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Subject: FORCE PRESERVATION COUNCILS (FPC) SAMPLE FRAMEWORK**Originator:** CMC WASHINGTON DC SD(UC)**DTG:** 151405Z Apr 11**Precedence:** ROUTINE**DAC:** General

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MSGID/GENADMIN/CMC WASHINGTON DC SD//

SUBJ/FORCE PRESERVATION COUNCILS (FPC) SAMPLE FRAMEWORK//

REF/A/MSGID:MSG/CMC WASHINGTON DC DMCS/290749ZJUN2010//

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REF/C/DOC/NAVMC DIR 1500.58/YMD:20060213//

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REF/G/DOC/MCWP 6-11/YMD:19950103//

NARR/REF A IS MARADMIN 363/10 23RD EFPB RESULTS. REF B IS MARADMIN 240/11 24TH EFPB RESULTS. REF C IS THE USMC MENTORING HANDBOOK. REF D IS THE USMC MENTORING PROGRAM MCO. REF E IS LEADERSHIP TRAINING AND EDUCATION MCO. REF F IS DOD HEALTH INFORMATION PRIVACY REGULATION. REF G IS THE MCWP ON LEADERSHIP.//

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GENTEXT/REMARKS/1. THE 23RD EXECUTIVE FORCE PRESERVATION BOARD (EFPB) DIRECTED FOCUSED EXPERIMENTATION WITH FORCE PRESERVATION COUNCILS (FPCS). THE 24TH EFPB DIRECTED BATTALION AND SQUADRON LEVEL COMMANDS TO ESTABLISH AND CONDUCT FPCS ON A MONTHLY BASIS FOR THE ACTIVE COMPONENT AND NOT LESS THAN SEMI-ANNUALLY FOR THE RESERVE COMPONENT. THE INTENT IS FOR UNITS TO HAVE A CLEAR, FORMALIZED PROCESS TO IDENTIFY AND ELEVATE AT-RISK MARINES AND SAILORS FOR COMMAND ATTENTION BY USING THE MARINE CORPS LEADERSHIP DEVELOPMENT PROGRAM, COMBINED WITH ADVICE FROM KEY STAFF AND SENIOR LEADERS. DECISIVE, ENGAGED LEADERSHIP IS CRITICAL AND EMPHASIS SHOULD BE PLACED ON LEADERS TRULY KNOWING THEIR MARINES AND SAILORS. THERE IS NOTHING ABOUT A MARINE OR SAILOR THAT A SQUADRON OR BATTALION COMMANDER SHOULD NOT KNOW. WITH THE CURRENT OPERATIONAL TEMPO AND THE DEMANDS PLACED ON LEADERS, THIS CANNOT BE TAKEN FOR GRANTED.

2. LEADERS SHOULD EXECUTE FPCS WITH THE GOAL OF HELPING MARINES AND SAILORS. THE KEY IS GETTING LEADERS ENGAGED AND MENTORING THOSE IN THEIR

CHARGE. HUMAN FACTORS ISSUES OR OTHER PROBLEMS THAT CAN BE HANDLED AT LOWER LEVELS SHOULD NOT BE ELEVATED UP THE CHAIN-OF-COMMAND MERELY TO SUPPORT A PROCESS. LEADERS AT ALL LEVELS MUST BE ABLE TO RECOGNIZE AND CONVEY CASES IN WHICH THEY ARE NOT TRAINED OR EXPERIENCED ENOUGH TO PROVIDE APPROPRIATE ASSISTANCE. AN EFFECTIVE FPC IS INTENDED TO FACILITATE AND FORCE MEANINGFUL INTERACTION BETWEEN JUNIOR AND SENIOR MARINES ACROSS THE ENTIRE SPECTRUM OF LEADERSHIP BY FOCUSING ON COMMUNICATION, INDIVIDUAL DEVELOPMENT, EARLY IDENTIFICATION, AND RESOLUTION DEVELOPMENT. THE DESIRED END STATE IS IMPROVED LEADERSHIP ENGAGEMENT THROUGHOUT THE COMMAND AND BETTER TARGETING OF FOCUSED, ANTICIPATORY LEADERSHIP. THIS REQUIRES COMMANDS TO TAKE A THOROUGH LOOK AT ALL OF THEIR MARINES, NOT JUST THOSE WHO HAVE BEEN FLAGGED AS AT RISK. THE FPC GIVES AN ORGANIZATION A METHOD WITH WHICH TO IDENTIFY THOSE ISSUES REQUIRING SENIOR LEVEL ATTENTION AND RESOURCES, WHILE RETAINING AN EMPHASIS ON SMALL UNIT LEADERSHIP AND SOLUTIONS AT THE LOWEST LEVELS. CONCERNED LEADERSHIP WILL BE THE KEY TO ACHIEVING THE RIGHT BALANCE. FPCS SHOULD BE THOUGHT OF AS A PROACTIVE METHODOLOGY TO PROVIDE MARINES ACCESS TO RESOURCES AND ASSISTANCE AND TO PREVENT UNNECESSARY MISHAPS, FATALITIES, AND SUICIDES. THIS RECONCILIATION OF MARINES IS ANALOGOUS TO THE MANNER IN WHICH A COMMAND RECONCILES ITS MAINTENANCE, SUPPLY, AND MONEY.

3. PERSONNEL ARE OFTEN UNDER STRESS FROM PERSONAL OR PROFESSIONAL FACTORS THAT ARE NOT APPARENT TO THE COMMAND'S DECISION MAKERS. IN MANY INSTANCES, THE INDIVIDUAL'S RISK FACTORS WERE KNOWN TO VARIOUS LEADERS AND PEERS AS ISOLATED PIECES OF THE WHOLE PICTURE. THE OBJECTIVE OF THE FPC IS TO CONNECT THE DOTS THROUGH THE COLLECTIVE USE OF THE AVAILABLE COMMAND ASSETS AND THE COLLABORATIVE EFFORTS OF THE CHAIN-OF-COMMAND. IDENTIFICATION OF MARINES IN DISTRESS REQUIRES DECISIVE, ENGAGED LEADERSHIP. THE APPLICATION OF A PROCESS THAT ENABLES THE COMMAND TO LEVERAGE THE KNOWLEDGE AND EXPERIENCE OF THE ENTIRE COMMAND TEAM IS ABSOLUTELY CRITICAL TO EARLY IDENTIFICATION AND TO PROVIDE APPROPRIATE ASSISTANCE.

4. COMMANDS HAVE THE LATITUDE TO TAILOR THE MECHANICS AND SPECIFIC CONSTRUCT OF THEIR FPC TO THEIR UNIT SIZE, STRUCTURE, LOCATION, GEOGRAPHIC DISPERSION, AND MISSION. AN OUTLINED FPC FRAMEWORK IS DESCRIBED BELOW THAT HAS PROVEN SUCCESSFUL IN THE PAST. IT IS NOT INTENDED TO BE PRESCRIPTIVE, BUT INSTEAD, SERVE AS A STARTING POINT FOR COMMANDS TO BUILD THEIR INDIVIDUAL FPC FRAMEWORK.

5. THE FPC IS NOT A DISCIPLINARY BODY. IT IS A CONDUIT FOR ISSUES AND CONCERNS THAT HELPS LEADERS FORM ONE COMPOSITE PICTURE OF A MARINE, ENABLING THE TAILORED LEADERSHIP INVOLVEMENT AND ENGAGEMENT OF EXTERNAL RESOURCES, AS NECESSARY. NOT EVERY MARINE NEEDING ASSISTANCE OR DEALING WITH STRESS NEEDS TO BE DISCUSSED AT AN FPC. IN FACT, MANY RISK FACTORS CAN AND WILL BE DEALT WITH AT THE SUPERVISORY LEVEL.

6. PLATOON/WORK CENTER LEVEL. THE FPC PROGRESSION BEGINS AT THE PLATOON OR WORK CENTER LEVEL THROUGH THE USE OF THE MARINE CORPS LEADERSHIP DEVELOPMENT PROGRAM. LEADERSHIP INTERACTION IS THE VERY FOUNDATION OF LEADERS KNOWING THEIR MARINES AND GUIDING THEM TO THE HIGHEST STANDARDS OF PERSONAL AND PROFESSIONAL CONDUCT. MARINES WHO REQUIRE ASSISTANCE OR ADDITIONAL RESOURCES BEYOND THE IMMEDIATE CAPABILITIES OF THE LOWER ECHELONS SHOULD BE ELEVATED TO THE COMMAND'S FPC, AS NECESSARY.

A. NONCOMMISSIONED OFFICERS (NCOS). NCOS ASSIGNED AS SUPERVISORS SHOULD FOCUS THEIR EFFORTS ON ENSURING MARINES UNDERSTAND THEIR STRENGTHS AND WEAKNESSES TO HELP THEM DEVELOP INTO INTEGRAL MEMBERS OF THE TEAM. SUPERVISORS SHOULD HAVE THE RESPONSIBILITY TO ARTICULATE CONCERNS TO THEIR NEXT LEVEL OF COMMAND ABOUT MARINES IDENTIFIED AS NEEDING ASSISTANCE WHO EXCEED THE SUPERVISOR'S ABILITY TO CONNECT THOSE MARINES TO THE APPROPRIATE RESOURCES.

B. PLATOON COMMANDERS, PLATOON SERGEANTS, WORK CENTER OFFICERS-IN-CHARGE (OICS), AND STAFF NCOICS SHOULD MEET WITH SUBORDINATE SUPERVISORS INDIVIDUALLY AND REGULARLY TO DISCUSS AND REVIEW THE STATUS OF EVERY MARINE IN THE PLATOON OR WORK CENTER. THE PLATOON COMMANDER OR OIC SHALL MAKE A DETERMINATION ABOUT INDIVIDUAL MARINES NEEDING ASSISTANCE, IF THE NEXT LEVEL OF SUPPORT IS REQUIRED.

C. COMPANY/DEPARTMENT LEVEL. COMPANY COMMANDERS, FIRST SERGEANTS, AND DEPARTMENT HEADS SHOULD MEET WITH THEIR PLATOON COMMANDERS/OICS REGULARLY TO REVIEW AND DISCUSS MARINES NEEDING ASSISTANCE. THOSE MARINES REQUIRING THE NEXT LEVEL OF SUPPORT WOULD SIMILARLY BE REFERRED TO THE FPC.

7. BATTALION/SQUADRON LEVEL. THE ACTUAL BODY OF THE FPC CONVENES AT THE BATTALION/SQUADRON LEVEL. AT THIS LEVEL, COMMANDERS, AIDED BY THE LEADERSHIP REPRESENTATION FROM THE CHAIN-OF-COMMAND AND THE ENABLING ADVISORS FROM SPECIFIC STAFF AREAS, EVALUATE THE MARINES WHO HAVE BEEN RECOMMENDED TO THE FPC AND APPROVE APPROPRIATE ASSISTANCE. FPC MEMBERSHIP TYPICALLY INCLUDES THE CO OR XO AS CHAIR, THE SERGEANT MAJOR, AND THE MARINE'S COMPANY COMMANDER/DEPARTMENT HEAD OR FIRST SERGEANT/STAFF NCOIC. MARINES UNDER DISCUSSION WOULD NOT NORMALLY BE PRESENT AT A BATTALION/SQUADRON LEVEL COUNCIL. UNITS CAN ALSO ASSIGN A DESIGNATED RECORD KEEPER FOR EACH FPC MEETING. KEY STAFF OFFICERS THAT PROVIDE ENABLING ADDITIONAL SOURCES OF INFORMATION ON A MARINE UNDER DISCUSSION INCLUDE THE MEDICAL OFFICER, THE CHAPLAIN, THE SUBSTANCE ABUSE CONTROL OFFICER, THE LEGAL OFFICER, THE SAFETY OFFICER OR TACTICAL SAFETY SPECIALIST, A FAMILY ADVOCACY REPRESENTATIVE, THE SUICIDE AWARENESS OFFICER, AND THE OPERATIONAL STRESS CONTROL AND READINESS REPRESENTATIVE. THESE STAKEHOLDERS IN A MARINE'S WELL-BEING SHOULD BE CONSULTED TO CONNECT THE DOTS, LIMIT THE ABSENCE OF INFORMATION, AND HELP IDENTIFY ALL THE FACTORS TO SHAPE AN APPROPRIATE ACTION PLAN TO HELP COMMANDERS REALLY KNOW THEIR MARINES.

8. THE FPC IS NOT LIMITED IN CONSIDERATION OF PERSONAL AND PROFESSIONAL RISK FACTORS THAT MAY AFFECT A MARINE. ISSUES SUCH AS LEGAL OR DISCIPLINARY PROBLEMS, ALCOHOL OR DRUG USE, THE EFFICACY OF A MARINE'S CURRENT LEADERSHIP STRUCTURE, ERRATIC BEHAVIOR OR A GENERAL LACK OF PROFESSIONALISM, AND PERSONAL ISSUES LIKE THE LOSS OF A FAMILY MEMBER, MARITAL PROBLEMS OR FINANCIAL DIFFICULTIES ALL CONTRIBUTE TO PAINTING A COMPOSITE PICTURE OF A MARINE.

9. THE FPC SHOULD PROVIDE INDIVIDUAL RECOMMENDATIONS TAILORED TO MITIGATE, AND IF POSSIBLE ELIMINATE, IDENTIFIED RISK FACTORS TO SUCCESSFULLY RE-INTEGRATE THE MARINE BACK TO FULL PERFORMANCE AS A MEMBER OF THE TEAM. THE RESPONSIBILITY FOR EXECUTING THE PLAN, TRACKING PROGRESS, AND PROVIDING UPDATES TO THE FPC IS A LEADERSHIP RESPONSIBILITY AND RESTS WITH THE INDIVIDUAL'S CHAIN-OF-COMMAND. THE FPCS ARE NOT INTENDED TO TRANSFER LEADERSHIP DEVELOPMENT RESPONSIBILITY AND ACCOUNTABILITY OF IDENTIFIED MARINES TO THE COMMANDING OFFICER. THE FPCS ESTABLISH THE FRAMEWORK WITHIN WHICH SUPERVISORS GAIN ACCESS TO APPROPRIATE RESOURCES, WITH THE MARINE BEING AFFORDED APPROPRIATE LEVELS OF EVALUATION, ASSISTANCE, AND SUPERVISION. FOLLOW-ON ACTION AND EVALUATION SHOULD BE EXECUTED BY THE CHAIN-OF-COMMAND UNDER THE GUIDANCE OF THE COMMANDING OFFICER.

10. RESOURCES LIKE EXISTING FPC POLICIES, SCENARIOS, SAMPLE MEETING WORKSHEETS AND TEMPLATES, AND OTHER BEST PRACTICES CAN BE FOUND AT: [HTTP://WWW.MARINES.MIL/UNIT/SAFETY/PAGES/FORCE_PRESERVATION_COUNCIL.ASPX](http://www.marines.mil/unit/safety/pages/force_preservation_council.aspx). COMMANDS WITH SUCCESSFUL MODELS AND OTHER BEST PRACTICES THAT SUPPORT SUCCESSFUL FPCS SHOULD CONTACT THE MESSAGE POC TO HAVE THEIR FPC CONSTRUCT AND MATERIAL SHARED AS A BEST PRACTICE. SUBJECT MATTER EXPERT SUPPORT DURING THE ESTABLISHMENT AND SUBSEQUENT EXECUTION OF A COMMAND'S FPC IS AVAILABLE FROM THE CMC SAFETY DIVISION AND THE LEJEUNE LEADERSHIP INSTITUTE.

11. THE CURRENT HUMAN FACTORS COUNCIL (HFC) PROCESS USED TO IDENTIFY PERSONAL AND PROFESSIONAL ISSUES AMONG AIRCREW MEETS THE FPC REQUIREMENT AS LONG AS THE HFCS ARE EXPANDED TO ALL HANDS, OR AN ADDITIONAL FPC FOR NON-AIRCREW PERSONNEL IS DEVELOPED.

12. PER REF B, FPCS WILL BE CONSIDERED AS PART OF A SERVICE-LEVEL REVIEW AND INCORPORATED AS A COMPONENT OF FUTURE LEADERSHIP DEVELOPMENT PROGRAMS IN ORDER TO BE AN ENDURING PART OF THE MARINE CORPS LEADERSHIP PROCESS.

13. PER REF B, COMPLETION OF FPCS WILL BE DOCUMENTED IN WRITING AND REPORTED ON THE WARRIOR PRESERVATION STATUS REPORT (WPSR).//