

THE COMMANDANT'S



Views, Designs and Policies: Guidance for You in 1961

Close observers of General D.M. Shoup's way of doing things find little left to chance. And it was not by chance that the Commandant last year and this year used the simile of the plow in his annual message. Any farm boy knows you set the course in advance to get a straight furrow—and you hold to that course.

Last year there were some who doubted, for a while. They read CMC's words, then forgot them. But it came to pass that those words foreshadowed decision after decision, policy after policy, during 1960. And the wise were forewarned.

The Gazette last February recommended "study and restudy" of what the Commandant said. One Marine who periodically reviewed those remarks: the Commandant. We recommend again a review of those 1960 words. And herewith, printed in full is the Commandant's guidance for you in 1961. Guidance, the dictionary says, means leadership. And to go with it, Gen Shoup suggests a motto: "If we can read it, we can do it." Here's the reading:

INTRODUCTION

Good morning, and a happy, warless New Year to you!

After 38 years in the uniform of our Country, I found it my duty last year to be here to acquaint you with my policies which I had determined to translate into goals for attainment during my tenure as Commandant of the Marine Corps. Some goals were to eliminate the then current practices which I believed detrimental to the efficient accomplishment of the missions of the Marine Corps. Others were to institute procedures which I believed would make decided improvements in our posture as a force in readiness dedicated to the defense of our Country.

A year ago I took the grips of the plow in my hands. After pushing an accumulation of vines and weeds from the mold board, I lifted the lines from the dust and found hitched to that plow the finest team I ever held a rein on. Little geeing and hawing has been necessary.

Today, after representing the Marine Corps in: 1) Joint Chiefs of Staff meetings, Congressional hearings and Departmental conferences requiring over 500 hours, 2) making over 50 speeches, 3) visiting five major Marine commands and some smaller ones, 4) travelling about 27,000 miles, and 5) keeping fairly familiar with the activities of my own office, I again consider it a

definite responsibility to acquaint you with additional ideas and goals I have for the Marine Corps.

There is overwhelming evidence that my last year's message got through to a great number of you. Thus I shall use the same means of communication again this year. All Commanders are urged to arrange that the Commandant's Message for '61 will be made available to all Marines of all ranks.

GENERAL OBSERVATIONS

1) Periodically this past year I have reviewed my remarks of last January. Not that these remarks particularly intrigue me—they don't. Nor that they were couched in undying prose—they weren't. I just wanted to be sure whether or not any modifications were in order. My views, designs and policies are essentially unchanged. Some goals we have attained. Some we have our sights locked on but not yet accomplished. Others are in the study stage. But then, I expected some of these goals to be two or three yearsworth.

2) Though I know Marines are unacquainted with pathetic language, I enjoyed an extra measure of gratitude at the absence of communications about proposed reductions in the numbers of dependents permitted overseas. I translate this into a confirmation of the same high faith in me and my staff that I have in you and my superiors. My faith that the Marine Corps will

On relations with DoD—

“My faith that the Marine Corps will always get a just and fair deal from our superiors remains unshaken.”

always get a just and fair deal from our superiors remains unshaken.

3) In these perilous times which face mankind the world over, I would like to stress the moral and ethical side of leadership responsibility. For it is in the area of moral courage, truth and honor that the fibers of character are strengthened sufficiently to sustain men under the great stresses and responsibilities facing our military leaders today. Every one of us must continuously teach that dedicated duty has its own reward, aside from the potential for promotion and higher salary. This is a vital necessity if we are to avoid the dangers inherent in decadence and spinelessness of character.

4) After some 15 years of living in the Atomic Age, we have begun to think in terms of balance of terror rather than balance of power. It is becoming increasingly unreasonable for me to think that major nuclear strikes will be made over minor issues. Ready forces will always be the great national asset for dealing militarily with minor issues. The total of those forces eventually required may be pretty big, but, if they can

settle the issues, we won't have to contribute to the sudden death of seven to eight hundred million human beings.

5) Today, my staff and I are much more knowledgeable of matters concerning the Joint Chiefs of Staff than we were a year ago. I am completely certain of the correctness of the decision of those who created and perpetuated the Joint Chiefs of Staff organization. I am confident that Marine Corps personnel must continue to make substantial efforts to insure that we are doing our share in accordance with our assigned responsibilities in the overall Department of Defense structure. But in whatever contributions we make, we must remember that the Marine Corps is not a service of exotic weapons systems. Rather it is a highly integrated air-ground combat team which places special emphasis on its ability and willingness to fight—and fight in any type war. I believe the so-called limited or conventional war where nuclear weapons may not be used is the most probable. Our planning, training and equipment must be designed to make the individual Marine the most efficient fighting machine in the world. In short—concentrate on the thing that we do best.

6) It would be premature for me at this time to make comments on any proposed Defense reorganization without a searching analysis. The Department of Defense is a complicated structure. We must always be sufficiently flexible to improve the system when changes are indicated to be necessary in the interest of the whole country. I think it is a fine thing that we have citizens who have ideas about it. But it is essential that we exercise great care and judgment when considering even minor changes.

7) I have long believed that one's thoughts should not be suppressed any more than his heart-throbs. The Marine Corps has profited in the past year from the ideas of my Headquarters staff, as well as suggestions from personnel of various ranks in the field. Again I solicit your suggestions for improvements in any phase of Marine Corps functions.

8) The present system of getting the ideas to me needs improvement. Hereafter, all of you in the field and here at Headquarters are encouraged to mail directly to me ideas and suggestions which may prove beneficial to the Marine Corps as a whole or to organizations other than the one you're in. These may be in personal letter form. Those sent to me will be evaluated and, if of sufficient benefit and practicability, they will be adopted. I want all commanders to obtain and process ideas and suggestions which relate to improvements in local methods and procedures.

PERSONNEL AND MANPOWER MATTERS

I wonder whether we give enough serious thought and attention to the civilian portion of our highly efficient Civil Service-Marine Corps team. We must devise ways to ensure maximum productive results from this integrated team. The Marine Corps invests about \$80 million a year in some 14,000 civilian helpers. The quality of their work directly influences our capability to mount-out and maintain our Fleet Marine Forces in action.

CHECK LIST FOR HQMC STAFF OFFICERS

- ▶ Review 1960 CMC message; complete pending actions.
- ▶ Analyze 1961 message.
- ▶ Plan better use of civilian manpower.
- ▶ Get rid of technical tests; officer exams.
- ▶ Work up better promotion system to Sgt (E-5).
- ▶ Balance needs of service against requests for “twilight cruises;” avoid “musical chairs.”
- ▶ Push for more and better family housing.
- ▶ Work up new occupational field for supply, fiscal, and logistics. (Be ready when no-SDO bill is passed.)
- ▶ Stabilize supply management, improve inventory control, get rid of excess stock.
- ▶ Expand use of data processing, priority to disbursing, facilities management.
- ▶ Continue 70% of IG effort on inspecting combat readiness; improve the system; insure local commanders have top-notch inspection systems.
- ▶ Plan to spend R&D money only on “substantial improvements” other services cannot develop; shop for most combat capability for least cost.
- ▶ Provide correspondence courses to afloat units.
- ▶ Keep section emergency plans up to date.
- ▶ Avoid minor TE changes which take reshuffling of prepared supplies.
- ▶ Keep your eye on the main problem: mobility.
- ▶ Get recommendations in for reorganization of HQMC.
- ▶ Tell CMC what you think; not what you think he thinks.

One of my main concerns has been that of better manpower management procedures. We must enhance the readiness of our operating forces and at the same time provide the best possible career opportunities for Marines. The Marine Corps Long Range Enlisted Personnel Planning Board has this past year studied this problem. Many of its recommendations will be put into effect.

We have decentralized many functions to the unit commander level. Included were promotions for corporals and lance corporals and the proficiency pay program. Additionally, we are aiming to improve the promotion system for advancement to the rank of sergeant. We expect to continue to require the passing of a general Marine Corps-wide military subjects test for advancement to sergeant, staff sergeant and gunnery sergeant. But the technical test will be eliminated.

ple are still around. We must do something about them.

Dedication—Officers and NCOs who preach "take your leave, even if it means sitting at home," so as "not to lose it"; those who spend more time preparing for a civilian pursuit than they do on their Marine Corps assignment.

Loyalty—The officer who does not know when his subordinate is in trouble or need, and who feels no compulsion to find out or do anything about it if he does.

These all chip away at the Marine Corps stature—at its very right to exist. Our survival among the country's armed forces has always been geared to superior performance. This can come only as a product of high standards. As soon as the day arrives when the Marine Corps is looked upon by Marines as nothing more than

On the Atomic "balance of terror"—

"Ready forces will always be the great national asset for dealing militarily with minor issues. The . . . total may be pretty big, but, if they can settle the issues, we won't have to contribute to the sudden death of seven to eight hundred million human beings."

For some time I have thought that selected professional examinations should be a requisite to promotion to certain commissioned officer ranks. This matter is under study.

My belief that the man in the butts is in the best position to know where the bullet struck, I also apply to the business of the local commander knowing best how to handle disciplinary and other personal matters pertaining to members of his command.

I often see a completely unsatisfactory fitness report on an NCO; then the subsequent one six months later on the same individual made by the same commander indicates he is still totally unsatisfactory. Reports of this kind often contain a remark such as: "This individual does not have the leadership qualities or professional competence required of a staff NCO." Some day I hope to see: "This *ex-staff* NCO *did* not have the leadership qualities or professional competence. . . ."

Each commander has the authority under certain provisions set forth in our Marine Corps Manual and the responsibility inherent in command to do this.

Forever, it has been true that if you leaders take care of your men, they'll take care of you. In the same way, if commanders in this day of pulsating colored lights, count-down, hiss and swish, will take care of their Marines, the Marines will take care of the machines. Too many commanders are concentrating on machines, not Marines.

Sometimes we fall below our usually high standards. Here are some examples:

Discipline—A Marine convicted of theft is awarded punishment far less severe than I believe warranted. The punishment must fit the crime for all ranks.

Performance of duty—The officer whose unit presents a most mediocre performance in everything it is required to do, and whose fitness report still reads "Excellent to Outstanding."

Pride—The NCO whose uniform looks like it belonged to someone who retired in 1940; the officer with the yellow socks or the bay window. A few of these peo-

a job, we are headed for the Smithsonian Institution as another relic.

The young people in the Corps—the privates and second lieutenants—are going to take their cue from the older ones. If the generals and colonels, the sergeants major and first sergeants present an example of mediocre performance, of indifference, of soft standards and low morale, the privates and the lieutenants will follow suit.

So to all leaders I say, give more and demand more!

Sometimes, like Topsy, a policy just grows. The twilight cruise idea is a case in point. I believe all Marines should steam up to the finish line with full power-on at whatever port is best for the Marine Corps and Uncle Sam. It's good if you get to the station of your choice for your last cruise, but we can't play an expensive game of musical chairs to get you there. Marine Corps Manual paragraph 7016 still applies.

I consider improvements such as family housing vital to the well being of our Marines and their families. Therefore, I intend to continue my efforts to improve the family housing conditions at Marine Corps installations. Capehart housing slated for completion during 1961 includes 800 units at Camp Lejeune; 450 units at Quantico; and 150 at 29 Palms. The Wherry renovation program completed 1852 units at Lejeune last month. Over 400 each are scheduled for renovation at Quantico and 29 Palms during 1962. This will help considerably. Let's take care of these quarters when we get them.

Legislation to eliminate the Supply Duty Only category is included in the Department of Defense 1961 legislative program. One of the significant features of the proposed bill guarantees the same opportunity for promotion for former SDOs below the grade of colonel for their first promotion, after enactment of this law, as is afforded unrestricted officers. In the case of col-

On individual training—

“(Don’t) simply schedule all hands for all training. To do so is wasteful, boring and degrading.”

onels and brigadier generals, existing law now permits the Secretary of the Navy to direct selection of officers with special qualifications.

I shall continue to press for the passage of this legislation. Upon its enactment it is my intention to establish a new occupational field which will encompass functions in supply, financial management, and logistic support. Officers serving in this field will in all respects be unrestricted in their assignments. They can expect to be assigned command and staff duties based on their demonstrated qualifications and abilities.

Over the years I have come to the certain conviction that the “after recruit training” period, particularly the early months, leaves something to be desired. It is this: graduate recruits are highly motivated toward the Marine Corps and toward a Marine’s life. Their conceptions of the Corps and its standards are of the very highest. They go out of the gates of the Recruit Depots expecting to get a lot out of the Corps, and expecting to give a lot, too. At this point they are solid candidates for reenlistment.

But then, all too often something happens. Somewhere in the next three years a change takes place. Dis-

illusionment creeps in. The young Marine, all too often, is thrown too completely on his own and he is not ready or prepared for this situation. I don’t for a moment suggest that we apply boot-camp procedures throughout the Marine Corps as a whole. But what I do suggest is this: There is far too little attention being given to the proper supervision and coordination of those activities so closely allied with the welfare of the men—the things so intimately involved with proving the Marine Corps a good career.

Examine your efforts concerning on- and off-duty education, personal affairs, moral leadership, informational services and special services fields. And—make training tough, demanding, interesting and with a clearly discernible purpose. I am sure you will find the morale impact of these activities is not being recognized at all levels and that the command responsibility for each needs considerably increased emphasis. You’ll find, too, that these are the things that replenish the spirit in young Marines.

Let’s place properly weighted responsibility and requisite accompanying authority where they belong. Make a corporal do a corporal’s job, and on up the line. World War II and Korea, plus the rapid expansion attendant thereto, led us to upgrade rank requirements for tasks to ensure that they were done properly. Let’s reverse this trend NOW. Give the officers and enlisted men junior to you their heads—tell them what you want done, by when, then let them go to it. Let’s make our mistakes while we’re not “shooting for record.” I am convinced that with the quality of our officers and men today, everyone can handle a great deal more responsibility and the authority that goes with it. With a little dose of this thinking and action at all levels, the jobs will get done more efficiently and the prestige of all ranks will go up.

These remarks have equal application to Women Marines. WMs have made a worthwhile contribution to our Corps. There are still areas in which their talents can be applied or extended. The automatic data processing field serves as an example.

TRAINING

First, a word in reference to training aspects related to the moral life of our Corps: I consider proper moral training with emphasis on self-respect and self-restraint to be a fundamental part of our over-all training program. I wish such to be encouraged at every echelon of command.

Basic and fundamental conduct for, and reactions to, combat situations must be mastered. They must become habit. Ingenious training methods which include repetitive effort on these vital training foundations are necessary and helpful.

But generally we do too many things too many times unnecessarily. This is particularly true in areas where familiarization, and not perfection, is the requirement.

Too much time is spent in getting in and out of ships, boats, LVTs, trucks and aircraft. True, some of this is necessary. The crews of those carriers need train-

CHECKLIST FOR COMMANDERS

- ▶ Set up a *working* suggestion program.
- ▶ Check references on how to bust SNCOs who don’t pull their weight.
- ▶ Make sure that the punishment fits the crime for *all* ranks.
- ▶ Don’t mark an officer high unless his unit rates high.
- ▶ Emphasize *pride*; make sure your Marines look like Marines.
- ▶ Re-emphasize loyalty *down*; find out problems, then help.
- ▶ “Reverse this trend (to upgrade rank requirements) NOW.” Give your junior officers and enlisted men their heads. Also, give them both responsibility *and* authority.
- ▶ Analyze your training program to insure it includes: combat simulation, economical use of equipment, night training.
- ▶ Get a *good* S-2, emphasize intelligence training.
- ▶ Stabilize *part* of your unit so you can: keep trained weapons crews together, give specialized (and expensive) training to your career people.
- ▶ Set up a top-notch inspection system.
- ▶ Hold school on Para 21003.2, MarCorpsMan, for all hands signing by direction. (“Forwarded” means “fully concur.”)
- ▶ Give top priority to welfare, training to make the Marine Corps a good career, “replenish the spirit in young Marines.”

ing too, but perfection of formations and control drills don't always require a passenger load.

Our battles will be won ashore by Marines, with the expert application of mind, muscle and materiel.

Field commanders must strike an optimum balance between wear and tear on equipment and expenditure of supplies, and the relative improvement in operational readiness obtained from the use of these equipments and supplies in training. We do not have an inexhaustible reservoir of equipment and supplies to replace that rendered unserviceable or expended.

Training exercises should be designed from the point of view of employing the minimum number of items of equipment which will attain the objectives of the training exercise. Effective materiel management entails imagination and improvisation on the part of the field commander.

Besides any other weapon to which he may be assigned, I want every Marine to be proficient in firing

tage will accrue to our nation and theirs by getting in as much practice with them as we can.

With all the emphasis I have just placed on training, you may wonder why we have reduced our formal schooling. Much of the training accomplished by formal schools is now being done within the command. Unit commanding officers are responsible for developing and training their talent. This saves time, money and overhead, and places the proper part of the responsibility where it belongs—with the commander.

It has long been a recognized fact that aviation units in combat will require ground support in maintaining the security of aviation installations and providing for specific logistical assistance. We have not done enough training in this regard. During the coming year, I want to see company-sized units train with aviation units to ensure a mutual awareness of the security assistance requirement of aviation units, and the capabilities and limitations of infantry units to provide it.

On the Marine Corps mission—

“Our planning, training and equipment must be designed to make the individual Marine the most efficient fighting machine in the world. In short — concentrate on the thing that we do best.”

his T/O weapon under combat conditions and environments. Known distance firing is the basic foundation. Then shift to combat practice type firing at every opportunity. Marines in assault rifle squads in the Fleet Marine Force should fire at least a few rounds with their individual weapons every month. There's lots of meat in the Rifleman's Creed. He'll win the next battle who can first draw a bead.

Accomplishments in the field of training are more intangible than in most other areas. However, it would appear that we have made several strides in the right direction. Marines are getting more night training. I want even more emphasis on this type training in the future. Remember, God provides the best camouflage several hours out of every 24.

We must continually emphasize that intelligence is the foundation on which we build our operational effort and the basis on which we tailor our training, our tactics and many of our equipment requirements. Intelligence requires command attention at every echelon, especially to ensure that highly motivated and skilled officers are assigned to intelligence billets.

Intelligence training is difficult in peacetime. It is made the more so when we try to “can” everything we do. Last year we began to pit FMF units of like size against each other—without benefit of canned situations. The result has been increased realism in training. This electronic age, an age of astonishing mobility, has placed greater demands on intelligence activities than we have ever known before. Intelligence must not become a lost art.

I would like continued emphasis on our valuable training with elements of the Armed Forces of friendly nations. These are the forces with which we are likely to play the championship game. Considerable advan-

We cannot overlook the requirement for preparation to conduct operations in any environment. Tropical, desert and cold weather conditions must receive equal training attention, where practicable. If you must reduce these special types of training to only a small percentage of your force, you must spend your time and dollars mostly on career Marines.

As a follow-up point on individual training—I want every commander to identify the training required by

CHECKLIST FOR ALL HANDS

- ▶ Remember that “dedicated duty has its own reward, develop those “fibers of character”: “moral courage, truth and honor.”
- ▶ Submit ideas to improve your unit, or any unit. The Commandant wants them.
- ▶ Get rid of that 1940 uniform, yellow socks, and bay window—wear your uniform with *pride*. (It *will* have a belt.)
- ▶ Spend your time and effort on the Corps, not in getting ready for a civilian job. Remember these words: “As soon as the day arrives when the Marine Corps is looked upon by Marines as nothing more than a job, we are headed for the Smithsonian Institution as another relic.”
- ▶ As a leader, “give more and demand more,” set *high* standards.
- ▶ Plan to complete your education in your spare time—CMC as a long-range goal wants all enlisted to complete high school; officers, college.
- ▶ Expect to “steam up to the finish line with full power on.”

On machines vs Marines—

“ . . . if commanders in this day of pulsating colored lights, count-down, hiss and swish, will take care of their Marines, the Marines will take care of the machines. Too many commanders are concentrating on machines, not Marines.”

each of his Marines and not simply schedule all hands for all training. To do so is wasteful, boring and degrading. Young officers and noncommissioned officers should be given every opportunity to use their imagination and initiative in developing interesting and informative training for individuals as members of a team.

I am pleased that we have drawn away from the idea of trying to run everything from here in Washington. I want to continue this way of doing things. Commanders should be told what and by when results are desired and then be permitted to go about the business of training in their own way. They should not be hampered with detailed directives which require that their training be accomplished in a certain step-by-step manner with the mandatory manufacturing of a multitude of training records and reports. This is totally undesirable. We have the means to measure the proficiency of training in all units. Let's concern ourselves with proficiency—period. When you are trying to evaluate the progress or measure the proficiency of your training, don't forget to ask the corporals and the sergeants. Odds are, they'll have amazingly accurate and helpful answers!

I'm sure your serious attention to the proper use of men, money and materials will again this year provide our nation with value received on the nearly one billion dollars which we will be entrusted to translate into readiness and willingness to tangle with our enemies. In this connection, to help to husband our resources, I especially want to find means to reduce those expensive repetitive training requirements brought about by the routine turnover or rotation of personnel which disperses a highly trained weapons crew to the “four winds.”

FISCAL MATTERS

From conversations with officers in the field who have had no experience or contact with fiscal matters, it appears that they are convinced that those performing comptroller-type duties make the decisions on matters of policy, operational requirements and administrative matters. In other words, they pretty well think that fiscal people make decisions in areas which should be within the purview of other staff agencies or unit commanders. As long as the concept of level funding and a balanced budget continues to exist, we will be confronted with constant appraisal by fiscal people on all matters where the appropriated dollar is concerned. However, properly employed by his commander, the comptroller should perform his highly important staff functions on the same basis as other members of a well integrated staff.

With level funding and higher costs in the operations and maintenance areas, we can maintain and improve our materiel and facilities position only by exercising the greatest economies on all levels in the area of materiel and facilities management. In order to protect our investment, the necessity for all our current

and future facility requirements must be mercilessly scrutinized. Unnecessary facilities and installations must be shut down or disposed of.

SUPPLY

No area today is more dynamic than that of supply management, a subject of interest and concern to all levels of government. A few years ago we initiated a system of Supply Management which has as its cornerstone the use of electronic data processing. This system has now reached the point where substantial advantage will accrue to the Marine Corps. During the coming period the emphasis in the supply management area will be to stabilize the system, to have an aggressive program for the disposal of excess stock and to continue our efforts to attain an effective inventory management program.

We must maintain a Marine Corps supply capability which will assure effective logistic support for the Fleet Marine Forces in war.

We must pursue the application of modern data processing techniques, not only to supply, but to all areas of Marine Corps business, such as disbursing and facilities management, in which the use of such techniques will provide more effective utilization of Marine Corps resources—men, money and materials.

UNIFORMS

Some recommended non-combat type uniform changes being processed last year still await my decision. Perhaps the most important one is whether we should adopt a year-round green uniform. Decision soon on this. Another is whether our coats shall be unbelted. This I have decided. They shall not.

INSPECTION

Last year I pointed out that any military organization is only as good as its inspection system. I stand by that observation and would add that the system must provide for a continuing follow-up to insure that detected deficiencies are corrected and weak spots shored-up. I consider this to be one of the most important responsibilities of all Marine commanders.

We have always been proud of our spit and polish reputation. This is good. Our inspection system helps to measure that quality. But today only about 30% of an Inspector General's inspection in the Fleet Marine Forces is devoted to a general inspection. The IG efforts are now where they should be—on determining readiness to execute operation plans and tactical missions. Our job is to be ready to fight. My inspections will be planned to test that readiness. I expect the local commander, by his inspections and instructions, to maintain the high standards of personal appearance and materiel readiness—the basic foundations of efficiency.

RESEARCH AND DEVELOPMENT

The Marine Corps has a statutory responsibility to develop tactics, techniques and equipment for landing

forces. We do this in coordination with the other services, and our exploration in this field must take into account the different requirements of the other services. The cooperation and assistance we receive from them is outstanding. Let's understand and master their viewpoints. We'll do better.

We must provide the most effective weapons and equipment to our Marines, while remembering that the most modern weapons must be capable of support from current production facilities at a cost that can be borne under reasonable funding limitations. Constant changes in equipment and design must be avoided. Introduction of new items peculiar to the Marine Corps must be held to a minimum, or we'll find we have researched and developed ourselves out of business.

The need for new material is endless. Our development dollars are extremely limited. One of the most difficult jobs ahead of us in R&D is the selection of the most important items. There are only three criteria: First—the developmental items must give us the greatest increase in combat capability in our amphibious warfare field at the least cost; Second—they must be those which the other services cannot develop for us. and Third—they must give us a substantial improvement over what is already available.

INFORMATIONAL SERVICES

Our news media are one of the greatest assets to our American way of life. With proper complete information from us they can do an excellent job. Complete information can be realized only by the employment of effective staff practices as they relate to news media. Teamwork is essential in getting the "news" to the proper place at the proper time. In handling news releases, tell the truth. Give the press a chance to get the story right. Be specific, exact, clear, and leave no chance that your military jargon will be misunderstood.

SPECIAL SERVICES

Education has played—and it will continue to play—an important role in the Marine Corps. Various opportunities are provided for Marines to raise their level of education. Marine Corps Institute courses are open to all Marines. Enrollment has expanded from 29,000 to 42,000. Group enrollment is proving advantageous to unit commanders. A long range goal—and it is both desirable and attainable—is to have all enlisted Marines be high school graduates and all officers college graduates. This can be accomplished through off-duty educational courses and the College Degree Program. There is a need for stronger command support and encouragement if we are to realize this goal.

With more and more Marine Corps units staying afloat for extended periods of time, I want to determine the practicability of the Marine Corps Institute preparing a special kit of courses for various size units. Such an arrangement would provide courses to personnel immediately and registration of the students could be handled, once underway. Counselling by officers and NCOs would be readily available. This would provide considerable support to the slogan of many decades—"The best educated service in the world."

MARINE CORPS RESERVE

The Marine Corps Reserve continues to progress in strength and readiness. Again in 1960, new records in drill attendance and attendance at annual field training were established. More modern equipment is being phased into both the ground and air elements of our

Reserve establishment, and improvement of training facilities continues.

Practically all of our Ready Reserves have served for extended periods with the Regular Establishment, and I have complete confidence in their competence to be a part of the Fleet Marine Forces for combat duty or to perform any other tasks to which they might properly be assigned.

STAFF, HEADQUARTERS AND FIELD, US MARINE CORPS

Within the Marine Corps we have accomplished closer alignment of staff functions in Headquarters and have more closely coordinated ground and air staffs. I intend to further integrate air-ground functions within this Headquarters during the coming year.

I want the pattern of the recent merger of the Headquarters Fleet Marine Force, Atlantic and AirFMFLant to be carefully studied and evaluated for possible use at this Headquarters.

Other services and industry have, over the years, changed their headquarters organizations to meet their requirements. This Headquarters changed in 1953 to a type of General Staff system. After a year of observing the present staff organization at this Headquarters, I am certain that a restudy of our organization is needed.

We must look for ways to make better use of the talents the Marine Corps has right here at Headquarters. Present day requirements for quick reaction where necessary must be met. At the same time there are problems which require time, long study, and thorough analysis. I am convinced that we have to modernize procedural methods. We need to realign our staff personnel resources to more quickly and accurately meet the Marine Corps' problems, both hourly and long range. These problems arise from the changing Department of Defense organization, the technology of the electronic age, the increased effectiveness of our weapons with the accompanying increased cost, and the necessity for constant readiness of the Fleet Marine Forces.

New management tools—the computers, organizational research, fast communications, the deluge of scientific knowledge available—these we must make use of. The time—from this instant to ten years in the future—must be kept in focus so that at no point will we

GUIDELINES FOR HQMC REORGANIZATION

- ▶ **Air-Ground:** Carefully study merger of FMFLant-AirFMFLant for possible use at HQMC.
- ▶ **R&D:** Give "more thought" to whether present system is efficient enough.
- ▶ **Personnel:** (From 1960) Aim for "one Personnel Department."
- ▶ **Quick reaction:** Realign staff to insure instant reaction to "hourly" Marine Corps problems. Use new management tools?
- ▶ **Future planning:** Insure that "at no point will we find ourselves ineffective for failure to project our needs into the future."
- ▶ **Paperwork:** "We need to find ways to save the time now required to shuffle this needless mass of paper."

On clarification of orders—

“Adopt the motto ‘If we can read it, we can do it.’ Stop getting bogged down in the quicksands of semantics. Let’s use good horse sense.”

find ourselves ineffective for failure to properly project our needs into the future.

I am not convinced that the present setup of doing Research and Development duties part-time in our general staff divisions is efficient enough. Let’s give more thought to this.

There is a great amount of needless time being spent at Headquarters massaging papers that are not worth reading. I’m sure this is also true with the major field commands. Many documents from external sources which are of no real interest to the Marine Corps are being shuffled back and forth between various staff sections. Internally as well, too many documents are routed to too many people already too busy with more important business. We need to find ways to save the time now required to shuffle this needless mass of paper.

Stop cluttering up the communication systems with requests for clarification. Adopt the motto “If we can read it, we can do it.” Stop getting bogged down in the quicksands of semantics. Let’s use good horse sense. Think about this—for years effort has been made to use stamped endorsements. Yet last week I received a letter forwarded through four echelons of command. Each used a complete new sheet of paper with type-written endorsement, and after all the headings—To’s, From’s, Subject’s, etc., etc.—the four commanders each helped me toward a proper decision by saying “Forwarded.” I’m sure they had forgotten about the provisions of Marine Corps Manual paragraph 21003.2, which says in part: “Endorsements forwarding correspondence without comment shall be construed to mean full concurrence with all matter contained in the basic correspondence and preceding endorsements.”

I urge all commanders to immediately read this Marine Corps Manual reference and meditate its implications. I feel certain some of you didn’t realize you were concurring with some of the things with which you were concurring. If you did, you’re in the wrong job.

Don’t forget that staff studies which result in changing equipments or in decreasing or increasing the allowances for a piece of equipment cause considerable vibration at combat unit levels. We must be absolutely certain that some real improvement in our chances for success in battle will accrue before such changes are published. Five machetes per platoon instead of six doesn’t meet this criterion, yet a monstrous amount of requisitioning, prepacking and repacking of expeditionary boxes is required to comply with such a change.

Another important consideration is the matter of continuity of operational planning. The staff has prepared plans for alternate Headquarters operations and other plans to ensure continued effectiveness under emergency conditions. A renewed interest in command and control matters is dictated by recent joint studies. Each staff agency will be expected to prepare and keep current, appropriate subordinate plans to ensure that all offices of this Headquarters are prepared to operate under emergency conditions with the same effectiveness we expect of our field forces.

* * *

My value to the Marine Corps in the decision-mak-

ing process is in direct proportion to the quality of my staff’s opposition.

You who have disagreed with me during the year have been most helpful. A commander can’t reap the benefits of hearing different viewpoints if he has a “yes” staff. One who will proselyte himself to align with me, before my decision, is useless to me. Study the problem. Conclude. Have your convictions, and in the absence of additional facts, stick with those you have! My odds of making the correct decision are enhanced in proportion to the clarity with which all sides of a question are presented to me. You have done well, but we can improve.

ENDING

Salt water laps the shores of so many spots of potential trouble around the world. Some or all of the nation’s ready forces must be prepared to travel to the contest on, over, or under the seas. There is one military truism that is valid and eternal: If you can’t be superior to your enemies in all categories, seek to be superior in at least one major field. This we have done. I believe that the Navy-Marine Corps sea-air-ground team of 1960 has perfected the art of amphibious assault to a degree unknown before. The self-sufficiency of our landing forces in supporting arms and air is unique among military forces of the world. History has indicated that this team is a United States asset of greatest importance. Its existence as a potent force for peace is dependent on a program of continuing modernization of its ships, weapons and material. Adequate mobility for our amphibious forces is our greatest problem area. We must strive for improved strategic mobility which will quickly place our combat units where they are needed when they are needed. We desire improved air and ground mobility on the battlefield—and we need mobile individuals who can move, shoot and win the ground battles. We require mobile logistic systems to support this unit mobility—and we must have aggressive, imaginative leaders with mobile minds. It is our constant duty to present these requirements at every opportunity, in factual and understandable language, to those who should be informed on such matters.

I call on all Marines to recognize the importance of the challenge which our country faces; to rededicate themselves, through knowledge and actions, to the foundation principles of our country; to uphold those principles boldly and proudly in all of their official and personal words and deeds, both at home and abroad; and to actively seek novel and original methods to enhance our effectiveness.

As we now get on with the business of the Year of our Lord 1961, let every Marine be certain that when we are again called upon to defend our country, that we will be ready to guarantee to the American people the same psychological uplift and feeling of assurance that has been theirs during the almost two centuries when, so many times, they have heard these four little words—**THE MARINES HAVE LANDED!**