



Marine Unmanned Aircraft Squadron 3
(VMU-3)

Commander's Intent

LtCol B. H. "Fonzie" Schreiner
18 June 2014



The Mission of the VMU is to: ***"Support the MAGTF commander by conducting electromagnetic spectrum warfare, multi-sensor reconnaissance and surveillance, supporting arms coordination and control, and destroying targets day or night under all-weather conditions, during expeditionary, joint, and combined operations."***

Our challenge is to execute the mission during times of dwindling resources and in the midst of a geographic move to Hawaii and a total change of physical, political, and cultural environments.

We will meet these challenges and many more by keeping our efforts in focus. With all tasks we execute, we will foster and maintain the **"On Time – On Target"** mentality, combined with the courage and dependability to **"Fight where you are told and win where you fight"**.

Our accomplishments will not only be measured internally by us; our successes will be defined and **measured externally by the customers we work for tactically and the community that we interact with daily.** It will be our proficiency, our readiness, and our daily behavior that builds the Phantom reputation in Hawaii and within the I MEF chain –of-command.

Mission accomplishment is not a byproduct of money, hardware, and resources; instead, it is a direct result of the leadership and discipline within a unit. That leadership and discipline must come from all levels, not just a few sections. **Failure is easy as it only takes the inattention or complacency of a few to ruin things for everyone. Success on the other hand is challenging and takes the efforts of all involved.** Overcoming the challenges and taking the road less traveled is what makes the successes and accomplishments so worthwhile and so memorable.

The new reputation for the Phantoms is ours to shape in Hawaii. In the end, we will know we have been successful as an **aviation squadron** when they don't just ask for us by our platform or community, rather **when they ask for us by name ..."the Phantoms"**. The other way we will know that our leadership and discipline has been successful will be by **how prosperous our people are in and out of the military; whether continuing as part of our organization or as they move on to other things after their time as Phantoms.**

The Marines, Sailors, and family members of VMU-3 are our most precious assets and we will protect them through our courage, discipline, and high standards. We are an organization of performance and pride and we will not tolerate things that jeopardize our mission, our ranks, the fair treatment of others, or the standards of our services. **"Phantoms are: Maximum Impact - No Drama...On Time – On Target"**

Semper Fidelis,

B. H. "Fonzie" SCHREINER
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, VMU-3 PHANTOMS



Marine Unmanned Aircraft Squadron 3
(VMU-3)

Policy on Hazing

LtCol B. H. "Fonzie" Schreiner
18 June 2014



The Marine Corps Order on Hazing, MCO 1700.28A, defines hazing as "any conduct whereby a military member or members, regardless of Service or rank, without proper authority causes another military member or members, regardless of Service or rank, to suffer or be exposed to any activity which is **cruel, abusive, humiliating, oppressive, demeaning, or harmful**. Soliciting or coercing another to perpetrate any such activity is also considered hazing. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature." Additionally, the Order states, "hazing does not include command-authorized or operational activities; the requisite training to prepare for such missions or operations; administrative corrective measures; extra military instruction; athletic events; command authorized physical training; and other similar activities authorized by the chain of command".

Simply stated: **HAZING IS PROHIBITED and will not be tolerated in this unit.** No Marine or Sailor may engage in hazing or consent to acts of hazing being committed upon him or her. No one may, by act, word, or omission, condone, or ignore hazing if he or she knows or reasonably should have known that hazing would or may have occurred. Consent to hazing is not a defense to violating this policy. More specifically, no Marine or Sailor will direct – verbally or by implication – any other Marine or Sailor to perform any form of incentive PT, or undergo any type of initiation or "rite of passage" to any unit or organization. **Everyone in our unit has already earned their place in our Corps and there are no other additional assessments, trials, or rituals specifically designed to be a part of VMU-3.** We uphold the standards of the United States Marine Corps and we bring honor to ourselves, our Corps, and our Nation by doing so.

Hazing can also include, "threatening or offering violence or bodily harm, striking, 'axe qualifications', branding, taping, tattooing, shaving, greasing, painting, 'pinning', tacking on, 'blood winging', or forced consumption of food, alcohol, drugs, or any substance". We have already proven ourselves as warriors fit to be called Marines or Sailors, and it is contrary to our Corps Values to engage or subject our Marines and Sailors to such degrading practices. **It does not matter if individuals have deployed to combat or not**, there is no place in our unit for violence, rituals, or "ridiculous tricks" that are demeaning and have the potential to cause physical or mental damages or harm. Accordingly, **I charge all VMU-3 personnel to exercise the "Golden Rule", and treat others at all times as you would want to be treated.** Treat all with dignity regardless of the situation or circumstances.

Any Marine or Sailor involved directly or indirectly with hazing will be subject to disciplinary action under Article 92 of the Uniform Code of Military Justice and/or other applicable UCMJ Articles. Furthermore; **it is every Marine and Sailor's absolute duty to immediately report any allegations or indications of hazing and there should be no fear of reprisal for doing so.** Bottom-line: I have a zero tolerance policy for hazing and violators will be processed in accordance with the UCMJ.

The Marines, Sailors, and family members of VMU-3 are our most precious assets and we will protect them through our courage, discipline, and high standards. We are an organization of performance and pride and we will not tolerate things that jeopardize our mission, our ranks, the fair treatment of others, or the standards of our services. **"Phantoms are: Maximum Impact - No Drama...On Time – On Target"**

Semper Fidelis,

B. H. "Fonzie" SCHREINER
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, VMU-3 PHANTOMS



Marine Unmanned Aircraft Squadron 3
(VMU-3)

Policy on Substance Abuse

LtCol B. H. "Fonzie" Schreiner
18 June 2014



The Marine Corps' policy on illegal drug use is **ZERO TOLERANCE**, and **every Phantom in VMU-3 has made a verbal and written commitment to our Country and our Corps not to use illegal drugs.** Use of illegal drugs is inconsistent with military service and has **no place in military aviation or our Corps.** **Any personnel who test positive for illegal drug use will be processed for separation immediately. There is no mitigation or leniency on this policy.**

Substance abuse is defined in MCO 5300.17 Marine Corps Substance Abuse Program and it includes: **"The wrongful use, possession, manufacture, distribution, or introduction onto a military installation, vessel, vehicle, or aircraft used by or under the control of the armed forces by any person subject to this Order, of natural substances (e.g. fungi), chemicals (e.g. chemicals wrongfully used as inhalants), propellants, or prescribed or over-the-counter drugs or pharmaceutical compounds with the intent to induce intoxication, excitement, or stupefaction of their own central nervous system, or that of another, is prohibited"**.

Per the definition above, substance abuse is **not isolated to illegal drugs. Alcohol, prescription medications, and over-the-counter drugs can be just as dangerous when used or abused in ways not consistent with their intended purpose.** Drug and alcohol abuse – legal or illegal – reduces a person's capacity to perform and places them, as well as others at risk. Whether you are flying, fixing an aircraft, handling weapons, operating heavy equipment or vehicles, **we are in a dangerous and unforgiving profession.** Every member of this squadron is critical to the success of our mission. We can replace broken equipment but our Phantoms are irreplaceable.

"VMU-3 needs all of you operating safely at your full potential every day."

My primary concern with substance abuse is the high risk of injury or death to the individual abusing or the risk of injury or death to other Phantoms, Marines, Sailors, Family members, Friends, or Civilians. **Treatment is a bigger concern than disciplinary action alone.** Anyone classified as having a drug or alcohol incident will be referred to the Substance Abuse Control Officer (SACO). After being screened, counseled, medically evaluated and diagnosed, they will be assigned to a treatment facility. Success or failure of that treatment program is entirely up to the individual and what they want to do with their life. **We are all adults and we all understand what the ramifications of substance abuse can have on a life, not to mention an individuals' career during these times.** Depending on the substance and the situation, Marines and Sailors may have mandatory processing for separation from service. If the situation permits and treatment is successful, personnel will return to their work center without prejudice.

**BE RESPONSIBLE FOR YOUR DECISIONS AND ACTIONS. YOU ARE YOUR BROTHER'S KEEPER.
HELP THEM MAKE THE RIGHT DECISIONS BY STOPPING THEM FROM MAKING THE WRONG ONES.**

The Marines, Sailors, and family members of VMU-3 are our most precious assets and we will protect them through our courage, discipline, and high standards. We are an organization of performance and pride and we will not tolerate things that jeopardize our mission, our ranks, the fair treatment of others, or the standards of our services. **"Phantoms are: Maximum Impact - No Drama...On Time – On Target"**

Semper Fidelis,

B. H. "Fonzie" SCHREINER
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, VMU-3 PHANTOMS



Marine Unmanned Aircraft Squadron 3
(VMU-3)

Policy on Sexual Assault

LtCol B. H. "Fonzie" Schreiner
18 June 2014



ZERO TOLERANCE! Sexual assault is a **crime characterized by the use of force, physical threat, abuse of authority, or sexual activity when the victim does not or cannot consent.** Sexual assault is not restricted to any gender, race, or age. It erodes the dignity and self-esteem of victims, destroys our unit cohesion, and leaves devastating psychological and physical scars. It is contrary to our ethos of honor, courage, and commitment and brings shame and dishonor to our unit and our Corps.

The greatest deterrent against sexual assault is our fellow Marines and Sailors looking out for each other and protecting each other both on and off duty. I expect all Marines, Sailors, and civilians of the Phantoms to be fully committed to maintaining the highest standards of personal conduct, morality and respect for human dignity. As leaders, we must ensure the physical, emotional, and mental wellbeing of all personnel standing in the ranks of this command. Accordingly, all non-commissioned officers and above assigned to this command, will become familiar with Marine Corps Order 1752.5A (Sexual Assault Prevention and Response).

Victims of sexual assault will be treated with dignity and respect at all times, and will be offered medical, emotional, psychological, and social services support. Victims will be offered appropriate medical, emotional, psychological and social services support. Victim safety and confidentiality will be paramount at all times. Victims who make an unrestricted report will be made to feel confident that their personal safety will be protected and that they will not be re-victimized by the command. The utmost care will be given to ensure the identity of the victim is released only to those who have a need to know (e.g., the unit commander, PMO, NCIS). Restricted reports made by victims will be confidential and limited to the MAG-24 Sexual Assault Response Coordinator (SARC), VMU-3 Uniformed Victim Advocates (UVA), civilian advocates, and medical personnel.

YOU ARE YOUR BROTHER'S KEEPER.

It is every Marine's inherent duty to step up and step in to prevent sexual assault. All personnel assigned to this command **have a duty to report any actual, alleged, or suspected sexual assault to his or her chain-of-command.** Any member of this command who conducts, condones, or ignores an act of sexual assault, or knowingly makes false allegations of sexual assault, will be subject to appropriate legal and/or administrative action.

If you are a victim, or know of one, assistance is available through your command UVA, SARC, chain of command, PMO, and NCIS.

The MAG-24 SARC is Capt DePinto and he can be contacted at (808) 257-1375, cell (808) 216-7120.

The MAG-24 UVA is SSgt Griffin and she can be contacted at (808) 257-8482, cell (808) 216-7120.

The MAG SARC, MAG UVA and Squadron UVAs are available to you at all times.

The Marines, Sailors, and family members of VMU-3 are our most precious assets and we will protect them through our courage, discipline, and high standards. We are an organization of performance and pride and we will not tolerate things that jeopardize our mission, our ranks, the fair treatment of others, or the standards of our services. **"Phantoms are: Maximum Impact - No Drama...On Time – On Target"**

Semper Fidelis,

B. H. "Fonzie" SCHREINER
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, VMU-3 PHANTOMS



Marine Unmanned Aircraft Squadron 3 (VMU-3)

Policy on Safety

LtCol B. H. "Fonzie" Schreiner
18 June 2014



To our Phantom family, there are different reasons that people decided to serve in our nation's military, but regardless of service, rank, MOS, or billet we all have the common mission of defending our great nation while upholding the honor of our service. This is no easy task; it requires courage, discipline, and at times taking risks and going into harms way (i.e., Combat). **We will NOT choose to take unnecessary risks.** We will do everything in our power to keep our people out of harm's way, but when we do have to take risks, we will mitigate them in every way we can through our training, planning, procedures, and equipment. Our goal in training and garrison should be to have "Zero Preventable Accidents". I do not have a "Zero Defects Mentality", but there will be NO tolerance for negligence, ignorance, or lack of professionalism. We operate in a demanding environment where we are not only training our Phantoms to operate in expeditious conditions, but we are also part of a community that is evolving at an unprecedented pace.

Safety is an enabler for mission accomplishment, not a barrier. Efficiency and Proficiency will come through discipline and training, not by "Bending" rules or cutting corners. When rules and procedures are not followed, risks to our mission, people, and equipment are increased. Deliberate deviation is not something I take lightly.

Though our profession involves risk, **mishaps are NEVER inevitable; they are NOT the "cost of doing business". Risks result from common human errors such as inattention, inadequate preparation, unnecessary haste ("cutting corners"), poor communication, or weak supervision.**

"Unmanned" does NOT mean that humans cannot be killed or injured by what we do. We can easily cause more harm than good to non-combatants (civilians), friendlies, and ourselves. We must be professional and conscious of everything going on around us. When something doesn't seem right "Stop it" and "Fix it".

We will NOT tolerate: ROGUE ACTIONS, RECKLESSNESS, UNECESSARY RISK TAKING, or TOTAL DISREGARD of established procedures (and ignorance of the established procedures is not an excuse). We are professionals in the greatest military in the world, and we didn't get this way by accident or being just lucky. Unfortunately, too often we let our guard down to many of the hazards that surround us and our families every day. **The greatest risk to our force in peacetime is poor decision making on leave and liberty. Sound judgment is all that it takes to avoid most driving and recreational accidents (i.e., water safety, motorcycle riding, rock climbing, partying, etc.).** Specific principles I expect all hands to follow: Identify Hazards and take action to correct them. Be assertive. Anyone can call a "knock it off" when an unsafe situation develops. At no time will operational tempo be used as an excuse to cut corners. Good decisions can be made at all levels and I expect, that as Phantoms, all of us understand it is up to us to prevent accidents. **I applaud the courage that it takes to stand up and stop unsafe situations regardless of age, rank, or experience.** Often the most challenging situations can be when we are stopping our friends and family members from doing something unsafe. Regret should never come from speaking up; it often comes too late when nothing was said and an accident has occurred.

"HEROIC" is how we describe actions in combat or when an individual has the courage to intervene in dangerous situations on behalf of another. "STUPID" or "IDIOTIC" is how we describe actions of reckless recreational decisions and careless actions. "BE AGGRESSIVE, BUT NOT RECKLESS!"

The established procedures are one of our best ways to reduce risks. Taking shortcuts, modifying procedures, or changing processes away from the established procedures induces more risk. We will continue to hone our skills through smart aggressive training. We must continue to fly and maintain the best aircraft in the Corps. **If there is a rule or procedure, have the discipline to "Follow it". If there is a checklist "Use it". If there is protective equipment "Wear it properly". If you see a situation that is unsafe or a deviation from the established procedures "Stop it and say something". Failure to act when a risk has been identified is just as bad as failing to recognize the risk at all.** Our ORM process has six steps, the most important of those is to Identify Hazards. Once a hazard is identified people do not usually continue to dance with it. They avoid it and move on; it is usually when the hazard goes unnoticed or ignored that it bites. In summary, do NOT take any unnecessary risks (and it is the CO's call on what risks we will take).

Story of Two Buckets: One starts with an unknown supply of luck, the other you can fill up with knowledge and skill. Rely on the knowledge and skill because you never know when your luck will run out. The only time you will know you are out of luck is when you were relying on it.

A true professional does it all and will accomplish the mission effectively, efficiently, and safely in order to preserve their resource; thus allowing him/her to bring them to bear against our adversaries again another day. Help me preserve our Phantoms, families, and equipment.

The Marines, Sailors, and family members of VMU-3 are our most precious assets and we will protect them through our courage, discipline, and high standards. We are an organization of performance and pride and we will not tolerate things that jeopardize our mission, our ranks, the fair treatment of others, or the standards of our services. **"Phantoms are: Maximum Impact - No Drama...On Time – On Target"**

*"The great German General Erwin Rommel once made a **distinction between a gamble and a risk.** Both cases involve an action with only a chance of success, a chance that is heightened by acting with boldness. **The difference is that with risk, if you lose, you can recover.** Your reputation will suffer no long term damage, your resources will not be depleted, and you can return to your original position with acceptable losses. With a gamble, on the other hand, defeat can lead to a slew of problems that are likely to spiral out of control...If you encountered difficulties in a gamble, it becomes harder to pull out – you realize that the stakes are too high; you cannot afford to lose. So you try harder to rescue the situation, often making it worse and sinking deeper into the hole that you cannot get out of...**Taking risks is essential; gambling is foolhardy.**" – 33 Strategies of War*



Marine Unmanned Aircraft Squadron 3
(VMU-3)

Commander's Critical Information Requests (CCIRs)

LtCol B. H. "Fonzie" Schreiner
18 June 2014



In the event that one or more of the following incidents occur within the Phantoms or witnessed by a Phantom, the Commanding Officer of VMU-3 will be immediately (Yes even the middle of the night) notified by one of the following individuals:

- VMU-3 Duty Officer (i.e., Squadron Duty Officer or Operations Duty Officer) (808) 257-3173, or (808) 375-7062
- VMU-3 Executive Officer, Maj Lindblom (850) 206-2381
- VMU-3 Sergeant Major, SgtMaj Perry (808) 294-9176
- VMU-3 Operations Officer, Maj Phelps (928) 246-8763
- VMU-3 Director of Safety and Standardization, Maj Larson (314) 517-8386

VMU-3 CO
BB: (808) 347-5873

Develop to the extent possible the 5 "Ws" (i.e., Who, What, Where, When, Why and How), but keep in mind: timely notification is essential and not having all the information does not justify late notification. When in doubt, call.

15 Minutes is probably the longest you want to have the information, to gather facts, before notifying someone.

1. Accident or incident causing loss of life or severe injury (e.g., life, limb or eyesight) to a Marine, Sailor, Civilian, or Immediate Family Member of VMU-3. This includes medical injury that requires Medevac or Hospitalization (for stabilization).
2. Aircraft or vehicle accident (Class A, Class B, or Class C) involving personnel or equipment from VMU-3.
3. Any incident by or on a Marine, Sailor or Civilian in VMU-3, that will require generation of an immediate report to higher (i.e., OPREP-3, Serious Incident Report (SIR), Personnel Casualty Report (PCR), Flash Report of a Medium or High Level, Hazing, Sexual Assault-Unrestricted, Equal Opportunity, etc.). This includes any incident with potential media interest (e.g., Phantom arrested "In Hands of Civilian Authorities"), or any event that can bring discredit or embarrassment to the Marine Corps.
4. Loss of, or mishandling, of classified materials (i.e., Reports, Disks, Crypto, COMSEC, etc.).
5. Loss of or damage to serialized equipment.
6. Suicidal gestures, ideations or any other self-inflicted bodily harm by a Marine, Sailor or Civilian in VMU-3.
7. Receipt of a Warning Order to deploy, or any change in assigned mission or alert posture by our higher chain-of-command.
8. Any change in defense condition, force protection condition, or destructive/severe weather warnings that may significantly impact VMU-3 personnel; our aviation missions; or ground operations. This also includes any inability to accomplish an assigned mission.
9. Infractions to Air Space, Frequency Violations, Range Regulations, Munitions' impacts outside of intended target area, Explosive Mishaps, or Laser Incidents/Injuries. This includes VMU-3 aircraft coming down anywhere other than the intended area for recovery.
10. Missing Marine/Sailor (i.e.; >30 Minutes OCONUS, >60 Minutes if on a Deployment for Training (DFT), or "UA" when in Garrison). This also includes loss of contact with our VMU-3 aircraft for more than 5 minutes when airborne.
11. Officer / SNCO potential misconduct.
12. A call from a General or Flag Officer (regardless of the topic).

Notifications that can wait till the next morning include:

1. Minor injuries or vehicle accidents that do not meet specified criteria above.
2. Change in our readiness posture (i.e; DRRS reporting), as long as it does not meet other criteria specified above.

The Marines, Sailors, and family members of VMU-3 are our most precious assets and we will protect them through our courage, discipline, and high standards. We are an organization of performance and pride and we will not tolerate things that jeopardize our mission, our ranks, the fair treatment of others, or the standards of our services. **"Phantoms are: Maximum Impact - No Drama...On Time – On Target"**

Semper Fidelis,

B. H. "Fonzie" SCHREINER
Lieutenant Colonel, U.S. Marine Corps
Commanding Officer, VMU-3 PHANTOMS