

HMLA 269 COMMAND PHILOSOPHY



The mission of HMLA 269 is to provide the II MEF Commander offensive air support, utility support, armed escort and airborne supporting arms coordination, day or night under all weather conditions during expeditionary, joint or combined operations. As a supporting effort to the MEF's mission, we will train to, and maintain, a level of mission readiness capable of deployment to any clime or place at a moment's notice. In order to accomplish our mission when the nation calls we will focus in three fundamental areas:



1. READINESS

- **Aircraft Readiness:** We require ready aircraft, tools and equipment to execute our mission and train our aircrew. The Operations and Maintenance Departments will balance the priority of effort to ensure we have ready aircraft and well trained aircrew capable of accomplishing the mission at hand.
- **Individual Readiness:** Every Marine and Sailor is critical to mission success and must be ready to go forward at a moment's notice. Maintain MOS proficiency and mental and physical fitness. Constantly strive for higher qualifications and greater responsibility. Take time to balance personal and professional responsibilities. Always come to work ready to fly and to fight.
- **Family Readiness:** Personal and family readiness is directly linked to our operational unit readiness and mission success. Only when our families are well prepared are we truly mission ready as individuals and as a unit. Prepare your families now, for there may not be time tomorrow.

2. PERSONAL AND PROFESSIONAL EXCELLENCE

- **Men and Women of Ethical Character:** We will use the Marine Corps' core values honor, courage, and commitment as our benchmark. We will live our lives with integrity, responsibility, honesty, and respect. We will demonstrate the mental, moral, and physical strength to do what is right in the face of fear, uncertainty, or intimidation. We will have unwavering, selfless dedication to mission accomplishment and taking care of our fellow Marines, Sailors and their families.
- **Consummate Professionalism:** We will be masters of the tactics, techniques, and procedures of our trade. Focus on the core competencies of aviation and maintenance best practices.
- **Safe, By-the-Book Execution:** Embrace safety as a core value. Professional execution is safe by design. Doing things right the first time saves time and resources in the long run.

3. PRESERVING THE REPUTATION OF THE GUNRUNNERS AND THE MARINE CORPS

- **Humble Support to the MAGTF:** It is not about you. It is every bit about mission accomplishment and support to the individual Marine. We are an organization that says "yes." Make the other guy look good, and let our actions and can-do spirit speak on our behalf.
- **Be Accountable / Hold Others Accountable:** Discipline and attention to detail are the backbone of any successful organization. We will uphold and enforce the Marine Corps' standards, regulations, policies, and customs and courtesies; realizing that failing to enforce a standard sets a new one.
- **Treat Everyone with Dignity and Respect:** ALWAYS. No exceptions!
- **Protect the Innocent. Punish the Guilty:** This is the hallmark of the Gunrunners and our Corps.

Take care of yourself, your family, and your fellow Gunrunners. Most importantly, have fun! This is the finest HMLA in the United States Marine Corps—cherish being a part of its legacy. Thank you for your selfless service, dedication, and professionalism.

R. C. RYBKA
Commanding Officer
HMLA 269 Gunrunners

HMLA 269 COMMAND SAFETY POLICY



Flying and maintaining aircraft is inherently dangerous and will never be completely without risk. As Marines and as an HMLA, we further increase this risk by the environments in which we operate. Though risk is inherent and in many cases accepted, taking unnecessary risk will never be acceptable. It is for this reason that we must adhere to established procedures and remain focused on our environment and the mission at hand. Safety is everyone's responsibility.



Rules and standard operating procedures within the Marine Corps and Naval Aviation are written in blood. The laws that govern our conduct in the civilian world are likewise derived from years of collective experience. It is irresponsible and illegal to knowingly ignore or circumnavigate these directives. I require every Gunrunner to demonstrate the mental, moral, and physical courage to do what is right, regardless of the level of supervision present. I also require each of you to correct a fellow Marine or Sailor who is not doing the right thing, regardless of rank or position.

Embrace safety as a core value. Professionals incorporate safety and risk mitigation into every plan and implement controls and supervision in execution. Operational Risk Management (ORM) is a commonsense thought process acknowledging that some risks cannot be eliminated, but most can be anticipated and mitigated to an acceptable level. Knowledgeable and caring professionals extend safety and risk mitigation into their off duty activities as well.

There is no right way to do the wrong thing; however, there are plenty of ways to do the right thing the wrong way. Doing things right the first time saves time and resources in the long run, and is always the safest way to accomplish the mission. Published standards and policies shall be strictly adhered to and ORM applied both on and off duty. When specific guidelines are absent or inadequate for the situation at hand, the conscious use of mature, professional judgment is expected. Making mistakes is acceptable. Making the same mistake twice is not acceptable. Acknowledge mistakes, identify the lessons learned, and move forward without repeating the same mistake.

Assumptions carried into execution become risk. The "S" in BAMCIS does not make it plural – Supervision is an essential element of safety and risk mitigation. Leadership at all levels is expected to supervise during execution—trust, but verify.

We will not wait for a mishap or incident to occur to examine our Tactics, Techniques and Procedures (TTPs). If you see a problem with our current TTPs, or have a better or safer way of doing your job or conducting operations, use your chain of command to further your ideas into execution. Do not keep it a secret and do not take it upon yourself to independently change procedures. If you hit a roadblock, the anymouse program is always available.

We cannot locate, close with, and destroy our nation's enemies with anything less than fully mission capable Marines, Sailors, aircraft, and equipment. On liberty, on the hangar deck, on the flight line, in the field and in the air, I expect you all to maintain the discipline and professionalism for which the Gunrunners are known.

A large, bold, handwritten signature in black ink, which appears to be "R. C. Rybka". The signature is written over a horizontal dashed line.

R. C. RYBKA
Commanding Officer
HMLA 269 Gunrunners

HMLA 269 FORCE PRESERVATION POLICIES



HMLA 269 must be ready to go forward when the nation calls and at a moment's notice. We will have unwavering, selfless dedication to mission accomplishment. Every member of the Gunrunner family is important and critical to mission success. Take care of yourself, your family, and your fellow Marines and Sailors. The following policies and programs will help us ensure that we preserve our most valuable resource—the Gunrunner family:



MARINE HUMAN FACTORS COUNCIL: In accordance with 2D Marine Aircraft Wing Orders 1500.58 and 5100.29C, we will conduct monthly Marine Human Factors Council (MHFC) meetings. The purpose of this council is to reduce senseless injury and the tragic loss of our Marines and Sailors, and is solely intended to preserve the health, safety and welfare of the Gunrunner family. The MHFC will be chaired by the Commanding Officer and consist of the Executive Officer, Sergeant Major, Squadron Flight Surgeon, Squadron Family Readiness Officer, MAG 29 Chaplain, and the individual Marine or Sailor's OIC, SNCOIC, and mentor. The MHFC will discuss major stressors impacting the Marine or Sailor to assess if those stressors can be mitigated and if those stressors have the potential of impacting the health, mission focus, and/or behavior of that Marine or Sailor.

SUBSTANCE ABUSE: Substance abuse decimates physical and mental fitness and has devastating consequences on our families and fellow Marines and Sailors. Substance abuse includes the misuse of legal substances such as alcohol and prescription or over-the-counter medication, as well as the use of illegal drugs and banned substances. Abuse of substances of any kind will not be tolerated. As a squadron, we will strive to prevent the destructive behaviors of substance abuse, driving under the influence, public drunkenness, and alcoholism. If you have a substance abuse problem or know someone who does, contact the Substance Abuse Control Officer. MCO 5300.17 outlines the Marine Corps Substance Abuse Program.

SUICIDE PREVENTION: A life lost can never be regained. If you are in need, reach out. You will be treated with dignity and respect and provided care and counseling. If you know of someone in need, it is your moral obligation and duty to act and to report. If you do not have the tools or capacity to provide the care and support needed, escort the individual in need to those who can provide care and support. Leaders at every level, along with medical staff, chaplains, counselors, and mentors are available 24 hours a day, 7 days a week. We are all members of the Marine Corps family and are responsible to each other to ensure no one enacts a permanent "solution" to a temporary problem. Every Gunrunner must be on the lookout for, and recognize signs of, potential suicidal behavior. When those signs exist, we must all have the moral courage to ask the hard questions and engage those believed to be at risk. Suicide imposes unspeakable grief on the friends and loved ones left behind. Suicide and suicidal behavior take a tremendous toll on the morale and readiness of the squadron. MCO 1720.2 details the Marine Corps Suicide Prevention Program.

UNIT, PERSONAL, & FAMILY READINESS: HMLA 269's most valuable resources are the individual Marines, Sailors, and the families that support them. Personal and family readiness is directly linked to our operational unit readiness and mission success. Only when our families are well prepared are we truly mission ready as individuals and as a unit. Readiness at home will carry over at work and in combat. I fully recognize that family members make considerable sacrifices to support their Marines and Sailors, and that none of what we do is possible without their continued support and contribution. Every member of the Gunrunner family must be equipped to successfully balance the rigors of the military lifestyle, family, career and mission events. The Family Readiness Officer, Sergeant Major and I will ensure that the Gunrunner family remains informed, resourced, and prepared. Two-way communication is the key to our success. The Marine Corps policy for Unit, Personal, and Family Readiness is MCO 1754.9A.

R. C. RYBKA
Commanding Officer
HMLA 269 Gunrunners

HMLA 269 COMMAND POLICY STATEMENTS



It is my duty and moral obligation to establish a command climate that maintains good order and discipline; ensures the welfare and safety of every Gunrunner; and allows everyone to reach his or her fullest potential. To this end, we will be men and women of ethical character who uphold the core values of honor, courage, and commitment. The policy statements herein are essential to ensuring we always protect the innocent and preserve each other's dignity:



SEXUAL ASSAULT PREVENTION & RESPONSE (SAPR): Sexual assault is a repulsive and shameful crime that is a complete violation of our core values. It is an affront to this squadron's ethos of protecting the innocent and undermines mission readiness and unit cohesion. Sexual assault must never be tolerated by any member of the Gunrunner family. Every member of HMLA 269 shall take aggressive action to prevent and report sexual assault. If any member of this command is, or was ever, a victim of sexual assault, please report the incident so that your physical, mental, and spiritual wounds can be treated and the command can provide you support. By submitting either a restricted or unrestricted report, victims will have full access to medical services and counseling. Those members who can retain the confidentiality of a restricted report include the squadron's Uniformed Victim Advocates (UVA), Chaplains, and the Wing Sexual Assault Response Coordinator (SARC). All victims will be treated with respect and dignity, and their case handled with discretion, care and privacy. MCO 1752.5B outlines the Marine Corps policy on Sexual Assault.

EQUAL OPPORTUNITY & SEXUAL HARASSMENT: The Marine Corps is built on trust and teamwork shared among individuals. Marines and Sailors fight side-by-side without regard to age, race, religion, gender, sexual orientation, sexual identity, national origin, ethnic background, or social upbringing. Members of HMLA 269 will be provided opportunity solely based on individual merit and ability. Sexual harassment and discrimination of any sort devalue the individual and undermine good order and discipline. MCO P5354.1D details the Marine Corps policy on Equal Opportunity and MCO 100.9A does the same for Sexual Harassment.

HAZING, INITIATION & RITES OF PASSAGE: Hazing is a crime that violates the respect and dignity of our Marines and Sailors and brings dishonor to the Gunrunners and the Marine Corps. Hazing will not be tolerated by any member of HMLA 269. If any member of this command is subjected to hazing or is aware of an act of hazing, he or she is required to report it. MCO 1700.28B defines hazing and specifies the Marine Corps Hazing Policy.

VIOLENCE PREVENTION: Whether at work, at home, or on liberty, every Gunrunner is personally responsible to protect the innocent and to ensure a safe environment for those we are entrusted to protect. Acts or threats of harm or violence are crimes that will not be tolerated. Every Marine and Sailor must have the mental, moral, and physical courage to prevent all acts of physical violence against persons or property, physical or verbal threats, intimidation, harassment, or inappropriate, disruptive behavior that causes fear for personal safety. Engaged leadership at every level must assess, investigate, and respond quickly to behaviors that indicate or precede potential acts of violence. MCO 5580.3 establishes the Marine Corps policy on violence prevention.

The mission of HMLA 269 is too important, and our people far too critical to the success of that mission, to allow narrow-mindedness, bigotry, or unprofessional behavior to fester within our ranks. I require every member of HMLA 269 to remedy any situation that runs counter to my intent or Marine Corps policies on Sexual Assault, Sexual Harassment, Equal Opportunity, Hazing, or Violence. Utilize the chain of command and the Request Mast process to resolve these issues at the appropriate level of authority. Personnel guilty of sexual assault, sexual harassment, discrimination, hazing or undo violence will be subject to immediate and appropriate disciplinary action. Those who submit false allegations will similarly be held accountable.

A large, stylized handwritten signature in black ink, which appears to read "R. C. Rybka".

R. C. RYBKA
Commanding Officer
HMLA 269 Gunrunners