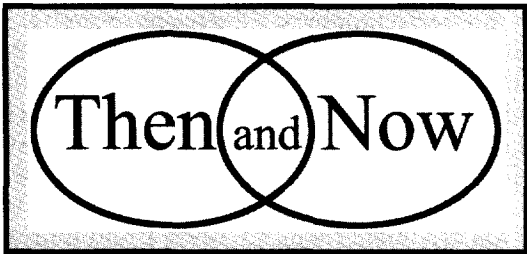


Then:



# The Commandant's Views, Designs And Policies for 1963

*Next month's MCG will include an insert of our 33d Commandant, Gen Michael W. Hagee's, Planning Guidance. We plan to publish updates of the guidance as they are promulgated, as we have done in the past. Forty years ago, our 22d Commandant, Gen David M. Shoup, provided a periodic view of the Corps and an outlook for his Marines for 1963. We have taken excerpts from that message. They are so apropos, even 40 years later.*

### GENERAL OBSERVATIONS

1. There was Thailand. There was and is South Viet-Nam. These small deployments were proof that saying we were ready was not just idle propaganda. Then came Cuba—that painful, pride-pricking predicament in which panic could play no part. But ready forces could and did. Once again a mobile, flexible, powerful naval force was called upon to meet a serious challenge.
2. The prompt, certain reaction by all elements of our famous Navy-Marine Corps amphibious team and its supporting elements has been the most efficient and professional in our peacetime history. To "ready" we now add "and steady."
3. The thing that warrants great national pride regarding the buildup for Cuba is that parochialism perished in the Armed Forces. The Army, Navy-Marine, Air Forces, keenly aware of their own capabilities and limitations and those of the other services, were melded together under a unified commander into one of the greatest assault teams in American history.
4. I've remarked before that we Marines by our very nature are expeditionary creatures. A few moments and we're ready to go. When? Where? We never know. But I do think President-elect A. Lincoln made a point applicable even today when he wrote: "The necessity of being ready increases. Look to it."
5. Yes, we've had many mount-outs this year. On any one or all of these we could well have been "shooting for record." Each time D-day came near, I believe there was a little guilt in the conscience, a little twitch in the stomach of every individual and leader from squad to division and wing. I say this because I am sure that as they reviewed their omissions in training, teamwork and maintenance—

- they realized that they could have done better, provided a little more insurance of success in battle, a little better chance for a greater number to get back whole.
6. Too many fatties are still around. This situation is not compatible with our standards.
  7. Too many Marines kill each other with the equipment and weapons with which they are entrusted. A single injury or death of a Marine by accident is too many. Let's have none in 1963.

### CHECK LIST FOR HQMC STAFF OFFICERS

- Review CMC's 1962 New Year's guidance: tot up your individual batting average.
- Keep in mind that the Marine Corps is people. Don't accept a mechanical solution to a human problem.
- Let unit commanders develop and train their talent in their own way.
- Keep orders and directives timely. Use understandable language in writing them.
- Don't lose sight of the value of foreign language study.
- Consider combat intelligence important now so that it can grow fast.
- Give support and emphasis to the training of foreign officers and enlisted.
- Continue to push for more and better family housing.
- Don't be yes Marines. Tell CMC what you think.
- Continue to place authority over our dollar in the hands of the commander.

### PERSONNEL AND MANPOWER

During the past year I've had the opportunity to talk directly with a good many young Marines—both officers and

enlisted. The Marine Corps is people—not serial numbers, pay grades, or items issued by the quartermaster. And the people have names, hopes, fears, ambitions and, as human beings, are subject to all the frailties of the flesh and weaknesses toward high-powered salesmen.

Here are some of the ingredients of leadership on which you might meditate:

*Know your people.* Know everything you can about them, personally and professionally.

*Be objective.* Reputations—either good or bad—should be assessed in terms of here and now. Last war's Navy Cross winner and last month's Special Court Martial prisoner both have to live up to today's realities.

*Be professional.* You cannot and must not tolerate a mediocre performance. But it will be up to you and to you alone to make the middle-of-the-road, I-don't-care type into a first-class Marine.

*Teach self-reliance and practice it.* Use your imagination and the brains with which you are blessed to solve problems. Most people thrive on responsibility—give your people a chance to thrive.

About Marines and machines, I refuse to deliver our Marines and all their personal problems to the spinning tapes and the flashing lights of a computer. I am not willing to accept a mechanical solution to a human problem.

Many commanding officers have in the past found it difficult to pursue the ends of justice because of the interminable bulkheads which had to be broken down in order to effect proper discipline. Congress has now given you what you have long said you needed—greater power of nonjudicial punishment. The amended Article 15 of the UCMJ becomes effective on 1 February.

I stated three years ago what we have always known—that, in comparison with each other, it is mathematically impossible for everyone to be “outstanding.” I am pleased to note that fitness reports of officers and NCOs now indicate that we have a surprising number of “average” Marines. Let's continue the practice of honest, fair reporting.

However, it is sometimes noted that a commanding officer will give a mediocre fitness report on an individual, then shortly thereafter sign a recommendation for this individual for school or special duty, couched in the most

glowing terms. Doesn't make sense, does it? Don't kick your marginal performers “upstairs.” Help him yourself before you farm him out to others.

And now, the relationship of the Marine officer to the enlisted Marine. Re-read in the Manual what Major General John A. Lejeune, our 13th Commandant, said about it.

Recently a distinguished visitor thought it incredible when I told him that in the mess line in the field in the combat areas, officers eat last. If this practice has changed, we're slipping.

## TRAINING

Two years ago I mentioned placing properly weighted responsibility and accompanying authority for training where they belong. The responsibility for both individual and unit training is vested in the unit commander.

I remain convinced that our officers and NCOs of today can handle a great deal more authority and the responsibility that goes with it. Today's junior will be tomorrow's senior—at any time he may be required to take the reins when the bullets are flying. Now is the time to give our juniors more responsibilities—the job will get done and Marines will learn. I consider that every Marine should be so trained that he can assume the responsibilities of at least two ranks above his own.

### CHECK LIST FOR ALL HANDS

- Review CMC's 1962 New Year's guidance. How did you measure up?
- Keep yourself physically fit. Flabby Marines are substandard Marines.
- Look back at '62. Was your unit really ready? Is it ready now? D-Day is no time to remember what you forgot during training.
- Don't tolerate mediocre performance—from your subordinates or yourself.
- Supply and economy. Learn the first, practice the second.
- Proper instruction is a continuing problem. See what you can do to ease it.
- Don't sell younger Marines short. But provide the all-important guidance when they ask or need.

### CHECK LIST FOR COMMANDERS

- Reexamine 1962 Check List (GAZETTE: Feb '62).
- Beware of complacency. Be ready to go anywhere, anytime.
- Get to know your Marines, professionally and personally. Re-read what MajGen J.A. Lejeune said about the relationship of the Marine officer to the enlisted Marine. It's in the MarCorMan.
- Young Marines take their image from seniors. You set the example.
- Nonjudicial punishment received a valuable assist with the amended Article 15. It's in your hands. Deal with it wisely and well.
- Fitness reports are coming back to earth. There are plenty of “average” Marines, a sign of honest, fair reporting.
- Give more responsibility to your juniors.
- Turn your energy and imagination loose and you'll have an effective training program.
- Don't abuse your equipment. Substitute or simulate when you can.

## INSPECTIONS

Let me reiterate, a military unit is only as good as its inspection system. We're a little spotty in this business. Some good. Some worse. Most disheartening experience this year: An infantry battalion was in the field for a six-day and night combat practice exercise. Everything except live ammunition and the real enemy. The battalion commander was anxious that I inspect his outfit. Time always at a premium, I asked that he take me to his best company. The company commander I asked to take me to his best platoon. The platoon commander pointed out his best squad. In less than five minutes I pointed out to this squad leader the lack of several items of combat-essential equipment and supplies. The lack among squad members of essential basic knowledge of a combat-ready Marine was easily apparent. When questioned, the squad leader admitted he hadn't done his job prior to mounting out. When I asked the lieutenant in command of the pla-

toon to explain why a sergeant and a corporal had no extra magazine pocket and extra magazines, he replied: "Sir, no one brought it to my attention." Amen! Amen!

When the records of a unit show that the clothing sales have measurably increased and the issue of small items of individual equipment have skyrocketed a few days prior to the arrival of the Inspector General's team, this is an adverse reflection on the commander. It indicates laxity and ineffectiveness in the command inspection system.

Teaching and learning how to inspect is a vitally important bit of business in soldiering. Let us all face this problem more squarely.

### INTELLIGENCE

Combat intelligence—the peacetime orphan who grows so important and becomes so respected in wartime. Treat it properly now so that it can grow fast.

We pay a lot of lip service to our intelligence effort. But unless there is a fire-fight in sight we tend to neglect this vital part of our combat power in our daily training plans.

### SUPPLY

Each year our supply system becomes more and more a matter of computers. Even now plans go forward for making more data susceptible to computer manipulation.

True, this all adds to speed of response and reduced costs. But—supply management is command business. Supply command-business is the serious business of every individual and every level of command from squad and plane crew to divisions and wings.

The achievement by a commander of a high state of trained readiness while maintaining that fine balance—between economy and effectiveness—in supply is not easy; nor can it be accomplished by system improvement alone. Its solution lies also in the foresight and know-how of the commander and his entire unit. You can't long use what you abuse! Flap requisitioning is a poor substitute for planning.

### RESEARCH AND DEVELOPMENT

This year I made a modest increase in the staff of the Deputy Chief of Staff (Research & Development). This

has already paid dividends in that our research and development is being approached from a total program and effort point of view. This will make it more responsive to the requirements of the Fleet Marine Force and the probable availability of future dollars.

Last year I said equipping to be a winner is our biggest enigma. We are slowly solving that enigma.

Our development efforts are being aimed at finding simple and rugged implements to enhance the combat potential of our air-ground team. Our development efforts should result from recommendations of our field forces. These should come along after field exercises indicate an operational need for such items. Let us hear from you—often.

### HEADQUARTERS STAFF

In my ten years' experience at Headquarters Marine Corps I've never seen a tougher year on the members of the Headquarters staff than calendar year 1962. I hope the demands may be lighter in 1963. I shall do my part to further this idea.

It is my hope that all Marine Corps orders and directives can be prepared in understandable language and issued on a timely basis—so nearly perfect that no one needs come to Headquarters, nor do we need to send a posse of explainers to the field commands in order to get the desired reaction and required high standards of execution.

Keep your opposing ideas coming to me, else I'll remain in the decision-making business but a short time. No alternatives—no other way to do it—no decisions required.

### ENDING

Many of us will complete our Marine Corps active duty this year.

But keep on we must, each to his last day, that we may individually and collectively provide for our successors a sharpened share, a clean mold board, a ready team, and an honorable and unmistakably marked guide-post for the furrows of the future.

A happy and successful 1963 to all hands.

US  MC

## Now:

When you read Gen Shoup's guidance for 1963, it becomes crystal clear that small unit leadership and individual responsibility combine to make the Marine Corps the great institution that it has been for over 227 years. These same tenets hold fast today, especially as we wend our way through transformation and venture into uncharted counter-terrorism waters where our small unit leadership and training will be the difference between winning and losing.

Semper Fidelis