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From: Commandant of the Marine Corps
To: Distribution List

Subj: COMMUNICATION STRATEGY AND OPERATIONS TRAINING AND READINESS MANUAL

Ref: (a) MCO P3500.72A

Encl: (1) COMMSTRAT T&R Manual

1. Purpose. Per the reference, this Training and Readiness (T&R) Manual, contained in enclosure (1), establishes training standards, regulations, and policies regarding the training of Marines in the Communication Strategy and Operations (COMMSTRAT) occupational field.

2. Cancellation. NAVMC 3500.9B and NAVMC 3500.77B.

3. Scope. The data within the chapters and appendices of the T&R were updated to reflect the merging of Public Affairs (43XX) and Combat Camera (46XX) community events to create the COMMSTRAT community (45XX) training standards. 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 community's new title.

    c. Chapter 3 added additional collective training events not identified in previous manual.

    d. Chapter 4 added additional individual training events.

    e. Chapter 5 deleted, modified, and added additional individual training events.

    f. Chapter 6 adjusted the purpose and revised individual training events.

    e. Chapter 7 added individual events to address the new military occupational specialist 4511, Recruiting Station and Marketing Public Affairs Marine training requirements.

    f. Chapter 8 updated references for individual events.

    g. Chapter 9 modified performance steps and updated references

    h. Chapter 10 updated references for individual events.

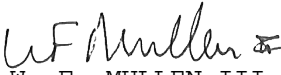   i. Chapter 11 modified performance steps and updated references.

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j. Chapter 12 modified individual event components to accurately capture requirements.

4. <u>Information</u>. 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.

5. <u>Command</u>. This Manual is applicable to the Marine Corps Total Force.

6. <u>Certification</u>. Reviewed and approved this date.

W. F. MULLEN III
By direction

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COMMSTRAT T&R MANUAL

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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 Communication Strategy and Operations T&R Manual is comprised of 12 chapters and 2 appendices. Chapter 1 is an overview of the ground T&R program. Chapter 2 lists the core METs/MCTs supported by the Community, which are used as part of DRRS. Chapter 3 contains collective events. Chapters 4 through 12 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. <u>Event Code</u>. 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. <u>Grouping</u>. 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. <u>Sequencing</u>. 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.

```
┌─────────────────────────────────────────────────────────────────┐
│                         Functional Area                          │
│                                                                   │
│   MOS/Community--------> ####-####-#### <-1st event in sequence   │
│                                                                   │
│                         Event level                              │
└─────────────────────────────────────────────────────────────────┘
```
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.

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

```
  EQUIPMENT:  XXX

MISCELLANEOUS:  XXX

  ADMINISTRATIVE INSTRUCTIONS:  XXX
```

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

```
XXXX-XXXX-####:  Stand a sentry post

EVALUATION CODED:  NO              SUSTAINMENT INTERVAL:  12 months

DESCRIPTION:  Text

MOS PERFORMING:  ####, ####

INITIAL TRAINING SETTING:  XXX

CONDITION:  Text

STANDARD:  Text

PERFORMANCE STEPS:
1.  Event component.
2.  Event component.
3.  Event component.

REFERENCES:
1.  Reference
2.  Reference
3.  Reference

PREREQUISITE EVENTS:
XXXX-XXXX-####          XXXX-XXXX-####

INTERNAL SUPPORTED:
XXXX-XXXX-####          XXXX-XXXX-####

INTERNAL SUPPORTING:
XXXX-XXXX-####          XXXX-XXXX-####

SUPPORT REQUIREMENTS:

  EQUIPMENT:  XXX

MISCELLANEOUS:  XXX

  ADMINISTRATIVE INSTRUCTIONS:  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. <u>Evaluation-Coded (E-Coded)</u>. 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. <u>Supported MET(s)</u>. 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. <u>Sustainment Interval</u>. 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. <u>Billet/MOS</u>. 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. <u>Grade</u>. The grade field indicates the rank at which Marines are required to complete the event.

8. <u>Description</u>. 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. <u>Condition</u>. 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.

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15. <u>Supporting Event</u>. 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. <u>Initial Training Setting</u>. 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. <u>References</u>. 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. <u>Distance Learning Products</u>. 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 Marine Air-Ground Task Force 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. <u>Support Requirements</u>. 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. <u>Suitability of Simulation/Simulators/DL products</u>. 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.

1-9   Enclosure (1)

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.

XXXX-XXX-XXXX: Call for indirect fire using the grid method (L/S)

SUPPORT REQUIREMENTS:

SIMULATION EVALUATION:

SIMULATED	**SUITABILITY**	**SIMULATOR**	**UNIT OF MEASURE**	**HOURS**	**PM**
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 (total MET CRP)/5 (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.

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CHAPTER 2

MARINE CORPS TASK LIST

CHAPTER 2

MARINE CORPS TASK LIST

2000. PURPOSE. This chapter contains Marine Corps Tasks (MCT) for the COMMSTRAT community that provide standardized, doctrinally based lexicon of common language tasks for use by units and installations, that defines Marine Corps capabilities used in development of Core, and Assigned OPLAN and Named Operation METs to report operational readiness of combat missions, contingency operations and support to the war fighter.

2001. COMMSTRAT MCT TABLE. The table below is a list of authoritative MCTs for the COMMSTRAT community.

MCT 5.6	Conduct Communication Strategy and Operations (CommStrat)
MCT 5.6.1	Conduct Communication Strategy and Operations (CommStrat) Research
MCT 5.6.2	Provide Communication Strategy and Operations (CommStrat) Counsel
MCT 5.6.3	Plan Communication Strategy and Operations (CommStrat)
MCT 5.6.4	Conduct Communication Strategy and Operations (CommStrat) Engagement
MCT 5.6.5	Create Communication Strategy and Operations (CommStrat)
MCT 5.6.6	Disseminate Communications Strategy and Operations (CommStrat) Products
MCT 5.6.7	Assess and Evaluate Communication Strategy and Operations (CommStrat) Efforts
MCT 5.6.8	Conduct Issue Management
MCT 5.6.9	Conduct Crisis Communication
MCT 5.6.10	Provide Communication Strategy and Operations (CommStrat) Support to Recruiting
MCT 5.6.11	Provide Communication Strategy and Operations (CommStrat) Training
MCT 5.6.12	Acquire Communication Strategy and Operations (CommStrat) Imagery
MCT 5.6.13	Manage Communication Strategy and Operations (CommStrat) Products

COMMSTRAT T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

3000. PURPOSE. Chapter 3 contains collective training events for the Communication Strategy and Operations Community.

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:

Code	Description
CMST	Communication Strategy and Operations

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

Code	Description
ENGA	Engagement
OPER	Operations
PROD	Production

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:

Code	Description
6000	Company
5000	Platoon
3000	Crew/Section

3002. INDEX OF COLLECTIVE EVENTS

Event Code	E-Coded	Event
CMST-ENGA-3001	NO	Engage key publics
CMST-ENGA-6001	NO	Implement media embed program
CMST-OPER-5001	NO	Develop a Communication Strategy and Operations (COMMSTRAT) Production
CMST-OPER-6001	NO	Provide Communication Strategy and Operations (COMMSTRAT) Support to Operations in the Information Environment
CMST-OPER-6002	NO	Provide Communication Strategy and Operations (COMMSTRAT) Support to MAGTF Operations
CMST-OPER-6003	NO	Conduct Visual Information Management
CMST-PROD-3001	NO	Conduct Communication Strategy and Operations Actions in Support of Operational/Training

	Requirements

3003. COLLECTIVE EVENTS

CMST-ENGA-3001: Engage key publics

SUPPORTED MET(S): None

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

DESCRIPTION: Viewing communication as a social process dialogue and interaction among people versus a technical process of monologue and message delivery to a key public, COMMSTRAT engages key publics across the range of military operations. COMMSTRAT uses research and communication theory to identify key publics; develop creative communication strategies and outreach programs tailored for those publics; evaluates and adapts strategies as needed.

CONDITION: Given a requirement, identified relative actors, and target audience analysis.

STANDARD: To achieve communication objectives.

EVENT COMPONENTS:
1. Conduct research.
2. Develop engagement plan.
3. Implement engagement plan.
4. Assess effectiveness.

REFERENCES:
1. Directive-Type Memorandum 09-026 Responsible and effective use of internet-based capabilities
2. DoD Directive 5230.09 Clearance of DoD Information for Public Release
3. DoD Instruction 5120.04 DoD Newspapers, Magazines and Civilian Enterprise Publications
4. DoD Instruction 5405.03 Development, Submission, and approval of Proposed Public Affairs Guidance (PPAG)
5. MCO 5720.77 Marine Corps Public Affairs
6. MCTP 3-30F Marine Corps Public Affairs
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

CHAINED EVENTS:

  INTERNAL SUPPORTING EVENTS: 4502-ENGA-1002

CMST-ENGA-6001: Implement media embed program

SUPPORTED MET(S): None

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

CONDITION: Given a requirement.

STANDARD: To achieve communication objectives and desired effects.

EVENT COMPONENTS:
1. Prepare command to receive media embeds.
2. Maintain log of current and past media embeds.
3. Determine which units are best suited to support media embeds.
4. Provide communications and logistics support for media representatives.
5. Provide access briefs, security procedures and other guidance to media.
6. Facilitate media access to subject matter experts.
7. Conduct evaluation of the program.

REFERENCES:
1. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
2. DoD Regulation 5400.7-R Freedom of Information Act
3. DODD 5230.9 Clearance of DoD Information for Public Release
4. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
5. MCTP 3-30F Marine Corps Public Affairs
6. SECNAVINST 5720.42_ Department of the Navy Freedom of Information Act (FOIA) Program
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations
8. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites

CHAINED EVENTS:

 INTERNAL SUPPORTING EVENTS: CMST-ENGA-3001

SUPPORT REQUIREMENTS:

 EQUIPMENT: Computer with commercial internet access.

CMST-OPER-5001: Develop a Communication Strategy and Operations (COMMSTRAT) Production

SUPPORTED MET(S): None

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

DESCRIPTION: Marines will design and develop visual information products in support of operational and training requirements.

CONDITION: Given a requirement, production equipment, and associated software/ materials.

STANDARD: To achieve targeted communication objectives and commander's intent.

EVENT COMPONENTS:
1. Receive requirement.
2. Identify the audience.
3. Develop a production plan.
4. Assign teams.
5. Gather visual information.

6. Produce product.
7. Perform quality control.
8. Disseminate product.
9. Accession imagery/product.
10. Assess effectiveness.

REFERENCES:
1. DODD 3600.1 Information Operations
2. DODI 5040.02 Visual Information
3. DODI 5040.7 Visual Information (VI) Production Procedures
4. JP 3-13 Information Operations
5. MCO 3104.1_ Marine Corps Combat Camera Program
6. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
7. MCO 5720.77 Marine Corps Public Affairs
8. MCTP 3-21A Marine Air-Ground Task Force Combat Camera
9. MCWP 3-32 MAGTF Information Operations

CHAINED EVENTS:

    INTERNAL SUPPORTING EVENTS: CMST-PROD-3001

CMST-OPER-6001: Provide Communication Strategy and Operations (COMMSTRAT) Support to Operations in the Information Environment

SUPPORTED MET(S): None

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

CONDITION: Given a requirement, production equipment, and associated software/materials.

STANDARD: To achieve targeted communication objectives and commander's intent.

EVENT COMPONENTS:
1. Receive requirement.
2. Assess the information environment.
3. Develop a plan.
4. Assign teams if required.
5. Acquire visual information.
6. Create products.
7. Perform quality control.
8. Disseminate products if required.
9. Accession imagery/products if required.
10. Assess effectiveness.

REFERENCES:
1. DODD 3600.1 Information Operations
2. DODI 3600.2 Classification Guidance for Information Systems
3. DODI 5040.7 Visual Information (VI) Production Procedures
4. JP 3-13 Information Operations
5. JP 3-61 Public Affairs
6. MCO 3104.1_ Marine Corps Combat Camera Program
7. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations

8.   MCO 5720.77 Marine Corps Public Affairs
9.   MCTP 3-21A Marine Air-Ground Task Force Combat Camera
10.   MCWP 3-32 MAGTF Information Operations

CHAINED EVENTS:

   INTERNAL SUPPORTING EVENTS:
   CMST-OPER-5001   CMST-PROD-3001

CMST-OPER-6002: Provide Communication Strategy and Operations (COMMSTRAT) Support to MAGTF Operations

SUPPORTED MET(S): None

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

CONDITION: Given a requirement, production equipment, and associated software/materials.

STANDARD: To achieve targeted communication objectives and commander's intent.

EVENT COMPONENTS:
1.   Receive requirement.
2.   Assess the information environment.
3.   Develop a plan.
4.   Assign teams.
5.   Provide communication engagement training.
6.   Acquire visual information.
7.   Create products.
8.   Perform quality control.
9.   Disseminate products if required.
10.   Accession imagery/products if required.
11.   Assess effectiveness.

REFERENCES:
1.   DODD 3600.1 Information Operations
2.   DODI 3600.2 Classification Guidance for Information Systems
3.   DODI 5040.7 Visual Information (VI) Production Procedures
4.   JP 3-13 Information Operations
5.   MCO 3104.1_ Marine Corps Combat Camera Program
6.   MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
7.   MCO 5720.77 Marine Corps Public Affairs
8.   MCTP 3-21A Marine Air-Ground Task Force Combat Camera
9.   MCWP 3-32 MAGTF Information Operations

CMST-OPER-6003: Conduct Visual Information Management

SUPPORTED MET(S): None

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

CONDITION: Given a requirement

STANDARD: To ensure products are managed from acquisition to archive.

EVENT COMPONENTS:
1.   Receive requirement.
2.   Develop Support plan.
3.   Assign personnel as required.
4.   Perform acquisition.
5.   Review visual information.
6.   Insert metadata.
7.   Submit for quality control.
8.   Make changes as required.
9.   Determine classification.
10. Submit for release.
11. Transmit visual information to Defense Imagery Management Operations Center.
12. Deliver products to customer.
13. Archive locally.

REFERENCES:
1.   DODI 5040.02 Visual Information
2.   DODI 5040.7 Visual Information (VI) Production Procedures
3.   MCO 3104.1_ Marine Corps Combat Camera Program
4.   MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
5.   MCO 5720.77 Marine Corps Public Affairs
6.   MCTP 3-21A Marine Air-Ground Task Force Combat Camera

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

4571-VIDS-1001	4571-VIDS-1002	4571-VIDS-1003
4571-VIDS-1004	4571-VIDS-1005	4571-VIDS-1006
4571-VIDS-2001	4571-VIDS-2002	4571-VIDS-2003
4571-VIDS-2004		

CMST-PROD-3001: Conduct Communication Strategy and Operations Actions in Support of Operational/Training Requirements

SUPPORTED MET(S): None

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

DESCRIPTION: Marines will acquire imagery and develop visual information products in support of operational and training requirements.

CONDITION: Given a requirement, production equipment and associated software/materials.

STANDARD: To ensure products support the commander's intent.

EVENT COMPONENTS:
1.   Receive requirement.
2.   Conduct concept development.
3.   Acquire imagery.
4.   Create products.
5.   Perform quality control.

6. Disseminate product.
7. Accession imagery/products.

REFERENCES:
1. DODD 3600.01 Information Operations
2. DODI 5040.02 Visual Information
3. DoDI 5040.07 DoD VI Productions
4. JP 3-13 Information Operations
5. MCO 3104.1_ Marine Corps Combat Camera Program
6. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
7. MCO 5720.77 Marine Corps Public Affairs
8. MCTP 3-21A Marine Air-Ground Task Force Combat Camera
9. MCWP 3-32 MAGTF Information Operations

CHAINED EVENTS:

INTERNAL SUPPORTING EVENTS:

4502-CNSL-1001	4502-CRIS-1001	4502-ENGA-1001
4502-ENGA-1002	4502-ENGA-1003	4502-ENGA-2001
4502-ISSU-1001	4502-PLAN-1001	4502-PLAN-1002
4502-PLAN-1003	4502-PLAN-2001	4502-PLAN-2002
4502-PROD-1001	4502-RESE-1001	4503-MNGT-2001
4503-MNGT-2002	4503-MNGT-2003	4503-MNGT-2004
4503-MNGT-2005	4503-MNGT-2006	4503-MNGT-2007
4503-MNGT-2008	4503-MNGT-2009	4503-MNGT-2010
4503-MNGT-2011	4503-MNGT-2012	4503-PLAN-2001
4503-PLAN-2002	4505-CNSL-2001	4505-EVAL-2001
4505-PLAN-2001	4505-RESE-2001	4511-CRIS-2001
4511-ENGA-2001	4511-ENGA-2002	4511-ENGA-2003
4511-PLAN-2001	4511-PROD-2001	4511-PROD-2002
4511-SUPP-2001	4511-SUPP-2002	4511-SUPP-2003
4511-SUPP-2004	4511-SUPP-2005	4531-PROD-1001
4531-PROD-2001	4531-PROD-2002	4531-PROD-2003
4531-PROD-2004	4541-PHTO-1001	4541-PHTO-1002
4541-PHTO-1003	4541-PHTO-1004	4541-PHTO-1005
4541-PHTO-1006	4541-PHTO-2001	4571-VIDS-1005
4571-VIDS-1006	4571-VIDS-2001	4571-VIDS-2002
4571-VIDS-2003	4571-VIDS-2004	4591-CNSL-2001
4591-CRIS-2002	4591-MNGT-2001	4591-MNGT-2002
4591-MNGT-2003	4591-MNGT-2004	4591-MNGT-2005
4591-MNGT-2006		

COMMSTRAT T&R MANUAL

CHAPTER 4

MOS 4502 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 4

MOS 4502 INDIVIDUAL EVENTS

4000. PURPOSE. This chapter details the individual training events that pertain to MOS 4502, Communication Strategy and Operations Officer. Each individual event provides an event title, along with the conditions under which each event will be performed, 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>
        4502   Communication Strategy and Operations 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>
        CNSL   Counsel
        CRIS   Crisis Communication
        ISSU   Issue Management
        ENGA   Engagement
        PLAN   Planning
        PROD   Product Development
        RESE   Research

    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>
        1000   Core Skills
        2000   Core Plus Skills

4002. INDEX OF 1000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4502-CNSL-1001	NO	Provide communication counsel
4502-CRIS-1001	NO	Conduct crisis communication
4502-ENGA-1001	NO	Conduct media engagement
4502-ENGA-1002	NO	Conduct public engagement
4502-ENGA-1003	NO	Direct digital engagement
4502-ISSU-1001	NO	Conduct issue management

4502-PLAN-1001	NO	Develop Appendices and Annexes to an Operations Order
4502-PLAN-1002	NO	Develop a communication plan
4502-PLAN-1003	NO	Develop Proposed Public Affairs Guidance (PPAG)
4502-PROD-1001	NO	Direct communication product development
4502-RESE-1001	NO	Conduct informal research

4003. INDEX OF 2000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4502-ENGA-2001	NO	Develop communication strategy
4502-PLAN-2001	NO	Provide a staff estimate
4502-PLAN-2002	NO	Identify COMMSTRAT inputs to the Marine Corps Planning Process (MCPP)

4004. 1000-LEVEL EVENTS

4502-CNSL-1001: Provide communication counsel

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

DESCRIPTION: Anticipate and advise commanders on the possible impact of military operations and activities within the information environment. The intent of providing communication counsel is to raise situational awareness and inform decision-making in accordance with the DoD Principles of Information and Marine Corps operations concepts. The COMMSTRAT Officer (CSO) serves as the communication advisor to the commander and staff by providing objective counsel during policy development, planning, execution, assessment, and day-to-day issues in complex and contested information environments. CSOs also provide counsel on a range of topics to include, but not limited to, key publics, the operating environment, trends, emerging issues, public sentiment, perceived or actual disparities between the command's deeds and words, and communication capabilities and employment.

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience and an issue or operation.

STANDARD: To ensure timely and accurate information is provided in order to inform decision making.

PERFORMANCE STEPS:
1. Identify an issue/topic to discuss.
2. Research issue/topic.
3. Analyze all aspects of the issue/topic.
4. Develop answers to potential questions regarding the issue/topic.
5. Present recommendations and justifications.
6. Provide lessons learned.

REFERENCES:
1. MCTP 3-30F Marine Corps Public Affairs
2. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4502-CRIS-1001: Conduct crisis communication

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

DESCRIPTION: Crisis Communication is the timely response to pervasive situations that threaten the Marine Corps' organizational reputation, personnel, and core values.

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience and a risk.

STANDARD: To identify risks to command leadership in the allotted time.

PERFORMANCE STEPS:
1. Conduct environmental scanning.
2. Conduct research.
3. Assess risks.
4. Develop proposed public affairs guidance.
5. Communicate critical information during the crisis.
6. Monitor status of crisis.
7. Provide frequent updates during the crisis.
8. Correct misinformation and disinformation.
9. Assess the impact of the response to crisis.
10. Adjust as required.

REFERENCES:
1. Cutlip and Center's Effective Public Relations (10th Edition): By Glen M. Broom
2. CAP&CP Crisis Action Plan & Communication Plan
3. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
4. MCO 5510.9 Security of Information for Public Release
5. MCO 5720.77 Marine Corps Public Affairs
6. MCTP 3-30F Marine Corps Public Affairs
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS:
   Appropriate regulations include OPSEC, FOIA, HIPPA, and the Privacy Act.
   Limitations to communication include constraints/restraints and level of release authority.
   This task also applies to Colonels filling COMMSTRAT billets.

4502-ENGA-1001: Conduct media engagement

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

DESCRIPTION: Media engagements include, but are not limited to, media visits, print/broadcast interviews, editorial boards, live talk back, news briefings, and response to query.

MOS PERFORMING: 4502

GRADES: 2NDLT, 1STLT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience and an issue or operation.

STANDARD: To provide all required information.

PERFORMANCE STEPS:
1.   Research issue.
2.   Determine purpose for engagement.
3.   Determine publics.
4.   Select appropriate media outlets.
5.   Contact media representatives.
6.   Develop concept of operations for media engagement.
7.   Develop communication guidance.
8.   Determine ground rules.
9.   Prepare a press kit or communication products, if needed.
10. Identify limitations.
11. Coordinate engagements with other existing communication efforts.
12. Determine assessment criteria.
13. Disseminate communication guidance to command.
14. Prepare subject matter experts.
15. Execute engagement.
16. Follow up with media representatives.
17. Assess impact of engagements.
18. Adjust engagements based on feedback.

REFERENCES:
1.   DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
2.   DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
3.   DoD Regulation 5500.7-R Joint Ethics Regulation
4.   DODD 5230.9 Clearance of DoD Information for Public Release
5.   JP 3-61 Public Affairs
6.   MCO 5510.9 Security of Information for Public Release
7.   MCO 5720.77 Marine Corps Public Affairs
8.   MCTP 3-30F Marine Corps Public Affairs
9.   SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Appropriate regulations for media engagements include, but are not limited to: OPSEC, FOIA, HIPPA, and the Privacy Act.

4502-ENGA-1002: Conduct public engagement

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

DESCRIPTION: Community engagements encompass direct interactions with specific publics and support communication goals.

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience and an issue or operation.

STANDARD: To provide all required information to a specific public.

PERFORMANCE STEPS:
1. Research issues.
2. Determine purpose for each engagement.
3. Determine key publics.
4. Determine engagement methods.
5. Determine the timing for each engagement.
6. Determine limitations.
7. Prepare tailored communication products.
8. Coordinate with other existing communication efforts.
9. Develop assessment criteria.
10. Prepare subject matter experts.
11. Execute public engagement.
12. Assess engagement.
13. Adjust engagement, as required.

REFERENCES:
1. DOD Directive 3025.1 Military Support to Civil Authorities (MSCA)
2. DoD Directive 5400.13 Joint Public Affairs Operations
3. DoD Directive 5410.18 Public Affairs Community Relations Policy
4. DoD Directive 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
5. DoD Regulation 5500.7-R Joint Ethics Regulation
6. DODD 5230.9 Clearance of DoD Information for Public Release
7. MCO 5230.18 Clearance of Department of Defense Information for Public Release
8. MCO 5510.9 Security of Information for Public Release
9. MCO 5720.71 Joint Public Affairs Operations
10. MCO 5720.72 Procedures for Joint Public Affairs Operations
11. MCO 5720.77 Marine Corps Public Affairs
12. MCTP 3-30F Marine Corps Public Affairs
13. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

  ADMINISTRATIVE INSTRUCTIONS: Public engagements include, but are not limited to: key leader engagements, town halls, MAGTF demonstrations, etc.

4502-ENGA-1003: Direct digital engagement

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

DESCRIPTION: Digital engagements encompass one-way or two-way direct on-line interactions with specific publics.

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience, issue or operation, and communication strategy, and Internet access to social media sites and other digital engagement platforms.

STANDARD: To build understanding, credibility, and trust with audiences critical to missions success and effective brand management .

PERFORMANCE STEPS:
1.   Research information environment.
2.   Determine purpose for engagement.
3.   Determine digital platform.
4.   Direct active digital presence.
5.   Determine timing for engagement plan.
6.   Select communication content.
7.   Coordinate with other existing communication efforts.
8.   Direct communication product development.
9.   Develop assessment criteria.
10. Supervise engagement execution.
11. Assess impact.
12. Report social media analytics and audience sentiment, as required.
13. Adjust engagement, as required.

REFERENCES:
1.   DoD Directive 5400.13 Joint Public Affairs Operations
2.   DoD Regulation 5400.11-R Privacy Program
3.   DoD Regulation 5500.7-R Joint Ethics Regulation
4.   DODD 5230.9 Clearance of DoD Information for Public Release
5.   MCFC 5-5 MAGTF Information Environment Operations Concept of Employment
6.   MCO 5230.18 Clearance of Department of Defense Information for Public Release
7.   MCO 5510.9 Security of Information for Public Release
8.   MCO 5720.71 Joint Public Affairs Operations
9.   MCO 5720.72 Procedures for Joint Public Affairs Operations
10. MCO 5720.77 Marine Corps Public Affairs
11. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level

12. MCTP 3-30F Marine Corps Public Affairs
13. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations
14. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites

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4502-ISSU-1001: Conduct issue management

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

DESCRIPTION: Issue management is proactively identifying and mitigating situations that may pose a risk to the Marine Corps' reputation, organization, or mission accomplishment.

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience and a situation.

STANDARD: To identify potential risks to command leadership in the allotted time.

PERFORMANCE STEPS:
1. Conduct environmental scanning.
2. Identify potential issue.
3. Research the issue.
4. Assess the issue.
5. Develop a communication plan.
6. Coordinate plan.
7. Implement plan.
8. Monitor the issue.
9. Assess the issue.
10. Adjust as required.

REFERENCES:
1. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
2. MCFC 5-5 MAGTF Information Environment Operations Concept of Employment
3. MCO 5510.9 Security of Information for Public Release
4. MCO 5720.77 Marine Corps Public Affairs
5. MCTP 3-30F Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS:
   Appropriate regulations include OPSEC, FOIA, HIPPA, and the Privacy Act. This task also applies to Colonels filling Public Affairs billets.

4502-PLAN-1001: Develop Appendices and Annexes to an Operations Order

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

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order plan, template, and computer workstation.

STANDARD: To clearly and concisely state the COMMSTRAT requirements and answer the questions who, what, where, when, why and how free of formatting and grammatical errors IAW MCWP 5-1.

PERFORMANCE STEPS:
1.   Review operations plan.
2.   Determine COMMSTRAT assets.
3.   Determine COMMSTRAT functions.
4.   Determine COMMSTRAT responsibilities.
5.   Determine COMMSTRAT command structure.
6.   Determine COMMSTRAT reporting procedures.
7.   Determine COMMSTRAT planned employment.
8.   Determine COMMSTRAT coordinating instructions.
9.   Determine COMMSTRAT related operational parameters.
10. Submit for review.

REFERENCES:
1.   DOD 8500 Series
2.   JP 3-13.2 Military Information Support Operations
3.   MCFC 5-5 MAGTF Information Environment Operations Concept of Employment
4.   MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
5.   MCTP 3-21A Marine Air-Ground Task Force Combat Camera
6.   NAVMC/MCO 3000.18 Marine Corps Planner's Manual

4502-PLAN-1002: Develop a communication plan

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

DESCRIPTION: Communication plans support the operational end state/institutional goals and are organized around an excepted format such as Research, Planning, Implementation, and Evaluation (RPIE).

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience, an issue or operation, and using commercial internet access.

STANDARD: To ensure timely and accurate information is provided in order to achieve communication objectives.

PERFORMANCE STEPS:
1.   Conduct research.
2.   Conduct a SWOT analysis (strengths, weaknesses, opportunities, threats).
3.   Determine key publics.
4.   Develop a problem statement.
5.   Develop a goal.
6.   Develop measureable objectives.
7.   Develop action strategies.
8.   Develop communication strategy.
9.   Develop supporting tactics.
10. Develop assessment measures.
11. Develop evaluation measures.
12. Coordinate and synchronize plan with other staff functions, MSEs and HHQ.
13. Develop Gantt chart.

REFERENCES:
1.   Cutlip and Center's Effective Public Relations (10th Edition): By Glen M. Broom
2.   Primer of Public Relations Research (3rd Edition): By Don W. Stacks
3.   Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
4.   MCTP 3-30F Marine Corps Public Affairs
5.   SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: Incorporate communication theory into communication planning. Appropriate regulations to consider during planning include, but not limited to: OPSEC, FOIA, HIPPA, and the Privacy Act. Other considerations include operations security and the possible unintended consequences of the plan.

4502-PLAN-1003: Develop Proposed Public Affairs Guidance (PPAG)

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

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an issue or operation.

STANDARD: In the required format IAW DODI 5405.03 in the allotted time.

PERFORMANCE STEPS:
1.   Research issue.
2.   Develop background information as needed.
3.   Recommend PA posture.
4.   Develop command statements for release.
5.   Develop themes and messages.

6. Develop potential questions and proposed responses.
7. Identify command relationships.
8. Determine release authority.
9. Submit PPAG to the approving authority.

REFERENCES:
1. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
2. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
3. DODD 5230.9 Clearance of DoD Information for Public Release
4. MCFC 5-5 MAGTF Information Environment Operations Concept of Employment

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4502-PROD-1001: Direct communication product development

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

DESCRIPTION: Communication products include, but are not limited to, written, photo, video, and graphic illustrations.

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience, issue or operation and communication strategy.

STANDARD: To list visual information products to be developed.

PERFORMANCE STEPS:
1. Determine communication preferences.
2. Determine content.
3. Identify information sources.
4. Supervise product development.
5. Review products.
6. Approve products for release.
7. Supervise marketing of communication products.

REFERENCES:
1. AP Associated Press Stylebook
2. Applicable equipment manuals
3. DOD 8500 Series
4. DoD Instruction 5120.04 DoD Newspapers, Magazines and Civilian Enterprise Publications
5. DOD VISG Department of Defense Visual Information Style Guide
6. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
7. MCO 5720.77 Marine Corps Public Affairs
8. MCTP 3-30F Marine Corps Public Affairs
9. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Appropriate regulations include OPSEC, FOIA, HIPPA, Privacy Act, and information release guidelines. Limitations to communication include constraints, /restraints, and level of release authority.

4502-RESE-1001: Conduct informal research

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

DESCRIPTION: Research topics include, but are not limited to: key publics; the operating environment; the information environment to include the physical, cognitive and information dimensions; trends; emerging issues; communication channels; social media platforms, demographics; human terrain; and public sentiment. Informal research methods include, but are not limited to: secondary and historical research; case studies; observations; and qualitative content analysis.

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience, and an issue or operation, and using commercial internet access.

STANDARD: To ensure timely and accurate information is provided in order to inform decision making.

PERFORMANCE STEPS:
1. Identify an issue/topic to research.
2. Identify existing sources of data.
3. Gather research information.
4. Record data.
5. Analyze findings.
6. Develop conclusions.
7. Present results of research.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. MCO 5720.77 Marine Corps Public Affairs
3. MCTP 3-30F Marine Corps Public Affairs
4. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

4005. 2000-LEVEL EVENTS

4502-ENGA-2001: Develop communication strategy

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

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To inform decision-making and communication planning.

PERFORMANCE STEPS:
1. Conduct informal research.
2. Apply research findings.
3. Discern operational/Service goal.
4. Discern communication goal and objective(s.)
5. Identify potential engagement strategies.
6. Integrate engagement strategies with other staff functions and HHQ as appropriate.
7. Assess the impact of engagement strategies.

REFERENCES:
1. DoD Regulation 5400.7-R Freedom of Information Act
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. MCFC 5-5 MAGTF Information Environment Operations Concept of Employment
4. MCO 5510.9 Security of Information for Public Release
5. MCO 5720.77 Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4502-PLAN-2001: Provide a staff estimate

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

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a warning or mission order from higher headquarters.

STANDARD: To ensure timely and accurate information is provided in order to inform decision making IAW MCWP 5-1.

PERFORMANCE STEPS:
1. Study higher headquarters' mission statement.
2. Identify commander's intent.
3. Assess the situation.
4. Determine COMMSTRAT constraints and restraints.
5. Determine critical COMMSTRAT facts and assumptions.
6. Determine COMMSTRAT resources.
7. Determine COMMSTRAT evaluation criteria.
8. Analyze Courses of Action using COMMSTRAT evaluation criteria.
9. Compare Courses of Action using COMMSTRAT evaluation criteria.
10. Rank each Course of Action based on COMMSTRAT implications.
11. Coordinate with other information related capabilities.
12. Recommend a Course of Action for the COMMSTRAT concept of employment.
13. Present staff estimate.

14. Update the COMMSTRAT estimate as necessary.

REFERENCES:
1. JP 3-13 Information Operations
2. MCFC 5-5 MAGTF Information Environment Operations Concept of Employment
3. MCO 5720.77 Marine Corps Public Affairs
4. MCTP 3-30F Marine Corps Public Affairs

4502-PLAN-2002: Identify COMMSTRAT inputs to the Marine Corps Planning Process (MCPP)

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

DESCRIPTION: Throughout the planning process, provide input to MCPP at each step.

MOS PERFORMING: 4502

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an issue or order.

STANDARD: To inform the commander's decision-making process.

PERFORMANCE STEPS:
1. Provide COMMSTRAT input to problem framing.
2. Provide COMMSTRAT input to COA development.
3. Provide COMMSTRAT input to COA wargaming.
4. Provide COMMSTRAT input to COA comparison and decision.
5. Develop annexes and appendices.
6. Assess strategy throughout planning process.
7. Participate in all boards, bureaus, centers, cells and working groups (B2C2WG) related to planning.

REFERENCES:
1. DoD Regulation 5500.7-R Joint Ethics Regulation
2. JP 3-13 Information Operations
3. MCFC 5-5 MAGTF Information Environment Operations Concept of Employment
4. MCTP 3-30F Marine Corps Public Affairs
5. MCWP 3-32 MAGTF Information Operations

COMMSTRAT T&R MANUAL

CHAPTER 5

MOS 4503 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 5

MOS 4503 INDIVIDUAL EVENTS

5000. PURPOSE. This chapter details the individual training events that pertain to MOS 4503, Visual Information Officer. 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:

Code	Description
4503	Visual Information Officer

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

Code	Description
EVAL	Evaluation
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:

Code	Description
2000	Core Plus Skills

5002. INDEX OF INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4503-MNGT-2001	NO	Conduct a COMMSTRAT capabilities brief
4503-MNGT-2002	NO	Develop the print management program
4503-MNGT-2003	NO	Develop COMMSTRAT Standard Operating Procedures (SOP)
4503-MNGT-2004	NO	Develop local COMMSTRAT Order (3104.1)
4503-MNGT-2005	NO	Direct the employment of the Tactical Imagery Production System (TIPS)
4503-MNGT-2006	NO	Manage COMMSTRAT Budget
4503-MNGT-2007	NO	Supervise the handling of classified material
4503-MNGT-2008	NO	Submit COMMSTRAT lessons learned
4503-MNGT-2009	NO	Manage COMMSTRAT assets
4503-MNGT-2010	NO	Establish imagery movement plan

4503-MNGT-2011	NO	Manage a Production
4503-MNGT-2012	NO	Direct embarkation of COMMSTRAT equipment
4503-PLAN-2001	NO	Develop COMMSTRAT Logistics Plan
4503-PLAN-2002	NO	Develop Appendices and Annexes to an Operations Order

5003. 2000-LEVEL EVENTS

4503-MNGT-2001: Conduct a COMMSTRAT capabilities brief

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

DESCRIPTION: Marine will conduct a COMMSTRAT capabilities brief in order to educate target audience on the capabilities and limitations of Marine COMMSTRAT which will assist in the proper employment of COMMSTRAT assets.

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, given a requirement, commander's intent, a production work station, briefing format, briefing materials, and a target audience.

STANDARD: Ensuring COMMSTRAT capabilities and limitations are fully explained, within the time allotted and in accordance with the MCO 3104.1_.

PERFORMANCE STEPS:
1. Review the references.
2. Prepare the brief.
3. Prepare handouts; as required.
4. Rehearse the brief.
5. Conduct the brief.
6. Answer questions.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4503-MNGT-2002: Develop the print management program

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

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a local print order.

STANDARD: Ensuring the requirement is met, within the time allotted and MCO 5600.31_.

PERFORMANCE STEPS:
1. Review requirements.
2. Review historical data.
3. Conduct needs assessment; as required.
4. Conduct technical reviews; as required.
5. Coordinate with DLA for support; as required.
6. Monitor contracts.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations

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4503-MNGT-2003: Develop COMMSTRAT Standard Operating Procedures (SOP)

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

DESCRIPTION: Marine will establish policy, standard operating procedures and desktop procedures that are compliant with appropriate MCO's, command directives, public laws, and follows the commander's intent.

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, given command directives and orders.

STANDARD: Within 90 days of assignment, and in accordance with MCO 3104.1.

PERFORMANCE STEPS:
1. Review current and higher COMMSTRAT SOP.
2. Review local directives and policies.
3. Solicit input from COMMSTRAT staff.
4. Draft SOP.
5. Submit to higher for review and concurrence.
6. Update as required.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4503-MNGT-2004: Develop local COMMSTRAT Order (3104.1)

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

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: MOJT

CONDITION: With the aid of references, given command directives and orders and a workstation.

STANDARD: Within 90 days of assignment, that meets commander's intent.

PERFORMANCE STEPS:
1. Review references.
2. Review local directives and policies.
3. Draft order.
4. Submit to higher for review and concurrence.
5. Update as required.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4503-MNGT-2005: Direct the employment of the Tactical Imagery Production System (TIPS)

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

DESCRIPTION: Marine will direct the employment and operation of the Tactical Imagery Production System (TIPS).

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, given a mission, TIPS, COMMSTRAT personnel, logistical support, and a location to set up.

STANDARD: To support operational requirements, in a timeline established by the commander.

PERFORMANCE STEPS:
1. Ensure TIPS employment plan is included in operations.
2. Conduct site survey.
3. Arrange for logistical support.
4. Direct TIPS deployment.
5. Ensure safety guidelines are followed.
6. Ensure systems/operations checks are completed.
7. Direct TIPS operations.
8. Direct TIPS disassembly.
9. Direct redeployment; as required.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

3. OM Operator's Manual
4. SL-3-4120 Components List for Family of Environmental Control Units
5. SL-3-6115 Components List for Generator Set, Diesel Engine Driven, Skid Mounted

MISCELLANEOUS:

    ADMINISTRATIVE INSTRUCTIONS: 1341 Generator Mechanic, 1345 Engineer Equipment Operator, 1141 Electrician, 1161 Environmental Control Unit Mechanic, 3531 Motor Vehicle Operator, 3521 Organizational Auto Mechanic, 4068 Data Network Technician, 0651 Data Network Specialist, and 0656 Tactical Network Specialist.

4503-MNGT-2006: Manage COMMSTRAT Budget

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

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given historical data, existing contracts, CMR, list of existing deficiencies, life cycle management and operations & maintenance plans.

STANDARD: Ensuring that a budget plan is submitted that identifies all COMMSTRAT requirements, and is executed in compliance with the MCO P7100.8.

PERFORMANCE STEPS:
1. Review historical data.
2. Review life cycle management plan.
3. Prepare reports.
4. Review CMR.
5. Identify existing deficiencies.
6. Draft budget plan.
7. Submit draft budget plan.
8. Review approved budget.
9. Identify fiscal deficiencies.
10. Submit unfunded deficiency request; as required.
11. Execute approved budget.
12. Maintain budget records.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO P4400.150_ Consumer Level Supply Policy Manual
3. OM Operator's Manual

4503-MNGT-2007: Supervise the handling of classified material

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

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: MOJT

CONDITION: With the aid of references, having produced or received classified material.

STANDARD: Ensuring 100 percent accountability and zero compromise.

PERFORMANCE STEPS:
1. Verify classification of materials.
2. Determine the chain of custody procedures for handling sensitive or classified materials.
3. Ensure COMMSTRAT products are marked according to classification.
4. Coordinate destruction of classified material with the Classified Materials Control Coordinator (CMCC).
5. Ensure records are maintained.

REFERENCES:
1. DODD 5230.9 Clearance of DoD Information for Public Release
2. MCO 5230.18 Clearance of Department of Defense Information for Public Release
3. MCO 5510.17 Policy for Handling and Safeguarding North Atlantic Treaty Organization(NATO) Material
4. MCO 5510.9 Security of Information for Public Release
5. OPNAVINST 5510.1_ Department of the Navy Information and Personnel Security Program Regulation
6. SECNAVINST 5510.30_ Information and Personnel Security Program

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4503-MNGT-2008: Submit COMMSTRAT lessons learned

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

DESCRIPTION: Marine will draft a naval message to communicate official correspondence.

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, during and immediately after COMMSTRAT missions, a Marine Corps Center for Lessons Learned account, and a CAC enabled computer.

STANDARD: Ensuring successes, failures, requirements and best practices of COMMSTRAT encountered during operations and training are captured.

PERFORMANCE STEPS:
1. Review COMMSTRAT missions.
2. Solicit feedback from COMMSTRAT staff.
3. Compile lessons learned.
4. Submit lessons learned report to MCCLL representative.

REFERENCES:

1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 3504.1_ Marine Corps Lessons Learned Program (MCCLP) and the Marine
    Corps Center for Lessons Learned (MCCLL)

4503-MNGT-2009: Manage COMMSTRAT assets

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

DESCRIPTION: Marine will manage all COMMSTRAT assets including personnel and
equipment, and contracts.

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, given a mission and Combat Camera
Visual Information account for T/O&E.

STANDARD: Ensuring adequate T/O&E allowances are on hand to support the
COMMSTRAT sections mission and in accordance with parent commands procedural
guidelines.

PERFORMANCE STEPS:
1.   Review mission.
2.   Determine mission T/O&E requirements.
3.   Determine T/O&E excesses/deficiencies.
4.   Coordinate the adjustment of the unit T/E through commands S-1/G-1 and S-
     4/G-4.
5.   Review contracts.
6.   Draft a statement of work as required.
7.   Draft a Table of Organization/Equipment Change Request (TOECR).
8.   Reconcile T/O&E changes with OccFld Sponsor/specialist.
9.   Draft Universal Needs Statement (UNS) as required.
10. Manage all contracts related to COMMSTRAT.

REFERENCES:
1.   MCO 3104.1_ Marine Corps Combat Camera Program
2.   MCO 3504.1_ Marine Corps Lessons Learned Program (MCCLP) and the Marine
     Corps Center for Lessons Learned (MCCLL)
3.   MCO 5311.1_ Total Force Structure Process (TFSP)
4.   SECNAVINST 5216.5 Naval Correspondence Manual

4503-MNGT-2010: Establish imagery movement plan

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

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an order.

STANDARD: Ensuring imagery is moved in accordance with MCO 3104.1_ and the local commander's intent.

PERFORMANCE STEPS:
1. Review all applicable orders or plans.
2. Determine available assets.
3. Draft plan.
4. Review plan.
5. Publish plan.

REFERENCES:
1. DODI 5040.02 Visual Information
2. DoDI 5040.07 DoD VI Productions
3. MCO 3104.1_ Marine Corps Combat Camera Program

4503-MNGT-2011: Manage a Production

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

DESCRIPTION: Marine will manage all requirements of an official Marine Corps VI production that includes liaison actions between the Office of Primary Responsibility (OPR), possible outside contracts, and all levels of a production.

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement, budget, and combat camera assets.

STANDARD: Ensuring production is provided to the OPR that supports the requirement in accordance with DoDI 5040.07.

PERFORMANCE STEPS:
1.   Determine OPR requirement.
2.   Complete DD Form 1995.
3.   Complete DD 1395, as required
4.   Determine level of COMMSTRAT support capable.
5.   Assign a project lead.
6.   Maintain a production folder.
7.   Conduct research.
8.   Supervise execution of production.
9.   Obtain Production Identification Number (PIN) from Defense Media Activity (DMA).
10. Distribute to appropriate audience, as directed.
11. Provide final copy of production to DMA.

REFERENCES:
1. DoDI 5040.07 DoD VI Productions
2. MCO 3104.1_ Marine Corps Combat Camera Program

4503-MNGT-2012: Direct embarkation of COMMSTRAT equipment

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

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a requirement.

STANDARD: Within timeline established by S/G-4.

PERFORMANCE STEPS:
1. Review mission.
2. Determine mission T/O&E requirements.
3. Determine T/O&E excesses/deficiencies.
4. Validate Time Phased Force Deployment Data (TPFDD) with S-3/G-3 and S-4/G-4.
5. Coordinate the adjustment of the unit T/E through commands S-1/G-1 and S-4/G-4.
6. Review contracts.

REFERENCES:
1. JOPES Manual
2. Higher Headquarters Operation Order

4503-PLAN-2001: Develop COMMSTRAT Logistics Plan

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

DESCRIPTION: The individual will identify, plan, coordinate and manage adequate state of materiel readiness and logistical support.

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: MOJT

CONDITION: With the aid of references, given a mission, the COMMSTRAT support plan and assets.

STANDARD: In performance step sequence, within a timeline established by HHQ, and in accordance with the references.

PERFORMANCE STEPS:
1. Review requirements.
2. Review historical data.
3. Create account on Global Combat Support System-Marine Corps (GCSS-MC) for Consolidated Memorandum Receipt (CMR) management.
4. Liaison with local S-4/G-4 to determine maintenance plan on Government off the Shelf (GOTS) equipment.
5. Liaison with MARCORSYSCOM to determine maintenance requirements for Commercial off the Shelf (COTS) equipment.

6. Coordinate with S-4/G-4 for Repairable Issue Point (RIP) matters regarding broken gear exchange.
7. Determine local contract requirements that support COMMSTRAT mission.
8. Liaison with MARCORSYSCOM to receive future COMMSTRAT fielding plans.
9. Develop Plan.

REFERENCES: MCWP 5-10 Marine Corps Planning Process

4503-PLAN-2002: Develop Appendices and Annexes to an Operations Order

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

MOS PERFORMING: 4503

GRADES: WO-1, CWO-2, CWO-3, CWO-4, CWO-5

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, given an operations plan, template, and computer workstation.

STANDARD: Supporting the commander's intent and mission in a designated timeline.

PERFORMANCE STEPS:
1.   Review operations plan.
2.   Determine COMMSTRAT assets.
3.   Determine COMMSTRAT functions.
4.   Determine COMMSTRAT responsibilities.
5.   Determine COMMSTRAT command structure.
6.   Determine COMMSTRAT reporting procedures.
7.   Determine COMMSTRAT planned employment.
8.   Determine COMMSTRAT coordinating instructions.
9.   Determine COMMSTRAT related operational parameters.
10. Finalize Appendix 9, Annex C.
11. Submit Appendix 9, Annex C to Operations Officer.

REFERENCES:
1. JP 3-13.2 Military Information Support Operations
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera
4. NAVMC/MCO 3000.18 Marine Corps Planner's Manual

COMMSTRAT T&R MANUAL

CHAPTER 6

MOS 4505 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 6

MOS 4505 INDIVIDUAL EVENTS

6000. PURPOSE. This chapter details the individual training events that pertain to the N-MOS 4505, Communication Strategy and Operations (COMMSTRAT) Planner. An individual training standard is an event that a COMMSTRAT Planner would perform at their duty station. Each individual training standard provides an event title, along with the conditions events will be performed under, and the standard to which the event will be performed to be successful.

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:

        Code   Description
        4505   Communication Strategy and Operations Planner

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

        Code   Description
        CNSL   Counsel
        EVAL   Evaluation
        PLAN   Planning
        RESE   Research

    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:

        Code   Description
        2000   Core Plus Skills

6002. INDEX OF INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4505-CNSL-2001	NO	Provide COMMSTRAT counsel
4505-EVAL-2001	NO	Conduct evaluation
4505-PLAN-2001	NO	Develop a communication plan
4505-RESE-2001	NO	Conduct content analysis
4505-RESE-2002	NO	Conduct an experiment
4505-RESE-2003	NO	Contract an outside research firm to conduct research
4505-RESE-2004	NO	Conduct environmental scanning

4505-RESE-2005	NO	Design a research plan
4505-RESE-2006	NO	Conduct a focus group
4505-RESE-2007	NO	Conduct an in-depth interview
4505-RESE-2008	NO	Conduct a survey

6003. 2000-LEVEL EVENTS

4505-CNSL-2001: Provide COMMSTRAT counsel

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

DESCRIPTION: The Communication Strategy & Operations Planner serves as the communication advisor to the commander and staff by providing objective counsel during policy development, planning, execution, assessment, and day-to-day issues. COMMSTRAT Officers also provide counsel on a range of topics to include, but not limited to, key publics, the operating environment, trends, emerging issues, public sentiment, perceived or actual disparities between the commands deeds and words, and COMMSTRAT capabilities and employment.

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To inform decision making.

PERFORMANCE STEPS:
1. Identify an issue.
2. Conduct informal or formal research.
3. Analyze all aspects of the issue.
4. Develop answers to potential questions regarding the issue.
5. Prepare materials for discussion, such as notes and supporting research.
6. Prepare recommendations and justifications.
7. Present recommendations and justifications.

REFERENCES:
1. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
2. JP 3-61 Public Affairs
3. MCO 5720.77 Marine Corps Public Affairs
4. MCTP 3-30F Marine Corps Public Affairs

4505-EVAL-2001: Conduct evaluation

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

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To measure desired impact of communication plans, programs and products using quantitative, qualitative and mixed-methods research.

PERFORMANCE STEPS:
1. Evaluate if communication objectives were achieved.
2. Evaluate if communication goals were achieved.
3. Evaluate, if applicable, why the desired impact was not achieved.
4. Submit lessons learned to the Marine Corps Center for lessons learned.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

4505-PLAN-2001: Develop a communication plan

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

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To achieve communication objectives and desired effects.

PERFORMANCE STEPS:
1.   Identify a problem, concern or opportunity.
2.   Conduct primary and/or secondary research about all relevant publics.
3.   Conduct primary and/or secondary research about the command itself.
4.   Conduct primary and/or secondary research about the problem, concern or opportunity.
5.   Conduct a SWOT analysis (strengths, weaknesses, opportunities, threats).
6.   Develop a problem statement.
7.   Develop a goal statement (i.e., desired communication end state).
8.   Identify, segment, and prioritize key publics.
9.   Develop measureable objectives.
10. Develop action strategies.
11. Develop communication strategies for message content.
12. Develop communication strategies for message delivery.
13. Develop one or more tactics for each strategy.
14. Explain how each task should be executed.
15. Assign a coordinator to each task.
16. Identify the budget required for each task, if any.
17. Assign a deadline to each task.
18. Develop evaluation measures for plan preparation.
19. Develop evaluation measures for plan implementation.

20. Develop evaluation measures for plan impact.
21. Coordinate and synchronize plan with other staff functions, MSEs and HHQ.
22. Submit plan for command approval.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. MCO 5510.9 Security of Information for Public Release
4. MCO 5720.77 Marine Corps Public Affairs
5. MCTP 3-30F Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

    ADMINISTRATIVE INSTRUCTIONS: Appropriate regulations to consider during planning include SAPP, FOIA, HIPPA, and the Privacy Act. Other considerations include operations security and the possible unintended consequences of the plan.

4505-RESE-2001: Conduct content analysis

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

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To inform decision-making and communication planning.

PERFORMANCE STEPS:
1. Identify who will code data.
2. Determine the unit of analysis to be counted.
3. Determine if latent or manifest content, or both, will be analyzed as variables.
4. Identify variables for each unit of analysis.
5. Assign code categories to variables.
6. Develop coding rules for coders.
7. Select a probability sampling strategy for the communication content.
8. Obtain sample to analyze.
9. Code sample.
10. Determine inter-coder reliability using inferential statistics.
11. Analyze research data.
12. Report findings.
13. Use research findings to inform decision-making and planning.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer,

Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

4505-RESE-2002: Conduct an experiment

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

DESCRIPTION: Conducting an experiment gains insight into the correlation between a treatment and participant's awareness, knowledge, opinions, attitudes, and behavior regarding the focus topic.

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To inform decision-making and communication planning.

PERFORMANCE STEPS:
1. Determine type of experiment (pre/formal/quasi).
2. Determine if experiment will be conducted in the field or in a controlled environment.
3. Determine sampling strategy to select participants.
4. Construct questionnaire as required.
5. Provide treatment to group.
6. Collect data.
7. Analyze research data.
8. Report findings.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

4505-RESE-2003: Contract an outside research firm to conduct research

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

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To inform decision-making and communication planning.

PERFORMANCE STEPS:
1. Determine information needs.
2. Determine how research results will be used.

3. Determine budget.
4. If researching Marine Corps personnel, first gain approval via the Marine Corps Institutional Review Board (IRB), Human Research Protection Program, TECOM. If researching Marine Corps personnel, first.
5. Determine deadline when research must be completed.
6. Work with the Commands/Regions Contracting Office to begin the contracting process, to include development of a Statement of Work (SOW) that specifies the research requirements.
7. Evaluate research proposals from outside research firms based on numerous research design criteria, such as proposed research methodologies, methods, sample sizes, confidence levels and margins of error.
8. Evaluate experience levels of outside research firms that submitted proposals.
9. Select research firm to conduct research.
10. Ensure research instrument(s) meet requirements outlined in SOW.
11. Monitor research to ensure adherence to contract and social science research standards and protocols.
12. Evaluate the quality of the research findings.
13. Evaluate the quality of the final deliverables.
14. Obtain copies of the data files.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

4505-RESE-2004: Conduct environmental scanning

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

DESCRIPTION: Communication Strategy & Operations Planner conducts environmental scanning to identify and understand information environment conditions and pressures, to include but not limited to public sentiment, social, cultural, economic, political and technological that could positively or adversely affect the Command's reputation, its mission, and/or its relationship with key publics.

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To increase situational awareness of information environment to inform decision making and communication plans.

PERFORMANCE STEPS:
1. Scan the environment.
2. Identify potential problems.
3. Identify potential opportunities.
4. Confirm the presence of problems.
5. Confirm the presence of opportunities.
6. Build understanding about problems.

7. Build understanding about opportunities.
8. Describe the nature/scope of problems.
9. Describe the nature/scope of opportunities.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

4505-RESE-2005: Design a research plan

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

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To answer a research need using social science research standards and protocols.

PERFORMANCE STEPS:
1. Identify what to research.
2. Determine how research results will be used.
3. Determine research budget.
4. Determine research deadline.
5. Use any previously completed research to inform current research.
6. Determine population to study.
7. Develop specific research objectives.
8. Determine most appropriate research methodology.
9. Determine most appropriate research method.
10. Determine sampling strategy.
11. Determine sample size.
12. Create research instrument.
13. Complete research package for Institutional Review Board.
14. Submit package to Institutional Review Board for approval to conduct research, if researching Marine Corps personnel.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: Social science research standards include levels of measurement, probability and non-probability sampling, and issues of reliability, internal and external validity. Research methodology includes quantitative, qualitative and mixed-methods research. Research methods include, but are not limited to focus groups, in-depth interviews, content analysis, surveys, and experiments.

4505-RESE-2006: Conduct a focus group

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

DESCRIPTION: Focus groups are conducted to detect, explore, and gain insight into participants' awareness, knowledge, opinions, attitudes, behavior and beliefs regarding the focus topic.

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To inform decision-making and communication planning.

PERFORMANCE STEPS:
1. Select a non-probability sampling strategy for participant selection.
2. Select a trained moderator.
3. Select an assistant/note-taker.
4. Determine date and time for focus group.
5. Reserve a location for focus group.
6. Recruit participants.
7. Construct a waiting room questionnaire.
8. Construct a research instrument/moderator guide with main questions, probes, and follow-ups.
9. Develop stimuli/visual discussion aides.
10. Set-up room for focus group.
11. Moderate the focus group.
12. Transcribe the audio/visual tape of the focus group.
13. Analyze focus group data.
14. Report focus group findings.
15. Use research findings to inform planning.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: At a minimum, at least two focus groups should be conducted for each segment of the population studied. Supporting personnel include a moderator and an assistant/note taker. Equipment includes an audio and/or visual recorder, visual discussion aids (e.g., posters, videotapes, graphic handouts), and a comfortable and quiet meeting space with adequate seating for the group.

4505-RESE-2007: Conduct an in-depth interview

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

DESCRIPTION: In-depth interviews are conducted to detect, explore, and gain insight into participants' awareness, knowledge, opinions, attitudes, behavior and beliefs regarding the focus topic.

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To inform decision-making and communication planning.

PERFORMANCE STEPS:
1.   Select a non-probability sampling strategy for interviewee selection.
2.   Gain approval from desired interviewee.
3.   Schedule date and time for in-depth interview.
4.   Determine the interview location.
5.   Determine date and time for in-depth interview.
6.   Construct a research instrument/interview schedule with topical, funnel and probe questions.
7.   Develop stimuli/visual discussion aides, if needed.
8.   Get interviewee approval to tape record interview.
9.   Initiate interview.
10. Record personal observations about interview.
11. Transcribe the interview audiotape.
12. Analyze research data.
13. Report findings.
14. Use research findings to inform planning.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: If interviewee does not consent to audio recording, interviewer must take hand written notes. Equipment includes an audio recorder and visual discussion aids such as posters, videotapes, and graphic handouts. Location should be comfortable for the interviewee and provide insight into his/her personality, such as in the interviewee's office or home.

4505-RESE-2008: Conduct a survey

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

DESCRIPTION: Conduct a survey to obtain quantitative data about respondents' awareness, knowledge, opinions, attitudes, behavior and beliefs regarding the research topic.

MOS PERFORMING: 4505

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To inform decision-making and communication planning.

PERFORMANCE STEPS:
1. Select a probability sampling strategy for respondent selection.
2. Determine if survey will be cross-sectional or longitudinal.
3. Determine the best survey type to conduct.
4. Determine type of questionnaire to administer.
5. Determine how respondents will be contacted.
6. Conduct qualitative preliminary research to inform questionnaire development.
7. Construct the questionnaire.
8. Submit questionnaire for approval by leadership, if required.
9. Pilot test questionnaire.
10. Edge code the questionnaire.
11. Field the questionnaire.
12. Determine what inferential statistics to use during analysis.
13. Analyze research data using statistical analysis software.
14. Report findings.
15. Use research findings to inform decision-making and planning.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. URPR Using Research in Public Relations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: Conduct a scientific survey administered to subsets of a population that result in statistically-significant data that can be generalized to the larger population. Research design and analysis should use probability sampling, confidence levels, and margins of error. Questionnaire can be administered in numerous ways, including by mail, in person, via telephone, and online. Use statistical analysis software.

CHAPTER 7

MOS 4511 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 7

MOS 4511 INDIVIDUAL EVENTS

7000. PURPOSE. This chapter details the individual training events that pertain to the N-MOS 4511, Recruiting Station (RS) Marketing and Communication (MAC) Marine. An individual training standard is an event that a MAC would perform at an RS. Each individual training standard provides an event title, along with the conditions events will be performed under, and the standard to which the event will be performed to be successful.

7001. 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:

        Code   Description
        4511   RS MAC Marine

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

        Code   Description
        CNSL   Counsel
        CRIS   Crisis Management
        ENGA   Engagement
        PLAN   Planning
        PROD   Production
        SUPP   Support to Recruiting

    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:

        Code   Description
        2000   Core Plus Skills

7002. INDEX OF INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4511-CNSL-2001	NO	Provide communication counsel
4511-CRIS-2001	NO	Conduct crisis communication
4511-ENGA-2001	NO	Respond to query
4511-ENGA-2002	NO	Conduct media visits
4511-ENGA-2003	NO	Escort media representative (s)
4511-PLAN-2001	NO	Produce Proposed Public Affairs Guidance (PPAG)
4511-PROD-2001	NO	Design print communication products

4511-PROD-2002	NO	Produce an information kit
4511-SUPP-2001	NO	Coordinate Educators Workshop
4511-SUPP-2002	NO	Coordinate an Enhanced Area Canvassing Event (EAC)
4511-SUPP-2003	NO	Coordinate Marine Corps assets in support of recruiting activities
4511-SUPP-2004	NO	Coordinate Center of Influence (COI) Events
4511-SUPP-2005	NO	Coordinate Recruiter Supplied Name (RSN) list submission

7003. 2000-LEVEL EVENTS

4511-CNSL-2001: Provide communication counsel

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

DESCRIPTION: The intent of providing communication counsel is to raise situational awareness and inform decision making in accordance with the DoD Principles of Information and Marine Corps operations concepts. The RS MAC serves as the communication advisor to the RS commander and staff by providing objective counsel during policy development, planning, execution, assessment, and day-to-day issues. RS MACs also provide counsel on a range of topics to include, but not limited to, key publics, the operating environment, trends, emerging issues, public sentiment, perceived or actual disparities between the command's deeds and words, and communication capabilities and employment.

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and operational/service goals.

STANDARD: To accurately and effectively advise commanders on communication matters in accordance with JP 3-61 Public Affairs manual and within established time limitations.

PERFORMANCE STEPS:
1. Identify an issue/topic to discuss.
2. Research issue/topic.
3. Analyze all aspects of the issue/topic.
4. Develop answers to potential questions regarding the issue/topic.
5. Prepare materials for discussion, such as notes and supporting research.
6. Prepare recommendations and justifications.
7. Present recommendations and justifications.

REFERENCES:
1. DoD Directive 3025.1 Military Support to Civil Authorities
2. DOD Directive 3025.12 Military Assistance to Civil Authorities
3. DODD 5230.9 Clearance of DoD Information for Public Release

4511-CRIS-2001: Conduct crisis communication

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

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and an immediate, emerging, or sustained crisis situation.

STANDARD: To assist in protecting and limiting damage to the command/Services reputation within appropriate time limitations.

PERFORMANCE STEPS:
1.   Before a crisis occurs, identify potential crisis and vulnerabilities.
2.   Develop a crisis communication plan to address each vulnerability.
3.   Identify a crisis management team.
4.   Develop draft content.
5.   Gain approval for content.
6.   Identify a designated command spokesperson.
7.   During a crisis, determine the type of crisis.
8.   Communicate critical information immediately, if appropriate.
9.   Initiate communication with key publics.
10. Correct misinformation and disinformation.
11. Assess the impact of the response to crises.

REFERENCES:
1. CAP&CP Crisis Action Plan & Communication Plan
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. MCO 5510.9 Security of Information for Public Release
4. MCO 5720.77 Marine Corps Public Affairs
5. MCRP 3.33-3 Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: Types of crises include any incident that prevents an RS from accomplishing their mission within a certain area of operations including recruiter misconduct, fatal accidents and anything detracting from our core values. Required outputs include, but are not limited to: expected questions and answers, background information, telephone calling tree and a roster of internal and external subject matter experts. Appropriate regulations include SAPP, FOIA, HIPPA, and the Privacy Act. Limitations to communication include constraints/restraints and level of release authority.

4511-ENGA-2001: Respond to query

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

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a query, the commander's intent, and a deadline.

STANDARD: To support operational/service goal(s) within the guidelines of SAPP.

PERFORMANCE STEPS:
1. Determine communication objectives.
2. Consult applicable Public Affairs Guidance.
3. Determine the appropriate level of response.
4. Develop an appropriate response.
5. Staff the response as necessary.
6. Maintain copies of the query and response.
7. Deliver the response as appropriate.
8. Conduct assessment.

REFERENCES:
1. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
2. DoD Regulation 5400.11-R Privacy Program
3. DoD Regulation 5400.7-R Freedom of Information Act
4. DoD Regulation 5500.7-R Joint Ethics Regulation
5. MCO 5230.18 Clearance of Department of Defense Information for Public Release
6. MCO 5720.77 Marine Corps Public Affairs
7. MCTP 3-30F Marine Corps Public Affairs

4511-ENGA-2002: Conduct media visits

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

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and required materials.

STANDARD: To increase community support and ensure maximum exposure of Marine Corps opportunities.

PERFORMANCE STEPS:
1. Identify recruiting priorities.
2. Identify media outlets.

3. Schedule appointments with media representatives.
4. Coordinate recruiter representation.
5. Provide materials to media outlet as necessary.
6. Document visit as part of the media program.

REFERENCES:
1. MCO 5720.77 Marine Corps Public Affairs
2. Volume III Guidebook for Recruiting Station Operations

4511-ENGA-2003: Escort media representative (s)

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

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, a deadline, and a requirement.

STANDARD: To provide media access in support of operational/service goal(s).

PERFORMANCE STEPS:
1. Determine the requirement to facilitate media access.
2. Determine the level of access required to facilitate the request.
3. Coordinate access with the staff section(s).
4. Identify Subject Matter Expert to best support communication objective.
5. Follow approved escort plan.
6. Conduct assessment.

REFERENCES:
1. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. MCO 5720.77 Marine Corps Public Affairs
4. MCTP 3-30F Marine Corps Public Affairs

4511-PLAN-2001: Produce Proposed Public Affairs Guidance (PPAG)

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

GRADES: CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and operational/service goal(s).

STANDARD: To assist in communicating with key publics regarding a specific issue, operation, event, problem or opportunity in accordance with DoDI 5405.03 Development of Proposed Public Affairs Guidance (PPAG) and in

performance step sequence.

PERFORMANCE STEPS:
1. Identify need for PAG.
2. Identify requirement for PAG.
3. Determine intent of PAG.
4. Research issues/topics.
5. Determine PA posture (active or passive).
6. Develop a statement for public release.
7. Develop themes, messages, and talking points.
8. Develop potential questions and proposed responses.
9. Discern facts, figures, and historical data for supporting material.
10. Coordinate with higher headquarters, as appropriate.
11. Submit Proposed PAG to District Marketing and Communication section.
12. Publish PAG.

REFERENCES: DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)

4511-PROD-2001: Design print communication products

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

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, a deadline, desktop publishing software, equipment and products.

STANDARD: To support the Recruiting Sub-Stations (RSS) and Officer Selection Teams (OST) with products free of branding, grammatical or spelling errors.

PERFORMANCE STEPS:
1. Determine communication objectives.
2. Identify key publics.
3. Determine publication medium.
4. Establish a production timeline.
5. Determine design.
6. Collect content.
7. Prepare product for dissemination.

REFERENCES:
1. AP Associated Press Stylebook
2. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4511-PROD-2002: Produce an information kit

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

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given commander's intent, operational/service goal(s), and a deadline.

STANDARD: To provide supplemental information in support of public or media engagement.

PERFORMANCE STEPS:
1. Research the subject.
2. Gather content.
3. Collate information into a package.
4. Disseminate to key publics.
5. Archive one electronic copy on file.

REFERENCES:
1. AP Associated Press Stylebook
2. DOD VISG Department of Defense Visual Information Style Guide
3. MCO 5720.77 Marine Corps Public Affairs
4. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4511-SUPP-2001: Coordinate Educators Workshop

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

DESCRIPTION: Educators workshops are designed to enhance recruiting efforts and raise awareness among high school/college educators and key publics; the workshops provide an opportunity for key publics to gain firsthand experience on how the Marine Corps transforms young men and women into U.S. Marines.

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given the commander's intent and directed deadlines.

STANDARD: To ensure maximum participation while meeting logistical and administrative requirements.

PERFORMANCE STEPS:
1. Identify workshop dates.
2. Identify requirements.
3. Identify potential media participants.

4. Establish coordination timeline.
5. Coordinate planning with other staff sections.
6. Coordinate with HHQ.
7. Coordinate attendee submissions with command members.
8. Invite media.
9. Submit after action report to HHQ.

REFERENCES:
1. MCO 1130.76_ Volume III, Guidebook for Recruiting Station Operations
2. MCO 5720.77 Marine Corps Public Affairs
3. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4511-SUPP-2002: Coordinate an Enhanced Area Canvassing Event (EAC)

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

DESCRIPTION: EAC events are designed to generate leads for recruiters and increase awareness of Marine Corps opportunities.

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and an opportunity.

STANDARD: To generate leads while meeting logistical and administrative requirements.

PERFORMANCE STEPS:
1. Identify recruiting priorities.
2. Identify key publics.
3. Research event opportunities.
4. Identify events.
5. Create event in Event Management app.
6. Identify Marine Corps assets to support event.
7. Identify requirements.
8. Identify potential media engagement.
9. Establish coordination timeline.
10. Coordinate planning with command members.
11. Coordinate with HHQ, as necessary.
12. Request Marine assets, as necessary.
13. Publicize event, as necessary.
14. Provide gear, incentive items, and collateral material.
15. Close out event in electronic lead capture device.
16. Close out event in Event Management and conduct after action report.

REFERENCES: DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs

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4511-SUPP-2003: Coordinate Marine Corps assets in support of recruiting activities

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

DESCRIPTION: This coordination includes facilitating requests from organizations and working with HHQ and Marine assets to maximize awareness efforts.

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and a requirement.

STANDARD: To increase community support, lead generation, and ensure maximum exposure of Marine Corps opportunities.

PERFORMANCE STEPS:
1. Identify recruiting priorities.
2. Identify opportunities.
3. Staff potential opportunities for approval as appropriate.
4. Coordinate submission of electronic requests for Marine assets to HHQ.
5. Coordinate with Marine assets as necessary.
6. Develop recruiting activities to maximize presence of Marine assets.
7. Coordinate planning with other staff sections.
8. Coordinate with HHQ as necessary.
9. Coordinate logistics and administration support as necessary.
10. Coordinate with event planners to help them submit DD Form 2535/2536 as necessary.
11. Invite media.
12. Submit after action report.

REFERENCES:
1. DoD Directive 5410.18 Public Affairs Community Relations Policy
2. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
3. MCO 5720.77 Marine Corps Public Affairs
4. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations
5. Volume III Guidebook for Recruiting Station Operations

MISCELLANEOUS:

  ADMINISTRATIVE INSTRUCTIONS: These activities can require consultative selling, communication skills and a keen understanding of marketing/advertising techniques and best practices.

4511-SUPP-2004: Coordinate Center of Influence (COI) Events

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

DESCRIPTION: These are Marine Corps hosted events designed to enhance recruiting efforts and raise awareness among key publics.

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and a requirement.

STANDARD: To develop/maintain relationships and raise awareness among key publics.

PERFORMANCE STEPS:
1.   Identify recruiting priorities.
2.   Identify key publics.
3.   Identify requirements.
4.   Identify constraints/restraints.
5.   Identify resources.
6.   Identify potential media participants.
7.   Establish coordination timeline.
8.   Coordinate planning with other staff sections.
9.   Coordinate with HHQ as necessary.
10. Request Marine Corps assets as necessary.
11. Coordinate logistics and administration support.
12. Coordinate attendee submissions with command members.
13. Invite media.
14. Submit receipts and attendee rosters as required.
15. Submit after action report.

REFERENCES:
1. DoD Directive 5410.18 Public Affairs Community Relations Policy
2. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
3. MCO 5720.77 Marine Corps Public Affairs
4. MCRCO 7000.2 Marine Corps Center of Influence Program
5. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations
6. Volume III Guidebook for Recruiting Station Operations

MISCELLANEOUS:

  ADMINISTRATIVE INSTRUCTIONS: These activities can require consultative selling, communication skills and a keen understanding of marketing/advertising techniques and best practices.

4511-SUPP-2005: Coordinate Recruiter Supplied Name (RSN) list submission

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

DESCRIPTION: These lists are student rosters obtained in support of the direct mail and trigger mailing efforts to generate leads.

MOS PERFORMING: 4511

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and directed deadlines.

STANDARD: To obtain mailing lists in support of the direct mail program.

PERFORMANCE STEPS:
1. Identify submission deadlines through AdPortal.
2. Format list as required.
3. Submit formatted list.
4. Document and report list attainment milestones.

REFERENCES: Volume III Guidebook for Recruiting Station Operations

CHAPTER 8

MOS 4512 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 8

MOS 4512 INDIVIDUAL EVENTS

8000. PURPOSE. This chapter details the individual events that pertain to MOS 4512, Combat Graphic Specialist. These events are linked to a service-level Mission Essential Tasks (MET). This linkage tailor individual training for the selected MET. 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.

8001. 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:

        Code   Description
        4512   Combat Graphic Specialist

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

        Code   Description
        PROD   Production

    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:

        Code   Description
        1000   Core Skills
        2000   Core Plus Skills

8002. INDEX OF 1000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4512-PROD-1001	NO	Create graphic products
4512-PROD-1002	NO	Conduct print production
4512-PROD-1003	NO	Conduct finishing
4512-PROD-1004	NO	Create multimedia products
4512-PROD-1005	NO	Create combat graphic specialist digital portfolio

8003. 1000-LEVEL EVENTS

4512-PROD-1001: Create graphic products

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

DESCRIPTION: Marines will layout and design products to include but not limited to: finished print products and digital media.

MOS PERFORMING: 4512

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational requirement, a Tactical Imagery Production, System (TIPS) (If applicable), production workstation, associated software and hardware.

STANDARD: Product must meet the operational requirement within a deadline.

PERFORMANCE STEPS:
1. Validate customer requirement.
2. Log in job order.
3. Compile media necessary to complete product.
4. Create product.
5. Conduct quality control check.
6. Submit to COMMSTRAT/Production Chief for approval.
7. Contact requester for proof approval.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4512-PROD-1002: Conduct print production

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

MOS PERFORMING: 4512

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational requirement, a Tactical Imagery Production System (TIPS) (If applicable), production workstation, associated software and hardware.

STANDARD: Products must meet the operational requirement within a deadline.

PERFORMANCE STEPS:
1. Validate customer requirement.
2. Log in job order.
3. Compile media necessary to complete product.
4. Print product.
5. Conduct Quality Control check on the product.

6.   Submit to COMMSTRAT/Production Chief for approval.
7.   Contact requester for proof approval.
8.   Make product modifications; as required.
9.   Submit finished product to requestor.
10. Accession finished product.
11. Complete job.

REFERENCES:
1.   MCO 3104.1_ Marine Corps Combat Camera Program
2.   MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3.   MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4512-PROD-1003: Conduct finishing

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

DESCRIPTION: Finishing includes, but is not limited to the following: stapling, cutting, binding, and mounting.

MOS PERFORMING: 4512

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational requirement, a Tactical Imagery Production System (TIPS) (If applicable) and associated hardware.

STANDARD: Products that meet the operational requirement within a deadline.

PERFORMANCE STEPS:
1.   Review job order.
2.   Select post production equipment/materials.
3.   Produce finished product.
4.   Conduct quality control check on product.
5.   Submit to COMMSTRAT/Production Chief for approval.
6.   Contact requester for proof approval.
7.   Make product modifications; as required.
8.   Complete job order.

REFERENCES:
1.   MCO 3104.1_ Marine Corps Combat Camera Program
2.   MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: After initial formal schooling and sustainment training on finishing equipment can be conducted with available reproduction equipment if TIPS is not available at command.

4512-PROD-1004: Create multimedia products

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

DESCRIPTION: Marine will create multimedia products including, but not limited to the following: interactive products and digital media.

MOS PERFORMING: 4512

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operational requirement, a Tactical Imagery Production System (TIPS) (If applicable), production workstation, associated software and hardware.

STANDARD: Products must meet the operational requirement within a deadline.

PERFORMANCE STEPS:
1. Validate customer requirement.
2. Log in job order.
3. Compile media necessary to complete product.
4. Create product.
5. Conduct quality control check.
6. Submit to COMMSTRAT/Production Chief for approval.
7. Contact requester for proof approval.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: Graphic products can include, but are not limited to: command information products in support of operations and training for briefs and/or presentations, computer based applications, animation, infographics, DVD, CD, MPG, windows and media/real video webpage.

4512-PROD-1005: Create combat graphic specialist digital portfolio

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

DESCRIPTION: Marine will create a portfolio that will consist of no less than the following: digital art, identity design, layout and design.

MOS PERFORMING: 4512

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Marine will create a portfolio that will consist of no less than the following: digital art, identity design, layout and design.

STANDARD: Developing a proper portfolio in accordance with MCO 3104.1_.

PERFORMANCE STEPS:
1. Review portfolio requirements.
2. Consolidate individual COMMSTRAT products.
3. Assemble digital portfolio.
4. Publish portfolio.
5. Submit to COMMSTRAT Chief, OIC/Director.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

COMMSTRAT T&R MANUAL

CHAPTER 9

MOS 4531 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 9

MOS 4531 INDIVIDUAL EVENTS

9000. PURPOSE. This chapter details the individual training events that pertain to MOS 4531, Combat Mass Communicator. An individual training standard is an event that a Combat Mass Communicator would perform at a unit. These events are linked to a collective event. This linkage tailor individual training for the selected collective event. Each individual training standard provides an event title, along with the conditions events will be performed under, and the standard to which the event will be performed to be successful.

9001. 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:

        Code   Description
        4531   Combat Mass Communicator

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

        DISS   Dissemination
        ENGA   Engagement
        PLAN   Planning
        PROD   Production

    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:

        Code   Description
        1000   Core Skills
        2000   Core Plus Skills

9002. INDEX OF 1000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4531-DISS-1001	NO	Transmit communication products
4531-PROD-1001	NO	Create a communication product

9003. INDEX OF 2000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event

4531-ENGA-2001	NO	Conduct digital engagement(s)
4531-PLAN-2001	NO	Conduct a COMMSTRAT Operational Support Team capabilities brief
4531-PROD-2001	NO	Demonstrate visual communication techniques
4531-PROD-2002	NO	Review communication products for release
4531-PROD-2003	NO	Demonstrate feature writing techniques
4531-PROD-2004	NO	Demonstrate multimedia production

9004. 1000-LEVEL EVENTS

4531-DISS-1001: Transmit communication products

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

MOS PERFORMING: 4531

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Provided transmission capability and approved communication products for release.

STANDARD: To deliver products to key publics.

PERFORMANCE STEPS:
1. Identify necessary equipment.
2. Identify operational constraints.
3. Check equipment for functionality.
4. Set up transmission capability.
5. Establish connectivity.
6. Deliver communication products.
7. Verify receipt of communication products.

REFERENCES:
1. AP Associated Press Stylebook
2. DOD VISG Department of Defense Visual Information Style Guide
3. MCO 5720.77 Marine Corps Public Affairs
4. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4531-PROD-1001: Create a communication product

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

MOS PERFORMING: 4531

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given communication objective and equipment.

STANDARD: To support operational/communication/service objectives within an established deadline.

PERFORMANCE STEPS:
1. Determine communication objectives.
2. Determine communication media.
3. Conduct informal research.
4. Collect source materials.
5. Capture media content.
6. Create draft communication product.
7. Review for Security, Accuracy, Policy and Propriety.
8. Submit product for approval.

REFERENCES:
1. AP Associated Press Stylebook
2. MCO 5720.77 Marine Corps Public Affairs
3. MCRP 3.33-3 Marine Corps Public Affairs
4. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

9005. 2000-LEVEL EVENTS

4531-ENGA-2001: Conduct digital engagement(s)

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

DESCRIPTION: Digital engagements encompass direct interactions that are focused to specific publics and support broader engagement goals.

MOS PERFORMING: 4512, 4531, 4541, 4571

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a communication engagement plan, commercial internet, and a computer workstation .

STANDARD: To achieve communication objectives.

PERFORMANCE STEPS:
1. Conduct research.
2. Develop tailored engagement plan.
3. Coordinate access with the staff section(s).
4. Synchronize content creation.
5. Conduct digital marketing and engagement to media and publics.
6. Provide continuous engagement throughout the information environment.
7. Assess quantitative and qualitative analytics.
8. Provide quantitative and qualitative evaluation of analytics and audience sentiment.
9. Present assessment and recommendations to command and staff.

REFERENCES:

1. DoD Directive 5400.13 Joint Public Affairs Operations
2. DoD Regulation 5400.7-R Freedom of Information Act
3. MCO 5230.18 Clearance of Department of Defense Information for Public Release
4. MCO 5510.9 Security of Information for Public Release
5. MCO 5720.71 Joint Public Affairs Operations
6. MCO 5720.72 Procedures for Joint Public Affairs Operations
7. MCO 5720.77 Marine Corps Public Affairs
8. MC-SM Handbook Marine Corps Social Media Handbook
9. MCTP 3-30F Marine Corps Public Affairs
10. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4531-PLAN-2001: Conduct a COMMSTRAT Operational Support Team capabilities brief

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

DESCRIPTION: Marine will conduct a COMMSTRAT Capabilities Brief in order to educate target audience on the capabilities and limitations of COMMSTRAT which will assist in the proper employment of COMMSTRAT assets.

MOS PERFORMING: 4531

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a completed capabilities brief, production work station, briefing format, briefing materials, and a target audience.

STANDARD: Ensuring COMMSTRAT capabilities and limitations are fully explained and understood within the time allotted and in accordance with MCO 3104.1_.

PERFORMANCE STEPS:
1. Review the references.
2. Rehearse the brief.
3. Prepare handouts, as required.
4. Conduct the brief.
5. Answer questions.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4531-PROD-2001: Demonstrate visual communication techniques

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

DESCRIPTION: Demonstrate visual communication techniques

GRADES: CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To achieve communication objectives and desired effects.

PERFORMANCE STEPS:
1. Determine communication objectives.
2. Determine communication media.
3. Conduct informal research.
4. Collect source materials.
5. Collect media content.
6. Create draft communication product.
7. Review for Security, Accuracy, Policy and Propriety.
8. Submit product for approval.

REFERENCES:
1. DOD VISG Department of Defense Visual Information Style Guide
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. JP 6-05.4
4. MCO 5510.9 Security of Information for Public Release
5. MCO 5720.77 Marine Corps Public Affairs
6. MCTP 3-30F Marine Corps Public Affairs
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: Appropriate regulations to consider during planning include OPSEC, FOIA, HIPPA, and the Privacy Act. Other considerations include operations security and the possible unintended consequences of the plan.

4531-PROD-2002: Review communication products for release

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

MOS PERFORMING: 4531

GRADES: CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a communication product.

STANDARD: Free of structural, grammatical, spelling and factual errors in the allotted time.

PERFORMANCE STEPS:
1. Determine if product meets communication objectives.
2. Apply appropriate policies and regulations.
3. Review for structural, grammatical, spelling and factual errors.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. AP Associated Press Stylebook
3. MCO 5510.9 Security of Information for Public Release
4. MCO 5720.77 Marine Corps Public Affairs
5. MCTP 3-30F Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4531-PROD-2003: Demonstrate feature writing techniques

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

DESCRIPTION: Intermediate feature writing techniques.

MOS PERFORMING: 4531

GRADES: CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To achieve communication objectives and desired effects.

PERFORMANCE STEPS:
1. Determine communication objectives.
2. Determine communication media.
3. Conduct informal research.
4. Collect source materials.
5. Conduct in-depth interviews.
6. Capture media content.
7. Create draft communication product.
8. Review for Security, Accuracy, Policy and Propriety.
9. Submit product for approval.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. MCO 5510.9 Security of Information for Public Release
4. MCO 5720.77 Marine Corps Public Affairs
5. MCTP 3-30F Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

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4531-PROD-2004: Demonstrate multimedia production

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

DESCRIPTION: Intermediate multimedia production techniques.

MOS PERFORMING: 4531

GRADES: CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement.

STANDARD: To achieve communication objectives and desired effects.

PERFORMANCE STEPS:
1. Determine communication objectives.
2. Determine communication media.
3. Conduct informal research.
4. Collect source materials.
5. Capture media content.
6. Create draft communication product.
7. Review for Security, Accuracy, Policy and Propriety.
8. Submit product for approval.

REFERENCES:
1. Primer of Public Relations Research (3rd Edition): By Don W. Stacks
2. Effective Crisis Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. JP 3-16 Multinational Operations
4. MCO 5510.9 Security of Information for Public Release
5. MCO 5720.77 Marine Corps Public Affairs
6. MCTP 3-30F Marine Corps Public Affairs
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy and Regulations

MISCELLANEOUS:

    ADMINISTRATIVE INSTRUCTIONS: Appropriate regulations to consider during planning include OPSEC, FOIA, HIPPA, and the Privacy Act. Other considerations include operations security and the possible unintended consequences of the plan.

COMMSTRAT T&R MANUAL

CHAPTER 10

MOS 4541 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 10

MOS 4541 INDIVIDUAL EVENTS

10000. PURPOSE. This chapter details the individual events that pertain to MOS 4541, Combat Photographer. These events are linked to a service-level Mission Essential Tasks (MET). This linkage tailor individual training for the selected MET. 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.

10001. 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:

        Code   Description
        4541   Combat Photographer

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

        Code   Description
        PHTO   Photography

    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:

        Code   Description
        1000   Core Skills
        2000   Core Plus Skills

10002. INDEX OF 1000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4541-PHTO-1001	NO	Accession still photographic images
4541-PHTO-1002	NO	Capture still photographic images in an tactical environment
4541-PHTO-1003	NO	Maintain photographic equipment
4541-PHTO-1004	NO	Conduct still photographic documentation of a sensitive environment
4541-PHTO-1005	NO	Produce photographic products
4541-PHTO-1006	NO	Create a still photographic digital portfolio

10003. INDEX OF 2000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4541-PHTO-2001	NO	Supervise the maintenance of photographic equipment
4541-PHTO-2002	NO	Maintain a still photographic portfolio
4541-PHTO-2003	NO	Conduct a COMMSTRAT Operational Support Team capabilities brief
4541-PHTO-2004	NO	Supervise section work flow
4541-PHTO-2005	NO	Capture still photographic images

10004. 1000-LEVEL EVENTS

4541-PHTO-1001: Accession still photographic images

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

DESCRIPTION: Marine will accession still photographic imagery by identifying imagery that meets the principles of photographic composition. Still imagery will be archived for any future requirements and historical purposes. Accessioning includes but is not limited to local archive and transmission to Defense Imagery Management Operations Center (DIMOC).

MOS PERFORMING: 4541

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, computer workstation, associated software, commercial internet, and a transmission capability.

STANDARD: All required still photographic imagery is processed, transmitted and archived locally IAW DODD 5040.02.

PERFORMANCE STEPS:
1.   Review images.
2.   Select required images.
3.   Save selected images as Visual Information Record and Identification Number (VIRIN).
4.   Embed metadata.
5.   Submit to caption editor for review.
6.   Correct metadata, as required.
7.   Submit to release authority for review.
8.   Transmit imagery, as required.
9.   Complete transmission log.
10.   Archive locally.

REFERENCES:
1.   DOD VISG Department of Defense Visual Information Style Guide
2.   DODD 5230.9 Clearance of DoD Information for Public Release
3.   MCO 3104.1_ Marine Corps Combat Camera Program
4.   MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4541-PHTO-1002: Capture still photographic images in an tactical environment

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

DESCRIPTION: Marine will capture still photographic images in a tactical environment consisting of but not limited to the following: taking still images during combat operations, exercises, and training. This event must be performed in full light, low light and no-light conditions.

MOS PERFORMING: 4541

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: In a field environment, with the aid of references, using a still camera system, Night Vision System (NVS), T/O weapon, combat load, and a requirement.

STANDARD: Acquiring imagery that meets the requirement.

PERFORMANCE STEPS:
1. Review requirement.
2. Receive coordinating instructions.
3. Select required equipment.
4. Acclimatize equipment for weather conditions.
5. Conduct equipment operations check.
6. Capture still imagery.
7. Gather caption data.

REFERENCES:
1. Appendix 1 to Annex D Operations Order
2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4541-PHTO-1003: Maintain photographic equipment

EVALUATION-CODED: NO   **SUSTAINMENT INTERVAL:** 1 month

MOS PERFORMING: 4541

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given photographic equipment, maintenance log and tools.

STANDARD: Ensuring all systems are accounted for, serviceable, and inventory is up to date and accurate.

PERFORMANCE STEPS:
1. Conduct inventory of equipment.
2. Conduct operations check on systems.
3. Troubleshoot errors.
4. Correct error/malfunction.

5. Identify missing, unserviceable equipment and or components.
6. Take corrective measures to repair or replace.
7. Maintain preventative maintenance jacket.

REFERENCES:
1. AEOM Applicable Equipment Owners Manuals
2. TM Technical Manuals

4541-PHTO-1004: Conduct still photographic documentation of a sensitive environment

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

DESCRIPTION: Marine will acquire still photographic images of an environment consisting of but not limited to the following types: forensic, mishap, crime, battle damage, and tactical/sensitive sites.

MOS PERFORMING: 4541

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a still camera system, specialized equipment, Night Vision System (NVS), and a requirement.

STANDARD: Acquiring imagery that focuses on the identifying details of an environment and meets the requirement.

PERFORMANCE STEPS:
1. Review requirement.
2. Select required equipment.
3. Acclimatize equipment for weather conditions, as needed.
4. Conduct equipment operations check.
5. Coordinate with investigative representative/on scene commander for access to site and imagery requirements.
6. Establish chain of custody, as required.
7. Acquire images.
8. Gather caption data.
9. Caption imagery, as required.
10. Label photos in accordance with classification guidance from investigating official, as required.
11. Establish chain of custody, as required.
12. Archive imagery, as required.

REFERENCES:
1. DOD VISG Department of Defense Visual Information Style Guide
2. DODD 5230.9 Clearance of DoD Information for Public Release

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Sensitive site examples are enemy weapon caches, mass graves, torture chambers, POW sites, WMD sites, Improvised Explosive Device (IED) sites, enemy use of protected sites (hospitals, religious buildings, schools etc.) Examples of forensic photography include autopsy, aircraft mishap, vehicle mishap, suicide, material deficiency reports, crime scene etc... Examples of scale may include any common item (ruler, pen, ID card, boot, person) that is placed near or next to item being photographed for reference of size. Specialized equipment consists of macro lenses, micro lenses, ring flash, filters, color scale, and slate. Do not erase any still imagery acquired in support of an official investigation.

4541-PHTO-1005: Produce photographic products

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

DESCRIPTION: Marine will produce products including, but not limited to: photographic layouts, print media, and digital media.

MOS PERFORMING: 4541

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a Tactical Imagery Production System (TIPS), a production workstation, associated software, production equipment, and a requirement.

STANDARD: That meets the operational requirement.

PERFORMANCE STEPS:
1. Validate customer requirement.
2. Log in job order.
3. Compile media necessary to complete product.
4. Prepare product.
5. Conduct quality control check on the product.
6. Submit to COMMSTRAT/Production Chief for approval.
7. Contact requester for proof approval.
8. Make product modifications, as required.
9. Submit finished product to requestor.
10. Accession finished product.
11. Complete job order.

REFERENCES: MCO 3104.1_ Marine Corps Combat Camera Program

4541-PHTO-1006: Create a still photographic digital portfolio

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

DESCRIPTION: Marine will create a portfolio that will consist of no less than the following: Pictorial, Portrait, Picture Story, Feature Photo, News Photo, Training Documentation, and Operational Documentation.

MOS PERFORMING: 4541

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the reference, a standardized portfolio application and individually developed products.

STANDARD: Producing a portfolio in accordance with MCO 3104.1_.

PERFORMANCE STEPS:
1. Review portfolio requirements.
2. Consolidate individual COMMSTRAT products.
3. Assemble digital portfolio.
4. Publish portfolio.
5. Submit to COMMSTRAT Chief, OIC/Director.

REFERENCES: MCO 3104.1_ Marine Corps Combat Camera Program

10005.   2000-LEVEL EVENTS

4541-PHTO-2001: Supervise the maintenance of photographic equipment

EVALUATION-CODED: NO   **SUSTAINMENT INTERVAL:** 1 month

DESCRIPTION: Marine will ensure that functional inspections are conducted on a regular basis in order to ensure equipment is combat ready. Photographic equipment includes, but is not limited to the following: photographic printers, cameras, lenses, flashes, lighting, and tripods.

MOS PERFORMING: 4541

GRADES: CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given photographic equipment, troubleshooting log and maintenance tools.

STANDARD: Ensuring all systems are operational.

PERFORMANCE STEPS:
1. Conduct operations check on systems.
2. Troubleshoot errors.
3. Correct error/malfunction.
4. Identify unserviceable equipment and or components.
5. Take corrective measures to repair or replace.
6. Maintain preventative maintenance jacket.

REFERENCES:

1. OEM Original Equipment Manufacturer Manuals
2. TM Technical Manuals

4541-PHTO-2002: Maintain a still photographic portfolio

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

DESCRIPTION: Marine will maintain a portfolio that consists of no less than the following: Pictorial, Portrait, Picture Story, Feature Photo, News Photo, Training Documentation, and Operational Documentation.

MOS PERFORMING: 4541

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given the reference, a standardized portfolio application and individual combat photographer portfolio.

STANDARD: Maintaining a portfolio in accordance with MCO 3104.1

PERFORMANCE STEPS:
1. Determine portfolio requirements.
2. Consolidate individual COMMSTRAT products.
3. Update digital portfolio.
4. Publish portfolio.
5. Submit to COMCAMCOMMSTRAT Chief, OIC/Director.

REFERENCES: MCO 3104.1_ Marine Corps Combat Camera Program

4541-PHTO-2003: Conduct a COMMSTRAT Operational Support Team capabilities brief

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

DESCRIPTION: Marine will conduct a COMMSTRAT Capabilities Brief in order to educate target audience on the capabilities and limitations of COMMSTRAT which will assist in the proper employment of COMMSTRAT assets.

MOS PERFORMING: 4541

GRADES: LCPL, CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a completed capabilities brief, production work station, briefing format, briefing materials, and a target audience.

STANDARD: Ensuring COMMSTRAT capabilities and limitations are fully explained and understood within the time allotted and in accordance with MCO 3104.1_.

PERFORMANCE STEPS:
1. Review the references.
2. Rehearse the brief.
3. Prepare handouts, as required.
4. Conduct the brief.
5. Answer questions.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4541-PHTO-2004: Supervise section work flow

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

DESCRIPTION: Marine will process and assign job requests to project managers, project consumables and expenditures, and monitor maintenance cycles to ensure timelines are met.

MOS PERFORMING: 4541

GRADES: CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a requirement, photo section, job order database, consumables, and production/post production equipment.

STANDARD: Ensuring job requests are completed to standard IAW local SOP.

PERFORMANCE STEPS:
1. Review job request.
2. Conduct feasibility of support.
3. Assign job requests.
4. Conduct Quality Control.
5. Confirm accessioning.
6. Confirm job request close outs.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4541-PHTO-2005: Capture still photographic images

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

DESCRIPTION: Marine will capture still photographic images from an aerial platform, underwater environment or sea based conditions consisting of but not limited to the following: taking still images during combat operations, exercises, and training. This event must be performed in full light, low light and no-light conditions.

MOS PERFORMING: 4541

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: With the aid of references, using a still camera system, Night Vision System (NVS), T/O weapon, combat load, and a requirement.

STANDARD: Acquiring imagery that meets the requirement.

PERFORMANCE STEPS:
1. Identify environment.
2. Review requirement.
3. Receive coordinating instructions.
4. Select required equipment.
5. Prepare equipment for specified environment.
6. Conduct equipment operations check.
7. Acquire images.
8. Gather caption data.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

COMMSTRAT T&R MANUAL

CHAPTER 11

MOS 4571 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 11

MOS 4571 INDIVIDUAL EVENTS

11000. PURPOSE. This chapter details the individual events that pertain to MOS 4571, Combat Videographer. These events are linked to a service-level Mission Essential Tasks (MET). This linkage tailor individual training for the selected MET. 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.

11001. 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:

        Code   Description
        4571   Combat Videographer

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

        Code   Description
        VIDS   Videography

    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:

        Code   Description
        1000   Core Skills
        2000   Core Plus Skills

11002. INDEX OF 1000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4571-VIDS-1001	NO	Accession motion media products
4571-VIDS-1002	NO	Capture motion media in a tactical environment
4571-VIDS-1003	NO	Conduct motion media documentation of a sensitive environment
4571-VIDS-1004	NO	Create a motion media digital portfolio
4571-VIDS-1005	NO	Create motion media product
4571-VIDS-1006	NO	Maintain motion media equipment

11003. INDEX OF 2000 LEVEL INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4571-VIDS-2001	NO	Maintain motion media digital portfolio
4571-VIDS-2002	NO	Conduct a COMMSTRAT capabilities brief
4571-VIDS-2003	NO	Supervise section work flow
4571-VIDS-2004	NO	Capture motion media

11004. 1000-LEVEL EVENTS

4571-VIDS-1001: Accession motion media products

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

DESCRIPTION: Marine will accession motion media by developing prime cuts/transmission cuts. Motion media will be archived for any future requirements and historical purposes. Accessioning includes but is not limited to local archive and transmission to Defense Imagery Management Operations Center (DIMOC).

MOS PERFORMING: 4571

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, computer workstation, associated software, commercial internet, and a transmission capability.

STANDARD: All required motion media is processed, transmitted and archived locally IAW DODD 5040.02.

PERFORMANCE STEPS:
1.   Review motion media.
2.   Edit motion media list.
3.   Create slate.
4.   Insert metadata.
5.   Submit for quality control.
6.   Submit to release authority for review.
7.   Export prime cuts.
8.   Transmit motion media, as required.
9.   Archive locally.
10. Complete transmission log.

REFERENCES:
1. DOD VISG Department of Defense Visual Information Style Guide
2. DODD 5040.5 Alteration of Official DoD Imagery
3. DODD 5230.9 Clearance of DoD Information for Public Release
4. MCO 3104.1_ Marine Corps Combat Camera Program
5. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4571-VIDS-1002: Capture motion media in a tactical environment

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

DESCRIPTION: Marine will capture motion media in a tactical environment consisting of but not limited to the following: acquiring motion media during operations, exercises, and training. This event must be performed in full light, low light and no-light conditions.

MOS PERFORMING: 4571

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: In a field environment, with the aid of references, using a motion media camera, microphones, Night Vision System (NVS), T/O weapon, combat load, and a requirement.

STANDARD: Acquiring motion media that meets the requirement.

PERFORMANCE STEPS:
1. Review requirement.
2. Receive coordinating instructions.
3. Select required equipment.
4. Acclimatize equipment for weather conditions.
5. Conduct equipment operations check.
6. Capture motion media.
7. Capture audio.
8. Gather caption data.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4571-VIDS-1003: Conduct motion media documentation of a sensitive environment

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

DESCRIPTION: Marine will acquire motion media of an environment consisting of but not limited to the following types: forensic, mishap, crime, battle damage, and tactical/sensitive sites.

MOS PERFORMING: 4571

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given motion media camera, specialized equipment, Night Vision System (NVS), and a requirement.

STANDARD: Acquiring motion media that focuses on the identifying details of an environment and meets the requirement.

PERFORMANCE STEPS:
1.   Review requirement.
2.   Select required equipment.
3.   Acclimatize equipment for weather conditions as needed.
4.   Conduct equipment operations check.
5.   Coordinate with investigative representative/on scene commander for access to site, media, and chain of custody requirement.
6.   Acquire motion media.
7.   Gather caption data.
8.   Caption motion media, as required.
9.   Label media in accordance with classification guidance from investigating official as required.
10. Deliver completed product.

REFERENCES:
1.   DOD VISG Department of Defense Visual Information Style Guide
2.   DODD 5230.9 Clearance of DoD Information for Public Release
3.   MCO 3104.1 Marine Corps Visual Information and Combat Camera Support Manual
4.   MCO 3104.1_ Marine Corps Combat Camera Program
5.   MCTP 3-21A Marine Air-Ground Task Force Combat Camera

MISCELLANEOUS:

> **ADMINISTRATIVE INSTRUCTIONS:** Sensitive site examples are enemy weapon caches, mass graves, torture chambers, POW sites, WMD sites, Improvised Explosive Device (IED) sites, enemy use of protected sites (hospitals, religious buildings, schools etc.) Examples of forensic motion media include autopsy, aircraft mishap, vehicle mishap, suicide, material deficiency reports, crime scene etc. Examples of scale may include any common item (ruler, pen, ID card, boot, person) that is placed near or next to item being captured for reference of size. Specialized equipment consists of filters, lighting, color scale, and slate. Do not erase any motion media acquired in support of an official investigation.

4571-VIDS-1004: Create a motion media digital portfolio

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

DESCRIPTION: Marine will create a portfolio that will consist of no less than the following: Operational/Training BROLL Videography, interview, short-form production video, and multimedia product. All required motion media is processed, transmitted to DIMOC and archived locally IAW DODD 5040.02.

MOS PERFORMING: 4571

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the reference, a standardized portfolio application and individually developed products.

STANDARD: Producing a portfolio in accordance with MCO 3104.1_.

PERFORMANCE STEPS:
1. Review portfolio requirements.
2. Consolidate individual COMMSTRAT products.
3. Assemble digital portfolio.
4. Publish portfolio.
5. Submit to COMMSTRAT Chief, OIC/Director.

REFERENCES: MCO 3104.1_ Marine Corps Combat Camera Program

4571-VIDS-1005: Create motion media product

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

DESCRIPTION: Marine will perform the production process by developing products including but not limited to: Long form story/production (more than two minutes), short form story/production (less than two minutes), field production, ceremonial, prime cuts, audio recordings, studio production, communication synchronization content and training productions.

MOS PERFORMING: 4571

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement, preproduction documents, video camera, Tactical Imagery Production System (TIPS) if applicable, a production workstation, associated editing software, and production equipment.

STANDARD: Resulting in a final product that satisfies the requirement.

PERFORMANCE STEPS:
1. Review the requirement.
2. Conduct preproduction planning.
3. Obtain Production Identification Number (PIN) or Production Approval Number (PAN) (DD 1995 form), as required.
4. Create job order.
5. Conduct acquisition.
6. Edit production.
7. Submit edited production for quality control.
8. Review production with requestor.
9. Complete job order.
10. Conduct after actions, if required.

REFERENCES:
1. DODI 5040.7 Visual Information (VI) Production Procedures
2. MCO 3104.1_ Marine Corps Combat Camera Program

4571-VIDS-1006: Maintain motion media equipment

EVALUATION-CODED: NO   **SUSTAINMENT INTERVAL:** 1 month

DESCRIPTION: Marine will ensure that functional inspections are conducted on a regular basis in order to ensure equipment is combat ready. Motion media equipment includes, but is not limited to the following: Production workstations, digital media reproduction devices, and media hard drives.

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given video equipment, maintenance log and tools.

STANDARD: Ensuring all systems are accounted for, serviceable, and inventory is up to date and accurate.

PERFORMANCE STEPS:
1. Conduct inventory of equipment.
2. Conduct operations checks on systems.
3. Troubleshoot errors.
4. Correct error/malfunction.
5. Identify missing unserviceable equipment and or components.
6. Take corrective measures to repair or replace.
7. Maintain preventative maintenance jacket.

REFERENCES: MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: Specialized equipment consists of filters, studio lighting, flag set, microphones, teleprompters, audio booth, and backdrops.

11005. 2000-LEVEL EVENTS

4571-VIDS-2001: Maintain motion media digital portfolio

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

DESCRIPTION: Marine will maintain a portfolio that will consist of no less than the following: documentary, field production, editing, and feature story.

MOS PERFORMING: 4571

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given the reference, a standardized portfolio application and individually developed motion media digital portfolio.

STANDARD: Maintaining a portfolio in accordance with MCO 3104.1_.

PERFORMANCE STEPS:
1. Review portfolio requirements.
2. Consolidate individual COMMSTRAT products.
3. Update digital portfolio.
4. Publish portfolio.
5. Submit to COMMSTRAT Chief, OIC/Director.

REFERENCES: MCO 3104.1_ Marine Corps Combat Camera Program

4571-VIDS-2002: Conduct a COMMSTRAT capabilities brief

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

DESCRIPTION: Marine will conduct a COMMSTRAT Capabilities Brief in order to educate target audience on the capabilities and limitations of Marine Combat Camera which will assist in the proper employment of COMMSTRAT assets.

MOS PERFORMING: 4571

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a completed capabilities brief, production work station, briefing format, briefing materials, and a target audience.

STANDARD: Ensuring COMMSTRAT capabilities and limitations are fully explained and understood within the time allotted and in accordance with MCO 3104.1_.

PERFORMANCE STEPS:
1. Review the references.
2. Rehearse the brief.
3. Prepare handouts, as required.
4. Conduct the brief.
5. Answer questions.

REFERENCES:
1. DODI 5040.7 Visual Information (VI) Production Procedures
2. MCO 3104.1_ Marine Corps Combat Camera Program
3. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
4. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4571-VIDS-2003: Supervise section work flow

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

DESCRIPTION: Marine will process and assign job requests to project managers, project consumables and expenditures, and monitor maintenance cycles to ensure timelines are met.

MOS PERFORMING: 4571

GRADES: CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a requirement, motion media section, job order database, consumables, and production/post production equipment.

STANDARD: Ensuring job requests are completed to standard IAW local SOP.

PERFORMANCE STEPS:
1. Review job request.
2. Conduct feasibility of support.
3. Assign job requests.
4. Conduct Quality Control.
5. Confirm accessioning.
6. Confirm job request close outs.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4571-VIDS-2004: Capture motion media

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

DESCRIPTION: Marine will capture motion media from an aerial platform, underwater environment or sea based conditions consisting of but not limited to the following: taking motion media during combat operations, exercises, and training. This event must be performed in full light, low light and no-light conditions.

MOS PERFORMING: 4571

GRADES: CPL, SGT

INITIAL TRAINING SETTING: MOJT

CONDITION: With the aid of references, using motion media system, audio recording, Night Vision System (NVS), T/O weapon, combat load, and a requirement.

STANDARD: Acquiring motion media that meets the requirement.

PERFORMANCE STEPS:
1. Identify environment.
2. Review requirement.
3. Receive coordinating instructions.
4. Select required equipment.

5. Prepare equipment for specified environment.
6. Conduct equipment operations check.
7. Acquire motion media.
8. Acquire audio.
9. Gather caption data.

REFERENCES: MCTP 3-21A Marine Air-Ground Task Force Combat Camera

COMMSTRAT T&R MANUAL

CHAPTER 12

MOS 4591 INDIVIDUAL EVENTS

COMMSTRAT T&R MANUAL

CHAPTER 12

MOS 4591 INDIVIDUAL EVENTS

12000. PURPOSE. This chapter details the individual events that pertain to MOS 4591, Communication Strategy and Operations (COMMSTRAT) Chief. These events are linked to a service-level Mission Essential Tasks (MET). This linkage tailor individual training for the selected MET. 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.

12001. 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:

        Code   Description
        4591   Communication Strategy and Operations Chief

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

        Code   Description
        MGMT   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:

        Code   Description
        2000   Core Plus Skills

12002. INDEX OF INDIVIDUAL EVENTS

Event Code	E-Coded	Event
4591-MNGT-2001	NO	Conduct COMMSTRAT internal inspections
4591-MNGT-2002	NO	Draft Appendices and Annexes to an Operations Order
4591-MNGT-2003	NO	Direct imagery management plan
4591-MNGT-2004	NO	Draft a Staff Estimate
4591-MNGT-2005	NO	Manage a budget
4591-MNGT-2006	NO	Supervise Visual Information training plan

12003. 2000-LEVEL EVENTS

4591-MNGT-2001: Conduct COMMSTRAT internal inspections

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

MOS PERFORMING: 4591

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given policy, standard operating procedures, desktop and turnover binders.

STANDARD: Ensuring all procedures are followed and discrepancies corrected in accordance with MCO 3104.1_.

PERFORMANCE STEPS:
1. Review current SOP references.
2. Identify discrepancies.
3. Provide training/guidance, as needed.
4. Report findings.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera
3. NAVMC 5040.6 Marine Corps Readiness Inspections and Assessments

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4591-MNGT-2002: Draft Appendices and Annexes to an Operations Order

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

MOS PERFORMING: 4591

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an operations order.

STANDARD: Stating the COMMSTRAT mission in a clear concise statement that answers the questions who, what, where, when, why and how free of formatting and grammatical errors IAW MCWP 5-1.

PERFORMANCE STEPS:
1. Review operations plan.
2. Assess COMMSTRAT assets.
3. Determine COMMSTRAT functions.
4. Assess COMMSTRAT responsibilities.
5. Assess COMMSTRAT command structure.
6. Assess COMMSTRAT reporting procedures.
7. Assess COMMSTRAT planned employment.
8. Assess COMMSTRAT coordinating instructions.
9. Assess COMMSTRAT related operational parameters.
10. Produce draft.

11. Submit for review.

REFERENCES:
1. DOD 8500 Series
2. Joint Publication 1-02 superseded Dictionary of Military and Associated Terms
3. JP 3-13.2 Military Information Support Operations
4. MCO 5600.31_ Marine Corps Printing, Publishing and Reprographics Equipment Regulations
5. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4591-MNGT-2003: Direct imagery management plan

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

DESCRIPTION: The imagery management transmission plan includes local archive and transmission to Defense Imagery Management Operations Center (DIMOC).

MOS PERFORMING: 4591

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given visual information, commercial internet, appropriate software and a computer.

STANDARD: Ensuring visual information is processed, transmitted and archived locally in IAW DODD 5040.02

PERFORMANCE STEPS:
1. Review visual information.
2. Route visual information for approval.
3. Ensure transmission is completed.
4. Ensure visual information is archived.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program
2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera
3. NAVMC/MCO 3000.18 Marine Corps Planner's Manual

4591-MNGT-2004: Draft a Staff Estimate

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

MOS PERFORMING: 4591

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a warning or mission order from higher headquarters.

STANDARD: To inform decision-making and communication planning through timely and accurate information IAW MCWP 5-1.

PERFORMANCE STEPS:
1. Study HHQ mission statement.
2. Identify commander's intent.
3. Assess the situation.
4. Determine COMMSTRAT constraints and restraints.
5. Determine critical COMMSTRAT facts and assumptions.
6. Determine COMMSTRAT resources.
7. Determine COMMSTRAT evaluation criteria.
8. Analyze Courses of Action using COMMSTRAT evaluation criteria.
9. Compare Courses of Action using COMMSTRAT evaluation criteria.
10. Rank each Course of Action based on COMMSTRAT implications.
11. Coordinate with other information related capabilities.
12. Recommend a Course of Action for the COMMSTRAT concept of employment.
13. Present major COMMSTRAT issues, deficiencies, and risks, and provide specific recommendations concerning how their impact can be mitigated.
14. Update the COMMSTRAT estimate when, at a minimum, the understanding of the environment or problem changes, assumptions become invalid, when new tasks are received, or requirements or capabilities change.

REFERENCES:
1. JP 3-13 Information Operations
2. MCO 5720.77 Marine Corps Public Affairs
3. MCTP 3-21A Marine Air-Ground Task Force Combat Camera

4591-MNGT-2005: Manage a budget

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

MOS PERFORMING: 4591

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a funding line, fiscal guidance and references.

STANDARD: To appropriately manage the commander's financial resources ensuring mission accomplishment.

PERFORMANCE STEPS:
1. Review higher headquarters fiscal guidance.
2. Identify material shortfalls and requirements.
3. Develop a budget.
4. Brief budget plan to Visual Information Officer.
5. Submit for review.
6. Execute the budget.

REFERENCES:
1. MCO 3104.1_ Marine Corps Combat Camera Program

2. MCTP 3-21A Marine Air-Ground Task Force Combat Camera
3. TM 4700-15/1_ Ground Equipment Record Procedures

MISCELLANEOUS:

   ADMINISTRATIVE INSTRUCTIONS: Attend annual budget conference.

4591-MNGT-2006: Supervise Visual Information training plan

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

MOS PERFORMING: 4591

GRADES: SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an audience, unit training management plan, and individual training standards.

STANDARD: To ensure training plan addresses requirements and deficiencies IAW Individual training standards.

PERFORMANCE STEPS:
1. Review individual training standards.
2. Identify training deficiencies.
3. Create unit training plan.
4. Submit training plan to Visual Information Officer.
5. Assign lesson instructor(s).
6. Review lesson plan.
7. Submit lesson for approval.
8. Adjust training plan as required.

REFERENCES:
1. DODI 5040.02 Visual Information
2. MCO 3104.1_ Marine Corps Combat Camera Program
3. MCTP 3-30F Marine Corps Public Affairs

COMMSTRAT T&R MANUAL

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

COMMSTRAT T&R MANUAL

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 TECG 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.