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Subj: COMMAND AND CONTROL TRAINING AND READINESS MANUAL

Ref: (a) MCO P3500.72A

Encl: (1) C2 T&R Manual

1. Purpose. Per reference (a), this Training and Readiness (T&R) Manual, contained in enclosure (1), establishes training standards, regulations, and policies regarding the training of Marines in the Command and Control community.

2. Cancellation. NAVMC 3500.54D.

3. Scope. Highlights of the major changes included in this Manual are:

a. Chapter 1 adjusted to reflect current organization of this T&R Manual.

b. Chapter 2 revised to reflect the communities approved and published Marine Corps Tasks.

c. Chapters 3 through 5 adjusted to reflect current operational requirements. Event coding and functional areas were validated.

d. Chapter 6 reflect inaugural T&R events for the Information Management Officer.

4. Information. Commanding General (CG), Training and Education Command (TECOM) will update this T&R Manual as necessary to provide current and relevant training standards to commanders. All questions pertaining to the Marine Corps Ground T&R Program and Unit Training Management should be directed to: CG, TECOM, Marine Air-Ground Task Force Training and Education Standards Division (C 466), 1019 Elliot Road, Quantico, Virginia 22134.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

5. Command. This Manual is applicable to the Marine Corps Total Force.
6. Certification. Reviewed and approved this date.


W. F. MULLEN III
By direction

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C2 T&R MANUAL

CHAPTER 1

OVERVIEW

1000. INTRODUCTION

1. The training and readiness (T&R) program is the Corps' primary tool for planning, conducting and evaluating training, and assessing training readiness. Subject matter experts (SME) from the operating forces (OPFOR) developed core capability mission essential task lists (METL) for ground communities derived from the Marine Corps task list. This T&R Manual is built around these METLs and other related Marine Corps tasks (MCT). All events contained in this Manual relate directly to these METLs and MCTs. This comprehensive T&R program will help to ensure the Marine Corps continues to improve its combat readiness by training more efficiently and effectively. Ultimately, this will enhance the Marine Corps' ability to accomplish real-world missions.

2. This T&R Manual contains the collective and individual training requirements to prepare units to accomplish their combat mission. This T&R Manual is not intended to be an encyclopedia that contains every minute detail of how to accomplish training. Instead, it identifies the minimum standards that Marines must be able to perform in combat. This T&R Manual is a fundamental tool for commanders to build and maintain unit combat readiness. Using this tool, leaders can construct and execute an effective training plan that supports the unit's METL. More detailed information on the Marine Corps ground T&R program is found in reference (a).

3. This T&R Manual is designed for use by unit commanders to determine pre-deployment training requirements in preparation for training and for formal schools and training detachments to create programs of instruction. This manual focuses on individual and collective tasks performed by OPFOR units and supervised by personnel in the performance of unit mission essential task(s) (MET).

1001. UNIT TRAINING

1. The training of Marines to perform as an integrated unit in combat lies at the heart of the T&R program. Unit and individual readiness are directly related. Individual training and the mastery of individual core skills serve as the building blocks for unit combat readiness. A Marine's ability to perform critical skills required in combat is essential.

2. Commanders will ensure that all training is focused on their combat mission. Unit training should focus on achieving proficiency in the unit METL. This T&R Manual is a tool to help develop the unit's training plan based on the unit METL, as approved by their higher commander and reported in the Defense Readiness Reporting System (DRRS). Training will support the unit METL and be designed to meet T&R standards. Commanders at all levels are responsible for effective combat training. The conduct of standards based training consistent with Marine Corps T&R standards cannot be over emphasized.

1002. UNIT TRAINING MANAGEMENT

1. Effective unit training management (UTM) focuses the overall organization on development of training plans based on the unit METL and standards-based community T&R events. This is accomplished in a manner that maximizes training results and focuses the training priorities of the unit in preparation for the conduct of its mission.

2. Unit training management techniques, described in reference (b), (c), and (d) provide commanders with the requisite tools and techniques to analyze, design, develop, implement, and evaluate the training of their unit. To maintain an efficient and effective training program, leaders at every level must understand and implement UTM.

1003. SUSTAINMENT AND EVALUATION OF TRAINING

1. Marines are expected to maintain proficiency in the training events for their military occupational specialty (MOS) at the appropriate grade or billet to which assigned. Leaders are responsible for recording the training achievements of their Marines. For collective or individual training events not executed and evaluated as part of the daily routine, leaders must ensure proficiency is sustained by requiring retraining of each event at or before expiration of the designated sustainment interval.

2. The evaluation of training is necessary to properly prepare Marines for combat. Evaluations are either formal or informal, and performed by members of the unit (internal evaluation) or from an external command (external evaluation). The purpose of formal and informal evaluation is to provide commanders with a process to determine a unit's/Marine's proficiency in the tasks that must be performed in combat. Informal evaluations are conducted during every training evolution. Formal evaluations are often scenario-based, focused on the unit's METs, based on collective training standards, and usually conducted during higher-level collective events.

3. Evaluation is a continuous process that is integral to training management and is conducted by leaders at every level and during all phases of planning and the conduct of training. To ensure training is efficient and effective, evaluation is an integral part of the training plan. Ultimately, leaders remain responsible for determining if the training was effective.

1004. ORGANIZATION. This community T&R Manual is comprised of 6 chapters and 2 appendices. Chapter 1 is an overview of the ground T&R program. Chapter 2 lists the core MCTs supported by the Community, which are used as part of DRRS. Chapter 3 contains collective events. Chapters 4 through 6 contain individual events specific to a particular MOS and/or billet, as noted. Appendix A contains acronyms; Appendix B contains terms and definitions.

1005. T&R EVENT CODING

1. Event Code. The event code is an up to 4-4-4 alphanumeric character set:

a. First up to 4 characters indicate MOS or community (e.g., 0321, 1812 or INTL)

b. Second up to 4 characters indicate functional or duty area (e.g. DEF, FSPT, MVMT, etc.)

c. Third 4 characters indicate the unit size and supported unit, if applicable (1000 through 9000), and sequence. Figure 1-1 shows the relationship of unit size to event code. NOTE: The titles for the various echelons are for example only, and are not exclusive. For example: 4000-level events are appropriate for section-level events as noted, but also for squad-level events.

Collective Training Command Element	Collective Training Regiment/Group	Collective Training Battalion/Squadron
9000-level	8000-level	7000-level
Collective Training Company	Collective Training Platoon	Collective Training Squad
6000-level	5000-level	4000-level
Collective Training Team/Section/Crew	Individual Training Skills Progression MOJT, Advanced Level Schools (Core Plus Skills)	Individual Training Entry-Level Formal School Training (Core Skills)
3000-level	2000-level	1000-level

Figure. 1-1 T&R Event Levels

2. Grouping. Categorizing events with the use of a recognizable code makes the type of skill or capability being referenced fairly obvious. Examples include: PAT for patrolling events, DEF for events in the defense, FSPT for events related to fire support, etc. There is no special significance to the functional areas, but they should be intuitive to make it as easy as possible for the T&R user to find events. When organizing this T&R Manual, functional areas are alphabetized then the associated events are numbered. The events will be numbered based upon the introduction of each new functional area, allowing up to "999" events. For example: if there are seven administrative events 4431 occupational field (OccFld), then the events should start 4431-ADMN-1001 and run through 1007. Next, the bulk fuel events, BUFL should start at 4431-BUFL-1001.

3. Sequencing. A numerical code is assigned to each collective (3000-9000 level) or individual (1000-2000 level) training event. The first number identifies the size of the unit performing the event, as depicted in figure 1-1. Exception: Events that relate to staff planning, to conduct of a command operations center, or to staff level decision making processes will be numbered according to the level of the unit to which the staff belongs. For example: an infantry battalion staff conducting planning for an offensive attack would be labeled as INF-PLAN-7001 even though the entire battalion is not actively involved in the planning of the operation. T&R event sequence numbers that begin with "9" are reserved for Marine air-ground task force (MAGTF) command element events. An example of event coding is displayed in figure 1-2.

<p>Functional Area</p> <p>MOS/Community-----> <u>####-####-###</u> <-1st event in sequence</p> <p style="text-align: center;"><u>Event level</u></p>
--

Figure 1-2. T&R Event Coding

1006. T&R EVENT COMPOSITION

1. An event contained within a T&R manual is a collective or individual training standard. This section explains each of the components that make up the T&R event. These items will be included in all of the events in each T&R manual. Community-based T&R manuals may have several additional components not found in unit-based T&R manuals. The event condition, event title (behavior) and event standard should be read together as a grammatical sentence.

2. An example of a collective T&R event is provided in figure 1-3 and an example of an individual T&R event is provided in figure 1-4. Events shown in figures are for illustrative purposes only and are not actual T&R events.

<u>XXXX-XXXX-####</u> : Provide interior guard	
<u>SUPPORTED MET(S)</u> : MCT #.#.#	
<u>EVALUATION CODED</u> : YES/NO	<u>SUSTAINMENT INTERVAL</u> : 12 months
<u>DESCRIPTION</u> : Text	
<u>CONDITION</u> : Text	
<u>STANDARD</u> : Text	
<u>EVENT COMPONENTS</u> :	
1. Event component.	
2. Event component.	
3. Event component.	
<u>REFERENCES</u> :	
1. Reference	
2. Reference	
3. Reference	
<u>PREREQUISITE EVENTS</u> :	
XXXX-XXXX-####	XXXX-XXXX-####
<u>INTERNAL SUPPORTED</u> :	
XXXX-XXXX-####	XXXX-XXXX-####
<u>INTERNAL SUPPORTING</u> :	
XXXX-XXXX-####	XXXX-XXXX-####
<u>SUPPORT REQUIREMENTS</u> :	

<u>EQUIPMENT:</u> XXX
<u>MISCELLANEOUS:</u> XXX
<u>ADMINISTRATIVE INSTRUCTIONS:</u> XXX

Figure 1-3. Example of a Collective T&R Event

<u>XXXX-XXXX-####:</u> Stand a sentry post	
<u>EVALUATION CODED:</u> NO	<u>SUSTAINMENT INTERVAL:</u> 12 months
<u>DESCRIPTION:</u> Text	
<u>MOS PERFORMING:</u> ####, ####	
<u>INITIAL TRAINING SETTING:</u> XXX	
<u>CONDITION:</u> Text	
<u>STANDARD:</u> Text	
<u>PERFORMANCE STEPS:</u>	
1. Event component.	
2. Event component.	
3. Event component.	
<u>REFERENCES:</u>	
1. Reference	
2. Reference	
3. Reference	
<u>PREREQUISITE EVENTS:</u>	
<u>XXXX-XXXX-####</u>	<u>XXXX-XXXX-####</u>
<u>INTERNAL SUPPORTED:</u>	
<u>XXXX-XXXX-####</u>	<u>XXXX-XXXX-####</u>
<u>INTERNAL SUPPORTING:</u>	
<u>XXXX-XXXX-####</u>	<u>XXXX-XXXX-####</u>
<u>SUPPORT REQUIREMENTS:</u>	
<u>EQUIPMENT:</u> XXX	
<u>MISCELLANEOUS:</u> XXX	
<u>ADMINISTRATIVE INSTRUCTIONS:</u> XXX	

Figure 1-4. Example of an Individual Event

1. Event Code. The event code is explained in paragraph 1005.
2. Title. The name of the event. The event title contains one action verb and one object.

3. Evaluation-Coded (E-Coded). Collective events categorize the capabilities that a given unit may be expected to perform. There are some collective events that the Marine Corps has determined that a unit MUST be able to perform, if that unit is to be considered fully ready for operations. These E-Coded events represent the irreducible minimum or the floor of readiness for a unit. These E-Coded events are derived from the training measures of effectiveness (MOE) for the METs for units that must report readiness in DRRS. It would seem intuitive that most E-Coded events would be for battalion sized units and higher since those are the units that report in DRRS. However, if the Marine Corps has determined that the readiness of a subordinate, supporting unit to accomplish a particular collective event is vital to the accomplishment of the supported unit's MET, then that lower echelon collective event is E-Coded.
4. Supported MET(s). List all METs that are supported by the training event in the judgment of the OccFld drafting the T&R manual, even if those events are not listed as MOE in a MET.
5. Sustainment Interval. It is critical to understand the intent of the sustainment interval so training time is not wasted with duplicated training. Sustainment interval is expressed in number of months. Most individual T&R events and many lower level collective events are never out of sustainment because they are either part of a Marine's daily routine, or are frequently executed within the sustainment interval. Sustainment interval is relevant when an individual or collective event is not observed and evaluated within the sustainment period, has atrophied, and therefore retraining and evaluation is required.
6. Billet/MOS. Each individual training event will contain a billet code and/or MOS that designates who is responsible for performing that event and any corresponding formal course required for that billet. Each commander has the flexibility to shift responsibilities based on the organization of his command. These codes are based on recommendations from the collective subject matter expertise that developed this manual and are listed for each event.
7. Grade. The grade field indicates the rank at which Marines are required to complete the event.
8. Description. This field allows T&R developers to include an explanation of event purpose, objectives, goals, and requirements. It is a general description of an action requiring learned skills and knowledge, i.e., engage fixed target with crew-served weapons. This is an optional field for individual events but is required for collective events. This field can be of great value guiding a formal school or OPFOR unit trying to discern the intent behind an event that might not be readily apparent.
9. Condition. Condition refers to the constraints that may affect event performance in a real-world environment. It indicates what is provided (equipment, tools, materials, manuals, aids, etc.), environmental constraints or conditions under which the task is to be performed, and any specific cues or indicators to which the performer must respond. Commanders can modify the conditions of the event to best prepare their Marines to accomplish the assigned mission (e.g. in a desert environment; in a mountain environment; etc.). When resources or safety requirements limit the conditions, this should be stated. The content of the condition should be included in the event on a "by exception" basis. If there exists an assumption regarding the

conditions under which all or most of the events in the manual will be performed, then only those additional or exceptional items required should be listed in the condition. The common conditions under which all the events in a chapter will be executed will be listed as a separate paragraph at the beginning of the chapter.

10. Standard. The performance standard indicates the basis for judging the effectiveness of the performance. It consists of a carefully worded statement that identifies the proficiency level expected when the task is performed. The standard provides the minimum acceptable performance parameters and must be strictly adhered to. The standard for collective events will likely be general, describing the desired end-state or purpose of the event. The standard for individual events will be objective, quantifiable, and readily observable. Standards will more specifically describe to what proficiency level, specified in terms of accuracy, completeness, time required, and sequencing the event is to be accomplished. These guidelines can be summarized in the acronym "ACTS" (Accuracy Completeness Time Sequence). In no cases will "per the reference" or "per/in accordance with commander's intent" be used as a stand-alone standard.

11. Event Components/Performance Steps. Description of the actions that the event is composed of, or a list of subordinate, included T&R event and event descriptions. The event components help the user determine what must be accomplished and the proper sequence of execution of subordinate events. Event components are used for collective events; performance steps are used for individual events.

a. The event components and performance steps will be consciously written so that they may be employed as performance evaluation check lists by the OPFORs. They must be sequenced to demonstrate the building block approach to training.

b. Event components may be events one individual in the unit performs, events that small groups in the unit perform, or events involving the entire unit.

12. Chained Events. Enables unit leaders to effectively identify prerequisite, supporting, and supported events that ultimately support MCTs/METs. Supported events are chained to supporting events to enable the accomplishment of the supported event to standard and therefore are considered "chained". The completion of identified supported events can be utilized to update sustainment interval credit for supporting events, based on the assessment of the commander.

13. Prerequisite Events. Prerequisites are academic training or other T&R events that must be completed prior to attempting the task. They are lower-level events or tasks that give the individual/unit the skills required to accomplish the event. They can also be planning steps, administrative requirements, or specific parameters that build toward mission accomplishment.

14. Supported Event. An event whose performance is inherently supported by the performance of one or more supporting events. A supported event will be classified as internal supported if it has been developed specifically for the community. A supported event that has been chained to an event from an external community T&R will be classified as external supported.

15. Supporting Event. An event whose performance inherently supports the performance of a supported event. A supporting event will be classified as internal supporting if it has been developed specifically for the community. A supporting event that has been chained to a community event from an external community T&R will be classified as external supporting.

16. Initial Training Setting. All individual events will designate the setting at which the skill is first taught, either formally, Marine on the Job Training (MOJT) within the OPFOR, or via a distance learning product (DL).

17. References. The training references shall be utilized to determine task performance steps. They assist the trainee in satisfying the performance standards, or the trainer in evaluating the effectiveness of task completion. T&R manuals are designed to be a training outline, not to replicate or replace doctrinal publications, reference publications or technical manuals. References are key to developing detailed lesson plans, determining grading criteria, and ensuring standardization of training. For individual events only one authoritative reference is required.

18. Distance Learning Products. Distance learning products include: Individual multimedia instruction, computer-based training, MarineNet, etc. This notation is included when, in the opinion of the T&R manual group charter in consultation with the MAGTF T&R Standards Division representative, the event can be taught via one of these media vice attending a formal course of instruction or receiving MOJT.

19. Support Requirements. This is a list of the external and internal support the unit and Marines will need to complete the event. This is a key section in the overall T&R effort, as resources will eventually be tied directly to the training towards METS. Future efforts to attain and allocate resources will be based on the requirements outlined in the T&R manual. The list includes, but is not limited to:

- Range(s)/Training Area
- Ordnance
- Equipment
- Materials
- Other Units/Personnel

The ordnance requirements for one year of training for the events in the T&R will be aggregated into a table contained in an appendix to the T&R. The task analyst and the OccFld representatives will be careful not to "double count" ammunition that might be employed in the performance of collective and individual events that are chained.

20. Suitability of Simulation/Simulators/DL products. The following "Suitability and Sequence" codes listed in figure 1-5 have been developed to communicate characteristics for employing simulations during training. Units of measure have been assigned based on the amount of time it takes a Marine or unit to train to task utilizing a particular simulator. Suitability and sequence codes are captured in the event title in a parenthetical remark, as well as within the simulation field of the T&R event. The simulation field also identifies the type of simulation, units of measure, and any other pertinent information.

Code	Requirement
L	The event can only be trained to standard in a Live environment. Any event assessed as "NO" for Simulatable was coded "L."
P	The event must be performed to standard in simulator as a PREREQUISITE to live fire qualification as per current doctrine, policy, or T&R manual.
S/L	Event must be trained to standard in simulation then live unless simulation capacity is not available, then live only training is appropriate.
L/S	Event must be trained to standard in a live environment then simulation unless simulation capacity is not available, then live only training is appropriate.
S	Event can ONLY be conducted to standard and qualification in simulator.

Figure 1-5. Suitability and sequence codes

a. Training simulation capabilities offer an opportunity to build and sustain proficiency while achieving and/or maintaining certain economies. Commanders should take into consideration simulation tools as a matter of course when designing training.

b. Simulation Terms:

(1) Simulation: A model of a system animated discretely or continuously over a period of time. A simulation may be closed-loop (i.e., it executes based in initial inputs without human intervention), or it may be open-loop (i.e., human input to alter the variables in the system during execution is allowed). A simulation is an approximation of how the modeled system will behave over time. Simulations are constructed based on verified and validated mathematical models of actual systems. Simulations can be very simple or complex depending on the degree of fidelity and resolution needed to understand the behavior of a system.

(2) Simulator: A simulator is the physical apparatus employed as the interface for humans to interact with a model or observe its output. A simulator has input controls and outputs in the form of human sensory stimuli (visual, auditory, olfactory, tactile/haptic, and taste). For instance, some of the features of the vehicle cab (the seat, steering wheel, turn signals, accelerator pedal, brakes, and windshield) and projection screen. Both the vehicle cab and projection screen are the interface by which a human being interacts with the simulated environment of a driving a vehicle and observe the outputs of the mathematical models of vehicle dynamics.

(3) Model: A mathematical representation of the behavior (i.e., shows the behavior of projectiles, combat simulations, etc.) of a system at a distinct point in time.

(4) Live: Real people operates real systems to include both live people operating real platforms or systems on a training range and battle staffs from joint, component or service tactical headquarters using real world command and control systems.

(5) Virtual: Real people operating simulated systems. Virtual simulations inject humans-in-the-loop in a central role by exercising motor

control skills (e.g., flying an air platform simulator, engaging targets in indoor simulated marksmanship trainer), decision skills, and/or communication skills.

(6) Constructive: Models and simulations that involve simulated people operating simulated systems (i.e., MAGTF Tactical Warfare Simulation). Real people make inputs to such simulations, but are not involved in determining the outcomes.

(7) Live, Virtual and Constructive (LVC) Training Environment: Defined by combining any of the three training domains LVC to create a common operational environment, by which units can interact across LVC domains as though they are physically located in the same operational environment.

(8) Distance Learning: Any instruction and evaluation provided through a variety of DL delivery systems (i.e., MarineNet) where the students and instructors are separated by time and/or location.

c. Figure 1-6 depicts an event title with simulation code and simulation and/or simulators that can be used, as displayed within a T&R event.

<u>XXXX-XXX-XXXX</u> : Call for indirect fire using the grid method (L/S)					
<u>SUPPORT REQUIREMENTS</u> :					
<u>SIMULATION EVALUATION</u> :					
<u>SIMULATED</u>	<u>SUITABILITY</u>	<u>SIMULATOR</u>	<u>UNIT OF MEASURE</u>	<u>HOURS</u>	<u>PM</u>
Yes	L/S	ODS	Marine Hours	12	Y

Figure 1-6. Example of simulation/simulators displayed within a T&R event

21. Miscellaneous

a. This field provides space for any additional information that will assist in the planning and execution of the event. Units and formal learning centers are cautioned not to disregard this information or to consider the information of lesser importance than what is contained in other parts of the T&R event. Miscellaneous fields provide an opportunity for the drafters of the T&R event to communicate vital information that might not fit neatly into any other available field. The list may include, but is not limited to:

- Admin Instructions
- Special Personnel Certifications
- Equipment Operating Hours
- Road Miles

1007. COMBAT READINESS PERCENTAGE (CRP)

1. The Marine Corps ground T&R program includes processes to assess readiness of units and individual Marines. Every unit in the Marine Corps maintains a basic level of readiness based on the training and experience of the Marines in the unit. Even units that never trained together are capable of accomplishing some portion of their missions. Combat readiness assessment does not associate a quantitative value for this baseline of readiness, but

uses a "Combat Readiness Percentage" as a method to provide a concise descriptor of the recent training accomplishments of units and Marines.

2. Combat readiness percentage is the percentage of required training events that a unit or Marine accomplishes within specified sustainment intervals.

3. Unit combat readiness is assessed as a percentage of the successfully completed and current (within sustainment interval) key training events called E-Coded Events. E-Coded events and unit CRP calculation are described in follow-on paragraphs. The CRP achieved through the completion of E-Coded Events is directly relevant to readiness assessment in DRRS.

1008. CRP CALCULATION

1. Collective training begins at the 3000-level (team, crew, or equivalent). Unit training plans are designed to accomplish the events that support the unit METL while simultaneously sustaining proficiency in individual core skills. E-Coded collective events are the only events that contribute to unit CRP. This is done to assist commanders in prioritizing the training toward the METL, taking into account resource, time, and personnel constraints.

2. Unit CRP increases after the completion of E-Coded events. The number of E-Coded events for the MET determines the value of each E-Coded event. For example, if there are 4 E-Coded events for a MET, each is worth 25% of MET CRP. The MET CRP is calculated by adding the percentage of each completed and current (within sustainment interval) E-Coded training event. The percentage for each MET is calculated the same way and all are added together and divided by the number of METS to determine unit CRP. For ease of calculation, we will say that each MET has four E-Coded events, each contributing 25% towards the completion of the MET. If the unit has completed and is current on three of the four E-Coded events for a given MET, then they have completed 75% of the MET. The CRP for each MET is added together and divided by the number of METS to get unit CRP; unit CRP is the average of MET CRP.

For Example:

MET 1: 75% complete (3 of 4 E-Coded events trained)
MET 2: 100% complete (6 of 6 E-Coded events trained)
MET 3: 25% complete (1 of 4 E-Coded events trained)
MET 4: 50% complete (2 of 4 E-Coded events trained)
MET 5: 75% complete (3 of 4 E-Coded events trained)

To get unit CRP, simply add the CRP for each MET and divide by the number of METS:

MET CRP: $75 + 100 + 25 + 50 + 75 = 325$

Unit CRP: $325 \text{ (total MET CRP)} / 5 \text{ (total number of METS)} = 65\%$

3. Combat readiness percentage is a valuable tool to assist commanders in readiness reporting by providing objective data to support and inform their subjective assessment.

1009. CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR TRAINING

1. All personnel assigned to the OPFOR must be trained in chemical, biological, radiological, and nuclear (CBRN) defense in order to survive and continue their mission in this environment. Individual proficiency standards are defined as survival and basic operating standards. Survival standards are those that the individual must master in order to survive CBRN attacks. Basic operating standards are those that the individual, and collectively the unit, must perform to continue operations in a CBRN environment.

2. In order to develop and maintain the ability to operate in a CBRN environment, CBRN training is an integral part of the training plan and events in this T&R Manual. Units should train under CBRN conditions whenever possible. Per reference (c), all units must be capable of accomplishing their assigned mission in a contaminated environment.

1010. NIGHT TRAINING

1. While it is understood that all personnel and units of the OPFOR are capable of performing their assigned mission in "every clime and place," current doctrine emphasizes the requirement to perform assigned missions at night and during periods of limited visibility. Basic skills are significantly more difficult when visibility is limited.

2. To ensure units are capable of accomplishing their mission they must train under the conditions of limited visibility. Units should strive to conduct all events in this T&R Manual during both day and night/limited visibility conditions. When there is limited training time available, night training should take precedence over daylight training, contingent on the availability of equipment and personnel.

1011. RISK MANAGEMENT (RM)

1. Risk management is a process that enables commanders to plan for and minimize risk while still accomplishing the mission. It is a tool to aid decision making used by Marines at all levels to increase effectiveness by anticipating hazards and reducing the potential for loss, thereby increasing the probability of success. Risk management minimizes risks to acceptable levels, commensurate with mission accomplishment.

2. All leaders and Marines will integrate RM in the planning process and implement hazard controls to reduce risk to acceptable levels. Applying the RM process will reduce mishaps, injuries, and damage they cause, thereby increasing both individual performance and unit readiness. Risk management assists the commander in avoiding unnecessary risk, determining the balance between training realism and unnecessary risks in training, making an informed decision to implement a course of action, identifying feasible and effective control measures, adjusting training plans to fit the level of proficiency and experience of Marines/Sailors, and providing reasonable alternatives for mission accomplishment.

3. Specifically, commanders are required to implement and document deliberate RM in the planning and execution of all training evolutions and activities. Furthermore, the authority to approve or accept risk assessment

code (RAC) 1 or 2 hazards will not be delegated below lieutenant colonel (O5). Further guidance for RM is found in Marine Corps Order 3500.27_.

1012. IMPROVISED EXPLOSIVE TRAINING

1. Improvised explosive device (IED) threat impacts all elements of the MAGTF and all Marines regardless of MOS, location, or operational environment. The ability to effectively operate and survive in environments with an IED threat is critical to force protection, maintaining combat effectiveness, and mission accomplishment.

2. Per Marine Corps policy on organizing, training, and equipping for operations in an IED environment (MCO 3502.9), Marines must be capable of not only accomplishing their assigned mission, but also accomplishing their mission in environments with an IED threat. Counter-improvised explosive device (C-IED) training must be integrated into the unit training plan in order-to ensure personnel assigned to the OPFOR train and maintain proficiency in C-IED tactics, techniques, and procedures.

C2 T&R MANUAL

CHAPTER 2

MISSION ESSENTIAL TASKS MATRIX

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C2 T&R MANUAL

CHAPTER 2

MISSION ESSENTIAL TASKS MATRIX

2000. PURPOSE. The purpose of this chapter is to identify each unit utilizing this manual and the collective events as reportable criterion for the associated MET.

2001. CLB 3 CORE MET MATRIX

MCT 1.1.2.2.1 Provide Headquarters for a Logistics Combat Element (LCE)	
C2OP-OPNS-7001	Develop the command and control (C2) system
C2OP-OPNS-7002	Plan for operations
C2OP-OPNS-7009	Conduct combat operations center (COC) functions

2002. CLB X CORE MET MATRIX

MCT 1.1.2.2.1 Provide Headquarters for a Logistics Combat Element (LCE)	
C2OP-OPNS-7001	Develop the command and control (C2) system
C2OP-OPNS-7002	Plan for operations
C2OP-OPNS-7009	Conduct combat operations center (COC) functions

2003. CLR 4/45, HQ CO CORE MET MATRIX

MCT 1.1.2.3 Provide Headquarters Personnel and Infrastructure	
C2OP-OPNS-8002	Establish command and control of an operation
C2OP-OPNS-8003	Execute the command and control (C2) process

2004. CLR X, HQ CO CORE MET MATRIX

MCT 1.1.2.2.1 Provide Headquarters for a Logistics Combat Element (LCE)	
C2OP-OPNS-8001	Develop the command and control (C2) system
C2OP-OPNS-8003	Execute the command and control (C2) process
C2OP-OPNS-8005	Plan for operations
C2OP-OPNS-8011	Conduct combat operations center (COC) functions

2005. CLR X5, HQ CO CORE MET MATRIX

MCT 1.1.2.2.1 Provide Headquarters for a Logistics Combat Element (LCE)	
C2OP-OPNS-8002	Establish command and control of an operation
C2OP-OPNS-8003	Execute the command and control (C2) process
C2OP-OPNS-8005	Plan for operations

2006. HQ CO, HQ REGT, MLG CORE MET MATRIX

MCT 1.1.2.2.1 Provide Headquarters for a Logistics Combat Element (LCE)
--

C2OP-OPNS-8001	Develop the command and control (C2) system
C2OP-OPNS-8003	Execute the command and control (C2) process
C2OP-OPNS-8005	Plan for operations
C2OP-OPNS-8011	Conduct combat operations center (COC) functions
MCT 5.1.1 Provide and Maintain Communications	
C2OP-OPNS-8002	Establish command and control of an operation
C2OP-OPNS-8011	Conduct combat operations center (COC) functions

2007. MAG HQ CORE MET MATRIX

MCT 1.1.2.3 Provide Headquarters Personnel and Infrastructure	
C2OP-OPNS-8001	Develop the command and control (C2) system
C2OP-OPNS-8003	Execute the command and control (C2) process
C2OP-OPNS-8005	Plan for operations
C2OP-OPNS-8011	Conduct combat operations center (COC) functions

2008. MAINTENANCE BN CORE MET MATRIX

MCT 1.1.2 Provide Task-Organized Forces	
C2OP-OPNS-7002	Plan for operations
C2OP-OPNS-7010	Execute the command and control (C2) process
C2OP-OPNS-8002	Establish command and control of an operation
MCT 1.1.2.2.1 Provide Headquarters for a Logistics Combat Element (LCE)	
C2OP-OPNS-7001	Develop the command and control (C2) system
C2OP-OPNS-7002	Plan for operations
C2OP-OPNS-7009	Conduct combat operations center (COC) functions

2009. MIG HQ CORE MET MATRIX

MCT 5 Exercise Command and Control	
C2OP-OPNS-8001	Develop the command and control (C2) system
C2OP-OPNS-8002	Establish command and control of an operation
C2OP-OPNS-8003	Execute the command and control (C2) process
C2OP-OPNS-8004	Conduct force deployment planning & execution (FDP&E)
C2OP-OPNS-8005	Plan for operations
C2OP-OPNS-8006	Conduct assessment

2010. MLG HQ CORE MET MATRIX

MCT 4.11 Plan and Direct Logistics Operations	
C2OP-OPNS-8002	Establish command and control of an operation
C2OP-OPNS-8003	Execute the command and control (C2) process
C2OP-OPNS-8011	Conduct combat operations center (COC) functions

2011. MSB CORE MET MATRIX

MCT 1.1.2.3 Provide Headquarters Personnel and Infrastructure	
C2OP-OPNS-7006	Conduct information management (IM)
MCT 1.2.1 Prepare Forces for Movement	
C2OP-OPNS-7008	Displace a combat operations center (COC)

2012. SUPPLY BN CORE MET MATRIX

MCT 1.1.2.2.1 Provide Headquarters for a Logistics Combat Element (LCE)	
C2OP-OPNS-7002	Plan for operations
C2OP-OPNS-7009	Conduct combat operations center (COC) functions
C2OP-OPNS-7010	Execute the command and control (C2) process
MCT 1.12.2 Support Amphibious Operations	
C2OP-OPNS-7010	Execute the command and control (C2) process

2013. TRANSPORTATION SUPPORT BN CORE MET MATRIX

MCT 1.1.2.2.1 Provide Headquarters for a Logistics Combat Element (LCE)	
C2OP-OPNS-7002	Plan for operations
C2OP-OPNS-7009	Conduct combat operations center (COC) functions
C2OP-OPNS-7010	Execute the command and control (C2) process

C2 T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

	<u>PARAGRAPH</u>	<u>PAGE</u>
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EVENT CODING.	3001	3-2
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C2 T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

3000. PURPOSE. Chapter 3 contains collective training events for C2.

3001. EVENT CODING. Events in this T&R Manual are depicted with an up to 12-character, 3-field alphanumeric system, i.e. XXXX-XXXX-XXXX. This chapter utilizes the following methodology:

a. Field one. This field represents the community. This chapter contains the following community codes:

<u>Code</u>	<u>Description</u>
C2OP	C2 Operations

b. Field two. This field represents the functional/duty area. This chapter contains the following functional/duty areas:

<u>Code</u>	<u>Description</u>
COC	Command and Control
OPNS	Operations
PLAN	Planning

c. Field three. This field provides the level at which the event is accomplished and numerical sequencing of events. This chapter contains the following event levels:

<u>Code</u>	<u>Description</u>
8000	Regiment level
7000	Battalion level
6000	Company level
4000	Squad level
3000	Fireteam level

3002. INDEX & LIST OF 3000 LEVEL EVENTS

Event Code	E-Coded	Event	Page
3000 Level Events			
C2OP-COC-3001	NO	Maintain a current Common Tactical Picture (CTP)	3-2
C2OP-COC-3002	NO	Provide communications support	3-4

C2OP-COC-3001: Maintain a current Common Tactical Picture (CTP)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: A common tactical picture (CTP) manager utilizes various C2 maneuvers and fires systems to collect, store, integrate, and display all relevant tactical information within a unit's operational area and/or operational area of interest to create and maintain the CTP, which integrates tactical information from all available sources. All members of the COC are responsible for maintaining their portion of the CTP, as well as, collaborating with each member of the COC to collectively create the CTP to support the commander's decision making process. In addition to the digital CTP, the CTP manager will also maintain the physical status boards that pertain to their respective digital responsibilities, e.g. SIGACT, FIRECAP, fire plans, priority target list, ATO/CAS status board, etc.

CONDITION: Given an operational COC, functional communications architecture, C2 systems, operations order, and with the aid of references

STANDARD: In order to produce an continuously accurate CTP that reflects all elements of the unit's battle space IAW the operations order.

EVENT COMPONENTS:

1. Configure the CTP workstation.
2. Construct a CTP.
3. Manage routes.
4. Manage overlays.
5. Manage tracks.
6. Manage relevant situational awareness displays.
7. Develop situational awareness products (reports, PowerPoint presentation/slides, etc.).
8. Collaborate with higher, adjacent, subordinate and supporting CTP Managers.
9. Collaborate with COC Staff members on CTP inputs/outputs.

REFERENCES:

1. JP 1-02 superseded DoD Dictionary of Military and Associated Terms
2. MCRP 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
3. MCWP 3-30 Marine Air-Ground Task Force Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS: C2OP-SYSO-2001

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This training can be executed at MAGTF Integrated Training Center (MISTC); units should contact their local MISTC to schedule training.

SPECIAL PERSONNEL CERTS: Students attending this course should hold a recent course completion certificates for the JTCW/C2PC Course (CID: KZ3) and Tactical COP Server course (CID: KDB).

C2OP-COC-3002: Provide communications support

SUPPORTED MET(S): MCT 5.1.1

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The communications representative (S6) typically resides in the S-6 Systems Control (SYSCON), which is collocated with the COC. They work together with the MAGTF Command Element S/G-6 to ensure the communications architecture will support the unit's operational needs. Single channel radio (SCR) nets will vary with each operation. The S-6 enables C2 system connectivity to the various communications and data networks, but is not responsible for maintaining and operating the C2 systems themselves. It is a paramount priority that the S-3, IMO, and S-6 conduct proper planning prior to the operation. The S-6 communicates with the S-3 and IMO throughout the duration of the operation in order to provide an adequate communications architecture for a given operation.

CONDITION: Given an operational COC, functional communications architecture, current unit TO&E, C2 systems, operations order, and aid of references.

STANDARD: To satisfy the commander's planning, decision, execution, and assessment (PDE&A) requirements within established time limits and operational constraints/restraints.

EVENT COMPONENTS:

1. Establish the COC communications architecture.
2. Maintain radio nets.
3. Maintain switching.
4. Supervise communication support personnel.
5. Maintain NIPRNET, SIPRNET and COWAN.
6. Maintain tactical telephone services.
7. Coordinate with the Operations Chief/IM Staff to maintain C2 systems networking backbone internal/external to the COC.
8. Coordinate outages with technical control facilities (TECHCONFAC).
9. Execute the displacement communications plan.
10. Report communication status.

REFERENCES: MCDP 1-0 Marine Corps Operations

CHAINED EVENTS:

INTERNAL SUPPORTED EVENTS: C2OP-COC-2001

SUPPORT REQUIREMENTS:

ORDNANCE NOTES: No ordnance is required for this event

3003. INDEX & LIST OF 4000 LEVEL EVENTS

Event Code	E-Coded	Event	Page
4000 Level Events			
C2OP-OPNS-4001	NO	Establish the COC	3-1

C2OP-OPNS-4001: Establish the COC

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO **SUSTAINMENT INTERVAL:** 12 months

READINESS-CODED: NO

DESCRIPTION: The Operations Chief is responsible for the supervision of setting up the COC, and ensuring the COC is fully functional for the commander. Typically, the Operations Chief will coordinate with G6/S6/IMO for establishing connectivity within the COC, and building the network architecture.

CONDITION: Given the units TO&E, communications architecture, C2 systems, commander's guidance, and aid of references

STANDARD: To enable a localized facility the ability to conduct continuously effective command and control of an assigned AO IAW prescribed doctrine.

EVENT COMPONENTS:

1. Identify COC components.
2. Emplace COC tent.
3. Perform interior set up of COC equipment.
4. Establish connectivity to antenna hill suite.
5. Verify connectivity.
6. Operate end user software.
7. Prepare for displacement (as required).

REFERENCES: Manufacturer's Technical Instructions and Publications

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001 C2OP-INST-2001 C2OP-MAIN-2001

SUPPORT REQUIREMENTS:

EQUIPMENT: CAPSET COC and other C2 support structures will be used to execute this task.

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This training can be executed at MAGTF Integrated Training Center (MISTC); units should contact their local MISTC to schedule training.

3004. INDEX & LIST OF 6000 LEVEL EVENTS

Event Code	E-Coded	Event	Page
6000 Level Events			
C2OP-OPNS-6001	NO	Plan for operations	3-1
C2OP-OPNS-6002	NO	Conduct assessment	3-2
C2OP-OPNS-6003	NO	Conduct information management (IM)	3-3
C2OP-OPNS-6004	NO	Develop the command and control (C2) system	3-4
C2OP-PLAN-6001	NO	Conduct planning	3-5

C2OP-OPNS-6001: Plan for operations

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The process that develops an order to direct actions and focus subordinate activities toward accomplishing the mission.

CONDITION: Given commander's guidance, key leaders, higher headquarters operations order, and aid of references

STANDARD: To communicate all elements of the commander's intent, guidance, and decisions in a clear, useful form that is understood by those who must execute the order IAW prescribed doctrine.

EVENT COMPONENTS:

1. Conduct problem framing.
2. Determine planning process (MCP, R2P2, hasty planning, or other method).
3. Determine time available.
4. Establish timeline for planning and preparation.
5. Issue warning order.
6. Implement cultural considerations into mission planning.
7. Create orders (OPORD, FRAGO, decision support tools (DST), etc.).
8. Issue orders.
9. Implement feedback mechanisms.
10. Coordinate planning with higher, adjacent, subordinate, and supporting units.

REFERENCES: MCDP-6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2004

C2OP-OPNS-2009

C2OP-OPNS-2009

C2OP-OPNS-6002: Conduct assessment

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Assessments is not clearly articulated within our doctrine, but it is inherently understood by all as a necessity to ensure we are measuring effectiveness in achieving the tactical and operational objectives and endstate. The purpose of an assessment is to tell the commander and staff: (1) Whether another course of actions needs to be adopted, (2) Whether the operational design based upon problem framing is producing results, (3) Whether problem framing needs adjustment, and/or (4) Whether the learning mechanisms of the unit are tuned to the particular operational problem. Generally, this measurement is accomplished by the development of measures of effectiveness (MOE) and measures of performance (MOP); MOEs are designed to answer the question "Are we doing the right things?", and measures the purpose accomplishment and the why the endstate in the mission statement. MOPs are designed to answer the question "Are we doing things right?", and measures task completion and the "what" in the mission statement. The assessment plan, which is outlined in the operations order, must describe the process of how and what will be measured, as well as how this measurement will be utilized in the decision-making process. This measurement will be used to recommend shifting of resources, revising tasks, or validating the current plan is effective.

CONDITION: Given commander's guidance, published operations order, designated primary and special staff, aid of references, and Joint, Interagency Intergovernmental Multinational Organizations

STANDARD: To adequately support the commander's decision-making process IAW prescribed doctrine.

EVENT COMPONENTS:

1. Determine the purpose of the operation.
2. Determine objectives (campaign, mission, phases, lines of operations (LOOs), etc.).
3. Establish end state.
4. Establish conditions & sub-conditions (as required).
5. Develop measures of effectiveness (MOE).
6. Develop measures of performance (MOP).
7. Develop information requirements (IRs) for MOE & MOP.
8. Determine IRs for collection.
9. Develop a collections plan (internal & external).
10. Develop an IR tracking method.
11. Develop IR analysis method.
12. Integrate IR analysis into the unit battle rhythm.
13. Compare IR to MOE & MOP.
14. Develop recommended actions and/or decisions.
15. Track actions & decisions.
16. Modify MOE, MOP, and analysis tools (as required).
17. Integrate objectives.

REFERENCES: MCDP 6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2004

C2OP-OPNS-2009

C2OP-OPNS-6003: Conduct information management (IM)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: A command and control system includes the elements of people, information, and support structures. The element of information is the link between the people and the support structures which must be integrated to create speed, tempo, and rapidity, thus supporting the decision making cycle. The term information includes how it is obtained, how it is valued, how it is processed, how it is stored, how it is shared, and how it is used to support decision-making. Information starts with data; this data is collected, evaluated, and processed into useful and meaningful information that supports a decision. Units must develop a process with detailed procedures that will be used to promote situational awareness, satisfy the commander's CCIRs, resolve information gaps, and support HHQ requirements throughout the planning, decision, execution, and assessment cycles. The process, which is applicable to both the operational and non-operational environment, must direct actions and focus subordinate activities toward supporting the commander's decision-making progress.

CONDITION: Given commander's guidance, operations order, unit TO&E, functional communications architecture, integrated command and control (C2) systems, and aid of references

STANDARD: To continuously support the commander's decision-making process IAW published doctrine/Operations Order, Annex U, Appendixes 1-4 and Tabs A-E.

EVENT COMPONENTS:

1. Identify decision points.
2. Identify other information exchange requirements (IERS).
3. Identify people, relationships, and organizations that affect information flow.
4. Execute information protocols.
5. Process data (refine and sort).
6. Analyze necessary information (analyze, fuse, and share).
7. Create quality information.
8. Collate quality information for CO and key leaders to make decisions IAW levels of authority.
9. Disseminate information to higher, adjacent, supporting elements.
10. Integrate with B2C2WGs inputs, processes, and outputs to support the units decision-making (boards, bureaus, cells, committees, and working groups).

11. Ensure decision makers have access to necessary information at the right time/place.
12. Store information.
13. Conduct scheduled and unscheduled inspections of stored.
14. Assess the IM plan (as required).
15. Modify the plan (as required).

REFERENCES: MCTP 3-30B Information Management

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-IM-2001

C2OP-IM-2002

C2OP-IM-2003

SUPPORT REQUIREMENTS:

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

C2OP-OPNS-6004: Develop the command and control (C2) system

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Command and control (C2) is the framework that coordinates, integrates, synchronizes, and deconflicts all of the war fighting functions in order to reduce uncertainty, maximize time, and expedite the decision making progress. Effective C2 starts with highly qualified people (Operations and Tactics Instructor, Ground Operations Specialist, C2 Operators Courses etc.) and effective Commander's guidance. C2 is both a process and a system which are mutually supporting and inter-related; one cannot exist without the other. The C2 process is a series of defined actions, which includes but not limited to how a unit receives, formats, plots, translate, and correlates information; the C2 system is comprised of three elements: people, information, and support structures. People are the gatherers, decision makers, and executors. Information is the words, letters, numbers, images, and symbols we use to represent things, events, ideas, and values. Support structures are the tools people utilize to create, disseminate, store and use information. C2 support structures include both digital systems and analog methods. Effective C2 requires the same level of detailed planning which will include the entire staff. This portion of the plan must clearly articulate what people, what information, and what support structures will be utilized to support the commander's decision-making progress.

CONDITION: Given a higher headquarters order, unit T/O&E, designated primary and special staff, functional communications architecture, and aid of references

STANDARD: To promulgate an operations order per the prescribed timeline with complete annexes, appendixes, and tabs IAW MCWP 5-1 Appendix K.

EVENT COMPONENTS:

1. Identify the personnel required.
2. Identify the information requirements.
3. Identify the support structures required.
4. Request HHQ support as required.
5. Design C2 support structure architecture.
6. Develop C2 system (people, information, support structure, ect.) integration plan.
7. Design redundant methods.
8. Incorporate in appropriate annexes of the operations order.

REFERENCES: MCTP 3-30B Information Management

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001	C2OP-COC-2002	C2OP-COC-2002
C2OP-COC-2003	C2OP-OPNS-6001	

C2OP-PLAN-6001: Conduct planning

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO **SUSTAINMENT INTERVAL:** 6 months

READINESS-CODED: NO

DESCRIPTION: This process, in an operational and non-operational environment, that develops an order/plan to direct actions and focuses subordinate activities towards accomplishing the mission. The purpose of this plan is to communicate the commander's intent, guidance, and tasks in a clear, useful form that is easily understood by those who must execute the mission with the default being deliberate planning by using the Marine Corps planning process (MCPD). Depending upon time, type of unit, environment, and situation, the unit may decide to utilize other planning methods (rapid response planning process (R2P2)) or modify the planning process. For the purposes of measuring capability, the standard of MCPD will be utilized for measuring readiness of core tasks.

CONDITION: Given commander's guidance, higher headquarters order/plan, and required principal and special staff

STANDARD: To issue a timely and complete operations order that satisfies the commander's intent with annexes, appendixes, and tabs per MCWP 5-1 Appendix K IAW prescribed doctrine.

EVENT COMPONENTS:

1. Determine time available.
2. Establish timeline for planning and preparation.
3. Conduct operational planning team (OPT).

4. Conduct problem framing.
5. Coordinate planning with higher, adjacent, subordinate, and supporting units.
6. Issue warning order to subordinate and supporting units.
7. Conduct course of action (COA) development.
8. Conduct COA war gaming.
9. Conduct COA comparison and decision.
10. Develop order.
11. Transition from planning to execution (at a minimum with the CONOPS brief).
12. Implement feedback mechanisms.

REFERENCES:

1. AtN Handbook AtN handbook
2. Culture Matters The Peace Corps Cross-Cultural Workbook

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2004	C2OP-OPNS-2009	C2OP-OPNS-2010
C2OP-PLAN-7001		

SUPPORT REQUIREMENTS:

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Implement Cultural Considerations, Human Network dynamics throughout the planning process.

3005. INDEX & LIST OF 7000 LEVEL EVENTS

Event Code	E-Coded	Event	Page
7000 Level Events			
C2OP-OPNS-7001	NO	Develop the command and control (C2) system	3-1
C2OP-OPNS-7002	NO	Plan for operations	3-2
C2OP-OPNS-7003	NO	Conduct assessment	3-3
C2OP-OPNS-7004	NO	Conduct force deployment planning & execution (FDP&E)	3-4
C2OP-OPNS-7005	YES	Integrate Joint, Interagency, Intergovernmental, Multinational (JIIM) support into operations	3-5
C2OP-OPNS-7006	NO	Conduct information management (IM)	3-6
C2OP-OPNS-7007	NO	Institute a command post (CP)	3-7
C2OP-OPNS-7008	NO	Displace a combat operations center (COC)	3-8
C2OP-OPNS-7009	NO	Conduct combat operations center (COC) functions	3-8
C2OP-OPNS-7010	NO	Execute the command and control (C2) process	3-9
C2OP-PLAN-7001	NO	Conduct planning	3-10

C2OP-OPNS-7001: Develop the command and control (C2) system

SUPPORTED MET(S):

MCT 1.1.2.2.1

MCT 4.11

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Command and control (C2) is the framework that coordinates, integrates, synchronizes, and deconflicts all of the war fighting functions in order to reduce uncertainty, maximize time, and expedite the decision making progress. Effective C2 starts with highly qualified people (Operations and Tactics Instructor, Ground Operations Specialist, C2 Operators Courses etc.) and effective Commander's guidance. C2 is both a process and a system which are mutually supporting and inter-related; one cannot exist without the other. The C2 process is a series of defined actions, which includes but not limited to how a unit receives, formats, plots, translate, and correlates information; the C2 system is comprised of three elements: people, information, and support structures. People are the gatherers, decision makers, and executors. Information is the words, letters, numbers, images, and symbols we use to represent things, events, ideas, and values. Support structures are the tools people utilize to create, disseminate, store, and use information. C2 support structures include both digital systems and analog methods. Effective C2 requires the same level of detailed planning which will include the entire staff. This portion of the plan must clearly articulate what people, information, and support structures will be utilized to support the commander's decision-making progress.

CONDITION: Given a higher headquarters order, unit T/O&E, designated primary and special staff, functional communications architecture, and aid of references

STANDARD: To promulgate an operations order within the prescribed timeline that includes with complete annexes, appendixes and tabs IAW MCWP 5-1 Appendix K.

EVENT COMPONENTS:

1. Identify the personnel required.
2. Identify the information requirements.
3. Identify the support structures required.
4. Request HHQ support as required.
5. Design C2 support structure architecture.
6. Develop C2 system (people, information, support structure) integration plan.
7. Design redundant methods.
8. Incorporate in appropriate annexes of the operations order.

REFERENCES: MCTP 3-30B Information Management

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001	C2OP-OPNS-6001	C2OP-OPNS-6001
C2OP-OPNS-6004	C2OP-OPNS-6004	C2OP-OPNS-8001
C2OP-OPNS-8001	C2OP-OPNS-8001	

C2OP-OPNS-7002: Plan for operations

SUPPORTED MET(S):

MCT 1.1.2.2.1 MCT 4.11

EVALUATION-CODED: NO **SUSTAINMENT INTERVAL:** 3 months

READINESS-CODED: NO

DESCRIPTION: The process that develops an order to direct actions and focus subordinate activities toward accomplishing the mission.

CONDITION: Given commander's guidance, higher headquarters operations order, battle staff, and aid of references

STANDARD: To communicate all necessary elements of the commander's intent, guidance, and decisions in a clear, useful form that is easily understood by those who must execute the order IAW prescribed doctrine.

EVENT COMPONENTS:

1. Conduct problem framing.
2. Determine planning process (campaign, MCPP, R2P2, hasty planning, or other method).
3. Determine time available.
4. Establish timeline for planning and preparation.

5. Issue warning order.
6. Conduct OPT.
7. Implement cultural considerations into mission planning.
8. Create orders (OPORD, FRAGO, decision support tools (DST), etc.).
9. Issue orders.
10. Implement feedback mechanisms.
11. Coordinate planning with higher, adjacent, subordinate, and supporting units.

REFERENCES: MCDP-6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2004	C2OP-OPNS-6001	C2OP-OPNS-8005
C2OP-PLAN-8001		

C2OP-OPNS-7003: Conduct assessment

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: Assessments is not clearly articulated within our doctrine, but it is inherently understood by all as a necessity to ensure we are measuring effectiveness in achieving the tactical and operational objectives and endstate. The purpose of an assessment is to tell the commander and staff: (1) Whether another course of actions needs to be adopted, (2) Whether the operational design based upon problem framing is producing results, (3) Whether problem framing needs adjustment, and/or (4) Whether the learning mechanisms of the unit are tuned to the particular operational problem. Generally, this measurement is accomplished by the development of measures of effectiveness (MOE) and measures of performance (MOP); MOEs are designed to answer the question ¿Are we doing the right things?, and measures the endstate in the mission statement. MOPs are designed to answer the question "Are we doing things right?", and measures task completion and the "what" in the mission statement. The assessment plan, which is outlined in the operations order, must describe the process of how and what will be measured, as well as how this measurement will be utilized in the decision making process. This measurement will be used to recommend shifting of resources, revising tasks, or validating the current plan is effective.

CONDITION: Given commander's guidance, published operations order, designated primary and special staff, aid of references, and Joint, Interagency Intergovernmental Multinational Organizations

STANDARD: To adequately support the commander's decision-making process IAW prescribed doctrine.

EVENT COMPONENTS:

1. Determine the purpose of the operation.

2. Determine objectives (campaign, mission, phases, LOOs, etc.).
3. Establish end states.
4. Establish conditions & sub-conditions (as required).
5. Develop measures of effectiveness.
6. Develop measures of performance.
7. Develop information requirements for MOE & MOP.
8. Determine IRs for collection.
9. Develop a collections plan (internal & external).
10. Develop an IR tracking method.
11. Develop IR analysis method.
12. Integrate IR analysis into the unit battle rhythm.
13. Compare IR to MOE & MOP.
14. Develop recommended actions and/or decisions.
15. Track actions and decisions.
16. Modify MOE, MOP, and analysis tools (as required).
17. Integrate objectives.

REFERENCES: MCDP-6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2009

C2OP-OPNS-6002

C2OP-OPNS-8006

C2OP-OPNS-7004: Conduct force deployment planning & execution (FDP&E)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: The FDP&E process outlines the detailed planning and execution timeline, force deployment planning guidelines, logistics and force sustainment, manpower planning guidelines, and global force management process.

CONDITION: Given a warning order, commander's guidance, battle staff, unit TO&E, functional communications architecture, integrated C2 systems, and aid of references

STANDARD: To ensure a properly equipped combat ready unit deploys to the correct location within the prescribed timeline ISO assigned tasks IAW prescribed doctrine.

EVENT COMPONENTS:

1. Identify command and staff responsibilities.
2. Conduct operational planning.
3. Assess relevant planning factors.
4. Determine transportation requirements.
5. Prepare unit manifest.
6. Prepare unit equipment density lists (EDLs).
7. Report TPFDD requirements to higher headquarters.

8. Disseminate a movement schedule.
9. Supervise embarkation/movement to staging area.
10. Conduct inspections.
11. Disseminate the plan for RSO & I.
12. Execute the force flow plan.

REFERENCES: MCDP-6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2005 C2OP-LOG-2001 C2OP-OPNS-2004
C2OP-OPNS-8004

C2OP-OPNS-7005: Integrate Joint, Interagency, Intergovernmental, Multinational (JIIM) support into operations

SUPPORTED MET(S): MCT 5.5.5.1

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: Due to the type of threat opposing deployed Marine Corps operational forces, it may become necessary to seek aid from sources outside of the Marine Corps to include aid from friendly joint forces, local government offices/officials, or even other nations in order to overcome situations encountered.

CONDITION: Given higher headquarters operations order, commander's guidance, commander's battlespace area evaluation (CBAE), battle staff, unit TO&E, functional communications architecture, integrated C2 systems, and aid of references

STANDARD: To achieve unity of effort and assemble all relevant assets to bear on the situation per the commander's intended timeline IAW prescribed doctrine.

EVENT COMPONENTS:

1. Identify capabilities limitations and shortfalls from staff assessments.
2. Identify existing JIIM organizations in your AO, AI, and AoI.
3. Synchronize goals, tasks, capabilities, limitation, key leaders, and command/support relationships.
4. Identify JIIM organizational gaps.
5. Coordinate the support of JIIM.
6. Identify security and planning requirements for JIIM.
7. Verify unity of effort/purpose.
8. Assess unity of effort/purpose.

REFERENCES: MCDP-6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2009

C2OP-OPNS-8007

C2OP-OPNS-7006: Conduct information management (IM)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: A command and control system includes the elements of people, information, and support structures. The element of information is the link between the people and the support structures, which must be integrated to create speed, tempo, and rapidity, thus supporting the decision making cycle. The term information includes how it is obtained, how it is valued, how it is processed, how it is stored, how it is shared, and how it is used to support decision making. Information starts with data; this data is collected, evaluated, and processed into useful and meaningful information that supports a decision. Units must develop a process with detailed procedures that will be used to promote situational awareness, satisfy the commander's CCIRs, resolve information gaps, and support HHQ requirements throughout the planning, decision, execution, and assessment cycles. The process, which is applicable to both the operational and non-operational environment, must direct actions and focus subordinate activities toward supporting the commander's decision-making progress.

CONDITION: Given commander's guidance, operations order, unit TO&E, functional communications architecture, integrated command and control (C2) systems, and aid of references

STANDARD: To continuously support the commander's decision-making process IAW published doctrine/Operations Order, Annex U, Appendixes 1-4, and Tabs A-E.

EVENT COMPONENTS:

1. Identify other information exchange requirements (IERS).
2. Identify people, relationships, and organizations that affect information flow.
3. Execute information protocols.
4. Process information (refine and sort).
5. Analyze necessary information (analyze, fuse, and share).
6. Identify decision points.
7. Create quality information.
8. Collate quality information.
9. Disseminate decisions to higher, adjacent, supporting elements.
10. Modify B2C2WGs inputs, processes, and outputs to support the units decision making (boards, bureaus, cells, committees, and working groups).
11. Store information.
12. Conduct scheduled and unscheduled inspections of stored materials.

13. Assess the IM plan (as required).
14. Modify the plan (as required).

REFERENCES: MCTP 3-30B Information Management

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-IM-2001

C2OP-IM-2002

C2OP-IM-2003

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-6003

C2OP-OPNS-8008

SUPPORT REQUIREMENTS:

C2OP-OPNS-7007: Institute a command post (CP)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Deployed commands need to establish a localized facility in which they can command forces within an assigned area of operations, and respond to events that occur in said area of operations, this facility is known as a Command Post (CP).

CONDITION: Given supporting attachments, an operations order, and commander's guidance

STANDARD: To establish and continuously integrate all necessary elements of C2 systems, personnel, and processes for command and control of operations within a time limit established by the commander.

EVENT COMPONENTS:

1. Establish communication with higher, adjacent, and subordinate units.
2. Conduct information management.
3. Create procedures to transition control to appropriate echelons.
4. Maintain continuity of operations.
5. Establish fire support coordination center.
6. Establish systems control.
7. Organize staff sections for forward, main, and rear.
8. Establish intelligence operations center.
9. Establish an administration operations center.
10. Establish a logistics operations center.
11. Establish combat operations center.

REFERENCES:

1. MCTP 3-10F Fire Support Coordination in the Ground Combat Element
2. MCWP 3-10 MAGTF Ground Operations

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001
C2OP-COC-2003
C2OP-OPNS-8009

C2OP-COC-2002
C2OP-OPNS-4001

C2OP-COC-2002
C2OP-OPNS-4001

C2OP-OPNS-7008: Displace a combat operations center (COC)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: This event requires the unit staff to exercise command and control of operations while displacing forward, main, and rear command posts (CPs) through the area of operations, despite the challenges posed by the condition on embarkation, communications, and other functions.

CONDITION: Given supporting attachments, operations order, and commander's guidance

STANDARD: To transfer all elements of command and control of operations among various CPs while maneuvering throughout the area of operations IAW prescribed doctrine.

EVENT COMPONENTS:

1. Conduct a site survey.
2. Implement methods of embarkation/transportation.
3. Transfer authority to an alternate CP.
4. Establish CP.
5. Conduct command post operations.
6. Reassume authority at the CP.
7. Establish protocol for the transfer of authority.
8. Establish protocols/procedures that mitigate the loss of communications and situational awareness.

REFERENCES: NTPP 3-02.14 The Naval Beach Group (Rev A)

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001	C2OP-COC-2002	C2OP-COC-2002
C2OP-COC-2003	C2OP-GOS-2001	C2OP-OPNS-2001
C2OP-OPNS-4001	C2OP-OPNS-4001	C2OP-OPNS-7001
C2OP-OPNS-8010	C2OP-OPNS-8010	

SUPPORT REQUIREMENTS:

RANGE/TRAINING AREA:

Facility Code 17410 Maneuver/Training Area, Light Forces

EQUIPMENT: CAPSET COC

C2OP-OPNS-7009: Conduct combat operations center (COC) functions

SUPPORTED MET(S):

MCT 1.1.2.2.1

MCT 4.11

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The COC is the location where the aggregation and dissemination of information provides the commander and staff with situational awareness, thus facilitating the decision-making process.

CONDITION: Given an operations order, current unit TO&E, battle staff, communication assets, and C2 systems

STANDARD: To continuously integrate all necessary systems, personnel, and processes IAW prescribed doctrine.

EVENT COMPONENTS:

1. Organize battle staff (Warfighting Functions).
2. Establish a COC.
3. Establish COC watch.
4. Maintain battle rhythm.
5. Coordinate movement of forces.
6. Execute information management procedures.
7. Conduct battle drills.
8. Maintain communications with HAS units.
9. Maintain CTP.
10. Conduct cross-boundary coordination.
11. Synchronize staff section operations.

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
2. MCWP 3-10 MAGTF Ground Operations
3. MCWP 6-2 MAGTF Command and Control Operations

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001	C2OP-COC-2002	C2OP-COC-2002
C2OP-COC-2003	C2OP-OPNS-2001	C2OP-OPNS-4001
C2OP-OPNS-4001	C2OP-OPNS-7001	C2OP-OPNS-8002
C2OP-OPNS-8002		

SUPPORT REQUIREMENTS:

EQUIPMENT: CAPSET COC

C2OP-OPNS-7010: Execute the command and control (C2) process

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 3 months

READINESS-CODED: NO

DESCRIPTION: Command and control (C2) is the framework that coordinates, integrates, synchronizes, and deconflicts all of the war fighting functions in order to reduce uncertainty, maximize time, and expedite the decision making progress. Effective C2 starts with highly qualified people (Operations and Tactics Instructor, Ground Operations Specialist, C2 Operators Courses etc.) and effective commander's guidance. C2 is both a process and a system which are mutually supporting and inter-related; one cannot exist without the other. The C2 process is a series of defined actions, which includes but is not limited to how a unit receives, formats, plots, translate, and correlates information, whereas the C2 system is comprised of three elements: people, information, and support structures. People are the gatherers, decision makers, and executors. Information is the words, letters, numbers, images, and symbols we use to represent things, events, ideas, and values. Support structures are the tools people utilize to create, disseminate, store, and use information. C2 support structures include both digital systems and analog methods.

CONDITION: Given a program of record CAPSET combat operations center (COC), appropriate primary and special staff personnel, a functional communications architecture, and aid of references

STANDARD: In order to implement all elements of the decision-making cycle within prescribed timelines of governing doctrine.

EVENT COMPONENTS:

1. Employ C2 support structures.
2. Implement tactical control measures (TCMs).
3. Track decision points (CCIR's, essential elements of friendly information (EEFI)).
4. Track higher, adjacent, supporting units.
5. Issue FRAG orders to adjacent, supporting, and subordinate elements.
6. Provide information to HASS (as required).
7. Monitor transitions (phases, units, etc.).
8. Maintain situational awareness.
9. Prepare for follow on operations as appropriate (branches, sequels, etc.).

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
2. MCWP 3-10 MAGTF Ground Operations
3. MCWP 3-20 MAGTF Aviation Operations
4. MCWP 6-2 MAGTF Command and Control Operations

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2001	C2OP-OPNS-2005	C2OP-OPNS-7001
C2OP-OPNS-7002	C2OP-OPNS-7002	C2OP-OPNS-8003
C2OP-OPNS-8003		

C2OP-PLAN-7001: Conduct planning

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: This process, in an operational and non-operational environment, that develops an order/plan to direct actions and focuses subordinate activities towards accomplishing the mission. The purpose of this plan is to communicate the Commander's intent, guidance, and tasks in a clear, useful form that is easily understood by those who must execute the mission with the default being deliberate planning by using the Marine Corps Planning Process (MCP). Depending upon time, type of unit, environment, and situation, the unit may decide to utilize other planning methods (Rapid Response Planning Process (R2P2)) or modify the planning process. For the purposes of measuring capability, the standard of MCP will be utilized for measuring readiness of core tasks.

CONDITION: Given commander's guidance, higher headquarters order/plan, and required principal and special staff

STANDARD: To issue a timely and complete operations order that satisfies the commander's intent with annexes, appendixes, and tabs per MCWP 5-1 Appendix K IAW prescribed doctrine.

EVENT COMPONENTS:

1. Determine time available.
2. Establish timeline for planning and preparation.
3. Conduct Operational Planning Team (OPT).
4. Conduct problem framing.
5. Coordinate planning with higher, adjacent, subordinate, and supporting units.
6. Issue warning order to subordinate and supporting units.
7. Conduct course of action (COA) development.
8. Conduct COA wargaming.
9. Conduct COA comparison and decision.
10. Develop order.
11. Transition from planning to execution (at a minimum with the CONOPS brief).
12. Implement feedback mechanisms.

REFERENCES:

1. AtN Handbook AtN handbook
2. Culture Matters The Peace Corps Cross-Cultural Workbook

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2004	C2OP-OPNS-2009	C2OP-OPNS-2010
C2OP-OPNS-6001	C2OP-PLAN-8001	

SUPPORT REQUIREMENTS:

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Implement Cultural Considerations, Human Network dynamics throughout the planning process.

3006. INDEX & LIST OF 8000 LEVEL EVENTS

Event Code	E-Coded	Event	Page
8000 Level Events			
C2OP-OPNS-8001	YES	Develop the command and control (C2) system	3-1
C2OP-OPNS-8002	NO	Establish command and control of an operation	3-2
C2OP-OPNS-8003	YES	Execute the command and control (C2) process	3-3
C2OP-OPNS-8004	NO	Conduct force deployment planning & execution (FDP&E)	3-4
C2OP-OPNS-8005	YES	Plan for operations	3-5
C2OP-OPNS-8006	NO	Conduct assessment	3-6
C2OP-OPNS-8007	NO	Integrate Joint, Interagency, Intergovernmental, Multinational (JIIM) support into operations	3-7
C2OP-OPNS-8008	NO	Conduct information management (IM)	3-8
C2OP-OPNS-8009	NO	Institute a command post (CP)	3-9
C2OP-OPNS-8010	NO	Displace a combat operations center (COC)	3-10
C2OP-OPNS-8011	YES	Conduct combat operations center (COC) functions	3-11
C2OP-PLAN-8001	NO	Conduct planning	3-12

C2OP-OPNS-8001: Develop the command and control (C2) system

SUPPORTED MET(S):

MCT 1.1.2.2.1

MCT 1.1.2.3

MCT 4.11

MCT 5.1.1

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Command and control (C2) is the framework that coordinates, integrates, synchronizes, and deconflicts all of the war fighting functions in order to reduce uncertainty, maximize time, and expedite the decision making progress. Effective C2 starts with highly qualified people (Operations and Tactics Instructor, Ground Operations Specialist, C2 Operators Courses etc.) and effective commander's guidance. C2 is both a process and a system which are mutually supporting and inter-related; one cannot exist without the other. The C2 process is a series of defined actions, which includes but not limited to how a unit receives, formats, plots, translate, and correlates information; the C2 system is comprised of three elements: people, information, and support structures. People are the gatherers, decision makers, and executors. Information is the words, letters, numbers, images, and symbols we use to represent things, events, ideas, and values. Support structures are the tools people utilize to create, disseminate, store, and use information. C2 support structures include both digital systems and analog methods. Effective C2 requires the same level of detailed planning which will include the entire staff. This portion of the plan must clearly articulate what people, information, and support structures will be utilized to support the commander's decision-making progress.

CONDITION: Given a higher headquarters order, unit T/O&E, designated primary and special staff, functional communications architecture, and aid of references

STANDARD: To promulgate a complete operations order with annexes, appendixes, and tabs within the prescribed timeline IAW MCWP 5-1 Appendix K.

EVENT COMPONENTS:

1. Identify the personnel required.
2. Identify the information requirements.
3. Identify the support structures required.
4. Request HHQ support as required.
5. Design C2 support structure architecture.
6. Develop C2 system (people, information, support structure) integration plan.
7. Design redundant methods.
8. Incorporate in appropriate annexes of the operations order.

REFERENCES: MCTP 3-30B Information Management

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001	C2OP-COC-2002	C2OP-COC-2002
C2OP-COC-2003	C2OP-OPNS-6001	C2OP-OPNS-7001

C2OP-OPNS-8002: Establish command and control of an operation

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The proper preparation for C2 prior to conducting MAGTF operations is imperative to the overall success of the mission.

CONDITION: Given a, CAPSET COC, an operations order, battle staff, commander's intent, and aid of references

STANDARD: To successfully maintain MAGTF operations IAW prescribed doctrine.

EVENT COMPONENTS:

1. Establish the Combat Operations Center.
2. Establish the Command Post (as required).
3. Install communications architecture.
4. Establish Command & Support relationships.
5. Employ Command and Control systems.
6. Prepare for operations (order's issuance, PCCs, PCIs, rehearsals, etc.).
7. Assess Annex U methods of delivery.

REFERENCES: NTPP 3-02.14 The Naval Beach Group (Rev A)

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001	C2OP-COC-2002	C2OP-COC-2002
C2OP-COC-2003	C2OP-OPNS-4001	C2OP-OPNS-4001
C2OP-OPNS-7001	C2OP-OPNS-7002	C2OP-OPNS-7002
C2OP-OPNS-7010		

C2OP-OPNS-8003: Execute the command and control (C2) process

SUPPORTED MET(S):

MCT 1.1.2.2.1 MCT 1.1.2.3 MCT 4.11

EVALUATION-CODED: YES **SUSTAINMENT INTERVAL:** 6 months

READINESS-CODED: NO

DESCRIPTION: Command and control (C2) is the framework that coordinates, integrates, synchronizes, and deconflicts all of the war fighting functions in order to reduce uncertainty, maximize time, and expedite the decision making progress. Effective C2 starts with highly qualified people (Operations and Tactics Instructor, Ground Operations Specialist, C2 Operators Courses etc.) and effective commander's guidance. C2 is both a process and a system which are mutually supporting and inter-related; one cannot exist without the other. The C2 process is a series of defined actions, which includes but is not limited to how a unit receives, formats, plots, translate, and correlates information, whereas the C2 system is comprised of three elements: people, information, and support structures. People are the gatherers, decision makers, and executors. Information is the words, letters, numbers, images, and symbols we use to represent things, events, ideas, and values. Support structures are the tools people utilize to create, disseminate, store, and use information. C2 support structures include both digital systems and analog methods.

CONDITION: Given a program of record CAPSET combat operations center (COC), appropriate primary and special staff personnel, a functional communications architecture, and aid of references

STANDARD: In order to implement all elements of the decision-making cycle per the published operations order within the prescribed timeline IAW prescribed doctrine.

EVENT COMPONENTS:

1. Employ C2 support structures.
2. Implement tactical control measures.
3. Track decision points (CCIR's, essential elements of friendly information (EEFI)).
4. Track higher, adjacent, supporting units.
5. Issue FRAG orders to adjacent, supporting, and subordinate elements.
6. Provide information to HASS (as required).
7. Monitor transitions (phases, units, etc.).
8. Maintain situational awareness.
9. Prepare for follow on operations as appropriate (branches, sequels, etc.).

REFERENCES:

1. MCDP 1-0 Marine Corps Operations

2. MCWP 3-10 MAGTF Ground Operations
3. MCWP 3-20 MAGTF Aviation Operations
4. MCWP 6-2 MAGTF Command and Control Operations

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-OPNS-8001 C2OP-OPNS-8001

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2001	C2OP-OPNS-2005	C2OP-OPNS-7001
C2OP-OPNS-7002	C2OP-OPNS-7002	C2OP-OPNS-7010

C2OP-OPNS-8004: Conduct force deployment planning & execution (FDP&E)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO **SUSTAINMENT INTERVAL:** 6 months

READINESS-CODED: NO

DESCRIPTION: The FDP&E process outlines the detailed planning and execution timeline, force deployment planning guidelines, logistics and force sustainment, manpower planning guidelines, and global force management process.

CONDITION: Given a warning order, commander's guidance, battle staff, unit TO&E, functional communications architecture, integrated C2 systems, and aid of references

STANDARD: To ensure a properly equipped combat ready unit deploys to the correct location within the prescribed timeline ISO assigned tasks IAW prescribed doctrine.

EVENT COMPONENTS:

1. Identify command and staff responsibilities.
2. Conduct operational planning.
3. Assess relevant planning factors.
4. Determine transportation requirements.
5. Prepare unit manifest.
6. Prepare unit equipment density lists (EDLs).
7. Report TPFDD requirements to higher headquarters.
8. Disseminate a movement schedule.
9. Supervise embarkation/movement to staging area.
10. Conduct inspections.
11. Disseminate the plan for RSO & I.
12. Execute the force flow plan.

REFERENCES:

1. MCO 3500.26_ Universal Naval Task List (UNTL)
2. MCO 3500.27_ Risk Management

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2005
C2OP-OPNS-7004

C2OP-LOG-2001

C2OP-OPNS-2004

C2OP-OPNS-8005: Plan for operations

SUPPORTED MET(S):

MCT 1.1.2.2.1

MCT 4.11

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: The process that develops an order to direct actions and focus subordinate activities toward accomplishing the mission.

CONDITION: Given commander's guidance, higher headquarters operations order, battle staff, and aid of references

STANDARD: To communicate all elements of the commander's intent, guidance, and decisions in a clear, useful form that is easily understood by those who must execute the order IAW with timelines established by prescribed doctrine.

EVENT COMPONENTS:

1. Conduct problem framing.
2. Determine planning process (campaign, MCPP, R2P2, hasty planning, or other method).
3. Determine time available.
4. Establish timeline for planning and preparation.
5. Issue warning order.
6. Conduct OPT.
7. Implement cultural considerations into mission planning.
8. Create orders (OPORD, FRAGO, decision support tools (DST), etc.).
9. Issue orders.
10. Implement feedback mechanisms.
11. Coordinate planning with higher, adjacent, subordinate, and supporting units.

REFERENCES: MCDP-6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-6001

C2OP-OPNS-7002

C2OP-OPNS-7002

C2OP-PLAN-8001

C2OP-PLAN-8001

C2OP-OPNS-8006: Conduct assessment

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 3 months

READINESS-CODED: NO

DESCRIPTION: Assessments is not clearly articulated within our doctrine, but it is inherently understood by all as a necessity to ensure we are measuring effectiveness in achieving the tactical and operational objectives and endstate. The purpose of an assessment is to tell the commander and staff: (1) Whether another course of actions needs to be adopted, (2) Whether the operational design based upon problem framing is producing results, (3) Whether problem framing needs adjustment, and/or (4) Whether the learning mechanisms of the unit are tuned to the particular operational problem. Generally, this measurement is accomplished by the development of measures of effectiveness (MOE) and measures of performance (MOP); MOEs are designed to answer the question "Are we doing the right things?", and measures the endstate in the mission statement. MOPs are designed to answer the question "Are we doing things right?", and measures task completion and the "what" in the mission statement. The assessment plan, which is outlined in the operations order, must describe the process of how and what will be measured, as well as how this measurement will be utilized in the decision-making process. This measurement will be used to recommend shifting of resources, revising tasks, or validating the current plan is effective.

CONDITION: Given commander's guidance, published operations order, designated primary and special staff, aid of references, and Joint Interagency Intergovernmental Multinational Organizations

STANDARD: To continuously support all elements of the commander's decision-making process IAW prescribed doctrine.

EVENT COMPONENTS:

1. Determine the purpose of the operation.
2. Determine objectives (campaign, mission, phases, lines of operations (LOOs), etc.).
3. Establish end state.
4. Establish conditions & sub-conditions (as required).
5. Develop measures of effectiveness (MOE).
6. Develop measures of performance (MOP).
7. Develop information requirements (IRs) for MOE & MOP.
8. Determine IRs for collection.
9. Develop a collections plan (internal & external).
10. Develop an IR tracking method.
11. Develop IR analysis method.
12. Integrate IR analysis into the unit battle rhythm.
13. Compare IR to MOE & MOP.
14. Develop recommended actions and/or decisions.
15. Track actions & decisions.
16. Modify MOE, MOP, and analysis tools (as required).
17. Integrate objectives.

REFERENCES: MCDP-6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2009	C2OP-OPNS-6002	C2OP-OPNS-6002
C2OP-OPNS-7003	C2OP-OPNS-7003	

C2OP-OPNS-8007: Integrate Joint, Interagency, Intergovernmental, Multinational (JIIM) support into operations

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Due to the type of threat opposing deployed Marine Corps operational forces it may become necessary to seek aid from sources outside of the Marine Corps to include aid from friendly joint forces, local government offices/officials, or even other nations in order to overcome situations encountered.

CONDITION: Given higher headquarters operations order, commander's guidance, commanders battlespace area evaluation (CBAE), battle staff, unit TO&E, functional communications architecture, integrated C2 systems, and aid of references

STANDARD: To achieve unity of effort and assemble all relevant assets to bear on the situation per the commander's intended timelines IAW prescribed doctrine.

EVENT COMPONENTS:

1. Identify capabilities, limitations, and shortfalls from staff assessments.
2. Identify existing JIIM organizations in your AO, AI, and AoI.
3. Synchronize goals, tasks, capabilities, limitation, key leaders, and command/support relationships.
4. Identify JIIM organizational gaps.
5. Coordinate the support of JIIM.
6. Identify security and planning requirements for JIIM.
7. Verify unity of effort/purpose.
8. Assess unity of effort/purpose.

REFERENCES: MCDP-6 Command and Control

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2009

C2OP-OPNS-7005

C2OP-OPNS-8008: Conduct information management (IM)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: A command and control system includes the elements of people, information, and support structures. The element of information is the link between the people and the support structures, which must be integrated to create speed, tempo, and rapidity, thus supporting the decision-making cycle. The term information includes how it is obtained, how it is valued, how it is processed, how it is stored, how it is shared, and how it is used to support decision-making. Information starts with data; this data is collected, evaluated, and processed into useful and meaningful information that supports a decision. Units must develop a process with detailed procedures that will be used to promote situational awareness, satisfy the commander's CCIRs, resolve information gaps, and support HHQ requirements throughout the planning, decision, execution, and assessment cycles. The process, which is applicable to both the operational and non-operational environment, must direct actions and focus subordinate activities toward supporting the commander's decision-making progress.

CONDITION: Given commander's guidance, operations order, unit TO&E, functional communications architecture, integrated command and control (C2) systems, and aid of references

STANDARD: To continuously support the commander's decision-making process IAW published doctrine/Operations Order, Annex U, Appendixes 1-4, and Tabs A-E.

EVENT COMPONENTS:

1. Identify decision points.
2. Identify other information exchange requirements (IERS).
3. Identify people, relationships, and organizations that affect information flow.
4. Execute information protocols.
5. Process information (refine and sort).
6. Analyze necessary information (analyze, fuse, and share).
7. Create quality information.
8. Collate quality information.
9. Disseminate decisions to higher, adjacent, and supporting elements.
10. Modify B2C2WGs inputs, processes, and outputs to support the units decision making (boards, bureaus, cells, committees, and working groups).
11. Store information.
12. Conduct scheduled and unscheduled inspections of stored materials.
13. Assess the IM plan (as required).
14. Modify the plan (as required).

REFERENCES: MCTP 3-30B Information Management

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-IM-2001

C2OP-IM-2002

C2OP-IM-2003

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-6003

C2OP-OPNS-7006

C2OP-OPNS-7006

C2OP-OPNS-8009: Institute a command post (CP)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Deployed commands need to establish a localized facility in which they can command forces within an assigned area of operations and respond to events that occur in said area of operations (this facility is known as a command post (CP)).

CONDITION: Given supporting attachments, a CAPSET COC, an operations order, commander's guidance, and aid of references

STANDARD: To establish and continuously integrate all elements of C2 systems, personnel, and processes for command and control of operations within a time limit established by the commander.

EVENT COMPONENTS:

1. Establish procedures to conduct movement of CP (support functions).
2. Establish communication with higher, adjacent, and subordinate units.
3. Conduct information management.
4. Create procedures to transition control to appropriate echelons.
5. Establish displacement procedures.
6. Maintain continuity of operations.
7. Maintain command and control during displacement.
8. Establish fire support coordination center.
9. Establish systems control.
10. Organize staff sections for forward, main, and rear.
11. Establish intelligence operations center.
12. Establish administration operations center.
13. Establish logistics operations center.
14. Establish combat operations center.

REFERENCES:

1. MCTP 3-10F Fire Support Coordination in the Ground Combat Element
2. MCWP 3-10 MAGTF Ground Operations

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001	C2OP-COC-2002	C2OP-COC-2002
C2OP-COC-2003	C2OP-OPNS-7007	C2OP-OPNS-7007

SUPPORT REQUIREMENTS:

EQUIPMENT: CASET IV COC

C2OP-OPNS-8010: Displace a combat operations center (COC)

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: This event requires the unit staff to exercise command and control of operations while displacing forward, main, and rear command posts (CPs) through the area of operations, despite the challenges posed by the condition on embarkation, communications, and other functions.

CONDITION: Given supporting attachments, operations order, and commander's guidance

STANDARD: To transfer all elements of command and control of operations among various CPs while maneuvering throughout the area of operations IAW prescribed doctrine.

EVENT COMPONENTS:

1. Conduct a site survey.
2. Implement methods of embarkation/transportation.
3. Transfer authority to an alternate CP.
4. Establish CP.
5. Conduct command post operations.
6. Reassume authority at the CP.
7. Establish protocol for the transfer of authority.
8. Establish protocols/procedures that mitigate the losses of communications and situational awareness.

REFERENCES: NTTP 3-02.14 The Naval Beach Group (Rev A)

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-COC-2001	C2OP-COC-2002	C2OP-COC-2002
C2OP-COC-2003	C2OP-GOS-2001	C2OP-OPNS-7008

SUPPORT REQUIREMENTS:

RANGE/TRAINING AREA:

Facility Code 17410 Maneuver/Training Area, Light Forces

EQUIPMENT: CAPSET COC

C2OP-OPNS-8011: Conduct combat operations center (COC) functions

SUPPORTED MET(S):

MCT 1.1.2.2.1	MCT 1.1.2.3	MCT 4.11
MCT 5.1.1		

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The COC is the location where the aggregation and dissemination of information provides the commander and staff with situational awareness, thus facilitating the decision-making process.

CONDITION: Given an operations order, current unit TO&E, battle staff, CAPSET COC, communication assets, and C2 systems

STANDARD: To continuously integrate all necessary systems, personnel, and processes for the successful command and control of operations IAW prescribed doctrine.

EVENT COMPONENTS:

1. Organize battle staff (warfighting functions).
2. Establish a COC.
3. Establish COC watch.
4. Maintain battle rhythm.
5. Coordinate movement of forces.
6. Execute information management procedures.
7. Conduct battle drills.
8. Maintain communications with HAS units.
9. Maintain CTP.
10. Conduct cross boundary coordination.
11. Synchronize staff section operations.

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
2. MCWP 3-10 MAGTF Ground Operations
3. MCWP 6-2 MAGTF Command and Control Operations

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS: C2OP-OPNS-7009

SUPPORT REQUIREMENTS:

EQUIPMENT: CAPSET COC

C2OP-PLAN-8001: Conduct planning

SUPPORTED MET(S): MCT 1.1.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: This process, in an operational and non-operational environment, that develops an order/plan to direct actions and focuses subordinate activities towards accomplishing the mission. The purpose of this plan is to communicate the Commander's intent, guidance, and tasks in a clear, useful form that is easily understood by those who must execute the mission with the default being deliberate planning by using the Marine Corps Planning Process (MCP). Depending upon time, type of unit, environment, and situation the unit may decide to utilize other planning methods (Rapid Response Planning Process (R2P2)) or modify the planning process. For the purposes of measuring capability, the standard of MCP will be utilized for measuring readiness of core tasks.

CONDITION: Given commander's guidance, higher headquarters order/plan, and required principal and special staff

STANDARD: To issue a timely and complete operations order that satisfies the commander's intent with annexes, appendixes, and tabs per MCWP 5-1 Appendix K IAW prescribed doctrine.

EVENT COMPONENTS:

1. Determine time available.
2. Establish timeline for planning and preparation.
3. Conduct Operational Planning Team (OPT).
4. Conduct problem framing.
5. Coordinate planning with higher, adjacent, subordinate, and supporting units.
6. Issue warning order to subordinate and supporting units.
7. Conduct course of action (COA) development.
8. Conduct COA war gaming.
9. Conduct COA comparison and decision.
10. Develop order.
11. Transition from planning to execution (at a minimum with the CONOPS brief).
12. Implement feedback mechanisms.

REFERENCES:

1. Atn Handbook AtN handbook
2. Culture Matters The Peace Corps Cross-Cultural Workbook

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

C2OP-OPNS-2004	C2OP-OPNS-2004	C2OP-PLAN-7001
C2OP-PLAN-7001		

SUPPORT REQUIREMENTS:

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Implement Cultural Considerations, Human Network dynamics throughout the planning process.

C2 T&R MANUAL

CHAPTER 4

C2 INDIVIDUAL EVENTS

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C2 T&R MANUAL

CHAPTER 4

C2 INDIVIDUAL EVENTS

4000. PURPOSE. This chapter details the individual events that pertain to Command and Control (C2). Each individual event provides an event title, along with the conditions events will be performed under, and the standard to which the event must be performed to be successful.

4001. EVENT CODING. Events in this T&R Manual are depicted with an up to 12-character, 3-field alphanumeric system, i.e. XXXX-XXXX-XXXX. This chapter utilizes the following methodology:

a. Field one. This field represents the community. This chapter contains the following community codes:

<u>Code</u>	<u>Description</u>
C2OP	C2 Operations

b. Field two. This field represents the functional/duty area. This chapter contains the following functional/duty areas:

<u>Code</u>	<u>Description</u>
COC	Command and Control
GOS	Ground Operations Specialist
IM	Information Management
INST	Install Equipment and Services
LOG	Logistics
MAIN	Maintenance Functions
OPNS	Operations
SYSO	System Operations

c. Field three. This field provides the level at which the event is accomplished and numerical sequencing of events. This chapter contains the following event levels:

<u>Code</u>	<u>Description</u>
2000	Core Plus Skills

4002. INDEX OF INDIVIDUAL EVENTS

Event Code	Event	Page
2000 Level Events		
C2OP-COC-2001	Execute the six functions of the COC	4-3
C2OP-COC-2002	Direct COC actions	4-4
C2OP-COC-2003	Record COC events	4-6
C2OP-COC-2004	Process logistical requests	4-7
C2OP-COC-2005	Analyze enemy situation	4-8
C2OP-COC-2006	Facilitate Air Support Coordination	4-9
C2OP-COC-2007	Establish the Operations Center	4-10

C2OP-GOS-2001	Implement security procedures	4-11
C2OP-IM-2001	Conduct information management planning (IMP)	4-12
C2OP-IM-2002	Execute information management plan	4-13
C2OP-IM-2003	Conduct information management	4-13
C2OP-INST-2001	Install C2 software	4-14
C2OP-LOG-2001	Operate digital MAGTF logistical support systems	4-15
C2OP-MAIN-2001	Maintain C2 system	4-16
C2OP-OPNS-2001	Develop the Common Tactical Picture (CTP)	4-16
C2OP-OPNS-2002	Digitally support the Common Tactical Picture (CTP)	4-18
C2OP-OPNS-2003	Conduct digital fire support coordination	4-19
C2OP-OPNS-2004	Employ Identity Dominance operations equipment	4-20
C2OP-OPNS-2005	Organize COC data via a web-based collaborative platform	4-21
C2OP-OPNS-2006	Employ the air tasking order/ airspace control order (ATO/ACO)	4-22
C2OP-OPNS-2007	Facilitate information collaboration processes	4-23
C2OP-OPNS-2008	Participate in the planning process	4-25
C2OP-SYSO-2001	Establish track reporting services	4-25

4003. LIST OF INDIVIDUAL EVENTS

C2OP-COC-2001: Execute the six functions of the COC

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The six functions of the COC are to receive, distribute, and analyze information, make recommendations to the commander, integrate resources, and synchronize resources. Although Watch Standers in the Operations Center have specific responsibilities within their assigned billet, they all have common tasks which must be performed in order to conduct continuous operations. The term Operations Center is generic to capture the various types of operations centers (COC, TLOC, TOC) and represent echelons of command such as company, battalion, regiment, etc. The primary responsibility of all Watch Standers within the Operations Center is to maintain situational awareness of the current operation and provide constant feedback to the Commander via the COC Staff. This is a continuous cycle that which when executed by a proficient COC staff facilitates the six functions of the COC.

MOS PERFORMING: 8711

BILLETS: Air Representative, CTP Operator, Fires Representative, Intelligence Representative, Journal Clerk, Logistics Representative, Watch Chief, Watch Officer

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, WO-1, CWO-2, CWO-3, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a COC battle staff, functional communications architecture, current unit TO&E, C2 systems, operations order, TACSOP, and with aid of references.

STANDARD: To satisfy the commander's planning, decision, execution, and assessment (PDE&A) requirements within established time limits and operational constraints and restraints.

PERFORMANCE STEPS:

1. Maintain status boards.
2. Support Common Tactical Picture (CTP) maintenance.
3. Employ current C2 Systems by war fighting function.
4. Implement collaborative Resources (Chat, Email, SharePoint, etc.).
5. Process reports.
6. Monitor communication systems.
7. Implement decision support tools (CCIR, Commander's Intent, Matrices, etc.).
8. Conduct transition/shift change brief.
9. Coordinate with representatives of other War Fighting Functions within the COC.

REFERENCES:

1. JP 3-0 Joint Operations
2. MCDP 6 Command and Control
3. MCWP 3-40.1 Marine Air-Ground Task Force Command and Control
4. MIL-STD-2525D Joint Military Symbolology

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-OPNS-2001 C2OP-OPNS-2004

INTERNAL SUPPORTED EVENTS: C2OP-COC-3001

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Training required to support this T&R event can be achieved through the MISTC Watch Officer/Watch Chief Course, Common Tactical Picture Management Event, and Battle Staff Training Exercises (BSTX) Event, and/or via the GCE C2 Operations NCO Course (knowledge, skills and attitudes (KSAs) will vary for each performance step dependent on the course attended and their target audience).

C2OP-COC-2002: Direct COC actions

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The Operations Officer is the commander's representative, and is responsible for the smooth and efficient operation of the Combat Operations Center (COC), as well as the rapid dissemination of information to and from the COC. However, prior to deployment units will typically assign Watch Officers and Watch Chiefs (WO/WC) to coordinate and direct COC actions in concert with battlefield events, especially during sustained operations.

WO/WCs will work under the cognizance of the Operations Officer; the WO is responsible for coordinating and ensuring proper response to developing events within the COC. In the absence of key leaders, the WO is responsible for the execution of the Commander's intent and facilitates battle management based on current battlefield events. The Watch Chief assists the Watch Officer in the performance of his duties and maintain order and discipline within the COC.

BILLETS: Watch Chief, Watch Officer

GRADES: SSGT, GYSGT, MSGT, WO-1, CWO-2, CWO-3, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational COC, battle staff, functional communications architecture, current unit TO&E, C2 systems, operations order, Commander's CCIRs, Rules of Engagement (ROE), Unit SOP, and aid of references

STANDARD: To satisfy the commander's planning, decision, execution, and assessment (PDE&A) requirements within established time limits and operational constraints/restraints.

PERFORMANCE STEPS:

1. Monitor C2 information.
2. Maintain the Common Tactical Picture.
3. Maintain overlays.
4. Monitor status boards.
5. Monitor communication systems.
6. Process information.
7. Implement decision support tools (CCIR, commander's intent, matrices, etc.).
8. Conduct battle drills.
9. Direct actions of the COC and Staff.
10. Coordinate actions with higher, adjacent, subordinate, and supporting units.
11. Prioritize actions.
12. Supervise Watch Standers.
13. Conduct turnover brief.
14. Control COC access.

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
2. MCRP 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
3. MEF C2 Systems Integration Plan Marine Expeditionary Force Command and Control Systems Integration Plan Mar 2006

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-OPNS-2001

C2OP-OPNS-2004

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Training required to support this T&R event can be achieved through The MAGTF Integrated Systems Training Center (MISTC) Watch Officer/Watch Chief Course, Common Tactical Picture Management Event,

and Battle Staff Training Exercise (BSTX) Event, and individual operator courses satisfy the training requirement for this T&R event.

C2OP-COC-2003: Record COC events

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: COC personnel are required to capture, organize, document, record messages, and significant event (SIGEVENT) activity flowing through the COC. They assist the Watch Officer in maintaining digital log books and records, and ensure that any field messages taken by radio operators are accurately converted to digital means using specified collaborative tools.

MOS PERFORMING: 8711

BILLETS: COC Watchstander, Journal Clerk, Operations Clerk

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, WO-1, CWO-2, CWO-3, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given functional communications architecture, access to a web-based collaboration site, current unit TO&E, C2 systems, operations order, appropriate log books, status boards, tracking boards, Tactical Field Message Notebook, and aid of references

STANDARD: To capture the commander's information requirements.

PERFORMANCE STEPS:

1. Receive information.
2. Record reports.
3. Record events.
4. Record incidents.
5. Record messages.
6. Record decisions and actions taken.
7. Maintain information.
8. Monitor assigned collaborative tools (tactical chat rooms, Portals, etc.)

REFERENCES:

1. MCDP 6 Command and Control
2. MCRP 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
3. MCWP 6-2 MAGTF Command and Control Operations

CHAINED EVENTS:

PREREQUISITE EVENTS: C2OP-OPNS-2004

INTERNAL SUPPORTED EVENTS: C2OP-OPNS-2008

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Training required to support this T&R event can be achieved through the MAGTF Integrated Systems Training Center (MISTC) Watch Officer/Watch Chief Course, Battle Staff Training Exercise (BSTX) Event, and individual C2 systems operator courses satisfy the training requirement for this T&R event.

C2OP-COC-2004: Process logistical requests

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The Logistics Representative typically resides inside the COC and maintains LOG stats, Unit Movement Control Center (UMCC) boards (in close coordination with the S-3), and performs as a liaison between the Combat Operations Center and the S-4 or Logistics Section within the TLOC. The S-4 section may utilize logistics-specific C2 systems within the COC.

BILLETS: Logistics Representative

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, WO-1, CWO-2, CWO-3, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational COC, battle staff, functional communications architecture, current unit TO&E, Logistics C2 systems, operations order, and aid of references

STANDARD: Providing required logistic support to combat elements in support of operations IAW the references.

PERFORMANCE STEPS:

1. Request logistics support from higher.
2. Monitor friendly forces' information requirements (FFIRs).
3. Maintain logistics status.
4. Monitor convoy movement.
5. Process logistics request from subordinate units.
6. Integrate logistics C2 systems.
7. Inform the commander via COC Watch Officer/Watch Chief of all critical logistics supply statuses.
8. Inform the commander via COC Watch Officer/Watch Chief of movement support.

REFERENCES: MCRP 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-LOG-2001

C2OP-LOG-2001

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This training can be executed at MAGTF Integrated Training Center (MISTC) during Battle Staff Exercises (BSTX), units should contact the local MISTC to schedule training. This event also supports other individual events within the Logistics T&R Manual, specifically 0431-LOGR-1502.

C2OP-COC-2005: Analyze enemy situation

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The Intel Section Representative resides in the Combat Operations Center and collects, analyzes, evaluates, and interprets intelligence while continually updating the enemy situation. This information is provided to enhance current and future operations planning. Additionally, they implement and execute the intelligence cycle as directed by the S-2 Officer in support of the battalion's scheme of maneuver. The S-2 section must identify the enemy's most probable and most dangerous COAs, and act as the CTP Manager for enemy tracks created by the battalion and its subordinate units.

BILLETS: Intelligence Representative

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, WO-1, CWO-2, CWO-3, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational COC, battle staff, functional communications architecture, current unit TO&E, C2 systems, operations order annexes A and B, and aid of references.

STANDARD: To ensure the intelligence cycle continuously supports COC operations per the commander's requirements.

PERFORMANCE STEPS:

1. Monitor current intelligence reports.
2. Report current intelligence status (enemy, terrain, and weather).
3. Monitor collection assets.
4. Monitor collection activities.
5. Monitor current significant events (SIGEVENTS).
6. Track indications and warnings (I&W) of priority intelligence requirements and intelligence requirements (PIR/IR).
7. Provide hasty assessments to Watch Officer/Watch Chief.
8. Establish an intelligence recognizable picture.

REFERENCES:

1. MCDP 2 Intelligence
2. MCWP 6-2 MAGTF Command and Control Operations

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-OPNS-2001

C2OP-OPNS-2001

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This event captures the specific tasks associated with the Intel Section's representative inside the COC (Reg, Bn, Company). Specific individual Intel T&R events related to this event are 0202-GCE-2502, 0241-ANYS-1002. See the Intel T&R Manual for further events.

C2OP-COC-2006: Facilitate Air Support Coordination

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The Air Officer provides coordination between the command and supporting aviation agencies. The Air Officer works in the FSCC to assist with planning and de-conflicting functions related to air support for the command. The Air Officer also advises the commander on aviation capabilities and limitations and prepares requests for air support.

BILLETS: Air Officer

GRADES: CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational COC, functional communications architecture, current unit TO&E, C2 systems, operations order, and with the aid of references

STANDARD: To facilitate all elements of the six functions of Marine Corps aviation support IAW Marine Corps aviation doctrine.

PERFORMANCE STEPS:

1. Coordinate JTAR/ASR between the unit and supporting aviation agencies.
2. Coordinate MEDEVAC/CASEVAC airlift support (as required).
3. Coordinate air activities with other members of the FSCC (de-conflict airspace and fire support, airspace control measure, etc.).
4. Process JTAR/ASR.
5. Monitor the ATO/ACO.

REFERENCES: MCWP 3-20 MAGTF Aviation Operations

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS: C2OP-OPNS-2001

SUPPORT REQUIREMENTS:

EQUIPMENT: CAPSET IV and other C2 support structures maybe used to execute this task.

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This event captures tasks associated with the Air Officers responsibilities inside the COC (Reg., Bn.). Review the Aviation T&R Manual for other related task. The MAGTF Integrated Systems Training Center (MISTC) offers Aviation C2 systems and BSTX events in support of this T&R event.

C2OP-COC-2007: Establish the Operations Center

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Under the direction of the Operations Chief, assist in the establishment of the CAPSET, components, and C2 systems in order to provide a functional and networked COC. The term Operations Center is generic to capture the various types of operations centers (COC, TLOC, TOC) and represent echelons of command such as Company, Battalion, Regiment, etc

MOS PERFORMING: 8711

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the appropriate functional representatives, communications plan, C2 systems, appropriate CAPSET equipment, networking capable components, access to communications systems, and aid of references.

STANDARD: To provide a centralized location for command and control IOT satisfy the commander's planning, decision, execution, and assessment (PDE&A) requirements within established time limits and operational constraints/restraints.

PERFORMANCE STEPS:

1. Conduct SL-3 inventory.
2. Set up interior functional areas (physical maps, status boards, tracking boards, C2 Systems, BFT TOC KIT etc.)
3. Establish Voice connectivity.
4. Establish connectivity to applicable C2 systems
5. Emplace visual display media.
6. Validate equipment readiness/connectivity.
7. Troubleshoot equipment/configuration issues.
8. Secure the COC.
9. Conduct COC embarkation/tactical load out.
10. Conduct COC displacement operations.

REFERENCES: MCRP 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms

CHAINED EVENTS:

INTERNAL SUPPORTED EVENTS:

C2OP-COC-2001

C2OP-INST-2001

C2OP-MAIN-2001

SUPPORT REQUIREMENTS:

EQUIPMENT: COC CAPSET and/or other C2 support structures are used to execute this task. The current CAPSET configurations are not equipped with generators or Environmental Control Units (ECUs); units are required to coordinate with their supporting logistics section to provide ECUs and power generators.

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Depending on the watch standers billet, training can be executed at MAGTF Integrated Systems Training Center (MISTC) COC Equipment Course and/or C2 Operations Course satisfy the training requirement for this T&R event. The knowledge, skills and attitudes (KSAs) will vary for each performance step dependent on the course attended and the target audience.

C2OP-GOS-2001: Implement security procedures

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: MCWP 3-40.2 Protect information through a vigorous security program. Information management (IM) must assure the integrity of the information and the sources/databases from which that information was derived. Corrupted or degraded information is of little value and adversely affects the quality of the decision making process.

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT, WO-1, CWO-2, CWO-3, CWO-4, CWO-5, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement to establish a COC, operations order, and aid of references

STANDARD: In order to protect information, operational planning, and personnel from threats throughout the operation IAW the references.

PERFORMANCE STEPS:

1. Apply physical security procedures for the Combat Operations Center (COC).
2. Apply access control procedures for the Combat Operations Center (COC).
3. Apply information and personnel security procedures for the Combat Operations Center (COC).
4. Apply information and personnel security procedures for the garrison workspace.
5. Implement security contingency plans.
6. Implement operations security (OPSEC).
7. Assess security procedures.

REFERENCES:

1. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
2. MCO 5530.14A MARINE CORPS PHYSICAL SECURITY PROGRAM MANUAL
3. MCO P5510.18A W CH 1 Information and Personnel Security Program Manual
4. MCTP 3-30B Information Management

5. NAVMC DIR 5040.6H Marine Corps Readiness Inspections And Assessments
 6. SECNAVINST 5510.30_ Information and Personnel Security Program
 7. SECNAVINST 5510.36_ Department of the Navy Information and Personnel Security Program Regulations
-

C2OP-IM-2001: Conduct information management planning (IMP)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Information management is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. IM enables commanders and staff to better formulate and analyze COAs, make decisions, and execute those decisions in a timely manner.

GRADES: GYSGT, MSGT, MGYSGT, 2NDLT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order from higher, planning documents, commander's guidance, and aid of references

STANDARD: To create the Annex U for the operations order.

PERFORMANCE STEPS:

1. Analyze mission statement.
2. Identify IM/C2 requirements.
3. Develop IM/C2 documents.
4. Liaise with higher, adjacent, supporting, and subordinate units on Annex U.
5. Coordinate IM/C2 documents.
6. Draft IM/C2 documents.
7. Establish C2 systems services.
8. Present IM/C2-centric briefs.

REFERENCES:

1. C2TECOE Reference Guide Information Management Reference Guide
 2. MCO 3500.26_ Universal Naval Task List (UNTL)
 3. MCO 3500.27_ Risk Management
 4. MCTP 3-30B Information Management
-

C2OP-IM-2002: Execute information management plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Information management is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. IM enables commanders and staff to better formulate and analyze COAs, make decisions, and execute those decisions in a timely manner.

GRADES: MSGT, MGYSGT, 2NDLT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a functional communications network, C2 systems, operations order, commander's guidance, and aid of references

STANDARD: To provide the architecture by which information is processed.

PERFORMANCE STEPS:

1. Disseminate IM systems documentation.
2. Implement Operations Order.
3. Operate IM systems and services.
4. Coordinate IM services.
5. Implement service desk support.
6. Lead IM personnel.

REFERENCES:

1. C2TECOE Reference Guide Information Management Reference Guide
2. MCDP 5 Planning
3. MCTP 3-30B Information Management

CHAINED EVENTS:

PREREQUISITE EVENTS: C2OP-IM-2001

C2OP-IM-2003: Conduct information management

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Information management is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. IM enables commanders and staff to better formulate and analyze COAs, make decisions and execute those decisions in a timely manner.

GRADES: MSGT, MGYSGT, 2NDLT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a functional communications network, C2 systems, operations order, commander's guidance, and aid references.

STANDARD: In order to make decisions IAW Annex U.

PERFORMANCE STEPS:

1. Coordinate IM capabilities.
2. Modify IM documents.
3. Lead IM systems-centric personnel.
4. Conduct business process analysis (BPA).
5. Enforce Annex U.

REFERENCES:

1. C2TECOE Reference Guide Information Management Reference Guide
2. MCDP 5 Planning

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-IM-2001

C2OP-IM-2002

C2OP-INST-2001: Install C2 software

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: C2 System administrators (and in some cases the C2 system operator) are responsible for the proper installation of C2 software and/or software updates as well as the C2 systems configuration; these actions are vital to the proper functioning and integration of C2 systems onto the appropriate C2 network within the COC.

GRADES: LCPL, CPL, SGT, SSGT, GYSGT, MSGT, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a C2 system, appropriate software, and aid of references

STANDARD: To ensure current software features are available for operational employment of the C2 system.

PERFORMANCE STEPS:

1. Identify C2 equipment and applicable components.
2. Apply required safety precautions.
3. Perform pre-software installation system start-up.
4. Load current version of system specific C2 software and/or required software patches.
5. Configure system and any applicable hardware parameters.
6. Confirm software load and system configurations operate correctly.
7. Place newly installed system on the network for operational employment.

REFERENCES:

1. Manufacturer's Technical Instructions and Publications
 2. MCRP 3-30B.2 MAGTF Communications System
-

C2OP-LOG-2001: Operate digital MAGTF logistical support systems

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: Logistical support and coordination within an area of operation provides a means to enhance battlefield superiority by providing the necessary personnel and equipment. C2 logistics systems and web applications are used to request support, track, and graphically display logistical support during all phases of MAGTF operations.

BILLETS: Logistics Representative, Supply Representative

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT, CWO-2, CWO-3, CWO-4, CWO-5, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a C2 logistical support system, the requirement to provide logistical support within a specified area of operation, an operations order, and aid of references.

STANDARD: To provide logistical support to the requesting unit.

PERFORMANCE STEPS:

1. Identify MAGTF logistics command and control systems.
2. Access logistical support web applications.
3. Graphically display logistical support.
4. Track movement of personnel, supplies, and equipment.
5. Collaborate with other network users.
6. Provide briefs to higher, adjacent, subordinate, and supporting units.

REFERENCES: MCWP 4.1 Logistics Operations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: The MAGTF Integrated Systems Training Centers (MISTCs) provide logistics C2 systems operator training and BSTEX events that support this T&R event.

C2OP-MAIN-2001: Maintain C2 system

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: The C2 System Operators are responsible to ensure C2 systems function properly and are kept in an operational condition by performing prescribed preventative maintenance procedures identified in the systems applicable reference manuals and applicable local directives. Likewise, system administrators are responsible to ensure system configuration parameters and software updates are kept current to provide the most current functionalities available for the operators of the system.

GRADES: LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT, WO-1, CWO-2, 2NDLT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a C2 system, applicable software and/or software patch updates, appropriate functional network, and with the aid of references

STANDARD: To provide an operational C2 system capability.

PERFORMANCE STEPS:

1. Perform preventative maintenance checks (PMCS).

2. Identify system fault(s).
3. Remove system from operational network.
4. Apply safety procedures.
5. Conduct backup.
6. Coordinate corrective maintenance actions.
7. Reconfigure system parameters and components.
8. Perform system software upgrades.
9. Test system for operational readiness.
10. Place system onto an operational network.
11. Restore system to operational state.

REFERENCES:

1. Manufacturer's Technical Instructions and Publications
2. MCRP 3-30B.2 MAGTF Communications System

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: The MAGTF Integrated Systems Training Centers (MISTCs) provides individual C2 systems operator training courses that support this T&R event.

C2OP-OPNS-2001: Develop the Common Tactical Picture (CTP)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: A unit level Common Tactical Picture (CTP) Manager utilizes inputs from various systems to collect, store, integrate, and display relevant tactical information to create and maintain their CTP in accordance with prescribed doctrine, directives, SOPs, and effective Operations Order, and the current USMC GCE CTP Governance policy. The CTP Manager is overall responsible for maintaining the unit's CTP with assistance from collaborating with each Functional Area COC team member to collectively create and sustain the CTP to support the commander's decision making process. In addition to the digital CTP, the COC Functional Area team members will maintain a physical representation of their portions of the CTP and functional area status boards (e.g. SIGACT, FIRECAP, fire plans, priority target list, ATO/CAS status board, etc.) as required.

MOS PERFORMING: 8711

BILLETS: BFT Operator, Common Tactical Picture (CTP) Operator, Fires Representative, Intel Representative, Logistics Representative

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT, WO-1, CWO-2, CWO-3, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational COC, functional communications architecture, C2 Systems, operations order, and with aid of references.

STANDARD: To accurately display the operating environment.

PERFORMANCE STEPS:

1. Extract information from Operations Order.
2. Construct a recognizable picture.
3. Integrate recognizable picture.
4. Display operational graphics.
5. Display operational symbols.
6. Develop situational awareness products.
7. Collaborate CTP data flow.
8. Modify CTP displays.
9. Troubleshoot equipment/system errors.

REFERENCES:

1. JP 3-0 Joint Operations
2. MCDP 6 Command and Control
3. MCRP 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
4. MCWP 3-0 Operations
5. MIL-STD-2525D Joint Military Symbolology

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: The MAGTF Integrated Systems Training Center (MISTC) Watch Officer/Watch Chief Course, Common Tactical Picture Management Event, and Battle Staff Training Exercises (BSTX) Event, and/or via the C2 Operations Course satisfy the training requirement for this T&R event. The knowledge, skills and attitudes (KSAs) will vary for each performance step dependent on the course attended and their target audience.

C2OP-OPNS-2002: Digitally support the Common Tactical Picture (CTP)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 3 months

READINESS-CODED: NO

DESCRIPTION: The digital common tactical picture combines C2 system depictions into one encompassing view of an area of operation (AO) that provides situational awareness for the command. The CTP enables timely, relevant, comprehensive and accurate assessments in order to successfully apply combat power, to protect the force and/or complete the mission. The capability is to accurately display a graphical representation of the operating environment, to include blue and red forces, significant events, neutrals, non-combatants, weather and terrain on a digital map is known as Situational Awareness (SA). SA also provides the ability of the front-line troops to view their location respective to other friendly and enemy forces within the AO. SA is not limited to one C2 system but may be depicted by several C2 systems, however, the environment of the unit will have bearing on which C2 system is utilized to perform SA capabilities in order to support a digital CTP..

MOS PERFORMING: 8711

BILLETS: BFT Operator, Common Tactical Picture (CTP) Operator, Fires Representative, Intel Representative, Logistics Representative, Operations Chief, Operations Officer, Watch Chief, Watch Officer

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT, WO-1, CWO-2, CWO-3, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a specific C2 system, an operations order, unit SOP, a specified area of operations, and the aid of references.

STANDARD: To accurately display the operating environment.

PERFORMANCE STEPS:

1. Identify capabilities of the C2 system.
2. Connect to a network (live or simulated).
3. Log in to the C2 system.
4. Display map products.
5. Display Operational Symbols on a map.
6. Display Operational Graphics on a map.
7. Employ the system's collaboration capabilities.
8. Employ the system's security capabilities.
9. Troubleshoot equipment/system errors.

REFERENCES:

1. Manufacturer's Technical Instructions and Publications
2. MCTP 3-30A Command and Staff Action
3. MIL-STD-2525D Joint Military Symbolology

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

Depending on the course this T&R Event is used for training can be executed at MAGTF Integrated Systems Training Center (MISTC) via regular MAGTF TP courses or via the C2 Operations Course (knowledge, skills and attitudes (KSAs)) will vary for each performance step dependent on the course attended and their target audience.

C2OP-OPNS-2003: Conduct digital fire support coordination

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: The Marine Corp Fire Support System (MCFSS) is a system of systems that provides automated support for the planning, coordination, deconfliction and execution of fire support and fires at all levels of the MAGTF beginning with the company level Fire Support Team through the MAGTF command element. It facilitates the accurate and rapid sharing of fire support information between the Ground Combat Element's Fire Support Coordination Centers and Fire Direction Centers, the Direct Air Support Center and Tactical Air Command Center in the Aviation Combat Element, The Logistic Combat Element's Logistics Operations Center and the afloat Supporting Arms Coordination Center, as well as to and from the MAGTF Command Element. It also provides the ability to plan, coordinate and execute fires and fire support with other elements of the Joint/Combined force such as the Air Component Commander and the Land Component Commander.

BILLETS: Air Officer, DASC Watch Standers, Fire Support Chief, Fire Support Coordinator, Fire Support Man, Fire Support Officer, Fires Clerk, Intelligence Representative, Mortar Representative, TACC Watch Standers

GRADES: LCPL, CPL, SGT, SSGT, GYSGT, MSGT, WO-1, CWO-2, 2NDLT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a Fire Support C2 System, an operations order, and references

STANDARD: To provide timely, accurate, and effective fires.

PERFORMANCE STEPS:

1. Identify required fire support systems.
2. Establish digital fire support systems communication.
3. Identify features of the system.
4. Set system preferences.
5. Apply functions of graphical user interfaces (GUI).
6. Display the fire support common tactical picture.
7. Create a fire support plan.
8. Extract data from the current operations order.
9. Publish geometry data.
10. Track close air support missions.
11. Process a fire support mission.
12. Conduct target Management.
13. Employ systems collaboration capabilities.
14. Report information to higher, adjacent, subordinate, and support elements.

REFERENCES:

1. JP 3-60 Joint Targeting
2. MCRP 3-10F.1 Fire Support Systems for MAGTF Operations
3. MCTP 3-10F Fire Support Coordination in the Ground Combat Element
4. MCWP 3-31 Marine Air-Ground Task Force Fires
5. MCWP 3-42.1 Fire Support in MAGTF Operations
6. MSTP PAM 3-0.3 MAGTF Fires Reference Guide

SUPPORT REQUIREMENTS:

UNITS/PERSONNEL: This event supports personnel performing Fire Support Coordination Missions: 02XX, 03XX, 04XX, 08XX, 7041, and 72XX.

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Fires Support C2 systems include AFATDS, JADOCs, EMT, and StrikeLink, PSS-SOF; and TBMCS training can be executed at MAGTF Integrated Training Center (MISTC). Training required to support this T&R event can be achieved through the individual MAGTF TP Courses at the MAGTF Integrated Systems Training Centers (MISTCs).

C2OP-OPNS-2004: Employ Identity Dominance operations equipment

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The capability to establish identity dominance in an area of operations allows MAGTF Units to collect, match, store, and share identify dominance data. Identity Dominance Systems satisfy operational requirements as stated by the commander's guidance, current SOPs, and references.

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, WO-1, CWO-2, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given functional identity dominance equipment, associated peripherals, operations order, unit SOP, and with the aid of references.

STANDARD: In order to support all elements of the Commander's established force protection measures.

PERFORMANCE STEPS:

1. Identify the identity dominance equipment used.
2. Initialize identity dominance equipment.
3. Conduct an enrollment.
4. Perform identification.
5. Perform enrollment record management.
6. Perform file transfers.
7. Shutdown identity dominance equipment.
8. Perform preventative maintenance.

REFERENCES:

1. 870278 V1.8 SEEK II Field Reference
2. MCO 5530.17 Marine Corps Identity Operations
3. TM 12393 A-OD/1 Management System Identity Dominance Identity Secure Electronic Enrollments Kit II
4. TM 12555A-20/1 Operator and Field Maintenance Manual for Identity Dominance System Marine Corps (IDS-MC) Handheld AN/PYX-2

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Units should contact local Training Support Centers (TSC) to request C-IED training via Marine Air Ground Task Force Integrated Systems Training Center (MISTC) or Marine Corps Engineer School (MCES) at their respective home stations in order to meet METL based C-IED requirements ICO MCO 3502.10.

C2OP-OPNS-2005: Organize COC data via a web-based collaborative platform

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: SharePoint is a web-based collaborative platform that affords a high degree of access and flexibility to meet unit IM needs in support of a combat operation. Units can configure their web pages (i.e., Site Pages) to present the Commander and Staffs desired information structures and formats that are easily accessed by higher, adjacent, and subordinate units. Data

integrity and security can be controlled by various degrees of access referred to as site permissions and version control. Operations Centers, such as the Combat Operations Center, employ SharePoint's collaborative capabilities by hosting a centralized location to store documents, create and update briefs, share and update significant events, create and maintain electronic status and tracking boards, and other mission critical data that effect operations. SharePoint's collaborative capabilities afford the Commander the most current, timely, and relevant data available within their assigned Area of Operation.

BILLETS: COC Watchstander, Information Management Officer, Journal Clerk, Operations Chief, Operations Officer, Watch Chief, Watch Officer

GRADES: LCPL, CPL, SGT, SSGT, GYSGT, WO-1, CWO-2, 2NDLT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a computer, appropriate permissions, a functional communications network, access to a web portal, an operations order and aid of references.

STANDARD: To display operational data in accordance with the Annex U of an operations order.

PERFORMANCE STEPS:

1. Navigate site.
2. Manage document libraries.
3. Manage lists.
4. Manage images.
5. Manage slide library.
6. Establish permissions.

REFERENCES:

1. FM 6-01.1 Knowledge Management Section
2. MCO 5210.11F Marine Corps Records Management Program

C2OP-OPNS-2006: Employ the air tasking order/ airspace control order (ATO/ACO)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

READINESS-CODED: NO

DESCRIPTION: The tactical air command center (TACC) is the unit-level element responsible for planning, directing, and controlling the on-call close air support (CAS) missions in support of ground combat element. The assets to perform these missions are allocated within in the Air Tasking Order (ATO). Tactical air control parties (TACPs) and subordinate units to the TACC, originate requests for air support. Pre-planned requests may be filled with either scheduled or on call air missions while most immediate requests are filled with on-call missions. Those CAS requirements foreseen early enough to be included in the joint ATOs are submitted as pre-planned requests. As soon as the requirements for CAS are identified during the planning process, CAS planners submit processing of immediate joint tactical

air strike requests (JTASRs) or joint tactical air requests (JTARs) by quickly verifying the requested targets and pairing them with available standby missions.

BILLETS: Air Officer, Fire Support Coordinator

GRADES: CPL, SGT, SSGT, GYSGT, WO-1, CWO-2, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a networked aviation control management system, operations order, commander's intent, and aid of references

STANDARD: In order to identify all operational changes to the ATO/ACO per the commander's intent and prescribed timeline without error IAW prescribed doctrine.

PERFORMANCE STEPS:

1. Generate an ATO/ACO.
2. View ATO messages.
3. View ACO messages.
4. Identify updated data changes.
5. Merge updated data into ATO/ACO.
6. Create a JTASR/JTAR, ASR or free-text message.
7. Manipulate JTASR/JTAR, ASR.
8. Edit battle damage assessment (BDA) information.
9. Pair missions.
10. Scramble missions.
11. Submit requests and/or BDA information.
12. Update ATO, ACO, or ACM.
13. Determine JTASR/JTAR, ASR priority.
14. Track JTASR/JTAR, ASR priority.

REFERENCES:

1. CCS-TRTBM-A017-AATSU Theater Battle Management Core System, Vol. I
2. CCS-TRTBM-A017-AATWEBSUM-04, 11 April 2005 Software User's Manual for Air tasking Order/Airspace Control Order Tool (AAT) Web Browser (AATWEB)
3. CCS-TRTBM-A017-COP-1 Theater Battle Management Core System, Vol. II
4. CCS-TRTBM-A017-WEBADSUM-04 WEB Air De-confliction
5. JP 3-30 Command and Control for Joint Air Operations
6. JP 3-52 Joint Airspace Control
7. MCRP 3-23C Multi-service TTP for Strike Coordination and Reconnaissance (SCAR)
8. MCRP 5-11.1A Aviation Planning Documents
9. MCWP 3-20 MAGTF Aviation Operations
10. MCWP 3-25 Control of Aircraft and Missiles
11. MCWP 3-25F Multi-Service Tactics, Techniques and procedures for the Theater Air-Ground System

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: The MAGTF Integrated Systems Training Centers (MISTCs) provide aviation C2 systems training (e.g., TBMCS) in support of this T&R event.

C2OP-OPNS-2007: Facilitate information collaboration processes

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 3 months

READINESS-CODED: NO

DESCRIPTION: Operation Centers effectively employ and maintain information management with the capability to collaborate data across all echelon levels of command where available (The term Operations Center is generic to capture the various types of operations centers (COC, TLOC, TOC, etc.)). In order to ensure data is available for instant access, update, and publishing Operations Centers employ a web based collaborative tool such as Microsoft SharePoint. Employing web based collaborative tools will allow for customizing information management through the use of automation and advanced content manipulation.

BILLETS: Information Management Officer, Operations Chief, Watch Officer/Watch Chief

GRADES: SGT, SSGT, GYSGT, 1STSGT, MSGT, MGYSGT, WO-1, CWO-2, CWO-3, CWO-4, CWO-5, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a web-based collaborative workspace with appropriated permissions, a functional communications network, operations order, unit SOP, commander's intent, and aid of references

STANDARD: To continuously optimize all elements of a unit's information requirements.

PERFORMANCE STEPS:

1. Develop a site structure.
2. Navigate the site.
3. Create cross site information templates.
4. Employ web parts.
5. Create commander information dashboards.
6. Manage permissions and access.
7. Implement advanced calculated columns.
8. Manage form data.
9. Implement automated information processes.
10. Conduct process analysis.

REFERENCES:

1. ISBN-13: 978-1430248874 Practical SharePoint 2013 Governance
2. Joint Publication 1-02 superseded Dictionary of Military and Associated Terms
3. MCDP 6 Command and Control
4. MCRP 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms

CHAINED EVENTS:

PREREQUISITE EVENTS: C2OP-OPNS-2005

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This training can be executed at MAGTF Integrated Training Center (MISTC); units should contact the local MISTC to schedule training.

SPECIAL PERSONNEL CERTS: Students attending this course should hold a valid MISTC SharePoint Basic Site Managers Course (SPBSMC) completion certificate or equivalent certification prior to attending this course.

C2OP-OPNS-2008: Participate in the planning process

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 3 months

READINESS-CODED: NO

DESCRIPTION: Units responsible for establishing and manning a successful Combat Operations Center is critical in overcoming threats; the success of a COC relies solely on those who coordinate responses in overcoming those threats that present themselves. Unit planners must be able to plan for seamless operations of the watch stations while combating the events faced within their area of operation by employing the Marine Corps planning process (MCPPE).

MOS PERFORMING: 8711

GRADES: CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT, WO-1, CWO-2, CWO-3, CWO-4, CWO-5, 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the references, commander's intent, and unit SOP

STANDARD: In order to accomplish the assigned mission.

PERFORMANCE STEPS:

1. Coordinate with principal staff sections.
2. Conduct deliberate planning.
3. Collect, format, and distribute products during the Marine Corps planning process (MCPPE).
4. Disseminate information across higher, adjacent, subordinate, and supporting units.
5. Assist in the coordination of information management.

REFERENCES:

1. MCO 3120.10 Marine Corps Information Operations Program
 2. MCTP 3-10F Fire Support Coordination in the Ground Combat Element
 3. MCWP 3-10 MAGTF Ground Operations
-

C2OP-SYSO-2001: Establish track reporting services

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 3 months

READINESS-CODED: NO

DESCRIPTION: The Tactical COP Server (TCS) facilitates connectivity and dissemination of command and control data between all levels of commands via a wide area network (WAN). The TCS is located at regiment and higher echelon command levels to access the Common Operational Picture (COP).

Interoperability of the TCS includes the capability to exchange data with Joint Tactical COP Workstation (JTCW), and the Global Command and Control System (GCCS) facilitating Situational Awareness (SA) track information to Higher, Adjacent and Subordinate units. Establishing the TCS services includes installing software, configuring network settings, maintaining system accounts, configuring Integrated Command, Control, Communications, Computers and Information (C4I) Systems Framework (ICSF), and preparing equipment. The TCS is the acting data bridge for sharing Position Location Information (PLI) across C2 systems for an Area of Operations, and up to the Combatant Command Level.

BILLETS: Common Operational Picture (COP) Manager, Common Tactical Picture (CTP) Operator, Information Management Officer

GRADES: PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT, WO-1, CWO-2, 2NDLT, 1STLT, CAPT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a TCS with current hardware and software, a functional network, topology, operations order, and aid of references

STANDARD: To provide the most current track information.

PERFORMANCE STEPS:

1. Power-on server hardware.
2. Install C2 components.
3. Install current software/software patches.
4. Perform post-installation procedures.
5. Manage server components with WEBMIN.
6. Employ configuration manager.
7. Access application frame work (AFW) chart.
8. Navigate AFW chart world vector shoreline display.
9. Perform track management.
10. Update track information.
11. Establish communication capabilities.
12. Configure JTCW for communications with the TCS.
13. Employ the GO-Global application.
14. Maintain operational condition of the TCS.

REFERENCES:

1. C4I User Manual Integrated Command, Control, Communications, Computers, and Intelligence (C4I) System Framework (ICSF) user manual. Arlington County, VA: Defense Information Systems Agency (DISA)
2. CJCSI 3151.01C Global Command and Control System Common Operational Picture Reporting Requirements
3. CJCSI 6731.01B Global Command and Control System - Joint Security Policy
4. GCCS-J COP Handbook Global Command and Control System-Joint (GCCS-J) Common Operational Picture (COP) handbook for GCCS-J 4.1.1 (115419), Defense Information Systems Agency (DISA). (2008, August 18)
5. Joint Publication 1-02 superseded Dictionary of Military and Associated Terms

CHAINED EVENTS:

PREREQUISITE EVENTS:

C2OP-OPNS-2001 C2OP-OPNS-2004

INTERNAL SUPPORTING EVENTS:

C2OP-INST-2001 C2OP-MAIN-2001

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: The MAGTF Integrated Systems Training Center (MISTC) Tactical COP Server Course satisfies the training requirement for this T&R event.

SPECIAL PERSONNEL CERTS: Those students attending this course are required to present a graduation certificate from the MISTC JTCW/C2PC Operator Course (CID: KZ3) or an acceptable equivalent.

C2 T&R MANUAL

CHAPTER 5

OPERATIONS AND TACTICS INSTRUCTOR INDIVIDUAL EVENTS

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C2 T&R MANUAL

CHAPTER 5

OPERATIONS AND TACTICS INSTRUCTOR INDIVIDUAL EVENTS

5000. PURPOSE. This chapter details the individual events that pertain to the Operations and Tactics Instructor (OTI). Each individual event provides an event title, along with the conditions events will be performed under, and the standard to which the event must be performed to be successful.

5001. EVENT CODING. Events in this T&R Manual are depicted with an up to 12-character, 3-field alphanumeric system, i.e. XXXX-XXXX-XXXX. This chapter utilizes the following methodology:

a. Field one. This field represents the community. This chapter contains the following community codes:

<u>Code</u>	<u>Description</u>
OTI	Operations and Tactics Instructor

b. Field two. This field represents the functional/duty area. This chapter contains the following functional/duty areas:

<u>Code</u>	<u>Description</u>
C2OP	C2 Operations

c. Field three. This field provides the level at which the event is accomplished and numerical sequencing of events. This chapter contains the following event levels:

<u>Code</u>	<u>Description</u>
2000	Core Plus Skills

5002. TRAINING AND EDUCATION DESIGN, EXECUTION, AND ASSESSMENT

A word on training and education design, execution, and assessment:

To effectively train Marines, learning design methodologies that embrace uncertainty and disorder are vital. Marines must be able to overcome both to be successful in combat.

Providing realistic learning experiences that foster ambiguous situations and changing environments demand rigorous cognitive effort of Marines to solve problems, decide, and act.

Formal assessments and personal critiques are an important part of training because they go beyond simply reviewing actions taken; these assessments and critiques must draw out why those actions were taken and their outcomes.

A training and education design methodology that promotes realistic, dynamic situations and pinpoints critical decision points is in contrast to formal

lock-step thinking that disregards diverse battlefield situations. Implementing this kind of learning method in turn emphasizes maneuver warfare principles, encourages adaptability, and reinforces critical thought positively impacting a Marine's ability to learn and apply their skills in a more lethal and efficient manner.

5003. INDEX OF INDIVIDUAL EVENTS

Event Code	Event	Page
2000 Level Events		
C2OP-OTI-2001	Direct the control of operations	5-3
C2OP-OTI-2002	Integrate enabler capabilities into operations	5-4
C2OP-OTI-2003	Direct the integration of operations and intelligence activities	5-5
C2OP-OTI-2004	Direct the employment of the Combat Operations Center (COC)	5-6
C2OP-OTI-2005	Plan for operations	5-8
C2OP-OTI-2006	Implement the Information Management Plan	5-9
C2OP-OTI-2007	Direct amphibious planning	5-10
C2OP-OTI-2008	Support Marine Corps concept development and innovation activities	5-11
C2OP-OTI-2009	Direct the targeting process	5-12
C2OP-OTI-2010	Apply Tactics	5-13
C2OP-OTI-2011	Support decision making	5-14
C2OP-OTI-2012	Direct the conduct of Force Deployment Planning & Execution (FDP&E)	5-15
C2OP-OTI-2013	Plan for Theater Security Cooperation (TSC) operations	5-16
C2OP-OTI-2014	Educate the unit on operations and intelligence training requirements	5-17

5004. INDIVIDUAL EVENTS

C2OP-OTI-2001: Direct the control of operations

EVALUATION-CODED: NO **SUSTAINMENT INTERVAL:** 12 months

READINESS-CODED: NO

DESCRIPTION: The proper execution of command and control during all phases of an operation is imperative to the overall success of the mission.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarters' order, commander's guidance, and references

STANDARD: To satisfy the commander's planning, decision, execution, and assessment (PDE&A) requirements balanced with warfighting principles of speed, rapidity, and tempo

PERFORMANCE STEPS:

1. Estimate the situation.
2. Recommend tactical decisions.
3. Implement orders/guidance/directives.
4. Employ capabilities.
5. Assess risk versus gain of lethal and non-lethal effects.
6. Oversee the watch floor
7. Manage battlespace geometry.
8. Synchronize the warfighting functions.
9. Coordinate the operational actions of the staff.
10. Direct or conduct planning for branches and sequels.
11. Recommend updates to CCIRs.
12. Direct tactical actions.
13. Communicate tasks.
14. Facilitate the management of information.
15. Assess progress.
16. Refine plan.

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
2. MCDP 1-3 Tactics
3. MCDP 6 Command and Control
4. MCTP 3-10F Fire Support Coordination in the Ground Combat Element
5. MCWP 2-10 Intelligence Operations
6. MCWP 3-10 MAGTF Ground Operations
7. MCWP 3-20 MAGTF Aviation Operations
8. MCWP 3-40 Logistics Operations
9. MCWP 5-10 Marine Corps Planning Process
10. MCWP 6-2 MAGTF Command and Control Operations

C2OP-OTI-2002: Integrate enabler capabilities into operations

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Operations and Tactics Instructors (OTIs) must be extremely proficient in the design, development, and management of tactical enabler integration. The appropriate use of organic and non-organic enablers is focused on the commander's decision-making, leveraging other warfighting functions, incorporating tactical principles, and is grounded by an understanding of the adversary and battlespace factors. Critically, when integrating and employing enablers, the OTI must weigh and communicate the risk and benefit for each to the commander. To be effective, the OTI must appropriately resource and synchronize the enablers' efforts, effectively communicate and assess these activities, and recognize when a change or refinement is or is not necessary.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarter's order, commander's guidance, and references

STANDARD: To synchronize MAGTF elements, creating unity of effort and purpose

PERFORMANCE STEPS:

1. Determine requirements.
2. Identify capability gaps.
3. Analyze proposed solutions.
4. Identify enabler support.
5. Request enabler support.
6. Develop a shared understanding.
7. Establish command relationships.
8. Integrate enabler support.
9. Assess effectiveness.

REFERENCES:

1. FM 3-0 Operations
2. MCDP 1-0 Marine Corps Operations
3. MCDP 1-3 Tactics
4. MCTP 3-10F Fire Support Coordination in the Ground Combat Element
5. MCWP 3-10 MAGTF Ground Operations
6. MCWP 5-10 Marine Corps Planning Process

C2OP-OTI-2003: Direct the integration of operations and intelligence activities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Operations occur within a complex framework of environmental factors that shape their nature and affect their outcomes. This requires a comprehensive understanding of the environment and their relevance to tactical problems. Realizing that uncertainty is inherent in war, intelligence attempts to reduce uncertainty within the battlespace. In providing the commander with the best possible understanding of the adversary critical factors, intelligence is inseparable from operations and that effective intelligence shapes or even drives operations. Specifically, OTIs need to facilitate close and continuous cooperation, understanding that neither intelligence nor operations can function effectively without unity of effort.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarter's order, commander's guidance, and references

STANDARD: To satisfy the commander's planning, decision, execution and assessment (PDE&A) requirements within established time limits and operational constraints/restraints.

PERFORMANCE STEPS:

1. Review HHQs Mission, Intent, and Tasks.
2. Based on initial estimate of the situation, provide requirements for the IPB.
3. Facilitate shared understanding and unity of effort.
4. Participate in the IPB process.
5. Consider adversary capabilities/limitations and critical factors.
6. Direct the targeting effort.
7. Assist in the development of PIRs, capturing what is critical to the success of the operation.
8. Determine intelligence requirements.
9. Support intelligence collection.
10. Continue to refine intelligence requirements, as appropriate.

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
2. MCDP 2 Intelligence
3. MCRP 2-10B.1 Intelligence Preparation of the Battlefield/Battlespace
4. MCTP 2-10B MAGTF Intelligence Production and Analysis
5. MCWP 3-10 MAGTF Ground Operations
6. MCWP 6-2 MAGTF Command and Control Operations

C2OP-OTI-2004: Direct the employment of the Combat Operations Center (COC)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The Combat Operations Center (COC) is the construct where systems, personnel and processes of command and control seamlessly integrate to aggregate and disseminate critical information. The OTI must tailor the COC in form and function to the tactical situation in support of the commander's decision-making process.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarter's order, commander's guidance, and references

STANDARD: To provide a cohesive accurate common tactical picture.

PERFORMANCE STEPS:

1. Develop a C2 plan.
2. Supervise the execution of the C2 plan.
3. Design Operation Center layout that integrates the warfighting functions.
4. Supervise the employment of the Operations Center.
5. Integrate C2 systems.
6. Identify information exchange requirements (IER).
7. Adhere to COC SOPs.
8. Monitor communications.
9. Implement the information management (IM) plan.
10. Maintain the common tactical picture (CTP).
11. Supervise the accuracy and timely submission of messages and reports.
12. Assist in the preparation of products in support of operations.
13. Monitor the battle rhythm.
14. Synchronize warfighting functions.
15. Implement force protection plans for the COC, to include location, physical security, operational security, signature management, and defense.
16. Develop and implement COC movement plans.
17. Transition control of operations between Combat Operations Center echelons (as required).

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
2. MCDP 6 Command and Control
3. MCWP 3-10 MAGTF Ground Operations
4. MCWP 3-20 MAGTF Aviation Operations
5. MCWP 6-2 MAGTF Command and Control Operations

C2OP-OTI-2005: Plan for operations

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: There is an art and science to conducting tactical level planning. Planning is a problem solving model that is an essential part of command and control. The outcome of planning is an order/plan to direct actions and focus subordinate activities toward accomplishing the mission. Planning also provides the context for the tactical decision-making. Operations and Tactics Instructors (OTIs) must be extremely proficient in planning design, development, and execution across the Range of Military Operations, to include Major Combat Operations, crisis response, limited contingency operations, military engagement, security cooperation and deterrence.

While the officer facilitates the planning effort, the chief has firm grasp on the process in order to direct the effort. In dynamic situations, proficiency in warfighting, tactics, and combat techniques support intuitive decision-making processes and abbreviated analytical processes, thereby increasing speed and combat initiative. The ability of Marines to adapt lessons learned with information of all types expands their operational conceptualization of the battlespace, which enhances performance.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a higher headquarters' order, unit T/O&E, designated primary and special staff, commander's guidance, unit SOPs and functional communications architecture.

STANDARD: Provide a clear cohesive plan, understood by all elements, which the enemy is neither prepared for nor able to cope with.

PERFORMANCE STEPS:

1. Enable problem framing.
2. Shape the thinking of planners.
3. Develop a shared situational awareness.
4. Generate expectations about how actions will evolve and will affect the desired outcome.
5. Develop courses of action that integrate the warfighting functions.
6. War-game courses of action.
7. Communicate courses of action and war-game results for commander's comparison and decision.
8. Develop an order.
9. Conduct orders transition.

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
2. MCDP 1-3 Tactics
3. MCDP 6 Command and Control
4. MCWP 3-10 MAGTF Ground Operations

C2OP-OTI-2006: Implement the Information Management Plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Information must be integrated in tactical situations to create speed, tempo, and rapidity, thus supporting the decision making cycle. The term information includes how it is obtained, how it is valued, how it is processed, how it is stored, how it is shared, and how it is used to support decision making. Information starts with data; this data is collected, evaluated, and processed into useful and meaningful information that supports a decision. Units must develop a process with detailed procedures that will be used to promote situational awareness, satisfy the Commander's Critical Information Requirements (CCIRs), resolve information gaps, and support higher headquarters' requirements throughout the planning, decision, execution, and assessment cycles (PDE&A). The process, which is applicable to both the operational and non-operational environment, must direct actions and focus subordinate activities toward supporting the commander's decision-making progress.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating within a MAGTF, Joint, Interagency, Intergovernmental, Multinational (JIIM) environment, given a higher headquarters order, Commander's guidance and references

STANDARD: To promote situational awareness and facilitate informed and timely decision making.

PERFORMANCE STEPS:

1. Review HHQs IMP requirements.
2. Advise commander on decision points.
3. Validate the Information Management Plan.
4. Recommend refinements to higher headquarters.
5. Supervise the information management process.
6. Receive and submit information IAW the IMP and the situation.
7. Verify the unit battle rhythm and recommend modifications.
8. Verify accuracy of information.
9. Assess the Information Management Plan.
10. Direct modifications as appropriate.

REFERENCES: MCDP 1-0 Marine Corps Operations

C2OP-OTI-2007: Direct amphibious planning

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: There are specific considerations when planning amphibious operations. Ultimately, the outcome of planning is an order/plan to direct actions and focus subordinate activities toward accomplishing the mission. Planning also provides the context for tactical decision making. Operations and Tactics Instructors (OTIs) must be proficient in amphibious planning design, development, and execution. Understanding the when and how to work with the United States Navy and other elements of the MAGTF to effectively plan and execute amphibious operations.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarter's order, commander's guidance, and references

STANDARD: Provide a clear cohesive plan, which synchronizes unity of effort and purpose and is understood by all elements.

PERFORMANCE STEPS:

1. Determine EMPRA or PERMA.
2. Analyze scheme of maneuver ashore.
3. Provide inputs to landing beach selection.
4. Coordinate collections requirements.
5. Determine sequence for ship to shore movement.
6. Determine organization for landing.
7. Assign units to scheduled, non-scheduled, and on-call waves.
8. Provide inputs to the landing priority table, landing sequence table, and the serial assignment table.
9. Create the Amphibious Vehicle Employment Plan (AVEP).
10. Submit requirements for the Air Assault Plan (as required)
11. Create the assault schedule (Regiment).
12. Provide inputs to the assault schedule (Battalion).
13. Develop landing diagram (Battalion).
14. Develop Landing Craft Vehicle Assignment Table (LCVAT).
15. Develop Assault Support Serial Assignment Table (ASSAT).
16. Develop Assault Support Landing Table (ASLT).
17. Provide input to the Air Assault Plan.
18. Coordinate GCE embarkation requirements.

REFERENCES:

1. JP 0-2 Unified Action Armed Forces
2. JP 3-0 Joint Operations
3. JP 3-02 Amphibious Operations
4. MCDP 1-0 Marine Corps Operations
5. MCDP 3 Expeditionary Operations
6. MCWP 3-10 MAGTF Ground Operations

C2OP-OTI-2008: Support Marine Corps concept development and innovation activities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: New technologies and concepts have the potential to simplify systems, increase our capabilities, reduce the cost of operations and ensure resiliency. Tactical units inform a wider selection of industry, both public and private, about emerging needs. The OTI/ITI team is critical to the effort, both internal within the unit and external, aiding the force to move from concept to capability.

The OTI/ITI team develop concepts and supports the unit's campaign of learning with respect to TTPs, doctrine, SOP, best practices, etc. to provide the foundation for adaption and success in combat. Specifically, this involves: (1) developing and refining concepts to identify required capabilities, (2) conducting wargames, Kriegsspiel, TDGs, scenarios, etc. to generate tactical ideas and refine concepts, (3) conducting experimentation in support of unit training and education, (4) integrate models and simulation in a collaborate environment in support of concept development community of practice within the unit and participation with established service level venues.

MOS PERFORMING: 0233, 0577

BILLETS: Intelligence and Tactics Instructor, Operations and Tactics Instructor

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: MOJT

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarter's order, commander's guidance, and references

STANDARD: To ensure training and education is relevant, accurate, and standardized across the MAGTF.

PERFORMANCE STEPS:

1. Provide input to the advocacy processes.
2. Provide input to the doctrine processes.
3. Provide input to the mission essential task list (METL) processes in concert with MARFORCOM.
4. Provide input to the training and readiness processes in concert with TECOM.
5. Provide input to the concept development process.

REFERENCES:

1. MCO 5311.6 Marine Corps Advocacy Assignment and Responsibilities
2. MCO 5401.1 Marine Corps Combat Development Command - Combat Development Integration Instruction
3. MCO P5600.20P Marine Corps Doctrine Publications

C2OP-OTI-2009: Direct the targeting process

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The Operations and Tactics Instructor ensures the integration and synchronizations of development of the environment (ISR, Target Acquisition, and Network Engagement), all lethal (air and surface), and non-lethal capabilities (Information Operations Information Related Capabilities: MISO, CYBER, EW, CA,, Physical Security, Physical Attack, Defense to Public Diplomacy, COMCAM, PAO, STO, Op Sec, CI, IA, MILDEC) to prosecute the commander's high pay off targets to support the scheme of maneuver across the range of military operations.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarters order, commander's guidance, and references.

STANDARD: To satisfy the commander's planning, decision, execution, and assessment (PDE&A) requirements within the established time limits and operational constraints/restraints for the effects of fires in the physical, cognitive, and informational domains.

PERFORMANCE STEPS:

1. Review Higher Headquarters' (HHQ) targetting guidance, priorities and objectives.
2. Provide the requirements for IPB.
3. Analyze the outputs of IPB (high value targets/target audiences).
4. Ensure the commander's guidance and targetting priorities are understood by the staff.
5. Direct the staff to review available assets to detect, deliver, and assess each high value target/target audience.
6. Determine centers of gravity and critical vulnerabilities.
7. Supervise the development of staff estimates.
8. Direct the development of Essential Fire Support Tasks/Targeting Objectives that support the scheme of maneuver and meet the commander's guidance.
9. Direct the development of the collection plan to locate HPTs and determine battle damage assessment, as required.
10. Analyze the targetting effort during Wargaming.
11. Direct the coordination with higher or adjacent unit for prosecution of targets outside the AO.
12. Direct refinements to the targetting effort (as required).
13. Direct the development of the appendix 3 and 19 to Annex C, with associated tabs and products
14. Direct the conduct of the targetting meeting to synchronize the targetting effort (as required).

REFERENCES:

1. JP 3-13 Information Operations

2. JP 3-60 Joint Targeting
 3. MCTP 3-10F Fire Support Coordination in the Ground Combat Element
 4. MCWP 3-31 Marine Air-Ground Task Force Fires
 5. MCWP 3-32 MAGTF Information Operations
 6. MSTP PAM 3-0.3 MAGTF Fires Reference Guide
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C2OP-OTI-2010: Apply Tactics

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Where planning is used to develop an overall strategy to accomplish assigned missions, tactics are the methods we use to gain an advantage and accomplish a particular objective. It is the art and science of winning engagements and battles. It includes the use of firepower and maneuver, the integration of different arms, and the immediate exploitation of success to defeat the enemy. Tactics always require judgment and adaptation to the unique circumstances of a specific situation. The solution to any specific problem is a unique combination of tactics, existing techniques and procedures, or the creation of new ones based on a critical evaluation of the situation. When OTIs apply the art of tactics, he/she should consider three interrelated aspects: the creative and flexible array of means to accomplish assigned missions, decision-making under conditions of uncertainty when faced with intelligent adversaries, and understanding human factors the effects of combat on Sailors and Marines.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, references, doctrine, and emerging concepts.

STANDARD: By developing creative solutions, satisfying commander's intent which the enemy is neither prepared, nor able to cope.

PERFORMANCE STEPS:

1. Estimate of the situation.
2. Combine types and forms of operations.
3. Select the optimal form(s) of maneuver, methods, and tactical tasks (as applicable).
4. Assess the applicability of maneuver warfare principles.
5. Assess the applicability of the principles of war.
6. Task organize available forces.
7. Maximize available resources.
8. Allocate resources.
9. Choose and arrange control measures.
10. Apply battlespace frameworks.
11. Communicate risks to the commander.

12. Adapt the plan.
13. Exploit success.
14. Achieve a decision.
15. Conduct follow-on actions.

REFERENCES:

1. MCDP 1-0 Marine Corps Operations
 2. MCDP 1-3 Tactics
 3. MCTOG Circular 3-1 Offensive and Defensive Tactics
 4. MCWP 3-10 MAGTF Ground Operations
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C2OP-OTI-2011: Support decision making

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Decision making is an art, which requires the decision maker to combine experience and education to act. OTIs play an important role in the decision-making process, because of their vast experience in critical and creative thinking that they have acquired over their careers. While the commander makes the final decision, the OTI provides interface between theoretical and practical solutions, blending analytical and intuitive decision-making as appropriate for the situation. By virtue of the role, the OTI must understand the decision-making, planning, and assessment processes to effectively lead personnel and processes within units in the Marine Corps.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a higher headquarters' order, unit T/O&E, designated primary and special staff, commander's guidance, unit SOPs and functional communication architecture.

STANDARD: Provide accurate and relevant knowledge about the friendly situation, the corresponding operational environment, and anticipate future action to support the commander's ability to command.

PERFORMANCE STEPS:

1. Identify the problem(s), embracing an incomplete understanding.
2. Consider situational factors (environment, friendly, adversary).
3. Determine desired objectives, requirements, and criteria.
4. Identify possible solutions for options.
5. Evaluate alternative solutions or options based on established criteria or experience and professional judgement.
6. Intuitively or analytically assess the strengths, weakness, and opportunities each alternative produces.
7. Intuitively or analytically assess the risks, uncertainties, and liabilities that could result from each alternative.
8. Intuitively or analytically compare alternatives.

9. Identify and select the best alternative within resources available.

REFERENCES:

1. ISBN 978-1452241517 Structured Analytic Techniques for Intelligence Analysis
 2. MCDP 1-0 Marine Corps Operations
 3. MCDP 1-3 Tactics
 4. MCDP 5 Planning
 5. MCDP 6 Command and Control
 6. MCWP 3-10 MAGTF Ground Operations
-

C2OP-OTI-2012: Direct the conduct of Force Deployment Planning & Execution (FDP&E)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The FDP&E process outlines the detailed planning and execution timeline, force deployment planning guidelines, logistics and force sustainment, manpower planning guidelines and Global Force Management Process.

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: MOJT

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarter's order, commander's guidance, and references

STANDARD: To arrive at the correct location, properly equipped, and prepared for operations.

PERFORMANCE STEPS:

1. Analyze the deployment order.
2. Determine pre-deployment site survey (PDSS) requirements.
3. Determine advanced echelon (ADVON) tasks.
4. Identify the operating environment.
5. Determine transportation requirements.
6. Prioritize unit movement.
7. Supervise preparation of unit manifest.
8. Supervise preparation of unit equipment density lists (EDLs).
9. Validate submission of report time phased force & deployment data (TPFDD) requirements to higher.
10. Disseminate a movement schedule.
11. Supervise embarkation/movement to staging area.
12. Disseminate the plan for reception, staging, onward movement, and integration (RSO&I).
13. Execute the force flow plan.

REFERENCES:

1. JP 3-35 Deployment and Redeployment Operations
 2. MCO 3000.18_ Marine Corps Force Deployment Planning and Execution Manual, (Short Title FDP&E Manual)
-

C2OP-OTI-2013: Plan for Theater Security Cooperation (TSC) operations

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

MOS PERFORMING: 0577

BILLETS: Operations and Tactics Instructor

GRADES: GYSGT, MSGT, MGYSGT, MAJ, LTCOL

INITIAL TRAINING SETTING: MOJT

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, given a higher headquarter's order, commander's guidance, and references

STANDARD: To satisfy the commander's planning, decision, execution, and assessment (PDE&A) requirements within established time limits and operational constraints/restraints.

PERFORMANCE STEPS:

1. Analyze Combatant Commander's Theatre Campaign Plan.
2. Analyze Combatant Commander's guidance.
3. Analyze Marine Corps Campaign Support Plan.
4. Analyze Country Cooperation Plan.
5. Analyze Integrated Country Strategy.
6. Analyze higher headquarters' guidance.
7. Analyze previous Theatre Security Cooperation after action reports.
8. Identify training objectives.
9. Identify host nation training objectives.
10. Review authorities.
11. Provide inputs to the exercise agreement.
12. Supervise Theatre Security Cooperation concept of operations.

REFERENCES:

1. FM 3-0 Operations
 2. JP 3-0 Joint Operations
 3. JP 3-16 Multinational Operations
 4. MCDP 1-3 Tactics
 5. MCTP 3-10F Fire Support Coordination in the Ground Combat Element
 6. MCWP 3-10 MAGTF Ground Operations
 7. USIP Guidelines for Relations between U.S. Armed Forces and Non-Governmental Humanitarian Organizations in Hostile or Potentially Hostile Environments
-

C2OP-OTI-2014: Educate the unit on operations and intelligence training requirements

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: OTIs, Operations Officers, Operations Chiefs, ITIs, Intelligence Officers, and Intelligence Chiefs provide Combat Element Commanders a myriad of unique capabilities. These include, but are not limited to: expertise in designing, developing, implementing, and managing Unit Readiness Program; expertise in operations and intelligence integration in staff processes and specialized programs; design and validation of critical training events and unit training plans in accordance with unit commander's guidance. Additionally, by being skilled in the art and science of planning, training, and executing missions/command and control across the range of military operations, this individual is capable of validating all unit readiness data submitted in the Defense Readiness Reporting System, validating unit operations, training, and readiness Standing Operating Procedures (SOP), and submitting recommended changes to requisite Combat Element (ACE/LCE/GCE) doctrine and training standards. Through these processes this individual serves as the crucial proponent of standardization which enables the integration and interoperability with external organizations and enablers including MAGTF, Joint, Interagency, Intergovernmental, Coalition and Multinational partners by analyzing/synthesizing best practices, lessons learned, training resources, and emerging concepts.

MOS PERFORMING: 0233, 0577

BILLETS: Intelligence and Tactics Instructor, Operations and Tactics Instructor

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: MOJT

CONDITION: Operating within a MAGTF Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, references, doctrine, and emerging concepts

STANDARD: To leverage the commander's planning, decision, execution, and assessment (PDE&A) requirements through standardization of systems, personnel, and processes across MAGTF operations within the operational constraints/restraints of the supported unit.

PERFORMANCE STEPS:

1. Apply critical thinking skills.
2. Organize information.
3. Communicate roles and responsibilities.
4. Educate the staff on the functions of the Ground Combat Element and Intelligence.
5. Communicate capabilities and limitations to the unit's staff.
6. Input into best practices across community of interest.
7. Implement best practices from the community of interest.
8. Communicate operations Standing Operating Procedures.

REFERENCES:

1. ADP 1-02 Terms and Military Symbols

2. MCO 3502.7A Marine Corps Ground Combat Element Operations and Tactics Training Program
3. MCRP 2-10B.1 Intelligence Preparation of the Battlefield/Battlespace

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CHAPTER 6

INFORMATION MANAGEMENT OFFICER EVENTS

	<u>PARAGRAPH</u>	<u>PAGE</u>
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EVENT CODING.	6001	6-2
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CHAPTER 6

INFORMATION MANAGEMENT OFFICER EVENTS

6000. PURPOSE. Chapter 6 contains the individual training events for the Information Management Officer, 8055 FMOS.

6001. EVENT CODING. Events in this T&R Manual are depicted with an up to 12-character, 3-field alphanumeric system, i.e. XXXX-XXXX-XXXX. This chapter utilizes the following methodology:

a. Field one. This field represents the community. This chapter contains the following community codes:

<u>Code</u>	<u>Description</u>
8055	Information Management Officer

b. Field two. This field represents the functional/duty area. This chapter contains the following functional/duty areas:

<u>Code</u>	<u>Description</u>
IM	Information Management

c. Field three. This field provides the level at which the event is accomplished and numerical sequencing of events. This chapter contains the following event levels:

<u>Code</u>	<u>Description</u>
2000	Core Plus Skills

6002. INDEX OF INDIVIDUAL EVENTS

Event Code	E-Coded	Event	Page
8055-IM-2001	NO	Identify Information Management Requirements	6-2
8055-IM-2002	NO	Enable Command and Control	6-3
8055-IM-2003	NO	Establish, Maintain, and Improve Processes	6-5
8055-IM-2004	NO	Create and Maintain Collaborative Environment	6-6
8055-IM-2005	NO	Develop an Information Management Plan	6-7
8055-IM-2006	NO	Conduct Resource Management	6-8

6003. LIST OF INDIVIDUAL EVENTS

8055-IM-2001: Identify Information Management Requirements

EVALUATION-CODED: NO **SUSTAINMENT INTERVAL:** 12 months

READINESS-CODED: NO

DESCRIPTION: Information management enable efficient information assimilation, sharing, and collaboration to facilitate the commander's decision-making ability, staff synchronization, and cross functional area coordination. Information management requirements form the baseline of information management. In order to determine information management requirements, information management officers need to conduct a detailed analysis of the information exchange requirements of the commander, supported staff functions and processes, and attached units. Information management officers must fuse information requirements within the three pillars of information management: people, processes, and technology.

MOS PERFORMING: 8055

BILLETS: Information Management Officer

GRADES: GYSGT, MSGT, MGYSGT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order from higher, planning documents, information governance and data management policies, commander's guidance, unit standard operating procedures, and the references.

STANDARD: To produce clear and unambiguous refined information requirements that will be reflected as part of the information management plan for the unit to satisfy daily staff functions and emergent mission requirements.

PERFORMANCE STEPS:

1. Analyze mission statement and interpret commander's intent.
2. Identify task organization and command relationships from operations order and commander's guidance.
3. Identify networks / network classifications available (NIPR, SIPR, JWICS, CENTRIX, other).
4. Identify information exchange requirements (IERS) by functional areas of the staff and adjacent, higher, subordinate units.
5. Identify data management and information governance policies requiring enforcement.
6. Understand foreign disclosure policies.
7. Develop and distill command and control system requirements and software baseline from IERS
8. Coordinate with higher units to obtain command and control software image and software baseline.
9. Coordinate requirements with the G/S-6.
10. Understand enemy capabilities and their impact upon information exchange requirements.

REFERENCES:

1. MCDP 6 Command and Control
2. MCRP 3-30B.2 MAGTF Communications System
3. MCTP 3-30B Information Management
4. MCWP 5-10 Marine Corps Planning Process

8055-IM-2002: Enable Command and Control

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Information management is an enabler of command and control. Information management officers identify and leverage the C2 systems and applications that best support the mission information exchange requirements within in a contested information environment. In order to determine the technical requirements and associated C2 support structure, information management officers must be familiar with characteristics of command and control systems including hardware, software, configuration, and cybersecurity requirements necessary for employment and fuse their knowledge of technical system with information exchange requirements.

MOS PERFORMING: 8055

BILLETS: Information Management Officer

GRADES: GYSGT, MSGT, MGYSGT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order from higher, planning documents, information governance and data management policies, commander's guidance, unit standard operating procedures, system and software baselines, and the references.

STANDARD: To produce a C2 systems baseline and failover plan optimize situational awareness and generate shared understanding to support decision-making during the conduct of operations and daily staff functions.

PERFORMANCE STEPS:

1. Understand C2 system baselines and software / hardware requirements.
2. Identify critical C2 systems as part of key cyberspace terrain.
3. Identify impacts to C2 systems and software based upon cyber condition and tailored response actions to support C2 in Denied and Degraded environment (C2D2E).
4. Develop primary, alternate, contingency, and emergency command and control channels to support IERs in C2D2E.
5. Oversee COP/CTP Arch. Coordinate with higher, adjacent, subordinate, joint and coalition CTP elements to maintain complete picture.
6. Develop CTP management guidance based off of the OPTASK COP.
7. Develop CTP implementation guidance for friendly force tracking.
8. Develop and maintain visual information displays.
9. Develop a disaster recovery plan for command and control systems and software.

REFERENCES:

1. CJCSI 3151.01C Global Command and Control System Common Operational Picture Reporting Requirements
2. JP 6-0 Joint Communications System
3. MCDP 6 Command and Control
4. MCRP 3-30B.2 MAGTF Communications System
5. MCTP 3-30B Information Management

8055-IM-2003: Establish, Maintain, and Improve Processes

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Processes are a key focal point of information management. Information management officers are able to identify, analyze, design, document, and improve unit processes and procedures that support mission accomplishment and support knowledge management. Information management officers work with the commander and staff functional areas to identify, integrate and devise solutions to gaps and seams within and across staff processes. Information management officers will be able to leverage process improvement techniques as well as technology to develop innovative and effective solutions to mission requirements.

MOS PERFORMING: 8055

BILLETS: Information Management Officer

GRADES: GYSGT, MSGT, MGYSGT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order from higher, planning documents, information governance and data management policies, commander's guidance, unit standard operating procedures, and the references.

STANDARD: Information management officers will be able to conduct process analysis and optimization to support decision-making during the conduct of operations and daily staff functions.

PERFORMANCE STEPS:

1. Assist the chief of staff / executive officer in the development of the command's battle rhythm.
2. Develop and distribute the seven minute drill template.
3. Identify seven minute drills to be incorporated into the battle rhythm
4. Organize events into B2C2WGs.
5. Establish information flow to support battle rhythm (product development, act and plan, commander's touch points, higher HQ, lead federal agency).
6. Maintain and adjust the battle rhythm as required.
7. Develop the information management matrix from template based upon the battle rhythm.
8. Understand the data information knowledge continuum.
9. Provide subject matter expertise on information flow across the staff
10. Be able to document functional area processes from process initiation to decision and execution.
11. Graphically depict functional area processes.
12. Support the command in establishing desired performance levels, establishing metrics, determining current performance levels, and identifying performance gaps.
13. Facilitate the determination of causes of performance gaps.
14. Employ best practices to facilitate and conduct process improvement.
15. Assess information management and process maturity within the command.
16. As required, identify stakeholders and proper mechanism for socializing the analysis and improvement of organizational performance.
17. Incorporate knowledge management practices to command and functional area processes.

18. Support, integrate, and develop information and knowledge flow across functional areas and functional area processes.
19. Coordinate / conduct IM / KM unit training.
20. Develop the IM user smart pack in conjunction with the G-6.
21. Communicate, monitor, and enforce conformance with data policies, standards, procedures, and architecture.
22. Coordinate business rules and template administration for digital environment incorporating information governance and data management policies and standards.
23. Coordinate with G-1/S-1 command designated records manager for the implementation of technical solutions for records management.
24. Develop and maintain turnover templates.

REFERENCES:

1. MCDP 6 Command and Control
 2. MCTP 3-30B Information Management
-

8055-IM-2004: Create and Maintain Collaborative Environment

EVALUATION-CODED: NO **SUSTAINMENT INTERVAL:** 12 months

READINESS-CODED: NO

DESCRIPTION: A collaborative environment improves common understanding, concurrent planning, and focused execution amongst the commander and staff, especially during disaggregated and distributed operations. Information management officers identify, leverage, and design collaborative capabilities, competencies, services, and tools that best support the commander and staff section during the decision-making process.

MOS PERFORMING: 8055

BILLETS: Information Management Officer

GRADES: GYSGT, MSGT, MGYSGT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order from higher, planning documents, information governance and data management policies, commander's guidance, unit standard operating procedures, and the references.

STANDARD: To enable a collaborative environment to support decision-making during the conduct of operations and daily staff functions.

PERFORMANCE STEPS:

1. Develop and share unit best practices.
2. Contribute to an organization's learning environment by facilitating the integration of new personnel and the continued performance improvement of existing personnel into the command's information environment.
3. Establish and enable collaborative services (workspace, chat, conferencing, application sharing).
4. Prepare/build collaborative websites for staff for operations and exercises with geographically separated participants.

5. Prepare collaborative webtools for local staff for operations and exercises.
6. Determine, publish and manage persistent chat rooms and channels for collaborative tools.
7. Understand organizational culture and user capabilities, limitations, and end goals.
8. Implement controls (as necessary) IAW information governance specifics and data standards (technical controls).
9. Assess compliance with information governance policies after implementation and provide feedback up the information management chain of command.

REFERENCES:

1. CJCSI 3151.01C Global Command and Control System Common Operational Picture Reporting Requirements
 2. JP 6-0 Joint Communications System
 3. MCDP 6 Command and Control
 4. MCRP 3-30B.2 MAGTF Communications System
 5. MCTP 3-30B Information Management
-

8055-IM-2005: Develop an Information Management Plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: The Information management plan will aid the unit in training and maintaining a common information environment through the pre-deployment training program, deployment, and post deployment period. The unit information management plan will increase the effectiveness of the command's decision cycle by creating an information environment that links operational and administrative information exchange requirements together using technology, processes, and collaborative services. Information management officers will identify resource shortfalls and training requirements in order to provide timely, analyzed, relevant information to the commander that enhances his decision-making process.

MOS PERFORMING: 8055

BILLETS: Information Management Officer

GRADES: GYSGT, MSGT, MGYSGT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order from higher, planning documents, information governance and data management policies, commander's guidance, unit standard operating procedures, and the references.

STANDARD: Information management officers develop and maintain an information management plan that supports decision-making during the conduct of operations and daily staff functions and mitigates information overload.

PERFORMANCE STEPS:

1. Develop information management plan and annex to the operations order per MCTP 3-30B.
2. Disseminate the information management plan.
3. Establish Command Information Management plans, policies, and procedures
4. Provide feedback on order/directives.
5. Ensure information management plan focuses knowledge and information flow across C2 systems, processes, and collaborative environment to support the commander's decision cycle.
6. Develop and incorporate metrics to evaluate the information management plan.

REFERENCES:

1. MCDP 6 Command and Control
 2. MCTP 3-30B Information Management
 3. MCWP 5-10 Marine Corps Planning Process
-

8055-IM-2006: Conduct Resource Management

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

READINESS-CODED: NO

DESCRIPTION: Information management resource management includes manpower, equipment, appropriations, contracts, and fiscal responsibilities. Information management officers plan for the efficient employment of information management resources in order to sustain information management support for the MAGTF and subordinate units.

MOS PERFORMING: 8055

BILLETS: Information Management Officer

GRADES: GYSGT, MSGT, MGYSGT, 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order from higher, planning documents, unit table of organization, unit table of equipment, fiscal policies, commander's guidance, unit standards operating procedures, and the references.

STANDARD: To sustain information management capabilities through the pre-deployment training program, deployment, and post deployment period.

PERFORMANCE STEPS:

1. Understand the capability requirements and development process.
2. Understand version control and hardware / software baselines for information management and command and control software.
3. Coordinate and oversee hardware, firmware, and software upgrades to assigned equipment.
4. Understand IT service management best practices.
5. Be familiar with contracting requirements and contract management.
6. Provide information management input into the unit manning documents for exercises, operations, and employment.

7. Develop plan for new equipment fielding and coordinate initial operator training.

REFERENCES:

1. MCDP 6 Command and Control
2. MCTP 3-30B Information Management
3. MCWP 5-10 Marine Corps Planning Process

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APPENDIX A

ACRONYMS

AAV - amphibious assault vehicle
ACP - automated commissioning package
ACT - accuracy completeness time sequence
ACTS - Assignment, Classification, and Travel Systems
AIRS - Automated Inspection Reporting System
AO - area of operations
APTS - advanced presentation and training skills
AR - Active Reserve
ASTB-E - Aviation Selection Test Battery Series-E
AT4C - advanced tool for coaching
BIC - billet information code
CAPT - Captain
CAR - commander's attainment report
CBRN - chemical, biological, radiological, and nuclear
CBT - computer-based training
CG - commanding general
CMC - Commandant of the Marine Corps
CMR - consolidated memorandum receipt
CO - commanding officer
COA - course of action
CONPLAN - contingency plan
CONUS - continental United States
COT - consecutive overseas tours
CPL - Corporal
CRP - combat readiness percentage; command recruiting program
CSR - consolidated strength report
CWO - chief warrant officer
DEP - delayed entry program
DL - distance learning
DOD - Department of Defense
DoDFMR - Department of Defense Financial Management Regulation
DON - Department of the Navy
DRRS - Defense Readiness Reporting System
EAD - extended active duty
ECFC - enlisted career force controls
ECS - effective communication skills
EFMP - Exceptional Family Member Program
ENLPROM - enlisted promotions
EPM - enlistment processing manual
1STLT - First Lieutenant
FAI - functional area inspection
FLC - formal learning center
FMF - fleet Marine force
FY - fiscal year
GOV - government owned vehicle
GSA - Government Services Administration
GYSGT - Gunnery Sergeant
HOTAS - hands-on throttle and stick
HQMC - Headquarters, Marine Corps
IAW - in accordance with

IGMC - Inspector General of the Marine Corps
IIADT - incremental initial active duty training
IMI - individual multimedia instruction
IPOCT - in place consecutive overseas tours
IRAM - Individual Records Administration Manual
IRR - Individual Ready Reserve
IRT - Itinerant Recruiting Trip
JPIC - Joint Package Inspection Checklist
LATMOV - lateral move
LCPL - Lance Corporal
LDO - limited duty officer; line of duty
LOI - letter of instruction
LSL - lump sum leave
MAJ - Major
MARADMIN - Marine Administrative Message
MARCORPROMMAN - Marine Corps Promotion Manual
MARCORSEPMAN - Marine Corps Separation and Retirement Manual
MARFORRES - Marine Corps Forces Reserve
MASP - military academic skills program
MC2 - Marine Corps Communication and Consulting
MC3 - Marine Corps Communication, Coaching, and Counseling
MC4 - Marine Corps Communication, Consulting, Coaching, and Counseling
MCC - monitored command code
MCEOB - Marine Corps Enlisted Opportunities Book
MCI - Marine Corps Institute
MCMEDS - Marine Corps Medical Entitlements Data System
MCMP - Marine Corps mentoring program
MCO - Marine Corps order
MCOOB - Marine Corps Officer Opportunity Book
MCP3 - Marine Corps Performance, Programming and Philosophy
MCPS - Marine Corps Presentation Skills
MCRAMM - Marine Corps Reserve Administrative Management Manual
MCRC - Marine Corps Recruiting Command
MCRD - Marine Corps Recruit Depot
MCRISS - Marine Corps Recruiting Information Support System
MCRISS-OSS - Marine Corps Recruiting Information Support System-Officer
Selection Station
MCRISS-PSRS - Marine Corps Recruiting Information Support System-Prior
Service Recruiting Station
MCRISS-PSRSS - Marine Corps Recruiting Information Support System-Prior
Service Recruiting Substation
MCRISS-RS - Marine Corps Recruiting Information Support System-Recruiting
Station
MCROB - Marine Corps Reserve Opportunity Book
MCT - Marine Corps Task
MCTFSPRIM - Marine Corps Total Force Reporting Instructions Manual
MCTIMS - Marine Corps Training Information Management System
MCTL - Marine Corps Task List
MECEP - Marine Corps Enlisted Commissioning Education Program
MEPCOM - Military Entrance Processing Command
MEPS - Military Entrance Processing Station
MET - mission essential task
METL - mission essential task list
MGIB-R - Montgomery GI Bill-Reserve
MGYSGT - Master Gunnery Sergeant
MIRS - USMEPCOM Integrated Resource System
MISSO - Manpower Information Systems Support Officer

MOJT - Marine on-the-job training
MOL - Marine online
MOS - military occupational specialty
MSC - major subordinate command
MSGT - Master Sergeant
MUD - Merkel Unit Designator
NAMI - Naval Aerial Medical Institute
NAVMC - Navy Marine Corps
NIDT - Non-Instrumented Drug Test
NMCI - Navy Marine Corps Communication Information
NWA - new working applicant
OCHF - Operations Chief
OCM - Officer Commissioning Manual
OCONUS - outside the continental United States
OIC - officer in charge
OPFOR - operating forces; opposing force; opposition force
OPLAN - operational plan
OPNAV - Office of the Chief of Naval Operations
OPNAVINST Chief of Naval Operations instruction
OPS - operations
OPSO - operations officer
ORM - operational risk management
OSO - officer selection officer
OSS - officer selection station
OST - officer selection team
PAC - prospect applicant card
PADD - projected active duty date
PAR - Performance and Review
PFC - Private First Class
PSEP - prior service enlistment program
PSF - public speaking forum
PSR - prior service recruiter
PSRS - prior service recruiting station
PSRSS - prior service recruiting substation
PTAD - permissive temporary additional duty
PVT - Private
QC - quality control
QCIS - quality control SITREP
QSN - quota serial number
RAV - Retention Assist Visit
RECLP - Reserve Enlisted Commissioning Program
RELM - Reenlistment Extension Lateral Move
RI - Recruiter Instructor
ROEP - Reserve Option Enlistment Program
RS - Recruiting Station
RSCE - Recruiting Station Command Element
RSS - Recruiting Substation
RTF - recruiter training file
RUC - reporting unit code
S&R - Schedule and Results
SAT - Systems Approach to Training
SAV - staff assist visit
SDA - special duty assignment
SECNAVINST - Secretary of the Navy instruction
SGT - Sergeant
SGTMAJ - Sergeant Major
SITREP situation report

SMB - SNCOIC Management Book
SMCR - select Marine Corps reserve
SME - subject matter expert
SMOS - supplementary MOS
SNCO - staff noncommissioned officer
SNCOIC - staff noncommissioned officer in charge
SOP - standing operating procedure
SOS - statement of service
SOU - statement of understanding
SRB - selective reenlistment bonus
SRI - Systematic Recruiting Inspection
SRIP - Selected Reserve Incentive Program
SSGT - Staff Sergeant
T&R - training and readiness
T/O - table of organization
TECOM - Training and Education Command
TIP - training input plan
TMS - Training Management System
UMIS - Unit Manpower Information Sheet
UTM - unit training management
WO - Warrant Officer
XO - executive officer

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APPENDIX B

TERMS AND DEFINITIONS

Terms in this glossary are subject to change as applicable orders and directives are revised. Terms established by Marine Corps orders or directives take precedence after definitions found in Joint Publication 1-02, DOD Dictionary of Military and Associated Terms.

A

After Action Review. A professional discussion of training events conducted after all training to promote learning among training participants. The formality and scope increase with the command level and size of the training evolution. For longer exercises, they should be planned for at predetermined times during an exercise. The results of the AAR shall be recorded on an after action report and forwarded to higher headquarters. The commander and higher headquarters use the results of an AAR to reallocate resources, reprioritize their training plan, and plan for future training.

Assessment. An informal judgment of the unit's proficiency and resources made by a commander or trainer to gain insight into the unit's overall condition. It serves as the basis for the midrange plan. 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.

C

Chaining. A process that enables unit leaders to effectively identify subordinate collective events and individual events that support a specific collective event. For example, collective training events at the 4000-Level are directly supported by collective events at the 3000-Level. When a higher level event by its nature requires the completion of lower level events, they are "chained"; Sustainment credit is given for all lower level events chained to a higher event.

Collective Event. A clearly defined, discrete, 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; may accomplish a collective event or, it may be accomplished by an individual to accomplish a unit mission, such as a battalion supply officer completing a reconciliation of the battalion's CMR. 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 T&R Manuals.

Combat Readiness Cycle. The combat readiness cycle depicts the relationships within the building block approach to training. The combat readiness cycle progresses from T&R Manual individual core skills training, to the accomplishment of collective training events, and finally, to a unit's participation in a contingency or actual combat. The combat readiness cycle demonstrates the relationship of core capabilities to unit combat readiness. Individual core skills training and the training of collective events lead to unit proficiency and the ability to accomplish the unit's stated mission.

Combat Readiness Percentage (CRP). The CRP is a quantitative numerical value used in calculating collective training readiness based on the E-Coded events that support the unit METL. CRP is a concise measure of unit training accomplishments. This numerical value is only a snapshot of training readiness at a specific time. As training is conducted, unit CRP will continuously change.

Condition. The condition describes the training situation or environment under which the training event or task will take place. Expands on the information in the title by identifying when, where and why the event or task will occur and what materials, personnel, equipment, environmental provisions, and safety constraints must be present to perform the event or task in a real-world environment. Commanders can modify the conditions of the event to best prepare their Marines to accomplish the assigned mission (e.g. in a desert environment; in a mountain environment; etc.).

Core Competency. Core competency is the comprehensive measure of a unit's ability to accomplish its assigned MET. It serves as the foundation of the T&R Program. Core competencies are those unit core capabilities and individual core skills that support the commander's METL and T/O mission statement. Individual competency is exhibited through demonstration of proficiency in specified core tasks and core plus tasks. Unit proficiency is measured through collective tasks.

Core Capabilities. Core capabilities are the essential functions a unit must be capable of performing during extended contingency/combat operations. Core unit capabilities are based upon mission essential tasks derived from operational plans; doctrine and established tactics; techniques and procedures.

Core Plus Capabilities. Core plus capabilities are advanced capabilities that are environment, mission, or theater specific. Core plus capabilities may entail high-risk, high-cost training for missions that are less likely to be assigned in combat.

Core Plus Skills. Core plus skills are those advanced skills that are environment, mission, rank, or billet specific. 2000-Level training is designed to make Marines proficient in core skills in a specific billet or at a specified rank at the Combat Ready level. 3000-8000-Level training produces combat leaders and fully qualified section members at the Combat Qualified level. Marines trained at the Combat Qualified level are those the

commanding officer feels are capable of accomplishing unit-level missions and of directing the actions of subordinates. Many core plus tasks are learned via MOJT, while others form the base for curriculum in career level MOS courses taught by the formal school.

D

Defense Readiness Reporting System (DRRS). A comprehensive readiness reporting system that evaluates readiness on the basis of the actual missions and capabilities assigned to the forces. It is a capabilities-based, adaptive, near real-time reporting system for the entire Department of Defense.

Deferred Event. A T&R event that a commanding officer may postpone when in his or her judgment, a lack of logistic support, ammo, ranges, or other training assets requires a temporary exemption. CRP cannot be accrued for deferred "E-Coded" events.

Delinquent Event. An event becomes delinquent when a unit exceeds the sustainment interval for that particular event. The individual or unit must update the delinquent event by first performing all prerequisite events. When the unit commander deems that performing all prerequisite is unattainable, then the delinquent event will be re-demonstrated under the supervision of the appropriate evaluation authority.

E

E-Coded Event. An "E-Coded" event is a collective T&R event that is a noted indicator of capability or, a noted collective skill that contributes to the unit's ability to perform the supported MET. As such, only "E-Coded" events are assigned a CRP value and used to calculate a unit's CRP.

Evaluation. Evaluation is a continuous process that occurs at all echelons, during every phase of training and can be both formal and informal. Evaluations ensure that Marines and units are capable of conducting their combat mission. Evaluation results are used to reallocate resources, reprioritize the training plan, and plan for future training.

Event (Training). 1) An event is a significant training occurrence that is identified, expanded and used as a building block and potential milestone for a unit's training. An event may include formal evaluations. 2) An event within the T&R Program can be an individual training evolution, a collective training evolution or both. Through T&R events, the unit commander ensures that individual Marines and the unit progress from a combat capable status to a Fully Combat Qualified (FCQ) status.

Event Component. The major procedures (i.e., actions) that must occur to perform a Collective Event to standard.

Exercise Commander (EC). The Commanding General, Marine Expeditionary Force or his appointee will fill this role, unless authority is delegated to the respective commander of the Division, Wing, or FSSG. Responsibilities and functions of the EC include: 1) designate unit(s) to be evaluated, 2) may designate an exercise director, 3) prescribe exercise objectives and T&R events to be evaluated, 4) coordinate with commands or agencies external to the Marine Corps and adjacent Marine Corps commands, when required.

Exercise Director (ED). Designated by the EC to prepare, conduct, and report all evaluation results. Responsibilities and functions of the ED include: 1) Publish a letter of instruction (LOI) that: delineates the T&R events to be evaluated, establishes timeframe of the exercise, lists responsibilities of various elements participating in the exercise, establishes safety requirements/guidelines, and lists coordinating instructions. 2) Designate the TEC and TECG to operate as the central control agency for the exercise. 3) Assign evaluators, to include the senior evaluator, and ensure that those evaluators are properly trained. 4) Develop the general exercise scenario taking into account any objectives/events prescribed by the EC. 5) Arrange for all resources to include: training areas, airspace, aggressor forces, and other required support.

M

Marine Corps Ground Training and Readiness (T&R) Program. The T&R Program is the Marine Corps' primary tool for planning and conducting training, for planning and conducting training evaluation, and for assessing training readiness. The program will provide the commander with standardized programs of instruction for units within the ground combat, combat support, and combat service support communities. It consolidates the ITS, CTS, METL and other individual and unit training management tools. T&R is a program of standards that systematizes commonly accepted skills, is open to innovative change, and above all, tailors the training effort to the unit's mission. Further, T&R serves as a training guide and provides commanders an immediate assessment of unit combat readiness by assigning a CRP to key training events. In short, the T&R Program is a building block approach to training that maximizes flexibility and produces the best-trained Marines possible.

Mission Essential Task(s) MET(s). A MET is a collective task in which an organization must be proficient in order to accomplish an appropriate portion of its wartime mission(s). MET listings are the foundation for the T&R Manual; all events in the T&R Manual support a MET.

Mission Essential Task List (METL). Descriptive training document that provides units a clear, war fighting focused description of collective actions necessary to achieve wartime mission proficiency. The service-level METL, that which is used as the foundation of the T&R Manual, is developed using Marine Corps doctrine, operational plans, T/Os, UJTL, UNTL, and MCTL. For community based T&R Manuals, an occupational field METL is developed to focus the community's collective training standards. Commanders develop their unit METL from the service-level METL, operational plans, contingency plans, and SOPs.

O

Operational Readiness (DOD, NATO). OR is the capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness.

P

Prerequisite Event. Prerequisites are the academic training and/or T&R events that must be completed prior to attempting the event.

R

Readiness (DOD). Readiness is the ability of U.S. military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels: a) Unit readiness--The ability to provide capabilities required by combatant commanders to execute assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. b) Joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

S

Section Skill Tasks. Section skills are those competencies directly related to unit functioning. They are group rather than individual in nature, and require participation by a section (S-1, S-2, S-3, etc).

Simulation Training. Simulators provide the additional capability to develop and hone core and core plus skills. Accordingly, the development of simulator training events for appropriate T&R syllabi can help maintain valuable combat resources while reducing training time and cost. Therefore, in cases where simulator fidelity and capabilities are such that simulator training closely matches that of actual training events, T&R Manual developers may include the option of using simulators to accomplish the training. CRP credit will be earned for E-Coded simulator events based on assessment of relative training event performance.

Standard. A standard is a statement that establishes criteria for how well a task or learning objective must be performed. The standard specifies how well, completely, or accurately a process must be performed or product produced. For higher-level collective events, it describes why the event is being done and the desired end-state of the event. Standards become more specific for lower-level events and outline the accuracy, time limits, sequencing, quality, product, process, restrictions, etc., that indicate the minimum acceptable level of performance required of the event. At a minimum, both collective and individual training standards consist of a task, the condition under which the task is to be performed, and the evaluation criteria that will be used to verify that the task has been performed to a satisfactory level.

Sustainment Training. Periodic retraining or demonstration of an event required maintaining the minimum acceptable level of proficiency or capability required to accomplish a training objective. Sustainment training goes beyond the entry-level and is designed to maintain or further develop proficiency in a given set of skills.

Systems Approach to Training (SAT). An orderly process for analyzing, designing, developing, implementing, and evaluating a unit's training program to ensure the unit, and the Marines of that unit acquire the knowledge and skills essential for the successful conduct of the unit's wartime missions.

T

Training Task. This describes a direct training activity that pertains to an individual Marine. A task is composed of 3 major components: a description of what is to be done, a condition, and a standard.

Technical Exercise Controller (TEC). The TEC is appointed by the ED, and usually comes from his staff or a subordinate command. The TEC is the senior evaluator within the TEGC and should be of equal or higher grade than the commander(s) of the unit(s) being evaluated. The TEC is responsible for ensuring that the evaluation is conducted following the instructions contained in this order and MCO 1553.3A. Specific T&R Manuals are used as the source for evaluation criteria.

Tactical Exercise Control Group (TECG). A TECG is formed to provide subject matter experts in the functional areas being evaluated. The benefit of establishing a permanent TECG is to have resident, dedicated evaluation authority experience, and knowledgeable in evaluation technique. The responsibilities and functions of the TECG include: 1) developing a detailed exercise scenario to include the objectives and events prescribed by the EC/ED in the exercise LOI; 2) conducting detailed evaluator training prior to the exercise; 3) coordinating and controlling role players and aggressors; 4) compiling the evaluation data submitted by the evaluators and submitting required results to the ED; 5) preparing and conducting a detailed exercise debrief for the evaluated unit(s).

Training Plan. Training document that outlines the general plan for the conduct of individual and collective training in an organization for specified periods of time.

U

Unit CRP. Unit CRP is a percentage of the E-Coded collective events that support the unit METL accomplished by the unit. Unit CRP is the average of all MET CRP.

Unit Evaluation. All units in the Marine Corps must be evaluated, either formally or informally, to ensure they are capable of conducting their combat mission. Informal evaluations should take place during all training events. The timing of formal evaluations is critical and should, when appropriate, be directly related to the units' operational deployment cycle. Formal evaluations should take place after the unit has been staffed with the majority of its personnel, has had sufficient time to train to individual and collective standards, and early enough in the training cycle so there is sufficient time to correctly identified weaknesses prior to deployment. All combat units and units' task organized for combat require formal evaluations prior to operational deployments.

Unit Training Management (UTM). Unit training management is the use of the SAT and Marine Corps training principles in a manner that maximizes training results and focuses the training priorities of the unit on its wartime mission. UTM governs the major peacetime training activity of the Marine Corps and applies to all echelons of the Total Force.

W

Waived Event. An event that is waived by a commanding officer when in his or her judgment, previous experience or related performance satisfies the requirement of a particular event.