



THE INTERSTELLAR COLONIAL MARINE CORPS

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1. INTRODUCTION:

Formed after the Colonial Act of 2140, the Interstellar Colonial Marine Corps (ICM) was intended to enable the United Earth Federation (UEF) to project military force quickly and decisively out beyond the Core Systems, to resolve colonial disputes, and keep the peace.

Each permanent member state of the United Earth Federation Security Council (UEFSC) is required to contribute to the manpower and funding of the ICM. Modelled on the United Earth Armed Forces (UEAF), the ICM comprises AmeriCorps (the United Americas), AsiaCorps (Russia), ChinaCorps (the Chinese Consortium), EuroCorps (the European Union), and JapanCorps (the Japanese Affiliates). Despite these obvious political boundaries, the ICM work together as a cohesive fighting force, sharing equipment, training, and doctrine.

The duty of the Interstellar Colonial Marine Corps is strictly devoted to the defence of all United Earth Federation colonies in space. Colonial Marines are the vanguard of the UEF/ICA interstellar armed forces, responding swiftly and potently against any aggressor who should pose a threat to the security of Federation territory and civilians in space, whether it be a human aggressor, intelligent

extraterrestrial force, or a "pest control" situation involving primitive alien lifeforms.

2. STRUCTURE AND MAKEUP:

The Colonial Act of 2140 established the ICM structure as four combat divisions and four aerospace wings, plus the support services organic to these formations. At present the ICM strength stands at 165,000 Marines. Reserve manpower stands at around 50,000, comprising a fifth division and aerospace wing.

ICM INFANTRY:

ICM doctrine stresses the need for small, autonomous infantry units capable of operating with or without higher level support on the non-linear battlefield. Given the fluid nature of battle at the small-unit level, the rifle unit must be capable of moving great distances rapidly using its own transport, must carry its own heavy support weapons and sensors, and be able to apply great concentrations of firepower rapidly. The current organization of the marine rifle squad and platoon reflect the ultimate development of this doctrine (see fig 1.1).

THE COLONIAL MARINE PLATOON:

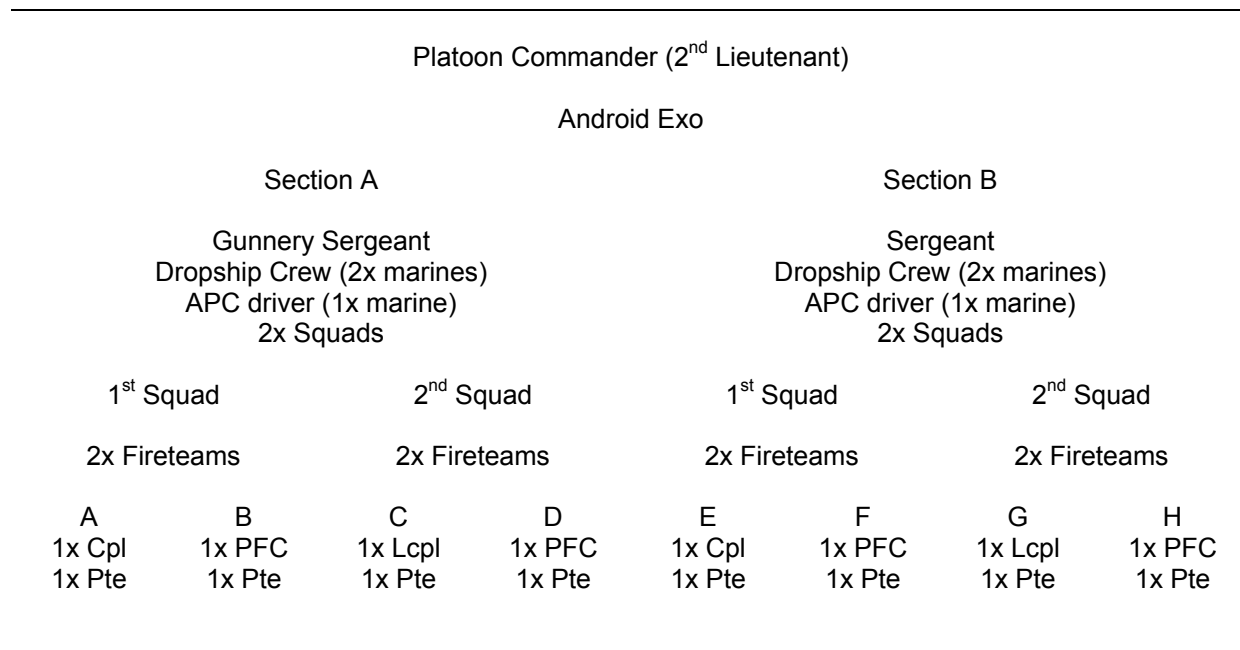
A Marine Platoon (26 Marines) has 1 platoon commander (Lieutenant), 1 android Exo. and 2 sections, A and B. Each section has its commanding sergeant, a dropship crew of 2 Marines, 1 APC driver and two squads. Each squad has two teams: Fireteam A through H. Each team has 2 Marines.

The commanding sergeant of section A is second in command (2iC.), he will replace the platoon commander if the commander is killed or incapacitated. The commanding sergeant of

section B is 3iC. Each squad has a squad leader at the rank of corporal. In case all superior officers and NCOs are killed or incapacitated command will fall to the corporal

with the highest fireteam letter designation (from A on top down to H).

Fig 1.1 Marine Platoon Organization



THE COLONIAL MARINE COMPANY:

Each platoon is one of three in a Marine Company. The Company is the lowest level of command with a headquarters element, which is usually a fourth platoon commanded by a Captain. A standard colonial marine company comprises 110 marines.

THE COLONIAL MARINE BATTALION:

Three Companies form one Battalion. A battalion usually has a fourth headquarters company, commanded by a Major. A standard colonial marine infantry battalion typically comprises 430 marines.

THE COLONIAL MARINE BRIGADE:

Three Battalions in turn form one Regiment. The Marine Infantry Regiment is part of a Marine Brigade, along with other units (Armour Battalion, APC Battalion, Battlesuit Battalion, Artillery Battalion, Air Defence Battalion, Engineer Battalion, Interface Transport Group). Two Brigades form one Marine Division.

THE COLONIAL MARINE DIVISION:

The Colonial Marine Division is the largest operational unit size of the Marine Space Force. It is essentially a balanced force of combat, support and service elements.

Organised around three infantry regiments, the division is especially designed to execute the orbital assault mission, and is capable of sustained surface operations.

MARINE SPACE FORCE:

To enable the UEAF to project fighting power to the frontiers of Federation controlled space and beyond, the ICM is organised into Marine Space Forces. There are four in all, listed below:

Marine Space Force, Sol:

- 1st Colonial Marine Division
- 1st Marine Aerospace Wing
- 1st Colonial Support Group

Marine Space Force, Centauri:

- 2nd Colonial Marine Division
- 2nd Marine Aerospace Wing
- 2nd Colonial Support Group

Marine Space Force, Eridani:

- 3rd Colonial Marine Division
- 3rd Marine Aerospace Wing

Marine Space Force, Herculis:

- 4th Colonial Marine Division
- 4th Marine Aerospace Wing

4th Colonial Support Group

MSF Sol and MSF Centauri are responsible for operations throughout the core systems; MSF Eridani operates at the edge of the core systems and into the outer colonies; MSF Herculis has responsibility for the fringes of the outer colonies, and the disputed Herculis Cluster region.

In practice, these regional assignments are administrative designations, the practicalities of frontier operations requiring the breakdown of operating forces into autonomous taskforces of regimental size or less.

A MSF is usually commanded by a General.



Fig 1.2 'Victory By Wings' Aerospace pilot uniform patch

ICM AEROSPACE WING COMMAND:

The Aerospace Wing is the aerospace combat element of the Marine Space Force. Designed for aerospace support and air mobility, the aerospace wing is essentially an administrative formation, since much of its fighting strength is directly attached to the ICM divisions. Typically, a Marine aerospace wing operates some 300 dropships, 30 heavy-lift shuttles and 100 strikeships of varying types.

The Aerospace Wing is an administrative formation responsible for the operation of all aerospace craft within the Marine Space Force to which it is attached. Wing tasks include air superiority missions, reconnaissance, close air support, dedicated strike, forward supply, transport, casualty evacuation and search and rescue. Aerospace operations are also an integrated part of the standard Marine Infantry. A particular division is divided into three groups. Drop Groups ferry and support invading Marine Infantry. Tactical group is tasked with recon, and attack missions. Finally, the Support Group is assigned CasEvac, search and rescue, psyops, special forces insertion, and like tasks. The major workhorse of the Interstellar Colonial Marine Corps is the AS-114 Cobra, comprising a majority of all three groups.

COLONIAL MARINE LOGISTICS:

The challenge to Marine logisticians is immense; they must approach their missions with the same aggressive execution as the infantrymen in the assault. They have finite quantities of supplies at hand, yet have to operate a 'push mode' system, anticipating the needs of the forward units and moving loads to them even before they realize the need for it. Inevitably, this can lead to wastage when supplies are pushed forward to units who, for whatever reason, no longer need them; however, such waste is preferable to the disaster that can occur if supplies are not forwarded until after the need has arisen.

Because, even in a 'hot' conflict, Colonial Marine units are often dispersed in small units across continental distances, the ICM logistic prime movers are the ubiquitous AS-114 dropship and the AS-118 heavy transporter. In the field, the Puma all-terrain transport is the land based prime mover.

3. ARMS AND MISSIONS:

SEARCH AND RESCUE:

Often the ICM is called in for search and rescue duty because they have the fastest ships with the longest range. To meet these demands, the Combat Search And Rescue (CSAR) teams were formed. All ICM bases have CSAR teams on 24 hour standby, ready to be dispatched at a moment's notice to search and rescue missions in the cold depths of space or on hostile worlds

Team Size:

Varies, usually one platoon section at least.

Transport Type:

Typically a fast corvette or frigate.

PLANETARY SURVEY:

Survey teams are usually dispatched to newly surveyed planets or newly established colonies where alien lifeforms have been discovered. They investigate possible contamination by hostile organisms. The team is mostly science, with the military only playing a supporting role in the operation of the mission. The ships are comprised of 50% laboratories and 50% defence. The team commander is often a military scientist.

Team Size:

Total crew per ship typically up to 40 personnel. 50% are scientific staff (mostly xenobiologists). Instead of the standard one synthetic per ship, survey craft can have up to ten.

Transport Type:

One ship, typically a corvette or frigate.

RECOVERY AND SALVAGE:

Disaster still strikes in the 23rd Century. Be it a result of war, famine, disease or natural disaster on a planetary scale, someone has to pick up the pieces afterwards. If the location is still deemed too dangerous for emergency services and even ColSec, then the ICM are called in. R&S is a duty no-one wants, but it is a grim reality of life in the 23rd Century.

Team Size:

Varies. Ground teams or large numbers of dropships.

Transport Type:

Varies.

RAPID REACTION FORCE:

Like CSAR teams, all ICM bases throughout colonised space maintain a company strength rapid reaction force that they can dispatch and deploy within a 12 hour turnaround period. Its missions include humanitarian rescue operations, the prevention of armed conflict, and even full-scale interventions to separate fighting parties.

Team Size:

Company strength unit with support personnel.

Transport Type:

Typically one destroyer, accompanied by several corvettes, with a full compliment of aerospace and ground vehicles.

MARINE EXPEDITIONARY UNIT:

The building block of the Colonial Marine operating forces is the Marine Expeditionary Unit (MEU), a reinforced battalion combat team designed to operate independently in areas of deep space, far from reinforcement or logistical support. The key to the MEU is its mobility and flexibility; an MEU incorporates its own dedicated starlift capacity, capable of deploying the entire unit swiftly to any trouble-spot planet. This starlift capacity, which varies in size according to the mission, is tasked to supply logistics for a minimum of 30 days of ground combat operations. UEAF fleet units are usually attached to the MEU to perform space control, reconnaissance and orbital bombing missions.

The line strength of an MEU is formed from three to four line infantry companies. An aerospace Drop Group and some Attack Group elements accompany the infantry complement. Each line company will usually incorporate support assets which may be attached down to the line platoons, including multiple-launch fire support mortars, anti-tank missiles and Surface-to-Air Missile systems. If sufficient starlift capacity is available, an

armour company may be attached to the MEU's line strength.

The MEU is commanded by a headquarters company that co-ordinates the command, communication, intelligence and logistics functions of the unit. Attached to headquarters are a number of non-combat sub-units, including a logistics platoon, maintenance company and medical unit. Additional combat sub-units include a reconnaissance platoon, scout-sniper squad, combat engineering platoon and a heavy ordnance company which provides the battalion's heavy fire support and artillery guns, multiple launch rockets, anti-ballistic missile systems and ground launched space weapons.

Team Size:

With a strength of about 2,200 personnel, the MEU is normally built around a reinforced battalion, a composite aerospace squadron, and a MEU Service Support group.

Transport Type:

The MEU is deployed on four strikeships, typically destroyers.

4. MILITARY JUSTICE:**A. UNIFORM CODE OF MILITARY JUSTICE:**

A code that applies to all members of the uniformed services.

1. Its purpose is to ensure order and to provide a means of adjudicating infractions of the law.
2. The obedience to military law is the responsibility of every Marine.

B. PUNITIVE ARTICLE:

The following list contains the descriptive title and general provisions of selected punitive articles of the Uniform Code of Military Justice (UCMJ).

1. Article 86 - Absent without leave:

Any Marine who, without authority:

- a) fails to go to his appointed place of duty at the time prescribed;
- b) goes from that place or
- c) absents himself or remains absent from his unit, organization or place of duty at which he is required to be at the time prescribed;

shall be punished as his commanding officer or a court-martial may direct.

2. Article 89 - Disrespect toward a superior commissioned officer.

Any Marine, who behaves with disrespect toward his superior commissioned officer, shall

be punished as his commanding officer or a court-martial may direct.

3. Article 90 - Assault on or wilfully disobey a superior commissioned officer.

Any Marine, who:

- a) strikes his superior commissioned officer
- b) draws or lifts up any weapon against his superior commissioned officer
- c) offers any violence against his superior commissioned officer. or
- d) wilfully disobeys a lawful command of his superior commissioned officer while that superior commissioned officer is in the execution of his office;

shall be punished as his commanding officer or a court-martial may direct. If the offence is committed in time of war, a court-martial may direct that the Marine be punished by death.

4. Article 91 - Insubordinate conduct toward a warrant officer, non-commissioned officer, or petty officer.

Any Marine, who:

- a) strikes or assaults
- b) wilfully disobeys; or
- c) in language or deportment toward a warrant officers non-commissioned officer, or petty officer while that officer is in the execution of his office;

shall be punished as his commanding officer or court-martial may direct.

5. Article 121 - Larceny and wrongful appropriation

Any Marine who wrongfully take, obtains, or withholds (by any means) any money, personal property. or article of value of any kind:

- a) with intent permanently to deprive or defraud another person of the use and benefit of property or to appropriate it to his own use or the use of any person other than the owner, steals that property is guilty of larceny; or
- b) with intent temporarily to deprive or defraud another person of the use and benefit of property or to appropriate it to his own use or the use of any person other than the owner is guilty of wrongful appropriation

Shall be punished as his commanding officer or a court-martial may direct.

6. Article 128 - Assault.

Any Marine, who:

- a) attempts or offers with unlawful force or violence to do bodily harm to another person, whether or not the attempt or offer is consummated, is guilty of simple assault;
- b) commits an assault with a dangerous weapon or other means or force likely to produce death or grievous bodily harm is guilty of assault consummated by battery; or
- c) commits assault and intentionally inflicts grievous bodily harm with or without a weapon, is guilty of aggravated assault, and;

and shall be punished as his commanding officer or court-martial may direct.

7. Article 134 - General article.

Any Marine, who become involved in:

- a) all disorders and neglects to the prejudice of good order and discipline in the armed forces,
- b) all conduct of a nature to bring discredit upon the armed forces, or
- c) crimes and offences not capital,

shall be punished as their commanding officer or a court-martial may direct.

C. FORMS OF PUNISHMENT

The following are the forms of punishment which may be imposed for violations the of the UCMJ. All forms of punishment are subject to restrictions specified in the UCMJ. The UCMJ provides limitations of sentences based on the nature of the crime, the form of adjudication (nonjudicial punishment or court-martial), and the position/rank of the individual assigning the punishment or the type of court-martial which convicted the Marine.

1. Reprimand.

The convening authority of a court-martial or a commanding officer may punish a Marine by censure. A reprimand is a severe form of censure that adversely reflects upon the conduct of the person addressed. A reprimand may be presented either orally or in writing; however, it is normally delivered in the written form.

2. Forfeiture Of Pay And Allowances.

A forfeiture deprives the individual accused, of all or specific amount, of money to be accrued

(earned in the future) as a result of service in the the United Earth Armed Forces.

3. Fine.

A fine makes the accused immediately liable to the United Earth Armed Forces for the entire amount of money specified in the sentence. A fine may only be adjudged by a court-martial, and it may be adjudged instead of or in addition to a forfeiture. However, a fine is normally used only as a sentence in cases when the accused has been unjustly enriched as a result of the offence convicted.

4. Loss Of Numbers, lineal position, or seniority.

This form of punishment is reserved for commissioned officers only.

5. Reduction In Pay Grade.

A reduction in pay grade causes the accused to be of the rank and pay grade to which reduced.

6. Restriction To Specific Limits.

Restriction deprives the accused of normal liberty privileges. The sentence will specify the physical and geographic locations in which the individual is allowed, how long the restriction shall last, and when that individual must be present at specific locations. A Marine who is being punished by restriction is not exempt from performing normal duty requirements.

7. Hard Labour Without Confinement.

The hard labour is performed in addition to regular duties.

8. Confinement.

Confinement deprives the Marine sentenced of normal liberty privileges and is a form of physical restraint which provides for the assignment of quarters at a specific location - usually a correctional facility. Additionally, unless specified in the sentencing, the performance of hard labour is also required.

9. Confinement On Diminished Rations.

This form of physical restraint is confinement to specific quarters (normally the ship's brig) while enduring a specific reduction of rations (normally bread and water only). This form of confinement may only be assigned while the Marine sentenced is embarked aboard Naval vessel and may not exceed 3 days.

10. Punitive Separation.

This form of punishment results in the convicted Marine being removed from the

service and given either a dishonourable or bad-conduct discharge.

11. Death.

D. COURTS-MARTIAL

The three types of courts-martial are summary, special, and general. The differences among the three types of courts-martial are based on their composition, level of authority, and severity of punishments authorized.

1. A summary court-martial is composed of one officer with the rank of Captain or higher.

a) The lowest level of authority to convene a summary court-martial is normally a battalion commander or the equivalent; however, under special circumstances, a commanding officer of a separate or detached command may be granted the authority by his superiors.

b) A summary court-martial may adjudge any punishment not forbidden by the UCMJ, except death dismissal, dishonourable discharge bad-without confinement for more than 45 days, restriction for more than 2 months, or forfeiture of more than 1 months pay. In the case of sergeants and above, a summary court-martial may not award a reduction of rank of more than one rank, hard labour without confinement, or confinement.

c) A summary court-martial may not try a commissioned officer, warrant officer, cadets, midshipmen for any capital offences. However, no Marine can be compelled to accept a summary court-martial. Since a summary court-martial is less formal than the other two types of courts, a Marine may refuse to accept trial by summary court-martial and may request a special court-martial. However, he should be aware that conviction by a special or general court-martial constitutes a felony conviction.

2. A special court-martial can be composed of a military judge alone, not more than three impartial active duty armed service personnel, or a military judge and not more than three armed services personnel. The impartial personnel; can be commissioned officers, warrant officers, or enlisted

personnel. If the accused is a commissioned officer, no member can be a warrant officer or enlisted person. If the accused is a warrant officer, no member can be an enlisted person. If the accused is an enlisted person, he may request that at least one third of the members of the court be enlisted.

- a) The lowest level of authority to convene a special court-martial is normally a brigade or regimental commander or the equivalent. However, under special circumstances, a commanding officer of a separate or detached battalion may be granted the authority by his superiors.
 - b) A special court-martial may adjudge any punishment not forbidden by the UCMJ, except death, dismissal, dishonourable discharge, confinement for more than 6 months, hard labour without confinement for more than 3 months, or forfeiture of more than two-thirds pay for more than 6 months.
 - c) Normally, a special court-martial may not try any capital offence where there is a mandatory punishment beyond the maximum punitive power of a special court-martial.
3. A general court-martial can be composed of a military judge alone or a military judge and not more than five impartial armed services personnel. The impartial personnel can be commissioned officers, warrant officers, or enlisted personnel. If the accused is a commissioned officer, no member can be a warrant officer or enlisted person. If the accused is a warrant officer, no member can be an enlisted person. If the accused is an enlisted person, he may request that at least one third of the members of the court be enlisted.
- a) The lowest level of authority to convene a general court-martial is normally a division, wing, or base commanding general, or the equivalent. However, under special circumstances, a commanding officer of a separate or detached unit may be granted the authority by his superiors.
 - b) A general court-martial may adjudge any punishment not forbidden by the UCMJ.

E. RIGHTS

The rights of the accused before judicial and nonjudicial proceedings are based on the laws of this country and specified in the UCMJ.

1. Your rights before judicial proceedings include but are not limited to: being considered innocent until proven guilty,
 - a) being considered innocent until proven guilty,
 - b) remaining silent and to being informed that if you do make a statement it can be used against you in a court-martial,
 - c) being represented by a lawyer,
 - d) being protected from double jeopardy,
 - e) calling witnesses on your behalf,
 - f) having your sentence reviewed,
 - g) having a speedy trial,
 - h) being informed of all charges against you,
 - i) having the assistance of an interpreter,
 - j) protection against illegal searches and seizures,
 - k) challenging members of the court,
 - l) having enlisted representation on special and general courts-martial,
 - m) being tried by a military judge, and
 - n) being tried by court-martial vice nonjudicial punishment
2. Your rights before nonjudicial proceedings include but are not limited to:
 - a) appearing before all boards and fact-finding bodies:
 - b) examining, objecting to, and challenging the introduction of all physical and documentary evidence;
 - c) examining, cross-examining, and challenging the testimony of all witnesses;
 - d) introducing evidence on your behalf;
 - e) testifying on your behalf; and
 - f) making a voluntary statement for the official records.

F. REQUEST MAST

You can use this procedure to discuss any matter with your commanding officer in your chain of command. The procedures are designed to allow for timely and appropriate responses to your request. If you are following the proper procedures for requesting mast, no one may prohibit you from speaking with your commanding officer at the proper time and place. This includes any commanding general who is located in the same geographic area as you.

1. The procedural points for request mast below the commanding general level are contained in the following

- a) You may submit your request at the lowest echelon and have it forwarded via the chain of command to the commander with whom you wish to speak.
- b) You do not have to state the matter of concern, either orally or in writing; to anyone in the chain of command until you have reached the officer to whom you originally requested mast.
- c) You should not have to wait more than 24 hours between levels of the chain of command whenever possible.
- d) You may request mast without fear of prejudice to your interest.
- e) Upon completion of request mast, you must make a written statement regarding the degree of satisfaction you had with the outcome of your request.
- f) If your request mast to a higher commander is resolved by a lower commander. you must make a written, witnessed statement indicating the degree of satisfaction you have had and your willingness to withdraw the request to higher authority.
- g) Your request mast will be conducted at the earliest reasonable time and not later than 72 hours after submission whenever possible. If your request is of an emergency nature, it should be heard within 24 hours if at all possible.

2. The additional procedural points for request mast with your commanding general are contained in the following

- a) You must prepare a complete written, statement indicating the reasons for the request mast. It must include a list of witnesses with a summary of the expected testimony of each.
- b) You must, if applicable, attach any documents that support your request.
- c) Your statement must also include a list of persons in your chain of command that you have already seen and any action that they have taken.

G. JUDICIAL PUNISHMENT

The purpose of nonjudicial punishment is to provide an essential and prompt news of maintaining good order and discipline to your unit's commanding officer. It also promotes positive behaviour changes in Marines without the stigma of a court-martial conviction.

1. If you are the accused Marine, you have the option of either demanding trial by court-martial or accepting nonjudicial punishment.

2. Once your commanding officer has passed judgment and sentenced you, if you feel that the punishment awarded to you is unjust or disproportionate to the offence, you may appeal all or part of your sentence to the next higher authority. He may set aside, decrease, suspend, or let stand any portion or all of the original sentence. However, he cannot in any way increase the original sentence.

H. DISCHARGES

As a Marine, you may be given one of five different discharges. The type of discharge you are awarded is based on the method by which it is awarded and the character of your service.

Type Of Discharge	Character Of Service	Method Of Award
Honourable	Honourable	Administrative
General, under honourable conditions	Honourable	Administrative
General, under other than honourable conditions	Other than honourable	Administrative
Bad-conduct	Other than honourable	General or special court-martial
Dishonourable	Dishonourable	General court-martial

1. To receive a dishonourable discharge. a Marine must be convicted by a general court-martial of an offence of a dishonourable nature. These are offences generally recognized by the civilian courts as being serious felonies. However, a Marine may also be awarded a dishonourable discharge if he has been convicted by court-martial of three or more offences in the last year, regardless of whether any of the charges were severe enough to result in a dishonourable discharge by themselves.

2. For a Marine to receive a bad-conduct discharge, he must have been convicted by a general or special court-martial of an offence under the UCMJ which was serious enough to warrant this form of discharge. A Marine may also receive a

bad-conduct discharge from a court-martial for a minor offence if he has previously been found guilty of repeated offences in a combination of judicial and nonjudicial proceedings. Additionally, a Marine may be awarded a bad conduct discharge if he has been convicted by court-martial of two or more offences in the past 3 years even if none of the previous or current charges are severe enough to warrant such a discharge.

3. A Marine may receive a general discharge under other than honourable conditions if his service has been characterized by conduct that was a significant departure from the conduct expected of a Marine. This usually involves illegal acts or commission of acts that are characterized by violence that result in serious bodily injury, breach of special trust, disregard for the normal superior-subordinate relationship, drug abuse or trafficking, or endangering the security of the Marine Corps. Under these conditions, the discharge is awarded in lieu of court-martial.
4. A Marine may receive a general discharge under honourable conditions if his service was characterized by significant negative aspects reflected in his performance or conduct. This type of discharge is normally awarded to Marines whose average proficiency or conduct marks fall below 3.0 or 4.0 respectively.

I. LAW OF WAR

Discipline in combat is essential. Disobedience to the law of war dishonours the United Earth Federation, the Interstellar Marine Corps, and the individual Marine, and far from weakening the enemy's will to fight, it strengthens it. The following principles require the Marine's adherence in the accomplishment of any mission. Violations have an adverse impact on public opinion both national and international and have on occasion served to prolong conflict by inciting an opponent to continue resistance and in most cases constitute violations of the UCMJ. Violations of these principles prejudice the good order and discipline essential to success in combat.

1. Marines fight only enemy combatants.
2. Marines do not harm enemies who surrender. They must disarm them and turn them over to their superior.
3. Marines do not kill or torture prisoners.
4. Marines collect and care for the wounded, whether friend or foe.

5. Marines do not attack medical personnel, facilities, or equipment.
6. Marines destroy no more than the mission requires.
7. Marines treat all civilians humanely.
8. Marines do not steal. Marines respect private property and possessions.
9. Marines should do their best to prevent violations of the law of war. They must report all violations of the law of war to their superior.

5. TERMINOLOGY:

Many Corps customs are derived from the many years of service afloat. Even ashore Marines customarily use nautical terms. Floors are "decks," walls are "bulkheads," ceilings are "overheads," and corridors are "passage-ways". The order "Gangway" is used to clear the way for an officer ashore, just as it is afloat. Among other terms commonly used: "two-block" is to tighten or centre; "square-away" is to correctly arrange articles or to take in hand and direct an individual; "head" is the bathroom, and "scuttlebutt" is a drinking fountain or an unconfirmed rumour. In the Marine Corps, the nautical expression, "Aye, aye, sir" is used when acknowledging a verbal order. "Yes, sir" and "No sir" are used in answer to direct questions. "Aye, aye, sir" is not used as this expression is reserved solely for acknowledgment of orders. Some of the other terms inherent in Corps tradition and history are:

ADRIFT Loose from towline or moorings; scattered about; not in proper stowage

AFT Referring to or toward the stern (rear) of a vessel

ALL HANDS All members of a command

ASHORE Any place outside of a naval or Marine Corps reservation

AS YOU WHERE Resume former activity

AWEIGH Said of the anchor. As soon as the anchor has broken away from and is no longer fastened to the bottom

BELAY To make fast or to secure, as in "belay the line;" to cancel or to disregard a statement just made

BELOW To go downstairs

BREAKOUT Take out of stock or storage: to prepare for use

BRIG A place of confinement; a prison

BROWN BAGGER A married man

BOW The front portion of a ship

BRIDGE The portion of a ship's structure from which it is controlled when underway

BROW A portable walkway from the pier or jetty the ship's quarter deck

BUTTKIT An ashtray

CARRY ON The order to resume previous activity

CHIT A receipt or authorization; a piece of paper

FANTAIL The main deck of a ship at the stern

FIELD DAY Barracks cleanup

FIELD SCARF Regulation Marine Corps uniform neck tie

FORECASTLE The upper deck at the bow on which the ground tackle is located

GALLEY Shipboard kitchen; kitchen of a mess hall; mobile field mess

GATOR An amphibious ship; one who serves in the amphibious Navy

GEEDUNK The place (aboard ship) where candy, ice cream, soda, and smokes can be purchased

HATCH Door or doorway

LADDER Stairs

LIBERTY Absence of enlisted from the ship or command for less than 96 hours for purposes of rest and recreation which is not charged as leave

POLICE To straighten or to tidy up

PORT Left

QUARTERDECK The ceremonial location on board ship when the ship is moored or at anchor (It is located close to the brow or accommodation ladder and is the watch station for the Officer of the Deck.)

SEABAG The bag used to stow personal gear

SECURE Stop; finish; end; make fast put away in storage

SHIPPING OVER Reenlisting

SICK BAY Hospital or dispensary

SKIPPER Commanding Officer

SKYLARK Goof-off; to loiter

STARBOARD Right

STERN The blunt end (rear) of a ship

SWAB A mop

TOPSIDE Upstairs

TURN TO Begin work; get started

WARDROOM on board ship, the officer's living room and dining area; also used to signify all of the officers serving on the ship

6. GENERAL LEADERSHIP:

A. OBJECTIVES OF MILITARY LEADERSHIP

Leadership has passed from Marine to Marine since the founding of the Corps. It is the art of influencing and directing men and women to accomplish the mission of keeping our country free; to obtain their obedience, respect, confidence, and loyal cooperation; and to maintain the sense of accomplishment. In essence, leadership boils down to three fundamentals: Know your "stuff" and yourself;

be a role model, and set the example; know your people, and look after them.

Concern for and attentiveness to troop welfare not only means providing the basics of survival (food, water, shelter, and rest), but it also means attending to the numerous other details that make a unit effective. It means training and critiquing so that "lessons learned" do not have to be relearned. It means talking with military members as if they are members of the family. It means looking out for Marines as they instinctively look out for their leader and for each other.

1. The Primary Objective of Leadership - Mission Accomplishment

- a) Military discipline. A moral, mental, and physical state in which all hands respond to orders or to the will of the commander or leader, whether or not he or she is present.
 - (1) Self-discipline is the basis of discipline.
 - (2) Effective discipline is the sense of accomplishment of a goal.
 - (3) Sound discipline is a matter of consistency and firmness.
- b) Efficient performance in battle. The ultimate objective of military discipline: Overcome fear and replace it with action
- c) Standards of good discipline. Deportment attention to duty, example, and decent behaviour which enable men and women to accomplish and to give their best,
- d) The results of a well-disciplined unit are clearly observable:
 - (1) All assigned missions are accomplished.
 - (2) Marines are confident and maintain a sharp appearance.
 - (3) Marines are proud of their unit; they believe it has a good reputation (esprit).
 - (4) Weapons and equipment are available and well-maintained.
 - (5) Marines at all levels are actively engaged in doing their duties they place value on the things that they do.
 - (6) Marines cooperate and willingly helping one another.
 - (7) Training is well planned, well conducted, consistent, and thoroughly evaluated for individual and unit strengths and weaknesses and feedback, for the individual and the group, is immediately provided
 - (8) In hostile situations, the unit fights successfully under stress.

2. The Secondary Objective of Leadership - Troop Welfare

- a) Counselling, as a leadership tool, is used to improve performance and to aid in solving problems or circumventing potential problems. The types of counselling are:
 - (1) performance,
 - (2) personal,
 - (3) professional, and
 - (4) career.
- b) Keys to constructive performance counselling are:
 - (1) Accurate evaluation of performance,
 - (2) Clear and concise communication of the evaluation to the subordinate,
 - (3) Mutual agreement concerning performance areas where improvement is required,
 - (4) Active subordinate response, and
 - (5) Concrete suggestions for improvement.
- c) Keys to effective personal counselling are:
 - (1) Suggestions and advice are offered only after learning all of the pertinent facts.
 - (2) Advice on professional matters is left to the professionals.
 - (3) Problems that are not solved are referred to someone who can handle the problem.
- d) Keys in conducting professional counselling include
 - (1) Finding out what the problem involves and then setting up an appointment for the Marine to talk to the proper specialist (e.g., medical or drug and alcohol

officers, 1st Sergeant, Sergeant Major, or the chaplain); and

- (2) Using the chain of command to match a Marine to the proper specialized expert.
- e) Keys to career counselling are:
 - (1) Knowing and understanding the Marine (their motivations, skills, and attitudes),
 - (2) Knowing the advantages of a career in the Marine Corps and the opportunities and alternatives that are available, and
 - (3) Knowing the basic qualifications required for reenlistment.

B. THE NINE COMMON ELEMENTS FOUND IN THE COMBAT ENVIRONMENT

1. Violent, unnerving sights and sounds;
2. Casualties;
3. Confusion and lack of information;
4. Feeling of isolation;
5. Communications breakdowns;
6. Individual discomfort and physical fatigue
7. Fear, stress, and mental fatigue;
8. Continuous operations; and
9. Homesickness.

C. THE FIVE STRESSES A MARINE CAN EXPECT IN COMBAT

1. Extreme risk and fear;
2. "Fog of War" - literal fog (dust, smoke, and debris on the battlefield) and mental fog (confusion, uncertainty due to lack of knowledge of the enemy, chaotic noise, mental and physical fatigue, and fear;
3. Discomfort and fatigue;
4. Casualties; and
5. Boredom.