTIMS to pull the Defense Readiness Reporting System - Marine Corps (DRRS-MC) standards in which they will report their training status each month via the monthly DRRS-MC report.

b. Risk Management (RM). The death of a Marine on the battlefield is a tragedy. The death of a Marine in training or on liberty is unacceptable. We are all responsible for each other. Thorough planning and properly supervised execution is the key to ensuring safe/accident-free training/liberty. Risk assessments will be completed for all training events and briefed to all hands as part of the orders process. It will include preparation for travel to and from training. No shortcuts will be taken in regards to safety. There's no such thing as a tactically sound training plan that is inherently unsafe.

c. Resource Allocation and Guidance. Resource allocation within the FHG will be informed by readiness deficits for units scheduled to activate, Combatant Commander Operational Plan requirements, exercise augmentation support required by the active component, and the training priorities identified above.

d. Combined-Arms Training. The cornerstone of today's MAGTF is the combined-arms team. Combined-arms proficiency develops only when teams train together on a regular basis. FHG units should seek opportunities for integration in combined arms training, where appropriate.

e. New Equipment Training. As new equipment is fielded, commanders should coordinate appropriate training to ensure the unit maintains a competitive edge by understanding how to properly and safely operate the new equipment.



ADDENDUM 2:  
EXERCISE PARTICIPATION INFORMATION REQUIREMENTS

Encl: (1) FHG Exercise Planner's Worksheet  
(2) Exercise Confirmation Brief Format  
(3) Exercise Storyboard Format

1. Purpose. The purpose of this guidance is to publish standardized information requirements associated with exercise participation, enabling commanders, planners, and the Force Headquarters Group (FHG) staff to execute exercise-related responsibilities in a more efficient manner.

2. Background. The FHG Headquarters enables unit participation in service and joint exercises through engagement in the Force Synchronization process, alignment of funding, coordinating higher echelon logistical support, and conducting necessary coordination with Marine Forces Reserve Regional Operations and Plans Officers. Because participation requirements at service and joint exercise planning events far exceed what the FHG could feasibly support with Headquarters personnel, much of the planning is decentralized, with a heavy reliance on participating units sending personnel to the planning events. Although decentralized planning is necessary, the implementation of the standardized information requirements will help ensure key information is obtained and appropriately distributed in a timely and manner.

3. Guidance

a. Exercise Planner's Worksheet. The FHG Headquarters relies on unit planners to obtain critical information as part of their participation in planning events. Systematically feeding that information to the FHG staff facilitates necessary coordination with the MARFORRES staff and supporting agencies. Due to a host of issues that include competing operational demands and personnel turnover, units are often in a position where they must send representatives who have limited experience with service-level and joint exercise planning. The FHG Exercise Planner's Worksheet, enclosure (1), was designed to help ensure all planners, regardless of experience level, obtain necessary information at each planning event and that they have a pre-formatted template to convey that information.

(1) The Exercise Planner's Worksheets will be submitted to the FHG G3 no later than 1 day after return travel from a planning event. The I-I and Assistant I-I or OpsO must be copied on the email submission.

(2) The most current version of the Exercise Planner's Worksheet will be posted on the FHG share point at the following site: (<https://eis.usmc.mil/sites/fhg/G3/FHG%20FY1819%20Campaign%20plan%20with%20addendum/Forms/AllItems.aspx>). These will require updates to remain current with the evolving information requirements of higher headquarters.

(3) Unit planners must understand their unit's Mission Essential Task List, training standards, capabilities/limitations, and commander's intent and guidance prior to attendance at a planning event. At a minimum, this will ensure units are not committed to events beyond their capability to safely perform or that do not make most effective use of scarce training resources.

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(4) Unit leadership must communicate to the FHG G3 instances where the Organization Conducting the Exercise (OCE) cannot solidify the events the unit is expected to perform by the end of the Mid Planning Event (MPE).

b. **Confirmation Briefs**. At least 2 weeks prior to initial movement, units must submit a confirmation brief, utilizing the format in enclosure (2). The confirmation brief is designed to provide leadership with the "Five W's" and help ensure appropriate visibility if any necessary components of participation are not on track.

(1) For any event that is captured on the FHG G3 Exercise Tracker, a confirmation brief will be submitted to the AC/S G3, Deputy G3, and Exercise Planner no later than 15 calendar days prior to execution.

(2) Risk assessments must be conducted prior to exercise participation, utilizing guidance contained in Marine Corps Order 3500.27. Risk assessment worksheets should be available upon request; at the time the confirmation brief is submitted.

(3) A more in-depth confirmation brief to CMFR will be required for any OCONUS exercises where there are 100 or more Marines **OR** if a battalion-sized headquarters, or larger, sourced from MARFORRES is involved. Criteria for the CMFR confirmation brief are subject to change, and situationally dependent. When a CMFR confirmation brief is required, there will be close coordination between the FHG G-3 and the respective command.

c. **Storyboards**. The formatted storyboard, enclosure (3), contains information routinely of interest to the FHG Headquarters upon conclusion of the training event. It will help inform future resourcing considerations, help ensure appropriate wrap-up items are on track for completion and serve as a reminder to identify reportable incidents.

(1) Submit storyboards to the FHG Sitrep distro list within 15 calendar days of event completion.



## ADDENDUM 3:

## FORCE HEADQUARTERS GROUP 2025 PLANNING AND EXECUTION PROCEDURES

Ref: (a) MARADMIN 498/18 (FY 2019-2039 TABLES OF ORGANIZATION AND EQUIPMENT)

Encl: (1) Summary of Reserve Force 2025 impacts to FHG  
(2) MCBUL 5400 Planning and Execution Framework

### 1. Situation

a. Background. In July 2018, The Commandant of the Marine Corps (CMC) decided to implement phase I of the Reserve Force (RF) 2025 plan. Reference (a) announced and published phase I changes in total force structure. Reference (a) also identifies the RF 2025 impacts to the Force Headquarters Group (FHG), which are further detailed in enclosure (1) of this addendum. Headquarters Marine Corps will release 5400 series Marine Corps Bulletins (MCBUL 5400s) which will constitute initiating directives for specific FHG Force 2025 deactivations, activations, reorganizations and site consolidations.

b. Purpose. The purpose of this directive is to establish FHG procedures for planning and executing force transformations, as directed by reference (a) and the corresponding MCBUL 5400s.

2. Mission. The FHG will execute RF 2025-related action as directed by the Commandant starting in Fiscal Year 2019 through 2024 in order to meet the future capability requirements of the force.

### 3. Execution

a. Commander's Intent. The FHG will conduct service-directed transformation of our headquarters command element and subordinate units in a deliberate and systematic manner. We will communicate the actions of this transformation with the force in a timely manner that keeps faith with their commitment to serve and ensures the development of effective capabilities that posture the service to address future threats and challenges while seizing opportunities.

b. Concept of Operations. The FHG will conduct the RF 2025 Transformation in two phases; planning and execution. Planning commenced in 2017 and will continue through the publication of respective MCBUL 5400s. During the planning phase, the Assistant Chief of Staff G-8 (Capabilities and Requirements), is the coordinating authority and supported staff section. We will

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integrate with higher headquarters planning efforts, summarized in enclosure (2), to influence MCBUL 5400s prior to publication. This phase ends upon publication of the MCBUL 5400s and once respective Inspector-Instructors are in place. During the execution phase, the Inspector-Instructor is the supported commander. We will execute prescribed MCBUL 5400 tasks and track and report progress using monthly updates to the Plan of Action and Milestones (POA&M). FHG Staff Sections and impacted commands will provide input to planning and execution efforts. Figure 1 below illustrates the conceptual framework.

C2	RF 2025 PLANNING (Sptd: FHG G-8)	RF 2025 EXECUTION (Sptd: I-I/Mission Cmdr)	UNIT READINESS (DRSS-MC) IOC/FOC FHG G-3/5
PEOPLE	Structure (T/O) FHG G-8/G-1	Manning/Staffing/Admin FHG G-1	
EQUIPMENT	Structure (T/E) FHG G-8/G-4	Materiel Resourcing FHG G-4	
FUNDING	Programming (POM) FHG G-8/G-4/Fiscal	Budget Execution FHG G-4/Fiscal	
FACILITIES	Siting FHG G-8/G-4	MILCON/FSRM/ITIP FHG G4/G-6	
MISSION	Mission Statement FHG G-8/G-3	METs/Training FHG G-3	

FIGURE 1. FHG FORCE 2025 STAFF PLANNING/EXECUTION CONTINUUM

c. Tasks

(1) FHG AC/S G-1. Throughout planning and execution, support FHG G-8 and I-Is. Coordinate with MARFORRES G-1 in all aspects of manpower planning. Lead coordination for Personnel Transition Teams (PTTs) through interaction with impacted units, the FHG G8, and the MARFORRES G-1. During execution, coordinate follow-on staffing with input from the I-Is.

(2) FHG AC/S G-3. Throughout planning and execution, support FHG G-8 and I-Is. Coordinate with MARFORRES G-3 for table of organization mission statement development and staffing, and lead all aspects of training and readiness reporting during execution.

ADDENDUM 3:

FORCE HEADQUARTERS GROUP 2025 PLANNING AND EXECUTION PROCEDURES

(3) FHG AC/S G-4. Support FHG G-8 planning efforts to 1) plan for and provide G-4 representation at site assessments, 2) analyze and provide input on table of organization and equipment, 3) funding coordination, and 4) facilities siting. During execution, support I-Is by leading 1) material resourcing, 2) budget execution and 3) facilities lines of effort. Throughout planning and execution, coordinate fiscal and budgeting activities in conjunction with the MFR Comptroller's Liaison to the FHG.

(4) FHG AC/S G-6. Support FHG G-8 planning efforts by providing communications expertise 1) at site assessments, 2) during table of organization and equipment analysis and staffing, and 3) for communications specific facilities requirements. During execution, provide communications-related subject matter expertise support to FHG G4 as the lead for 1) material resourcing, 2) budget execution, and 3) facilities lines of effort.

(5) FHG AC/S G-8. The G8 is the FHG coordinating authority for the planning phase of the RF 2025 transformation. During planning, distribute draft MCBUL 5400s to the FHG Staff and Inspector-Instructors for input. Prepare transition plans and conduct a transfer of authority to I-Is prior to execution. Establish an RF 2025 common operating picture to display relevant information linked to decisions. During the execution phase, collect updates to RF 2025 POA&Ms and submit consolidated updates to higher headquarters, as required.

(6) Inspector-Instructors

(a) Participate in FHG G8 scheduled 2025 teleconferences.

(b) Provide input to draft MCBUL 5400s.

(c) Provide monthly POA&M updates to the FHG G8, as prescribed.

(d) In preparation for execution, develop and execute internal plans to achieve prescribed MCBUL 5400 tasks, in conjunction with higher headquarters support.

(7) Commanding Officers. Commanding Officers will be designated as the supported commander once criteria for Initial Operational Capability (IOC) have been met.

ADDENDUM 3:

FORCE HEADQUARTERS GROUP 2025 PLANNING AND EXECUTION PROCEDURES

d. Coordinating Instructions

(1) The G8 will coordinate across the staff and with Inspector-Instructors to establish the transition date for each 2025 action. The Commander, Deputy Commander, and Chief of Staff will be informed when these dates are established.

(2) Reserve Force 2025 transformation is a priority effort within the Force Headquarters Group, surpassed only by activation requirements and safety. FHG Staff Principals and unit commanders must prioritize time, manpower, travel budget, and other resources accordingly.

4. Admin and Logistics. Not applicable.

5. Command and Signal. As described in Concept of Operations and illustrated in Figure 1.

ADDENDUM 3:

FORCE HEADQUARTERS GROUP 2025 PLANNING AND EXECUTION PROCEDURES

Summary of RF 2025 Impacts to the Force Headquarters Group

**FY19**

- Reduce Command Element, FHG (New Orleans, LA)
- Consolidate DS Co, 6th Comm Bn from Farmingdale, NY to Brooklyn, NY
- Deactivate 2d Civil Affairs Group (Anacostia, DC)
- Activate Marine Corps Advisor Company Alpha (MCAC A) HQTRS and Team 1, Team 2, Team 3, and Team 4 (Anacostia, DC)
- Activate Marine Corps Advisor Company Bravo (MCAC B) HQTRS and Team 1 and Team 2 (Concord, CA)

**FY20**

- Activate Marine Corps Advisor Company Charlie (MCAC C) HQTRS and Teams 1 and 2 (Great Lakes, or Fort Sheridan, IL)
- Activate Alpha Company, Defensive Cyberspace Operations-Internal Defense Measures (DCO-IDM), 6th Comm Bn (Concord, CA)
- Activate Bravo Company, DCO-IDM, 6th Comm Bn (Ayer, MA)
- Reorganize 6th Comm Bn to near-mirror active component Comm Bn(s), includes MOS modernization (Brooklyn, NY)
- Reorganize Intel Support Battalion (ISB) to near-mirror AC Intel Bn(s), which includes the activation of a Battlespace Surveillance Company (BS Co), the introduction of Signals Intelligence (SIGINT) capability, reductions in Counter Intelligence/ Human Intelligence capability, and site consolidation from 17 to 10 sites
- Reduce remaining three (1st, 3d, and 4th) Civil Affairs Groups billet structure by one-third each.

**FY21**

- Activate Team 3 and Team 4, MCAC B (Pendleton, CA)

**FY22**

- Activate Team 3 and Team 4, MCAC C (Kansas City, MO)
- Activate Marine Corps Advisor Company Delta (MCAC D) HQTRS and Team 1, Team 2, Team 3, and Team 4 (Ayer, MA)

**FY24**

- Add additional structure to both A Co, DCO-IDM (Concord, CA) and B, Co DCO-IDM (Ayer, MA)

ADDENDUM 3:  
FORCE HEADQUARTERS GROUP 2025 PLANNING AND EXECUTION PROCEDURES

**MCBUL 5400 Planning and Execution Framework**

**Planning (FHG G8: Coordinating Authority)**

1. MARFORRES and Total Force Structure Division (TFSD) generate a Facts and Justification (F&J) paper, which 1) informs MCBUL 5400 content, and 2) TFSD then staffs through Office of Legislative Affairs (OLA) to notify congressional staffers and constituents of impending actions.

2. MARFORRES G-8 plans and conducts a 2 day Site Assessment where key representatives (G-4, G-6, Facilities, MSC) physically visit the site. Site assessments explore general facilities and communications supportability, inform site commanders' expectations and provide the opportunity to table initial staff estimates with key representatives. Outputs from Site Assessments identify actionable tasks and inform Total Force Structure Division's (TFSD) Marine Corps Bulletin (MCBUL) 5400 staffing.

3. TFSD staffs MCBUL 5400, ideally twice. Once at the Action Officer and once at the O6 level.

4. HQMC (TFSD) Publishes MCBUL 5400, which constitutes the initiating directive for specific actions within the overarching CMC approved RF 2025.

**Execution (I-I: Supported Commander)**

1. MCBUL 5400 directed Plan of Action and Milestones (POA&M) reporting begins and submitted on 30 day intervals via AMHS from unit level up the chain of CMD.

2. Personnel Transition Team (PTT) (G-1/M&RA/ MCRC/MSCs). As early as possible, Reserve Affairs, MARFORRES G1, and FHG G1 conduct PTTs to minimize personnel losses while helping Marines transition to new billets, or the IRR.

3. Throughout monthly POA&M reporting, each echelon provides updates based on required action taken at their level. The remarks section for each milestone will be used to reflect which echelon has for action, and date submitted.

4. Actions directed within the MCBUL 5400 continue, as do the 30 day reporting requirements, until the final unit reports achievement of Full Operational Capability (FOC) status.

# FHG Exercise Planning Information Sheet

Exercise Name		FHG Unit Name		
FHG Unit Planner Info	Rank and Name			
	Phone #		Email	
Adjacent FHG & MFR Units Participating	1.	2.		
	3.	4.		
	5.	6.		
Conference Info	Circle One: IPC MPC FPC	Location:		
	Conf Dates:		Conf Sponsor (Cmd)	
Planning Conference Information Requirements	*Dates: Unit Start		*Unit End	
	* Duration cannot exceed 12 Days (OCONUS)/15 Days (CONUS) unless coordinated with FHG G3			
	Capability being sourced (sometimes - "augments")			
	Pax		Equipment	
	Command/Officer Conducting the Exercise (OCE)			
	Target LOI Publication date:			
	OCE POC(Rank and Name)			
	OCE POC Email and Tele #:			
	USMC Unit attached to during Exercise			
	POC (USMC unit being attached to)			
	Transportation (Circle One):		1,2 Commercial Tickets / Contracted Air / Strat Air (Mil)	
	<small>1 Commercial Ticketing or Contracted Air for OCONUS exercises are funded through exercise funds (Not FHG/MFR funds), unless coordinated with the FHG G3 Exercise Planner.</small>			
	<small>2 Inform POC that transportation funds for Commercial Ticketing MUST be receive 90 days prior to travel</small>			
	Transp POC informed funds required 90 days prior to movement			<input type="checkbox"/> Yes <input type="checkbox"/> No
	Transp POC (Rank, Name, email)			
	Billeting (*field duty or provided at no cost)			<input type="checkbox"/> Yes <input type="checkbox"/> No
	Messing (*field duty/rations or provided at no cost)			<input type="checkbox"/> Yes <input type="checkbox"/> No
	<small>* This is the expectation, unless coordinated with the FHG G3 Exercise Planner</small>			
	Medical (Theater, Country, and Ex Medical Rqmnts ID'd)			<input type="checkbox"/> Yes <input type="checkbox"/> No
	T3 Request	TEEP Event Utilized for T3:	Created	<input type="checkbox"/> Yes <input type="checkbox"/> No
T3 Request Submitted		<input type="checkbox"/> Yes <input type="checkbox"/> No		
Other Info <small>(Include FHG/MFR assistance required to complete planning and what has changed since last planning event)</small>				
I-I or Assist I-I who reviewed this worksheet		I-I / Assist I-I Signature and Date		

Submit Completed worksheet to the FHG G3 Exercise Planner within 1 day of return from Planning Conference.

FHG Exercise Planner Contact Info: [FHG\\_G3@usmc.mil](mailto:FHG_G3@usmc.mil); 504-697-7508/7502



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# Unit Name

Unit  
Emblem

## Exercise Name Confirmation Brief

Submit to G3 NLT 15 days prior to movement

### Summary (4Ws + 3 )

Who: Unit/Det size (Team, Det, FCT, SALT, etc) and pax count

What: Provide \_\_\_\_\_ support to Exercise \_\_\_\_\_

When: Exercise participation dates

Where: Location

Unit attaching to: (Command providing billeting, messing, medical, etc)

Gaining unit planner POC:

Billeting: Field, Govt Quarters, Off-Base

Messing: Provided, Per Diem

Transportation: POV, Charter Busses, Commercial/Mil Air, etc

### Command/Signal:

- Exercise Det OIC and POC info:

### Mission:

### Planned METs to be Exercised/Evaluated:

### Checklist

- T3 Sumbitted: \_\_\_\_\_
- Orders Completed: \_\_\_\_\_
- ORM Complete: \_\_\_\_\_
- High Risk Training Event Approved (if applicable)

### Outstanding Issues:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### High Risk Training to occur:

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# Unit Name

## Exercise Name Story Board

Submit to G3 NLT 15 days after return from exercise

Unit  
Emblem

### Commander or Det OIC Comments:

-Provide perspective on the training value of the exercise for the command and how the exercise improved the unit's ability to integrate with and support Active Component Forces and/or Coalition Forces.

### Lessons Learned:

-Highlight any lesson learned the command intends to submit to MCCLLs (if any).

### Closeout:

- Reportable Incidents?
- Travel Claims Submitted
- Recommend Future Participation: (Yes or No)

### METs Exercised/Evaluated:

Insert photo w/caption

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