



Philosophy

1. My philosophy of command is fairly simple and straightforward and I don't think you will find anything in that you haven't seen throughout your association with the United States Marine Corps.

- a. Mission always comes first, but it is only with well-led, well-trained Marines, Sailors and Civilians that we accomplish our assigned mission.
- b. Always show respect for the institution, the unit, our ethos and each other.
- c. Focus on professionalism, tactical/technical competency and leadership.
- d. Know (and be brilliant in) the basics but be flexible and versatile.

2. Because I believe leadership and command is an intensely personal endeavor, I believe it is important for me to know you and for you to know and understand me. This will, of course, take time but my "Sellers-isms" provide some insight into what is important to me as a leader and how I see the world. None of these are original thoughts: in almost all cases they are observations I've made over my career and are the product of having served with many outstanding Marines.



"Sellers-isms"

1. Never fail at your primary mission! Above all else, our nation expects Marines to get the job done.
2. Mission comes first, dffsafsdfbut it is only with well-led, well-trained Marines, Sailors and Civilians that we accomplish our mission.
3. Focus on the basics: if we're good at those, we can build from there.
4. If you want a new idea, read an old book.
5. The trick is not in holding people accountable: it's deciding *how* to hold them accountable.
6. Be able to make hard decisions with less information than you would like to have.
7. I understand #6, it is vital you also understand that many decisions are not "What now, lieutenant?"—many decisions don't have to be made "right now."
8. The title Marine is earned, never given; it cannot be taken away, but it can be given up.
9. Training is continuous.
10. The well-executed 80% solution is acceptable. In other words, don't let the pursuit of the "perfect" get in the way of the achievement of the "good."
11. When it comes to accountability, 80% is not acceptable.
12. Effort is important, but it's results that matter
13. Running lots of NJPs is *not* a sign of a well-disciplined unit; in fact it's the opposite. (This doesn't mean we avoid running NJPs.)
14. Nobody is above supervision.
15. Technology can be a great tool when used properly, but plan for what happens when it fails.
16. Example is one of the most powerful leadership tools; but in order to effectively command, at any level, you have to be able to communicate.
17. Leaders must communicate what is expected and what is unacceptable.
18. Safety is not a peacetime distraction, it is a command responsibility. If something doesn't look or feel right, it probably isn't—say something about it!
19. Bad news isn't like wine: it doesn't get better with age.
20. "No" is sometimes an acceptable answer, but it needs to be said earlier rather than later.
21. When you brief problems, offer solutions. (Note: There are some exceptions.)
22. Every member of the organization contributes to the success of the team; at the same time, every one of us is expendable.
23. As a leader, empathy is a good quality to have; on the other hand, sympathy is counterproductive.
24. Keep it simple, but remember "simple" doesn't mean "simplistic."
25. Continually ask yourself: "What do I know, who needs to know it and have I told them?" Also, occasionally ask yourself: "What do I need to know?"
26. As a general rule: praise in public, criticize in private.
27. Take your job seriously, but never take yourself too seriously.
28. Remember: this isn't about me or you—it's about the mission, the organization and our people.
29. Integrity and trust are critical!
30. Tell me what I need to hear not what I want to hear.
31. Treat each other with respect and dignity.
32. Know the rules, follow the rules and enforce the rules.
33. Always apply common sense!
34. I tend to trust people until they prove me wrong.
35. You have to continually fight complacency.
36. While there is no magic formula, in general "Common Sense + Communication – Ego = Success"
37. Be your own harshest critic.
38. I believe that one measure of a person's character is how they treat people that they aren't required to be polite and courteous to.
39. Have a sense of humor!

COMMAND GUIDANCE

SECURITY & EMERGENCY SERVICES BATTALION



"We Stand the Watch"

Col H. J. Sellers

Commanding Officer

Security and Emergency Services Battalion
Marine Corps Base Pendleton





Misson

Marine Corps Base Camp Pendleton: To operate training base that promotes the combat readiness of the operating force and the mission of other tenant commands by providing training opportunities, facilities, services and support responsive to the needs of Marines, Sailors, their families and civilian employees.

Security & Emergency Services Battalion: Provide law enforcement and security, fire protection, emergency medical response and temporary detention in support Marine Corps Base Camp Pendleton in order to protect life and property, promote quality of life and preserve good order and discipline. On order, be prepared to conduct all hazards, multi-lateral, multi-discipline emergency response using National Incident Management principles in conjunction with other emergency management agencies.



Guidance

1. Continue to build upon those operational concepts that Security and Emergency Services Battalion has put into place over the past two years. We will modify and improve as we continuously assess and as the situation changes.
2. Evaluate the processes within the Battalion; where we need to codify what we do. Where necessary improve and constantly evaluate.
3. Every day, remember that our mission is to keep the Marines, Sailors, Civilians and family members who work and live aboard the installation safe and secure. This is no easy mission and we must work hard at it every day; we cannot fail at our primary mission.
4. Continually educate and develop leaders within the Battalion. In a unit which conducts 24/7 operations, training is continuous and is done in concert with operations—approach leadership development with that in mind.
5. This is a Marine unit, a Battalion—work constantly to keep it that way.



Commander's Critical Information Requirements

Tier I Immediate Notification (Camp Pen Specific):

- Terrorist attack or attempted attack.
- Death or serious injury incident (on-base).
- SES Bn death, serious injury, or hospitalization
- Changes in specific threat or directed FPCON
- WMD Event (on-base or adjacent)
- Wildfire threatening people or infrastructure
- Event causing mission-infrastructure degradation
- Training mishap with injuries or property damage
- Compromise of classified material or OPSEC
- Marine Incident generating media interest
- SecBn Resource dispatched off-base (on-routine mutual aid)

Tier II within 12 hours:

- Non-Tier I security event—use judgment
- Off-base law enforcement activity aboard base
- Significant damage/loss of equipment
- VIP visit/travel
- SES Bn misconduct (e.g., drug/alcohol use, liberty incident, hazing, sexual harassment or racism)
- Any Red Cross Message
- O-6 above or O-7 (dependant) incident/traffic citation
- Negligent discharges or SES Bn GOV accident