



Headquarters and Headquarters Squadron, MCAS Iwakuni

Commander's Guidance

Force Preservation and the Marine Corps Safety Management System

The Marine Corps' most precious asset is our people: Marines, Sailors and civilians. To accomplish the H&HS mission we need every individual. We owe it to our unit and family to arrive at work and back home every day. We cannot afford to have injured people, physically or mentally. I charge every member of H&HS to apply risk management in every aspect of your life, both on and off duty. My philosophy and guidance on force preservation and risk management is:

Be aggressive not reckless

To defeat our enemy, become the best at our trade, and maximize our human capacity, we must operate at the highest of levels both physically and mentally. To operate at the highest of levels we must be aggressive in our training and the execution of our daily life. However, being aggressive without a clear intent or goal, overstepping boundaries, not adhering to standards, exceeding equipment and individual capacities, you transition to reckless. Reckless and irresponsible behavior is unacceptable.

Standards and discipline

By adhering to standards and practicing discipline, we avoid reckless and irresponsible behavior while still being aggressive. Standards build a box that is acceptable to operate in and define an intent or goal to achieve. When we act in a disciplined manner, we are in control of ourselves and the environment around us. An aggressive plan, executed in a disciplined manner, that adheres to standards will inherently manage risk. Explore the space but you shall stay inside the box.

Manage risk at all levels and assume risk at appropriate levels

It is impossible to eliminate all risk in life, we must manage it. You must take risk in life; we often learn and grow from the challenging decisions we make. Ask yourself, is this worth it and should I ask for guidance. You can only assume risk when the benefit outweighs the cost. Understand your individual capacity and authority, your equipment's capabilities, and the capacity of others around you. You cannot push risk down; it must be elevated to a higher authority if it cannot be assumed at your level. We are all responsible for something and someone, and we are all leaders; take charge and preserve the force.

Lieutenant Colonel Jacob D. Schwinghammer
Commanding Officer
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