



UNITED STATES MARINE CORPS

11TH MARINES
1ST MARINE DIVISION (REIN), FMF, BOX 555534
CAMP PENDLETON, CA 92055-5534

IN REPLY REFER TO:
5100
Safety

REGIMENTAL POLICY LETTER 11-20

From: Commanding Officer

To: Commanding General, 1st Marine Division

Subj: 11TH MARINES FORCE PRESERVATION COUNCIL POLICY

Ref: (a) MCO 5100.29B Marine Corps Safety Program
(b) MCO 1500.60 Force Preservation Council Program
(c) MCO 1500.61 Marine Leader Development
(d) MCO 3500.27 Risk Management

Encl: (1) Sample Individual Marine FPC Slide
(2) Sample Regimental FPC Battalion Slide
(3) Sample FPC Attendance Document

1. Situation

a. Force Preservation continues to be a high priority effort across the Marine Corps. Mishap deaths and injuries due to poor decision-making, Marines at risk for reckless behavior and those experiencing difficulty with operational stress factors present a clear threat to the mission readiness of our units. Force Preservation Councils (FPC) are conducted to provide the commander a better understanding of the overall well-being of unit personnel and to recommend risk mitigation measures as appropriate. It is a confidential meeting that is not a punitive forum.

b. Human factors continue to be a leading cause of mishaps, incidents leading to suicidal events, and reckless behavior. 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 single view point. Commanders, subordinate leaders, and peers must reinforce engaged leadership in order to gain the whole picture of each Marine or Sailor's situation. This will assist in the identification of underlying problems or behaviors that may lead to mishap or injury. Ultimately, the command will be able to resource or refer the service member and/or families to programs and individuals to improve personal and unit readiness.

2. Mission. Effective immediately, 11th Marine Regiment conducts quarterly Force Preservation Councils at the regimental level and monthly Force Preservation Councils at the battalion level in order to identify "at risk" Marines and Sailors and provide proactive protection to our most critical resource - Marines and Sailors.

3. Execution

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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 identify at risk Marines and Sailors to Commanding Officers utilizing engaged leadership. Engaged leadership and formal, aggressive mentoring will encourage solutions at the lowest level and allow 11th Marines to resource our at risk Marines and Sailors. We will accomplish this by ensuring each Battalion and the Headquarters Battery conduct 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 and other indicators such as time in the unit or past incidents. FPCs will ensure the command has a clear "way forward" and has the resources available to address stressors in an attempt to prevent future actions and behavior that lead to harmful incidents and mishaps. Once per quarter, 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.

ENDSTATE: Engaged leadership at all levels, a targeted approach to bring to bear internal and external resources 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 Leader Development (MLD) program and engaged leadership. The chain of command must assess their Marines using this comprehensive approach to leadership development that seeks to foster development of all aspects of Marines' personal and professional lives. Platoon Commanders and Platoon Sergeants will meet individually with their sections to discuss each Marine and Sailor in the Platoon. The Platoon Commander determines whether a Marine is elevated to the Battery level. A focused effort will be made at this level to mentor and counsel new joins and screen for risk indicators that warrant a Marine or Sailor to be elevated to the Battery Level.

(2) Battery Level. Battery Commanders and First Sergeants meet with Platoon Commanders and Platoon Sergeants to discuss Marines and Sailors that require referral to the FPC. Battery Commanders determine which Marines and Sailors will be elevated to the monthly Battalion 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 personal and professional stressors, and focus on what treatment, intervention, and resources are in the individual Marine's best interest. The monthly FPC will 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, reckless behavior, and psychotropic medication prescriptions. Inclusion of outside resources into the battalion's FPC is encouraged and may include the Substance Abuse Counseling Center, Community Counseling Center, Regimental Behavioral Health Specialist, etc. Detailed discussion of sensitive personal or professional information will be protected in confidence. Evaluation and follow-on actions will be executed in accordance with the guidance provided by Commanding Officers. FPC membership should include at a minimum:

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- (a) Battalion CO or XO - Chairman
- (b) Sergeant Major
- (c) Battery Commander and/or First Sergeant
- (d) Medical Officer
- (e) Chaplain
- (f) Platoon Commander and/or Platoon Sergeant*
- (g) Safety Officer and/or Tactical Safety Specialist*
- (h) Regimental OSCAR Mental Health Provider*
- (i) SACO*
- (j) Deployed Readiness Coordinator / Uniformed Readiness Coordinator*

The FPC will 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.

*Annotates additional council members that may be included.

c. Tasks

- (1) Battalions and Regimental Headquarters Battery
 - (a) Implement a formal mentorship program
 - (b) Convene monthly Battalion-level Force Preservation Councils. Report any cases requiring critical or urgent assistance to the Regimental Executive Officer.
 - (c) Participate in quarterly Regimental Force Preservation Councils.
 - (d) Assign all new-joins to the unit to the FPC per Division policy
 - (e) Conduct a transfer of responsibility to a gaining unit for Marines assigned to the unit FPC.
 - (f) Be prepared to transition to the CIRRAS as the electronic forum / program of record for FPC.

d. Coordinating Instructions

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(1) Regimental Executive Officer will schedule quarterly Regimental FPCs with battalion representatives. The Regimental Commander and Battalion Commanders will attend the Regimental FPCs. Authorized personnel attendance includes the following individuals:

- (a) Regt CO
- (b) Regt SgtMaj
- (c) 1/11 CO
- (d) 1/11 SgtMaj
- (e) 2/11 CO
- (f) 2/11 SgtMaj
- (g) 3/11 CO
- (h) 3/11 SgtMaj
- (i) 5/11 CO
- (j) 5/11 SgtMaj
- (k) HQ Btry 11 Mar CO
- (l) HQ Btry 11 Mar 1stSgt
- (m) Regt XO
- (n) Regt Adj / Legal Officer
- (o) Regt Medical Officer
- (p) Regt OSCAR
- (q) Regt Chaplain
- (r) Regt Behavioral Health Specialist (Civilian)

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

(3) The individual Marines and Sailors will not be present at the FPC proceedings.

(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.

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(5) Commands will document the conduct and proceedings of FPCs using enclosure (3) and maintain records for two years.

(6) The command's force preservation program may be verified and assessed during CGIP visits, command safety assessments, and 11th Marines Internal Inspections.

(7) All FPCs may include (but are not limited to) the following risk factors:

- (a) Ratio of unit leaders to Marines
- (b) Alcohol Abuse (admitted or perceived)
- (c) Drug Use/abuse
- (d) Prescription of psychotropic drugs
- (e) Financial issues
- (f) Domestic issues
- (g) Operational Stress
- (h) Depression or Anxiety
- (i) Prior suicidal ideations, gestures, or attempts
- (j) Marriage Prep
- (k) Legal, disciplinary, or Administrative Actions

(8) Transfer of Marines and Sailors on the FPC. Units will ensure that current FPC records for personnel who are transferred internally or externally to 11th Marines are submitted to the gaining unit. This includes Marines and Sailors assigned to small units such as Fire Support Teams, Individual Augment billets, the Fleet Assistance Program, the Camp Augmentation Program, and any Remain Behind Element due to the deployment of the parent unit. This also applies to personnel executing PCS/PCA orders.

(9) Transition off of FPC. Commands will make deliberate decisions associated with who to remove from the FPC and when to remove them. No timeline should be pre-ordained and units must conduct continuous evaluation of the service member's risk factors and progression before removing them from FPC.

(10) Units that deploy are required to conduct monthly Force Preservation Councils while deployed. Batteries that deploy will coordinate with their deployed higher headquarters for inclusion in that battalion's FPC and access to resources and services.

4. Administration and Logistics

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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 accountable for protecting such information and limiting its dissemination.

b. FPC members must ensure medical information provided during boards is handled to ensure confidentiality. Information provided to commanders 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 the Regt Executive Officer at 760-763-6214.



D. J. SKUCE

Distribution:

Commanding Officer, Headquarters Battery, 11th Marines
Commanding Officer, 1st Battalion, 11th Marines
Commanding Officer, 2nd Battalion, 11th Marines
Commanding Officer, 3rd Battalion, 11th Marines
Commanding Officer, 5th Battalion, 11th Marines

Rank Last, First M
Bn Co Plt

Personal Background

EDIP: 9999999999
DOB: 19971031
Relationship: Single
Children: 4

Professional Background

AFADBD: 20160808
DCTB: 20170724
RD/EAS: 20210320
MOS: 1833
Pro/Con Marks:
Current Duty: Barracks Manager
Security Clearance: Secret
Assigned Mentor: Cpl Slider
Deployment: None

FPC Rationale

- Reason that the Marine is being placed on FPC (e.g.; precipitating event, identified concern, potential future issue...)

Desired End State/ Way Ahead:

- What are we attempting to accomplish (e.g.; fully deployable in 6 months, smooth transition out of military...)
- The actions below will be informed by this section and should be developed cooperatively between the command and the enablers

Individual Actions:

- What are the individual actions that the Marine needs to accomplish in order to accomplish the identified end state

Command Action:

- What command actions are needed in order to accomplish the identified end state

Medical/ MH:

- Recommended treatment plan per medical/ mental health to accomplish identified end state

SACO:

- Recommended SACO actions to accomplish identified end state

Other:

- Any other necessary tasks identified during planning phase that will help support

- Each action is then tracked and updated before the next FPC. In this way the Bn Commander can easily identify what has been accomplished and understand what the next expected actions will be.
- Additions can be made based off of Commanders input, additional identified stressors, or changes.

Category	Initial FPC	Last Month	Current Month
Medical	Yellow	Yellow	Yellow
Family	Green	Green	Green
Financial	Red	Yellow	Yellow
Legal	Yellow	Green	Green
Work Related	Yellow	Green	Green

Commander's Assessment

Performance

- Discuss Marines performance during period of FPC

Significant Updates

- Identify any updates that are pertinent or that may alter the treatment plan

Impact to Mission

- Discuss any impacts that current status/ treatment plan is having on mission success (e.g.; unable to attend CPX due to appointments...)

Way Ahead

- Plan to accomplish next set of identified tasks in support of the desired end state

CMDR'S RECOMMENDED RISK CATEGORY:
Serious Risk/ Medium Level



UNCLASSIFIED//FOUO

Unit



Top 3 FPC Marines:

1. XXXX
2. XXXX
3. XXXX

Unit Trends:

1. Lack of proper judgement in social scenarios.
2. Failure to utilize peers for guidance.
3. Increase in alcohol related incidents in the barracks

Lessons Learned:

1. Reinforce importance of communication between Junior Marines and peers / chain of command.

Concerns/Issues:

1. Commander's Comments

UNCLASSIFIED//FOUO

ENCLOSURE (2)



UNITED STATES MARINE CORPS

11TH MARINES
P.O. BOX 555503
CAMP PENDLETON, CALIFORNIA 92055-5300

IN REPLY REFER TO:
5100
XO
5 Oct 20

From: Executive Officer
To: Files

Subj: FORCE PRESERVATION COUNCIL: 5 MARCH 2020

1. On 5 October 2020 the Commanding Officer of the 11th Marines convened the Regimental Force Preservation Council (FPC) to discuss unit-wide trends, address concerns, and mitigate issues affecting the personnel in the regiment. The intent was to facilitate communication between select battalion leadership and the Regimental command team. Personal information that was disclosed was done in a manner that was only for personnel in a direct need-to-know situation.

2. Personnel in attendance:

Rank	Last Name	Billet
Col	Skuce	Regt CO
SgtMaj	Rice	Regt SgtMaj
LtCol	Ritchie	1/11 CO
SgtMaj	Twigg	1/11 SgtMaj
LtCol	Tumanjan	2/11 CO (telephonically)
LtCol	Priester	3/11 CO (telephonically)
LtCol	Allshouse	5/11 CO
SgtMaj	Elliott	5/11 SgtMaj
Maj	Daly	HQ Btry CO
1stSgt	Hernandez	HQ Btry 1stSgt
LtCol	Sharber	Regt XO
Capt	Percival	Regt Adj
LCDR	Nghiem	Regt Medical Officer
LCDR	Poteet	Regt OSCAR
LCDR	Hamer	Regt Chaplain (telephonically)
Ms.	Abramson	Regt Behavioral Health Specialist

3. Point of contact in this matter is the Regimental Executive Officer, LtCol M, McDaniel Sharber at 760-763-6214 or morris.sharber@usmc.mil.


M. M. SHARBER JR

ENCLOSURE (3)