



UNITED STATES MARINE CORPS

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U.S. MARINE CORPS FORCES, PACIFIC
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IN REPLY REFER TO:

3070

CG

OCT 10 2006

POLICY LETTER 04-06

From: Commanding General, I Marine Expeditionary Force
To: Distribution List

Subj: I MEF RULES FOR FORCE PROTECTION (SHORT TITLE: FLAT ASS RULES)

Encl: (1) TBS Tenets

1. The security of our Marines, Sailors, and Soldiers is the inherent responsibility of all hands. As our nation's expeditionary force in readiness, we must get to the fight with our personnel and equipment poised and ready to withstand the rigors of combat. To that end, we will ingrain in our Marines, Sailors, and Soldiers the instinctive ability to maintain security in all unit evolutions, irrespective of size, in every clime and place. While Force Protection is not a mission, it is a continuing responsibility for every commander at every level and cannot be abrogated.

2. Throughout our history, Marines, Sailors and Soldiers have always watched over each other and exercised vigilance in preventing surprise attacks. On those occasions when we lost vigilance, we paid with the lives of our Marines, Sailors and Soldiers. The current world situation and heightened threat of unconventional attack mandates that we never lose vigilance and do everything required to ensure the enemy dies when he moves against us. We can allow no event to take place without first examining the security requirements and putting into action the continuing requisite measures to guarantee protection of our personnel. The hallmarks of which will be an alert, ambush mentality on the part of all hands in overwatch, accompanied by clear reactive use of force instructions. A "Hunter" vice "victim" mentality must permeate our ranks.

3. Effective immediately, 1st Marine Expeditionary Force Marines, Sailors and attached forces will adhere to three "Flat Ass Rules" (FARs) for force protection.

a. **Guardian Angel:** The "Guardian Angel" construct as our overarching force protection policy. A mature, alert, and trusted individual is hidden, watching over his unit's security in an ambush mentality. Whether he is armed or unarmed, he must have a means to convey a threat (sound the alarm) to his security. This construct will be employed in all unit evolutions to include: training events, exercises, operations, briefings, formations, unit movements (e.g., convoys, marches, etc.) or any gathering of our Marines, Sailors and Soldiers. While in CONUS, should an occasion arise that requires a unit to do so, the construct will be integrated and coordinated with

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local law enforcement. On all occasions, Guardian Angels will be briefed and imaged through the "use of deadly force" and the ROE. Baseline mandates for Guardian Angel include but are not limited to the following for all unit activities irrespective of size:

(1) Personnel and equipment will be tactically emplaced to ensure security, protection, and early warning until a trained and vigilant Guardian Angel is briefed and positioned in overwatch.

(2) Guardian Angels will be given clear and succinct guidance on the use of deadly force or ROE (as appropriate) and imaged through/rehearsed in the immediate actions they will employ if the unit is threatened.

(3) In addition, units will carry the requisite communication equipment to provide early warning and get personnel to protected positions in the event of hostile activity or action.

(4) On all occasions, Guardian Angels will remain ever vigilant and alert to potentially hostile activities and actions in the vicinity of their units. Until a trained and vigilant Guardian Angel is emplaced to provide overwatch, no unit will rest, eat, smoke, engage in sports, or conduct any activity that exposes a potential security vulnerability.

b. **Geometry of Fires:** Active and continuous placement of units, Marines and sectors of fire to ensure that, in the moment when fires are needed, the ability to fire is not masked by Marines or by innocents. This is a 360 degree fight, and your geometry of fires must take into account that fact in operations ranging from entry control points, to snap vehicle checkpoints, to patrolling alleyways, to full-on urban combat.

c. **Unity of Command:** One Marine is always in charge. In the dynamic, non-linear environment of the war on terrorism---with CSS, MAW, sister-services and other infantry units all transiting through the same battlespace; clearly identified Commanders are critical to ensuring that orders are originated from one source. This reduces friction, holds leaders accountable, and provides immediate guidance to Guardian Angels.

5. The end state is for the Guardian Angel, Geometry of Fires and Unity of Command FARs to become muscle memory for every Marine, Sailor, and Soldier in the 1st Marine Expeditionary Force. These rules must be as ingrained in our personnel as the BZO on their weapon or the ability to don and clear their gas masks. Our Force Protection rules must be instinctively employed by all hands in everything we do. Our most junior Marines, Sailors, and Soldiers must know how to look critically at any terrain or situation and take the requisite steps to ensure the safety and security of their units and fellow personnel.

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6. In all evolutions we will look after each other, use sound judgment, and never be caught by surprise. We will ambush the enemy if they move against us. Any attempt to attack us will result in the swift and immediate death of the enemy threat.


J. N. MATTIS



TBS TENETS

(Derived from Blue Diamond 5-3-5)

Pre/Post Action

1. PCC/PCI
2. Rehearsals
3. Confirmation briefs/ back-briefs
4. AAR
5. Debriefs

Habits of Action

1. Guardian Angel
2. Geometry of Fires
3. Unity of Command

Habits of Thought

1. Sturdy Professionalism
2. Maneuver warfare
3. Never be complacent
4. Seize the initiative
5. Accountability of:
 - a. Self
 - b. Buddy
 - c. Unit
 - d. Corps
 - e. Country



A COMBAT LEADER'S FLAT ASS RULES

GUARDIAN ANGEL: THE ALERT MARINE OR MARINES, PLACED IN AN AMBUSH, UNSEEN BY THE ENEMY, WATCHING OVER THEIR UNIT. YOUR ECP, VCP, PATROL, SQUAD, PLATOON, COMPANY ESTABLISHES PATTERNS BY ITS VERY EXISTENCE AND MOVEMENT. THE ENEMY RESPONDS TO THOSE PATTERNS AND FUTURE EXPECTATIONS OF PATTERNS; NO MATTER HOW INNOVATIVE YOUR TACTICS OR SILENT YOUR MOVEMENT, EVENTUALLY UNITS ARE GOING TO BE SPOTTED AND A PATTERN OF SOME TYPE DISCERNED BY THE ENEMY. YOU WANT TO ALWAYS HAVE AT LEAST ONE MARINE THAT THE ENEMY CAN'T FIND; AT LEAST ONE MARINE IN A POSITION OF AMBUSH, OVER WATCHING THE REST OF THE UNIT. A GUARDIAN ANGLE IS ALERT AND READY **TO FIRE FROM AN AMBUSH POSITION. SECURITY IS THE FIRST PRIORITY OF WORK. GUARDIAN ANGEL PLACEMENT IS THE FIRST PRIORITY OF SECURITY.**

GEOMETRY OF FIRES: ACTIVE AND CONTINUOUS PLACEMENT OF UNITS, MARINES AND SECTORS OF FIRE TO ENSURE THAT, IN THE MOMENT WHEN FIRES ARE NEEDED, THE ABILITY TO FIRE IS NOT MASKED BY MARINES OR BY INNOCENTS. THIS IS A 360 DEGREE FIGHT, AND YOUR GEOMETRY OF FIRES MUST TAKE INTO ACCOUNT THAT FACT IN OPERATIONS RANGING FROM ENTRY CONTROL POINTS, TO SNAP VEHICLE CHECKPOINTS, TO PATROLLING ALLEYWAYS, TO FULL-ON URBAN COMBAT.

UNITY OF COMMAND: ONE MARINE IS ALWAYS IN CHARGE. IN THE DYNAMIC, NON-LINEAR ENVIRONMENT OF THE WAR ON TERRORISM---WITH CSS, MAW, SISTER-SERVICES AND OTHER INFANTRY UNITS ALL TRANSITING THROUGH A THE SAME BATTLESPACE; CLEARLY IDENTIFIED COMMANDERS ARE CRITICAL TO ENSURING THAT ORDERS' ARE ORIGINATED FROM ONE SOURCE. THIS REDUCES FRICTION, HOLDS LEADERS ACCOUNTABLE, AND PROVIDES IMMEDIATE GUIDANCE TO GUARDIAN ANGELS.

ENCLOSURE (1)



WHAT IS GUARDIAN ANGEL?

CONCEPT:

- ALL MARINES MUST KNOW HOW TO LOOK CRITICALLY AT ANY SITUATION (COMBAT AND NON-COMBAT) AND EMPLOY STEPS TO ENSURE SECURITY.
- TWO TYPES OF SECURITY MUST BE EMPLOYED, SENTRY AND GUARDIAN ANGEL.

SENTRY. LIKE A GOOD SHEPHERD, THE SENTRY IS LOCAL SECURITY, A VISIBLE GUARD, WHO IS ARMED AND STANDS GUARD TO ENSURE ALL PROPERTY AND PERSONNEL WITHIN HIS CHARGE REMAINS SECURE.

GUARDIAN ANGEL:

- OFFENSIVELY ORIENTED INDIVIDUALS TASKED W/AMBUSHING & DESTROYING THE ENEMY SHOULD THERE BE AN ATTEMPT TO MOVE AGAINST FRIENDLY FORCES.
- CLEAR AND SUCCINCT GUIDANCE ON & UNDERSTANDING OF THE USE OF DEADLY FORCE AND/OR THE ROE IS CRITICAL.
- HIDDEN AMBUSH POSITION (i.e., OVERWATCH, LOITER, HIDE, etc) ALWAYS MAINTAINING AMBUSH MENTALITY.
- MAINTAINING A COMPLETELY CLANDESTINE POSITION IS NOT ALWAYS POSSIBLE BUT IS THE STANDARD THAT ONE SHOULD STRIVE FOR.
- WILL ALWAYS HAVE REQUISITE COMMUNICATIONS GEAR TO PROVIDE EARLYWARNING DIRECTLY TO THE COMMANDER THAT EMPLACED THE GUARDIAN ANGEL (UNITY OF COMMAND)..
- ALL FORESEEABLE SCENERIOS REHEARSED AND IMAGED.

ENDSTATE:

- FORCE PROTECTION/GUARDIAN ANGEL BECOMES A HABIT OF ACTION THAT DETECTS AND THEN ELIMINATES HOSTILE THREATS.

ENCLOSURE (/)

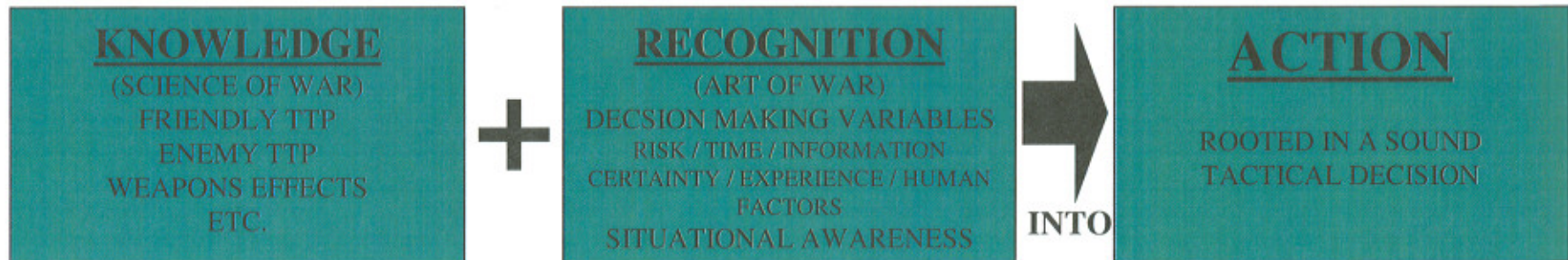


WHAT IS TACTICAL CUNNING?

OVERVIEW: WHILE THE TERM TACTICAL CUNNING IS SOMEWHAT SUBJECTIVE, IT ESSENTIALLY MEANS THAT LIEUTENANTS USE THE SCIENCE OF WARFARE AS THEIR TOOLS IN ORDER TO CREATE THE ART OF WARFARE; A SOUND TACTICAL DECISION.

TACTICAL CUNNING: THIS SHOULD LOOK VERY FAMILIAR. IT IS ESSENTIALLY THE ART OF COMBAT DECISION MAKING AS SUMMED UP BY MCDP-1. “SELECT A PROMISING COURSE OF ACTION, WITH AN ACCEPTABLE DEGREE OF RISK, AND DO IT MORE QUICKLY THAN OUR FOE” (BOL 4805). THE AREAS THAT NEED THE MOST REMEDIATION BASED ON LESSONS LEARNED FROM COMBAT ARE ON ENSURING YOU HAVE DEVELOPED A PROMISING COURSE OF ACTION AND MINIMIZED THE RISK INVOLVED. SOUND DECISIONS ARE BORN OF PROACTIVE THOUGHT AND NOT REACTIVE PERCEPTIONS.

BARNEY STYLE:



ENDSTATE: FOSTER A MINDSET THAT OUR DECISIONS IN COMBAT ARE A RESULT OF OUR PREPARATION DURING TRAINING. DEVELOP OFFICERS MORE CAPABLE OF MAKING TIME CRITICAL DECISIONS THAT COMBINE THE ART AND SCIENCE OF WARFARE INTO A SOUND TACTICAL DECISION WITH AN ACCEPTABLE DEGREE OF RISK.

ENCLOSURE (1)



ELEMENTS OF TACTICAL CUNNING

ELEMENTS: IN ORDER TO FURTHER DEVELOP STUDENT OFFICERS WITH MORE TACTICAL CUNNING AND TO QUANTIFY THE INTANGIBLE ELEMENTS OF AN EFFECTIVE COMBAT LEADER, THE FOLLOWING MATRIX HAS BEEN DEVELOPED BY THE WARFIGHTING STAFF OF THE BASIC SCHOOL. THESE ARE THE FIVE ELEMENTS ALL COMBAT LEADERS SHOULD POSSESS, THE IMPLIED SUB ELEMENTS, THE BUILDING BLOCKS FOR TRAINING THESE ELEMENTS, AND HOW THESE ELEMENTS CORRELATE TO THE FIVE PILLARS USED TO EVALUATE STUDENT OFFICER LEADERSHIP AT THE BASIC SCHOOL. FURTHERMORE, THIS MATRIX CAN BE USED TO ASSIST JUNIOR OFFICERS IN TRAINING THEIR NON-COMMISSIONED OFFICERS IN PREPARATION FOR COMBAT.

	Elements of Tactical Cunning	Sub-Elements	Building Blocks	5 Pillars of TBS Education
I	Mastery of Basic Skills	Doctrinal Foundation	Training in Individual, Squad, Platoon TTPs	Warfighter / Executor
		Know Yourself Know Your Unit's Capabilities	Ability to Communicate Performance Checklists Procedural methods + tactical principles = framework for decisionmaking	
II	Time Critical Situation Analysis / Recognitional Decision Making	Understand / dominate the OODA Cycle	METT-IC	Decision Maker Lifelong Learner Communicator Warfighter / Executor Leaders / Commander
			PME EMPCOA / CV / CG analysis w/ limited time	
III	Bias for Action	Aggressiveness of thought (80% solution now vice 100% solution later)	Basis: MCDP 1 (1st class / publication in POI)	Decision Maker Lifelong Learner Communicator Warfighter / Executor Leaders / Commander
			Reinforced proficiency in TTPs, weapons, MCMAP Ability to decide, communicate and execute in a time compressed environment.	
IV	Physical / Mental Toughness	Physical / Mental (Endurance to outwait or outfight your enemy.)	Hikes / Foot movements Combat Conditioning Land Nav Field Events	Warfighter / Executor Leader / Commander Decision Maker
		Physical toughness and endurance enables the leader to "be the hunter for a longer period of time."	TDMs and pace of instruction Chaos and friction incorporated throughout	
V	Outsmarting a Thinking Enemy	Well defined / Free thinking OpFor (enemy's own free will)	Translate knowledge + recognition into action Ties together "Recognitional Decision Making, Bias for Action and Physical / Mental Toughness"	Decision Maker Lifelong Learner Communicator Warfighter / Executor Leaders / Commander