



VISION 2020

Communicating the Future of Unit Readiness





The Marine Corps Reserve is entering a new chapter in 2020. The demand signal for reserve component requirements hover alongside diminishing resources and budgets. Force Headquarters Group (FHG) will engage these challenges through innovation, creativity, and a fresh approach to leadership infusing a purpose-driven culture alongside mission. FHG will be **ready, relevant and capable** to execute our current mission requirements and future contingency operations.

- ★ *When you assume command, you accept there are no caveats nor limits associated with your accountability. Commanders will focus on standards-based preparation, training and execution alignment with Force Headquarters Group's priorities of readiness, relevance, and capability. To accomplish our mission as a critical part of the service's total force, FHG will continue to provide unit formations, detachments, and individual augments ready for day one at intermediate location (ILOC). Marines must meet the current and specific needs of gaining force commands. Meet your mission performance standards. Remember, lethality pays the bills! In other words, be ready to explain precisely how you contribute to your commander's mandate to win through the provision of a combat credible force.*

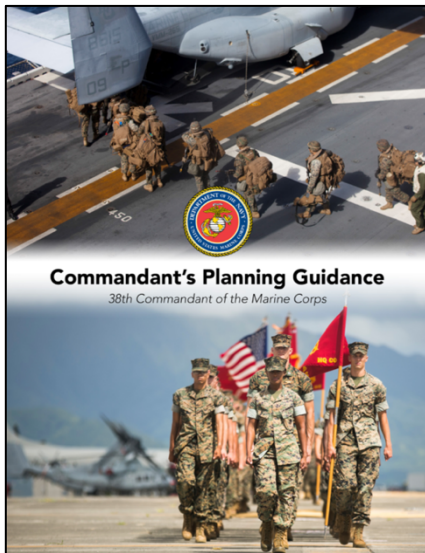
Ensure small unit leaders take an effective role in culture improvement through active participation in unit development and information dissemination. Leaders should have an accurate pulse of their unit to help shape interests in concert with the mission requirements. Unity of focus should collate around a common purpose, common value, and figuring things out through critical thinking and effective communication.

Semper Fidelis

M. A. Hashimoto
Brigadier General, U.S. Marine Corps
Commanding General, Force Headquarters Group



HIGHER | COMMANDER'S INTENT



- Create or maintain elite warriors with the physical and mental toughness, tenacity, initiative, and aggressiveness to innovate, adapt, and win in a rapidly changing operating environment;
- Retain the most talented individuals within the institution. Reverse negative trends related to talent retention;
- Change the training and education continuum from an industrial age model to an information age model;
- Ensure our Marines are comfortable with chaos, comfortable with mission tactics, and comfortable operating in a highly distributed manner across any potential battlefield;
- Create an information age approach that is focused on active, student-centered learning using a problem-posing methodology where our students/trainees are challenged with problems that they tackle as groups in order to learn by doing and also from each other. Enable the Marines to think critically, recognize when change is needed, and inculcate a bias for action without waiting to be told what to do; and
- Hold the standard. Do not establish new lower standards. Elite organizations do not accept mediocrity. Hold each other accountable.

"My vision is for the Marine Corps to be manned, trained, and equipped as the world's premier naval expeditionary force-in-readiness; forward-postured with the fleets to deter conflict and respond to crisis; and globally recognized as an elite Corps of Marines of exceptional talent and virtue... Success requires that we all ask and work to answer a handful of basic questions. What are we not doing today that we should be doing? What are we doing that we should be doing differently – a better way? What are we doing that we should stop doing...?"

- CPG, 38th CMC





"Together we will shape the force to meet and defeat the complex threats that we will face in the future..."

- LtGen David G. Bellon
Commander Marine Forces
Reserve, Marine Forces North



Force Headquarters Group brings a multi-faceted capability with the depth, breadth and agility to support the MAGTF, the Joint Force, and coalition partners in the form of Joint Fires terminal control, Civil Affairs, Command and Control systems and Intelligence support. FHG also administers and executes key enabling functions for the Commander MARFORRES through deployment processing, and management of the Commandant's Individual Ready Reserve (IRR). FHG's largest main subordinate unit, Marine Corps Individual Reserve Support Activity (MCIRSA) is one of the only units in the Marine Corps that regularly executes its wartime mission of managing the activation of the IRR during peacetime. This is done through MCIRSA's robust muster program and continuous screening operations.

Approximately 63,000 Marines, equating to 64% of the total Marine Forces Reserve, comprise the FHG workforce. Our newly minted Internal Defensive Measures (DCO/IDM) companies and Marine Corps Advisor Companies (MCAC) further enables FHG the ability to execute complex missions in uncertain environments. Our strategy nested with the MARFORRES Campaign Order and operationalized through this document, will align all Marines, Sailors, and Civilians to FY20 objectives.

Dispersed throughout 20 states and 31 individual sites, the FHG drilling reserve components emphasize the need for precise collaboration, coordination, and communication. Enacting changes to our unit's culture emanates from our small unit leaders. Deloitte's executive study highlights how digital technology creates an opportunity to improve standards while ratifying existing systems and processes for action-oriented results.

Digital technology is having a profound effect on the 21st century organization. It is fundamentally changing the way we work, the way we manage, where we work, how we organize, the products we use, and how we communicate.

- *Transitioning to the Future of Work and the Workplace, Deloitte White Paper on the Future of Work Research Study*

The goal for each unit commander is to shape an environment that synergize efforts to meet measured goals at the lowest levels. Leadership must foster a sense of belonging across increasingly scattered geographies in order to capitalize on the talents of each member of their organization.



- 1 **Development** Force Headquarters Group advances individual and unit combat skills and capabilities to develop proficiency as a sustainable and ready reserve—
- 2 **Support** — capable of augmenting and reinforcing active component forces for employment across the full spectrum of crisis and global engagement.
- 3 **Knowledge** On order, Commanding General, Force Headquarters Group, provides advice to the Commander, Marine Forces Reserve, on matters pertaining to intelligence, communication, law enforcement, fires coordination, civil affairs capabilities, advise and assist missions, Reserve Support Unit/Deployment Processing Command employment, and all Marine Corps Individual Ready Reserve (IRR) matters.

EXECUTION

Purpose

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

Method

"We are not interested in "average" - your unit should be exceptional! Cultivate a familial and mission-oriented environment within FHG through persistent engagement, clear and timely guidance, and continual communication. Report in a diligent and precise manner and display creativity in your planning and prioritization of resources. **Clearly understand the grading criteria I apply.** Follow the rules and remember, a commander's accountability is unlimited and without caveat. Above all, create a winning climate founded on standards, preparation, and accountability in which all parties are enabled and energized.

- M. A. Hashimoto
Brigadier General, U.S. Marine Corps
Commanding General, Force Headquarters Group

Endstate

Ready, relevant, and capable FHG forces that continue to support current operations and are postured for contingency, crisis, or conflict by meeting all mission performance standards.

—
**"LOOK
READY,
BE
READY."**



--- **COMMANDER'S INTENT** ---



COORDINATING INSTRUCTIONS

Risk is inherent in our mission and operations. A careful and thoughtful risk management (RM) mindset is essential to ensure we maximize risk mitigation controls and assume only the risk necessary in order to accomplish the mission. Stay focused on taking care of our Marines and Sailors, and protecting our units and facilities from today's threats.

Risk to force reflects FHG ability to generate trained and ready forces within established rotation ratios and surge capacities to meet current and planned global force management requirements. Force management risk is a function of the probability and consequence of not maintaining the appropriate force generation balance.

Risk to mission the current force's ability to attain current military objectives called for by the current strategic guidance, within acceptable human, material, and financial costs.

- Joint Risk Analysis Manual, JCS

I want our leadership to apply particular focus on mitigating both Risk to Mission and Risk to Force.

Training Guidance & Philosophy

Supporting adhoc global requirements requires Marines to apply scarce resources at the right time and place, in the right sequence, and in the right combination. Without well trained and well led Marines acting in this manner, our strategy will surely flounder.

All training should be performance-related, evaluated, and include inspections, validation of training plans, rehearsals, and a confirmation briefs prior to training execution. After-Action Reviews (AARs) led by leadership and evaluator facilitated debriefs are an integral part of this process. Your training priorities include the following:

- MET-based unit training
- Personnel and equipment readiness is the responsibility of each unit
- Use TECOMs Pre-deployment Training Program (PTP) Toolkit when designing and developing individual and unit training plans
- Utilization of collaboration tools for digital communication





COORDINATING INSTRUCTIONS

Basically-trained Marines need leaders to demonstrate our core values of honor, courage and commitment. Instill trust, lead from the front, and apply the Marine Corps leadership traits and principles.

Leaders use this diagram as a discussion roadmap for hip pocket classes, section PME time, and unit training. Give examples, examine recent trends, and apply during weekly safety briefs. In addition, understand how you will be graded as leaders.

MARINE CORPS LEADERSHIP TRAITS



- Justice
- Judgement
- Decisiveness
- Integrity
- Dependability
- Tact
- Initiative
- Enthusiasm
- Bearing
- Unselfishness
- Courage
- Knowledge
- Loyalty
- Endurance



LEADERSHIP CHALLENGES

- Alcohol/Drugs
- Guardian Angel
- Community Relations (COMREL)
- Family Readiness
- Toys for Tots
- High-Risk Training
- PME
- Funeral & Burial Honors
- Body Composition Program (BCP)
- Safety

COMMANDER'S REPORT CARD

1. Judgement (ability to assess risk reflected in decision making);
2. Positive command climate;
3. Effectively allocates scarce resources;
4. Anticipates challenges and acts accordingly;
5. Engenders trust through accurate diagnoses;
6. Establishes a vision and operationalizes it;
7. Ability to walk in the boss's shoes;
8. Communicates in a mature and productive manner;
9. Writing ability;
10. Plays well with others;
11. Meet deadlines without reminder or excuses; and
12. Do you seem to care?





FY20 Major Events

Q1

- Steel Knight 20
- NORTHCOM SC Team
- DJC2 20.1

Q2

- African Lion 20
- SPMAGTF South 20

Q3

- Khan Quest 20
- Maple Resolve 20
- TF-SW TAA 21.1

Q4

- Commander's Conference
- I&I Conference
- GDP-RSM GLT Roto 12

Deliverables

Monthly

- Monthly GVS SITREP

Quarterly

- Training plans NLT 30 days prior to the beginning of next quarter
- CG telecom inputs
- Inspection Prep Report

FY Requirements

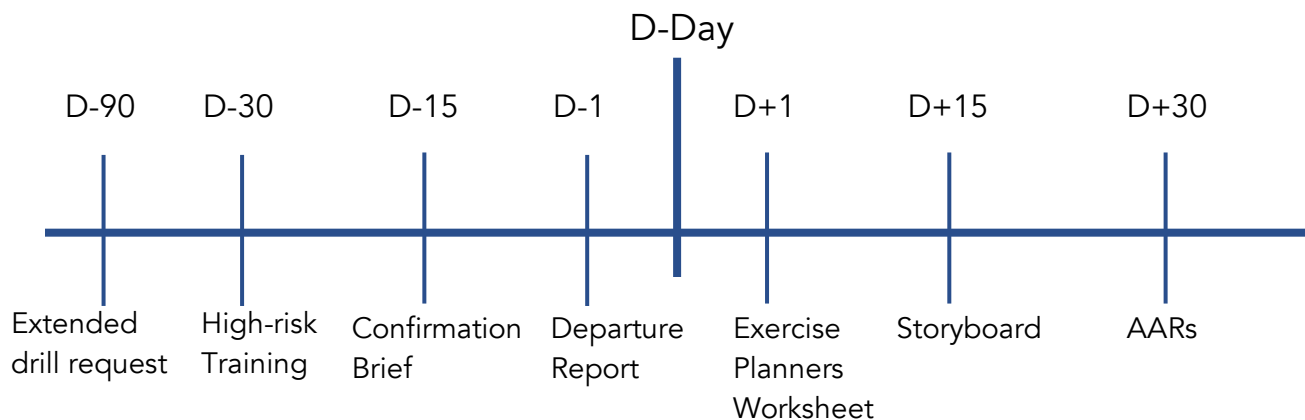
August 1 – FY21 Training Plan Due

Task Checklist

- ☐ Sustain mobilization readiness in order to support augmentation and reinforcement to the active component. Mobilization readiness are the combined effects of individual (admin, medical, and block one training) and unit readiness (Core METS, FASMO, Junk on the bunk);
- ☐ FHG Staff will execute a vigorous Command inspection program in support of Command Readiness initiatives;
- ☐ Create and execute an annual training plan. The majority of training effort will be dedicated to individual and collective tasks required for events that support mission essential tasks;
- ☐ Monitor career field issues and changes that may have risk to force implications in support of the active component;
- ☐ Monitor impacts to unit readiness progression that may have risk to mission implications in support of large-scale contingency operations to include priority OPLANS; and
- ☐ Conduct Force Protection training for all members of the unit.

Precise and well thought out execution is a habit of action, not an afterthought examined in lessons learned files. Whether carrying out a scheduled event or in crisis response, we must execute well on short notice and generate tempo under all conditions.

Whenever executing a training event, exercise or other applicable operation, **use the submission calendar captured below when submitting deliverables to the G-3:**





"GVS allows fluid communication between my five Readiness Support Program (RSP) Coordinators and our headquarters team..."
- Colonel Terry Stein, Director, MCIRSA



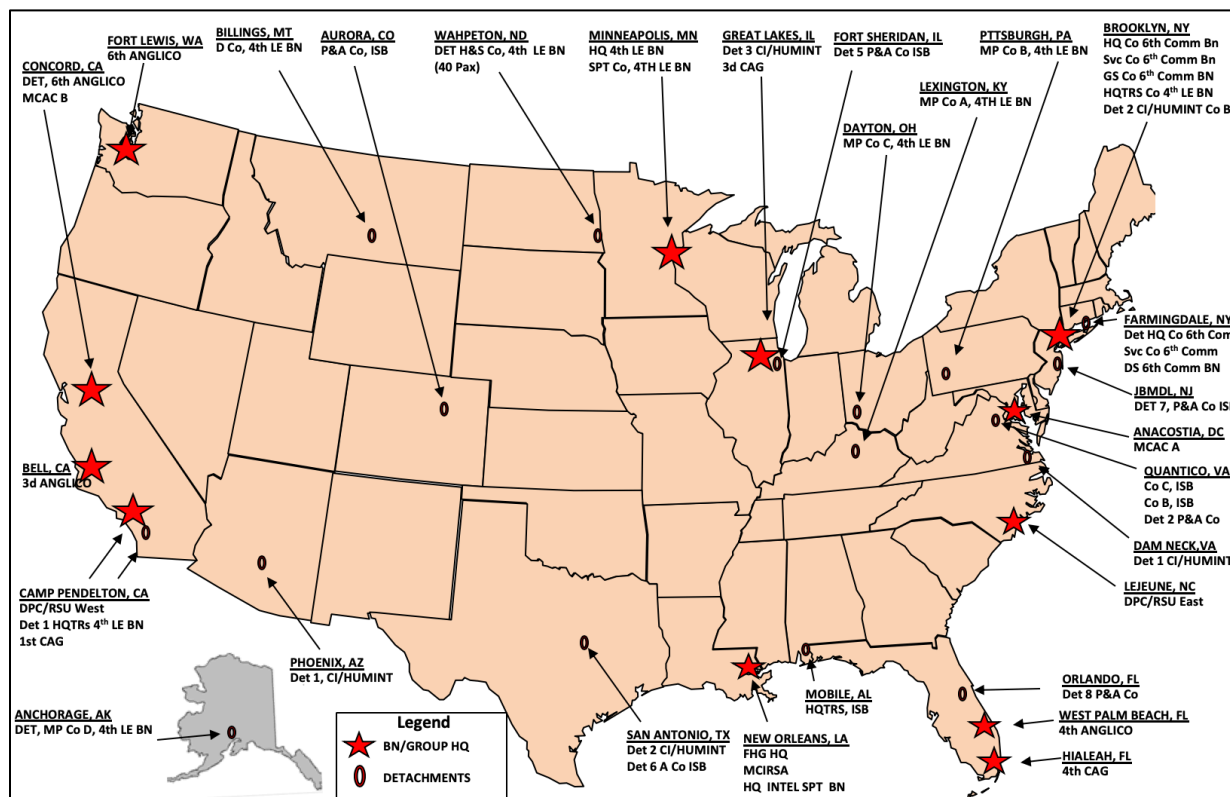
The Defense Information Systems Agency (DISA) modernized internet protect (IP)-based video teleconferencing (VTC) service, Global Video Services (GVS) provides a full suite of on-demand, high-quality, assured video conference capabilities for users to interact visually within both NIPR and SIPR networks.

Force Headquarters Group operating environment requires virtual communications and teaming capabilities across multiple locations. Digital integrations are becoming significant and normative across the Marines Corps. Major Subordinate Elements (MSE) will leverage GVS to collaborate amongst each other, communicate to higher, adjacent and supporting units.

Unit	GVS	SVTC	Share point	Share drive
3rd ANG	Yes	No	Yes	Yes
4th ANG	Yes	No	Yes	Yes
6th ANG	Yes	Yes	Yes	Yes
1st CAG	Yes	Yes	Yes	Yes
3rd CAG	Yes	Yes	Yes	Yes
4th CAG	Yes	Yes	Yes	Yes
DPC/RSU East	Yes	No	Yes	Yes
DPC/RSU West	Yes	No	Yes	Yes
MCAC A	Yes	No	Yes	Yes
MCAC B	-	No	Yes	Yes
4th LEBN	Yes	Yes	Yes	Yes
6 Comm BN	Yes	No	Yes	Yes
ISB	Yes	Yes	Yes	Yes
MCIRSA	Yes	Uses FHG	Yes	Yes

Concept of Command & Control

Force Headquarters Group Unit Laydown





"To have a chance at success we must think deeply, actively seek feedback from a variety of stakeholders, engage objectively about organizational performance, agree on what needs to change, and exercise the will to make it so..."



Commanding General, Force Headquarters Group
Brigadier General Mark A. Hashimoto

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"The legacy we leave will be forged by our focus on the individual Marine and our relentless commitment to excellence."

Deputy Commander, Force Headquarters Group
Colonel Sean N. Day

sean.day@usmc.mil

"Taking care of Marines means doing all we can to ensure they are mentally and physically equipped for the rigors of combat. "Taking Care" also means vigorously enforcing high standards of performance and conduct."
- 38th CMC, CPG



Sergeant Major, Force Headquarters Group
Sergeant Major Michael S. Payne

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Ready | Relevant | Capable



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