



# UNITED STATES MARINE CORPS

7TH MARINE REGIMENT  
1ST MARINE DIVISION (REIN)  
I MARINE EXPEDITIONARY FORCE  
MARINE CORPS AIR GROUND COMBAT CENTER

5100  
Safety  
15 Nov 11

From: Commanding Officer  
To: Distribution List

Subj: 7TH MARINES FORCE PRESERVATION COUNCIL (FPC) POLICY LETTER

Ref: (a) MARADMIN 363/10  
(b) MARADMIN 240/11  
(c) USMC Mentoring Handbook  
(d) 7TH Marines Mentorship Program  
(e) Privacy Act of 1974  
(f) DoD 6025.18R  
(g) DTM 09-006 (NOTAL)  
(h) MARADMIN 647/11

Encl: (1) FPC Meeting Worksheet  
(2) Mission and Goals Form  
(3) Honor, Courage, Commitment Assessment Form  
(4) Potential High Risk Indicator Flags

## 1. Situation

a. The 1st Marine Division Force Preservation Council convened on August 2011 to present and discuss force preservation issues and best practices within the Division. Mishap deaths due to poor decision-making (e.g. alcohol overdose), Marines at risk for reckless behavior, and Marines experiencing difficulty with operational stress factors continue to present a clear threat to the cohesion and mission readiness of our regimental units. To address this issue, all regiments within 1st Marine Division have been directed to develop and implement measures that enhance readiness and preserve our force.

b. Human factors continue to be a leading cause of mishaps, incidents leading to suicidal events, and reckless behavior associated with combat operational stress. Marines and family members are often under stress from personal or professional factors that are not apparent to command leadership, and in many instances, the individual's risk factors are unobserved from a comprehensive view point. Commanders, subordinate leaders, and peers must reinforce engaged leadership in order to gain the whole picture of each Marine's situation.

Subj: 7TH MARINES FORCE PRESERVATION COUNCIL (FPC) POLICY LETTER

This will assist in the identification of underlying problems or behaviors that may lead to mishap or injury. This will also assist the command in providing assistance and reference to external resources in order to improve personal and unit readiness.

2. Mission. Effective immediately, 7th Marine Regiment conducts monthly Force Preservation boards to raise force preservation awareness concerns and identify "at risk" Marines and Sailors IOT provide proactive protection to our most critical resource - Marines and Sailors.

3. Execution

a. Commander's Intent. The purpose of this effort is to protect our Marines and Sailors by establishing a clear, formalized process to elevate awareness and identification of at risk Marines to Commanding Officers by utilizing the Regimental Engaged Decisive Leadership and Mentoring Program outlined in references (c) and (d). We will accomplish this by ensuring each battalion and the Headquarters Company conducts monthly Force Preservation Councils (FPC) which account for human factors involved in mishaps, suicides, domestic violence, reckless behavior, and vehicle safety. FPCs will consider individual Marines identified by small-unit leaders as "at risk" due to known stressors. FPCs will ensure each Marine has the resources available to overcome these stressors to prevent future actions and behavior that lead harmful incidents and mishaps. Once per month, the regiment will conduct a FPC to ensure compliance with this policy and to identify and remove obstacles to providing at-risk Marines the best resources possible to resolve concerns. The end state is engaged leadership at all levels, a targeted approach to preserve the welfare of our Marines and Sailors, and the reduction of mishaps and incidents to preserve our combat power.

b. Concept of Operations. The Regiment's Force Preservation efforts will be executed on an enduring basis, and recurring Force Preservation Councils will be conducted monthly through a tiered approach that reflects organizational structure and engaged leadership at all levels.

(1) Platoon Level. The FPC process will begin at the platoon level through use of the Marine Corps Mentoring Program (MCMP), reference (d), and enclosures (2) and (3). Mentors assess their Marines using the MCMP Mission and Goals Form, and the Honor, Courage and Commitment Assessment. Platoon

Subj: 7TH MARINES FORCE PRESERVATION COUNCIL (FPC) POLICY LETTER

Commanders and Platoon Sergeants meet individually with Mentors to discuss each Marine in the Platoon. The platoon Commander decides whether a Marine is elevated to next level.

(2) Company Level. Company Commanders and First Sergeants meet with Platoon Commanders to discuss Marines that require referral to the FPC. Company Commanders decide which Marines and Sailors will be elevated to the monthly FPC.

(3) Battalion Level. Marines and Sailors that are the subject of the FPC will not appear before the council. Council members will evaluate each individual's duty performance, personal and professional stressors, and focus on what treatment, intervention, and resources are in the individual Marine's best interest. The monthly FPC should consider risk factors such as the ratio of unit leaders to Marines, legal and disciplinary issues, alcohol and drug abuse, financial hardships, stressed domestic relationships, sudden changes to an individual's life (family death), reckless behavior, and psychotropic medication prescriptions. Detailed discussion of sensitive personal or professional information will be protected in confidence and conducted in smaller groups as designated by the meeting Chairman. Evaluation and follow-on actions will be executed in accordance with the guidance provided by Commanding Officers. FPC membership should include at a minimum:

- Battalion CO or XO - Chairman.
- Sergeant Major.
- Company Commander and/or First Sergeant

Additional council members may include:

- Platoon Commander and/or Platoon Sergeant
- Section OIC and/or Section SNCOIC
- Command Master Chief
- Medical Officer
- Chaplain
- SACO
- Legal Officer
- Safety Officer and/or Tactical Safety Specialist
- Family Readiness Officer
- Suicide Awareness Officer
- Regimental OSCAR Mental Health Provider/Representative

Subj: 7TH MARINES FORCE PRESERVATION COUNCIL (FPC) POLICY LETTER

The FPC shall provide individual recommendations tailored to mitigate identified problems, provide treatment, and make relevant resources available. The responsibility for executing individual Force Preservation Plans, tracking progress, and providing updates to the FPC is a leadership responsibility and rests with the unit chain of command.

c. Tasks

(1) Battalions and Regimental Headquarters Company

(a) Maintain full compliance with 7th Marines Mentorship Program guidelines outlined in reference (d).

(b) Convene monthly Battalion-level Force Preservation Councils between the 1st and 15th of each month. Report any cases requiring critical or urgent assistance to the Regimental Executive Officer.

(c) Participate in monthly Regimental Force Preservation Councils.

d. Coordinating Instructions

(1) Regimental Executive Officer will schedule and conduct monthly FPCs with battalion representatives.

(2) All Force Preservation Councils will be non-punitive.

(3) The individual Marines and Sailors will not report to the council.

(4) Force Preservation Councils are not intended to transfer leadership development responsibilities and accountability of at risk Marines and Sailors to the next echelon of command.

(5) Commands will document the conduct and proceedings of FPCs using enclosures (1) and maintain records for two years. Program documentation will be the subject of the Commanding General's Inspection Program.

(6) Force Preservation Councils will be verified and assessed during IG visits, command safety assessments, and Commanding General's Readiness Inspections.

Subj: 7TH MARINES FORCE PRESERVATION COUNCIL (FPC) POLICY LETTER

(7) Force Preservation Councils will be reported in the quarterly Warrior Preservation Status Report (WPSR).

(8) All FPCs will include (but not limited to) the following risk factors:

- Ratio of unit leaders to Marines
- Alcohol Abuse (admitted or perceived)
- Drug Use/abuse
- Financial issues
- Domestic issues
- Operational Stress
- Depression or Anxiety
- Prior suicidal ideations, gestures, or attempts
- Marriage Prep
- Legal, disciplinary, or Administrative Actions
- Tactical vehicle safety
- Tactical field training hazards
- Motorcycle use
- Personal firearms handling
- Association with bad influences

(9) Not less than 30 days prior to deployment, battalions will provide all documentation on current FPC cases to the Regimental Executive Officer or Regimental Remain Behind Element Commander/SNCOIC to conduct a seamless transition for each individual considered by the Force Preservation Council. During the Regimental Combat Team deployment, the Regimental RBE Commander or Executive Officer will conduct monthly Force Preservation Councils to ensure HQ Co and deployed battalion RBEs receive appropriate consideration and command attention. Deployed battalion RBEs will conduct their Force Preservation Council in conjunction with the HQ Co council which will be chaired by the Headquarters Company Commander.

#### 4. Administration and Logistics

a. Information developed by the council should be used by the Commanding Officer as deemed appropriate for the enhancement of safety and for referral/assistance to the appropriate resource. Information discussed by the council will frequently involve sensitive private issues that may be protected by reference (e). Force Preservation Council members are

Subj: 7TH MARINES FORCE PRESERVATION COUNCIL (FPC) POLICY LETTER

accountable for protecting such information and limiting its dissemination.

b. FPC members must ensure medical information provided during boards is handled in accordance with references (e), (f), and (g) to ensure confidentiality. Information provided to commanders pursuant to references (f) and (g) is restricted to personnel with a need for the information (FOUO). Force Preservation Council members are accountable for protecting such information and limiting its dissemination.

5. Command and Signal. Point of contact for this policy letter is LtCol Brian W. Neil, 760-830-5805, brian.neil@usmc.mil.



A. E. RENFORTH

# Sample Force Preservation Council (FPC) Meeting Worksheet

The FPC shall review personal and professional circumstances and direct particular attention toward uncovering underlying medical physiological, social, behavioral and/or psychological factors which personal safety and judgment. The FPC is convened in the interest of force preservation and shall make no recommendations that are disciplinary in nature. During FPC deliberations, considerations shall be given to current unit OPTEMPO, workload, command communications, and other factors that may influence unit personnel.

Date: \_\_\_\_\_

Members present:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**All members should discuss the following as related to each individual:**

1. OpTempo. How is training and Optempo affecting the Marine?

2. All members should discuss the following related to each individual:

- a. Risk-taking behavior (including alcohol and/or drug screening)
- b. Professional discipline (pending legal issues)
- c. Career development and other job performance factors?

3. Critical indicators:

- a. Declining performance –failure to meet required standards or qualifications progress
- b. Known violations or instances of poor discipline
- c. Presence of major life stressors

ENCLOSURE (1 )



**Mission and Goals Form\***

**Paragraph 1: Situation**

Mentor Name:	RUC:
Marine Mentee Name:	UIC:
Unit Address:	

**Paragraph 2: Mission**

Unit Mission: What is the mission of the unit:
Marine mentee's critical role in support of the unit's mission:

**Paragraph 3: Execution**

**Goals (3 or 4; specific, measurable, attainable, realistic, time-bound)**

Professional Goals:
Personal Goals:
Combat Skills/Readiness Goals:

**Tasks (action plan for accomplishing goals)**

Action Steps	Deadline

\*Excerpt from NAVMC DIR 1500.58, p66

ENCLOSURE (2)

## Honor, Courage, Commitment (HCC) Assessment\*

**N = Needs Assistance; E = Effective**

Marine mentee name:	Date:
Mentor name:	Individual CRP%:

<b>Honor: Integrity, Responsibility, Accountability</b>	
H1 Leads by example	
H2 Upholds the reputation of the Marine Corps & acts Marine-like at all times (24/7)	
H3 Seeks responsibility and accepts responsibility for success/failure of Marines	
H4 Respects self and others	
H5 Maintains high levels of Mental development	
H6 Maintain high level of Physical readiness	
H8 Maintains high level of Spiritual strength	
H9 Does the right thing when no one is looking	
<b>Courage: Do the right thing, in the right way, for the right reasons</b>	
C1 Does the right thing even when unpopular	
C2 Hold others accountable to Marine Corps standards (24/7)	
C4 Admits to shortcomings and mistakes	
C5 Obeys all lawful orders and regulations	
C6 Refuses to participate in inappropriate behavior despite social pressure on leave/liberty	
C7 Takes ownership of and seeks assistance in dealing with difficult personal situations	
C8 Assists subordinates in taking on difficult personal situations	
C9 Obeys the law at all times	
<b>Commitment: Dedication to mission, Devotion, Always makes a positive impact</b>	
Co1 Shows enthusiasm in being a Marine and inspires others	
Co2 Demonstrates situational awareness and sound judgment	
Co3 Is prepared for deployment and redeployment	
Co4 Sharpens common combat skills	
Co5 Pursues professional development by utilizing the MOS roadmap	
Co6 Acts responsibly in the use and care of equipment and assets	
Co7 Accomplishes tasks in a timely manner, no matter what the conditions	
Co8 Provides for support and welfare of family	
Co9 Ensures family is prepared for separations and reunions	
Co10 Lives within means (budgeting, spending, saving)	
Co11 Operates PMV/POV responsibly	
Co12 Acts responsibly during recreational activities	
Co13 Avoids alcohol abuse and has zero tolerance for drug use	
Co14 Looks after the welfare of other Marines on leave or liberty	
Co15 Develops game plans, takes need steps to minimize risks	

\*Excerpt from NAVMC DIR 1500.58, p67

## Potential High-Risk Indicator Flags

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Incidents or mishaps have one or a combination of flagging indicators that can result in a serious incident or fatality. Identifying high-risk flags through Force Preservation Councils (FPC) can assist leadership in recognizing issues and developing corrective actions. Leaders at all levels must be familiar with their Marines' lives both professionally and personally. Additionally, Marines who recently joined a unit should be discussed at the FPC in order to engage any problem that might have been carried over from the previous command.

Listed below are some potential high risk indicators that should be considered at FPCs:

### 1. Relationship problems

- a. Is the Marine going through a separation or divorce?
  - (1) If separated or divorce, does the Marine still maintain off-base residence?
- b. Does the Marine reside off-base?
  - (1) Alone or with someone else other than spouse?
- c. Is the Marine a Geo-Bachelor?
- d. Has the Marine recently experienced a break-up with a boyfriend or girlfriend?
- e. Does the Marine have family care plan issues that the Family Readiness Officer is not aware of?

### 2. Legal or disciplinary problems

- a. Does the Marine have legal issues concerning:
  - (1) Dependents (Spouse and/or children)
- b. Does the Marine have disciplinary issues:
  - (1) History of NJPs from previous unit
  - (2) Current NJPs
- c. Is the Marine under any form of investigation by civilian or military authorities?
- d. Does the Marine have an enlistment waiver/mental aptitude waiver?

### 3. Performance problems

- a. Is the Marine not performing to his/her potential?
- b. Has the Marine been passed over for promotion?
- c. Is the Marine pending administrative or medical separation?
- d. Has the Marine failed a PFT or CFT?
- e. Is the Marine complying with the Marine Corps' body composition and military appearance standards?
- f. Is the command aware of any issues from the Marine's previous unit?

## Potential High-Risk Indicator Flags

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### 4. Financial problems

a. Is the Marine experiencing money-related issues concerning:

- (1) Dependents (Spouse and/or children)
- (2) Mortgage or credit debts

### 5. Behavioral/Mental health issue

a. Is the Marine seen behaving or acting differently at work or off-duty with friends?

b. Has the Marine ever been mentally evaluated?

- (1) Voluntary or directed?
- (2) PTSD issues or other stressors identified?
- (3) Is the Command aware of its Health Insurance Portability and Accountability Act (HIPAA) responsibilities for accessing and protecting a Marine's health information?
- (4) Is the Command actively ensuring the Marine completes his/her scheduled appointments?
- (5) Is the Command aware of any abnormal pattern changes by the Marine? (e.g. daily routines)

### 6. Guidance/moral compass issue

a. Does the Marine have a spiritual faith?

b. Has the Marine recently experienced a crisis?

c. Has the Marine ever sought counseling with a Chaplain?

### 7. Substance abuse problem

a. Does the Marine have a past or current substance abuse history?

b. Has the Marine ever sought or been directed to substance abuse counseling?

### 8. Use of prescription drugs

a. Is leadership or mentor aware of any prescribed drugs taken by the Marine?

(1) Has Marine turned in medical charts to his/her supervisor?

b. Has the Marine been prescribed medications that can adversely affect driving/riding abilities or job performance?

### 9. Off-duty activities

a. Does the Marine have a positive social relationship with friends or family?

b. Does the Marine have hobbies?

c. Does the Marine participate in high-risk recreational activities?

d. Does the Marine keep to him/herself?

## Potential High-Risk Indicator Flags

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### 10. **PMV/Motorcycle**

a. Has the Marine recently purchased a vehicle or motorcycle?

(1) Has Marine completed the required driver improvement or motorcycle rider training?

b. Does Marine have any significant or multiple traffic violations?

c. Has the Marine's license been suspended or revoked?

### 11. **Active Participant or Bystander**

a. Has anyone (co-workers, friends or Marine's family) identified a change in the Marines' habits that warrant proactive intervention?