



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

MCO 5223.3A
C 396
14 Apr 2008

MARINE CORPS ORDER 5223.3A

From: Commandant of the Marine Corps
To: Distribution List

Subj: ASSIGNMENT AND UTILIZATION OF CENTER FOR NAVAL ANALYSES (CNA)
FIELD REPRESENTATIVES

Ref: (a) SECNAVINST 5223.1C
(b) SECNAV M-5214.1
(c) SECNAVINST 5510.30B
(d) SECNAVINST 5510.36A
(e) DFARS 252.225-7040, "Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States," June 2006
(f) MCO P5512.11C
(g) DODI 1000.13, "Identification (ID) Cards for Members of the Uniformed Services, Their Dependents, and Other Eligible Individuals," December 5, 1997
(h) DODD 1342.16, "Provision of Free Public Education Law 81-874, As Amended," October 16, 1987
(i) NAVMEDCOMINST 6320.3B
(j) MCO P11000.22
(k) FAR 31.205-46, "Travel Costs," March 2005
(l) DODI 3020.41, "Contractor Personnel Authorized to Accompany the U.S. Armed Forces," October 3, 2005

Encl: (1) CNA USMC Field Analyst Program Timeliness and Quality

Report Required: CNA USMC Field Analyst Program Timeliness and Quality
(Report Control Symbol EXEMPT), par. 5.a.

1. Situation. To promulgate the procedures and policy for the assignments and effective use of CNA field representatives.

2. Cancellation. MCO 5223.3.

3. Mission

a. As per reference (a), the primary mission of CNA is to provide the Department of the Navy with an independent, authoritative source of applied research and analysis focused on a wide range of current and future concerns of both the Navy and the Marine Corps. The CNA Research Program for the Marine Corps consists of research and analysis conducted at CNA's headquarters as well as by CNA analysts assigned to Marine Corps commands through the CNA field program.

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

b. Field representatives are assigned to major operating force commands as directed by CG MCCDC, the Product Area Manager for all Marine Corps work. These assignments shall be reviewed by CG, MCCDC and CNA annually. Responsibility for the day-to-day management of the CNA field program resides with CNA's Vice President and Director, Operations Evaluation Group. Additional personnel from CNA's headquarters staff may augment the field program as necessary to provide temporary analytic support directly to Marine Corps operating force commands in areas such as planning, execution, and reconstruction of contingencies and exercises. The provisions of this Order also apply to these additional CNA staff members.

4. Execution

a. CNA field representatives are responsible for providing analytical support to the commanders to which they are assigned. They act in an advisory capacity and give analytic assistance in areas such as supporting evaluation of operational capabilities, optimum use of resources, analyses of field exercises, planning and analysis of combat operations, and the development and evaluation of tactics.

b. CNA shall provide a semi-annual activity update to MCCDC. This update will address the field representative's progress and any products they have produced for the period. Additionally, CNA shall provide CG MCCDC with quarterly summary cost/progress updates covering the entire field program.

c. The commander assigned a CNA field representative is responsible for ensuring compliance with applicable procurement integrity and conflict of interest statutes and regulations related to all work they assign their field representative.

d. A collateral duty of CNA field representatives is to provide liaison between their command and CNA headquarters in mutual support of both organizations. This liaison will be accomplished, in part, by periodic written communication prepared and forwarded by the field representative to CNA's Vice President and Director, Operations Evaluation Group as well as through visits between the field representative and CNA headquarters personnel.

e. CNA field representatives are able to support all phases of a project from planning through execution to completion. Specific functions appropriate for the CNA field representative include determining project objectives, developing measures of effectiveness, identifying and collecting operational data, conducting appropriate liaison and preparing analytical products.

f. CNA field representatives are assigned in an advisory capacity. As such, the command should ensure the fullest access to all staff members and information. Commands should utilize their CNA representatives under the following guidance:

(1) Give the highest priority to projects directly related to operations and planning.

(2) Projects most suitable for CNA field representatives are those that depend on quantitative analysis. Such projects should be responsive to command requirements while allowing the CNA field representatives considerable latitude in the analytical approach they choose to employ.

(3) Commands shall not employ CNA representatives to perform routine administrative duties and staff work such as management of contracted analytical services. At times however, it may be necessary for commands to have CNA field representatives assist in obtaining, drafting, requesting, or evaluating third-party contracts issued by the Government. To ensure the propriety of CNA's participation in third party contracting, all CNA field representative participation in such activities requires advanced approval from CG MCCDC. This includes all written submissions related to the selection of a third party contractor.

(4) CNA field representatives will normally deploy with their commands to provide analytical support for combat operations.

(5) The final decision regarding the use of a CNA field representative rests with the unit commander to which they are assigned. CNA's Vice President and Director, Operations Evaluation Group, is responsible for evaluating the field representative's performance.

(6) During the performance of assigned tasks, the CNA representative should be allowed to directly observe operations and access related information.

(7) CNA field representatives will normally report their findings via memoranda distributed and controlled by the commander of the unit to which they are assigned. CNA shall not distribute such field memoranda outside of CNA without the approval of that unit commander.

(8) If the command requires assistance beyond that of the assigned representative, or if a command has no assigned representative, the command can submit a request for additional CNA assistance via the normal chain of command to CG MCCDC, Operations Analysis Division (C 195), with a copy to CNA.

(9) A CNA field representative may assist commands, other than the one assigned, only with the approval of their unit commander. Requests for such assistance should be submitted through the normal chain of command.

5. Administration and Logistics

a. Reporting. Semi-annually, commands with a CNA field representative shall submit a CNA USMC Field Analyst Program Timeliness and Quality evaluation of their field representative (see enclosure). This report shall contain a brief, unclassified summary of the field representative's activities over the preceding six months and an assessment of the value of that analyst to the command. This evaluation should also provide a brief justification for continuation of the field billet for the next year. This report is exempt from reports control in accordance with SECNAV M-5214.1, part IV, paragraph 7.1. These reports shall be submitted to: Marine Corps Combat Development Command, Operations Analysis Division (C 195), 3300 Russell Road, Quantico, VA 22134-5130.

(1) CNA will routinely send classified documents to the command, addressed to the CNA field representative. All document control procedures per references (c) and (d) apply, and accountability becomes the command's responsibility upon receipt.

(2) Many of the documents sent to the field representative are preliminary in nature and are not approved for official distribution by either

CG MCCDC or the cognizant study sponsor. Such "private" communication of CNA work in progress is essential to the CNA field representative's professional development and job performance. Accordingly, such transmittals shall be clearly marked with "Special Handling" cover sheets to emphasize they are intended exclusively for the CNA field representative. The receiving command shall not disseminate these documents without the approval of their field representative.

b. CNA Field Representative Support. In general, the field representative's command should provide them with privileges accorded commissioned officers of equivalent responsibility and rank, including messing and berthing accommodations when required. Additionally, the field representative should be provided workspace and equipment commensurate with that provided other members of the commander's staff. The unit commander shall ensure CNA field representatives are provided with appropriate pre-deployment immunizations, shots, and training. The CNA field representative's command shall assist the field representative in obtaining the necessary orders, country and theater clearances, visas and other documents necessary to enter and exit the theater of operations for contingencies and exercises. In addition, the unit commander may designate their CNA field representatives as mission essential for contingencies. When this occurs, the unit commander is responsible for communicating this to combatant commands to which they are assigned.

c. I.D. Cards. Commands should ensure that CNA representatives are provided appropriate identification, to include issue of Common Access Cards within the guidelines of reference (e), paragraph e.iii and reference (f), section A2.7.

d. Services. Field representatives assigned to overseas commands and their dependents are authorized to patronize commissary and exchange facilities and are also eligible for dependent education and medical support. Eligibility for DD 1173 cards is described in reference (g), paragraph 6.2.5.13.2. Dependent education eligibility is described in reference (h), paragraph 3.6. Dependent medical support is provided under the provisions of reference (i).

e. Housing. CNA field representatives are customarily assigned TAD orders regardless of their length of assignment. Commands shall consider CNA field representatives assigned for a period of 180 days or more "essential personnel" and therefore eligible for installation quarters under the provisions of reference (j), section 1212.

f. Leave. CNA field representatives are encouraged to take leave during field assignments with the concurrence of their commands.

g. Travel. The CNA representative normally travels under the authority of their command. In this case, reimbursement as well as the issuance of travel orders are the responsibility of that command and will be in accordance with reference (k). The CNA Representative may also travel under the authority of CNA, in which case CNA is responsible for all travel arrangements and reimbursements.

h. Weapons. The unit commander may request authorization from their combatant commander for their CNA field representative(s) to carry weapons, per reference (l), paragraphs 6.3.4.1 and 6.3.4.2.

i. Uniforms and Equipment. The CNA field representative should be outfitted with appropriate military clothing and individual protective equipment when required for safety and security, per reference (c), paragraph i.2. The CNA field representatives may wear the Marine Corps utility uniform without any Navy or Marine Corps insignia. The lettering "CNA" will be worn on a one-inch piece of background material centered over the left pocket. All individual protective equipment should be issued by the supported command prior to deployment.

j. Action. Commands to which CNA field representatives are assigned shall:

(1) Ensure that projects undertaken by their CNA field representatives are appropriate to the representative's intended responsibilities and are responsive to command requirements.

(2) Ensure that the CNA representative is given the broadest possible access to operational, planning, and logistic information consistent with the representative's security clearance. Additionally, commands shall initiate requests for additional clearance for their field representative when required for assigned tasks.

(3) Encourage close coordination at the working level to ensure a full expression of operational concerns and valid tactical and operational data are made available to the CNA representative.

(4) Make full use of the assigned CNA representative by encouraging participation in all stages of an operation or exercise, including planning.

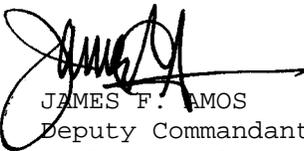
(5) Transmit the results of CNA studies when these merit consideration by other commands.

(6) Provide the maximum authorized support to assigned CNA representatives and their dependents.

6. Command and Signal

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

b. Signal. This Order is effective the date signed.



JAMES F. AMOS
Deputy Commandant for
Combat Development and Integration

DISTRIBUTION: PCN 10207652800

Copy to: 7000110 (55)
7230000 (38)
CNO (N811) (6)
DTIC (3)
8145005 (2)
7000099, 144/8145001 (1)

CNA USMC FIELD ANALYST PROGRAM TIMELINESS AND QUALITY DD MMM YYYY to DD MMM YYYY

CNA Field Analyst:
Command Sponsor:
Command Sponsor POC:
Product Area Manager (PAM): LtGen XXXX, CG MCCDC Quantico, VA

Rating Guideline: Please assign a numerical rating between 71 and 100 using the following guidelines; Less than Satisfactory performance rates 0 award fee points

Excellent: 91-100 Very Good: 81-90 Satisfactory: 71-80 Unsatisfactory: 0-70

1. CNA and DON believe that CNA's work should provide analysis and insights that directly contribute to a sponsor's needs. As a result, CNA's work should be timely and responsive to a sponsor's needs. Did the CNA analyst meet these standards? If not, please explain why. (Comments page attached).

Excellent _____ Very Good _____ Satisfactory _____ Unsatisfactory _____

Comments: _____

2. Did the analyst's outputs provide results that you could use to impact your organization's key decisions or activities/operations?

Excellent _____ Very Good _____ Satisfactory _____ Unsatisfactory _____

Comments: _____

3. How well did the analyst answer the questions identified by you as the work progressed?

Excellent _____ Very Good _____ Satisfactory _____ Unsatisfactory _____

Comments: _____

4. The analyst's outputs (publications, reports, software programs, analysis rendered, etc.) were accurate, objective and thorough and demonstrated a clear understanding of your organization's problems.

Excellent _____ Very Good _____ Satisfactory _____ Unsatisfactory _____

Comments: _____

5. The analyst kept you informed, was responsive to your inputs, and provided you with an explanation of technical and schedule deviations.

Excellent _____ Very Good _____ Satisfactory _____ Unsatisfactory _____

Comments: _____

6. Please address any significant circumstances affecting performance (e.g., delays caused by the government, efforts made by CNA to mitigate effects on the analysis, etc.). Also, provide any additional comments you feel would enable the government to assess the timeliness and quality of the analyst.

Excellent _____ Very Good _____ Satisfactory _____ Unsatisfactory _____

Comments: _____

Field Analyst Sponsor Signature

Sponsor Comments: