



Marine Unmanned Aerial Vehicle Squadron 3

Commanding Officer's Philosophy and Guidance

(R.I.S.E)

Marine Unmanned Aerial Vehicle Squadron 3 (VMU-3) exists to support the Marine Air-Ground Task Force (MAGTF) Commander by providing multi-sensor surveillance and reconnaissance, data gateway, and relay capabilities through an aerial layer, and enabling or conducting the detection and engagement of targets during expeditionary, joint, and combined operations. VMU-3 brings purpose-built capabilities to the joint force, delivering solutions that enhance operational effectiveness expanding the reach and lethality of the MAGTF. To remain at the forefront as a premier aviation squadron, we must innovate to chart new paths, adapt to emerging challenges, and continuously improve our methods and technologies.

VMU-3 is a team of professionals, and every Marine, Sailor, and Airman plays a vital role in our success. Leadership is about empowering individuals to take ownership of their responsibilities, make informed decisions, and contribute to the mission with confidence and initiative. Each one of you is capable of leading within your area of expertise, and I trust you to **R.I.S.E.** to the challenges we face.

GUIDING PRINCIPLES:

To achieve this mission, we must embody the principles of Resilience, Innovation, Support, and Excellence (**R.I.S.E.**). These principles are essential to ensuring our squadron remains ready, resilient, and capable of delivering world-class capabilities in dynamic and challenging environments.

R

RESILIENCE: Resilience is the ability to recover quickly from challenges, maintain focus under pressure, and thrive in dynamic environments. Resilience enables adaptability by equipping Marines and Sailors with the mental, emotional, and physical strength to adjust to changing circumstances and overcome adversity. Through resilience, VMU-3 remains mission-ready and capable of rising above any obstacle.

I

INNOVATION: VMU-3 delivers purpose-built capabilities to the joint force, and **innovation** is key to maintaining our edge. We must embrace new technologies, challenge norms, and chart new paths to enhance our operational effectiveness. Innovation drives growth by encouraging Marines and Sailors to embrace learning opportunities, challenge the status quo, and evolve to meet emerging mission requirements.

S

SUPPORT: Support is the cornerstone of VMU-3's strength, fostering a culture of inclusivity, collaboration, and mutual respect. By **emphasizing** the well-being of Marines, Sailors, Airmen, and their families, VMU-3 builds **Unity** and ensures every member of the Phantom family feels valued and connected. Through support, the squadron creates an environment where individuals and families can thrive together, contributing to mission success and resilience.

E

EXCELLENCE: Excellence is rooted in discipline, professionalism, and tactical proficiency. We will uphold the highest standards in all we do, from mission execution to personal conduct. Leaders will set the example and ensure mastery of skills across the squadron.

VMU-3 is a squadron of professionals dedicated to providing world-class ISR capabilities to the Marine Air-Ground Task Force (MAGTF) and joint forces. By living by the principles of **R.I.S.E.**, we will uphold the proud traditions of the Marine Corps and ensure VMU-3 remains a premier squadron in the Fleet Marine Force. **When our nation calls, we will be ready to fight and win!**

Semper Fidelis



VMU-3 Commanding Officer's Policy

Prohibited Activities and Conduct

5 Dec 2025

Phantoms,

As members of VMU-3, we are united by our mission, our values, and our commitment to excellence. To maintain the cohesion and trust that make us effective warfighters, we must ensure our squadron is free from behaviors that divide, degrade, or harm our team. Any conduct based on race, color, religion, sex, national origin, or sexual orientation that undermines our unity is unacceptable and will not be tolerated. This policy directly supports the guiding principle of **Support** within our squadron's ethos of R.I.S.E..

Support is built on mutual respect, collaboration, and inclusivity, and it is the foundation of our ability to fight and win when called upon. Prohibited activities and conduct—including harassment, hazing, bullying, prohibited discrimination, and sexual harassment, are destructive to our mission and have no place in VMU-3 or the Marine Corps.

Every Marine, Sailor, and Airman in VMU-3 is responsible for fostering a climate of dignity and respect. Leaders at all levels must set the example, enforce this policy, and take immediate action to address violations. Ignoring or condoning prohibited conduct is unacceptable and will be addressed swiftly.

Resolving Issues and Reporting Violations: If you experience or witness prohibited conduct, I encourage you to address the issue through the **informal resolution system** whenever possible. Open communication and mutual understanding can often resolve issues before they escalate. If informal resolution is not appropriate or unsuccessful, you should file a formal complaint through the **chain of command** or the **Equal Opportunity Advisor (EOA)**.

Expectations: As Phantoms, we look out for one another and hold ourselves to the highest standards of conduct. If you witness behavior that violates this policy, act immediately—stop it, report it, and ensure it is addressed. Cultivate an environment where every member of VMU-3 feels valued, respected, and empowered to contribute to the mission.

Closing: The variety of thought, experience, and background within VMU-3 is one of our greatest strengths. By fostering unity and eliminating destructive behaviors, we will continue to outpace and defeat our adversaries. **Together, we rise.**

Semper Fidelis



VMU-3 Commanding Officer's Policy

Safety & Risk Management

5 Dec 25

Phantoms,

Safety is the cornerstone of our ability to fight and win. It is not a separate task or checklist—it is integral to everything we do, both on and off duty. Whether conducting operations, maintaining equipment, training, or spending time with family, safety and risk management must be deliberate, proactive, and ingrained in our mindset. This policy supports the guiding principle of **Excellence** within our squadron's ethos of R.I.S.E., ensuring we uphold the highest standards of professionalism and preparedness. VMU-3 will identify risks, assess hazards, and implement mitigations through deliberate planning and sound decision-making. Risk management is a shared responsibility, and every Marine, Sailor, Airman, Civilian, and Contractor must understand where risk decisions lie and act accordingly. **ALL** Phantoms both active duty and civilian are empowered to stop unsafe actions, mitigate risks, and ensure the safety of personnel and equipment.

On Duty: Safety is the foundation of combat readiness. VMU-3 will adhere to established policies and procedures, including **NATOPS, 4790, MCOs, and SOPs**, to ensure tasks are accomplished correctly, efficiently, and safely. Risk management will be integrated into all planning and execution phases:

1. **Deliberate Risk Assessments:** Conduct thorough risk assessments for all missions and events, identifying hazards and implementing controls.
2. **Real-Time Risk Assessments:** When time is limited, leaders must assess risks, mitigate hazards, or halt unsafe actions.
3. **Risk Decision Authority:** Risk decisions must be made at the appropriate level. If unsure, seek guidance from experienced or senior personnel.

Off Duty: Safety does not stop when the workday ends. Off-duty incidents, particularly those involving alcohol misuse, are a leading cause of preventable injuries. Plan your activities, act responsibly, and look out for your fellow Phantoms. Whether on duty or off duty, act in a manner that reflects the honor and professionalism of VMU-3. **Protect the Phantom brand!**

Expectations of All Phantoms:

1. Integrate safety into every plan, operation, and activity.
2. Understand risk responsibility and elevate decisions when necessary.
3. Identify hazards early and take action to prevent unsafe conditions.
4. Empower others to speak up and intervene when needed.
5. Halt any activity that poses unacceptable risks.
6. Use lessons learned to refine safety practices.
7. Take ownership of your actions and decisions.

Closing:

No training event, or off-duty activity is so important that it justifies the loss of life or damage to vital equipment. By identifying risks, implementing mitigations, and understanding risk responsibility, VMU-3 will continue to operate at the highest level of excellence. **Together, we win!**

Semper Fidelis



VMU-3 Commanding Officer's Policy

Sexual Assault Prevention and Response

5 Dec 25

Phantoms,

Sexual assault is a criminal act that has no place in VMU-3 or the Marine Corps. Defined by **MCO 1752.5C** as “intentional sexual contact, characterized by the use of force, threats, intimidation, or abuse of authority, or when the victim does not or cannot consent,” sexual assault is a destructive behavior that undermines the values we stand for. It erodes trust, destroys cohesion, and compromises our ability to operate as a unified and effective team. As Phantoms, we are guided by the principles of , **Resilience, Innovation, Support, and Excellence**. Sexual assault is incompatible with these principles. It tears at the foundation of mutual respect and collaboration that binds us together, weakens our ability to execute the mission, and diminishes the resilience of our team. Every Phantom has a responsibility to protect one another, foster a safe environment, and eliminate behaviors that threaten our unity and effectiveness.

Prevention: Preventing sexual assault requires vigilance, accountability, and engaged leadership. All Phantoms must actively safeguard our team by recognizing warning signs and taking action to prevent harm. Leadership plays a critical role in fostering a climate of dignity and respect through example and engagement. Every Phantom is responsible for upholding our values and contributing to a safe environment where trust and respect are paramount.

Response: If you are a victim of sexual assault, report the incident and seek assistance. You will be treated with dignity and respect, and your situation will be handled with discretion and privacy. Victims have two reporting options: Restricted Reporting, which provides access to medical treatment, advocacy, and counseling without notifying the command or initiating an investigation, and Unrestricted Reporting, which notifies the command and initiates an investigation while providing the same support services. Regardless of the reporting option, victims will have access to the Sexual Assault Response Coordinator (SARC), Victim Advocates (VA), and counseling services to ensure their mental, physical, and emotional well-being.

Accountability: Sexual assault is a violation of the Uniform Code of Military Justice (UCMJ) and will be addressed through appropriate disciplinary actions. The Command will act immediately to address allegations and foster a safe environment where all personnel feel supported and protected.

Expectations of All Phantoms: Every Phantom is expected to protect one another and intervene when necessary to prevent harm. Fostering a safe and respectful environment is a shared responsibility, and **all** personnel must lead by example and uphold the values that define VMU-3. Reporting incidents and supporting victims are essential to maintaining trust and cohesion within the squadron. Finally, **every** Phantom must take ownership of their actions and decisions, ensuring accountability and professionalism in all aspects of their conduct.

Closing: Sexual assault is a destructive act that runs counter to the principles that define VMU-3. By fostering a culture of dignity, respect, and trust, we will continue to operate as a cohesive and resilient team. Together, we win.

MCB Hawaii 24/7 Sexual Assault Line: 808-216-0126
DoD SAFE Helpline: 1-877-995-5247

Semper Fidelis



VMU-3 Commanding Officer's Policy

Suicide Prevention

5 Dec 25

Phantoms,

Suicide is a devastating loss that affects families, friends, and units alike. It is final, leaving behind unanswered questions and unimaginable pain. As members of VMU-3, we must work together to prevent suicide by fostering a culture of resilience, support, and intervention. This policy directly supports the guiding principles of Resilience and Support within our squadron's ethos of R.I.S.E., ensuring we stand ready to support one another in times of need.

Feelings of sadness, isolation, or hopelessness can affect **anyone**, regardless of rank or background. These emotions are often linked to stressful situations such as relationship challenges, financial difficulties, legal trouble, substance dependency, job performance concerns, traumatic experiences, or major life events. These struggles are not a sign of weakness, nor are they something to be ashamed of. Seeking help is a sign of strength, and there will never be reprisals for reaching out.

When these feelings become overwhelming, individuals may begin to believe there is no way out. Warning signs of suicide can be subtle or difficult to recognize, but **every** Phantom has a responsibility to intervene when they notice changes in behavior, mood, or communication. Early intervention can save lives, and it is our duty to ensure no stigma is attached to seeking help.

Prevention and Resilience: VMU-3 will emphasize prevention through resilience training, focusing on physical, mental, and spiritual fitness. Resilience is the ability to recover and adapt in the face of adversity, and it is a skill that can be developed through consistent effort and support. By fostering toughness and adaptability, we can help one another navigate life's challenges and reduce the risk of suicide.

Intervention and Support: Every Phantom must be trained to recognize the warning signs of suicide and know how to intervene. If you notice someone struggling, take action immediately—ask direct questions, listen without judgment, and connect them with resources. Support is available through the Chaplain, Medical Officer, Marine Family Life Counselors, and every Phantom to your left and right. You are never alone, and help is always within reach.

Expectations of All Phantoms: As members of VMU-3, we are committed to supporting one another and combating suicide. Every Phantom is expected to:

- Foster a culture of trust and unity, where seeking help is encouraged and stigma is eliminated.
- Recognize the warning signs of suicide and intervene early to provide support.
- Know where to find resources and guide others to the help they need.
- Prioritize physical, mental, and spiritual fitness to build resilience and adaptability.
- Take ownership of their actions and decisions, ensuring accountability and professionalism.

Closing: Suicide prevention is a shared responsibility, and **together**, we can make a difference. By fostering resilience, supporting one another, and intervening when necessary, VMU-3 will continue to operate as a cohesive and resilient team. Don't be afraid to ask for help—**you are never alone**. Together, we win!

Suicide Prevention Hotline: Call **988** then press **1** or text **838255**.

Semper Fidelis



VMU-3 Commanding Officer's Policy

Unit, Personal, and Family Readiness

5 Dec 25

Phantoms,

Unit, personal, and family readiness is a **pillar** of our ability to execute the mission and maintain resilience in the face of challenges. As members of VMU-3, we operate in a unique environment where the demands 24/7/365 missions combined with Remote Split Operations (RSO) require us to create synergy between mission requirements and the well-being of our families. This policy directly supports the guiding principles of **Resilience** and **Support** within our squadron's ethos of **R.I.S.E.**, ensuring we remain ready, resilient, and connected.

The **Unit, Personal, and Family Readiness Program (UPFRP)** is designed to provide access to resources, services, and support networks that enhance readiness and quality of life. Through partnerships with **Marine Corps Community Services (MCCS)**, **Marine Corps Family Team Building (MCFTB)**, **Marine and Family Services (M&FS)**, and other organizations, we will ensure Phantom families are welcomed, informed, resilient, and ready. These resources are here to support you, and I encourage every Phantom to take advantage of them and share them with others when needed.

With the **sundown of the Deployment Readiness Coordinator (DRC) program**, it is imperative that our squadron **Uniform Readiness Coordinators (URCs)** step up to ensure uninterrupted support to Phantom families. URCs are integral to the Phantom team, serving as the direct link between the command and our families. They play a vital role in facilitating communication, providing access to resources, and maintaining the readiness of our squadron. I expect all personnel to engage with the URCs as needed and support their efforts to strengthen our family readiness program.

Communication is foundational to readiness. VMU-3 will utilize newsletters, town hall meetings, social media, and email to ensure Phantom families are informed and connected. Clear, open, and regular communication between each Phantom and their family is essential to fostering resilience and unity. I encourage all personnel to prioritize communication with their loved ones and ensure they are prepared to navigate the challenges of military life.

Family readiness is a two-way street. Just as Phantom families provide support to our Marines, Sailors, and Airmen, we must also empower them to contribute to the squadron's mission. I encourage **spouses** and **family members** to become involved in our Phantom volunteer network, which strengthens our community and enhances the quality of life for everyone. The more connected and engaged our Phantom family network becomes, the more intentional and effective our support will be.

I am committed to the well-being of every Phantom and their family. Your feedback is invaluable, and I welcome suggestions for improving the quality, access, and content of resources and events. Together, we will ensure VMU-3 remains a cohesive, resilient, and mission-ready team. **Together, we win!**

Semper Fidelis



VMU-3 Commanding Officer's Policy

Violence Prevention

5 Dec 25

Phantoms,

Every Marine, Sailor, and Airman of VMU-3 has the right to live and work in an environment free from violence, threats, harassment, intimidation, or any behavior that causes fear for personal safety. Violence prevention is not just a program—it is a commitment to fostering a safe, respectful, and professional environment for all Marines, Sailors, civilian employees, family members, contractors, and visitors.

The **Violence Prevention Policy** is a direct reflection of the squadron's ethos of **R.I.S.E.** It fosters **Support** by promoting trust, respect, and collaboration, and it reinforces **Excellence** by prioritizing safety, accountability, and professionalism. Together, these principles ensure that VMU-3 remains a cohesive, resilient, and mission-ready team, capable of overcoming challenges and achieving success. By adhering to this policy, every Phantom contributes to the squadron's ability to rise above adversity and perform at the highest level, ensuring we remain a cohesive and mission-ready team.

Violence prevention requires vigilance, awareness, and action. Acts or threats of harm—whether physical, verbal, or psychological—are crimes that will not be tolerated. This includes behaviors that occur at home, on liberty, or in the workplace. Harassment, intimidation, threats, and violence are incompatible with the values of VMU-3 and the Marine Corps. Every Phantom is personally responsible for promoting a safe and welcoming environment, free from the threat of violence.

The **Violence Prevention Program** is built on the principles of **Recognize, Report, and Respond**. Early recognition of warning signs or indicators of potential violence is critical to prevention. If you observe concerning behaviors, report them immediately through the chain of command. If you witness a crime or believe a crime is imminent, notify law enforcement without delay. Awareness and timely action are key to protecting our Phantom family.

Violence prevention also includes efforts to assess, investigate, mitigate, and respond to behaviors that may precede acts of violence. This includes insider threats, harassment, intimidation, and other inappropriate or disruptive behaviors. Every Phantom must have the moral, mental, and physical courage to intervene and prevent acts of violence against persons or property. The Command will act swiftly to address behaviors that threaten the safety and cohesion of our squadron.

I expect every Phantom to foster an atmosphere that discourages violence and encourages increased reporting of warning signs. Treat one another with dignity and respect and actively contribute to a culture of trust and accountability. Our Phantom family is our most valued asset, and it is our shared responsibility to protect and support one another.

Closing: Violence prevention is a shared responsibility, and together, we can make a difference. By fostering awareness, taking action, and holding ourselves accountable, VMU-3 will continue to operate as a safe, cohesive, and mission-ready team. **Together, we win!**

Semper Fidelis