



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

NAVMC 3500.59B
C 466
14 Oct 2014

NAVMC 3500.59B

From: Commandant of the Marine Corps
To: Distribution List

Subj: SECURITY COOPERATION TRAINING AND READINESS MANUAL

Ref: (a) MCO P3500.72A
(b) MCO 1553.3A
(c) MCO 3500.27B W/Erratum
(d) MCRP 3-0A
(e) MCRP 3-0B
(f) MCO 1553.2B

Encl: (1) SC T&R Manual

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

2. Cancellation. NAVMC 3500.59A

3. Scope

a. The Core Capability Mission Essential Task List in this manual is used in Defense Readiness Reporting System (DRRS) for assessment and reporting of unit readiness. Units achieve training readiness for reporting in DRRS by gaining and sustaining proficiency in the training events in this manual at both the collective (unit) and individual levels.

b. Per reference (b), commanders will conduct an internal assessment of the unit's ability to execute its mission and develop long-, mid-, and short-range training plans to sustain proficiency and correct deficiencies. Training plans will incorporate these events to standardize training and provide objective assessment of progress toward attaining combat readiness. Commanders will keep records at the unit and individual levels to record training achievements, identify training gaps and document objective assessments of readiness associated with training Marines. Commanders will use reference (c) to integrate Operational Risk Management. References (d) and (e) provide amplifying information for effective planning and management of training within the unit.

c. Formal school and training detachment commanders will use references (a) and (f) to ensure programs of instruction meet skill training

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

requirements established in this manual and provides career-progression training in the events designated for initial training in the formal school environment.

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

5. Command. This manual is applicable to the Marine Corps Total Force.

6. Certification. Reviewed and approved this date.


J. W. LUKEMAN
By direction

Distribution: PCN 10031978000

LOCATOR SHEET

Subj: SECURITY COOPERATION TRAINING AND READINESS MANUAL

Location: _____
(Indicate location(s) of copy(ies) of this manual.)

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

SC T&R MANUAL

TABLE OF CONTENTS

CHAPTER

1 OVERVIEW
2 MISSION ESSENTIAL TASKS MATRIX
3 INDIVIDUAL EVENTS
4 COLLECTIVE EVENTS

APPENDICES

A TERMS AND DEFINITIONS
B ADVISOR SUPPORT TASKS

SC T&R MANUAL

CHAPTER 1

OVERVIEW

	<u>PARAGRAPH</u>	<u>PAGE</u>
INTRODUCTION.	1000	1-2
UNIT TRAINING	1001	1-2
UNIT TRAINING MANAGEMENT.	1002	1-3
SUSTAINMENT AND EVALUATION OF TRAINING.	1003	1-3
ORGANIZATION.	1004	1-4
T&R EVENT CODING.	1005	1-4
COMBAT READINESS PERCENTAGE (CRP)	1006	1-6
CRP CALCULATION	1007	1-7
T&R EVENT COMPOSITION	1008	1-7
CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR (CBRN) TRAINING. . .	1009	1-11
NIGHT TRAINING.	1010	1-12
OPERATIONAL RISK MANAGEMENT (ORM)	1011	1-12
MARINE CORPS GROUND T&R PROGRAM	1012	1-12

SC T&R MANUAL

CHAPTER 1

OVERVIEW

1000. INTRODUCTION

1. The 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 developed core capability Mission Essential Task List(s) (METL) for ground communities derived from the Marine Corps Task List (MCTL). This T&R Manual is built around these METLs and other related Marine Corps Tasks (MCT). All events contained in the 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. The T&R Manual contains the individual and collective training requirements to prepare units to accomplish their Security Cooperation mission. The 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 permissive and non-permissive environments. The 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. The T&R Manual is designed for use by unit commanders to determine pre-deployment training requirements in preparation for training and for Formal Learning Centers (FLC) and Training Detachments to create courses of instruction. This directive focuses on individual and collective tasks performed by operating forces (OPFOR) units and supervised by personnel in the performance of unit Mission Essential Tasks (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. However, it is not necessary to have all individuals within a unit fully trained in order for that organization to accomplish its assigned tasks. Manpower shortfalls, temporary assignments, leave, or other factors outside the commander's control, often affect the ability to conduct individual training. During these periods, unit readiness is enhanced if emphasis is placed on the individual training of Marines on-hand. Subsequently, these Marines will be

mission ready and capable of executing as part of a team when the full complement of personnel is available.

2. Commanders will ensure that all tactical training is focused on their mission. The T&R Manual is a tool to help develop the unit's training plan. In most cases, unit training should focus on achieving unit proficiency in the core METL. However, commanders will adjust their training focus to support METLs associated with a major Operational Plan (OPLAN)/Concept Plan (CONPLAN) or named operation as designated by their higher commander and reported accordingly in the DRRS. Tactical training will support the METL in use by the commander and be tailored to meet T&R standards. Commanders at all levels are responsible for effective combat training. The conduct of training in a professional manner consistent with Marine Corps standards cannot be over emphasized.

3. Commanders will provide personnel the opportunity to attend formal and operational level courses of instruction as required by this Manual. Attendance at all formal courses must enhance the warfighting capabilities of the unit as determined by the unit commander.

1002. UNIT TRAINING MANAGEMENT

1. Unit Training Management (UTM) is the application of the Systems Approach to Training (SAT) and the Marine Corps Training Principles. 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 wartime mission.

2. UTM techniques, described in references (b) and (e), provide commanders with the requisite tools and techniques to analyze, design, develop, implement, and evaluate the training of their unit. The Marine Corps Training Principles, explained in reference (b), provide sound and proven direction and are flexible enough to accommodate the demands of local conditions. These principles are not inclusive, nor do they guarantee success. They are guides that commanders can use to manage unit-training programs. The Marine Corps training principles are:

- Train as you fight
- Make commanders responsible for training
- Use standards-based training
- Use performance-oriented training
- Use mission-oriented training
- Train the MAGTF to fight as a combined arms team
- Train to sustain proficiency
- Train to challenge

3. To maintain an efficient and effective training program, leaders at every level must understand and implement UTM. Guidance for UTM and the process for establishing effective programs are contained in references (b), (e) and (f).

1003. SUSTAINMENT AND EVALUATION OF TRAINING

1. 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).

2. Marines are expected to maintain proficiency in the training events for their MOS at the appropriate grade or billet to which assigned. Leaders are responsible for recording the training achievements of their Marines. Whether it involves individual or collective training events, they must ensure proficiency is sustained by requiring retraining of each event at or before expiration of the designated sustainment interval. Performance of the training event, however, is not sufficient to ensure combat readiness. Leaders at all levels must evaluate the performance of their Marines and the unit as they complete training events, and only record successful accomplishment of training based upon the evaluation. The goal of evaluation is to ensure that correct methods are employed to achieve the desired standard, or the Marines understand how they need to improve in order to attain the standard. Leaders must determine whether credit for completing a training event is recorded if the standard was not achieved. While successful accomplishment is desired, debriefing of errors can result in successful learning that will allow ethical recording of training event completion. 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.

3. 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. References (a) and (f) provide further guidance on the conduct of informal and formal evaluations using the Marine Corps Ground T&R Program.

1004. ORGANIZATION. The Security Cooperation T&R Manual is comprised of 4 chapters and 2 appendices. Chapter 1 is an overview of the Ground T&R Program. Chapter 2 lists the Mission Essential Task Matrix, which is used as for DRRS. Chapter 3 contains collective events. Chapter 4 begins the chapters that capture individual events specific to a particular MOS and/or billet, as noted. Appendix A contains terms and definitions. Appendix B consists of advisor support events to be executed in hostile or non-permissive environments to ensure team capability and survivability.

1005. T&R EVENT CODING. An event contained within a T&R Manual is an individual or collective training standard. This section explains each of the components of a T&R event. These items will be included in all of the events in each T&R Manual. Community-based T&R Manuals, such as the Security Cooperation manual, 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.

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

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

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

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

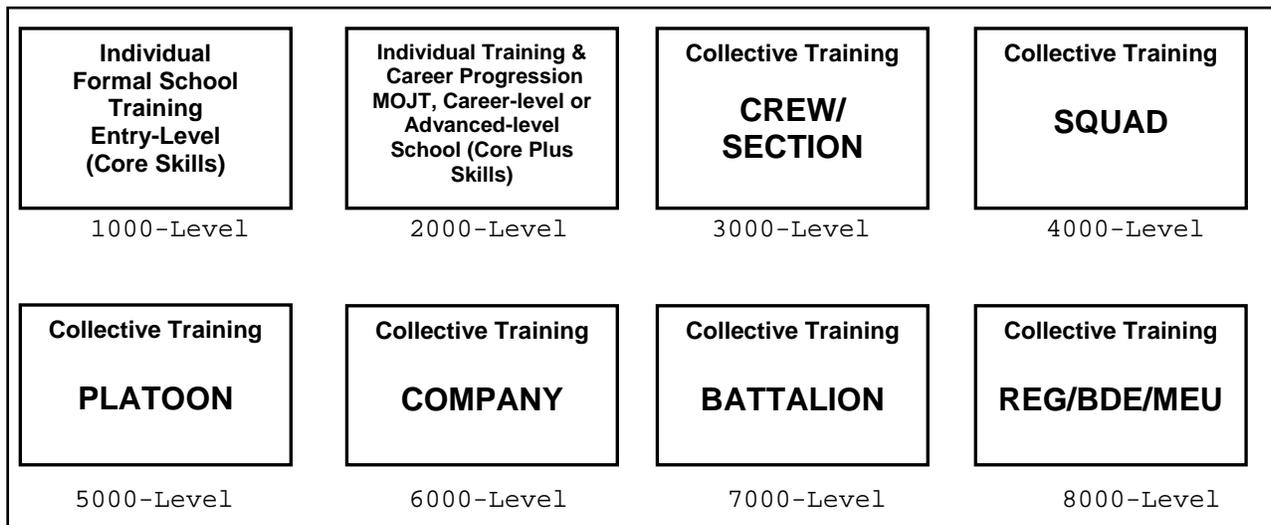


Figure 1-1: T&R Event Levels

(1) Grouping. Categorizing events with the use of a recognizable code makes the type of skill or capability being referenced fairly obvious. Examples include: PAT for patrolling events, DEF for events in the defense, FSPT for events related to fire support, etc. There is no special significance to the functional areas, but they should be intuitive to make it as easy as possible for the T&R user to find events. When organizing the 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, then the events should start 4431-ADMN-1001 and run through 1007. Next, the Bulk Fuel events, BUFL should start at 4431-BUFL-1001.

(2) Sequencing. A numerical code is assigned to each individual (1000-2000-level) or collective (3000-9000-level) training event. The first number identifies the size of the unit performing the event, as depicted in figure 1-1. The second number is available for T&R Manuals with collective events that support those in other manuals to identify the echelon of unit

being supported by a particular collective event. If a collective event is supported by other events or is performed in general support without regard to echelon, then a zero "0" will be utilized as the second number. For example: 0231-TGT-3801 would refer to an event conducted by a four Marine Targeting Cell supporting a Regiment or Group, 0231-TGT-3001 would represent an event the Targeting Cell does in support of any sized unit. The event would not be labeled 0231-TGT-8001 because that would imply that a regiment sized targeting unit was performing some task. This is not possible, since no intelligence unit organizes in a unit larger than a Battalion. EXCEPTION: Events that relate to staff planning, to the 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 Forces (MAGTF) Command Element (CE) events. Marine Expeditionary Units (MEU) CE events will be numbered 90XX - 93XX. Marine Expeditionary Brigade (MEB) CE events will be numbered 94XX - 96XX. Marine Expeditionary Force (MEF) CE events will be numbered 97XX - 99XX.

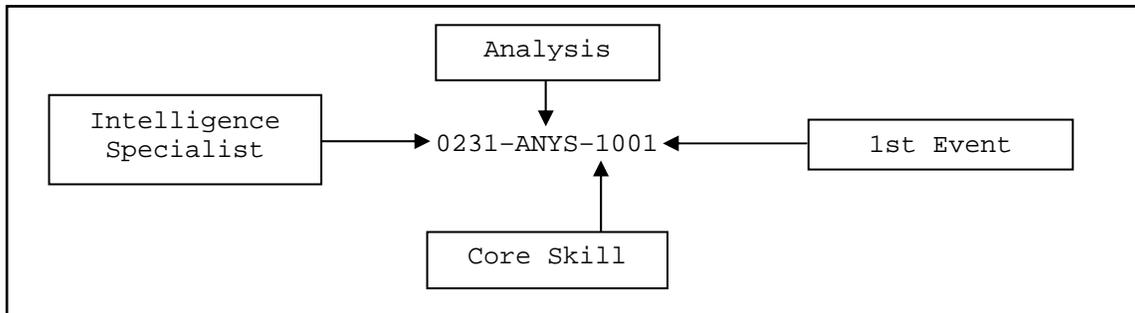


Figure 1-2: T&R Event Coding

1006. 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. CRP 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 "Evaluation-Coded" (E-Coded) Events. E-Coded Events and unit CRP calculation are described in follow-on paragraphs. CRP achieved through the

completion of E-Coded Events is directly relevant to readiness assessment in DRRS.

4. Individual combat readiness is assessed as the percentage of required individual events in which a Marine is current. This translates as the percentage of training events for his/her MOS and grade that the Marine successfully completes within the directed sustainment interval. Individual skills are developed through a combination of 1000-level training (entry-level formal school courses), individual on-the-job training in 2000-level events, and follow-on formal school training. Skill proficiency is maintained by retraining in each event per the specified sustainment interval.

1007. 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. 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%

1008. T&R EVENT COMPOSITION

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 ideally, one object.
3. Evaluation-Coded. Collective events categorize the capabilities that a given unit may be expected to perform. There are some collective events that the Marine Corps has determined that a unit MUST be able to perform, if that unit is to be considered fully ready for operations. These E-Coded events represent the irreducible minimum or the floor of readiness for a unit. E-Coded events are derived from the training measures of effectiveness for the METs for units that must report readiness in the DRRS. It would seem intuitive that most E-Coded events would be for Battalion sized units and higher since those are the units that report in DRRS. However, if the Marine Corps has determined that the readiness of a subordinate, supporting unit to accomplish a particular collective event is vital to the accomplishment of the supported unit's MET, then that lower echelon collective event is E-Coded.
4. Supported MET(s). List all METs that are supported by the training event in the judgment of the occupation field drafting the T&R Manual, even if those events are not listed as Measure of Effectiveness (MOEs) in a MET.
5. Sustainment Interval. This is the period, expressed in number of months, between evaluation or retraining requirements. Competencies and capabilities acquired through the accomplishment of training events are to be refreshed at pre-determined intervals. It is essential that these intervals be adhered to in order to ensure Marines maintain proficiency.
6. Billet/MOS. Each individual training event will contain a billet code and/or MOS that designates who is responsible for performing that event and any corresponding formal course required for that billet. Each commander has the flexibility to shift responsibilities based on the organization of his command. These codes are based on recommendations from the collective subject matter expertise that developed this manual and are listed for each event.
7. Grade. The Grade field indicates the rank at which Marines are required to complete the event.
8. Description. This field allows T&R developers to include an explanation of event purpose, objectives, goals, and requirements. It is a general description of an action requiring learned skills and knowledge, i.e., engage fixed target with crew-served weapons. This is an optional field for individual events but its use is strongly encouraged for collective events. This field can be of great value guiding a FLC or OPFOR unit trying to discern the intent behind an event that might not be readily apparent.
9. Condition. Condition refers to the constraints that may affect event performance in a real-world environment. It indicates what is provided (equipment, tools, materials, manuals, aids, etc.), environmental constraints or conditions under which the task is to be performed, and any specific cues or indicators to which the performer must respond. Commanders can modify the conditions of the event to best prepare their Marines to accomplish the

assigned mission (e.g. in a desert environment; in a mountain environment; etc.). When resources or safety requirements limit the conditions, this should be stated. The content of the condition should be included in the event on a "by exception" basis. If there exists an assumption regarding the conditions under which all or most of the events in the Manual will be performed, then only those additional or exceptional items required should be listed in the condition. The common conditions under which all the events in a chapter will be executed will be listed as a separate paragraph at the beginning of the chapter.

10. Standard. The performance standard indicates the basis for judging the effectiveness of the performance. It consists of a carefully worded statement that identifies the proficiency level expected when the task is performed. The standard provides the minimum acceptable performance parameters and must be strictly adhered to. The standard for collective events will likely be general, describing the desired end-state or purpose of the event. The standard for individual events will be objective, quantifiable, and readily observable. Standards will more specifically describe to what proficiency level, specified in terms of accuracy, completeness, time required, and sequencing the event is to be accomplished. These guidelines can be summarized in the acronym "ACTS" (Accuracy Completeness Time Sequence.) In no case 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 codes and event descriptions. The event components help the user determine what must be accomplished and to properly plan for the event. 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 operating forces.

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. After the publication of this order, all component events will identify the behaviors required in plain English but also by citing the precise event number the component event refers to, unless that component event only occurs as part of the collective event where it is listed. This provision will allow for specific events to be chained together in order to provide greater granularity for units and Marines executing the events, and clarity for those charged with evaluating unit performance.

12. 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.

13. Chained Events. Collective T&R events are supported by lower-level collective and individual T&R events. This enables unit leaders to effectively identify subordinate T&R events that ultimately support specific

mission essential tasks. When the accomplishment of any upper-level events, by their nature, result in the performance of certain subordinate and related events, the events are "chained." The completion of chained events will update sustainment interval credit (and CRP for E-Coded events) for the related subordinate level events.

14. Related ITEs. A list of all of the Individual Training Events (1000-2000-level events) that support the event.

15. Initial Training Setting. All individual events will designate the setting at which the skill is first taught, either at the FLC, in the OPFOR as MOJT, or via a distance learning product (DL).

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

17. Distance Learning Products. Distance learning products include: Individual Multimedia Instruction (IMI), Computer-Based Training (CBT), Marine Corps Institute (MCI), etc. This notation is included when, in the opinion of the TRMG in consultation with the MTSD representative, the event can be taught via one of these media vice attending a formal course of instruction or receiving MOJT.

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

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

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

19. Miscellaneous

a. This field provides space for any additional information that will assist in the planning and execution of the event. Units and FLCs 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

b. An example of a T&R event is provided in figure 1-4

<u>0321-PAT-4101</u> Conduct Team Planning			
<u>EVALUATION CODED:</u> YES		<u>SUPPORTED MET(S):</u> 1, 2, 3, 4, 5, 6, 7, 8, 9	
<u>DESCRIPTION:</u> The unit is conducting tactical operations. The unit has been issued a warning order to conduct reconnaissance patrols to collect information and to conduct normal security patrols. The patrol will be conducted on a 24-hour basis. This event may be trained to standard using the XYZ simulation program available at all MISTC locations.			
<u>CONDITION:</u> When given a Warning Order, Patrol Order or Frag Order.			
<u>STANDARD:</u> Prior to commencement of exercise or operation, so that subordinates have 2/3 of the total time before step-off for planning, to include all elements of the plan.			
<u>EVENT COMPONENTS:</u>			
1. Receive Warning Order or Patrol Order.			
2. Analyze for Mission using commander's guidance, METT-TSL, KOCOA.			
3. Analyze the mission and available information to identify specific tasks with respect to commander's guidance, METT-TSL and KOCOA.			
4. Create the plan.			
<u>RELATED ITES:</u>			
0321-PAT -1102	0321-PAT -1101	0321-COMM-1207	0321-FSPT-2301
0321-FSPT-2302	0321-FSPT-2303	0321-SURV-1403	
<u>REFERENCES:</u>			
1. FMFM 6-4 Marine Rifle Company			
2. MCWP 3-11.3 Scouting and Patrolling			
3. MCRP 2-15.1 DRAFT Ground Reconnaissance Handbook			

Figure 1-4: Example of a T&R Event

1009. CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR (CBRN) TRAINING

1. All personnel assigned to the operating force must be trained in 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 operating force are capable of performing their assigned mission in "every climate 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. OPERATIONAL RISK MANAGEMENT (ORM)

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

2. Commanders, leaders, maintainers, planners, and schedulers will integrate risk assessment in the decision-making process and implement hazard controls to reduce risk to acceptable levels. Applying the ORM process will reduce mishaps, lower costs, and provide for more efficient use of resources. ORM assists the commander in conserving lives and resources and avoiding unnecessary risk, making an informed decision to implement a Course Of Action (COA), identifying feasible and effective control measures where specific measures do not exist, and providing reasonable alternatives for mission accomplishment. Most importantly, ORM assists the commander in determining the balance between training realism and unnecessary risks in training, the impact of training operations on the environment, and the adjustment of training plans to fit the level of proficiency and experience of Sailors/Marines and leaders. Further guidance for ORM is found in references (b) and (d).

1012. MARINE CORPS GROUND T&R PROGRAM

1. The Marine Corps Ground T&R Program continues to evolve. The vision for Ground T&R Program is to publish a T&R Manual for every readiness-reporting unit so that core capability METs are clearly defined with supporting collective training standards, and to publish community-based T&R Manuals for all occupational fields whose personnel augment other units to increase their combat and/or logistic capabilities. The vision for this program includes

14 Oct 2014

plans to provide a Marine Corps training management information system that enables tracking of unit and individual training accomplishments by unit commanders and small unit leaders, automatically computing CRP for both units and individual Marines based upon MOS and rank (or billet). Linkage of T&R Events to the MCTL, through the core capability METs, has enabled objective assessment of training readiness in the DRRS.

2. DRRS measures and reports on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the Secretary of Defense. With unit CRP based on the unit's training toward its METs, the CRP will provide a more accurate picture of a unit's readiness. This will give fidelity to future funding requests and factor into the allocation of resources. Additionally, the Ground T&R Program will help to ensure training remains focused on mission accomplishment and that training readiness reporting is tied to units' METLs.

SC T&R MANUAL

CHAPTER 2

MARINE CORPS TASKS MATRIX

	<u>PARAGRAPH</u>	<u>PAGE</u>
SECURITY COOPERATION-RELATED MARINE CORPS TASKS	2000	2-2
MISSION ESSENTIAL TASK TO COLLECTIVE EVENT MAPPING	2001	2-3
TASKS CONDUCTED IN SUPPORT OF SECURITY COOPERATION MISSIONS IN HOSTILE AND/OR PERMISSIVE ENVIRONMENTS	2002	2-5

SC T&R MANUAL

CHAPTER 2

MISSION ESSENTIAL TASKS MATRIX

2000. SECURITY COOPERATION MISSION ESSENTIAL TASKS

1. The SC Training and Readiness Manual is a mission, vice occupational field or unit, type T&R Manual. The Mission Essential Tasks below are Security Cooperation-related Marine Corps Tasks (MCT) that may appear as Core, Core Plus or Assigned METs for Marine Corps units.

2. Security Cooperation Mission Essential Tasks

MET 1	MCT 1.17	Develop Partner Nation Forces
MET 2	MCT 1.17.1	Assess Partner Nation Forces
MET 3	MCT 1.17.2	Advise Partner Nation Forces
MET 4	MCT 1.17.3	Train Partner Nation Forces
MET 5	MCT 1.17.4	Assist Partner/Host Nation Forces
MET 6	MCT 1.18	Conduct Counter-Insurgency Operations
MET 7	MCT 1.20	Conduct Foreign Internal Defense
MET 8	MCT 5.5.4	Conduct Multinational Operations
MET 9	MCT 5.5.5	Conduct Security Cooperation
MET 10	MCT 5.5.5.1	Conduct/Support Theater Security Cooperation Activities
MET 11	MCT 5.5.5.2	Conduct Security Assistance
MET 12	MCT 5.5.5.2.1	Conduct Security Force Assistance
MET 13	MCT 5.7.5	Plan and Direct Security Force Assistance

2001. MISSION ESSENTIAL TASK TO COLLECTIVE EVENT MAPPING. This T&R Manual is designed to provide a list of collective training events that commanders may deem applicable to assigned security cooperation missions. Mission analysis for each security cooperation mission will identify the requirement for Evaluation coded events (E-coded) collective events from this and other T&R Manuals. All collective events are mapped to the MET in the below matrix. The events in bold signifies they are E-Coded.

MET 1: MCT 1.17 Develop Partner Nation Forces	
SC-OPS-8001	Conduct Security Cooperation
SC-ATFP-8001	Protect the force
SC-CCAD-8001	Influence a Foreign Security Force
SC-CCAD-8002	Mitigate cultural stress
SC-PLAN-8002	Manage Security Cooperation engagement planning cycle
SC-PLAN-8001	Conduct assessment of a Foreign Security Force
SC-ATFP-7001	Protect the force
SC-CCAD-7001	Influence a Foreign Security Force
SC-PLAN-7002	Manage Security Cooperation engagement planning cycle
SC-CCAD-7002	Mitigate cultural stress
SC-LEGL-7001	Manage assigned funds

SC-PLAN-7001	Conduct assessment of a Foreign Security Force
SC-TRNG-7001	Manage Foreign Security Forces (FSF) training
SC-ATFP-5001	Protect the force
SC-CCAD-5001	Influence a Foreign Security Force
SC-CCAD-5002	Mitigate cultural stress
SC-PLAN-5002	Manage Security Cooperation engagement planning cycle
SC-OPS-5001	Employ a Team Level Operations Center (TLOC)
SC-PLAN-5001	Conduct assessment of a Foreign Security Force
SC-TRNG-5001	Manage Foreign Security Forces (FSF) training
SC-ATFP-3001	Conduct Force Protection
SC-CCAD-3001	Influence a Foreign Security Force
SC-CCAD-3002	Mitigate cultural stress
SC-OPS-3001	Employ a Team Level Operations Center (TLOC)
SC-PLAN-3001	Conduct assessment of a Foreign Security Force
MET 2: MCT 1.17.1 Assess Partner Nation Forces	
SC-PLAN-8002	Conduct assessment of a Foreign Security Force
SC-PLAN-7001	Conduct assessment of a Foreign Security Force
SC-PLAN-5001	Conduct assessment of a Foreign Security Force
SC-PLAN-3001	Conduct assessment of a Foreign Security Force
MET 3: MCT 1.17.2 Advise Partner Nation Forces	
SC-ATFP-8001	Protect the force
SC-CCAD-8001	Influence a Foreign Security Force
SC-CCAD-8002	Mitigate cultural stress
SC-ATFP-7001	Protect the force
SC-CCAD-7001	Influence a Foreign Security Force
SC-CCAD-7002	Mitigate cultural stress
SC-ATFP-5001	Protect the force
SC-CCAD-5001	Influence a Foreign Security Force
SC-CCAD-5002	Mitigate cultural stress
SC-OPS-5001	Employ a Team Level Operations Center (TLOC)
SC-ATFP-3001	Conduct Force Protection
SC-CCAD-3001	Influence a Foreign Security Force
SC-CCAD-3002	Mitigate cultural stress
SC-OPS-3001	Employ a Team Level Operations Center (TLOC)
MET 4: MCT 1.17.3 Train Partner Nation Forces	
SC-ATFP-8001	Protect the force
SC-TRNG-8001	Manage Foreign Security Forces (FSF) training
SC-ATFP-7001	Protect the force
SC-TRNG-7001	Manage Foreign Security Forces (FSF) training
SC-ATFP-5001	Protect the force
SC-TRNG-5001	Manage Foreign Security Forces (FSF) training
SC-ATFP-3001	Conduct Force Protection
SC-TRNG-3001	Manage Foreign Security Forces (FSF) training
MET 5: MCT 1.17.4 Assist Partner/Host Nation Forces	
SC-CCAD-8001	Influence a Foreign Security Force
SC-CCAD-8002	Mitigate cultural stress
SC-CCAD-7001	Influence a Foreign Security Force
SC-CCAD-7002	Mitigate cultural stress
SC-CCAD-5001	Influence a Foreign Security Force
SC-CCAD-5002	Mitigate cultural stress

SC-CCAD-3001	Influence a Foreign Security Force
SC-CCAD-3002	Mitigate cultural stress
MET 6: MCT 1.18 Conduct Counter-Insurgency Operations	
SC-CCAD-8001	Influence a Foreign Security Force
SC-CCAD-8002	Mitigate cultural stress
SC-CCAD-7001	Influence a Foreign Security Force
SC-CCAD-7002	Mitigate cultural stress
SC-CCAD-5001	Influence a Foreign Security Force
SC-CCAD-5002	Mitigate cultural stress
SC-CCAD-3001	Influence a Foreign Security Force
SC-CCAD-3002	Mitigate cultural stress
MET 7: MCT 1.20 Conduct Foreign Internal Defense	
SC-CCAD-8001	Influence a Foreign Security Force
SC-CCAD-8002	Mitigate cultural stress
SC-CCAD-7001	Influence a Foreign Security Force
SC-CCAD-7002	Mitigate cultural stress
SC-CCAD-5001	Influence a Foreign Security Force
SC-CCAD-5002	Mitigate cultural stress
SC-CCAD-3001	Influence a Foreign Security Force
SC-CCAD-3002	Mitigate cultural stress
MET 8: MCT 5.5.4 Conduct Multinational Operations	
SC-OPS-8001	Conduct Security Cooperation
MET 9: MCT 5.5.5 Conduct Security Cooperation	
SC-OPS-8001	Conduct Security Cooperation
SC-PLAN-8002	Manage Security Cooperation engagement planning cycle
SC-OPS-7001	Conduct Security Cooperation
SC-PLAN-7002	Manage Security Cooperation engagement planning cycle
MET 10: MCT 5.5.5.1 Conduct / Support Theater Security Cooperation Activities	
SC-LEGL-8001	Manage Assigned Funds
SC-CCAD-8001	Influence a Foreign Security Force
SC-CCAD-8002	Mitigate Cultural Stress
SC-TRNG-8001	Manage Foreign Security Forces (FSF) training
SC-ATFP-8001	Protect the Force
SC-LEGL-7001	Manage Assigned Funds
SC-CCAD-7001	Influence a Foreign Security Force
SC-CCAD-7002	Mitigate Cultural Stress
SC-TRNG-7001	Manage Foreign Security Forces (FSF) training
SC-ATFP-7001	Protect the Force
SC-LEGL-5001	Manage Assigned Funds
SC-CCAD-5001	Influence a Foreign Security Force
SC-CCAD-5002	Mitigate Cultural Stress
SC-TRNG-5001	Manage Foreign Security Forces (FSF) training
SC-ATFP-5001	Protect the Force
MET 11: MCT 5.5.5.2 Conduct Security Assistance	
SC-SA-8001	Manage Security Assistance training requirements
SC-LEGL-8001	Manage Assigned Funds
SC-SA-7001	Manage Security Assistance training requirements.
SC-LEGL-7001	Manage Assigned Funds
SC-LEGL-5001	Manage Assigned Funds
SC-TRNG-3001	Manage Foreign Security Forces (FSF) Training
MET 12: MCT 5.5.5.2.1 Conduct Security Force Assistance	
SC-ATFP-8001	Protect the force

SC-CCAD-8001	Influence a Foreign Security Force
SC-CCAD-8002	Mitigate cultural stress
SC-PLAN-8002	Conduct assessment of a Foreign Security Force
SC-ATFP-7001	Protect the force
SC-CCAD-7001	Influence a Foreign Security Force
SC-CCAD-7002	Mitigate cultural stress
SC-LEGL-7001	Manage assigned funds
SC-PLAN-7001	Conduct assessment of a Foreign Security Force
SC-TRNG-7001	Manage Foreign Security Forces (FSF) training
SC-ATFP-5001	Protect the force
SC-CCAD-5001	Influence a Foreign Security Force
SC-CCAD-5002	Mitigate cultural stress
SC-OPS-5001	Employ a Team Level Operations Center (TLOC)
SC-PLAN-5001	Conduct assessment of a Foreign Security Force
SC-TRNG-5001	Manage Foreign Security Forces (FSF) training
SC-ATFP-3001	Conduct Force Protection
SC-CCAD-3001	Influence a Foreign Security Force
SC-CCAD-3002	Mitigate cultural stress
SC-OPS-3001	Employ a Team Level Operations Center (TLOC)
SC-PLAN-3001	Conduct assessment of a Foreign Security Force
MET 13: MCT 5.7.5 Plan and Direct Security Force Assistance	
SC-PLAN-8002	Conduct Security Cooperation engagement planning cycle
SC-LEGL-8001	Manage Assigned Funds
SC-CCAD-8001	Influence a Foreign Security Force
SC-CCAD-8002	Mitigate Cultural Stress
SC-PLAN-8002	Conduct assessment of a Foreign Security Force
SC-TRNG-8001	Manage Foreign Security Forces (FSF) training
SC-ATFP-8001	Protect the Force
SC-LEGL-7001	Manage Assigned Funds
SC-CCAD-7001	Influence a Foreign Security Force
SC-PLAN-7002	Manage Security Cooperation engagement planning cycle
SC-PLAN-7001	Conduct assessment of a Foreign Security Force
SC-CCAD-7002	Mitigate Cultural Stress
SC-TRNG-7001	Manage Foreign Security Forces (FSF) training
SC-ATFP-7001	Protect the Force

2002. TASKS CONDUCTED IN SUPPORT OF SECURITY COOPERATION MISSIONS IN HOSTILE AND/OR PERMISSIVE ENVIRONMENTS.

1. The above MCT to collective event mapping focuses only on those Security Cooperation collective events captured in this manual. There are a multitude of other events that a Commander and his/her staff may identify during mission analysis to which the unit needs to train. This is particularly true of units tasked with Security Cooperation missions in environments that may involve contact with hostile forces. Appendix B provides a list of events for consideration during mission analysis that can assist in determining a unit's training requirements in preparation for missions in hostile/combat environments. These events are captured in other occupational field, unit, or mission T&R manuals as they are typically core events within that field that a unit must be able to accomplish for mission success and force

NAVMC 3500.59B

14 Oct 2014

preservation. Historically, these events formed part of the OIF and OEF Security Force Assistance Advisor Team's PTP.

SC T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

	<u>PARAGRAPH</u>	<u>PAGE</u>
PURPOSE	3000	3-2
EVENT CODING.	3001	3-2
INDEX OF COLLECTIVE EVENTS.	3002	3-3
8000-LEVEL EVENTS	3003	3-4
7000-LEVEL EVENTS	3003	3-12
5000-LEVEL EVENTS	3005	3-21
3000-LEVEL EVENTS	3007	3-27

SC T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

3000. PURPOSE. Chapter 3 contains collective training events for Security Cooperation.

a. This chapter includes collective events for teams/detachments/units conducting Security Cooperation (SC) events and activities. Most often SC activities are conducted by a smaller element within a unit's staff, although collective events may facilitate support to larger organizations (e.g. MEU, MEB, SPMAGTF), as a whole. These events are not required of all members but must be performed by the unit, collectively. Each collective event is comprised of component events that provide the major actions required by the unit. Collective events may be focused internally, supporting the SC team/detachment/unit, or externally as a contribution of the security cooperation activity to a FSF.

b. Specific assess, assist, train, and advise subject matter and associated skills are derived closely from other community T&R Manuals. Therefore, to the maximum extent, collective events in this T&R Manual are restricted to those that generically apply for most SC missions or that are not adequately captured in other T&R Manuals.

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

a. Field One - Each event in this chapter begins with the characters "SC" indicating that the event corresponds to a SC mission.

b. Field Two - This field contains alpha characters which indicate a functional area. Collective functional areas for SC units include:

PLAN - Planning
ATFP - Anti-Terrorism/Force Protection
CCAD - Cross Culture Advising
LEGL - Legal
OPS - Operations
TRNG - Training
SA - Security Assistance

c. Field Three - This field provides numerical sequencing. Units executing Security Cooperation may range in size from small teams to MEUs, and most of these units do not have a standard organizational size. Since numerical sequencing in the majority of Training and Readiness manuals ties the collective event level (i.e. 3000, 4000, 5000, etc.) to the size of the unit executing the task, this manual will follow that pattern. What this means for the user is that many collective events will appear in multiple

levels. In some cases the description of the event and the event components may change as the collective event level progresses, but not in all cases. Below is the breakdown of the numerical levels as they correspond to unit size:

<u>Code</u>	<u>Description</u>
8000	- Regiment, MEU, SPMAGTF
7000	- Battalion-size element (Battalion Landing Team, GCE from an SPMAGTF)
5000	- Platoon-size element (larger Security Cooperation Team)
3000	- Squad-size element (small Security Cooperation Team, Forward Command Element)

3002. INDEX OF COLLECTIVE EVENTS

EVENT	E-CODED	EVENT	PAGE
8000-LEVEL			
SC-CCAD-8001	YES	Influence a Foreign Security Force	
SC-CCAD-8002	YES	Mitigate Cultural Stress	
SC-ATFP-8001	YES	Protect the Force	
SC-OPS-8001	YES	Conduct Security Cooperation	
SC-PLAN-8001	YES	Conduct an assessment of a Foreign Security Force	
SC-PLAN-8002	YES	Manage Security Cooperation engagement planning cycle	
SC-LEGL-8001	YES	Manage Assigned Funds	
SC-SA-8001		Manage Security Assistance (SA) Training Requirements	
SC-TRNG-8001		Manage Foreign Security Force (FSF) training	
7000-LEVEL			
SC-CCAD-7001	YES	Influence a Foreign Security Force	
SC-CCAD-7002	YES	Mitigate Cultural Stress	
SC-ATFP-7001	YES	Protect the Force	
SC-OPS-7001	YES	Conduct Security Cooperation	
SC-PLAN-7001		Conduct an assessment of a Foreign Security Force	
SC-PLAN-7002		Manage Security Cooperation engagement planning cycle	
SC-LEGL-7001	YES	Manage Assigned Funds	
SC-SA-7001		Manage Security Assistance (SA) Training Requirements	
SC-TRNG-7001		Manage Foreign Security Force (FSF) training	
5000-LEVEL			
SC-CCAD-5001	YES	Influence a Foreign Security Force	
SC-CCAD-5002	YES	Mitigate Cultural Stress	
SC-ATFP-5001	YES	Protect the Force	
SC-OPS-5001		Employ a Team Level Operations Center (TLOC)	
SC-PLAN-5001	YES	Conduct an assessment of a Foreign Security Force	
SC-LEGL-5001	YES	Manage Assigned Funds	
SC-SA-5001		Manage Security Assistance Training	

		Requirements	
SC-TRNG-5001		Manage Foreign Security Force (FSF) training	
3000-LEVEL EVENTS			
SC-CCAD-3001	YES	Influence a Foreign Security Force	
SC-CCAD-3002	YES	Mitigate Cultural Stress	
SC-ATFP-3001	YES	Conduct Force Protection	
SC-OPS-3001		Employ a Team Level Operations Center (TLOC)	
SC-PLAN-3001		Conduct an assessment of a Foreign Security Force	
SC-LEGL-3001		Manage Assigned Funds	
SC-TRNG-3001		Manage Foreign Security Force (FSF) training	

3003. 8000-LEVEL EVENTS

SC-CCAD-8001: Influence a Foreign Security Force

SUPPORTED MET(S):

MCT 1.17	MCT 1.17.2	MCT 1.17.4
MCT 1.18	MCT 1.20	MCT 5.5.5.1
MCT 5.5.5.2.1	MCT 5.7.5	

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Marine units that perform Security Cooperation (SC) missions must be able to influence their FSF counterparts to achieve U.S. and mutually beneficial objectives. To do this successfully, these units must communicate with and establish relationships with their FSF counterparts to influence and/or negotiate desired actions to meet the mission.

CONDITION: Given a SC mission and a FSF.

STANDARD: To establish/maintain favorable FSF attitudes and their desired behavior toward the Marine units.

EVENT COMPONENTS:

1. Conduct mission analysis.
2. Apply Operational Culture
3. Develop influence TTPs
4. Implement engagement plans
5. Evaluate measures of effectiveness
6. Adjust engagement plan and execution (as required)

PREREQUISITE EVENTS:

SC-CCAD-2001	SC-CCAD-2002	SC-CCAD-2003
SC-COMM-2001	SC-COMM-2002	SC-COMM-2003
SC-COMM-2004	SC-INTA-2001	

CHAINED EVENTS:

SC-CCAD-7001

REFERENCES:

1. Operational Culture for the Warfighter: Principles and Applications

2. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
3. NAVMC 3500.65A CAOCL T&R

SC-CCAD-8002: Mitigate cultural stress

SUPPORTED MET(S):

MCT 1.17	MCT 1.17.2	MCT 1.17.4
MCT 1.18	MCT 1.20	MCT 5.5.5.1
MCT 5.5.5.2.1	MCT 5.7.5	

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Marine units that perform SC missions must be able to mitigate cultural stress. Therefore, SC units must put controls in place, as follows: implement a unit-wide program to recognize the symptoms of cultural stress and reduce the effects of cultural stress on readiness; establish a team climate that acknowledges stress as a health readiness and leadership issue and one that encourages individuals to assess the stress levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may need help due to cultural stress.

CONDITION: Given a foreign operating environment and contact with a Foreign Security Force.

STANDARD: To maintain 100% operational readiness of their units or ensure their Marines receive the appropriate care.

EVENT COMPONENTS:

1. Promulgate directives
2. Apply the Combat Operational Stress Decision Matrix
3. Apply Operational Stress Training
4. Implement a cultural stress recognition and reduction education program.
5. Apply the Combat Operational Stress Continuum
6. All Marines complete the required post deployment Combat Operational Stress) training

PREREQUISITE EVENTS: SC-STRS-2001

CHAINED EVENTS: SC-CCAD-7002

REFERENCES:

1. Center for Army Lessons Learned, Combat Advisor Handbook No, 08-21, April 2008
2. <http://www.usmcmccs.org/cosc/index.cfm> Combat/Operational Stress Control (COSC)
3. Marine Corps Warfighting Laboratory, X-File 3-0x, OIF/OEF Transition Teams Reference Guide, 18 May 2007.
4. MCCDC Order 5400 CAOCL Charter
5. Operational Culture and Language MCIP Operational Culture and Language MCIP
6. Web Reference http://contechefdata.com/manuals/mn-pep-pdf/cd-turboIP_r6.pdf

7. Web Reference <http://edweb.sdsu.edu/people/CGuanipa/cultshok.htm>
8. Web Reference <http://www.uwec.edu/counsel/pubs/shock.htm>

SC-ATFP-8001: Protect the force

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.2 MCT 1.17.3
MCT 5.5.5.1 MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Regiment-sized, Marine units that perform Security Cooperation (SC) missions must plan for and be able to protect themselves during operations. Based on threat assessment information of the area-of-operation (AOR) and effective mission planning, these SC units must be able to determine and implement necessary protective measures tailored to their specific, SC assignment in addition to routine measures for all Marine units.

CONDITION: Given resources, a mission, and commander's intent

STANDARD: To mitigate risk and enable threat-confronted Marines to return to their SC elements safety.

EVENT COMPONENTS:

1. Conduct pre-deployment training and AOR briefings for personnel traveling in support of unit deployments.
2. Integrate Force Protection assessments and planning considerations into the planning process.
3. Implement force protection measures (as required).
4. Develop coordinated incident response and consequence management measures.
5. Develop Emergency Action Plan, (EAP).
6. Develop procedures to present current threat information, threat capabilities, and vulnerabilities.
7. Conduct reporting, assessment and dissemination of force protection incidents.

PREREQUISITE EVENTS:

SC-ATFP-2101 SC-INTL-2101

CHAINED EVENTS:

SC-ATFP-7001 SC-ATFP-7001

REFERENCES:

1. JP 3-07.2 Antiterrorism
2. MCDP 1-0 Marine Corps Operations
3. MCWP 2-6 Counterintelligence
4. MCWP 3-40.1 MAGTF Command and Control
5. MCWP 3-40.3 MAGTF Communications System
6. MCWP 5-1 Marine Corps Planning Process (MCPP)
7. NAVMC 2927 Antiterrorism/Force Protection Campaign Plan

SC-OPS-8001: Conduct Security Cooperation (SC)

SUPPORTED MET(S):

MCT 1.17 MCT 5.5.4 MCT 5.5.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is the overarching, operational collective event for regiment-sized, Marine units that perform SC missions. SC units must operate within complex authorities, planning considerations, cultural challenges, and coordinating relationships through interagency means in order to effectively execute all aspects of Security Cooperation.

CONDITION: Given a mission and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

EVENT COMPONENTS:

1. Determine objectives
2. Determine baseline capability
3. Conduct gap analysis
4. Develop engagement plan
5. Apply legal considerations
6. Determine resource requirements
7. Obtain resources
8. Conduct engagements
9. Evaluate effectiveness
10. Adjust plan (as required)

PREREQUISITE EVENTS:

SC-ATFP-8001 SC-CCAD-8001 SC-CCAD-8002

CHAINED EVENTS:

SC-OPS-7001 SC-PLAN-7002

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)
6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23
8. Theater Campaign Planning Planners Handbook
9. TSCMIS Theater Security Cooperation Management Information System
10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
11. JP 5-0 Joint Operation Planning
12. MCO 1553.1A The Systems Approach to Training
13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
14. MCO 5710.6b Marine Corps Security Cooperation
15. MCRP 3-0A Unit Training Management Guide
16. MCRP 3-0B How to Conduct Training

SC-PLAN-8001: Conduct an assessment of a Foreign Security Force (FSF)

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.1 MCT 5.5.5
MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The capabilities and capacity of a FSF must be identified before determining an engagement strategy or dedicating resources to building partner capacity.

CONDITION: Given a mission and resources.

STANDARD: To meet regional and country SC objectives and address partner nation desires.

EVENT COMPONENTS:

1. Determine scope.
2. Determine resource requirements.
3. Conduct research.
4. Coordinate with appropriate agencies.
5. Conduct in country data collection (as required).
6. Produce assessment report.
7. Brief assessment to HHQ (as required).

PREREQUISITE EVENTS:

SC-PLAN-2101 SC-PLAN-2102 SC-PLAN-2103

CHAINED EVENTS:

SC-PLAN-7002 SC-PLAN-7002

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)
6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23
8. Theater Campaign Planning Planners Handbook
9. TSCMIS Theater Security Cooperation Management Information System
10. Systems Approach to Training
11. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
12. JP 5-0 Joint Operation Planning
13. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
14. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
15. MCO 5710.6b Marine Corps Security Cooperation
16. MCRP 3-0A Unit Training Management Guide
17. MCRP 3-0B How to Conduct Training

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

1. This event satisfies the skills needed by Marines planning Security Cooperation activities either in USMC or joint billets. This group includes, but is not limited to, SC Planners at: PP&O/PLU, TECOM, MARFORs, MEFs, MCSCG, Security Cooperation Organizations (SCO), and Geographic Combatant Commands (GCC).
2. The recommended methodology for conducting an assessment is based on Phase I (Capabilities Analysis) of the Expeditionary Force Development System (EFDS). This phase includes the first two activities of a capabilities based assessment. The first of these activities is a functional area analysis to identify current and future required capabilities. The second activity is the functional needs analysis to identify capability gaps.

SC-PLAN-8002: Manage Security Cooperation (SC) engagement planning cycle

SUPPORTED MET(S):

MCT 1.17 MCT 5.5.5 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: SC planners, supporting SC teams of regiment-sized Marine units, must consider national, theater, regional, and country objectives in engagement planning in order to contribute to developing foreign security force capability and capacity; build regional relationships; and ensure peacetime and contingency access for U.S. and partnered forces.

CONDITION: Given a SC planning requirement and resources.

STANDARD: To meet regional and country SC objectives and address partner nation desires.

EVENT COMPONENTS:

1. Develop Engagement Plan.
2. Coordinate with SC enabling organizations and country team.
3. Obtain Resources (apply resource sourcing process).
4. Manage SC engagements.
5. Evaluate effectiveness.
6. Adjust plan (as required).

PREREQUISITE EVENTS:

SC-INTA-2001 SC-OPS-8001 SC-PLAN-2104
SC-PLAN-2105

CHAINED EVENTS:

SC-PLAN-3001 SC-PLAN-5001 SC-PLAN-7001

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)

6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23
8. Theater Campaign Planning Planners Handbook
9. TSCMIS Theater Security Cooperation Management Information System
10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
11. JP 5-0 Joint Operation Planning
12. MCO 1553.1A The Systems Approach to Training
13. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
14. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
15. MCO 5710.6b Marine Corps Security Cooperation
16. MCRP 3-0A Unit Training Management Guide
17. MCRP 3-0B How to Conduct Training

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This event satisfies the skills needed by Marines planning Security Cooperation activities either in USMC or joint billets. This group includes, but is not limited to, SC Planners at: PP&O/PLU, TECOM, MARFORs, MEFs, MCSCG, Security Cooperation Organizations (SCO), and Geographic Combatant Commands (GCC).

SC-LEGL-8001: Manage assigned funds

SUPPORTED MET(S):

MCT 1.17 MCT 5.5.5.1 MCT 5.5.5.2
MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Regiment-sized, Marine units that perform Security Cooperation missions may be required to manage and use a variety of available appropriations and authorities. These units will need to ensure they receive required training to manage these funds within the appropriate legal authorities.

CONDITION: Given a fiscal requirement, and references.

STANDARD: In accordance with legal and fiscal limitations.

EVENT COMPONENTS:

1. Identify fiscal requirements.
2. Ensure fiscal training
3. Determine available appropriations and authorities.
4. Execute program within authorities.
5. Reconcile program expenditures.

PREREQUISITE EVENTS: SC-ATFP-2101

CHAINED EVENTS:

SC-LEGL-3001 SC-LEGL-5001 SC-LEGL-7001
SC-LEGL-7001 SCPF-LEGL-3001

REFERENCES:

1. Commanders Guidebook for Fiscal Law
2. Partner Strategy Toolkit
3. Title 22 United States Code
4. DFARS Defense Federal Acquisition Regulation Supplement
5. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
6. NDAA, 2007 National Defense Authorization Act of 1991, Counter-Drug Training Support (NDAA, 2007)
7. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
8. Title 10 United States Code Title 10 - Sec. 2464. Core Logistics Capabilities

SC-SA-8001: Manage Security Assistance (SA) training requirements

SUPPORTED MET(S): MCT 5.5.5.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: SA program offices are required to program, manage, and track all training and education for international military students provided by the Marine Corps.

CONDITION: Given a SA requirement to facilitate training for a military international student or Foreign Security Force.

STANDARD: To support training and in accordance with SECNAVINST 4950.4A Joint Security Assistance Training (JSAT) Manual and DoD 5105.38-M, Department of Defense Security Assistance Management manual (SAMM).

EVENT COMPONENTS:

1. Program training requirements.
2. Confirm training requirements.
3. Monitor Execution.
4. Participate in Case Closure as needed.

CHAINED EVENTS:

SC-SA-5001 SC-SA-7001

REFERENCES:

1. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
2. DOD 7000.14R Financial Management Regulation, Vol 15
3. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

SC-TRNG-8001: Manage Foreign Security Forces (FSF) training

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.3 MCT 5.5.5.1
MCT 5.5.5.2 MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Regiment-sized, Marine units that perform Security Cooperation (SC) missions must be ready and able to plan, design, and implement a training plan to improve FSF capability.

CONDITION: Given a SC mission and a FSF unit.

STANDARD: To accomplish specified training objectives.

EVENT COMPONENTS:

1. Identify U.S. training objectives.
2. Identify FSF training objectives.
3. Determine FSF unit capabilities and limitations in scope with U.S. training objectives.
4. Reconcile U.S./FSF training objectives with HHQ to verify specified training objectives.
5. Develop training, support plans, and products ICW FSF leadership as able.
6. Implement training plans.
7. Evaluate and report the effectiveness of training.
8. Adjust training as able.

PREREQUISITE EVENTS:

SC-CCAD-8001 SC-TRNG-2101 SC-TRNG-2102
SC-TRNG-2103

CHAINED EVENTS: SC-TRNG-7001

REFERENCES:

1. FM 3-05.137 Army Special Operations Forces Foreign Internal Defense
2. FM 3-07 Stability Operations (2008)
3. MCIP 3-33.01 Small Unit Leaders Guide to Counterinsurgency
4. MCWP 3-33.5 Counterinsurgency Operations
5. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
6. NAVMC 1553.3_ Unit Training Management
7. NAVMC 3500.65A CAOCL T&R
8. Operational Culture for the Warfighter: Principles and Applications
Operational Culture for the Warfighter: Principles and Applications
9. OPNAVINST 3500.39a/MCO 3500.27 Operational Risk Management

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Although not specified event components, unit training managers should integrate operational culture, interaction strategies, and influence/negotiation TTPs into the plan to optimize the effectiveness of training provided to FSF counterparts as appropriate.

3004. 7000-LEVEL EVENTS

SC-CCAD-7001: Influence a Foreign Security Force (FSF)

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.2 MCT 1.17.4
MCT 1.18 MCT 1.20 MCT 5.5.5.1
MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Battalion-sized, Marine elements that perform Security Cooperation (SC) missions must be able to influence their FSF counterparts to achieve U.S. and mutually beneficial objectives. To do this successfully, these SC elements must communicate with and establish relationships with their FSF counterparts to influence and/or negotiate desired actions to meet the mission.

CONDITION: Given a SC mission and a FSF.

STANDARD: To establish/maintain favorable FSF attitudes and their desired behavior toward the Marine units.

EVENT COMPONENTS:

1. Conduct mission analysis.
2. Apply Operational Culture
3. Develop influence TTPs
4. Implement engagement plans
5. Evaluate measures of effectiveness
6. Adjust engagement plan and execution (as required)

PREREQUISITE EVENTS:

SC-CCAD-2001	SC-CCAD-2002	SC-CCAD-2003
SC-COMM-2001	SC-COMM-2002	SC-COMM-2003
SC-COMM-2004	SC-INTA-2001	

CHAINED EVENTS:

SC-CCAD-3001	SC-CCAD-5001
--------------	--------------

REFERENCES:

1. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

SC-CCAD-7002: Mitigate cultural stress

SUPPORTED MET(S):

MCT 1.17	MCT 1.17.2	MCT 1.17.4
MCT 1.18	MCT 1.20	MCT 5.5.5.1
MCT 5.5.5.2.1	MCT 5.7.5	

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Battalion-sized, Marine elements that perform Security Cooperation missions must be able to mitigate cultural stress. Therefore, these SC elements must put controls in place, as follows: implement a unit-wide program to recognize the symptoms of cultural stress and reduce the effects of cultural stress on readiness; establish a team climate that acknowledges stress as a health readiness and leadership issue and one that encourages individuals to assess the stress levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may need help due to cultural stress.

CONDITION: Given a foreign operating environment and contact with a Foreign Security Force.

STANDARD: To maintain 100% operational readiness of their elements or ensure their Marines receive the appropriate care.

EVENT COMPONENTS:

1. Promulgate directives
2. Apply the Combat Operational Stress Decision Matrix
3. Apply Operational Stress Training
4. Implement a cultural stress recognition and reduction education program.
5. Implement a cultural stress recognition and reduction education program
6. All Marines complete the required post deployment Combat Operational Stress) training

PREREQUISITE EVENTS: SC-STRS-2001

CHAINED EVENTS:

SC-CCAD-3002 SC-CCAD-5002

REFERENCES:

1. Center for Army Lessons Learned, Combat Advisor Handbook No, 08-21, April 2008
2. Combat/Operational Stress Control (COSC)
<http://www.usmcmccs.org/cosc/index.cfm>
3. Marine Corps Warfighting Laboratory, X-File 3-0x, OIF/OEF Transition Teams Reference Guide, 18 May 2007.
4. MCCDC Order 5400 CAOCL Charter
5. Operational Culture and Language MCIP Operational Culture and Language MCIP
6. Web Reference http://contechefdata.com/manuals/mn-pep-pdf/cd-turboIP_r6.pdf
7. Web Reference <http://edweb.sdsu.edu/people/CGuanipa/cultshok.htm>
8. Web Reference <http://www.uwec.edu/counsel/pubs/shock.htm>

SC-ATFP-7001: Protect the force

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.2 MCT 1.17.3
MCT 5.5.5.1 MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Battalion-sized, Marine elements that perform Security Cooperation (SC) missions must plan for and be able to protect themselves during operations. Based on threat assessment information of the area-of-operation (AOR) and effective mission planning, these SC elements must be able to determine and implement necessary protective measures tailored to their specific, SC assignment in addition to routine measures for all Marine units.

CONDITION: Given resources, a mission, and commander's intent.

STANDARD: To mitigate risk and enable threat-confronted Marines to return to their SC elements safety.

EVENT COMPONENTS:

1. Conduct pre-deployment training and AOR briefings for personnel traveling in support of unit deployments.
2. Integrate Force Protection assessments and planning considerations into the planning process.
3. Implement force protection measures (as required).
4. Develop coordinated incident response and consequence management measures.
5. Develop Emergency Action Plan, (EAP).
6. Develop procedures to present current threat information, threat capabilities, and vulnerabilities.
7. Conduct reporting, assessment and dissemination of force protection incidents.

PREREQUISITE EVENTS:

SC-ATFP-2101 SC-INTL-2101

CHAINED EVENTS:

SC-ATFP-5001 SC-ATFP-5001

REFERENCES:

1. JP 3-07.2 Antiterrorism
2. MCDP 1-0 Marine Corps Operations
3. MCWP 2-6 Counterintelligence
4. MCWP 3-40.1 MAGTF Command and Control
5. MCWP 3-40.3 MAGTF Communications System
6. MCWP 5-1 Marine Corps Planning Process (MCPP)
7. NAVMC 2927 Antiterrorism/Force Protection Campaign Plan

SC-OPS-7001: Conduct Security Cooperation (SC)

SUPPORTED MET(S):

MCT 1.17 MCT 5.5.4 MCT 5.5.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is the overarching, operational collective event for battalion-sized Marine units that perform SC missions. SC elements must operate within complex authorities, planning considerations, cultural challenges, and coordinating relationships through interagency means in order to effectively execute all aspects of Security Cooperation.

CONDITION: Given a mission and resources.

STANDARD: To meet regional and country SC objectives and address partner nation desires.

EVENT COMPONENTS:

1. Determine objectives
2. Determine baseline capability
3. Conduct gap analysis

4. Develop engagement plan
5. Apply legal considerations
6. Determine resource requirements
7. Obtain resources
8. Conduct engagements
9. Evaluate effectiveness
10. Adjust plan (as required)

PREREQUISITE EVENTS:

SC-ATFP-7001 SC-CCAD-7001 SC-CCAD-7002

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Marine Corps Service Campaign Plan (MCSCP)
4. Presidential Policy Directive 23
5. TSCMIS Theater Security Cooperation Management Information System
6. Security Cooperation Planners Course Handouts
7. Theater Campaign Planning Planners Handbook
8. CSP Marine Corps Campaign Support Plan (current)
9. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
10. JP 5-0 Joint Operation Planning
11. JSCP Joint Strategic Capabilities Plan
12. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
13. MCO 5710.6b Marine Corps Security Cooperation
14. MCRP 3-0A Unit Training Management Guide
15. MCRP 3-0B How to Conduct Training
16. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide

SC-PLAN-7001: Conduct assessment of a Foreign Security Force (FSF)

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.1 MCT 5.5.5.2.1
MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The capabilities and capacity of a foreign security force must be identified before determining an engagement strategy or dedicating resources to building partner capacity.

CONDITION: Given a mission and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

EVENT COMPONENTS:

1. Determine scope
2. Determine resource requirements
3. Conduct research
4. Coordinate with appropriate agencies

5. Conduct in country data collection (as required)
6. Produce analysis report
7. Brief analysis to HHQ (as required)

PREREQUISITE EVENTS:

SC-PLAN-2101 SC-PLAN-2102 SC-PLAN-2103

CHAINED EVENTS:

SC-PLAN-3001 SC-PLAN-5001

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)
6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23
8. Theater Campaign Planning Planners Handbook
9. TSCMIS Theater Security Cooperation Management Information System
10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
11. JP 5-0 Joint Operation Planning
12. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
14. MCO 5710.6b Marine Corps Security Cooperation
15. MCRP 3-0A Unit Training Management Guide
16. MCRP 3-0B How to Conduct Training
17. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

1. This event satisfies the skills needed by Marines planning Security Cooperation activities either in USMC or joint billets. This group includes, but is not limited to, SC Planners at: PP&O/PLU, TECOM, MARFORs, MEFs, MCSCG, Security Cooperation Organizations (SCO), and Geographic Combatant Commands (GCC).
2. The recommended methodology for conducting an assessment is based on Phase I (Capabilities Analysis) of the Expeditionary Force Development System (EFDS). This phase includes the first two activities of a capabilities based assessment. The first of these activities is a functional area analysis to identify current and future required capabilities. The second activity is the functional needs analysis to identify capability gaps.

SC-PLAN-7002: Conduct Security Cooperation (SC) engagement planning cycle

SUPPORTED MET(S):

MCT 1.17 MCT 5.5.5 MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: SC planners supporting SC teams of battalion-sized Marine elements must consider national, theater, regional, and country objectives in engagement planning in order to contribute to developing foreign security force capability and capacity; build regional relationships; and ensure peacetime and contingency access for U.S. and partnered forces.

CONDITION: Given a security cooperation planning requirement and resources

STANDARD: To meet regional and country SC objectives and addressing partner nation desires.

EVENT COMPONENTS:

1. Develop Engagement Plan
2. Coordinate with SC enabling organizations and country team
3. Obtain Resources (apply resource sourcing process)
4. Manage SC engagements
5. Evaluate effectiveness
6. Adjust plan as required

PREREQUISITE EVENTS:

SC-INTA-2001 SC-PLAN-2104 SC-PLAN-2105
SC-PLAN-7001

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)
6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23
8. Theater Campaign Planning Planners Handbook
9. TSCMIS Theater Security Cooperation Management Information System
10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
11. JP 5-0 Joint Operation Planning
12. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
14. MCO 5710.6b Marine Corps Security Cooperation
15. MCRP 3-0A Unit Training Management Guide
16. MCRP 3-0B How to Conduct Training
17. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This event satisfies the skills needed by Marines planning Security Cooperation activities either in USMC or joint billets. This group includes, but is not limited to, SC Planners at: PP&O/PLU, TECOM, MARFORs, MEFs, MCSCG, Security Cooperation Organizations (SCO), and Geographic Combatant Commands (GCC).

SC-LEGL-7001: Manage assigned funds

SUPPORTED MET(S):

MCT 1.17 MCT 5.5.5.1 MCT 5.5.5.2
MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Battalion-sized, Marine elements that perform Security Cooperation missions may be required to manage and use a variety of available appropriations and authorities. These elements will need to ensure they receive required training to manage these funds within the appropriate legal authorities.

CONDITION: Given a fiscal requirement, and references.

STANDARD: In accordance with legal and fiscal limitations.

EVENT COMPONENTS:

1. Identify fiscal requirements.
2. Ensure fiscal training is conducted/completed.
3. Determine available appropriations and authorities.
4. Execute program within authorities.
5. Reconcile program expenditures.

PREREQUISITE EVENTS: SC-LEGL-2101

CHAINED EVENTS:

SC-LEGL-3001 SC-LEGL-5001

REFERENCES:

1. Commanders Guidebook for Fiscal Law
2. Partner Strategy Toolkit
3. Title 22 United States Code
4. DFARS Defense Federal Acquisition Regulation Supplement
5. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
6. NDAA, 2007 National Defense Authorization Act of 1991, Counter-Drug Training Support (NDAA, 2007)
7. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
8. Title 10 United States Code Title 10 - Sec. 2464. Core Logistics Capabilities

SC-SA-7001: Manage Security Assistance (SA) training requirements.

SUPPORTED MET(S): MCT 5.5.5.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: -2147483648 month

DESCRIPTION: SA program offices are required to program, manage, and track all training and education provided by the Marine Corps for international military students.

CONDITION: Given a security assistance requirement to facilitate training for a military international student or security force.

STANDARD: To support training and in accordance with SECNAVINST 4950.4A Joint Security Assistance Training (JSAT) Manual and DoD 5105.38-M, Department of Defense Security Assistance Management manual (SAMM).

EVENT COMPONENTS:

1. Program training requirements.
2. Confirm training requirements.
3. Monitor Execution.
4. Participate in Case Closure as needed.

CHAINED EVENTS: SC-SA-5001

REFERENCES:

1. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
2. DOD 7000.14R Financial Management Regulation, Vol 15
3. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

SC-TRNG-7001: Manage Foreign Security Forces (FSF) training

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.3 MCT 5.5.5.1
MCT 5.5.5.2 MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Battalion-sized, Marine elements that perform Security Cooperation (SC) missions must be ready and able to plan, design, and implement a training plan to improve FSF capability.

CONDITION: Given a SC mission and a FSF unit.

STANDARD: To accomplish specified training objectives.

EVENT COMPONENTS:

1. Identify U.S. training objectives.
2. Identify FSF training objectives.
3. Determine FSF unit capabilities and limitations in scope with U.S. training objectives.
4. Reconcile U.S./FSF training objectives with HHQ to verify specified training objectives.
5. Develop training, support plans, and products ICW FSF leadership as able.
6. Implement training plans.
7. Evaluate and report the effectiveness of training.
8. Adjust training as able.

PREREQUISITE EVENTS:

SC-CCAD-7001 SC-TRNG-2101 SC-TRNG-2102
SC-TRNG-2103

CHAINED EVENTS: SC-TRNG-5001

REFERENCES:

1. FM 3-05.137 Army Special Operations Forces Foreign Internal Defense
 2. FM 3-07 Stability Operations (2008)
 3. MCIP 3-33.01 Small Unit Leaders Guide to Counterinsurgency
 4. MCWP 3-33.5 Counterinsurgency Operations
 5. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
 6. NAVMC 1553.3_ Unit Training Management
 7. NAVMC 3500.65A CAOCL T&R
 8. Operational Culture for the Warfighter: Principles and Applications
Operational Culture for the Warfighter: Principles and Applications
 9. OPNAVINST 3500.39a/MCO 3500.27 Operational Risk Management
-

3005. 5000-LEVEL EVENTS

SC-CCAD-5001: Influence a Foreign Security Force

SUPPORTED MET(S):

MCT 1.17	MCT 1.17.2	MCT 1.17.4
MCT 1.18	MCT 1.20	MCT 5.5.5.1
MCT 5.5.5.2	MCT 5.5.5.2.1	

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Platoon-sized, Marine elements that perform Security Cooperation (SC) missions must be able to influence their FSF counterparts to achieve U.S. and mutually beneficial objectives. To do this successfully, these SC elements must communicate with and establish relationships with their FSF counterparts to influence and/or negotiate desired actions to meet the mission.

CONDITION: Given a SC mission and a FSF.

STANDARD: To establish/maintain favorable FSF attitudes and their desired behavior toward the Marine units.

EVENT COMPONENTS:

1. Conduct mission analysis.
2. Apply Operational Culture
3. Develop influence TTPs
4. Implement engagement plans
5. Evaluate measures of effectiveness
6. Adjust engagement plan and execution (as required)

PREREQUISITE EVENTS:

SC-CCAD-2001	SC-CCAD-2002	SC-CCAD-2003
SC-CCAD-2201	SC-COMM-2001	SC-COMM-2002
SC-COMM-2003	SC-COMM-2004	SC-INTA-2001
SC-INTL-2101		

CHAINED EVENTS: SC-CCAD-3001

REFERENCES:

1. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
-

SC-CCAD-5002: Mitigate cultural stress

SUPPORTED MET(S):

MCT 1.17	MCT 1.17.2	MCT 1.17.4
MCT 1.18	MCT 1.20	MCT 5.5.5.1
MCT 5.5.5.2.1	MCT 5.7.5	

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Platoon-sized, Marine elements that perform Security Cooperation missions must be able to mitigate cultural stress. Therefore, elements must put controls in place, as follows: implement a unit-wide program to recognize the symptoms of cultural stress and reduce the effects of cultural stress on readiness; establish a team climate that acknowledges stress as a health readiness and leadership issue and one that encourages individuals to assess the stress levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may need help due to cultural stress.

CONDITION: Given a foreign operating environment and contact with a Foreign Security Force.

STANDARD: To maintain 100% operational readiness of their elements or ensure their Marines receive the appropriate care.

EVENT COMPONENTS:

1. Promulgate directives
2. Apply the Combat Operational Stress Decision Matrix
3. Apply Operational Stress Training
4. Implement a cultural stress recognition and reduction education program.
5. Apply the Combat Operational Stress Continuum
6. All Marines complete the required post deployment Combat Operational Stress) training

PREREQUISITE EVENTS: SC-STRS-2001

CHAINED EVENTS: SC-CCAD-3002

REFERENCES:

1. MCCDC Order 5400 CAOCL Charter

SC-ATFP-5001: Protect the force

SUPPORTED MET(S):

MCT 1.17	MCT 1.17.2	MCT 1.17.3
MCT 5.5.5.1	MCT 5.5.5.2.1	MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Platoon-sized, Marine elements that perform Security Cooperation (SC) missions must plan for and be able to protect themselves during operations. Based on threat assessment information of the area-of-operation (AOR) and effective mission planning, these SC elements must be

able to determine and implement necessary protective measures tailored to their specific, SC assignment in addition to routine measures for all Marine units.

CONDITION: Given resources, a mission, and commander's intent.

STANDARD: To mitigate risk and enable threat-confronted Marines to return to their SC elements safety.

EVENT COMPONENTS:

1. Conduct pre-deployment training and AOR briefings for personnel traveling in support of unit deployments.
2. Integrate Force Protection assessments and planning considerations into the planning process.
3. Implement force protection measures (as required).
4. Develop coordinated incident response and consequence management measures.
5. Develop Emergency Action Plan, (EAP).
6. Develop procedures to present current threat information, threat capabilities, and vulnerabilities.
7. Conduct reporting, assessment and dissemination of force protection incidents.

PREREQUISITE EVENTS:

SC-ATFP-2101 SC-INTL-2101

CHAINED EVENTS: SC-ATFP-3001

REFERENCES:

1. JP 3-07.2 Antiterrorism
2. MCDP 1-0 Marine Corps Operations
3. MCWP 2-6 Counterintelligence
4. MCWP 3-40.1 MAGTF Command and Control
5. MCWP 3-40.3 MAGTF Communications System
6. MCWP 5-1 Marine Corps Planning Process (MCP)
7. NAVMC 2927 Antiterrorism/Force Protection Campaign Plan

SC-OPS-5001: Employ a Team Level Operations Center (TLOC)

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.2 MCT 5.5.5.2.1

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Platoon-sized elements, performing Security Cooperation (SC) missions, must be able to organize and operate a TLOC.

CONDITION: Given a SC mission, commander's intent, and resources.

STANDARD: To ensure operations and activities are integrated across all warfighting functions.

EVENT COMPONENTS:

1. Conduct staff planning.

2. Establish a TLOC.
3. Provide command and control.
4. Support unity of effort.
5. Plan activities related to the mission.

CHAINED EVENTS: SC-OPS-3001

REFERENCES:

1. ARTEP 31-807-30-MTP Mission Training Plan for Special Forces Operational Detachment ALPHA
2. FM 3-19.30 Physical Security
3. MCRP 4-11.3D/NWP 22.5 The Naval Beach Group
4. MCWP 3-1 Ground Combat Operations
5. MCWP 3-40.2 Information Management
6. MCWP 3-40.3 MAGTF Communications System
7. OPNAVINST 5530.14_ Navy Physical Security Manual

SUPPORT REQUIREMENTS:

OTHER SUPPORT REQUIREMENTS: Communications Suite

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: In addition to performing this event, platoon-sized elements must also be capable of training and advising a FSF to enable them to perform this event.

SC-PLAN-5001: Conduct assessment of a Foreign Security Force (FSF)

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.1 MCT 5.5.5.2.1
MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The capabilities and capacity of a foreign security force must be identified before determining an engagement strategy or dedicating resources to building partner capacity.

CONDITION: Given a mission and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

EVENT COMPONENTS:

1. Determine scope
2. Determine resource requirements
3. Conduct research
4. Coordinate with appropriate agencies
5. Conduct in country data collection (as required)
6. Produce analysis report
7. Brief analysis to HHQ (as required)

PREREQUISITE EVENTS:

SC-PLAN-2101 SC-PLAN-2102 SC-PLAN-2103

CHAINED EVENTS: SC-PLAN-3001

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)
6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23
8. Theater Campaign Planning Planners Handbook
9. TSCMIS Theater Security Cooperation Management Information System
10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
11. JP 5-0 Joint Operation Planning
12. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
14. MCO 5710.6b Marine Corps Security Cooperation
15. MCRP 3-0A Unit Training Management Guide
16. MCRP 3-0B How to Conduct Training
17. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

1. This event satisfies the skills needed by Marines planning Security Cooperation activities either in USMC or joint billets. This group includes, but is not limited to, SC Planners at: PP&O/PLU, TECOM, MARFORs, MEFs, MCSCG, Security Cooperation Organizations (SCO), and Geographic Combatant Commands (GCC).
 2. The recommended methodology for conducting an assessment is based on Phase I (Capabilities Analysis) of the Expeditionary Force Development System (EFDS). This phase includes the first two activities of a capabilities based assessment. The first of these activities is a functional area analysis to identify current and future required capabilities. The second activity is the functional needs analysis to identify capability gaps.
-

SC-LEGL-5001: Manage assigned funds

SUPPORTED MET(S):

MCT 1.17 MCT 5.5.5.1 MCT 5.5.5.2
MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Platoon-sized, Marine elements that perform Security Cooperation missions may be required to manage and use a variety of available appropriations and authorities. These elements will need to ensure they

receive required training to manage these funds within the appropriate legal authorities.

CONDITION: Given a fiscal requirement, and references.

STANDARD: In accordance with legal and fiscal limitations.

EVENT COMPONENTS:

1. Identify fiscal requirements.
2. Ensure fiscal training
3. Determine available appropriations and authorities.
4. Execute program within authorities.
5. Reconcile program expenditures.

PREREQUISITE EVENTS: SC-LEGL-2101

CHAINED EVENTS: SC-LEGL-3001

REFERENCES:

1. Commanders Guidebook for Fiscal Law
 2. Partner Strategy Toolkit
 3. Title 22 United States Code
 4. DFARS Defense Federal Acquisition Regulation Supplement
 5. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
 6. NDAA, 2007 National Defense Authorization Act of 1991, Counter-Drug Training Support (NDAA, 2007)
 7. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
 8. Title 10 United States Code Title 10 - Sec. 2464. Core Logistics Capabilities
-

SC-SA-5001: Manage Security Assistance training requirements.

SUPPORTED MET(S): MCT 5.5.5.2

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: SA program offices are required to program, manage, and track all training and education provided by the Marine Corps for international military students.

CONDITION: Given a security assistance requirement to facilitate training for a military international student or security force.

STANDARD: To support training and in accordance with SECNAVINST 4950.4A Joint Security Assistance Training (JSAT) Manual and DoD 5105.38-M, Department of Defense Security Assistance Management manual (SAMM).

EVENT COMPONENTS:

1. Program training requirements.
2. Confirm training requirements.
3. Monitor Execution.
4. Participate in Case Closure as needed.

REFERENCES:

1. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
 2. DOD 7000.14R Financial Management Regulation, Vol 15
 3. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
-

SC-TRNG-5001: Manage Foreign Security Forces (FSF) training

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.3 MCT 5.5.5.1
MCT 5.5.5.2 MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Platoon-sized, Marine elements that perform Security Cooperation (SC) missions must be ready and able to plan, design, and implement a training plan to improve FSF capability.

CONDITION: Given a SC mission and a FSF unit.

STANDARD: To accomplish specified training objectives.

EVENT COMPONENTS:

1. Identify U.S. training objectives.
2. Identify FSF training objectives.
3. Determine FSF unit capabilities and limitations in scope with U.S. training objectives.
4. Reconcile U.S./FSF training objectives with HHQ to verify specified training objectives.
5. Develop training, support plans, and products ICW FSF leadership as able.
6. Implement training plans.
7. Evaluate and report the effectiveness of training.
8. Adjust training as able.

PREREQUISITE EVENTS:

SC-CCAD-5001 SC-TRNG-2101 SC-TRNG-2102
SC-TRNG-2103

CHAINED EVENTS: SC-TRNG-3001

REFERENCES:

1. FM 3-05.137 Army Special Operations Forces Foreign Internal Defense
 2. FM 3-07 Stability Operations (2008)
 3. MCIP 3-33.01 Small Unit Leaders Guide to Counterinsurgency
 4. MCWP 3-33.5 Counterinsurgency Operations
 5. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
 6. NAVMC 1553.3_ Unit Training Management
 7. OPNAVINST 3500.39a/MCO 3500.27 Operational Risk Management
-

3006. 3000-LEVEL EVENTS

SC-CCAD-3001: Influence a Foreign Security Force

SUPPORTED MET(S):

MCT 1.17	MCT 1.17.2	MCT 1.17.4
MCT 1.18	MCT 1.20	MCT 5.5.5.1
MCT 5.5.5.2.1	MCT 5.7.5	

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Squad-sized, Marine elements that perform Security Cooperation missions (SC) must be able to influence their FSF counterparts to achieve U.S. and mutually beneficial objectives. To do this successfully, these elements must communicate with and establish relationships with their FSF counterparts to influence and/or negotiate desired actions to meet the mission.

CONDITION: Given a SC mission and a FSF.

STANDARD: To establish/maintain favorable FSF attitudes and their desired behavior toward the Marine units.

EVENT COMPONENTS:

1. Conduct problem framing.
2. Apply Operational Culture
3. Develop influence TTPs
4. Implement engagement plans
5. Evaluate measures of effectiveness
6. Adjust engagement plan and execution (as required)

PREREQUISITE EVENTS:

SC-CCAD-2001	SC-CCAD-2002	SC-CCAD-2003
SC-CCAD-2201	SC-COMM-2001	SC-COMM-2002
SC-COMM-2003	SC-COMM-2004	SC-INTA-2001
SC-INTL-2101		

REFERENCES:

1. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

SC-CCAD-3002: Mitigate cultural stress

SUPPORTED MET(S):

MCT 1.17	MCT 1.17.2	MCT 1.17.4
MCT 1.20	MCT 5.5.5.2.1	

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Squad-sized, Marine elements that perform Security Cooperation missions must be able to mitigate cultural stress. Therefore, elements must put controls in place, as follows: implement a unit-wide program to recognize the symptoms of cultural stress and reduce the effects of cultural stress on readiness; establish a team climate that acknowledges stress as a health readiness and leadership issue and one that encourages individuals to assess the stress levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may

need help due to cultural stress.

CONDITION: Given a foreign operating environment and contact with a Foreign Security Force.

STANDARD: To maintain 100% operational readiness of their elements or ensure their Marines receive the appropriate care.

EVENT COMPONENTS:

1. Promulgate directives
2. Apply the Combat Operational Stress Decision Matrix
3. Apply Operational Stress Training
4. Implement a cultural stress recognition and reduction education program.
5. Apply the Combat Operational Stress Continuum
6. All Marines complete the required post deployment Combat Operational Stress) training

PREREQUISITE EVENTS:

8240-FAO-2201 8240-FAO-2202 SC-STRS-2001

REFERENCES:

1. Center for Army Lessons Learned, Combat Advisor Handbook No, 08-21, April 2008
2. <http://www.usmcmccs.org/cosc/index.cfm> Combat/Operational Stress Control (COSC)
3. MCCDC Order 5400 CAOCL Charter
4. Operational Culture and Language MCIP Operational Culture and Language MCIP
5. Web Reference http://contechefdata.com/manuals/mn-pep-pdf/cd-turboIP_r6.pdf
6. Web Reference <http://edweb.sdsu.edu/people/CGuanipa/cultshok.htm>
7. Web Reference <http://www.uwec.edu/counsel/pubs/shock.htm>
8. X-File 3-0x, OIF/OEF Transition Teams Reference Guide, 18 May 2007. Marine Corps Warfighting Laboratory

SC-ATFP-3001: Conduct Force Protection

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.2 MCT 1.17.3
MCT 5.5.5.1 MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Squad-sized, Marine elements that perform Security Cooperation (SC) missions must plan for and be able to protect themselves during operations. Based on threat assessment information of the area-of-operation (AOR) and effective mission planning, these SC elements must be able to determine and implement necessary protective measures tailored to their specific, SC assignment in addition to routine measures for all Marine units.

CONDITION: Given resources, a SC mission, and commander's intent

STANDARD: To mitigate risk and enable threat-confronted Marines to return to

their SC elements safety.

EVENT COMPONENTS:

1. Conduct pre-deployment training and AOR briefings for personnel traveling in support of unit deployments.
2. Integrate Force Protection assessments and planning considerations into the planning process.
3. Implement force protection measures (as required).
4. Develop coordinated incident response and consequence management measures.
5. Develop Emergency Action Plan, (EAP).
6. Develop procedures to present current threat information, threat capabilities, and vulnerabilities.
7. Conduct reporting, assessment and dissemination of force protection incidents

PREREQUISITE EVENTS:

SC-ATFP-2101 SC-INTL-2101

REFERENCES:

1. JP 3-07.2 Antiterrorism
2. MCDP 1-0 Marine Corps Operations
3. MCWP 2-6 Counterintelligence
4. MCWP 3-40.1 MAGTF Command and Control
5. MCWP 3-40.3 MAGTF Communications System
6. MCWP 5-1 Marine Corps Planning Process (MCP)
7. NAVMC 2927 Antiterrorism/Force Protection Campaign Plan

SC-OPS-3001: Employ a Team Level Operations Center (TLOC)

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.2 MCT 5.5.5.2.1

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Squad-sized elements, performing Security Cooperation missions, must be able to organize and operate a TLOC.

CONDITION: Given a SC mission, commander's intent, and resources.

STANDARD: To ensure operations and activities are integrated across all warfighting functions.

EVENT COMPONENTS:

1. Conduct staff planning.
2. Establish a TLOC.
3. Provide command and control
4. Support unity of effort.
5. Plan activities related to the mission.

REFERENCES:

1. ARTEP 31-807-30-MTP Mission Training Plan for Special Forces Operational Detachment ALPHA
2. FM 3-19.30 Physical Security

3. MCRP 4-11.3D/NWP 22.5 The Naval Beach Group
4. MCWP 3-1 Ground Combat Operations
5. MCWP 3-40.2 Information Management
6. MCWP 3-40.3 MAGTF Communications System
7. OPNAVINST 5530.14_ Navy Physical Security Manual

SUPPORT REQUIREMENTS:

OTHER SUPPORT REQUIREMENTS: Communications Suite

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: In addition to actually performing this event, squad-sized elements must also be capable of advising, training, and assisting a FSF to enable them to perform this event.

SC-PLAN-3001: Conduct assessment of a Foreign Security Force

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.2 MCT 5.5.5.2.1
MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The capabilities and capacity of a FSF must be assessed before determining an engagement strategy or dedicating resources to building partner capacity.

CONDITION: Given a mission and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

EVENT COMPONENTS:

1. Determine scope
2. Determine resource requirements
3. Conduct research
4. Coordinate with appropriate agencies
5. Conduct in country data collection (as required)
6. Produce assessment report.
7. Brief assessment to HHQ (as required).

PREREQUISITE EVENTS:

SC-PLAN-2101 SC-PLAN-2102 SC-PLAN-2103

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)
6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23

8. Theater Campaign Planning Planners Handbook
9. TSCMIS Theater Security Cooperation Management Information System
10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
11. JP 5-0 Joint Operation Planning
12. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
14. MCO 5710.6b Marine Corps Security Cooperation
15. MCRP 3-0A Unit Training Management Guide
16. MCRP 3-0B How to Conduct Training
17. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

1. This event satisfies the skills needed by Marines planning Security Cooperation activities either in USMC or joint billets. This group includes, but is not limited to, SC Planners at: PP&O/PLU, TECOM, MARFORs, MEFs, MCSCG, Security Cooperation Organizations (SCO), and Geographic Combatant Commands (GCC).
 2. The recommended methodology for conducting an assessment is based on Phase I (Capabilities Analysis) of the Expeditionary Force Development System (EFDS). This phase includes the first two activities of a capabilities based assessment. The first of these activities is a functional area analysis to identify current and future required capabilities. The second activity is the functional needs analysis to identify capability gaps.
-

SC-LEGL-3001: Manage Assigned Funds

SUPPORTED MET(S):

MCT 1.17 MCT 5.5.5.1 MCT 5.5.5.2
MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Squad-sized elements, performing Security Cooperation missions, may be required to manage and use a variety of available appropriations and authorities. These elements will need to ensure they receive required training to manage these funds within the appropriate legal authorities.

CONDITION: Given a fiscal requirement, and references

STANDARD: In accordance with legal and fiscal limitations.

EVENT COMPONENTS:

1. Identify fiscal requirements.
2. Ensure fiscal training is conducted/completed.
3. Determine available appropriations and authorities.
4. Execute program within authorities.
5. Reconcile program expenditures.

PREREQUISITE EVENTS: SC-LEGL-2101

REFERENCES:

1. Commanders Guidebook for Fiscal Law
 2. Partner Strategy Toolkit,
<https://policyapps.osd.mil/sites/sctools/Pages/Welcome.aspx>
 3. Title 22 United States Code
 4. DFARS Defense Federal Acquisition Regulation Supplement
 5. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
 6. NDAA, 2007 National Defense Authorization Act of 1991, Counter-Drug Training Support (NDAA, 2007)
 7. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
 8. TITLE 10 United States Code
-

SC-TRNG-3001: Manage Foreign Security Forces (FSF) Training

SUPPORTED MET(S):

MCT 1.17 MCT 1.17.3 MCT 5.5.5.1
MCT 5.5.5.2 MCT 5.5.5.2.1 MCT 5.7.5

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Squad-sized elements, performing Security Cooperation (SC) missions, must be ready and able to plan, design, and implement a training plan to improve FSF capability. Although not specified event components, SC element training managers should integrate operational culture, interaction strategies, and influence/negotiation TTPs into the plan to optimize the effectiveness of training provided to FSF counterparts as appropriate.

CONDITION: Given a SC mission and a FSF unit.

STANDARD: To accomplish specified training objectives.

EVENT COMPONENTS:

1. Identify U.S. training objectives.
2. Identify FSF training objectives.
3. Determine FSF unit capabilities and limitations in scope with U.S. training objectives.
4. Reconcile U.S./FSF training objectives with HHQ to verify specified training objectives.
5. Develop training, support plans, and products ICW FSF leadership as able.
6. Implement training plans.
7. Evaluate and report the effectiveness of training.
8. Adjust training as able.

PREREQUISITE EVENTS:

SC-CCAD-3001 SC-TRNG-2101 SC-TRNG-2102
SC-TRNG-2103

REFERENCES:

1. FM 3-05.137 Army Special Operations Forces Foreign Internal Defense
2. FM 3-07 Stability Operations (2008)

14 Oct 2014

3. MCIP 3-33.01 Small Unit Leaders Guide to Counterinsurgency
 4. MCWP 3-33.5 Counterinsurgency Operations
 5. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
 6. NAVMC 1553.3_ Unit Training Management
 7. OPNAVINST 3500.39a/MCO 3500.27 Operational Risk Management
-

SC T&R MANUAL

CHAPTER 4

INDIVIDUAL EVENTS

	<u>PARAGRAPH</u>	<u>PAGE</u>
PURPOSE	4000	4-2
EVENT CODING.	4001	4-2
INDEX OF INDIVIDUAL EVENTS.	4002	4-3
2000-LEVEL EVENTS	4003	4-4
2100-LEVEL EVENTS	4004	4-13
2200-LEVEL EVENTS	4005	4-30

SC T&R MANUAL

CHAPTER 4

INDIVIDUAL EVENTS

4000. PURPOSE. This chapter provides the individual events that form baseline knowledge, skills, and attitudes required to operate as a member of a Security Cooperation (SC) team/detachment/unit or as a representative of a headquarters staff executing specific security cooperation roles and responsibilities. Training requirements will vary based on mission, operating environment, subject matter expertise required, method of sourcing (unit or individual augments), and pre-deployment time available. Additionally, individual events should enable SC teams/detachments/units to plan, manage, and perform Security Cooperation across the range and phases of military operations. Individual events in this T&R should be used, to the maximum extent possible, to ensure effective training of personnel conducting SC activities. Individual events are delineated as 2000-level, 2100-level events, and 2200-level.

1. 2000-level events include "core" skills required of SC teams/detachments/units. These skills provide each member in the team/detachment/unit SC-related capabilities to perform across the spectrum of conflict and across all phases of military operations. Proficiency in these events will ensure individuals can effectively represent the USMC in the roles of planning, managing, and performing SC activities. "Core" skills are necessary to facilitate independent duty, ensure force protection, and interact effectively with joint/combined forces. Individuals executing SC roles and responsibilities for service, component, or SC enabling organization staffs should maximize training in applicable "core" skills.

2. 2100-level events are designated as "core plus" skills. Beyond the identified "core" skills, additional "core plus" skills may be critical for mission success. "Core plus" skills are required of designated personnel based on the commander's assessment of the unit's mission and operating environment. Mission analysis will determine "core plus" skills required to accomplish the mission. As time permits, individuals executing SC roles and responsibilities for service, component, or SC enabling organization staffs should train to applicable "core plus" skills.

3. 2200-level events are "core plus" skills reserved for team/detachment/unit leadership. These events are reserved for senior officer and/or enlisted leadership as directed by the team/detachment/unit Officer-In-Charge/Commander and Senior Enlisted Advisor.

4001. EVENT CODING

a. Field One - 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:

<u>Code</u>	<u>Description</u>
8240	Basic Foreign Area Officer (FAO)
SC	Security Cooperation

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

<u>Code</u>	<u>Description</u>
ATFP	Anti-Terrorism/Force Protection
CCAD	Cross Culture Advising
COMM	Communication
IAOP	International Affairs Officer (RAO/FAO)
INTA	Interaction
INTL	Intelligence
PLAN	Security Cooperation planning
LEGL	Legal
SA	Security Assistance
STRS	Stress
TRNG	Training
WPNS	Weapons

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

<u>Code</u>	<u>Description</u>
2000-2099	Core Events (required of all SC unit members)
2100-2199	Core Plus Events (required of designated personnel based upon each mission)
2200-2299	Core Plus Events (senior officer and/or enlisted leadership)

4002. INDEX OF INDIVIDUAL EVENTS

EVENT CODE	EVENT	PAGE
2000-LEVEL EVENTS		
SC-CCAD-2001	Influence behavior	
SC-CCAD-2002	Negotiate differences	
SC-CCAD-2003	Advise a Foreign Security Force (FSF) Counterpart	
SC-COMM-2001	Communicate non-verbally	
SC-COMM-2002	Communicate through an interpreter	
SC-COMM-2003	Employ tactical phrases	
SC-COMM-2004	Interact with a foreign population	
SC-INTA-2001	Apply Operational Culture	
SC-STRS-2001	Recognize cultural stress	
2100-LEVEL EVENTS		
SC-ATFP-2101	Employ Advanced Personal Security Measures	
SC-LEGL-2101	Manage assigned funds (Titles 10 and 22)	
SC-SA-2101	Manage International Military Student (IMS) Training	
SC-SA-2102	Program International Military Student (IMS) Training	
SC-SA-2103	Manage International Military Students assigned to Marine Corps schools	

SC-SA-2104	Manage school quotas for International Military Students	
SC-TRNG-2101	Design Foreign Security Force (FSF) Training	
SC-TRNG-2102	Implement Foreign Security Force (FSF) Training	
SC-TRNG-2103	Conduct the transfer of knowledge	
SC-TRNG-2104	Advise Foreign Security Force (FSF) counterparts on planning live-fire training	
SC-TRNG-2105	Advise Foreign Security Force (FSF) counterparts on the conduct of live-fire range and post-range actions	
SC-WPNS-2101	Operate a Foreign Security Force (FSF) Weapons Systems	
SC-INTL-2101	Manage the Release of Information to non-U.S. DOD Entities	
SC-PLAN-2101	Determine scope of assessment	
SC-PLAN-2102	Conduct research for assessment	
SC-PLAN-2103	Perform analysis	
SC-PLAN-2104	Develop Security Cooperation (SC) Engagement Plan	
SC-PLAN-2105	Manage Security Cooperation (SC) Engagements	
2200-LEVEL EVENTS		
8240-IAOP-2201	Provide regional and cultural advising during Security Cooperation (SC) planning and engagements	
8240-IAOP-2202	Provide International Affairs advice	
SC-CCAD-2201	Manage Interpreters	

4003. 2000-LEVEL EVENTS

SC-CCAD-2001: Influence Behavior

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Marines will be presented with situations in which their Foreign Security Force (FSF) counterparts will naturally resist recommended change. Marines need to be able to determine and address the needs of their FSF counterparts to influence a desired action from them and to help achieve a desired outcome that meets the commanders intent.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a mission, commanders intent, and a FSF.

STANDARD: To support U.S. and/or FSF objectives.

PERFORMANCE STEPS:

1. Apply Operational Culture.
2. Apply social perspective taking.
3. Determine goal(s) and/or objectives.
4. Determine who needs to be influenced.
5. Determine motives.
6. Determine beliefs.

7. Compare with cultural beliefs.
8. Determine susceptibility to be influenced.
9. Determine influence tactics and techniques.
10. Apply influence tactics and techniques.
11. Check Measures of Effectiveness.
12. Identify unintended consequences.
13. Mitigate unintended consequences.

REFERENCES:

1. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Any scenario designed to train this event should include opposition forces that introduce friction and require the SC team to make adjustments throughout the event.

SC-CCAD-2002: Negotiate Differences

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Marines may have to negotiate with one or many key leaders and decision makers at various levels to meet SC objectives when influence fails.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a SC mission, a Foreign Security Force (FSF) counterpart, and unresolved differences that prevent mission accomplishment

STANDARD: To obtaining mutually satisfying outcomes.

PERFORMANCE STEPS:

1. Apply operational culture.
2. Apply social perspective taking.
3. Identify SC team member's objectives.
4. Identify FSF counter-parts objectives.
5. Identify common ground between both parties.
6. Determine negotiation tactics and techniques.
7. Apply negotiation tactics and techniques.
8. Check Measures of Effectiveness.
9. Identify unintended consequences.
10. Mitigate unintended consequences.

PREREQUISITE EVENTS:

SC-CCAD-2001 SC-INTA-2001

REFERENCES:

1. DoD Intelligence Production Program Handbooks Department of Defense Intelligence Production Program Handbooks
 2. Getting Past No: Negotiating in Difficult Situations, William Ury Bantam Books, 1993
 3. US Army SF Reference Book US Army Special Forces Advisors Reference Book (October 2001)
-

SC-CCAD-2003: Advise a foreign security force counterpart

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions as advisors. Marines will build partner capacity through personal relationships, influence, and negotiation (as required). To help understand their role as advisors, Marines will need to understand the broader context of U.S. Foreign Policy in which they will operate.

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a mission, commanders intent, a cultural assessment, and a FSF.

STANDARD: To support U.S. and/or FSF objectives in accordance with commanders intent.

PERFORMANCE STEPS:

1. Identify advisor role with FSF counterpart as related to current U.S. objectives.
2. Apply Operational Culture
3. Apply social perspective taking.
4. Plan initial engagement with FSF counterpart.
5. Establish a relationship.
6. Build rapport.
7. Control release of information.
8. Influence counterpart.
9. Negotiate (as needed).
10. Report FSF counterpart capabilities/limitations.

PREREQUISITE EVENTS:

SC-CCAD-2001

SC-CCAD-2002

SC-INTA-2001

REFERENCES:

1. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
2. Relevant CAOCL Relevant CAOCL Tactical Language Master Reference File

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Marines should continuously check for measures of effectiveness when training or actually performing each performance step of this event.

SC-COMM-2001: Communicate non-verbally

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Non-verbal communication includes anything from a single gesture issuing a command to an in-depth conversation with multiple gestures and significant use of body language. Marines will exchange information or issue commands to indigenous individual(s) using appropriate gestures and body language, while interpreting the responses of the individual(s). Their aids may include Culture Smart Cards, Visual Language Survival Guides (e.g. Point and Talk Cards), knowledge of relevant gestures, and critical information and/or direction(s) to convey and/or receive through interaction. Appropriate non-verbal communication techniques will differ for specific situations.

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given Marines assigned to a SC unit or element amongst a foreign population, with or without aids.

STANDARD: To enhance understanding of the Marines intent to the audience and the audiences message to the Marine to meet the commanders intent.

PERFORMANCE STEPS:

1. Identify the meaning of gestures, symbols, and body language in the culture.
2. Employ culturally sensitive, non-verbal communication.
3. Employ appropriate non-verbal communication techniques for building rapport.
4. Employ appropriate non-verbal communication techniques for greetings and pleasantries.
5. Employ appropriate non-verbal communication techniques for maintaining an authoritative posture.
6. Employ appropriate non-verbal communication techniques for giving commands (e.g., hand and arm signals).
7. Use aids to communicate when applicable.
8. Plan appropriate non-verbal communication techniques for given missions.
9. Rehearse appropriate non-verbal communication techniques for given missions.
10. Evaluate the effectiveness of non-verbal communication techniques for given missions.
11. Adjust non-verbal communication techniques based on mission AARs and lessons learned.

REFERENCES:

1. DLI Language Survival Guide
2. MCIA Country Handbook
3. MCIA Culture Smart Cards
4. Operational Culture and Language MCIP Operational Culture and Language MCIP
5. Operational Culture for the Warfighter: Principles and Applications
Operational Culture for the Warfighter: Principles and Applications

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This event is a deviation from OCOL-COMM-2001, Communicate non-verbally to specifically address the core skill requirements of Marines assigned to specifically perform SC missions.

SC-COMM-2002: Communicate through an interpreter

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Marines will use interpreters to exchange information with or give instructions or directions to Foreign Security Force (FSF) counterparts or members of a foreign population.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a FSF counterpart or unit without adequate English-speaking skills, a message or information to communicate, and an interpreter.

STANDARD: To facilitate communication with minimal error.

PERFORMANCE STEPS:

1. Verify interpreter capabilities/limitations.
2. Verify that selected interpreter(s) is appropriate for the mission.
3. Explain specific duties/expectations for the mission to the interpreter.
4. Rehearse interpretation.
5. Employ the interpreter.
6. Monitor the conversation.
7. Evaluate interpreters accuracy and clarity.
8. Provide feedback to the interpreter.

PREREQUISITE EVENTS: SC-COMM-2001

REFERENCES:

1. Center for Advanced Operational Culture Learning, Effective Use of Translator for U.S. Marine Forces in OIF III, 28 Mar 2005
2. FM 31-73 Special Forces Advisor Guide
3. MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
4. MCWP 3-33.5 Counterinsurgency Operations
5. Operational Culture and Language MCIP Operational Culture and Language MCIP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This event is a deviation from OCOL-COMM-2002, Communicate through an interpreter to specifically address the core skill requirements of Marines assigned to perform SC missions.

SC-COMM-2003: Employ tactical phrases

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Marines will use fundamental words and phrases while interacting with Foreign Security Force (FSF) counterparts or a local foreign population to accomplish a task. These words and phrases include, but are not limited to commands, greetings, questions, and simple military terms.

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

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a foreign population/FSF counterpart and a setting, with or without communication aids.

STANDARD: To enhance understanding of the Marines intent to the audience and the audiences message to the Marine to meet the commanders intent.

PERFORMANCE STEPS:

1. Identify phrases necessary to conduct SC missions.
2. Rehearse phrases necessary to conduct SC missions.
3. Employ mission-associated phrases.
4. Employ mission associated commands.
5. Evaluate effectiveness of tactical language.
6. Adjust tactical language, as required.

PREREQUISITE EVENTS:

SC-COMM-2001 SC-COMM-2002

REFERENCES:

1. Global War On Terrorism Occasional Paper 18 Global War On Terrorism Occasional Paper 18
2. Global War On Terrorism Occasional Paper 19 Global War On Terrorism Occasional Paper 19
3. MCWP3-33.5 Counterinsurgency Operations
4. NAVMC 2890 Small Wars Manual
5. Operational Culture and Language MCIP Operational Culture and Language MCIP

SUPPORT REQUIREMENTS:

OTHER SUPPORT REQUIREMENTS:

1. CAOCL Tactical Language Courses
2. Tactical Language and Culture Training System (TLCTS)
3. Automated Language Training System (ALTS)
4. CAOCL Operational Language and Culture Kit (OLCK)
5. Tactical Language Survival Kit (DLI Product)

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: There is no established level of proficiency for tactical phrases on the Interagency Language Roundtable (IRL) scale. However, to successfully employ tactical phrases, Marines will use and recognize memorized words and phrases, as well as constructed simple sentences using vocabulary specific to Marine missions.

SC-COMM-2004: Interact with a foreign population

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 18 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. To achieve the commanders intent, Marines must be able to effectively interact with a foreign population to positively influence the populations perspective of them and the way the population behaves toward them. Marines must be able to apply operational culture and available communication venues (i.e., interpreters, tactical phraseology) to enhance their influence capability during interactions.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a foreign population and a setting, with or without communication aids.

STANDARD: To achieve the commanders intent.

PERFORMANCE STEPS:

1. Identify the setting of the interaction.
2. Identify commanders intent for the desired response of the population.
3. Apply Operational Culture.
4. Identify culturally appropriate behaviors by Marines that will lead to the desired response.
5. Identify the language skill requirements/available options.
6. Develop an interaction plan.
7. Rehearse the interaction.
8. Conduct the interaction.
9. Monitor the interaction.
10. Evaluate the interaction.
11. Adjust the interaction plan (as required).

PREREQUISITE EVENTS:

SC-COMM-2001 SC-COMM-2002 SC-COMM-2003
SC-INTA-2001

REFERENCES:

1. MCLL 43181 created 03 Oct 2007/10:46:10
2. MCLL, 42541 created 28 Apr 2007/04:47:21
3. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

4. MCWP 3-33.5 Counterinsurgency Operations
5. TC 31-73 Special Forces Advisor Handbook

SUPPORT REQUIREMENTS:

OTHER SUPPORT REQUIREMENTS:

1. TLCTS (Tactical Language and Culture Training System)
2. Voice Response Translator

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

1. This event is a deviation from OCOL-INTA-2002, Interact with a foreign population to specifically address the core skill requirements of Marines assigned to perform SC missions.
 2. The term population refers to the entire spectrum of individuals in a foreign operating environment (i.e., government and military, local leaders, private citizens, hostile forces).
 3. Interaction may occur in a tactical, social, business, meeting, grade appropriate, or other setting. The setting may include not only the location, but the occasion, intent, people present, etc.
 4. Operational language and culture training, operational language and culture products (culture smartcards, rules of cultural interaction cards, Visual Language Survival Guide - point and talk card), and interpreters, may aid Marines in a given situation.
-

SC-INTA-2001: Apply Operational Culture

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Cultural assessment, using the Five Dimensions of Operational Culture, provides a framework that Marines can use to evaluate any cultural environment. Cultural considerations assist in and should be considered in all SC planning and execution. Applying cultural considerations and best practices is critical to accomplishing the SC mission.

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a SC mission and a foreign population/Foreign Security Force (FSF) counterpart.

STANDARD: To positively interact with the foreign population/FSF and optimize the operational effectiveness of the Marines in support of the SC mission.

PERFORMANCE STEPS:

1. Apply cultural considerations with regards to the five dimensions of operational culture.
2. Apply operational culture in individual mission planning.

REFERENCES:

1. Center for Army Lessons Learned, Combat Advisor Handbook No, 08-21, April 2008
2. FMFRP 12-15 Small Wars Manual
3. MCIA Country Handbook
4. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
5. MCWP 3-33.5 Counterinsurgency Operations
6. Operational Culture for the Warfighter: Principles and Applications
Operational Culture for the Warfighter: Principles and Applications
7. Relevant CAOCL region, country, or society handbook or curriculum Relevant CAOCL region, country, or society handbook or curriculum.
8. Relevant country Fact Book from the Central Intelligence Agency World.
NAVMC 3500.65 Relevant country Fact Book from the Central Intelligence Agency World. NAVMC 3500.65

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This event is a deviation from OCOL-INTA-2001, Apply Operational Culture to specifically address the core skill requirements of Marines assigned to perform SC missions as advisors.

SC-STRS-2001: Recognize cultural stress

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 18 months

DESCRIPTION: This event is a core individual training event for all Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Marines must be able to recognize the symptoms of cultural stress in themselves or others and the steps they should take to minimize the effects of cultural stress in themselves or others. Cultural stress is a component of Combat Operational Stress. As such, the techniques for identifying, mitigating, and treating cultural stress are part of the Combat Operational Stress Control program.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a foreign operating environment and contact with a foreign population/Foreign Security Force (FSF).

STANDARD: To minimize the effects of cultural stress IAW the Combat Operational Stress Decision Flowchart.

PERFORMANCE STEPS:

1. Identify the phases of cultural stress.
2. Identify the reasons for cultural stress.
3. Identify the symptoms of cultural stress.
4. Identify methods that an individual can use to cope with cultural stress.
5. Identify the steps to take to help others address cultural stress IAW the Combat Operational Stress Decision Flowchart.

6. Apply the Combat Operational Stress Decision Flowchart to Marine exhibiting symptoms of cultural stress.

REFERENCES:

1. Advising Foreign Forces No. 6-01 Center for Army Lessons Learned
2. Combat/Operational Stress Control (COSC)
<http://www.usmcmccs.org/cosc/index.cfm>
3. Marine Corps Warfighting Laboratory, X-File 3-0x, OIF/OEF Transition Teams Reference Guide, 18 May 2007.
4. Operational Culture and Language MCIP Operational Culture and Language MCIP
5. Web Reference <http://edweb.sdsu.edu/people/CGuanipa/cultshok.htm>
6. Web Reference <http://www.uwec.edu/counsel/pubs/shock.htm>
7. Web Reference <http://www.usmc.mccs.org/leadersguide> Leaders Guide for Managing Marines In Distress

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: This event is a deviation from OCOL-STRS-2001, Recognize cultural to specifically address the core skill requirements of Marines assigned to perform SC missions.

4004. 2100-LEVEL EVENTS

SC-ATFP-2101: Employ Advanced Personal Protective Measures.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 18 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC). Designated Marines must be able to detect threats to personal security and apply the continuum of force to mitigate identified threats. If mitigation fails and a Marine is captured, the Marine must be able to recognize their captivity status, determine resistance posture and techniques to be used, and have knowledge of escape techniques in order to return to friendly lines with honor.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a SC mission in a foreign environment

STANDARD: To mitigate threats in accordance with legitimate authority in order to return to a friendly environment.

PERFORMANCE STEPS:

1. Detect surveillance.
2. Identify threats.
3. Mitigate threats.
4. Utilize apprehension avoidance techniques.

5. Utilize high risk personal weapon techniques.
6. Determine captivity status.
7. Apply appropriate SERE strategy to captive status.
8. Escape from personal restraints.
9. Return to a friendly environment.

SUPPORT REQUIREMENTS:

ORDNANCE:

<u>DODIC</u>	<u>Quantity</u>
A363 Cartridge, 9mm Ball M882	17 rounds per student

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

1. Combatant Commanders are tasked with establishing the level of Code of Conduct training for individuals and units.
2. Department of Defense Order 10631 establishes training requirements under the rubric of Code of Conduct for associated topics such as: Survival, Evasion, Resistance, and Escape; High Risk of Capture, Personnel Recovery, Governmental Detentions and the like, and should be consulted should mission analysis determine a likelihood for such circumstances to occur.
3. Requirements for Code of Conduct are scaled progressively, inclusive of associated topics into Levels A, B, and C. Training for progressive levels is oriented to provide additional depth. Mission analysis and guidance from the Combatant Commander will establish final requirements; however, this task is inclusive of Level B which is typically that required.

SC-LEGL-2101: Handle assigned funds (Titles 10 and 22)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Designated Marines may be required to handle a variety of available appropriations and authorities to allow the team to meet the assigned SC mission. SC unit or element OICs will need to ensure that designated Marines receive the required training to properly use these funds within the appropriate legal authorities.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an in-country fiscal requirement and references

STANDARD: In accordance with legal and fiscal limitations.

PERFORMANCE STEPS:

1. Procure funds.

2. Safeguard monies.
3. Initiate in-country expenditure.
4. Account for expenditures.

REFERENCES :

1. Commander's Guidebook for Fiscal Law
2. Partner Strategy Toolkit,
<https://policyapps.osd.mil/sites/sctools/Pages/Welcome.aspx>
3. Title 22 United States Code
4. DFARS Defense Federal Acquisition Regulation Supplement
5. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
6. NDAA, 2007 National Defense Authorization Act of 1991, Counter-Drug Training Support (NDAA, 2007)
7. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
8. Title 10 United States Code Title 10 - Sec. 2464. Core Logistics Capabilities

SC-SA-2101: Manage International Military Student (IMS) Training.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned to Security Cooperation Offices (SCO). SCOs are responsible for assisting partner nations, as follows: identifying, planning, and programming U.S. training that will meet partner nation requirements; conveying those requirements to the appropriate military department (MILDEP) training activities; synchronizing training with other related SC activities; and adjusting plans, as necessary. SCOs are also responsible for all of the administrative tasks required to send military students from partner nations to the U.S. for training or for bringing training to a partner nation.

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a training requirement

STANDARD: To facilitate the training/education of International Military Students (IMS).

PERFORMANCE STEPS:

1. Identify international military training requirements.
2. Screen and vet international military students.
3. Manage all required administrative requirements for IMS.
4. Maintain all historical student information and required data
5. Submit reports as required.

REFERENCES :

1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. DOD 7000.14R Financial Management Regulation, Vol 15

4. DSCA Manual 5105.38M Security Assistance Management Manual
5. MCO 5710.6b Marine Corps Security Cooperation
6. SECNAVIST 4950.4B Joint Security Cooperation and Training

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Training provided by the Defense Institute for Security Assistance Management. Coordinate formal training for this event through U.S. Marine Corps Security Cooperation Group, Security Assistance Branch, Security Cooperation Education and Training Coordinator at commercial (757) 962-4430, x2259; DSN 438-4430, x2259.

SC-SA-2102: Program International Military Student (IMS) Training.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as Security Assistance (SA) country program managers. SA country program managers work in cooperation with Security Cooperation Offices to review, program, manage and track all training and education for IMSs provided by the Marine Corps. Training includes formal, informal, correspondence or other forms of distance learning, and computer-aided instruction taught in the United States or overseas. Eligible foreign governments or international organizations may purchase training with their national funds through the Foreign Military Sales (FMS) program or obtain training using funds provided by security cooperation (SC) appropriations such as the International Military Education and Training (IMET) program, Foreign Military Financing (FMF), and Peacekeeping Operations (PKO).

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a training requirement

STANDARD: To facilitate the training/education of International Military Students (IMS).

PERFORMANCE STEPS:

1. Review the LOR for scope/completeness.
2. Determine feasibility of support.
3. Submit request to add course as required.
4. Program IMS training through appropriate agencies.
5. Monitor active cases.
6. Close training case.

REFERENCES:

1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. DOD 7000.14R Financial Management Regulation, Vol 15
4. DSCA Manual 5105.38M Security Assistance Management Manual
5. MCO 5710.6b Marine Corps Security Cooperation
6. SECNAVIST 4950.4B Joint Security Cooperation and Training

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Training provided by the Defense Institute for Security Assistance Management. Coordinate formal training for this event through U.S. Marine Corps Security Cooperation Group, Security Assistance Branch, Security Cooperation Education and Training Coordinator at commercial (757) 962-4430, x2259; DSN 438-4430, x2259.

SC-SA-2103: Manage International Military Students assigned to Marine Corps schools.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as International Military Student Officers. International Military Student Officers are responsible for coordinating and monitoring local SA training programs and provide required administrative support for international military students in training at their local activity.

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a training requirement

STANDARD: To facilitate the training/education of International Military Students (IMS).

PERFORMANCE STEPS:

1. Facilitate IMS arrival.
2. Manage IMS during conduct of training.
3. Coordinate Field Studies Program
4. Manage departure of IMS.

REFERENCES:

1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. DOD 7000.14R Financial Management Regulation, Vol 15
4. DSCA Manual 5105.38M Security Assistance Management Manual
5. MCO 5710.6b Marine Corps Security Cooperation
6. SECNAVIST 4950.4B Joint Security Cooperation and Training

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Training provided by the Defense Institute for Security Assistance Management. Coordinate formal training for this event through U.S. Marine Corps Security Cooperation Group, Security Assistance Branch, Security Cooperation Education and Training Coordinator at commercial (757) 962-4430, x2259; DSN 438-4430, x2259.

SC-SA-2104: Manage school quotas for international military students.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as quota managers. Quota managers ascertain requirements for international quotas for all Marine Corps education and training. Quota managers ensure international education and training requirements are included in development of Marine Corps Training Input Plan and allocates international quotas to all Marine Corps schools utilizing the Marine Corps Training Information Management System.

GRADES: CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a training requirement

STANDARD: To facilitate the training/education of International Military Students (IMS).

PERFORMANCE STEPS:

1. Review requirement received from country program manager.
2. Determine availability for requirement.
3. Program required data.

REFERENCES:

1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. DOD 7000.14R Financial Management Regulation, Vol 15
4. DSCA Manual 5105.38M Security Assistance Management Manual
5. MCO 5710.6b Marine Corps Security Cooperation
6. SECNAVIST 4950.4B Joint Security Cooperation and Training

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Training provided by the Defense Institute for Security Assistance Management. Coordinate formal training for this event through U.S. Marine Corps Security Cooperation Group, Security Assistance Branch, Security Cooperation Education and Training Coordinator at commercial (757) 962-4430, x2259; DSN 438-4430, x2259.

SC-TRNG-2101: Design Foreign Security Force (FSF) training.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 18 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. These Marines must become familiar with sourcing documents and training plan development in order to build effective training plans to train a FSF.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a SC mission and a FSF.

STANDARD: To accomplish specified training objectives.

PERFORMANCE STEPS:

1. Identify the regional Service component command objectives.
2. Identify FSF training objectives.
3. Identify FSF cultural, doctrinal, and organizational differences.
4. Design a FSF training plan that integrates SC mission objectives and FSF training objectives and accounts for FSF differences.

REFERENCES:

1. MCO 1553.3_ Unit Training Management (UTM) Program
2. MCO P3500.72_ Marine Corps Ground Training and Readiness (T&R) Program
3. MCRP 3-0A Unit Training Management Guide

SC-TRNG-2102: Implement Foreign Security Force (FSF) training.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Designated Marines need to be able to develop, implement, and evaluate required training to improve FSF capabilities across the operational and institutional functional areas in accordance with U.S. objectives.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a Security Cooperation (SC) mission and a FSF.

STANDARD: To accomplish specified training objectives.

PERFORMANCE STEPS:

1. Develop FSF training packages. (IE Letter of Instruction (LOI), Lesson Plans (LP), training schedules, range schemes of maneuver, and Operational Risk Assessment Worksheets).
2. Deliver training.
3. Evaluate training.
4. Document training effectiveness.
5. Adjust the training plan as necessary.

PREREQUISITE EVENTS: SC-TRNG-2101

REFERENCES:

1. Guidance for Acquisition of Training Data Products and Services
2. MCO 3500.27_ Operational Risk Management (ORM)
3. MCRP 3-0A Unit Training Management Guide

4. MCRP 3-0B How to Conduct Training
 5. NAVMC 1553.1 SAT User's Guide
 6. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
 7. NAVMC 1553.3_ Unit Training Management
-

SC-TRNG-2103: Conduct the transfer of knowledge

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 18 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions as advisors and trainers. Advisors and trainers must be able to direct, control, lead and guide the transfer of both U.S. and Foreign Security Forces (FSF) doctrine, tactics, techniques and procedures (TTP) to achieve the desired end-state of improving FSF capabilities across the operational and institutional functional areas.

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a FSF, a mission and commander's intent

STANDARD: To achieve improvement in FSF capabilities.

PERFORMANCE STEPS:

1. Present information.
2. Evaluate FSF performance.
3. Interpret results.
4. Remediate (as required).
5. Report results.

REFERENCES:

1. JCISFA Document dtd 1 Dec 2009, SFA Planners Guide: FSF Force Development.
 2. McSwain, C.F. The Operational Planning Factors of Culture and Religion, Naval War College, Newport, RI, May 2002
 3. JP 3-07.1 Foreign Internal Defense
 4. MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
 5. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
 6. MCWP 3-33.5 Counterinsurgency Operations
 7. MCWP 5-1 Marine Corps Planning Process (MCP)
 8. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
 9. Operational Culture and Language MCIP Operational Culture and Language MCIP
 10. Operational Culture for the Warfighter: Principles and Applications Operational Culture for the Warfighter: Principles and Applications
 11. Relevant CAOCL region, country, or society handbook or curriculum Relevant CAOCL region, country, or society handbook or curriculum.
 12. Relevant country Fact Book from the Central Intelligence Agency World. NAVMC 3500.65 Relevant country Fact Book from the Central Intelligence Agency World. NAVMC 3500.65
 13. Relevant MCIA country handbook. Relevant MCIA country handbook.
-

SC-TRNG-2104: Advise FSF counterparts on preliminary live-fire training actions

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions as advisors and trainers. Designated Marines must be able to not only plan a live-fire training event, but also transfer that knowledge to their FSF counterparts to enable them to safely train with their weapons systems.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a Security Cooperation (SC) mission to train Foreign Security Forces (FSF), a training area, and a FSF unit with FSF weapon systems

STANDARD: To support the FSFs ability to plan a live-fire training event.

PERFORMANCE STEPS:

1. Identify key orders and the parts that govern range operations.
2. Identify range construction considerations.
3. Identify range safety concerns.
4. Identify safety considerations for specific weapons.
5. Identify key range personnel.
6. Identify operational culture concerns.
7. Create a live-fire range plan (LFRP) with FSF counterparts.
8. Confirm FSF concurrence of LFRP with FSF counterparts.
9. Conduct team-internal confirmation brief of LFRP to FSF counterparts.

PREREQUISITE EVENTS: SC-WPNS-2101

REFERENCES:

1. Center for Advanced Operational Culture Learning, Effective Use of Translator for U.S. Marine Forces in OIF III, 28 Mar 2005
2. Center for Army Lessons Learned, Combat Advisor Handbook No, 08-21, April 2008
3. DLI Language Survival Guide
4. DODD 4715.11 Environmental and Explosives Safety
5. DPAM 385/63 Range Safety
6. FM 31-73 Special Forces Advisor Guide
7. FMFRP 12-15 Small Wars Manual
8. MCIA Country Handbook
9. MCIA Culture Smart Cards
10. MCO 3570.1C Range Safety
11. MCO 8025.1_ Class V (W) Malfunction and Defect Reporting
12. MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
13. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
14. MCWP 3-33.5 Counterinsurgency Operations

15. Operational Culture and Language MCIP Operational Culture and Language MCIP
 16. Operational Culture for the Warfighter: Principles and Applications Operational Culture for the Warfighter: Principles and Applications
 17. Relevant CAOCL region, country, or society handbook or curriculum Relevant CAOCL region, country, or society handbook or curriculum.
 18. Relevant country Fact Book from the Central Intelligence Agency World. NAVMC 3500.65 Relevant country Fact Book from the Central Intelligence Agency World. NAVMC 3500.65
-

SC-TRNG-2105: Advise FSF counterparts on implementation of live-fire training actions

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions as advisors and trainers. Designated Marines must be able to not only conduct live-fire range and post-range actions, but also transfer that knowledge to their FSF counterparts to enable them to safely train their weapons systems.

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

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a Security Cooperation (SC) mission to train Foreign Security Forces (FSF), a training area, and a FSF unit with FSF weapon systems.

STANDARD: To support the FSFs ability to implement and secure from a live-fire training event.

PERFORMANCE STEPS:

1. Mitigate operational culture concerns.
2. Enforce range safety.
3. Adhere to prescribed course-of-fire.
4. Enforce range regulations.
5. Perform remediation.
6. Conduct post-range actions.
7. Conduct AAR with FSF counterparts and team.

PREREQUISITE EVENTS:

SC-TRNG-2104 SC-WPNS-2101

REFERENCES:

1. Operational Culture for the Warfighter: Principles and Applications
2. Center for Army Lessons Learned, Combat Advisor Handbook No, 08-21, April 2008
3. Department of Defense Directive (DODD) 4715.12 Environmental and Explosives Safety Management on Operational Ranges Outside the United States

4. DLI Language Survival Guide
5. DPAM 385/63 Range Safety
6. FM 31-73 Special Forces Advisor Guide
7. FMFRP 12-15 Small Wars Manual
8. MCIA Country Handbook
9. MCO 3570.1C Range Safety
10. MCO 8025.1_ Class V (W) Malfunction and Defect Reporting
11. MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
12. MCRP 3-33.8A Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
13. MCWP 3-33.5 Counterinsurgency Operations
14. Operational Culture and Language MCIP Operational Culture and Language MCIP
15. Relevant CAOCL region, country, or society handbook or curriculum Relevant CAOCL region, country, or society handbook or curriculum.
16. Relevant country Fact Book from the Central Intelligence Agency World. NAVMC 3500.65 Relevant country Fact Book from the Central Intelligence Agency World. NAVMC 3500.65

SC-WPNS-2101: Operate a Foreign Security Forces' (FSF) weapon system.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 18 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions as advisors and trainers. Designated Marines cannot advise or train FSF counterparts on how to operate their weapons systems on a range unless they know how to do it properly.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a Security Cooperation (SC) mission, a FSF with their foreign weapon systems, and a training area.

STANDARD: To enable designated Marine advisors and trainers to advise FSF counterparts on how to implement live-fire training using their weapons system with credibility.

PERFORMANCE STEPS:

1. Identify the characteristics of the weapons.
2. Identify the nomenclature of the weapon.
3. Identify variants of the weapon.
4. Perform disassembly/assembly procedures.
5. Perform operator maintenance
6. Perform the proper loading/unloading procedures.
7. Zero the weapon
8. Perform the required corrective actions.
9. Identify munitions characteristics.

REFERENCES :

1. FAL Users Manual
2. Galil 5.56mm Assault Rifle Operators Manual, Israel Military Industries
3. Manual AGS-17 33mm Launcher 2nd Edition, 1986, Nov
4. Military Small Arms of the 20th Century
5. North East Technologies
6. ATC-TI-1100-039-80 Light Machine Gun, 7.62mm x 39, RPK (Soviet)
7. DST-1110H-163-76 Small Arms Identification and Operations Guide-Free World
8. DST-1110H-394-76 Small Arms Identification and Operation Guide-Eurasian Communist Countries (U)
9. FAL The FAL Rifle: Classic Edition
10. JANE'S GUNS Jane's Guns Recognition Guide
11. Manual 7.62-mm Degtyarev Light Machine Gun (RPD) Service Manual
12. MCRP 3-01A Rifle Marksmanship
13. Operator's Manual Volume 1 AK-47/AKM Assault Rifle

SUPPORT REQUIREMENTS :

ORDNANCE :

<u>DODIC</u>	<u>Quantity</u>
A059 Cartridge, 5.56mm Ball M855 10/Clip	120 rounds per student
A062 Cartridge, 5.56mm Ball M855 Linked	100 rounds per student
A143 Cartridge, 7.62mm Ball M80 Linked	100 rounds per student
A363 Cartridge, 9mm Ball M882	500 rounds per student
AA11 Cartridge, 7.62mm Long Range M118 LR	120 rounds per student
ANS1 Cartridge, 7.62x39mm Ball Unlinked N	260 rounds per student
Z205- Cartridge, 7.62x54mm Ball	120 rounds per student

OTHER SUPPORT REQUIREMENTS : Courses that train to this event are Basic Advisor Course, Marine Corps Security Cooperation Group, Weapons Training Battalion/Foreign Weapons Instructors Course, Quantico, VA and U.S. Special Operations Command Joint Armorers Course.

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS :

1. The advisor team must be capable of performing this event as well as training or advising a FSF in executing the event.
2. Recommend that Marines receive training in the foreign weapons system they will encounter while deployed as an advisor. Although not all encompassing, the following is a list of common foreign weapons that the advisor my encounter: AK-Series weapons, FAL-series weapons, G-3, G36, RPK, RPD, Galil, Tavor, SVD, PK-Series, M-60, Negev, and the Tokarev.

SC-INTL-2101 : Manage the release of information to non-U.S. DOD entities

EVALUATION-CODED : NO

SUSTAINMENT INTERVAL : 18 months

DESCRIPTION : This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. Designated Marines must implement foreign disclosure procedures to ensure their SC units or elements do not violate foreign disclosure policies while

interacting with a FSF.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a mission, FSF, and information to display or release.

STANDARD: To disclose and/or release material without error.

PERFORMANCE STEPS:

1. Identify if the material is to be released or displayed.
2. Identify the type of information to be released or disclosed.
3. Identify the category of information.
4. Apply appropriate release/disclosure methods
5. Apply routing process.
6. Apply security assistance process for the release of information as required.

REFERENCES:

1. Arms Export Control Act (AECA) of 1976 as amended
2. International Traffic in Arms Regulations (ITAR)
3. CAPCO Trigraphs Controlled Access Program Coordination Office Trigraph Table
4. MCIA-1540-002-95 Generic Intelligence Requirements Handbook (GIRH)
5. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests

SC-PLAN-2101: Determine scope of assessment.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as Security Cooperation (SC) planners to support regiment-, battalion-, and platoon-sized Marine units or elements that perform SC missions. SC planners must determine the scope of an assessment to determine the breadth and depth of information required to analyze the capabilities and capacity of a FSF to determine an engagement strategy for assigned SC units or elements.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

PERFORMANCE STEPS:

1. Validate requirement.
2. Develop common objective analysis

3. Identify stakeholders.

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)
6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23
8. Theater Campaign Planning Planners Handbook
9. TSCMIS Theater Security Cooperation Management Information System
10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
11. JP 5-0 Joint Operation Planning
12. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
14. MCO 5710.6b Marine Corps Security Cooperation
15. MCRP 3-0A Unit Training Management Guide
16. MCRP 3-0B How to Conduct Training
17. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide

SC-PLAN-2102: Conduct research for assessment.

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as Security Cooperation (SC) planners to support regiment-, battalion-, and platoon-sized Marine units or elements that perform SC missions. Based on the scope of the assessment, SC planners must collect the required information to codify for analysis as a preparatory step to assess the capabilities and capacity of a FSF and to determine an engagement strategy for assigned SC units or elements.

GRADES: 1STSGT, MSGT, SGTMAJ, MGYSGT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a requirement and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

PERFORMANCE STEPS:

1. Identify relevant national level, theater level, and country level guidance documents.
2. Determine appropriate methodology.
3. Identify security cooperation tools and resources.
4. Coordinate data collection.
5. Develop research report.

PREREQUISITE EVENTS: SC-PLAN-2101

REFERENCES :

1. Applicable Integrated Country Strategy
 2. Guidance for Employment of the Force Guidance
 3. Handouts Security Cooperation Planners Course
 4. Joint Strategic Capabilities Plan (JSCP)
 5. Marine Corps Campaign Support Plan (MCCSP)
 6. Marine Corps Service Campaign Plan (MCSCP)
 7. Presidential Policy Directive 23
 8. Theater Campaign Planning Planners Handbook
 9. TSCMIS Theater Security Cooperation Management Information System
 10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
 11. JP 5-0 Joint Operation Planning
 12. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
 13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
 14. MCO 5710.6b Marine Corps Security Cooperation
 15. MCRP 3-0A Unit Training Management Guide
 16. MCRP 3-0B How to Conduct Training
 17. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
-

SC-PLAN-2103: Perform analysis

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as Security Cooperation (SC) planners to support regiment-, battalion-, and platoon-si Influence behavior zed Marine units or elements that perform SC missions. Based on the research results, SC planners must assess the capabilities and capacity of a FSF to build a SC engagement plan.

GRADES: 1STSGT, MSGT, SGTMAJ, MGYSGT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

PERFORMANCE STEPS:

1. Determine current state of assessed force.
2. Identify capability gaps.
3. Develop potential solutions.
4. Produce assessment report.

PREREQUISITE EVENTS:

SC-PLAN-2101 SC-PLAN-2102

REFERENCES :

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance

3. Handouts Security Cooperation Planners Course
 4. Joint Strategic Capabilities Plan (JSCP)
 5. Marine Corps Campaign Support Plan (MCCSP)
 6. Marine Corps Service Campaign Plan (MCSCP)
 7. Presidential Policy Directive 23
 8. Theater Campaign Planning Planners Handbook
 9. TSCMIS Theater Security Cooperation Management Information System
 10. JP 5-0 Joint Operation Planning
 11. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
 12. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
 13. MCO 5710.6b Marine Corps Security Cooperation
 14. MCRP 3-0A Unit Training Management Guide
 15. MCRP 3-0B How to Conduct Training
 16. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
-

SC-PLAN-2104: Develop Security Cooperation (SC) Engagement Plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as SC planners to support regiment-, battalion-, and platoon-sized Marine units or elements that perform SC missions. Based on the assessment of FSF capabilities and capacity, SC planners must determine and codify an appropriate three to five year engagement plan.

GRADES: 1STSGT, MSGT, SGTMAJ, MGYSGT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a requirement and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

PERFORMANCE STEPS:

1. Identify relevant assessment(s)
2. Develop recommended solutions to capability gaps.
3. Determine capability sets
4. Organize capability sets into lines of operation.
5. Develop milestones/intermediate military objectives.
6. Develop events, activities, and exercises to achieve solutions.

PREREQUISITE EVENTS:

SC-PLAN-2101

SC-PLAN-2102

SC-PLAN-2103

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)

6. Marine Corps Service Campaign Plan (MCSCP)
 7. Presidential Policy Directive 23
 8. Theater Campaign Planning Planners Handbook
 9. TSCMIS Theater Security Cooperation Management Information System
 10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
 11. JP 5-0 Joint Operation Planning
 12. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
 13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
 14. MCO 5710.6b Marine Corps Security Cooperation
 15. MCRP 3-0A Unit Training Management Guide
 16. MCRP 3-0B How to Conduct Training
 17. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide
-

SC-PLAN-2105: Manage Security Cooperation (SC) Engagements

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as SC planners to support regiment-, battalion-, and platoon-sized Marine units or elements that perform SC missions. Based on the engagement plan, SC planners must monitor, record, and evaluate results of the plan when implemented by assigned SC units or elements to determine lessons learned to consider for future SC engagements.

GRADES: 1STSGT, MSGT, SGTMAJ, MGYSGT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a requirement and resources

STANDARD: To meet regional and country SC objectives and address partner nation desires.

PERFORMANCE STEPS:

1. Input events into TSCMIS.
2. Determine appropriate funding.
3. Coordinate with appropriate stakeholders.
4. Obtain resources.
5. Monitor event execution.
6. Evaluate results.
7. Complete TSCMIS and reporting requirements.

REFERENCES:

1. Applicable Integrated Country Strategy
2. Guidance for Employment of the Force Guidance
3. Handouts Security Cooperation Planners Course
4. Joint Strategic Capabilities Plan (JSCP)
5. Marine Corps Campaign Support Plan (MCCSP)
6. Marine Corps Service Campaign Plan (MCSCP)
7. Presidential Policy Directive 23
8. Theater Campaign Planning Planners Handbook

9. TSCMIS Theater Security Cooperation Management Information System
10. DON Memorandum 5700 INTERIM POLICY FOR SOURCING SECURITY COOPERATIONS EVENTS AND ACTIVITIES
11. JP 5-0 Joint Operation Planning
12. MCO 3900.15_ Marine Corps Expeditionary Force Development System (EFDS)
13. MCO 4900.3_ MARINE CORPS SECURITY ASSISTANCE AND RELATED INTERNATIONAL PROGRAMS
14. MCO 5710.6b Marine Corps Security Cooperation
15. MCRP 3-0A Unit Training Management Guide
16. MCRP 3-0B How to Conduct Training
17. NAVMC 1553.1_ Systems Approach to Training (SAT) Users Guide

4005. 2200-LEVEL EVENTS

8240-FAO-2201: Provide regional and cultural advising during Security Cooperation (SC) planning and engagements

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 36 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as Foreign Affairs Officers/Regional Affairs Officers (FAO/RAO). FAO/RAO are subject matter experts on conflict causes, local needs, grievances, and social dynamics that allow SC Planners at all levels to plan more effectively and to develop engagement plans that take in local considerations while still accomplishing the mission.

GRADES: GYSGT, 1STSGT, MSGT, SGTMAJ, MGYSGT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: MOJT

CONDITION: Given commander's guidance, mission, and resources

STANDARD: To provide situational awareness and to enhance decision-making abilities.

PERFORMANCE STEPS:

1. Identify operational cultural and/or region specific requirements for planning and engagements.
2. Advise Commander and/or staff of operational cultural implications.
3. Identify available cultural training resources.
4. Integrate into the Intelligence preparation of the battlefield (IPB) efforts as required.
5. Integrate efforts with Information Operations as required.
6. Integrate efforts with Civil Affairs operations as required.

REFERENCES:

1. Applicable Theater strategies and plans
2. Operational Culture for the Warfighter: Principles and Applications
3. MCO 1520.11F International Affairs Program (IAP)

8240-IAOP-2202: Provide International Affairs Advice

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 36 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marine officers assigned as Foreign Affairs Officers/Regional Affairs Officers (FAO/RAO). Marine FAO/RAOs and FAS hold graduate-level degrees in International Affairs, and have gained significant language competency and international experience from regional immersion and Security Cooperation training. Marine FAO/RAOs leverage these skill sets for Marine commanders of assigned SC units or elements that perform SC missions and their higher headquarters.

GRADES: GYSGT, 1STSGT, MSGT, SGTMAJ, MGYSGT, CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a requirement to operate in an international environment

STANDARD: To enhance commanders situational awareness and improve their decision-making ability.

PERFORMANCE STEPS:

1. Provide operational culture analysis.
2. Provide geo-political military context to support the range of military operations.
3. Implement cultural resources for daily operations.
4. Support engagement and security cooperation activities.
5. Identify key foreign security forces relationships.
6. Provide cultural context and understanding throughout the security cooperation planning process and activities.
7. Coordinate role in the assessments process by providing relevant cultural context and considerations.
8. Integrate in exercises, planning groups, conferences, and workshops in order to maintain professional competence in core skills.

REFERENCES:

1. Applicable Theater Campaign Strategy and Plans (current)
2. Cooperative Strategy for 21st Century Seapower
3. Document Vision and Strategy 2025
4. DODI 1315.17 Military Department Foreign Area Officer (FAO) Programs (MDFAOP)
5. DODI 1315.20 Management of DoD Foreign Area Officer (FAO) Programs (MCSCP)
6. MCO 1520.11F International Affairs Program (IAP)
7. MCSCP Marine Corps Service Campaign Plan 2009-2015
8. MOC Marine Corps Operating Concepts 3rd Edition
9. QDR 2010 Quadrennial Defense Review 2010
10. QDR 2014 QDR 2010 Quadrennial Defense Review
11. SECNAVINST 1301.6 DIAOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS:

1. Regional Affairs Officers (RAO) can perform all IAOP billets when a language requirement is not identified.
2. The preponderance of IAOP officers serve in operations planning (G-3/5)

billets on joint and headquarters staffs (i.e. HQMC, MARFORs, MEFs, and MCSCG).

3. Attaché billets are selected and assigned by the Defense Intelligence Agency (DIA) through a competitive board process. Follow-on Joint Military Attaché School (JMAS) and language training is provided for selected applicants.

4. FAOs must re-certify language ability annually with the Defense Language Proficiency Test (DLPT) and approved Oral Proficiency Interviews (OPI) scheduled through the Defense Language Institute (DLI). RAOs are not provided formal language instruction and generally do not have strong foreign language skill sets.

SC-CCAD-2201: Manage interpreters

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This event is a core-plus, individual training event for designated Marines assigned to regiment-, battalion-, platoon-, and squad-sized units or elements that perform Security Cooperation (SC) missions. These Marines must identify interpreter requirements and effectively manage each assigned interpreter to ensure the right interpreters are assigned to the right missions. These Marines must also monitor and manage the overall well-being of each interpreter. This includes managing their operational assignments, pay/leave, equipment requirements, and protection.

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

INITIAL TRAINING SETTING: MOJT

CONDITION: Given a SC mission requiring interpreters

STANDARD: To facilitate mission accomplishment.

PERFORMANCE STEPS:

1. Identify requirements
2. Determine interpreters abilities.
3. Assign interpreters in accordance with their abilities.
4. Facilitate administrative and logistical requirements of the interpreters.
5. Establish information sharing guidelines
6. Continuously validate assignments of the interpreters.
7. Reassign interpreters as necessary.

REFERENCES:

1. Center for Advanced Operational Culture Learning, Effective Use of Translator for U.S. Marine Forces in OIF III, 28 Mar 2005
2. FM 31-73 Special Forces Advisor Guide
3. MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
4. MCWP 3-33.5 Counterinsurgency Operations
5. Operational Culture and Language MCIP Operational Culture and Language MCIP

SC T&R MANUAL

APPENDIX A

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 Pub 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. Utilizing the building block approach to progressive training, these collective events are further supported by individual training events at the 1000 and 2000-levels. 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.

Component Events. Component events are the major tasks involved in accomplishing a collective event. Listing these tasks guide Marines toward the accomplishment of the event and help evaluators determine if the task has been done to standard. These events may be lower-level collective or individual events that must be accomplished.

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.

Core Skills. Core skills are those essential basic skills that "make" a Marine and qualify that Marine for an MOS. They are the 1000-level skills introduced in entry-level training at formal schools and refined in operational units.

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 Marine or 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.

Entry-level training. Pipeline training that equips students for service with the Marine Operating Forces.

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.

I

Individual Readiness. The individual training readiness of each Marine is measured by the number of individual events required and completed for the rank or billet currently held.

Individual Training. Training that applies to individual Marines. Examples include rifle qualifications and HMMWV driver licensing.

Individual Training Standards (ITS). Specifies training tasks and standards for each MOS or specialty within the Marine Corps. In most cases, once an MOS or community develops a T&R, the ITS order will be cancelled. However, most communities will probably fold a large portion of their ITS into their new T&R Manual.

M

Marine Corps Combat Readiness and Evaluation System (MCCRES). An evaluation system designed to provide commanders with a comprehensive set of mission performance standards from which training programs can be developed; and through which the efficiency and effectiveness of training can be evaluated. The Ground T&R Program will eventually replace MCCRES.

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, UJTTL, 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.

Mission Performance Standards (MPS). 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. MPS are contained within the MCCRES volumes. The MCCRES volumes are being replaced by T&R Manuals. Collective events will replace MPS.

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

Performance step. Performance steps are included in the components of an Individual T&R Event. They are the major procedures (i.e., actions) a unit Marine must accomplish to perform an individual event to standard. They

describe the procedure the task performer must take to perform the task under operational conditions and provide sufficient information for a task performer to perform the procedure (may necessitate identification of supporting steps, procedures, or actions in outline form). Performance steps follow a logical progression and should be followed sequentially, unless otherwise stated. Normally, performance steps are listed only for 1000-level individual events (those that are taught in the entry-level MOS school). Listing performance steps is optional if the steps are already specified in a published reference.

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 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 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 dSECC 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

14 Oct 2014

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.

SC T&R MANUAL

APPENDIX B

ADVISOR SUPPORT EVENTS EXECUTED IN SUPPORT OF HOSTILE AND/OR PERMISSIVE ENVIRONMENTS

These lists are neither prescriptive nor all-inclusive; they are intended as considerations for mission analysis. This list is directed at the Force Providers and the Officer-in-Charge (OIC) and principal staff members of an advisor team, **regardless of their operational level**, that have been tasked to conduct Security Force Assistance (SFA).

These events are **to ensure team capability and survivability** in specific environments. These events may be executed by the team either in the conduct of advising, or during autonomous team operations such as a movement between friendly positions. Generally these events should be executed by the advised Foreign Security Force (FSF) in order to ensure development of foreign nation capability and capacity; however, it does not eliminate the OIC's responsibility to ensure overall team preparedness.

These below listed events are recommended for consideration by an advisor team during mission analysis.

INF-ANTI-5003	Conduct Motorized Operations
INF-C2-5001	Conduct Planning
INF-C2-5002	Prepare for Combat
INF-C2-5003	Integrate Enablers
INF-C2-5004	Execute Command and Control
INF-CSS-5001	Conduct Tactical Logistics
INF-FSPT-5001	Integrate Fires
INF-INT-5001	Conduct Information Collections
INF-INT-5002	Conduct Tactical Site Exploitation (TSE)
INF-MAN-5002	Conduct a Movement to Contact
INF-MAN-5101	Conduct a Position Defense
INF-MAN-5203	Conduct a Passage of Lines
INF-MAN-5204	Conduct a Linkup
INF-MAN-5205	Breach an Obstacle
INF-MAN-5207	Support by Fire/Overwatch
INF-MAN-5208	React to a Meeting Engagement
INF-MAN-5210	Detain Personnel
INF-MAN-5211	Conduct Casualty Evacuation
INF-MAN-5301	Conduct Patrolling Operations
INF-MAN-5302	Conduct a Combat Patrol
INF-MAN-5304	Operate From a Patrol Base
INF-C2-6001	Employ Command and Control (C2) Systems
INF-MAN-6201	Conduct Counter-IED Operations

The below list is provided to identify events that advisors might be required to demonstrate proficiency in order to advise the FSF counterpart in the execution of their respective mission. These **events will not be executed by the advisor team**. However, it may be necessary for the Advising Team to **demonstrate proficiency in each task in order to accomplish an SFA mission**. This list is directed at the OIC and principal staff members that have been tasked to **advise a FSF at the regiment/brigade level and above in order to develop foreign nation capability and/or capacity**.

Events Advising Teams must demonstrate proficiency in to advise FSF in order to develop foreign nation capability and/or capacity.

INF-C2-8005	Plan for Operations
INF-C2-8010	Execute Command and Control of an Operation
INF-CSS-8001	Conduct Logistics Planning
INF-CSS-8002	Conduct Combat Service Support
INF-FSPT-8001	Conduct Fire Support Planning
INF-FSPT-8002	Conduct Fire Support Coordination
INF-INT-8001	Conduct Intelligence Support to Planning
INF-INT-8002	Conduct Intelligence Support to Operations
INF-INT-8004	Conduct Intelligence Integration
INF-MAN-8001	Conduct Offensive Operations
INF-MAN-8101	Conduct Defensive Operations
INF-MAN-8401	Conduct Civil Military Operations
INF-MAN-8402	Restore Civil Security
INF-MAN-8403	Support the Establishment of Civil Control
INF-MAN-8404	Support the Restoration of Essential Services
INF-MAN-8405	Support Local Governance
INF-MAN-8406	Support Economic Development
INF-TRNG-8001	Manage Training