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MARINE CORPS ORDER 3502.6

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS FORCE GENERATION PROCESS (FGP)

Ref: (a) Commandant's Planning Guidance - 2006
     (b) ALMAR 045/02
     (c) Systems Approach to Training (SAT) Manual, June 2004
     (d) MCO 1510.121A
     (e) MCO 1553.3A
     (f) MCO 3120.9C
     (g) MCO 3500.14
     (h) MCO P3500.72A
     (i) MCO 3502.3A
     (j) MCO 3900.17
     (k) MCO P3000.13D (NOTAL)
     (l) MCO P3000.15B
     (m) MCO P3000.19 (NOTAL)
     (n) MCO 5320.12G
     (o) MARADMIN 740/07
     (p) DC, CDI MSG 031104Z AUG 07
     (q) DC, PPO MSG 141635Z FEB 08
     (r) DC, AVN/COMNAVAIR Tactical Air Integration Memorandum of Agreement
         dtd 31 OCT 03
     (s) DOD Directive 1404.10, "DOD Civilian Expeditionary Workforce,"
         January 3, 2009
     (t) SECNAV M-5214.1

Encl: (1) Pre-Deployment Training Requirements
      (2) Training Support Resources
      (3) Pre-Deployment Training Plan Template
      (4) Guidance for Assessment Plans
      (5) Short Title of Associated Marine Corps Directives
      (6) Glossary

Reports Required: I. MRX Training Related Trend Report (Report Control
                        Symbol EXEMPT), par. 3.b.(2)(c)<u>10</u>
                   II. Units MRX Assessment Report (Report Control Symbol
                        EXEMPT), par. 3.b.(14)(d)

1. <u>Situation</u>. This Order establishes institutional guidance for the manning, training, and equipping of units for deployment. Lessons learned over the course of overseas contingency operations provide the foundation for this Order, but the guidance will apply to the broad spectrum of deployments. The scope of this Order includes, but is not limited to, OIF/OEF, Marine Expeditionary Unit (MEU), and Unit Deployment Program (UDP) deployments.

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2. <u>Mission</u>

a. To establish a Marine Corps-wide Force Generation Process (FGP) in order to improve both the efficiency and the effectiveness by which units are prepared for deployment. The overarching goal of the Marine Corps FGP is to enable a total force capable of responding in a timely manner with operationally ready, multi-capable forces in support of Combatant Commander requirements.

b. <u>Scope</u>

(1)<u>Applicability</u>. The Marine Corps FGP applies to units/forces identified as recommended sourcing solutions to validated rotational force requirements as contained in the Global Force Management and Allocation Plan (GFMAP) when provided by Marine Forces Command (MARFORCOM) as the USMC Joint Force Provider (JFP). These units range from Transition Teams to Marine Expeditionary Force (MEF) Command Elements and include organizations historically deployed as attachments to larger units (i.e. artillery batteries, combat engineer platoons, and aviation and logistics detachments) when preparing to deploy independently of their parent command.

(2) <u>Individual Augments, Combat Replacements, Stragglers, Civilian Marines and Contractors</u>. This Order applies to Marines (and Sailors) deploying separately from their parent command. Their individual pre-deployment training requirements are defined as Blocks 1A and 1B (see below Paragraph 3.a.(2).(e).<u>4.c</u>). This Order does not apply to deploying Civilian Marines. However, they must, at a minimum, comply with reference (s), Department of Defense Directive 1404.10 DOD Civilian Expeditionary Workforce. This Order does not apply to civilian contractors, whose training requirements will fall under separate contracting and acquisitions policies. Additional training guidelines for individual deployers will be issued separately by their Higher Headquarters based on operational circumstances.

(3) <u>Waivers</u>. The Marine Corps FGP allows for the waiver of selected predeployment training requirements, under specific circumstances (e.g., units committed to no-notice deployments, units with severely limited dwell time). The Deputy Commandant, Plans, Policies, and Operations has waiver authority for service-directed pre-deployment training requirements that do not already have a waiver process established in Marine Corps Order. For Combatant Commander-directed training requirements, the Supported Marine Forces Commanding Generals, with Combatant Commander concurrence, will have waiver authority. This waiver authority does not extend to requirements mandated by the Department of Defense.

3. <u>Execution</u>

a. <u>Commander's Intent and Concept of Operations</u>

(1) <u>Commander's Intent</u>. The Force Generation Process:

(a) Focuses the efforts of Headquarters Marine Corps, the supporting establishment, and the operating forces towards preparing Marine Corps units for deployment.

(b) Improves the synchronization of staffing, equipping, and key personnel training with predeployment training.

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(c) Provides an institutional framework designed to efficiently man, train, and equip forces in consonance with the Commandant of the Marine Corps' Title 10 responsibilities.

(d) Provides an overarching institutional process establishing a training baseline for high quality, accurate, and timely training standards, MOS qualified individuals, unit training support, and individual and unit training programs.

(e) Reinforces that certification for deployment is an operating forces responsibility that must be accomplished and reported in a uniform and standardized fashion.

(g) Reinforces and expands application of existing Marine Corps training systems and approaches, such as the Systems Approach to Training (SAT), Unit Training Management (UTM) and the ground and aviation Training and Readiness (T&R) programs.

(h) Maintains a balance between core warfighting competencies and additional mission essential tasks that may be assigned to meet operational combatant commander requirements.

(i) Identifies pre-deployment training requirements as the combination of service specific and theater specific training requirements. The minimum service specific training requirements for deploying Marines and Sailors are listed in enclosure (1). Theater specific training will be added in subsequent updates to that enclosure.

(2) Concept of Operations

(a) Overview. The FGP institutes a systematic, service-wide approach to selecting, resourcing, and preparing units for deployment. The process consists of predeployment scheduling, synchronization, notification, stabilization, training plan development, training plan execution, assessments, reporting, trend reversal, and certification.

(b) Pre-deployment Scheduling and Synchronization

1. Unit pre-deployment planning and preparation commences with notification from CMC that recommended sourcing solutions, as submitted by MARFORCOM, have been approved and published by the Deputy Commandant, Plans, Policy, and Operations (DC, PP&O) in the Marine Corps Bulletin (MCBUL) 3120. Approved sourcing solutions will be submitted to United States Joint Forces Command (USJFCOM) via MARFORCOM, for inclusion in the GFMAP.

2. MARFORCOM hosts a semi-annual Force Synchronization Conference to synchronize the scheduling, resourcing and pre-deployment training of deploying units. The Force Synchronization Conference will be attended by the following representatives: DC, PP&O; Commanders of the Marine Forces (MARFORS), Deputy Commandant for Aviation (DC, AVN), Deputy Commandant for Installations and Logistics (DC, I&L), Deputy Commandant for Manpower and Reserve Affairs (DC, M&RA), Commanding General, Training and Education Command (CG, TECOM), and Commander, Marine Corps Systems Command (MARCORSYSCOM). Other organizations may participate as required.

3. The Force Synchronization Conference focuses on allocation of forces against priorities established by the Office of the Secretary of Defense (OSD) and the Commandant of the Marine Corps.

<u>4</u>. The Force Synchronization Conference also addresses the following enabling efforts:

<u>a</u>. Identification of deploying units based upon validated combatant commander requirement.

<u>b</u>. Guidance for deploying units on anticipated missions as reflected in Global Force Management (GFM) per combatant commander requirements.

<u>c</u>. Initial schedule for deploying units' major events (deployment/redeployment dates, other operational commitments, training deployments, major recurring requirements, etc.)

<u>d</u>. Development of deploying units' staffing, timelines and key personnel training and equipping milestones/goals (developed in coordination with DC, M&RA, DC, I&L, CG, TECOM, DC, AVN, DC, PP&O, and the unit's chain of command). The target threshold for manning and equipping units, which is derived from reference (a), and published in reference (n), establishes minimum personnel and equipment standards for operating force units.

<u>e</u>. Establishment of each unit's periods of heightened priority for leadership and billet certification school seats, staffing, equipment maintenance, and new equipment fielding.

<u>f</u>. Synchronization of upcoming MRXs with respect to venues, units, Mission Essential Task Lists (METLs) to be assessed, and pre-deployment training timeframes.

(c) <u>Unit Notification and Stabilization</u>

<u>1</u>. MARFORCOM will submit all force sourcing recommendations to CMC for approval or adjudication following the Force Synchronization Conference. Upon approval, MARFORCOM will provide CMC with applicable MCBUL 3120 (Force Synchronization Playbook) updates for USMC wide distribution. This formal notification disseminates essential information for beginning predeployment training plan development. The notification also establishes staffing, training and equipping milestones for unit resourcing and reporting procedures for monitoring progress.

<u>2</u>. Each unit will be stabilized in accordance with existing directives promulgated by CMC with regard to personnel turnover, new equipment fielding and equipment maintenance, and formal school key personnel leadership training in preparation for executing the unit predeployment training plan. The unit will track and report the status of meeting milestones for staffing, equipping, and training in accordance with guidance provided by the unit's chain of command.

<u>3</u>. Competing priorities among individual and unit requirements may disrupt planning and stabilization efforts. An Operational Planning Team (OPT) will be established as necessary to adjust and mitigate issues related to manning, training, and equipping among competing priorities. OPT members will include representatives from DC, PP&O, DC, I&L, DC M&RA, and affected MARFORS and MEFs.

(d) <u>METL Development</u>

<u>1</u>. Unit Core METs, which capture the basic capabilities organizations are designed to perform, are standardized by unit type and are

developed by the operating forces for approval by the Deputy Commandant, Combat Development and Integration per reference (p). The most recently approved Core METs will be posted on the Training and Education Command (TECOM) website (www.tecom.usmc.mil) for use by units and installations. Units without standardized Core METs will establish their own (with conditions and standards) for approval by the next higher commander per reference (b). Core METs provide a common metric for readiness reporting and generic pre-deployment training.

  <u>2</u>. Other METs may also be developed in support of Major OPLANs/CONPLANs and/or Joint Chiefs of Staff (JCS) designated named operations (e.g., OEF). Additionally, MARFORCOM will develop and maintain METL templates for various missions (e.g., mountain/cold weather operations, Maritime Pre-positioning Force operations, provisional security operations, etc.) to support operational planning requirements.

  <u>3</u>. Units scheduled for deployment will consolidate core and assigned METs to develop the unit's METL, for approval by the next higher commander, based on guidance developed at the semi-annual Force Synchronization Conferences. The supported Marine Corps Component Commander will review the unit's METL to ensure it support Combatant Commander capability requirements. Core METs, OPLAN/CONPLAN METs, METL templates, and deployment guidance provide the basis for the development and refinement of the unit METL.

  <u>4</u>. The unit's METL forms the basis for identifying pre-deployment training objectives. In cases where time and resource limitations prevent the accomplishment of all core and assigned mission training requirements, the unit's chain of command will provide guidance on training priorities. The unit's METL also forms the basis for developing and conducting pre-deployment training assessments. Commanders will conduct an initial assessment of unit capability and develop a training plan to attain proficiency in approved (Core and assigned mission) Mission Essential Tasks. Prior to activation, United States Marine Corps Reserve (USMCR) units will report their status of training to Marine Forces Reserve (MARFORRES). Following activation, USMCR units will report their status of training to MARFORCOM and the gaining MEF commander.

   (e) <u>Pre-Deployment Training Plan Development</u>

  <u>1</u>. Per reference (c), development of pre-deployment training plans will follow the Systems Approach to Training (SAT), the Marine Corps standard for planning and conducting all training. Furthermore, commanders will adhere to the existing Marine Corps Unit Training Management (UTM) System (reference (e)) and the Marine Corps Aviation and Ground Training and Readiness (T&R) Programs (references (g) and (h)). Lastly, commanders will adhere to amplifying guidance on predeployment training received from the unit's chain of command.

  <u>2</u>. Units will include established pre-deployment training requirements in their pre-deployment training plan. These requirements are listed in enclosure (1) to this Order. Updates to this enclosure will include specific requirements for each type of deployment. These updates will include (but are not limited to): OIF, OEF, MEU, UDP, and TACAIR integration deployments.

  <u>3</u>. Training resources available to assist in predeployment training plan development and execution are described in enclosure (2).

<u>4</u>. Building Block Approach to Training

     <u>a</u>. Pre-deployment training will be planned and executed in accordance with a standardized system of four "building blocks". The blocks are distinguished primarily by an increasing scale of individual or collective training being conducted (see figure 1).

     <u>b</u>. Commanders will reference the appropriate T&R manuals to identify the training standards for each block that will become the units' training objectives.

     <u>c</u>. Training in Block 1 is individual training and unit instructor development, divided into Marine Corps baseline requirements (Block 1A) and theater-specific training requirements (Block 1B). Training in Blocks 2 and 3 is collective training and combat flight leadership development. Block 4 training is the culmination of a unit's predeployment training program with a comprehensive mission rehearsal exercise (MRX). Note: Training in Blocks 1, 2, and 3 will ordinarily be conducted sequentially. However, training may be conducted across multiple blocks as necessary (e.g., the sequenced accession of replacement aircrew may require some aviation squadrons to create training regimens spanning multiple blocks).

Block	Category	Description	Responsibility for Assessment	Remarks
Block 1 (A/B)	Individual Training	Formal schools, Sustained core skills training, core plus skills training, and Common skills sustainment training.	Unit conducting training	TECOM supports Training
Block 2	Collective Training	Core capabilities and theater-specific training conducted by the unit. Company-level and below.	Unit conducting training	Unit HHQ supports assessment. TECOM supports training
Block 3	Advanced Collective Training	Core (plus) capabilities training conducted by the unit, by the unit's higher headquarters, and/or by other agencies. Battalion-level.	Unit HHQ	Unit HHQ supports assessment. TECOM supports training
Block 4	MRX	The graduation predeployment training exercise. Individually tailored to support and assess a unit's ability to perform tasks on its assigned mission METL(s).	TECOM approves unit assessment plan IOT provide service standardization.	Operating forces support assessment. TECOM supports training. MRX supports unit deployment readiness certification.

Figure 1.--Marine Corps PTP Blocks

     (<u>1</u>) Block 1A and 1B training consist of Sustained Core Skills Training, Core Plus Skills Training, and Marine Corps Common Skills (MCCS) Sustainment Training (see reference (d)). Core Plus Skills are those combat-focused skills that are environment, mission, rank or billet specific and are developed after a Marine is assigned to an operational unit. Block 1 training also includes formal schools training. Career progression training is critical to effective building block training and the intent is for all incoming leaders to have received the appropriate schooling prior to beginning the units' collective training. For aviation units, Block 1 provides resident instructor development/certification and sustainment of qualifications/designations of individual aircrew/mechanics for annual training requirements.

(2) Block 2 training consists of Core Capabilities Training conducted within a unit. Core Capabilities are the essential collective functions a unit must be capable of performing during extended contingency/combat operations. For battalion-sized units, Block 2 is company-level and below training. For squadrons, Block 2 is Core Skills refinement and flight leadership development, normally single ship through division flight operations.

(3) Block 3 training consists of (Advanced) Core Capabilities (or Core Plus for Aviation) Training conducted by a unit, by the unit's higher headquarters, and/or by other agencies. For battalion-sized units, Block 3 is battalion-level training. For Aviation units, Block 3 is squadron level integration with adjacent aviation and supported ground units utilizing formalized Command and Control functions to perform assigned METs to their required output standards.

(4) Block 4 training, also known as the unit's MRX, is a unit's "graduation" pre-deployment training exercise and is individually-tailored to support and assess a unit's ability to perform tasks on its METL. Deploying units identified in paragraph 2.b.(1) of this Order will undergo an MRX. The MRX also provides additional information for the MEF Commanding General's unit certification process.

(5) Remediation training is not a distinct block of training; it is conducted during or following each block, as required.

5. Enclosure (3) provides an example of a pre-deployment training plan.

6. Commanders should also consult the Pre-Deployment Toolkit (reference (o)) when developing their predeployment training plans. The Pre-Deployment Toolkit at www.tecom.usmc.mil is a website which provides "one-stop shopping" for current training standards and relevant resources for all deploying Marines. This tool kit is designed to keep up with the current operating environment and facilitate standardization throughout the PTP Continuum. The Pre-Deployment Toolkit is further described in enclosure (2).

(f) Pre-Deployment Training Plan Execution

1. Marine Corps pre-deployment training is mission-oriented and standards-based. It is executed using a universally-applied system of categorizing individual and collective training standards/events into training blocks, employing a progressive approach to unit capability development. It includes training assessments throughout predeployment training to continually evaluate and remediate training as needed, with follow-on operating force certification.

2. Blocks 1 through 3 training are ordinarily conducted at a unit's home station facilities, but may be conducted at an intermediate location (ILOC), a regional training center or a joint training venue due to unique circumstances. To the greatest extent possible, the Block 4 MRX will be conducted at TECOM/MAGTFTC's venues (such as 29 Palms, Yuma, or Bridgeport). The MAGTF Staff Training Program (MSTP) Command Post Exercises (CPX) and MEU Certification Exercise (CERTEX - evaluated by MEF Special Operations Training Groups - SOTG) are also established MRXs. However, it may be required to conduct MRXs at joint training venues, home stations and/or intermediate locations. MRXs conducted outside of a TECOM/MAGTFTC venue are classified as Alternate MRXs (AMRXs). For AMRXs, TECOM provides oversight at the service training standardization level (see assessment

section below). Since unit METLs may vary greatly, the Marine Corps Pre-Deployment Training Program requires great flexibility from the training establishment and other supporting organizations. USMCR units identified to activate ISO GWOT, per the MARFORRES Force Generation Model, are expected to complete Block 1 prior to activation and/or movement from RTC to ILOC.

    a. Individual augments and attachments will conduct Block 1 training at the parent command prior to reporting to the gaining command.

    b. Mobilized Individual Ready Reservists (IRR)

    (1) In accordance with reference (m), IRR Marines mobilized as combat replacements or service augments will receive service directed refresher training prior to completing mobilization processing and transfer to their gaining MEF Commander. Reference (o) prescribes a seven or fourteen day program of instruction for combat replacements to be provided by the Schools of Infantry (SOI), East and West. ISO IRR mobilization, the combat refresher training program of instruction has been modified into a five day, pre-PTP Primer training program. CG TECOM may tailor the combat refresher training program of instruction to satisfy basic skills training necessary for Marines who have been off active duty for a period of one to two years.

    (2) IRR Marines mobilized to serve as individual augments will conduct Block 1 training at the Deployment Processing Command (Reserve Support Unit Camp Lejeune or Camp Pendleton).

    (3) IRR Marines mobilized as service augments to active component units will be activated in sufficient time to conduct all blocks of training with their gaining MEF, after completing service directed training provided by SOI.

    c. Small units attaching to a gaining command, to include activated USMCR company, platoon, or unit detachments, should complete Block 2 at home station prior to activation and/or movement from RTC to ILOC.

    d. Activated USMCR Battalions/Squadrons typically conduct Block 3 training at an ILOC after activation.

    e. Bridging Skills

    3. MAGTFTC will provide training in Blocks 1, 2 and 3 skills when equipment, environment and other asset limitations at home station warrant additional training.

    a. Specialized MAGTFTC training is conducted through its subordinate commands and directorates (TTECG, MAWTS-1, MCMWTC, MCTOG, and ATG) at service training centers prior to, or in conjunction with service level MRX. Units may also request MTTs for training cadres that will provide preparatory training to achieve bridging skills at home station prior to training deployment to the appropriate training center, and in extreme circumstances, in lieu of accomplishing bridging skills at appropriate training centers.

    b. TTECG provides training in bridging skills focused on core competency in combined arms training and urban warfare TTPs in a COIN environment for battalion sized units from the GCE and LCE.

<u>c</u>. MAWTS-1, in accordance with reference (s), provides standardized advanced tactical training and certification of unit instructors that support Marine Aviation Training and Readiness. These instructors are well trained to assist the squadron commander in designing and supervising individual and unit training for the ACE.

<u>d</u>. MCMWTC provides training in bridging skills focused on the complex, compartmentalized nature of mountainous terrain, high-altitude, and cold-weather environments that fundamentally change the nature of tactics, techniques, and procedures across all warfighting functions and aviation. MCMWTC training is focused on individual through battalion sized units from the GCE and LCE.

<u>e</u>. ATG provides training in bridging skills focused on advising, mentoring, and training foreign military, police, and border units in TTPs for transition teams operating in a COIN environment.

<u>4</u>. <u>Training Assessments</u>

<u>a</u>. The purpose of conducting assessments is to (1) provide constructive feedback to the unit and its higher headquarters, (2) provide constructive feedback to DC, PP&O on HQMC institutional deficiencies, and (3) support the MEF Commander's certification of unit deployment readiness. Block 1, 2, and 3 assessments fulfill the first purpose. Block 3 and 4 assessments fulfill all three purposes.

<u>b</u>. Block 1, 2, and 3 assessments are primarily conducted by the unit with higher headquarters support (see figure (1)). TECOM support for conducting assessments may be required in Block 3 for some types of units, such as transition teams. Marine Aviation Weapons and Tactics Squadron-1 (MAWTS-1), the Marine Corps Tactics and Operations Group (MCTOG), and the Logistics Tactics & Training Program (LTTP) support this process by returning graduates to units who are well trained to conduct assessments. USMCR small units attaching to a gaining command, to include activated company, platoon, or unit detachments, will ideally be Block 2 complete and informally assessed in Block 2 mission essential tasks prior to change of command authority. In cases where command authority changes prior to Block 2 completion, the parent command is to provide unit-type SME support to the gaining command as requested to ensure small unit competence prior to deployment.

<u>c</u>. <u>Block 4 MRX Assessments</u>

(<u>1</u>) Primarily focused on battalion/squadron sized units, the MRX is individually-tailored to support and assess the unit's ability to perform tasks on its approved METL. Units below battalion/squadron size will generally conduct an AMRX unless encompassed by a larger unit's MRX or AMRX. The METs to be assessed during the MRX must be approved by the assessed unit's higher headquarters. The MRX also supports the deployment readiness certification process by providing additional information for the MEF CG's certification decision.

(<u>2</u>) TECOM provides service standardization oversight of Block 4 MRX assessments. At AMRXs, this oversight will consist of approval of the AMRX assessment plan and the final report.

(<u>3</u>) TECOM has primary responsibility for planning and conducting Block 4 MRX assessments in TECOM/MAGTFTC venues. Marine Expeditionary Units (MEUs) will conduct their MRXs as part of the MEU work-up

process. For AMRXs, the operating forces have primary responsibility for planning and conducting assessments with TECOM providing support.

(4) When TECOM has primary responsibility, TECOM develops the MRX assessment plan. This plan is developed by the TECOM organization conducting the training assessment (TTECG, MAWTS-1, MSTP, MCTOG, etc). During the MRX planning process, the deploying unit provides its Block 3 assessment to the host TECOM organization in the PowerPoint format provided in the Pre-Deployment Toolkit (see enclosure (2)). The TECOM organization conducts the MRX assessment and then outbriefs the deploying unit commander. The TECOM organization also prepares and distributes the assessment report per the reporting paragraph below.

(5) For all AMRXs, the unit to be assessed and its higher headquarters develop the MRX assessment plan. During the MRX planning process, the deploying unit's higher headquarters provides their Block 3 assessment to the operating forces assessment team. The assessment plan is also submitted to TECOM G-3, MAGTF Training Section, for approval no later than (NLT) 45 days prior to the AMRX start. The operating forces assessment team conducts the assessment with support from TECOM, as required. After the MRX, the operating forces assessment team outbriefs the deploying unit commander and provides the outbrief results to TECOM G-3, MAGTF Training Section within 45 days of the completion of the AMRX.

(6) Further guidelines for developing MRX assessment plans are included as enclosure (4).

d. Reporting

(1) Block 1, 2, and 3 training assessments are informal assessments and are intended to enable commanders to better tailor their training within these blocks. Block 3 Assessments are intended to provide information for AMRX/MRX development to the deploying unit's higher headquarters and/or the TECOM organization hosting training. The PowerPoint format provided in the Pre-Deployment Toolkit is the preferred template for this assessment.

(2) Unit commanders will report status of Block 1, 2, and 3 pre-deployment training on a monthly basis through the Status of Resources and Training System (SORTS) per reference (k); paying particular attention to report their current status and activity code as "TR". PTP units will use the PCTEF (percentage effective) field to report readiness to accomplish the assigned METs, and continue to use the overall and training fields to report readiness to accomplish the unit core METs. Until the Defense Readiness Reporting System (DRRS) becomes functional and is mandated for Marine Corps use, SORTS will remain the system of record for reporting unit readiness per reference (.

(3) Block 4 (MRX) assessments will be provided to the unit commander, with copies to TECOM and the unit's chain of command, up to the MEF Commander. For activated SMCR units, info copies of MRX assessments will also be sent to both COMMARFORCOM and COMMARFORRES. The MRX assessment report supports the certification of the unit for deployment. This report also supports the trend reversal and reinforcement process.

(4) USMCR Unit Commanding Officer activation report messages, per reference (n), are to include status of completion of Blocks 1 and 2 in amplifying remarks.

<u>5</u>. The Trend Reversal and Reinforcement Process is the formal process of observing and reporting trends/systemic issues; assessing the nature and causes of these events, and how either to reverse a negative trend or reinforce a positive one. For training issues, the TECOM G-3 will review MRX assessments and identify trends/systemic issues for action. TECOM will publish a quarterly report of these trends to improve awareness throughout the operating forces. Trend analysis will be conducted across the DOTMLPF spectrum. MEF Commanding Generals will certify unit completion of pre-deployment training and readiness for deployment.

<u>a</u>. The unit certification requirement includes certifying both active component and SMCR units assigned to the MEF. Certification will be reflected in the unit commander's remarks in SORTS. It will also be forwarded by message traffic to the gaining force commander, the MARFOR, and CMC.

<u>b</u>. For mobilized IRR Marines, Commanding Officers of Reserve Support Units shall certify the completion of Block 1 training for all IRR Marines mobilized as individual augments by message traffic to the gaining force commander (MEF or MARFOR, as appropriate), with info to the appropriate commander (MEF or MARFOR) and CG, TECOM.

b. <u>Tasks</u>

(1) <u>DC, AVN</u>

(a) As Aviation Combat Element (ACE) Advocate, provide aviation policy in concert with this Order.

(b) Participate in semi-annual Force Synchronization Conferences.

(c) Ensure that units are equipped in accordance with CMC's prioritization.

(2) <u>DC, CD&I</u>

(a) Develop, execute, and maintain the Trend Reversal and Reinforcement Process (TRRP) within the Pre-Deployment Training Program. Coordinate program input and output with the Marine Corps Center for Lessons Learned (MCCLL). Coordinate submission of TRRP findings and recommendations into the DOTMLPF process as appropriate.

(b) As required, participate in semi-annual Force Synchronization Conferences.

(c) Assist CG, TECOM with the following tasks:

<u>1</u>. Exercise service level oversight over the training portion of the Force Generation Process.

<u>2</u>. Participate in semi-annual Force Synchronization Conferences.

<u>3</u>. Support the operating forces in conducting Blocks 1, 2 and 3 assessments.

<u>4</u>. In coordination with their higher headquarters, conduct Block 4 training assessments on units conducting MRXs at TECOM sites.

        5.   Provide mobile training team (MTT), and Train-the-Trainer
(T3), Weapons and Tactics Instructors (WTI), or training resource support to
deploying forces for conduct of Blocks 2 and 3 training.

        6.   Provide deploying units with operational culture and
language training and education during execution of Blocks 1-4 of the unit's
pre-deployment training plan. Provide culture and language-oriented master
distance learning materials as well as mobile training team support.

        7.   Incorporate other types of training, (e.g., Security
Cooperation Education, Command and Control systems sustainment training via
home station MISTC, MAGTF Staff Training, etc.) into the Marine Corps PTP.

        8.   Maintain the Pre-Deployment Toolkit, as outlined in
reference (o) and enclosure (2).

        9.   In coordination with the MARFORS, identify and maintain
deployment specific training requirements. These requirements will be
forwarded to DC, PP&O as updates to enclosure (1) of this Order and located
on the PTP Tool Kit.

        10.   Review MRX assessment reports and identify training-
related trends/systemic issues for action. Publish this information in a
semi-annual report to DC, PP&O for dissemination to both the operating forces
and supporting establishment. This reporting requirement is exempt from
reports control according to reference (s), part IV, paragraph 7.k.

        11.   Validate named operation lessons learned as collected
and disseminated by the Marine Corps Center for Lessons Learned, and develop
training references, tasks, conditions, and standards for emerging training
concepts to assist deploying units.

        12.   Provide training standards and references for each MET
(Core METs and named operation METs) developed by the MARFORs in providing
forces to combatant commanders.

    (3) DC, I&L

        (a) As Logistics Combat Element (LCE) Advocate, provide logistics
policy in concert with this Order.

        (b) In coordination with DC, PP&O (POR) and CG, TECOM,
incorporate reporting policy and procedures into SORTS.

        (c) Participate in semi-annual Force Synchronization Conferences.

        (d) Ensure that units are equipped in accordance with CMC's
prioritization.

    (4) DC, M&RA

        (a) Assign personnel by pay grade and military occupational
specialty (MOS) in accordance with reference (n) and other directives as
promulgated by the Commandant of the Marine Corps.

        (b) Assist MARFORS with unit stabilization planning.

        (c) Participate in semi-annual Force Synchronization Conferences.

(d) Provide oversight to the redistribution of individual personnel across the USMC to meet individual augment requirements derived from mission specific tasks to create provisional units, to augment units which require individuals not on their Table of Organization, to augment "In Lieu Of" (ILO) units which require MOS specific SMEs to accomplish their missions, and manage OCCFLD required sourcing solutions for the MAGTF per the Force Sourcing Recommendation message.

(5) DC, PP&O

(a) As Ground Combat Element (GCE) Advocate, provide policy in concert with this Order.

(b) Receive, approve and/or identify modifications to COMMARFORCOM - Force Allocation Plan.

(c) Receive, approve and/or identify modifications to Block 1-4 training requirements for PTP. Delegate to CG, TECOM (in coordination with MARFORS) identification of deployment and/or theater specific training requirements (to include Blocks 1B, 2, and 3) and update of enclosure (1) of this Order.

(d) Participate in semi-annual Force Synchronization Conference.

(e) Establish policy and procedures for unit deployment readiness certification and certification reporting.

(f) Establish procedures, provide guidance, and promulgate changes for readiness reporting in SORTS.

(6) COMMARFORCOM

(a) Exercise oversight over the Marine Corps FGP. Conduct an annual review of the process and report findings to CMC via DC, PP&O.

(b) In coordination with DC, PP&O, COMMARFORPAC and COMMARFORRES, establish and maintain the Operating Forces' - Force Allocation Plan.

(c) Conduct semi-annual Force Synchronization Conferences.

(d) Issue deployment orders (MARFORCOM assigned forces) and promulgate deployment notification to all other MARFORs.

(e) In coordination with MARFORS, issue amplifying information for the drafting, approval and distribution of unit pre-deployment training plans as required.

(f) Coordinate with DC, PP&O; DC, M&RA; DC, I&L and DC, CD&I, to assist in establishing policy and procedures for determining pre-deployment staffing, equipping and training-related milestones and for reporting milestone status in SORTS.

(g) Coordinate actions for the pre-deployment training, assessment and certification of specialty units to include transition teams, reconstruction teams and advisor groups through the Marine Corps Training Advisory Group (MCTAG).

(h) Coordinate assigned MET development guidance for deploying units in conjunction with semi-annual Force Synchronization Conferences.

(i) Support evaluation and assessment of unit capability to accomplish its METL.

(j) Ensure U.S. Joint Forces Command's (USJFCOM) theater specific training requirements are identified to CG, TECOM.

(k) Publish schedule for unit assignments to TECOM training venues (e.g. Mojave Viper).

(l) Provide specific Force Synchronization Conference amplifying guidance via message traffic approximately two months prior to each conference.

(7) COMMARFORPAC

(a) Coordinate with COMMARFORCOM in developing the Force Allocation Plan for all assigned units. Conduct unit stabilization actions for all assigned units upon receipt of USMC deployment notification.

(b) Conduct pre-deployment training, assessment and certification of specialty units to include transition teams, reconstruction teams and advisor groups for all assigned units.

(c) Participate in semi-annual Force Synchronization Conferences.

(d) Provide guidance for the development of the unit METL to units scheduled to deploy in support of Commander USPACOM.

(e) Review the METLs of units scheduled to deploy in support of Commander USPACOM to ensure they meet combatant commander capability requirements.

(f) Support evaluation and assessment of unit capability to accomplish its METLs.

(g) Ensure theater specific training requirements are identified to CG, TECOM.

(8) COMMARFORRES

(a) Coordinate with COMMARFORCOM for inclusion of COMMARFORRES units in the Force Allocation Plan.

(b) Assist COMMARFORCOM with the pre-deployment training, assessment and certification of specialty units to include transition teams, reconstruction teams and advisor groups.

(c) Participate in semi-annual Force Synchronization Conferences.

(d) Ensure all units conduct blocks 1 and 2 training prior to unit activation.

(e) Report completion status of blocks 1 and 2 training for subordinate units to COMMARFORCOM in the change of command authority messages, per reference (n)

(f) Prior to activation, and as part of the report for planning process, direct commanders or Inspector Instructors of USMCR units allocated for activation to provide status of training brief to Employing Force

Commanders in order to validate METLS/training plans prior to activation and execution of PTP Blocks 3 and 4. Provide comment on issues that have affected PTP to date. Specifically, commanders should comment upon the pre-exercise training conducted at reserve training centers; the unit's level of preparation to activate; manning issues to include number of key personnel unavailable for activation, key leadership billet shortages and plan to source, and the number of new joins anticipated to arrive between activation and deployment dates.

       (9) <u>COMUSMARCENT</u>

         (a) Provide guidance for the development of the unit METL to units scheduled to deploy in support of Commander USCENTCOM.

         (b) Review the METLs of units scheduled to deploy in support of Commander USCENTCOM to ensure they meet combatant commander capability requirements.

         (c) Ensure theater specific training requirements are identified to CG, TECOM.

       (10) <u>COMMARFOREUR</u>

         (a) Provide guidance for the development of the unit METL to units scheduled to deploy in support of Commander USEUCOM.

         (b) Review the METLs of units scheduled to deploy in support of Commander USEUCOM to ensure they meet combatant commander capability requirements.

         (c) Ensure theater specific training requirements are identified to CG, TECOM.

       (11) <u>COMMARFORNORTH</u>

         (a) Provide guidance for the development of the unit METL to units scheduled to deploy in support of Commander USNORTHCOM.

         (b) Review the METLs of units scheduled to deploy in support of Commander USNORTHCOM to ensure they meet combatant commander capability requirements.

         (c) Ensure theater specific training requirements are identified to CG, TECOM.

       (12) <u>COMMARFORSOUTH</u>

         (a) Provide guidance for the development of the unit METL to units scheduled to deploy in support of Commander USSOUTHCOM.

         (b) Review the METLs of units scheduled to deploy in support of Commander USSOUTHCOM to ensure they meet combatant commander capability requirements.

         (c) Ensure theater specific training requirements are identified to CG, TECOM.

(13) COMMARFORAFRICA

(a) Provide guidance for the development of the unit METL to units scheduled to deploy in support of Commander USAFRICACOM.

(b) Review the METLs of units scheduled to deploy in support of Commander USAFRICACOM to ensure they meet combatant commander capability requirements.

(c) Ensure theater specific training requirements are identified to CG, TECOM.

(14) Operating Forces CGs, Commanders and OICs

(a) Develop and implement unit pre-deployment training plans in accordance with reference (e) and this Order.

(b) Determine and report formal schools training requirements in accordance with COMMARFORCOM/COMMARFORPAC guidelines.

(c) Conduct blocks 1, 2 and 3 training assessments in accordance with paragraph 3.a.(2)(f)4.b. and figure 1.

(d) Conduct Block 4 MRX assessments in coordination with TECOM. Forward copies of assessment reports and AARs to TECOM G-3 IOT assist trend evaluation. This reporting requirement is exempt from reports control according to reference (s), part IV, paragraph 7.k.

(e) Evaluate effectiveness and efficiency of TECOM/MAGTFTC provided training. Provide this assessment to TECOM G-3 within 60 days of exercise completion.

(f) As required, participate in semi-annual Force synchronization and MRX Conferences. At a minimum, a MEF-level representative will participate in all Force Synchronization Conferences.

(g) Publish specific guidance for conduct of pre-deployment training in support of named operations.

(h) MEF CGs will certify units for deployment and provide this information via message traffic and SORTS reporting, normally within 30 days prior to deployment.

(i) Integrate activated CDRUSJFCOM-assigned USMCR units with employing force commanders as appropriate to accomplish blocks 3 and 4 training.

(j) MEF CGs will certify units for deployment, to include activated CDRUSJFCOM-assigned USMCR units integrated for pre-deployment training, and provide this information via message traffic and SORTS reporting.

(15) Inspector General of the Marine Corps (IGMC)

(a) Incorporate the requirements of this Order into the Marine Corps Inspection Program.

(b) Establish policy and procedures for auditing supporting establishment performance in stabilizing units for predeployment training.

(c) Establish policy and procedures for auditing the pre-deployment certification of deploying units and individuals.

(16) Commander, Marine Corps Systems Command

(a) As required, provide new equipment and associated training to the operating forces and the training establishment.

(b) Participate in semi-annual Force Synchronization Conferences.

c. Coordinating Instructions

(1) Sponsors will update existing orders and directives in accordance with the requirements of this Order.
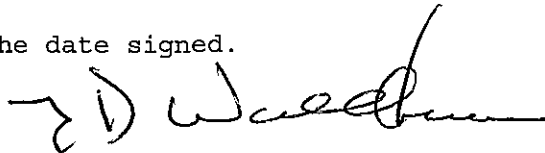
(2) Service directed pre-deployment training waiver requests that do not have waiver procedures established within Marine Corps Order will be submitted via the operational chain-of-command through the Commander of the supported Marine Force (e.g. COMUSMARCENT) to the Deputy Commandant for Plans, Policies, and Operations (POC) for final approval. The Commanding General TECOM will be copied on all waiver requests. Note that this waiver authority does not extend to requirements mandated by the Department of Defense.

4. Administration and Logistics. Recommendations concerning the contents of this Order may be forwarded to DC, PP&O (POG) via the appropriate chain-of-command.

5. Command and Signal

a. This Order is applicable to the Marine Corps Total Force.

b. This Order is effective on the date signed.

T. D. WALDHAUSER
Deputy Commandant for
Plans, Policies, and Operations

DISTRIBUTION: PCN 10203366900

Pre-Deployment Training Requirements

Description	Source	Title/Subject
Block 1a: Service		
Individual skills that support approved METs	MCO 1553.3A	Unit Training Management
Code of Conduct/ Survival, Evasion, Resistance, and Escape/ Risk of Isolation	MCO 3460.1A MCO 3502.1A MCO 3460.2 DC PP&O MSG (DTG: 280017Z Nov 05)	Training and Education Measures Necessary to Support the Code of Conduct Policy for Personnel Recovery and Repatriation Personnel Recovery Pre-Deployment Training Requirements
Law of War	MCO 3300.4	Marine Corps Law of War Program
Operational Culture and Language	DC PP&O MSG (DTG: 161827Z Feb 10)	Culture and Language Pre-Deployment Training Requirements
Block 1b: Combatant Commander		
USCENTCOM		
Code of Conduct/ Survival, Evasion, Resistance, and Escape/ Risk of Isolation	App 5 to Annex C to COMUSMARCENT OpOrd 08-001 - Personnel Recovery Operations (dtd. 1 Dec 2008)	MARCENT Support for Operation ENDURING FREEDOM / Operation IRAQI FREEDOM
Vehicle Egress	COMUSMARCENT Msg (DTG: 181343Z Sep 07) COMUSMARCENT Msg (DTG: 111305Z Apr 08) COMUSMARCENT Msg (DTG: 151927Z Apr 09)	HMMWV Egress Assistance Trainer (HEAT) Predeployment Training Requirement USMARCENT HMMWV Egress Assistance Trainer (HEAT) Clarification Redressal MRAP Egress Trainer (MET) Emerging Training Requirements
Counter-Improvised Explosive Device - Individual	COMUSCENTCOM Counter-Improvised Explosive Device (C-IED) Training and Capabilities Guidance (dtd. 8 Jul 2008)	COMUSCENTCOM Counter-Improvised Explosive Device (C-IED) Training and Capabilities Guidance

Pre-Deployment Training Requirements

Description	Source	Title/Subject
Blocks 2, 3, and 4		
Service		
Collective capabilities that support approved METs	MCO 1553.3A	Unit Training Management
Combatant Commander		
USCENTCOM		
Counter-Improvised Explosive Device - Collective	COMUSCENTCOM Counter-Improvised Explosive Device (C-IED) Training and Capabilities Guidance (dtd. 8 Jul 2008)	COMUSCENTCOM Counter-Improvised Explosive Device (C-IED) Training and Capabilities Guidance

Enclosure (1)

Training Support Resources

Pre-Deployment Toolkit

1. <u>Purpose</u>. The PTP tool kit at www.tecom.usmc.mil is a user friendly, CAC protected (FOUO) website which provides one-stop shopping for current training standards and relevant resources for all deploying Marines. This is an agile tool kit designed to keep up with the current operating environment, facilitating standardization throughout the PTP Continuum.

2. <u>Details</u>

    a. The tool kit provides tasks, conditions, standards, and performance steps and measures for hundreds of training events throughout the PTP continuum. The website is organized by unit type and training block to allow users easy access to training materials and ease of navigation within the site. The kit allows trainers to access and print execution-style checklists that will aid in planning and assessing training.

    b. The PTP Tool Kit supplements the T&R Manuals by providing updated material based on recent operational experience and input from TECOEs throughout the Marine Corps. The web pages also contain tasks, conditions, standards, and performance steps for METs and that are not contained in current T&R Manuals.

    c. The tool kit contains links to the T&R manuals, as well as applicable Army and Joint publications.

    d. The tool kit contains formats and examples for all reports, debriefs, and messages required by this Order.

    e. Leaders will find on the web pages of the kit, sample METLs and training plans for different types and sizes of units.

    f. The toolkit includes the Unit Readiness Planning Course, which teaches URP and UTM at the battalion-level. This course enables a unit to create training plans, which satisfies all PTP requirements and supports unit METs to achieve combat readiness.

3. <u>TECOM G-3 MAGTF Training Section</u>. Central TECOM POC for PTP issues to include maintaining and updating the Pre-Deployment Toolkit.

4. <u>Ground Training Branch (GTB)</u>. Provides training standards to commanders of the Operating Forces as a basis for ground units' combat readiness training. GTB publishes information, policies, and procedures about Unit Training Management (UTM), Training & Readiness Manuals and Programs of Instruction (POI) for all ground communities, and software for units to manage training.

5. <u>Aviation Training Branch (ATB)</u>. Provides training standards to commanders of the Operating Forces as a basis for aviation units' combat readiness training. ATB publishes Training & Readiness Manuals and Programs of Instruction for all aviation communities, and software for units to manage training.

Enclosure (2)

6. TECOM MarineNet. Provides distance learning courses that support MOS and common skills proficiency. Many of these courses support PTP requirements and are available at: HTTPS://WWW.MARINENET.USMC.MIL. MarineNet may be accessed via any Marine Corps computer with web access, any learning resource center located at all regional bases and stations, and home computers with web access and the proper systems configuration.

7. TECOM MAGTF Training Simulations Division. Provides simulation that can support several areas of Blocks 1-4 of pre-deployment training. Internet homepage is located at: https://www.intranet.tecom.usmc.mil/sites/techdiv/default.aspx.

8. Security Cooperation Education and Training Center (SCETC). Coordinates, forms, prepares and deploys Marines for missions that are not executed from assigned operational forces. This includes coordinating and preparing training assistance teams and unit level advisors in support of international forces, as well as civil affairs training.

9. Center for Advanced Operational Culture Learning (CAOCL). Provides pre-deployment operational culture and language training to Marines and Marine units. Provides culture, regional studies, and language education opportunities in support of Marine Corps University (MCU), the College of Continuing Education (CCE), and other educational venues. Directed reading and stand-alone CD based lectures and computer aided language training provide a foundational knowledge base for a unit and its Marines. The Center provides face-to-face operational culture training and focused operational language training utilizing Mobile Training Teams for training every deploying unit. CAOCL supports Major Rehearsal Exercises (MRXs) in the form of role-player training, scenario development, and assessment of units.

10. Tactical Training & Exercise Control Group (TTECG). Trains and exercises units in the command, control, and coordination of combined arms in support of maneuver warfare. POC for MRX training and assessments conducted at 29 Palms and other areas as directed.

11. Mountain Warfare Training Center (MWTC). Conducts unit and individual training courses to prepare USMC, Joint, and Allied Forces for operations in mountainous, high altitude, and cold weather environments in support of the Regional Combatant Commanders.

12. Marine Corps Tactics and Operations Group (MCTOG). Provides advanced training and certification in MAGTF operations, combined arms training, and unit training management at the battalion and regimental levels. The MCTOG also synchronizes doctrine and training standards for the GCE in order to enhance combat preparation and performance of GCE units in MAGTF operations.

13. Marine Aviation Weapons & Tactics Squadron-1 (MAWTS-1). Provides standardized advanced tactical training and certification of unit instructor qualifications that support Marine Aviation Training and Readiness and to provide assistance in the development and employment of aviation weapons and tactics.

14. Logistics Tactics & Training Program (LTTP). Logistics training-focused organization with mission similar to the MCOTG and MAWTS-1. TECOM is responsible for establishing this organization.

Enclosure (2)

15. <u>MAGTF Staff Training Program (MSTP)</u>. Provides training in MAGTF, Joint and Combined warfighting skills, within the Joint and Combined environment, in order to improve the warfighting skills of senior commanders and their staffs.

16. <u>Command and Control Training and Education Center of Excellence (C2 TECOE)</u>. Serves as the central Marine Corps agency for command and control training and education issues. Provides integrated and timely coordinated solutions for validated C2 training and education requirements.

17. <u>MAGTF Integrated System Training Centers (MISTCs)</u>. Provide progressive, timely, and relevant education and training in both the art and science of modern command and control to the Marine Expeditionary Forces. MISTCs have been established at Camp Lejeune, North Carolina; Camp Pendleton, California; Okinawa, Japan; and 29 Palms, California.

18. <u>Marine Corps Center for Lessons Learned (MCCLL)</u>. POC for Trend Reversal and Reinforcement Program issues. The MCCLL rapidly adapts lessons in the Operating Forces and the Supporting Establishment while providing a relevant, responsive source for institutional knowledge. MCCLL representatives are located at JFCOM, MARFORCOM, I MEF, 1st MARDIV, 3d MAW, 1st MLG, II MEF, 2nd MARDIV, 2d MAW, III MEF, MARFORRES, MCCDC, TTECG, and CENTCOM.

19. <u>Marine Corps Information Operations Center (MCIOC)</u>. Provides MAGTF Commanders with focused Information Operations planning and integration support. This includes, but is not limited to, IO subject matter experts (SME) capable of mission planning, threat and nodal analyses, Electronic Warfare (EW), Military Deception (MILDEC), Operations Security (OPSEC), Psychological Operations (PSYOP), Computer Network Operations (CNO) planning, Civil Military Operations (CMO), Combat Camera (COMCAM) and regional target expertise required by the MAGTF Commander. The MCIOC enables MAGTF IO capabilities through tactically focused training, operational planning support to MAGTF Commanders, tactics development, and formulation of IO requirements including research and development priorities.

Pre-Deployment Training Plan Template

From: Commanding Officer, X Battalion, Y Marines
To: Battalion Staff, Company Commanders

Subj: GENERIC PRE-DEPLOYMENT TRAINING PLAN FOR INFANTRY BATTALION

Ref: (a) Prepare to Deploy Order from Competent Authority (MESSAGE)
      (b) MCO 3502.4A Force Generation Process Order
      (c) MCO 1510.121A Marine Corps Common Skills (MCCS) Program
      (d) MCO 1553.3A Unit Training Management (UTM)
      (e) MCO 1510.90A Marine Corps Common Skills (MCCS), Volume 2, Corporal
          through Captain
      (f) NAVMC DIR 3500.87 Infantry Training and Readiness Manual
      (g) List of Core Mission Essential Tasks https://www.intranet.tecom.usmc.mil
      (h) NAVMC DIR 3500.108 Mountain Cold Weather Operations (MCWO)
          Training and Readiness Manual
      (i) NAVMC Directive 3500.86, Antiterrorism / Critical Infrastructure
          Protection Training and Readiness Manual
      (j) Regimental Order 35XX.1 X Marines Combat Operations Standing
          Operating Procedures
      (k) Battalion Order 35XX.1 Z Battalion, X Marines Standing Operating
          Procedures for Combat (Combat SOP)
      (l) Pre-Deployment Toolkit www.tecom.usmc.mil
      (m) Other references that might be cited in the Plan

1. Situation

    a. General. Reference the General Mission outlined by the Prepare to
Deploy Order, reference (a). Discuss what set the deployment in motion, what
command it might support, and other useful background information.

        (1) Attachments

        (2) Detachments

    b. Note to whom the unit reports at the time the PTDO is received, while
conducting pre-deployment training, and during the deployment.

    c. Note other similarly sized or equipped units with which the unit will
be training, deploying, or assessing, including other elements of a deploying
MAGTF.

    d. Cite the support of the Deputy Commandants, the MARFORs, the MEFs,
TECOM, and any specific organizations created to assist in PTP.

2. Mission. Create a mission statement from the 5 Ws to explain pre-
deployment training and the results that will be achieved prior to deployment.
Do not use the mission statement for the deployment itself.

3. Execution

    a. Commander's Intent and Concept of Operations

        (1) Commander's Intent

            (a) Commander's design for pre-deployment training.

            (b) Commander's training philosophy and priorities.

            (c) Particular dimensions of the training regimen that might mean the difference between success and failure.

        (2) Concept of Operations

            (a) Mission Essential Tasks. List the unit core and assigned METs in the opening paragraphs of the Concept of Operations. Example: The following Mission Essential Tasks have been identified for this deployment:

            1. Infantry Battalion Core METs, from the Training and Education Command website, reference (g):

a.	MCT 1.3.2	Conduct Amphibious Operations
b.	MCT 1.6.1	Conduct Offensive Operations
c.	MCT 1.6.4	Conduct Defensive Operations
d.	MCT 1.6.6	Conduct Military Operations Other Than War (MOOTW)
e.	MCT 1.6.7	Conduct Operations in Urban Terrain

            2. Infantry Battalion OIF METL Template:

a.	MCT 1.6.8	Conduct Counter-Insurgency Operations
b.	MCT 4.7.2.2	Provide Foreign Military Training
c.	MCT 5.4	Conduct Information Operations
d.	MCT 5.5	Conduct Joint and Coalition Operations

            3. Assigned METs, derived from Core and template METs, to be used as the basis for pre-deployment training and assessment.

a.	MCT 1.6.8	Conduct Counter-Insurgency Operations
b.	MCT 2.2	Collect Data and Intelligence
c.	MCT 4.7.2.2	Provide Foreign Military Training
d.	MCT 4.10	Conduct Civil-Military Operations (CMO)
e.	MCT 5.4	Conduct Information Operations
f.	MCT 5.5	Conduct Joint and Coalition Operations

            4. Commanders may cite specific skills required for the deployment that are not Mission Essential Tasks, but nonetheless critical for the unit to master (IED Defeat, Incidental Driver Training, Language Skills, etc.) These should be kept to a minimum.

            (b) Phases, Blocks, and Scheduling

            1. The plan outlines the major portions of pre-deployment training.

<u>2</u>. In the next paragraphs, outline the major events, goals, and milestones for each of the four blocks of pre-deployment training.

<u>3</u>. Address any unique circumstances for the battalion to include new equipment, personnel matters, external requirements, home station training challenges, or In-CONUS training deployments.

<u>4</u>. Discuss the mission rehearsal exercise (MRX) to the level of detail known at the time the plan is written.

(c) <u>Assessments</u>. PTP Plan discusses the overall means by which the battalion and its subordinate units assess training through each block. Battalion outlines its reporting requirements for assessments.

(d) <u>Remediation</u>. The commander may opt to discuss the remediation program in this portion of the CONOPS.

(e) <u>Other Training Requirements</u>. Unique or special training necessary to meet MET requirements.

b. <u>Tasks</u>

(1) Battalion S-3

(2) S-4

(3) <u>Rifle and Weapons Companies</u>. Battalion may choose to task the weapons company separately. Battalion may also opt to task each company separately if required by METs, unique assignments, or other special circumstances.

(4) <u>Headquarters and Service Company</u>. Battalion may choose to task individual Sections within the company if their preparation and training is critical to the success of the battalion.

c. <u>Coordinating Instructions</u>. Plan might consider including:

(1) Home station training opportunities.

(2) Procedures for nominating, screening, and selecting candidates for schools, courses, or other training.

(3) Procedures for issuing mid-term, quarterly, or monthly updates to the basic plan.

(4) Information about training schedules, reports, meetings, conferences, or other venues.

(5) Key training events in tabular form.

	KEY TRAINING	Other Events
Jan 0X		
Feb 0X		
Mar 0X		
Apr 0X		
May 0X		
Jun 0X		

Enclosure (3)

(6) Schools list in tabular form.

School	Location	Dates	Numbers	Nominate By Date
Infantry Squad Leaders Course	SOI West			
Infantry Squad Leaders Course	SOI East			
Mortar Unit Leader Course	SOI West			
Machinegun Unit Leader Course	SOI West			
Weapons and Tactics Instructor	MCAGCC			
Tactical Small Unit Leader Course	SOI West			
Scout Sniper Course	TBD			
Scout Sniper Instructor Course	WTBn, VA			

(7) Key events by block.

	UNIT FUNCTIONS AND EVENTS
Block 0	
Block 1	
Block 2	
Block 3	
Block 4	

(8) List of Mobile Training Teams, by date.

Team	From	Dates	Target Audience
CAOCL Culture Team	CAOCL, TECOM	7-11 Mar 14-18 Mar	NCOs

(9) Training events aligned to mission essential tasks, forecasted to prospective training dates.

Infantry Battalion Core MET: MCT 1.6.7 CONDUCT OPERATIONS IN URBAN TERRAIN

Reference	Battalion Level Events Supporting the Mission Essential Task	Planned Training Event and Date to Accomplish / Assess
INF-OFF-6101	Process known or suspected enemy personnel	25 Aug, 1-5 Oct
INF-OFF-6105	Occupy an assembly area	22-23 Aug
INF-INT-7401	Direct the intelligence effort	22-26 Aug, 3-8 Sep, 7-15 Jan
INF-MOUT-7801	Conduct an urban attack	4 Oct, 21 Jan, 27 Jan

Assigned Mission MET: MCT 4.7.2.2 PROVIDE FOREIGN MILITARY TRAINING

Reference	Battalion Level Events Supporting the Mission Essential Task	Planned Training Event and Date to Accomplish / Assess
MSCS-TRNG-5XXX	Assess Training Effectiveness	25 Aug, 1-5 Oct, 15 Jan
MSCS-TRNG- 5XXX	Conduct Unit Training Management	21 Dec, 14-15 Jan
MSCS-TRNG- 5XXX	Conduct Training	19 Dec

4. Administration and Logistics

5. Command and Signal

Guidance for Assessment Plans

1. <u>Overview</u>. Assessments are a key component of pre-deployment training. Assessment plans will be developed for assessments throughout all blocks of training. These plans fall into one of two categories: General Assessment Plans, guiding assessment activities during Blocks 1 through 3, and the Mission Rehearsal Exercise (MRX) Assessment Plan, governing Block 4.

2. <u>Blocks 1(A/B), 2, and 3 Assessment Plans</u>

    a. As part of the pre-deployment training plan, commanders will plan for and coordinate assessments during each of Blocks 1 through 3. Contents, format, level of detail, and post-assessment reporting requirements will be determined by the headquarters responsible for the assessment. Leaders should develop a plan of progressively more intricate and challenging assessments as units move through blocks of the PTP.

    b. Although a written plan is not required, leaders should determine for each assessment: dates and times, specific units, venue, methodology, standards, assessors, support required, reporting requirements, and remediation.

3. <u>Block 4 MRX Assessment Plan</u>. As stated in the Order, TECOM will write the MRX Assessment Plan and the operating forces will write the AMRX Assessment Plan.

    a. Regardless of which organization physically writes the MRX/AMRX Assessment Plan, its development is a shared responsibility between TECOM and the operating forces. Operating force personnel use the assessment plan to forecast and allocate resources to support MRX/AMRX assessments and, consequently, play a major role in dedicating assets for the effort. TECOM uses the assessment plan to allocate resources, task subordinate schools and commands, evaluate the MRX/AMRX venue, and to determine whether or not assessments are properly scaled, tailored, and supported. Accordingly, TECOM provides input to all Block 4 assessment plans.

    b. TECOM will assume responsibility for writing the MRX Assessment Plan, based on unit size, training venue, and METLs. For example, TECOM would author the MRX Assessment Plan for a battalion landing team conducting a mission rehearsal exercise at the Marine Air Ground Combat Center when the Tactical Training Exercise Control Group (TTECG) is assessing the unit. The MEF Special Operations Training Group (SOTG) would author the plan for the Battalion Landing Team of a Marine Expeditionary Unit. For Alternate MRXs (AMRXs) TECOM would not author the plan. This responsibility would fall to the headquarters owning both the assessed unit and the unit assigned to conduct the assessment. For an aviation squadron conducting an MRX at an alternate venue, the MRX assessment plan might be assigned to a Marine Aircraft Group, MEU, or other MAGTF headquarters, depending on the unit from which the assessors were drawn.

    c. The final assessment plan for AMRXs is due to TECOM 45 days prior to MRX commencement.

        (1) Large Scale MRXs involving multiple units may require more than one MRX Assessment Plan (Example: A BLT and Squadron conducting separate MRXs under the direction of a MAGTF headquarter also being assessed). Conversely,

for smaller units conducting MRXs in concert with larger units, the assessment plan for that unit may be incorporated into the plan for the larger unit (EXAMPLE: A Counter Battery Radar Platoon conducting its MRX while attached to an artillery battery with which it will not deploy).

     (2)   An MRX Assessment Plan may be written in five paragraph order format, as a Letter of Instruction (LOI) from higher headquarters to supporting and supported units, or as Memorandum of Agreement (MOA) between all involved parties in cases where a large-scale, detailed effort is required.

     (3)   In cases where similarly sized and tasked units conduct like deployments on a routine basis, TECOM may provide a common assessment plan that can be altered as required to meet unique circumstances for any given MRX.

  d. The MRX Assessment Plan will include the following information and may include optional remarks, as outlined below:

     (1) <u>Information</u>

        (a)   Identifying features (Unit being assessed, key leaders, date(s) of the assessment, plan author (unit), references, and assessment team leader).

        (b)   List of assessors required by MOS / rank / unique experience (carrier qualified pilot, for example) and tasks to supporting units to provide these personnel.

        (c)   <u>Assessment Location or Venue</u>. Assessment plan will outline how the venue supports the conduct of the MRX assessment or, if not fully supporting, what remedial action will be required to maximize the value of the venue. The assessment plan will likewise detail how the venue supports the assessment of specific tasks on the unit's assigned mission METL(s). If the venue does not support certain tasks, the plan will detail how these tasks will be assessed.

        (d)   Detailed assessment concept of operations, METs to be examined as approved by higher headquarters, timeline, events list, and scenarios.

        (e)   Organization of the assessment team and tasks to individual assessors as required.

        (f)   Instructions for the conduct of the assessment by day, event, or other appropriate phasing.

        (g)   Instructions for preparing a final assessment report, who delivers the report to the assessed unit, and remedial actions as required.

        (h)   Support requirements and sourcing for these resources.

(2) Optional Remarks

(a) A review of the Blocks 1-3 General Assessment Plan, to include when training was conducted and assessed, and any noteworthy training conducted in preparation for the MRX.

(b) Systemic issues identified during block training and assessments, to include chronic shortages of personnel, material, equipment, or other resources.

(c) Unique circumstances that might impact the conduct of the MRX (EXAMPLE: Special preparations or qualification required for assessors).

4. Action

    a. TECOM

(1) For MRXs as TECOM venues, assign MAGTFTC responsibility for the Assessment Plan within 15 days of determination of a unit's availability to complete its Block 4 assessment at a TECOM venue. For AMRXs, notify the appropriate Marine Forces commander of the responsibility to develop an AMRX Assessment Plan within 15 days of the determination of a unit's Block 4 requirement.

(2) Review all MRX Assessment Plans to ensure they meet the requirements of this Order.

(3) Assist commands in drafting and staffing MRX Assessment Plans as necessary to ensure quality, timeliness, and completeness of the documents prior to submission.

(4) Post sample plans to the PTP toolkit.

(5) Maintain MRX Assessment Plans for use by assigned headquarters for deploying units participating in "repeatable" MRXs at similar venues. This is particularly applicable for MRXs conducted under TTECG direction, at the Mountain Warfare Training Center, and other service level facilities.

    b. Deploying Units

(1) Conduct assessments throughout each block of PTP. Prepare General Assessment Plans as directed by higher headquarters. Participate in the drafting of MRX Assessment Plans.

(2) Review MRX Assessment Plans for the unit prior to submission to TECOM.

(3) Report assessment results as progress through the PTP in the Status of Resources and Training System, as applicable.

    c. Organizations assigned to write MRX Assessment Plans

(1) Coordinate plans with the assessing and assessed unit, as well as any other unit assigned to support the MRX logistically and administratively.

(2) Evaluate the suitability of alternate MRX venues before finalizing the MRX Assessment Plan.

(3) Submit the MRX Assessment Plan to TECOM for approval 45 days prior to MRX commencement.

(4) Ensure METs to be assessed during the MRX are approved by higher headquarters.

Associated Marine Corps Directives

Publication # (Short Title)	Date Published	Long Title (Subject)
MCO 1500.53A	30 Aug 02	Marine Air-Ground Task Force Staff Training Program (MSTP)
MCO 1510.34A	10 Jun 92	Individual Training Standards System (ITSS)
NAVMC 3500.18		Individual Training Standards for Marine Corps Common Skills, Vol. 1
NAVMC 3500.19		Individual Training Standards for Marine Corps Common Skills, Vol. 2
MCO 1510.101A	12 Sep 97	Individual Training Standards (ITS) for Marine Corps Special Skills - Volume 2
MCO 1510.104A	12 Sep 97	Individual Training Standards (ITS) for Marine Corps Special Skills - Volume 4
MCO 1510.121A	01 Oct 04	Marine Corps Common Skills (MCCS) Program
MCO 1553.1B	24 May 91	The Marine Corps Training and Education System
MCO 1553.2A	03 Nov 03	Management of Marine Corps Formal Schools and Training Detachments
MCO 1553.3A	22 Jan 04	Unit Training Management (UTM)
MCO P3000.15B		Manpower UDP SOP
MCO 3120.9C	4 Aug 09	Policy for MEUs and MEU(SOCs)
MCO 3500.14	21 Dec 05	Aviation Training and Readiness (T&R) Program
MCO 3500.26A	30 Jan 07	Universal Naval Task List (UNTL)
MCO 3500.28	19 May 99	Marine Corps Unit Cohesion SOP
MCO P3500.72A	18 Apr 05	Marine Corps Ground Training and Readiness (T&R) Program
MCO 3502.2A	26 Aug 96	MEU(SOC) Special Skills Certification Program
MCO 3502.3A	10 Jan 01	MEU(SOC) PTP
MCO 3504.1	31 Jul 06	Marine Corps Lessons Learned Process and Marine Corps Center for Lessons Learned
MCO 5320.12G	8 Jan 2010	Precedence Levels for Manning and Staffing
None	04 Jun 04	Systems Approach to Training (SAT) Manual

Glossary

Assessment. A judgment made by a commander or trainer in order to determine the training readiness of a unit and facilitate future training. Commanders make frequent use of these determinations during the course of the combat readiness cycle in order to adjust, prioritize or modify training events and plans.

Block 1(A/B). Individual Training. Sustained Core Skills training, Core Plus Skills training, and Common Skills Sustainment training. Block IA training is the minimum level of training for deploying Marines. Block IB is the theater or deployment specific individual training for deploying Marines.

Block 2. Collective Training. Core Capabilities training conducted by the unit. This training is conducted at the company/detachment level and below.

Block 3. Advanced Collective Training. Core Capabilities training conducted by the unit, by the unit's higher headquarters, and/or by other agencies. This training is conducted at the battalion/squadron level.

Block 4. The graduation pre-deployment mission rehearsal exercise (MRX) that is individually tailored to support and assess a unit's ability to perform tasks on its METL(s).

Collective Event. A collective event is a clearly defined and measurable activity, action, or event (i.e., task) that requires organized team or unit performance and leads to accomplishment of a mission or function. A collective task is derived from unit missions or higher-level collective tasks. Task accomplishment requires performance of procedures composed of supporting collective or individual tasks. A collective task describes the exact performance a group must perform in the field under actual operational conditions. The term "collective" does not necessarily infer that a unit accomplishes the event. A unit such as a squad or platoon conducting an attack is a collective event; however, an individual working to accomplish a unit mission, such as a battalion supply officer completing a reconciliation of the battalion's CMR, is also a collective event. Thus, many collective events will have titles that are the same as individual events; however, the standard and condition will be different because the scope of the collective event is broader.

Collective Training Standards (CTS). Criteria that specify mission and functional area unit proficiency standards for combat, combat support, and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. CTS are found within collective training events in Training and Readiness (T&R) Manuals.

Command and Control Training and Education Center of Excellence (C2TECOE). The C2 TECOE serves as the central Marine Corps agency for command and control training and education issues within the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities (DOTMLPF) process in order to synchronize the art and science of MAGTF C2 training and education requirements from the individual warrior through all levels of MAGTF commanders and their staffs.

Core Capabilities. Core Capabilities are the essential collective functions a unit must be capable of performing during extended contingency/combat

operations. Core Capabilities Training includes 3000-8000 level events in the Ground T&R Program.

Core Mission Essential Tasks (MET). See METL. A unit's core METs identify those tasks that the unit must be capable of performing by virtue of the unit's design. For example, an infantry battalion's core METs will be characteristic of infantry operations.

Core Plus Skills. Core Plus Skills are those combat-focused skills that are environment, mission, rank or billet specific and are developed after a Marine is assigned to an operational unit. Core Plus Skills Training includes 2000 level events in the Ground T&R Program.

Core Skills. Core Skills are the essential skills that enable a Marine to perform in combat and qualify that Marine for an MOS. Core Skills training includes 1000 level events in the Ground T&R Program.

Defense Readiness Reporting System (DRRS). A comprehensive readiness reporting system that will evaluate readiness on the basis of actual missions and capabilities assigned to the forces. It will be a capabilities-based, adaptive, near real-time reporting system for the entire Department of Defense. This system is not yet the Marine Corps system of record.

Entry-level Training (ELT). Core skills training conducted at recruit depots and formal schools. ELT qualifies a Marine for an MOS.

Force Synchronization Conference. Hosted by COMMARFORCOM semi-annually, attended by representatives from the DCs, as well as representatives from the MEFs, TECOM, and the bases and stations, at which conferees review force requirements for deployments and plan training to adequately prepare forces for deployment.

MAGTF Integrated Systems Training Centers (MISTC). MAGTF Integrated System Training Centers provide progressive, timely, and relevant education and training in both the art and science of modern command and control to the Marine Expeditionary Forces IOT empower the innate initiative and creativity of our Marines to act faster and more effectively than the enemy.

Marine Corps Common Skills (MCCS) Training. The sustainment of skills common to all Marines regardless of rank through annual training and evaluation.

Mission Essential Task List (METL). The METL is a compilation of tasks critical to combat mission accomplishment. The METL provides the warfighting focus to a unit's training program by providing the commander with a list of tasks the unit must be able to perform.

Mission-Oriented Training. Individual and collective training that provides a Marine or unit with the skills, capabilities, knowledge, and attitudes necessary to discharge the required duties in support of a unit's mission. Mission-oriented training takes the highest priority in the commander's training plan.

Mission Rehearsal Exercise (MRX). Block IV training for a deploying unit. The MRX is individually-tailored to support and assess a unit's ability to

perform tasks on its METL(s). All deploying units, regardless of size, undergo an MRX.

Pre-Deployment Toolkit. The Pre-Deployment Toolkit is a readily available, web-based, user-friendly training resource for commanders and Marines. The kit is designed for use by individual Marines and trainers looking to plan and execute quality training at team, squad, platoon, and company level. The tool kit provides tasks, conditions, standards, and performance steps and measures for hundreds of training events throughout the PTP continuum.

Prepare to Deploy Order (PTDO). An order issued to alert and prepare forces for deployment. In the Marine Corps FGP and PTP, these PTDOs initiate the planning, coordination, and execution of stabilization and pre-deployment training by affected units.

Status of Resources and Training System (SORTS). SORTS is a Joint Staff resource and unit monitoring system which provides broad bands of readiness information on selected unit status indicators. These indicators are used to determine a unit's ability to execute the mission(s) for which it was organized or designed, and the current mission(s) on which the unit may be employed. SORTS data reflects the unit's resource status at a selected point in time. Unit SORTS reports populates the Global Status of Resources and Training System (GSORTS) which provides critical readiness data to the Office of the Secretary of Defense (OSD), Chairman of the Joint Staff (CJCS), Service, Combatant Commands, and Department of Defense Combat Support Agencies.

Stabilization. The process wherein a unit undergoes a focused and coordinated period of personnel turnover, new equipment fielding and equipment maintenance, and formal schools key personnel leadership training in preparation for subsequently executing its pre-deployment training plan during the Pre-deployment Training Period.

Systems Approach to Training (SAT). An orderly process for analyzing, designing, developing, implementing, and evaluating a unit training program which ensures the unit acquires the knowledge and skills essential for the successful conduct of its wartime mission.

Tactical Training & Exercise Control Group (TTECG). Implements training and evaluates elements of the MAGTF in the execution of combined arms tactics, techniques, and procedures.

Trend Reversal and Reinforcement Process (TRRP). Process through which Marine Corps entities rapidly incorporate solutions to lessons learned across the DOTMLPF pillars. The process involves taking information provided by the Marine Corps Center for Lessons Learned, analyzing it, vetting the results and then working to develop solutions.

Unit Pre-Deployment Training Plan. Developed by the deploying unit commander, the plan details the activities and training events required to prepare for deployment.

Unit Training Management (UTM). Unit training management is the use of the systems approach to training (SAT) and Marine Corps training principles in a manner that maximizes training results and focuses the training priorities of the unit in preparation for the conduct of its wartime mission. UTM governs

the major peacetime training activity of the Marine Corps and applies to all echelons of the Total Force.