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From: Commandant of the Marine Corps
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Subj: PUBLIC AFFAIRS (PA) TRAINING AND READINESS (T&R) MANUAL

Ref: (a) MCO P3500.72A
(b) MCO 1553.3A
(c) MCO 1553.2B
(d) MCO 3400.3F
(e) MCO 3500.27B W/Erratum
(f) MCRP 3-0A
(g) MCRP 3-0B

1. Purpose. Per reference (a) through (g), this T&R Manual establishes training standards, regulations, and practices regarding the training of Marines who require skills to effectively prepare other Marines for combat in formal school environments.

2. Cancellation. NAVMC 3500.9.

2. Scope

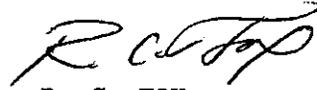
a. Per reference (b), commanders will conduct an internal assessment of the unit's ability to develop long-, mid-, and short-range training plans to sustain proficiency. Training plans will incorporate these events to standardize training and provide objective assessment of progress toward attaining 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 (d) to incorporate nuclear, biological, and chemical defense training into training plans and reference (e) to integrate operational risk management. References (f) and (g) provide amplifying information for effective planning and management of training within the unit.

b. Formal school and training detachment commanders will use references (a) through (g) to ensure programs of instruction meet skill training requirements established in this manual, and provide career-progression training in the events designated for initial training in the formal school environment.

3. 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 (Ground Training Division C 469), 1019 Elliot Road, Quantico, VA 22134.

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

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



R. C. FOX
By direction

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PA T&R MANUAL

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CHAPTER 1

OVERVIEW

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CHAPTER 1

OVERVIEW

1001. INTRODUCTION

1. The T&R Program is the Corps' primary tool for planning, conducting and evaluating training, and assessing training readiness. Subject Matter Experts (SMEs) from the operating forces developed core capability Mission Essential Task Lists (METLs) for ground communities derived from the Marine Corps Task List (MCTL). T&R Manuals are built around these METLs and all events contained in T&R Manuals relate directly to this METL. 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 the Public Affairs Community to accomplish their 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 their MOS. The T&R Manual is a fundamental tool for commanders to build and maintain unit 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).

1002. 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 readiness. A Marine's ability to perform critical skills required 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 combat 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 capabilities METL. However, commanders will adjust their training focus to support METLs associated with a major OPLAN/CONPLAN or named operation as designated by their higher commander and reported accordingly in the Defense Readiness Reporting System (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 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.

1003. 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 (a) through (g).

1004. SUSTAINMENT AND EVALUATION OF TRAINING

1. The evaluation of training is necessary to properly prepare Marines for their mission. 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 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. 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.

1005. ORGANIZATION

1. T&R Manuals are organized in one of two methods: unit-based or community-based. Unit-based T&R Manuals are written to support a type of unit (Infantry, Artillery, Tanks, etc.) and contain both collective and individual training standards. Community-based are written to support an Occupational Field, a group of related Military Occupational Specialties (MOSs), or billets within an organization (EOD, Intel, Personnel Administration, etc.), and usually only contain individual training standards. T&R Manuals are comprised of chapters that contain unit METs, collective training standards (CTS), and individual training standards (ITS) for each MOS, billet, etc.

2. The Public Affairs T&R Manual is an individual-based manual comprised of 6 chapters. Chapter 2 lists the Core Capability METs. Chapter 3 list collective events and chapters 4 through 6 contain individual events organized by MOS.

1006. T&R EVENT CODING

1. T&R events are coded for ease of reference. Each event has a 4-4-4-digit identifier. The first four digits are referred to as a "community" and represent the unit type or occupation (PUBA, 4302, 4313, etc.). The second four digits represent the functional or duty area (DISS, PROD, TRNG, etc.). The last four digits represent the level and sequence of the event.

2. The T&R levels are illustrated in Figure 1. An example of the T&R coding used in this Manual is shown in Figure 2.



Figure 1: T&R Event Levels

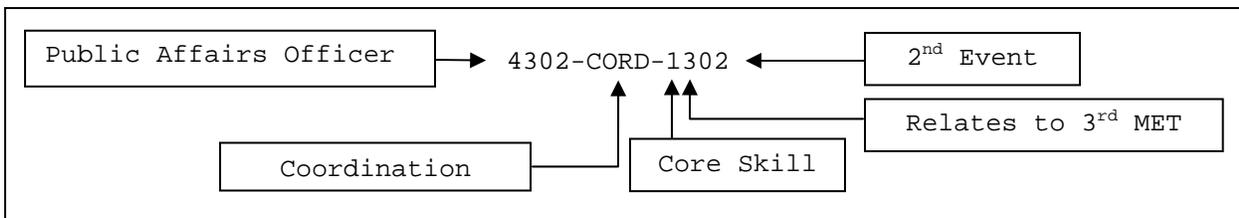


Figure 2: T&R Event Coding

1007. COMBAT READINESS PERCENTAGE

1. The Marine Corps Ground T&R Program includes processes to assess readiness of units and individual Marines. Every unit in the Marine Corps maintains a basic level of readiness based on the training and experience of the Marines in the unit. Even units that never trained together are capable of accomplishing some portion of their missions. Combat readiness assessment does not associate a quantitative value for this baseline of readiness, but uses a "Combat Readiness Percentage", as a method to provide a concise descriptor of the recent training accomplishments of units and Marines.

2. Combat Readiness Percentage (CRP) is the percentage of required training events that a unit or Marine accomplishes within specified sustainment intervals.

3. In unit-based T&R Manuals, 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, in both unit-based and community-based T&R Manuals, 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 (or billet) 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.

1008. EVALUATION-CODED (E-CODED) EVENTS

1. Unit-type T&R Manuals can contain numerous unit events, some for the whole unit and others for integral parts that serve as building blocks for training. To simplify training management and readiness assessment, only collective events that are critical components of a mission essential task (MET), or key indicators of a unit's readiness, are used to generate CRP for a MET. These critical or key events are designated in the T&R Manual as Evaluation-Coded (E-Coded) events. Formal evaluation of unit performance in these events is recommended because of their value in assessing combat readiness. Only E-Coded events are used to calculate CRP for each MET.

2. The use of a METL-based training program allows the commander discretion in training. This makes the T&R Manual a training tool rather than a prescriptive checklist.

1009. CRP CALCULATION

1. Collective training begins at the 3000 level (team, detachment, section or equivalent). Unit training plans are designed to accomplish the events that support the unit METL while simultaneously sustaining proficiency in individual core skills. 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 4 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%

1010. T&R EVENT COMPOSITION

1. This section explains each of the components of a T&R event. These items are included in all events in each T&R Manual.

a. Event Code (see Sect 1006). The event code is a 4-4-4 character set. For individual training events, the first 4 characters indicate the occupational function. The second 4 characters indicate functional area (TAC, CBTS, VOPS, etc.). The third 4 characters are simply a numerical designator for the event.

b. Event Title. The event title is the name of the event.

c. E-Coded. This is a "yes/no" category to indicate whether or not the event is E-Coded. If yes, the event contributes toward the CRP of the associated MET. The value of each E-Coded event is based on number of E-Coded events for that MET. Refer to paragraph 1008 for detailed explanation of E-Coded events.

d. Supported MET(s). List all METs that are supported by the training event.

e. Sustainment Interval. This is the period, expressed in number of months, between evaluation and retraining requirements. Skills and capabilities acquired through the accomplishment of training events are refreshed at pre-determined intervals. It is essential that these intervals are adhered to in order to ensure Marines maintain proficiency.

f. Billet. Individual training events may contain a list of billets within the community that are responsible for performing that event. This ensures that the billet's expected tasks are clearly articulated and a Marine's readiness to perform in that billet is measured.

g. Grade. Each individual training event will list the rank(s) at which Marines are required to learn and sustain the training event.

h. Initial Training Setting. For Individual T&R Events only, this specifies the location for initial instruction of the training event in one of three categories (formal school, managed on-the-job training, distance learning). Regardless of the specified Initial Training Setting, any T&R event may be introduced and evaluated during managed on-the-job training.

(1) "FORMAL" - When the Initial Training Setting of an event is identified as "FORMAL" (formal school), the appropriate formal school or training detachment is required to provide initial training in the event. Conversely, formal schools and training detachments are not authorized to provide training in events designated as Initial Training Setting "MOJT" or

"DL." Since the duration of formal school training must be constrained to optimize Operating Forces' manning, this element provides the mechanism for Operating Forces' prioritization of training requirements for both entry-level (1000-level) and career-level (2000-level) T&R Events. For formal schools and training detachments, this element defines the requirements for content of courses.

(2) "DL" - Identifies the training event as a candidate for initial training via a Distance Learning product (correspondence course or MarineNet course).

(3) "MOJT" - Events specified for Managed On-the-Job Training are to be introduced to Marines, and evaluated, as part of training within a unit by supervisory personnel.

i. Event Description. Provide a description of the event purpose, objectives, goals, and requirements. It is a general description of an action requiring learned skills and knowledge (e.g. Camouflage the M1A1 Tank).

j. Condition. Describe the condition(s), under which tasks are performed. Conditions are based on a "real world" operational environment. They indicate what is provided (equipment, materials, manuals, aids, etc.), environmental constraints, conditions under which the task is performed, and any specific cues or indicators to which the performer must respond. When resources or safety requirements limit the conditions, this is stated.

k. Standard. The standard indicates the basis for judging 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 is strictly adhered to. The standard for collective events is general, describing the desired end-state or purpose of the event. While the standard for individual events specifically describe to what proficiency level in terms of accuracy, speed, sequencing, quality of performance, adherence to procedural guidelines, etc., the event is accomplished.

l. Event Components. Describe the actions composing the event and help the user determine what must be accomplished and to properly plan for the event.

m. 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.

n. 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.

o. Related Events. Provide a list of all Individual Training Standards that support the event.

p. References. The training references are utilized to determine task performance steps, grading criteria, and ensure standardization of training procedures. They assist the trainee in satisfying the performance standards, or the trainer in evaluating the effectiveness of task completion. References are also important to the development of detailed training plans.

q. Distance Learning Products (IMI, CBT, MCI, etc.). Include this component when the event can be taught via one of these media methods vice attending a formal course of instruction or receiving MOJT.

r. Support Requirements. This is a list of the external and internal support the unit and Marines will need to complete the event. The list includes, but is not limited to:

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

s. Miscellaneous. Provide any additional information that assists in the planning and execution of the event. Miscellaneous information may include, but is not limited to:

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

2. Community-based T&R manuals have several additional components not found in unit-based T&R manuals. These additions do not apply to this T&R Manual.

1011. NBC TRAINING

1. All personnel assigned to the operating force must be trained in nuclear, biological, and chemical defense (NBCD), 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 NBC attacks. Basic operating standards are those that the individual, and collectively the unit, must perform to continue operations in an NBC environment.

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

1012. 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 individual, crew, and unit proficiency.

1013. 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).

1014. 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 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 Marine Corps Task List (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.

PA T&R MANUAL

CHAPTER 2

MISSION ESSENTIAL TASKS MATRIX

RESERVED FOR FUTURE USE

PA T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

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CHAPTER 3

COLLECTIVE EVENTS

3000. PURPOSE. This chapter includes all collective events. A collective event is an event that an established Public Affairs office would perform. Each collective event is composed of component events that provide the major actions required. This may be likely actions, list of functions, or procedures. Accomplishment and proficiency level required of component events are determined by the event standard.

3001. ADMINISTRATIVE NOTES. T&R events are coded for ease of reference. Each event has a 4-4-4 digit identifier. The first four digits represent the occupational field, "PUBA". The second four digits represent the functional or duty area. The last four digits represent the level, and identifier number of the event. The collective training events are only in the 3000 level. Every event has a unique identifier number from 001 to 999.

3002. INDEX OF COLLECTIVE EVENTS BY FUNCTIONAL AREA

EVENT	DESCRIPTION	PAGE
PUBA-DISS-3001	Disseminate PA product(s) to key publics	3-4
PUBA-ENGA-3002	Conduct media embed program	3-4
PUBA-ENGA-3003	Conduct public engagement activities	3-5
PUBA-PROD-3004	Produce communication product(s) for dissemination	3-5
PUBA-TRNG-3005	Provide tailored PA training	3-6

3003. 3000-LEVEL COLLECTIVE EVNENTS

PUBA-DISS-3001: Disseminate PA product(s) to key publics

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given commanders intent, communication objectives and products.

STANDARD: To communicate with key publics in support of operational/service goal(s).

EVENT COMPONENTS:

1. Conduct research.
2. Identify key publics
3. Determine the best/most appropriate mediums to reach each public.
4. Review product(s).
5. Distribute product(s).
6. Conduct assessment.

REFERENCES:

1. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
 2. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
 3. MCO 5720.77 Marine Corps Public Affairs
 4. MCWP 3-33.3 Marine Corps Public Affairs
 5. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
-

PUBA-ENGA-3002: Conduct media embed program

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given commanders intent and communication objectives.

STANDARD: To communicate with key publics in support of operational goal(s).

EVENT COMPONENTS:

1. Ensure command climate supports media embeds.
2. Provide access briefs, security procedures and other guidance to media.
3. Maintain log of current and past media embeds.
4. Determine what topic(s) need to be communicated to support operational goal(s).
5. Determine which units are best suited to support media embeds.
6. Provide communication and logistics support for media representatives.
7. Host media personnel.
8. Facilitate media access to subject matter experts.
9. Track media personnel's activities throughout embed.
10. Conduct assessment.

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release

2. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
3. DoD Regulation 5400.7-R Freedom of Information Act
4. MARADMIN 094/99 World Wide Web Site Compliancy Assessment
5. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
7. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites

SUPPORT REQUIREMENTS:

EQUIPMENT: Computer with Internet access

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Media embed logs include, but not limited to: names of media personnel; organization media members represent; length of embed; unit(s) embedded with; significant products created throughout embed; and any additional comments regarding each media members experience. Hosting media personnel includes providing lodging, food, water, and security.

PUBA-ENGA-3003: Conduct public engagement activities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given commanders intent and communication objectives.

STANDARD: To communicate with key publics in support of operational/service goal(s).

EVENT COMPONENTS:

1. Facilitate communication engagements with key publics.
2. Respond to community concerns.
3. Conduct assessment.
4. Coordinate community engagement activities that incorporate developing or progressing community objectives.
5. Coordinate requests for personnel, equipment, or information by organizations or individuals.
6. Coordinate installation and base tours.

REFERENCES:

1. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
 2. Unit SOP Unit SOP
-

PUBA-PROD-3004: Produce communication product(s) for dissemination

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given the commander's intent and appropriate equipment.

STANDARD: To communicate with key publics in support of operational/Service goal(s).

EVENT COMPONENTS:

1. Conduct research.
2. Determine communication objectives.
3. Determine communication mediums.
4. Identify type of product(s).
5. Identify sources.
6. Gather required materials.
7. Tailor product(s) to mediums.
8. Review product(s).
9. Synchronize product(s) with other staff functions, MSCs and HHQ.

REFERENCES:

1. MCO 5720.73 Marine Corps Aviation Support of the Community Relations Program Manual
 2. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
 3. Unit SOP Unit SOP
-

PUBA-TRNG-3005: Provide tailored PA training

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

CONDITION: Given the commander's intent, operational/communication objectives and an opportunity.

STANDARD: To inform personnel of the information/communication environment and improve communication skills.

EVENT COMPONENTS:

1. Determine audience.
2. Determine the training required.
3. Coordinate training and logistics.
4. Organize training cells.
5. Create training products.
6. Conduct assessment.

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Regulation 5400.11-R Privacy Program
3. DoD Regulation 5400.7-R Freedom of Information Act
4. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
5. MCO 5720.71 Joint Public Affairs Operations
6. MCO 5720.72 Procedures for Joint Public Affairs Operations
7. MCO P5211.2 The Privacy Act of 1974
8. MCWP 3-33.3 Marine Corps Public Affairs
9. SECNAVINST 5720.42F Department of the Navy Freedom of Information Act Program

10. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

ADMINISTRATIVE INSTRUCTIONS: Tailored PA training includes, but not limited to: media skills, communication environment, etc.

PA T&R MANUAL

CHAPTER 4

MOS 4302 INDIVIDUAL EVENTS

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PA T&R MANUAL

CHAPTER 4

MOS 4302 INDIVIDUAL EVENTS

4000. PURPOSE. This chapter details the individual training events that pertain to MOS 4302, Public Affairs Officer. Each individual event provides an event title, along with the conditions under which each event will be performed, and the standard to which the event must be performed to be successful.

4001. ADMINISTRATIVE NOTES

1. T&R events are coded for ease of reference. Each event has a 4-4-4 digit identifier.

2. The first four digits represent the occupational field. This chapter contains the following community codes.

4302 - Public Affairs

3. The second four digits represent the functional or duty area. This chapter contains the functional areas listed below.

CNSL - Counsel
RESE - Research
PLAN - Planning
ENGA - Engagement
PROD - Product Development
EVAL - Evaluation
ISSU - Issue Management
CRIS - Crisis Management
TRNG - Training and Education
SUPP - Support to Recruiting

4. The last four digits represent the level (1000) and sequence number of the event (1001-9999). The MOS 4302 individual events are separated into two levels.

1000 - Core skills
2000 - Core plus skills

4002. INDEX OF INDIVIDUAL EVENTS

1. 1000-LEVEL EVENTS.

EVENT	DESCRIPTION	PAGE
4302-CNSL-1001	Provide PA counsel	4-4
4302-CRIS-1002	Conduct crisis communication	4-4
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4302-PLAN-1008	Develop an PA Annex F	4-11
4302-PLAN-1009	Develop a communication plan	4-12
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4302-PLAN-1011	Develop a communication products	4-14
4302-RESE-1012	Conduct informal research	4-15
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2. 2000-LEVEL EVENTS.

EVENT	DESCRIPTION	PAGE
4302-CRIS-2001	Supervise crisis communication process	4-18
4302-ENGA-2002	Develop engagement strategies	4-18
4302-EVAL-2003	Measure PA effectiveness	4-19
4302-ISSU-2004	Supervise issue management process	4-20
4302-PLAN-2005	Manage PA resources	4-20
4302-PLAN-2006	Provide PA input to the strategic communication process	4-21
4302-PLAN-2007	Participate in the joint operation planning and execution system (JOPES)	4-22
4302-PLAN-2008	Use communication theory to inform PA planning	4-23
4302-PROD-2008	Review communication products	4-23
4302-SUPP-2010	Supervise PA support to recruiting	4-24

4003. 1000-LEVEL EVENTS

4302-CNSL-1001: Provide PA counsel

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The intent of providing PA counsel is to raise situational awareness and inform decision making in accordance with public affairs/communication principles and Marine Corps operations concepts. The public affairs officer (PAO) serves as the communication advisor to the commander and staff by providing objective counsel during policy development, planning, execution, assessment, and day-to-day issues. PAOs also provide counsel on a range of topics to include, but not limited to, key publics, the operating environment, trends, emerging issues, public sentiment, perceived or actual disparities between the commands deeds and words, and PA capabilities and employment.

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

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

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

REFERENCES:

1. JP 3-61 Public Affairs
2. MCWP 3-33.3 Marine Corps Public Affairs
3. MCO 5720.77 Marine Corps Public Affairs
4. Effective Public Relations (9th Edition). By Scott M. Cutlip, Allen H. Center, and Glen M. Broom. Prentice Hall; 2006.

4302-CRIS-1002: Conduct crisis communication

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

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

REFERENCES:

1. CAP&CP Crisis Action Plan & Communication Plan
2. Effective Crisis Communication Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
4. MCO 5510.9 Security of Information for Public Release
5. MCO 5720.77 Marine Corps Public Affairs
6. MCWP 3-33.3 Marine Corps Public Affairs
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Types of crises include, but are not limited to: immediate, emerging, and sustained; and natural, technological, misconduct, and deception. Content includes, but is not limited to: expected questions and answers, background information, telephone calling tree and a roster of internal and external subject matter experts. Appropriate regulations include SAPP, FOIA, HIPPA, and the Privacy Act. Limitations to communication include constraints/restraints and level of release authority. The crisis communication plan should be in support of a broader Crisis Action Plan and should identify potential key publics, channels, and messages. Communication with key publics includes, but is not limited to initial and follow on releases, and key public engagements.

4302-ENGA-1003: Conduct media engagement

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Media engagements include, but are not limited to, media visits, print/broadcast interviews, editorial boards, live talk back, news briefings, and response to query. Engagements can be in person or by a

communication channel, such as phone, email and satellite communication systems such as DVIDS/BGAN.

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an operational/service goal, and a supporting communication goal.

STANDARD: To ensure the most accurate, timely, and effective communication of Marine Corps issues in accordance with current public affairs/communication principles and DODD 5230.9 Clearance of DoD Information for Public Release, and in performance step sequence.

PERFORMANCE STEPS:

1. Research issues/topics.
2. Select key publics.
3. Determine purpose for each engagement.
4. Select appropriate media outlets.
5. Develop tailored media pitches.
6. Determine best method for contacting media representatives.
7. Contact media representatives.
8. Pitch potential media coverage.
9. Develop concept of operations for media engagement.
10. Develop communication guidance.
11. Prepare a press kit or communication products, if needed.
12. Determine ground rules, if applicable.
13. Identify any limitations for engagement.
14. Coordinate engagements with other existing communication efforts.
15. Develop a measurement plan.
16. Disseminate communication guidance to command, if applicable.
17. Execute engagement.
18. Follow up with media representatives.
19. Assess impact of engagements.
20. Adjust engagements based on feedback.

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DODD 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
3. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
4. DoD Regulation 5500.7-R Joint Ethics Regulation
5. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
6. MCO 5510.9 Security of Information for Public Release
7. MCO 5720.77 Marine Corps Public Affairs
8. MCWP 3-33.3 Marine Corps Public Affairs
9. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Appropriate regulations for media engagements include SAPP, FOIA, HIPPA, and the Privacy Act.

4302-ENGA-1004: Conduct community outreach

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

DESCRIPTION: Community outreach encompasses direct engagements that are tailored to specific publics and support the broader communication goal.

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an operational/Service goal, and a supporting communication goal.

STANDARD: To establish and maintain mutually beneficial relationship with key publics in accordance with DoDD 5410.18 Public Affairs Community Relations Policy.

PERFORMANCE STEPS:

1. Research issues/topics.
2. Determine key publics.
3. Determine purpose for each engagement.
4. Determine engagement methods.
5. Determine the timing for each engagement.
6. Determine limitations.
7. Prepare tailored communication products.
8. Coordinate outreach with other existing communication efforts.
9. Develop a measurement plan,
10. Prepare Marine Corps personnel participating in outreach.
11. Execute outreach.
12. Follow up with key publics.
13. Assess impact of the engagement.
14. Adjust engagement-based on feedback.

REFERENCES:

1. DOD 5500.7-R Joint Ethics Regulation (JER)
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. DoD Directive 3025.1 Military Support to Civil Authorities
4. DoD Directive 5400.13 Joint Public Affairs Operations
5. DoD Directive 5410.18 Public Affairs Community Relations Policy
6. DoD Directive 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
7. JP 3-61 Public Affairs
8. MCO 5230.18 Clearance of Department of Defense Information for Public Release
9. MCO 5510.9 Security of Information for Public Release
10. MCO 5720.71 Joint Public Affairs Operations
11. MCO 5720.72 Procedures for Joint Public Affairs Operations
12. MCO 5720.77 Marine Corps Public Affairs
13. MCWP 3-33.3 Marine Corps Public Affairs
14. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
15. Unit SOP Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Engagement should include not just key publics external to the Marine Corps but also internal publics such as Marines and Sailors, families, and civil servants. External key publics are numerous and will depend on the communication goal. Some examples of key external publics include, but are not limited to, community leaders, think tanks, academia, industry, veterans-service organizations, Congress, DOD, interagency partners, host-nation publics and other foreign publics. All community outreach activities must be conducted per DoD and Marine Corps policies and regulations.

4302-ENGA-1005: Conduct an Internet-based engagements

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an operational/Service goal, and a supporting communication goal.

STANDARD: To ensure the most accurate, timely, and effective communication of Marine Corps issues in accordance with current public affairs/communication principles and Department Of The Navy Policy For Content Of Publicly Accessible Worldwide Web Sites.

PERFORMANCE STEPS:

1. Research issues/topics.
2. Determine key publics.
3. Determine purpose for each engagement.
4. Determine timing for engagement.
5. Select communication content Determine the Internet-based engagement method.
6. Determine limitations.
7. Coordinate outreach with other existing communication efforts.
8. Develop tailored communication products.
9. Develop a measurement plan.
10. Prepare Marine Corps personnel participating in outreach.
11. Execute engagement.
12. Establish an active Internet-based presence, if applicable.
13. Assess impact of the engagement.
14. Adjust engagement based on feedback.

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 5400.13 Joint Public Affairs Operations
3. DoD Regulation 5400.11-R Privacy Program
4. DoD Regulation 5400.7-R Freedom of Information Act
5. DoD Regulation 5500.7-R Joint Ethics Regulation
6. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. MCO 5510.9 Security of Information for Public Release
3. MCO 5720.77 Marine Corps Public Affairs
4. MCWP 3-33.3 Marine Corps Public Affairs
5. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: Rather than merely responding to problems as they arise, PAOs should proactively conduct environmental scanning to identify emerging issues with potential impact to their command and the Marine Corps. Once issues are identified, PAOs must analyze and prioritize them, recommend policies and actions to solve or mitigate these issues, implement action and communication programs, and evaluate program effectiveness. Preventing issues from becoming crises or more complex problems often will result in saved lives and increased trust and credibility. Appropriate regulations include SAPP, FOIA, HIPPA, and the Privacy Act.

4302-PLAN-1007: Develop PA staff estimate

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The PA estimate provides the commander with information to facilitate his/her decision making and supports the development of the operational plan. The PA estimate precedes PA annex development. Once the commander approves a course of action (COA), the PA estimate will assist in the development of the PA annex.

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To provide complete and accurate communication input to the Marine Corps Planning Process in accordance with current public affairs/communication principles and MCWP 3-33.3 Marine Corps Public Affairs, Appendix B and in performance step sequence.

PERFORMANCE STEPS:

1. Study the mission statement.
2. Assess the situation.
3. Determine PA constraints and restraints.
4. Determine critical PA facts and assumptions.
5. Identify PA resources.
6. Determine PA evaluation criteria.
7. Analyze Courses of Action using PA evaluation criteria.
8. Compare Courses of Action using PA evaluation criteria.
9. Rank each Course of Action based on PA implications.

10. Coordinate with other communication capabilities (e.g., IO, CA, and COMCAM).
11. Recommend a Course of Action.
12. Present major PA issues, deficiencies, and risks, and provide specific recommendations concerning how their impact can be mitigated.
13. Update the PA estimate.

REFERENCES:

1. JP 3-13 Joint Doctrine for Information Operations
2. JP 3-61 Public Affairs
3. MCO 5720.77 Marine Corps Public Affairs
4. MCWP 3-33.3 Marine Corps Public Affairs
5. MCWP 5-1 Marine Corps Planning Process (MCP)

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: In step two, the situation includes, but is not limited to, information about key publics, the operating environment, and cultural, political, economical and psychological implications. PAOs should identify characteristics of the information environment (e.g., physical, informational and cognitive dimensions) that may influence friendly, adversary, and neutral operations and key publics. PAOs should also consider adversary influence capabilities to include strengths, vulnerabilities, and current tactics, techniques, and procedures. During COA analysis, PAOs should take into consideration, among other things, how each COA may impact key publics, the potential unintended consequences of planned actions, and any potential disparities between the commands deeds and words.

4302-PLAN-1008: Develop an PA Annex F

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The Annex F is public affairs annex to the overall operations order. The annex not only outlines the public affairs policies and objectives for an operation, but it also is the public affairs plan of action. The annex addresses both scheduled and anticipated events, as well as responses to mishaps and contingency situations. In essence, the Annex F is the blueprint for executing public affairs for an operation.

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To provide complete and accurate communication input to an operations order in accordance with current public affairs/communication principles and DoD Directive 5400.13 Joint Public Affairs Operations, and in performance step sequence.

PERFORMANCE STEPS:

1. Review PA staff estimate.

2. Research relevant issues/topics.
3. Conduct PA problem framing.
4. Determine the general situation.
5. Develop a PA mission statement.
6. Determine PA execution.
7. Determine administrative requirements.
8. Determine logistical requirements.
9. Determine communications requirements.
10. Integrate planning with other staff functions and HHQ.
11. Present annex.

REFERENCES :

1. DoD Directive 5400.13 Joint Public Affairs Operations
2. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
3. JP 3-13 Joint Doctrine for Information Operations
4. JP 3-61 Public Affairs
5. MCO 5720.77 Marine Corps Public Affairs
6. MCWP 3-33.3 Marine Corps Public Affairs
7. MCWP 5-1 Marine Corps Planning Process (MCP)

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: Problem framing includes, but is not limited to, determining specified and implied tasks, facts, assumptions, and making requests for information. The general situation should include, but not be limited to: friendly, neutral, adversary publics including host-nation, international and American publics; operating conditions; and HHQs guidance. The PA execution phase should include, but not be limited to: PA commander's intent; key publics and influencers; priorities of effort; key messages (PAG); taskings to subordinate PA shops; and coordinating instructions including accreditation procedures and media embed program. Logistical requirements include, but are not limited to: transportation for both military personnel and media; food and lodging for military personnel and media; and office/facility requirements for both military personnel and media. Communication requirements include, but are not limited to, computers, radios, satellite phones, recording devices, transmission capabilities, access to social media, and procedures for medias use of military communication equipment.

4302-PLAN-1009: Develop a communication plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The purpose of communication plans is to achieve a specific communication goal with specified key publics.

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: That addresses a specific communication goal with key publics in accordance with current public affairs/communication principles and Effective Public Relations manual and in performance step sequence.

PERFORMANCE STEPS:

1. Identify a problem, concern or opportunity.
2. Research all relevant publics.
3. Research the command.
4. Research the problem, concern or opportunity.
5. Conduct a SWOT analysis (strengths, weaknesses, opportunities, threats).
6. Develop a problem statement.
7. Develop a goal statement (i.e., desired communication end state).
8. Identify, segment, and prioritize key publics.
9. Develop measureable objectives.
10. Develop action strategies.
11. Develop communication strategies for message content.
12. Develop communication strategies for message delivery.
13. Develop one or more tactics for each strategy.
14. Explain each task.
15. Assign a coordinator to each task.
16. Identify the budget required for each task, if any.
17. Assign a deadline to each task.
18. Develop evaluation measures for plan preparation.
19. Develop evaluation measures for plan implementation.
20. Develop evaluation measures for plan impact.
21. Coordinate and synchronize plan with other staff functions, MSEs and HHQ.
22. Present plan.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. JP 3-61 Public Affairs
3. MCO 5510.9 Security of Information for Public Release
4. MCO 5720.77 Marine Corps Public Affairs
5. MCWP 3-33.3 Marine Corps Public Affairs
6. Primer of Public Relations Research. By Don W. Stacks. 2002.
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Before, during and after plan development, PAOs should conduct staff coordination to ensure the plan is coordinated, integrated, and/or synchronized with other staff functions, higher headquarters, adjacent units, major subordinate elements, and any other pertinent unit. Appropriate regulations to consider during planning include SAPP, FOIA, HIPPA, and the Privacy Act. Other considerations include operations security and the possible unintended consequences of the plan.

4302-PLAN-1010: Develop Public Affairs Guidance (PAG)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: PA Guidance is, traditionally, a package of information to support the public discussion of Marine Corps issues and operations. It assists Marine Corps communication with key publics in support of a specific issue, operation, event, problem or opportunity.

MOS PERFORMING: 4302

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To assist in communicating with key publics regarding a specific issue, operation, event, problem or opportunity in accordance with DoDI 5405.3 Development of Proposed Public Affairs Guidance (PPAG) and Appendix D of MCWP 3-33.3 Marine Corps Public Affairs and in performance step sequence.

PERFORMANCE STEPS:

1. Identify requirement for PAG.
2. Determine intent of PAG.
3. Research issues/topics.
4. Determine PA approach (active or passive).
5. Develop a command/public statement.
6. Develop themes and messages.
7. Develop potential questions and proposed responses.
8. Discern facts, figures and historical data for supporting material.
9. Integrate with other staff functions, MSEs and HHQ as appropriate.
10. Submit proposed PAG to the approving authority.
11. Publish PAG.

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance (PAG)
3. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
4. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
5. JP 3-61 Public Affairs
6. MCO 5230.18 Clearance of Department of Defense Information for Public Release
7. MCO 5700.5 Development of Proposed Public Affairs Guidance
8. MCO 5720.77 Marine Corps Public Affairs
9. MCWP 3-33.3 Marine Corps Public Affairs
10. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

4302-PROD-1011: Develop communication products

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an operational/service goal, and a supporting communication goal.

STANDARD: To ensure the most accurate, timely, and effective communication of Marine Corps issues in accordance with current public affairs/communication principles.

PERFORMANCE STEPS:

1. Determine the communication preferences of key publics.
2. Determine requirement for communication products.
3. Identify information sources.
4. Interview sources.
5. Draft products
6. Edit products
7. Coordinate with staff functions and HHQ, as appropriate

REFERENCES:

1. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
2. MCO 5510.9 Security of Information for Public Release
3. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
4. MCO 5720.77 Marine Corps Public Affairs
5. MCWP 3-33.3 Marine Corps Public Affairs
6. Primer of Public Relations Research. By Don W. Stacks. 2002.
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
8. Associated Press Stylebook
9. Marine Corps News Style Guide
10. Webster's New World College Dictionary

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Appropriate regulations include SAPP, FOIA, HIPPA, Privacy Act, and guidelines. Limitations to communication include constraints/restraints and level of release authority. Information sources include, but are not limited to: interviews with subject matter experts, previously conducted research, think tanks and related organizations, and reputable online resources. Communication products include, but not limited to: imagery, speeches, releases, advisories, news, feature, sports, editorials, commentaries, and letters to editor for print, mobile and online media.

4302-RESE-1012: Conduct informal research

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: PAOs conduct informal research to inform the public affairs/communication counsel they provide commanders and staffs, and to inform communication planning, implementation and evaluation. Research topics include, but are not limited to: key publics; the operating

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

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To discern all relevant communication issues in accordance with current public affairs/communication principles and in performance step sequence.

PERFORMANCE STEPS:

1. Identify an issue/topic to research.
2. Obtain access to existing research.
3. Research existing sources of data.
4. Record data.
5. Analyze findings.
6. Develop conclusions.
7. Present results of research.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
3. MCO 5720.77 Marine Corps Public Affairs
4. MCWP 3-33.3 Marine Corps Public Affairs
5. Primer of Public Relations Research. By Don W. Stacks. 2002.
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

4302-TRNG-1013: Provide PA training

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To educate Marine Corps personnel about the modern communication environment and to improve their communication skills within established time limitations.

PERFORMANCE STEPS:

1. Research issues/topics
2. Determine communication goal and objectives for training.
3. Identify training support requirements.

4. Tailor training to the audiences rank, skill sets, mission, etc.
5. Integrate media training into unit activities, as appropriate.

REFERENCES :

1. MCO 5510.9 Security of Information for Public Release
2. MCO 5720.71 Joint Public Affairs Operations
3. MCO 5720.72 Procedures for Joint Public Affairs Operations
4. MCO 5720.77 Marine Corps Public Affairs
5. MCWP 3-33.3 Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: Training support requirements include, but not limited to: troop cards, projector, white screen, scenarios and recording devices.

4004. 2000-LEVEL EVENTS

4302-CRIS-2001: Supervise crisis communication process

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

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

1. Conduct informal research.
2. Discern operational/Service goal(s) objective(s).
3. Present communication goal(s) and objective(s) for each issue to staff.
4. Review crisis communication plans.
5. Supervise individual PA staff actions.
6. Integrate crisis communication plans with Crisis Action Plan.
7. Assess the impact of the response to crises.
8. Adjust communication activities as appropriate.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. MCO 5510.9 Security of Information for Public Release
3. MCO 5720.77 Marine Corps Public Affairs
4. MCWP 3-33.3 Marine Corps Public Affairs
5. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
6. Unit SOP Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Types of crises include, but are not limited to: immediate, emerging, and sustained; and natural, technological, misconduct, and deception. Content includes, but is not limited to: expected questions and answers, background information, telephone calling tree and a roster of internal and external subject matter experts. Appropriate regulations include SAPP, FOIA, HIPPA, and the Privacy Act. Limitations to communication include constraints/restraints and level of release authority. The crisis communication plan should be in support of a broader Crisis Action Plan and should identify potential key publics, channels, and messages. Communication with key publics includes, but is not limited to initial and follow on releases, and key public engagements.

4302-ENGA-2002: Develop engagement strategies

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

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To address a communication goal and supporting objective(s) in accordance with current public affairs/communication principles and in performance step sequence.

PERFORMANCE STEPS:

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

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
 2. DoD Regulation 5400.7-R Freedom of Information Act
 3. MCO 5510.9 Security of Information for Public Release
 4. MCO 5720.77 Marine Corps Public Affairs
 5. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
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4302-EVAL-2003: Measure PA effectiveness

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a communication goal and communication objectives.

STANDARD: To determine if the communication goal and objectives were achieved in accordance with established evaluation criteria.

PERFORMANCE STEPS:

1. Identify previously established measures of performance and effectiveness.
2. Conduct secondary research to determine measures of performance.
3. Conduct secondary research to determine measures of effectiveness.
4. Present assessment of PA effectiveness.
5. Based on assessment, adjust communication plan as appropriate.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.

CONDITION: Given the commander's intent and an operational goal.

STANDARD: To ensure the PA field is accurately manned, trained and equipped to meet operational/service requirements and effectively support joint operations.

PERFORMANCE STEPS:

1. Conduct informal research.
2. Discern operational goal.
3. Determine supporting communication goal(s) and objective(s).
4. Provide input to Joint Manning Document process.
5. Provide PA input to Expeditionary Force Development System and Joint Capabilities Integration and Development System
6. Serve as a Contracting Officer's Technical Representative.
7. Provide input to Integrated Priority List process.
8. Provide PA input to Department of Defense Planning, Programming, Budgeting and Execution process.
9. Manage Request for Forces process.
10. Provide input to Joint Urgent Operational Needs Statement process.

REFERENCES:

1. CJCSI 3170.01 Joint Capabilities Integration and Development System (JCIDS) Instruction Manual
 2. CJCSI 3740.01 Rapid Validation and Resourcing of Joint Urgent Operational Needs (JUONS)
 3. CJCSI 8501.01_ Joint Staff Participation in the Planning, Programming, Budgeting and Execution System
 4. Joint Pub 5-0 Doctrine for Planning Joint Operations
 5. MCO 3900.15B Marine Corps Expeditionary Force Development System (EFDS)
 6. MCO 5720.71 Joint Public Affairs Operations
 7. MCO 5720.72 Procedures for Joint Public Affairs Operations
 8. MCO 5720.77 Marine Corps Public Affairs
 9. MCWP 3-33.3 Marine Corps Public Affairs
 10. MCWP 5-1 Marine Corps Planning Process (MCP)
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4302-PLAN-2006: Provide PA input to strategic communication process

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To ensure accurately aligned and coordinated communication plans and activities, and to assist in eliminating gaps between the Marine Corps actions and words in accordance with tenants of Commanders Handbook for Strategic Communication and Communication Strategy.

PERFORMANCE STEPS:

1. Discern operational/Service goal(s).
2. Conduct informal research.

3. Analyze research findings.
4. Determine communication goal(s) and objective(s).
5. Present an analysis and evaluation of public perception of the commands actions and communication.
6. Present an analysis and evaluation of the unintended consequences of the commands planned actions and communication.
7. Present an analysis and evaluation of the gaps between the commands actions and words.
8. Participate in all boards, bureaus, centers, cells and working groups (B2C2WG) related to planning.
9. Coordinate PA plans, engagements, and communication products other staff sections to ensure a single, coherent effort.

REFERENCES:

1. Cmdr's Handbook Commanders Handbook for Strategic Communication and Communication Strategy.
2. DoD Regulation 5500.7-R Joint Ethics Regulation
3. JP 3-13 Joint Doctrine for Information Operations
4. JP 3-61 Public Affairs
5. MCWP 3-33.3 Marine Corps Public Affairs
6. MCWP 3-40.4 MAGTF Information Operations
7. MCWP 5-1 Marine Corps Planning Process (MCP)

SUPPORT REQUIREMENTS:

EQUIPMENT: Computer terminal with appropriate database access, Telephone

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Informal research should encompass key publics and the three dimensions of the information environment: physical, informational, and cognitive.

4302-PLAN-2007: Participate in the Joint Operation Planning and Execution System (JOPES)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and a warning or mission order from higher headquarters.

STANDARD: To assist in the development of operational plans and orders and in accordance with tenants of reference JP 5-0 Joint Operation Planning.

PERFORMANCE STEPS:

1. Conduct informal research.
2. Counsel Combatant Commander and staff throughout planning process.
3. Discern the problem and the purpose of the operation.
4. Conduct PA mission analysis.

5. Develop initial PA estimate to inform mission analysis.
6. Develop PA considerations for Course of Action (COA) evaluation criteria.
7. Analyze and war game proposed COAs using PA evaluation criteria.
8. Refine PA staff estimate.
9. Compare COAs using previously developed evaluation criteria.
10. Rank each COA based on PA implications.
11. Recommend a COA based on results of COA comparison (i.e., what COA is most supportable from the PA perspective).
12. Discuss major PA issues, deficiencies, and risks, and provide specific recommendations concerning how their impact can be mitigated.
13. Update PA staff estimate.
14. Coordinate PA planning with other staff functions (e.g., IO, CA, and SC).

REFERENCES :

1. Joint Pub 5-0 Doctrine for Planning Joint Operations
2. MCO 5720.77 Marine Corps Public Affairs
3. MCWP 3-33.3 Marine Corps Public Affairs
4. MCWP 5-1 Marine Corps Planning Process (MCP)

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: Mission analysis includes, but not limited to: determining known facts; developing assumptions; analyzing higher mission and intent; determining explicit and implied tasks; determining operational limitations; and conducting risk assessment. A valid COA is adequate, feasible, acceptable, distinguishable, and complete. COA analysis and war gaming includes, but not limited to: identifying and reviewing friendly forces; listing known critical events; identifying potential decision points; assessing risk; and role playing with a red cell. During COA comparison, PAOs should take into consideration, among other things, how each COA may impact key publics, the potential unintended consequences of planned actions, and any potential disparities between the commands deeds and words.

4302-PLAN-2008: Use communication theory to inform PA planning

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 1STLT, CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and an operational/Service goal.

STANDARD: That addresses a specific communication goal with key publics in accordance with current public affairs/communication principles and in performance step sequence.

PERFORMANCE STEPS:

1. Analyze communication and public relations theories.
2. Discern operational/Service goal(s) and objective(s).
3. Determine communication goal(s) and objective(s).
4. Define communication problem/opportunity.

5. Identify relevant communication theories.
6. Integrate communication theory into planning.

REFERENCES:

1. Communication Theory an Integrated Approach to Communication Theory and Research.
 2. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
 3. MCO 5720.77 Marine Corps Public Affairs
 4. MCWP 3-33.3 Marine Corps Public Affairs
 5. THC Theories of Human Communication
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4302-PROD-2009: Review communication products

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To ensure products support the communication goal and are complete, accurate and without errors.

PERFORMANCE STEPS:

1. Consider communication goal.
2. Determine if product is tailored toward specified key public.
3. Identify cultural aspects.
4. Review for structural, grammatical and spelling errors.
5. Assess if product supports communication goal.

REFERENCES:

1. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
2. MCO 5510.9 Security of Information for Public Release
3. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
4. MCO 5720.77 Marine Corps Public Affairs
5. MCWP 3-33.3 Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
7. Unit SOP Unit SOP
8. Associated Press Stylebook
9. Marine Corps News Style Guide
10. Webster's New World College Dictionary

ADMINISTRATIVE INSTRUCTIONS: Policies and regulations include SAPP, FOIA, HIPPA, and the Privacy Act. Limitations to communication include constraints/restraints and level of release authority. Communication products include, but not limited to: imagery, speeches, releases, advisories, news, feature, sports, editorials, commentaries, and letters to editor for print, mobile and online media.

4302-SUPP-2010: Supervise PA support to recruiting

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: 1ST LT, CAPT, MAJ

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent.

STANDARD: To assist in accomplishment of Marine Corps recruiting mission in accordance with established communication goals and tenets of MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level.

PERFORMANCE STEPS:

1. Apply informal research findings.
2. Identify recruiting objectives.
3. Determine communication objectives.
4. Develop PA strategies.
5. Manage execution of PA strategies.
6. Assess effectiveness of PA strategies.
7. Integrate PA into advertising and marketing strategies.
8. Manage training and assistance of MPARs.

REFERENCES:

1. MCO 1130.76_ Volume I, Guidebook for Recruiters
 2. MCO 1130.76_ Volume III, Guidebook for Recruiting Station Operations
 3. MCO 1130.76_ Volume V, Guidebook for District Operations
 4. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
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PA T&R MANUAL

CHAPTER 5

MOS 4305 INDIVIDUAL EVENTS

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PA T&R MANUAL

CHAPTER 5

MOS 4305 INDIVIDUAL EVENTS

5000. PURPOSE. This chapter details the individual training events that pertain to MOS 4305, Mass Communication Specialist. Each individual event provides an event title, along with the conditions events will be performed under, and the standard to which the event must be performed to be successful.

5001. ADMINISTRATIVE NOTES

1. T&R events are coded for ease of reference. Each event has a 4-4-4 digit identifier.

2. The first four digits represent the occupational field. This chapter contains the following community codes.

4305 - Public Affairs

3. The second four digits represent the functional or duty area. This chapter contains the functional areas listed below.

RESE - Research
CNSL - Counsel
PLAN - Planning
EVAL - Evaluation

4. The last four digits represent the level (2000) and sequence number of the event (2001-9999). The MOS 4305 individual events are contained in one level (2000).

5002. INDEX OF INDIVIDUAL EVENTS

1. 2000-LEVEL EVENTS

EVENT	DESCRIPTION	PAGE
4305-CNSL-2001	Provide PA counsel	5-4
4305-EVAL-2002	Conduct evaluation	5-4
4305-PLAN-2003	Develop a communication plan	5-5
4305-RESE-2004	Conduct environmental scanning	5-6
4305-RESE-2005	Design a research plan	5-7
4305-RESE-2006	Conduct a focus group	5-8
4305-RESE-2007	Conduct an in-depth interview	5-9
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4305-RESE-2009	Conduct a content analysis	5-11
4305-RESE-2010	Conduct a pre-experiment	5-12
4305-RESE-2011	Conduct an experiment	5-13
4305-RESE-2012	Conduct a quasi-experiment	5-14
4305-RESE-2013	Contract outside research firm	5-15

5003. 2000-LEVEL EVENTS

4305-CNSL-2001: Provide PA counsel

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To raise situational awareness and inform decision making.

PERFORMANCE STEPS:

1. Identify an issue/topic to discuss.
2. Build a deep understanding about that topic through primary and/or secondary research and by analyzing all aspects of the subject matter.
3. Identify and develop answers to potential questions that may be asked about the issue/topic.
4. Prepare materials for discussion, such as notes and supporting research.
5. If applicable, prepare a recommendation and the justification for why that option was chosen over others.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. JP 3-61 Public Affairs
3. MCO 5720.77 Marine Corps Public Affairs
4. MCWP 3-33.3 Marine Corps Public Affairs

4305-EVAL-2002: Conduct evaluation

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a communication plan, program, product or activity.

STANDARD: To measure impact of communication on the Commands reputation, its mission, and its relationship with key publics using quantitative, qualitative and mixed-methods research.

PERFORMANCE STEPS:

1. Evaluate if preparatory research was adequate for communication planning.
2. Evaluate if communication content was appropriate for the situation.
3. Evaluate if communication medium was appropriate for the situation.
4. Evaluate if communication actions were appropriate for the situation.
5. Evaluate the quality (packaging/presentation) of communication products.
6. Evaluate the quality (sound, speed, etc) of the communication medium used.
7. Evaluate the quality (packaging/presentation) of actions/tactics.
8. Measure the outputs from communication plan implementation.
9. Assess the initial impacts of communication plan implementation.
10. Evaluate if communication objectives were achieved.
11. Evaluate if communication goals were achieved.
12. Evaluate, if applicable, why the desired impact was not achieved.
13. Submit lessons learned to the Marine Corps Center for lessons learned.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Conduct both quantitative and qualitative research to continually assess and evaluate the conceptualization, design, implementation and impact of PA plans, programs, products, and activities.

4305-PLAN-2003: Develop a communication plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To achieve a specific communication goal with key publics.

PERFORMANCE STEPS:

1. Identify a problem, concern or opportunity.
2. Conduct primary and/or secondary research about all relevant publics.
3. Conduct primary and/or secondary research about the command itself.
4. Conduct primary and/or secondary research about the problem, concern or opportunity.
5. Conduct a SWOT analysis (strengths, weaknesses, opportunities, threats).
6. Develop a problem statement.
7. Develop a goal statement (i.e., desired communication end state).
8. Identify, segment, and prioritize key publics.
9. Develop measureable objectives.
10. Develop action strategies.
11. Develop communication strategies for message content.

12. Develop communication strategies for message delivery.
13. Develop one or more tactics for each strategy.
14. Explain how each task should be executed.
15. Assign a coordinator to each task.
16. Identify the budget required for each task, if any.
17. Assign a deadline to each task.
18. Develop evaluation measures for plan preparation.
19. Develop evaluation measures for plan implementation.
20. Develop evaluation measures for plan impact.
21. Coordinate and synchronize plan with other staff functions, MSEs and HHQ.
22. Submit plan for command approval.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. JP 3-61 Public Affairs
3. MCO 5510.9 Security of Information for Public Release
4. MCO 5720.77 Marine Corps Public Affairs
5. MCWP 3-33.3 Marine Corps Public Affairs
6. Primer of Public Relations Research. By Don W. Stacks. 2002.
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: Before, during and after plan development, PAOs should conduct staff coordination to ensure the plan is coordinated, integrated, and/or synchronized with other staff functions, higher headquarters, adjacent units, major subordinate elements, and any other pertinent unit. Appropriate regulations to consider during planning include SAPP, FOIA, HIPPA, and the Privacy Act. Other considerations include operations security and the possible unintended consequences of the plan.

4305-RESE-2004: Conduct environmental scanning

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The public affairs officer conducts environmental scanning to increase the Commands situational awareness and understanding about public sentiment and social, cultural, economic, political, technological, and other emerging environmental conditions before they become apparent to most observers. By doing so, the Command can make informed decisions and proactively engage key publics on issues of importance.

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the Commanders intent, the communication goal and supporting communication objectives, and multiple information sources to include quantitative, qualitative and mixed-methods research.

STANDARD: To identify and understand environmental change pressures that could positively or adversely affect the Commands reputation, its mission, and/or its relationship with key publics, thus enabling the Command to anticipate and proactively respond to changes in the environment.

PERFORMANCE STEPS:

1. Scan the environment continuously.
2. Identify potential problems.
3. Identify potential opportunities.
4. Confirm the presence of problems.
5. Confirm the presence of opportunities.
6. Build understanding about problems.
7. Build understanding about opportunities.
8. Describe the nature/scope of problems.
9. Describe the nature/scope of opportunities.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Information sources include, but are not limited to, the Internet, television, newspapers, magazines, email, letters, and people. Methods include, but are not limited to, reading and/or watching news reports, listening to feedback and conversations in social media, conducting qualitative or quantitative research, and engaging with key publics via face-to-face or virtual town hall meetings.

4305-RESE-2005: Design a research plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the Commanders intent and a research need (e.g., information needed to develop or measure a communication plan, or information needed to manage the Public Affairs function across the doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) spectrum).

STANDARD: To answer a research need (i.e., answer a question or confirm/disprove a hypothesis) using social science research standards and protocols.

PERFORMANCE STEPS:

1. Identify what to research.
2. Determine how research results will be used.

3. Determine research budget.
4. Determine research deadline.
5. Use any previously completed research to inform current research.
6. Determine population to study.
7. Develop specific research objectives.
8. Determine most appropriate research methodology.
9. Determine most appropriate research method.
10. Determine if research design will be cross-sectional or longitudinal.
11. Determine sampling strategy.
12. Determine sample size.
13. Create research instrument
14. Complete research package for Institutional Review Board.
15. Submit package to Institutional Review Board for approval to conduct research.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS :

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

4305-RESE-2006: Conduct a focus group

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a research need, equipment, supporting personnel and location.

STANDARD: To detect, explore, and gain insight into participants' awareness, knowledge, opinions, attitudes, behavior and beliefs regarding the focus topic.

PERFORMANCE STEPS:

1. Design a research plan.
2. Select a non-probability sampling strategy for participant selection.
3. Select a trained moderator.
4. Select an assistant/note-taker.
5. Determine date and time for focus group.
6. Reserve a location for focus group.

7. Recruit participants.
8. Construct a waiting room questionnaire.
9. Construct a research instrument/moderator guide with main questions, probes, and follow-ups.
10. Develop stimuli/visual discussion aides.
11. Set-up room for focus group.
12. Moderate the focus group.
13. Transcribe the audio/visual tape of the focus group.
14. Analyze focus group data.
15. Report focus group findings.
16. Use research findings to inform planning.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: A focus group is a focused yet comfortable and informal discussion that involves a moderator, an assistant, and 8-12 participants, and may last up to several hours. At a minimum, at least two focus groups should be conducted for each segment of the population studied. Supporting personnel include a moderator and an assistant/note taker. Equipment includes an audio and/or visual recorder, visual discussion aids (e.g., posters, videotapes, graphic handouts), and a comfortable and quiet meeting space with adequate seating for the group.

4305-RESE-2007: Conduct an in-depth interview

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a research need, equipment, and location

STANDARD: To detect, explore, and gain insight into participants' awareness, knowledge, opinions, attitudes, behavior and beliefs regarding the focus topic.

PERFORMANCE STEPS:

1. Design a research plan.
2. Select a non-probability sampling strategy for interviewee selection.
3. Gain approval from desired interviewee.
4. Schedule date and time for in-depth interview.
5. Determine the interview location.
6. Determine date and time for in-depth interview.
7. Construct a research instrument/interview schedule with topical, funnel and probe questions.

8. Develop stimuli/visual discussion aides, if needed.
9. Get interviewee approval to tape record interview.
10. Initiate interview.
11. Record personal observations about interview.
12. Transcribe the interview audiotape.
13. Analyze research data.
14. Report findings.
15. Use research findings to inform planning.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: An in-depth interview is a 45-minute to several hours-long interview that follows a schedule of open-ended questions and takes into account an interviewee's non-verbal communication. Interviewer should allow the interviewee to explore the topic in any direction that he/she chooses, but should not to lose control of the interview to the interviewee. If interviewee does not consent to audio recording, interviewer must take hand written notes. Equipment includes an audio recorder and visual discussion aids such as posters, videotapes, and graphic handouts. Location should be comfortable for the interviewee and provide insight into his/her personality, such as in the interviewee's office or home. If an interviewee's office or home is not possible, conduct interview in a "neutral" location.

4305-RESE-2008: Conduct a survey

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a research need, a population to study, a questionnaire, and statistical analysis software.

STANDARD: To obtain quantitative data about respondents' awareness, knowledge, opinions, attitudes, behavior and beliefs regarding the research topic.

PERFORMANCE STEPS:

1. Design a research plan.
2. Select a probability sampling strategy for respondent selection.
3. Determine if survey will be cross-sectional or longitudinal.
4. Determine the best survey type to conduct.
5. Determine type of questionnaire to administer.
6. Determine how respondents will be contacted.

7. Conduct qualitative preliminary research to inform questionnaire development.
8. Construct the questionnaire.
9. Submit questionnaire for approval by leadership, if required.
10. Pilot test questionnaire.
11. Edge code the questionnaire.
12. Field the questionnaire.
13. Determine what inferential statistics to use during analysis.
14. Analyze research data using statistical analysis software.
15. Report findings.
16. Use research findings to inform decision-making and planning.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS :

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

4305-RESE-2009: Conduct a content analysis

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a research need, personnel, content, and statistical software.

STANDARD: To gain insight into communication content.

PERFORMANCE STEPS:

1. Design a research plan.
2. Identify who will code data.
3. Determine the unit of analysis to be counted.
4. Determine if latent or manifest content, or both, will be analyzed as variables.
5. Identify variables for each unit of analysis.
6. Assign code categories to variables.
7. Develop coding rules for coders.
8. Select a probability sampling strategy for the communication content.
9. Obtain sample to analyze.

10. Code sample.
11. Determine inter-coder reliability using inferential statistics.
12. Analyze research data.
13. Report findings.
14. Use research findings to inform decision-making and planning.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: Content analysis differs from casual or informal analysis by using probability sampling to select content and by using rigorous coding rules to measure and categorize content. Content analysis studies and analyzes communication content such as print, audio, and/or images in an objective and systematic manner in order to produce quantitative findings that can be replicated. Coding categories and procedures are complete and applied in a consistent manner for all content, increasing validity. Communication content is reduced to a quantity that can be used in statistical analysis and compared against other data. Data should be coded by at least two people. Coding must achieve a reliability coefficient of .90 or higher. In the Stacks book, a "sample" means the same thing as a "unit of analysis" in Broom and Dozier's book. In the Stacks book, "unit of analysis" means the same thing as "variables" in Broom and Dozier's book. In this task, we use the definition of unit of analysis and variables as used by Broom and Dozier, not Stacks.

4305-RESE-2010: Conduct a pre-experiment

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a research need, a treatment, and appropriate software.

STANDARD: To gain insight into the correlation between a treatment and participant's awareness, knowledge, opinions, attitudes, and behavior regarding the focus topic.

PERFORMANCE STEPS:

1. Design a research plan.
2. Use non-probability sampling strategy to select participants.
3. Construct questionnaire.
4. Field questionnaire to group (optional).
5. Provide treatment to group.
6. Field questionnaire to group.
7. Analyze research data.

8. Report findings.
9. Use research findings to inform decision-making and planning.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
 2. Primer of Public Relations Research. By Don W. Stacks. 2002.
 3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.
-

4305-RESE-2011: Conduct an experiment

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL, COL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a research need, a treatment, and appropriate software.

STANDARD: To gain insight into the correlation between a treatment and participant's awareness, knowledge, opinions, attitudes, and behavior regarding the focus topic.

PERFORMANCE STEPS:

1. Design research plan.
2. Determine if experiment will be conducted in the field or in a controlled environment.
3. Construct questionnaire.
4. Develop treatment.
5. Develop placebo.
6. Field questionnaire to participants randomly-assigned to Group 1 and Group 2 (optional).
7. Provide treatment to Group 1.
8. Provide placebo to Group 2.
9. Field questionnaire to Group 1 that was exposed to treatment.
10. Field questionnaire to Group 2 that was exposed to placebo.
11. Field questionnaire to Group 3 that was exposed to treatment (optional).
12. Field questionnaire to Group 4 that was exposed to placebo (optional).
13. Determine what inferential statistics to use during analysis.
14. Analyze research data using statistical analysis software.
15. Report findings.
16. Use research findings to inform decision-making and planning.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: True experiments seek to demonstrate 1) how changes in one variable cause change in the other variable, 2) that the effect follows the cause, and 3) that no third variable influenced the relationship between the independent and dependent variables. Ensure threats to internal and external validity are controlled for/reduced by designing research that 1) uses probability sampling to select participants, 2) randomly assigns participants to groups, 3) uses pre-test and post-test measures, and 4) uses control and treatment groups, and 5) accounts for sources of invalidity (see Stacks, p. 202). Compare after-treatment levels with pre-treatment levels to determine the cause and effect between the treatment and the awareness, knowledge, opinions, attitudes, and behavior of the group surveyed. Follow additional guidelines for Pre/Post Test Control Group, Post Test Only Control Group, and Solomon Four Group, as outlined in the references. Automated systems include Microsoft Office and SPSS.

4305-RESE-2012: Conduct a quasi-experiment

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a research need, a treatment, a placebo, and appropriate software.

STANDARD: To gain insight into how a treatment affects participants awareness, knowledge, opinions, attitudes, and behavior regarding the focus topic.

PERFORMANCE STEPS:

1. Design research plan.
2. Use probability sampling strategy to select participants.
3. Construct questionnaire.
4. Develop treatment.
5. Develop placebo.
6. Field survey to Comparison Group 1 and Group 2 (optional).
7. Provide treatment to Comparison Group 1.
8. Provide placebo to Comparison Group 2.
9. Field survey to Comparison Group 1 that was exposed to treatment.
10. Field survey to Comparison Group 2 that was exposed to placebo.
11. Determine what inferential statistics to use during analysis.
12. Analyze research data using statistical analysis software.
13. Report findings.
14. Use research findings to inform decision-making and planning.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.

3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Quasi-experiments seek to demonstrate 1) how changes in one variable cause change in the other variable, 2) that the effect follows the cause, and 3) that no third variable influenced the relationship between the independent and dependent variables. Ensure threats to internal and external validity are controlled for and/or reduced by designing research that 1) uses existing groups of people that can be used as substitutes for treatment and control groups, 2) uses pre-test and post-test measures, and 3) accounts for sources of invalidity. Compare after-treatment levels with pre-treatment levels to determine the cause and effect between the treatment and the awareness, knowledge, opinions, attitudes, and behavior of the group surveyed. Follow guidelines for the Non-equivalent Test Control Group as outlined in the references. Automated systems include Microsoft Office and SPSS.

4305-RESE-2013: Contract an outside research firm to conduct research

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CAPT, MAJ, LTCOL

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the Commanders intent and a research need.

STANDARD: To answer the research need by conducting research in accordance with social science research standards and protocols for quantitative, qualitative and mixed-methods research.

PERFORMANCE STEPS:

1. Determine information needs.
2. Determine how research results will be used.
3. Determine budget.
4. Determine deadline when research must be completed.
5. Use any previously completed research to inform current research.
6. Work with the Commands/Regions Contracting Office to begin the contracting process, to include development of a Statement of Work (SOW) that specifies the research requirements.
7. Evaluate research proposals from outside research firms based on numerous research design criteria, such as proposed research methodologies, methods, sample sizes, confidence levels and margins of error.
8. Evaluate experience levels of outside research firms that submitted proposals.
9. Select research firm to conduct research.
10. Ensure research instrument(s) meet requirements outlined in SOW.
11. Monitor research execution to ensure execution adheres to contract and social science research standards and protocols.

12. Evaluate the quality of the research findings.
13. Evaluate the quality of the final deliverables.
14. Obtain copies of the data files.

REFERENCES :

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Primer of Public Relations Research. By Don W. Stacks. 2002.
3. Using Research in Public Relations. By Glen M. Broom and David M. Dozier. 1990.

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: Ensure third-party research adheres to social science research standards during all stages of research, including research design, implementation, analysis, and final reporting. Ensure it accounts for issues concerning reliability, and internal and external validity. Ensure the research fulfills the research need and additional requirements as articulated in contract.

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CHAPTER 6

MOS 4313 INDIVIDUAL EVENTS

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PA T&R MANUAL

CHAPTER 6

MOS 4313 INDIVIDUAL EVENTS

6000. PURPOSE. This chapter details the individual training events that pertain to MOS 4313, Broadcast Journalist. These events are linked to a service-level Mission Essential Tasks (MET). This linkage tailors individual training for the selected MET. Each individual event provides an event title, along with the conditions events will be performed under, and the standard to which the event must be performed to be successful.

6001. ADMINISTRATIVE NOTES

1. T&R events are coded for ease of reference. Each event has a 4-4-4 digit identifier.

2. The first four digits represent the occupational field. This chapter contains the following community codes.

4313 - Broadcast Journalist

3. The second four digits represent the functional or duty area. This chapter contains the functional areas listed below.

PROD - Production

4. The last four digits represent the level (1000) and sequence number of the event (1001-9999). The MOS 4313 individual events are separated into two levels.

1000 - Core skills

2000 - Core plus skills

6002. INDEX OF INDIVIDUAL EVENTS BY LEVEL

1. 1000-LEVEL EVENTS

EVENT	DESCRIPTION	PAGE
4313-PROD-1001	Archive video imagery	6-4
4313-PROD-1002	Voice broadcast copy	6-4
4313-PROD-1003	Capture video imagery	6-5
4313-PROD-1004	Conduct broadcast interview(s)	6-5
4313-PROD-1005	Host a radio/television program	6-6

2. 2000-LEVEL EVENTS

EVENT	DESCRIPTION	PAGE
4313-PROD-2001	Use advanced production techniques	6-7
4313-PROD-2002	Create graphics	6-7
4313-PROD-2003	Produce a television newscast	6-8
4313-PROD-2004	Produce a live television program	6-9
4313-PROD-2005	Produce phoners/beepers	6-9
4313-PROD-2006	Supervise broadcast operations	6-10

6003. 1000-LEVEL EVENTS

4313-PROD-1001: Archive video imagery

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

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the reference, authenticated database access, communication objectives and the commander's intent.

STANDARD: To maintain successful documentation of product to the Defense Imagery Management Operations Center (DIMOC).

PERFORMANCE STEPS:

1. Establish individual accounts with DIMOC.
2. Prepare product for transmission.
3. Ensure metadata is complete.
4. Transmit to DIMOC.
5. Verify receipt.

REFERENCES:

1. SECNAVINST 5720.44C Public Affairs Policy & Regulations
 2. MCO 5720.77 Public Affairs
-

4313-PROD-1002: Voice broadcast copy

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

DESCRIPTION: Voicing broadcast copy is reading aloud in a conversational tone, something written in a broadcast or conversational style.

MOS PERFORMING: 4313

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given a broadcast copy, a deadline, and appropriate equipment.

STANDARD: In a clearly articulated manner.

PERFORMANCE STEPS:

1. Prepare Security, Accuracy, Propriety and Policy (SAPP) compliant copy.
2. Rehearse the copy.

REFERENCES:

1. DINFOS Broadcast Handbook
 2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
 3. DoD Regulation 5120.20-R Management and Operation of AFRTS
-

4313-PROD-1003: Capture video imagery

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Shoot video for news, feature, and sports stories for use in broadcast style products.

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To produce a communication product in accordance with industry standards in support of operational/service goal(s).

PERFORMANCE STEPS:

1. Determine operational/communication objectives.
2. Determine equipment requirements.
3. Identify subject(s).
4. Operate the equipment in various lighting conditions.
5. Collect subject identification.
6. Review imagery for SAPP.
7. Catalog as necessary.
8. Archive as necessary.

REFERENCES:

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
 2. DoD Regulation 5120.20-R Management and Operation of AFRTS
 3. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
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4313-PROD-1004: Conduct broadcast interview(s)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: PVT, PFC, LCPL, CPL, SGT, SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To collect information for communication products in accordance with industry standards in support of operational/service goal(s).

PERFORMANCE STEPS:

1. Determine the focus of the interview.
2. Research the topic.
3. Identify the person(s) to be interviewed.
4. Develop questions.
5. Determine interview requirements.

6. Review material.
7. Maintain a record of the interview.

REFERENCES:

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
 2. DoD Regulation 5120.20-R Management and Operation of AFRTS
 3. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
-

4313-PROD-1005: Host a radio/television program

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Develop and host a program which delivers command information while informing and educating key publics.

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and appropriate equipment.

STANDARD: To inform key publics in support of operational/service goal(s) in accordance with industry standards.

PERFORMANCE STEPS:

1. Determine communication objectives.
2. Determine communication medium.
3. Determine format.
4. Conduct research.
5. Identify elements of the program.
6. Organize required materials.
7. Rehearse scripted materials.

REFERENCES:

1. DINFOS Broadcast Handbook
 2. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
 3. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
 4. MCO 5510.9 Security of Information for Public Release
 5. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
-

6004. 2000-LEVEL EVENTS

4313-PROD-2001: Use advanced production techniques

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Advanced production techniques include higher level mastery and use of more complex production methods.

GRADES: CPL, SGT, SSGT, GYSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given advanced training, the commander's intent, appropriate equipment, and a deadline.

STANDARD: To produce a broadcast product to inform key publics in support of operational/service goal(s) objectives in accordance with industry standards.

PERFORMANCE STEPS:

1. Determine operational/communication objectives.
2. Determine communication medium.
3. Identify type of product.
4. Identify product technique.
5. Conduct research.
6. Identify sources.
7. Gather required materials.
8. Review for SAPP.
9. Submit product for approval.
10. Edit product as necessary.

REFERENCES:

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
2. DoD Regulation 5120.20-R Management and Operation of AFRTS
3. Associated Press Stylebook
4. Marine Corps News Style Guide
5. Webster's New World College Dictionary

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Advanced production techniques include, but are not limited to, using phones, stand-ups, non-narratives, limited narratives, in-action interviews, use of natural sound, audio weaving.

4313-PROD-2002: Create graphics

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

MOS PERFORMING: 4313

GRADES: LCPL, CPL, SGT, SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given commander's intent, appropriate equipment, and a deadline.

STANDARD: To enhance broadcast products in support of operational/service goal(s) in accordance with industry standards.

PERFORMANCE STEPS:

1. Determine operational/communication objectives.
2. Determine communication medium.
3. Identify type of product.
4. Submit graphic for approval.
5. Select text.

REFERENCES:

1. Associated Press Stylebook
 2. Webster's New World College Dictionary
-

4313-PROD-2003: Produce a television newscast

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: A Television newscast is a news program distributed over-the-air or via electronic means that provides command information to a target audience.

MOS PERFORMING: 4313

GRADES: CPL, SGT, SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: With the aid of references, given the commanders intent, a deadline, appropriate equipment, software, and delivery vehicle.

STANDARD: In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

PERFORMANCE STEPS:

1. Identify the type of newscast, frequency of airing, runtime and production methods.
2. Know commander's intent.
3. Maintain contact with PAO, know PA initiatives.
4. Touch base with information sources regularly.
5. Establish a production schedule.
6. Establish production and submission guidance.
7. Organize the newscast.
8. Use leads and tags to bring the newscast together.
9. Include readers, Voice over Video (VOV), and Video over sound on tape (VOSOT) in the newscast.
10. Review the final rundown prior to going in the studio.
11. Discuss the script, intent and direction of the newscast with each host and director.

12. Record/produce newscast.
13. Final Review before airing - last check for quality control.
14. Ensure the set (program setting) is appropriate for program content.
15. Ensure the appearance of talent/host and guests are appropriate to the setting.
16. Ensure the content and talent; maintain an even tempo, flow, and rate.

REFERENCES:

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
 2. DoD Regulation 5120.20-R Management and Operation of AFRTS
 3. SECNAVINST 5720.47 Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
 4. Associated Press Stylebook
 5. Marine Corps News Style Guide
 6. Webster's New World College Dictionary
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4313-PROD-2004: Produce a live television program

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

MOS PERFORMING: 4313

GRADES: SGT, SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: MOJT

CONDITION: Given the commander's intent, a deadline, available timeslot, necessary broadcast equipment, a topic, target audience and personnel.

STANDARD: In performance step sequence, within the assigned deadline, without error, and in accordance with the references.

PERFORMANCE STEPS:

1. Determine the intent.
2. Determine the runtime and timeslot.
3. Determine production needs.
4. Establish a timeline for pre-production, rehearsal, actual production and post production review.
5. Ensure all material maintains SAPP compliance.
6. Upon determining the need for a live broadcast, brief the staff and conduct an operations check on all necessary equipment.
7. Conduct the live program.
8. Review and provide an after action update for use in the next live program.

REFERENCES:

1. DINFOS Broadcast Handbook
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
4. DoD Regulation 5120.20-R Management and Operation of AFRTS
5. Associated Press Stylebook
6. Marine Corps News Style Guide
7. Webster's New World College Dictionary

consist of a recorded sound bite from an interview or sent from a forward field reporter. The broadcaster will write and record a story lead to set up a phoner or beeper and a tag or conclusion to end the wrapper. They are used within the context of a radio or TV newscast as a package or posted on websites.

4313-PROD-2006: Supervise broadcast operations

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SGT, SSGT, GYSGT, MSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent and appropriate resources.

STANDARD: To support operational/service goal(s).

PERFORMANCE STEPS:

1. Identify operational/communication objectives.
2. Manage resources to meet command requirements.
3. Manage training for subordinates.
4. Ensure broadcast products meet industry quality standards.
5. Approve products for dissemination.

REFERENCES:

1. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
 2. DoD Regulation 5120.20-R Management and Operation of AFRTS
 3. Associated Press Stylebook
 4. Webster's New World College Dictionary
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PA T&R MANUAL

CHAPTER 7

MOS 4341 INDIVIDUAL EVENTS

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PA T&R MANUAL

CHAPTER 7

MOS 4341 INDIVIDUAL EVENTS

7000. PURPOSE. This chapter details the individual training events that pertain to MOS 4341, Combat Correspondent. An individual training standard is an event that a Combat Correspondent would perform at a unit. These events are linked to a collective event. This linkage tailors individual training for the selected collective event. Each individual training standard provides an event title, along with the conditions events will be performed under, and the standard to which the event will be performed to be successful.

7001. ADMINISTRATIVE NOTES

1. T&R events are coded for ease of reference. Each event has a 4-4-4 digit identifier.
2. The first four digits represent the occupational field. This chapter contains the following community codes.

4341 - Combat Correspondent

The second four digits represent the functional or duty area. This chapter contains the functional areas listed below.

PROD - Production
DISS - Dissemination
CNSL - Counsel
PLAN - Planning
ENGA - Engagement
ISSU - Issue Management
CRIS - Crisis Management
SUPP - Support to Recruiting
TRNG - Training

The last four digits represent the level (1000) and sequence number of the event (1001-9999). The MOS 4341 individual events are separated into two levels.

1000 - Core skills
2000 - Core plus skills

7002. INDEX OF INDIVIDUAL EVENTS BY LEVEL

1. 1000-LEVEL EVENTS

EVENT	DESCRIPTION	PAGE
4341-DISS-1001	Transmit communication product(s)	7-4
4341-DISS-1002	Archive imagery	7-4
4341-PROD-1003	Produce an electronic news product	7-5
4341-PROD-1004	Conduct interview(s)	7-6
4341-PROD-1005	Write article(s)	7-6
4341-PROD-1006	Capture still imagery	7-7
4341-PROD-1007	Edit still imagery	7-7
4341-PROD-1008	Shoot a photo story	7-8

2. 2000-LEVEL EVENTS

EVENT	DESCRIPTION	PAGE
4341-COOR-2001	Escort media representatives	7-9
4341-COOR-2002	Coordinate Recruiter Supplied Name (RSN) List Attainment	7-9
4341-PLAN-2003	Develop PA staff estimate	7-10
4341-PLAN-2004	Develop an Annex F	7-11
4341-PLAN-2005	Produce communication plan	7-12
4341-ENGA-2006	Escort media representative(s)	7-13
4341-ENGA-2007	Conduct community engagement(s)	7-14
4341-ENGA-2008	Conduct media visits	7-15
4341-ENGA-2009	Conduct media engagement	7-16
4341-ENGA-2010	Conduct interview with key publics	7-17
4341-ENGA-2011	Respond to query	7-17
4341-PROD-2012	Design print communication products	7-18
4341-PROD-2013	Review communication products	7-19
4341-PROD-2014	Produce an information kit	7-19
4341-ISSU-2015	Conduct issue management	7-20
4341-CRIS-2016	Conduct crisis communication	7-21
4341-SUPP-2017	Coordinate educators' workshop (District)	7-21
4341-SUPP-2018	Coordinate an Enhanced Area Canvassing Event (EAC)	7-22
4341-SUPP-2019	Coordinate Marine Corps assets in support of recruiting activities	7-23
4341-SUPP-2020	Coordinate Center of Influence (COI) Events	7-24
4341-SUPP-2021	Coordinate Recruiter Supplied Name (RSN) list attainment	7-25
4341-SUPP-2022	Coordinate educators' workshop (Recruiting Station)	7-25
4341-SUPP-2023	Produce an annual Recruitment Advertising Plan (RAP)	7-26
4341-SUPP-2024	Complete high school awards certificates	7-26
4341-SUPP-2025	Market Public Service Announcements	7-27
4341-SUPP-2026	Manage recruiter support materials	7-28
4341-SUPP-2027	Execute local marketing/advertising initiatives	7-28
4341-TRNG-2028	Provide communication awareness training	7-29
4341-TRNG-2029	Prepare Subject Matter Experts (SME)	7-30

EVENT	DESCRIPTION	PAGE
4341-CNSL-2001	Provide PA counsel	7-9
4341-CRIS-2002	Conduct crisis communication	7-9
4341-ENGA-2003	Escort media representative(s)	7-10
4341-ENGA-2004	Conduct community engagement(s)	7-11
4341-ENGA-2005	Conduct media visits	7-12
4341-ENGA-2006	Conduct media engagement	7-13
4341-ENGA-2007	Conduct interview with key publics	7-14
4341-ENGA-2008	Respond to query	7-15
4341-ISSU-2009	Conduct issue management	7-16
4341-PLAN-2010	Produce PA Guidance (PAG)	7-17
4341-PLAN-2011	Develop PA staff estimate	7-17
4341-PLAN-2012	Develop an Annex F	7-18
4341-PLAN-2013	Produce communication plan	7-19
4341-PROD-2014	Review communication products	7-19
4341-PROD-2015	Produce an information kit	7-20
4341-SUPP-2016	Coordinate educators' workshop (District)	7-21
4341-SUPP-2017	Coordinate an Enhanced Area Canvassing Event (EAC)	7-21
4341-SUPP-2018	Coordinate Marine Corps assets in support of recruiting activities	7-22
4341-SUPP-2019	Coordinate Center of Influence (COI) Events	7-23
4341-SUPP-2020	Coordinate Recruiter Supplied Name (RSN) list attainment	7-24
4341-SUPP-2021	Coordinate educators' workshop (Recruiting Station)	7-25
4341-SUPP-2022	Produce an annual Recruitment Advertising Plan (RAP)	7-25
4341-SUPP-2023	Complete high school awards certificates	7-26
4341-SUPP-2024	Market Public Service Announcements	7-26
4341-SUPP-2025	Manage recruiter support materials	7-27
4341-SUPP-2026	Execute local marketing/advertising initiatives	7-28
4341-SUPP-2027	Execute local marketing/advertising initiatives	7-28
4341-TRNG-2028	Provide communication awareness training	7-29
4341-TRNG-2029	Prepare Subject Matter Experts (SME)	7-30

3. Ensure meta data is complete.
4. Transmit to DIMOC.
5. Verify receipt.

REFERENCES:

1. MCO 5720.77 Marine Corps Public Affairs
2. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: All releasable Public Affairs-related imagery needs to be properly archived at DIMOC.

4341-PROD-1003: Produce an electronic news product

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To support operational/communication/service goal (s) in accordance with industry standards.

PERFORMANCE STEPS:

1. Determine communication objectives.
2. Determine communication medium.
3. Identify type of product.
4. Identify product technique.
5. Conduct research.
6. Identify sources.
7. Gather required materials.
8. Capture video.
9. Capture audio.
10. Review for SAPP.
11. Submit product for approval.
12. Edit product as necessary.

REFERENCES:

1. MCO 5720.77 Marine Corps Public Affairs
2. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
3. Associated Press Stylebook
4. Marine Corps News Style Guide

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Production techniques include, but are not limited to, using phoners, stand-ups, non-narratives, limited narratives, in-action interviews, use of natural sound, audio weaving.

4341-PROD-1004: Conduct interview(s)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Conduct interviews in support of the internal information program.

MOS PERFORMING: 4341

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To collect information for communication products.

PERFORMANCE STEPS:

1. Determine the focus of the interview.
2. Identify the person(s) to be interviewed.
3. Research the topic.
4. Develop questions.
5. Arrange the time and place for the interview.
6. Review material.
7. Conduct the interview.
8. Follow up as necessary.
9. Maintain a record of the interview notes and questions.

REFERENCES:

1. MCO 5720.77 Marine Corps Public Affairs
 2. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
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4341-PROD-1005: Write articles

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Write news, features, editorials, commentaries, and sports for print, mobile and online media.

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an assignment or a deadline.

STANDARD: Without structural, grammatical or spelling errors in support of operational/service goal(s).

PERFORMANCE STEPS:

1. Determine operational/communication objectives.
2. Identify key publics.
3. Determine communication medium.
4. Determine type of product needed.
5. Conduct preliminary research.
6. Identify sources.
7. Interview sources.
8. Draft product.
9. Review for SAPP.
10. Edit product.
11. Submit product for review.

REFERENCES:

1. MCO 5720.77 Public Affairs
2. Associated Press Stylebook
3. Marine Corps News Style Guide
4. Webster's New World College Dictionary

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Marines must learn different writing styles for traditional and emerging media in order to meet format, style, intended messages, markets, intent, and key publics.

4341-PROD-1006: Capture still imagery

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an assignment or a deadline.

STANDARD: To support operational/service goal(s) in accordance with industry standards.

PERFORMANCE STEPS:

1. Determine communication objectives.
2. Identify key publics.
3. Determine communication medium.
4. Determine type of product needed.
5. Determine equipment requirements.
6. Identify subject of required images.
7. Operate the equipment in various lighting conditions.

8. Take photograph.
9. Collect caption information.
10. Write captions.

REFERENCES:

1. DODD 5040.5 Alteration of Official DoD Imagery
 2. MCO 5720.77 Marine Corps Public Affairs
 3. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
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4341-PROD-1007: Edit still imagery

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

GRADES: PVT, PFC, LCPL, CPL, SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an image, a deadline, necessary equipment and software.

STANDARD: To enhance quality in accordance with DoD Instruction 5040.05.

PERFORMANCE STEPS:

1. Evaluate the image for quality, creativity and SAPP guidelines.
2. Use editing software to correct or improve image.
3. Incorporate metadata.

REFERENCES:

1. DODD 5040.5 Alteration of Official DoD Imagery
2. MCO 5720.77 Marine Corps Public Affairs
3. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Print and electronic publications need well-shot and edited images. An image is rarely at its best without any modifications even if it is minor cropping or color correction. Layout and design issues often require still images to be edited in some manner. Strong images tell their own story, enhance written stories, and draw attention.

4341-PROD-1008: Shoot a photo story

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

GRADES: CPL, SGT, SSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an assignment or a deadline.

STANDARD: To support operational/service goal(s) in accordance with industry standards.

PERFORMANCE STEPS:

1. Determine the theme/focus of the story.
2. Identify key publics.
3. Determine communication medium.
4. Determine equipment requirements.
5. Determine the theme/focus of the story.
6. Identify subject of required images.
7. Develop storyboard.
8. Use advanced photographic techniques to capture images.
9. Collect caption information.
10. Write captions.

REFERENCES:

1. MCO 5720.77 Marine Corps Public Affairs
 2. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
 3. Associated Press Stylebook
 4. Marine Corps News Style Guide
 5. Webster's New World College Dictionary
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7004. 2000-LEVEL EVENTS

4341-CNSL-2001: Provide PA counsel

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

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

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
 2. DoD Directive 3025.1 Military Support to Civil Authorities
 3. DoD Directive 3025.12 Military Assistance for Civil Disturbances
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4341-CRIS-2002: Conduct crisis communication

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

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

REFERENCES:

1. CAP&CP Crisis Action Plan & Communication Plan
2. Effective Crisis Communication Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
3. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
4. MCO 5510.9 Security of Information for Public Release
5. MCO 5720.77 Marine Corps Public Affairs
6. MCWP 3-33.3 Marine Corps Public Affairs
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Types of crises include, but are not limited to: immediate, emerging, and sustained; and natural, technological, misconduct, and deception. Content includes, but is not limited to: expected questions and answers, background information, telephone calling tree and a roster of internal and external subject matter experts. Appropriate regulations include SAPP, FOIA, HIPPA, and the Privacy Act. Limitations to communication include constraints/restraints and level of release authority. The crisis communication plan should be in support of a broader Crisis Action Plan and should identify potential key publics, channels, and messages. Communication with key publics includes, but is not limited to initial and follow on releases, and key public engagements.

4341-ENGA-2003: Escort media representative (s)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

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

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
 2. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
 3. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
 4. MCO 5720.77 Marine Corps Public Affairs
 5. MCWP 3-33.3 Marine Corps Public Affairs
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4341-ENGA-2004: Conduct community engagement(s)

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Community engagements encompass direct engagements that are tailored to specific publics and support the broader communication goal.

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an operational/service goal, and a supporting communication goal.

STANDARD: To establish and maintain mutually beneficial relationship with key publics in accordance with DoDD 5410.18 Public Affairs Community Relations Policy.

PERFORMANCE STEPS:

1. Research issues/topics.
2. Determine key publics.
3. Determine purpose for each engagement.
4. Determine engagement methods.
5. Determine the timing for each engagement.
6. Determine limitations.
7. Prepare tailored communication products.
8. Coordinate outreach with other existing communication efforts.
9. Develop a measurement plan.
10. Prepare Marine Corps personnel participating in outreach.
11. Execute outreach.
12. Follow up with key publics.
13. Assess impact of the engagement.
14. Adjust engagement-based on feedback.

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release

2. DoD Directive 3025.1 Military Support to Civil Authorities
3. DoD Directive 5400.13 Joint Public Affairs Operations
4. DoD Directive 5410.18 Public Affairs Community Relations Policy
5. DoD Directive 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
6. DoD Regulation 5400.7-R Freedom of Information Act
7. JP 3-61 Public Affairs
8. MCO 5510.9 Security of Information for Public Release
9. MCO 5720.71 Joint Public Affairs Operations
10. MCO 5720.72 Procedures for Joint Public Affairs Operations
11. MCO 5720.77 Marine Corps Public Affairs
12. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
13. MCWP 3-33.3 Marine Corps Public Affairs
14. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
15. Unit SOP Unit SOP
16. MCO 5230.18 Clearance of Department of Defense Information for Public Release

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Engagement should include not just key publics external to the Marine Corps but also internal publics such as Marines and Sailors, families, and civil servants. External key publics are numerous and will depend on the communication goal. Some examples of key external publics include, but are not limited to, community leaders, think tanks, academia, industry, veterans-service organizations, Congress, DOD, interagency partners, host-nation publics and other foreign publics. All community outreach activities must be conducted per DoD and Marine Corps policies and regulations.

4341-ENGA-2005: Conduct Media Visits

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING:

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

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

PERFORMANCE STEPS:

1. Identify recruiting priorities.
2. Identify media outlets.
3. Schedule appointments with media representatives.

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

REFERENCES:

1. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
 2. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
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4341-ENGA-2006: Conduct media engagement

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Media engagements include, but are not limited to, media visits, print/broadcast interviews, editorial boards, live talk back, news briefings, and response to query. Engagements can be in person or by a communication channel, such as phone, email and satellite communication systems such as DVIDS/BGAN.

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, an operational/service goal, and a supporting communication goal.

STANDARD: To ensure the most accurate, timely, and effective communication of Marine Corps issues in accordance with current public affairs/communication principles and DODD 5230.9 Clearance of DoD Information for Public Release and in performance step sequence.

PERFORMANCE STEPS:

1. Research issues/topics.
2. Select key publics.
3. Determine purpose for each engagement.
4. Select appropriate media outlets.
5. Develop tailored media pitches.
6. Determine best method for contacting media representatives.
7. Contact media representatives.
8. Pitch potential media coverage.
9. Develop concept of operations for media engagement.
10. Develop communication guidance.
11. Prepare a press kit or communication products, if needed.
12. Determine ground rules, if applicable.
13. Identify any limitations for engagement.
14. Coordinate engagements with other existing communication efforts.
15. Develop a measurement plan.
16. Disseminate communication guidance to command, if applicable.
17. Execute engagement.
18. Follow up with media representatives.
19. Assess impact of engagements.
20. Adjust engagements based on feedback.

REFERENCES :

1. DOD 5500.7-R Joint Ethics Regulation (JER)
2. DODD 5230.9 Clearance of DoD Information for Public Release
3. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
4. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
5. JP 3-61 Public Affairs
6. MCO 5510.9 Security of Information for Public Release
7. MCO 5720.77 Marine Corps Public Affairs
8. MCWP 3-33.3 Marine Corps Public Affairs
9. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS :

ADMINISTRATIVE INSTRUCTIONS: Appropriate regulations for media engagements include SAPP, FOIA, HIPPA, and the Privacy Act.

4341-ENGA-2007: Conduct interview with key publics

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 6 months

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To convey operational/service goal(s).

PERFORMANCE STEPS:

1. Determine key publics.
2. Determine the operational/communication objectives.
3. Research interviewer tone.
4. Conduct interview preparation.
5. Conduct assessment.

REFERENCES :

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 3025.1 Military Support to Civil Authorities
3. DoD Directive 3025.12 Military Assistance for Civil Disturbances
4. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
5. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
6. DoD Regulation 5400.11-R Privacy Program
7. DoD Regulation 5400.7-R Freedom of Information Act
8. DoD Regulation 5500.7-R Joint Ethics Regulation
9. MCO 5230.18 Clearance of Department of Defense Information for Public Release
10. MCO P5211.2 The Privacy Act of 1974

11. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
12. MCWP 3-33.3 Marine Corps Public Affairs

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: A Public Affairs Marine will research a topic; review issues, concerns, PAG, key publics and intent, and present an interview that is articulate and well-spoken in order to present the communication objectives.

4341-ENGA-2008: Respond to query

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

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

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
 2. DoD Directive 5410.14 Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
 3. DoD Instruction 5505.10 Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces
 4. DoD Regulation 5400.11-R Privacy Program
 5. DoD Regulation 5400.7-R Freedom of Information Act
 6. DoD Regulation 5500.7-R Joint Ethics Regulation
 7. MCO 5230.18 Clearance of Department of Defense Information for Public Release
 8. MCO P5211.2 The Privacy Act of 1974
 9. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
 10. MCWP 3-33.3 Marine Corps Public Affairs
 11. Webster's New World College Dictionary
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4341-ISSU-2009: Conduct issue management

EVALUATION-CODED: YES

SUSTAINMENT INTERVAL: 12 months

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given an issue with potential impact on the Command.

STANDARD: To effectively mitigate potential negative consequences to Marine Corps and conduct in performance step sequence.

PERFORMANCE STEPS:

1. Identify potential issue.
2. Research the issue.
3. Prioritize the issue based on potential impact to the command.
4. Develop a plan/response that minimizes risk and seizes opportunities.
5. Coordinate plan with staff and HHQ, as appropriate.
6. Gain approval.
7. Implement plan/response.
8. Monitor status of issue.
9. Conduct evaluation.
10. Adjust communication activities as appropriate.
11. Continually re-evaluate the status of the issue.

REFERENCES:

1. Effective Crisis Communication Effective Crisis Communication: By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.
2. MCO 5510.9 Security of Information for Public Release
3. MCO 5720.77 Marine Corps Public Affairs
4. MCWP 3-33.3 Marine Corps Public Affairs
5. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Rather than merely responding to problems as they arise, PAOs should proactively conduct environmental scanning to identify emerging issues with potential impact to their command and the Marine Corps. Once issues are identified, PAOs must analyze and prioritize them, recommend policies and actions to solve or mitigate these issues, implement action and communication programs, and evaluate program effectiveness. Preventing issues from becoming crises or more complex problems often will result in saved lives and increased trust and credibility. Appropriate regulations include SAPP, FOIA, HIPPA, and the Privacy Act.

4341-PLAN-2010: Produce PA Guidance (PAG)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To assist in communicating with key publics regarding a specific issue, operation, event, problem or opportunity in accordance with DoDI 5405.3 Development of Proposed Public Affairs Guidance (PPAG) and in performance step sequence.

PERFORMANCE STEPS:

1. Identify need for PAG.
2. Identify requirement for PAG.
3. Determine intent of PAG.
4. Research issues/topics.
5. Determine PA approach (active or passive).
6. Develop a command/public statement.
7. Develop themes and messages.
8. Develop potential questions and proposed responses.
9. Discern facts, figures and historical data for supporting material.
10. Integrate with other staff functions, MSEs and HHQ as appropriate.
11. Submit proposed PAG to the approving authority
12. Publish PAG.

REFERENCES:

1. DODD 5230.9 Clearance of DoD Information for Public Release
2. DoD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance (PAG)
3. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
4. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
5. JP 3-61 Public Affairs
6. MCO 5230.18 Clearance of Department of Defense Information for Public Release
7. MCO 5700.5 Development of Proposed Public Affairs Guidance
8. MCO 5720.77 Marine Corps Public Affairs
9. MCWP 3-33.3 Marine Corps Public Affairs
10. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

4341-PLAN-2011: Develop PA staff estimate

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The PA estimate provides the commander with information to facilitate his/her decision making and supports the development of the operational plan. The PA estimate precedes PA annex development. Once the commander approves a course of action (COA), the PA estimate will assist in the development of the PA annex.

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To provide complete and accurate communication input to the Marine Corps Planning Process in accordance with current public affairs/communication principles and MCWP 3-33.3 Marine Corps Public Affairs, Appendix B and in performance step sequence.

PERFORMANCE STEPS:

1. Study the mission statement.
2. Assess the situation.
3. Determine PA constraints and restraints.
4. Determine critical PA facts and assumptions.
5. Identify PA resources.
6. Determine PA evaluation criteria.
7. Analyze Courses of Action using PA evaluation criteria.
8. Compare Courses of Action using PA evaluation criteria.
9. Rank each Course of Action based on PA implications.
10. Coordinate with other communication capabilities (e.g., IO, CA, and COMCAM).
11. Recommend a Course of Action.
12. Present major PA issues, deficiencies, and risks, and provide specific recommendations concerning how their impact can be mitigated.
13. Update the PA estimate when, at a minimum, the understanding of the environment or problem changes, assumptions become invalid, when new tasks are received, or requirements or capabilities change.

REFERENCES:

1. JP 3-13 Joint Doctrine for Information Operations
2. JP 3-61 Public Affairs
3. MCO 5720.77 Marine Corps Public Affairs
4. MCWP 3-33.3 Marine Corps Public Affairs
5. MCWP 5-1 Marine Corps Planning Process (MCP)

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: In step two, the situation includes, but is not limited to, information about key publics, the operating environment, and cultural, political, economical and psychological implications. PAOs should identify characteristics of the information environment (e.g., physical, informational and cognitive dimensions) that may influence friendly, adversary, and neutral operations and key publics. PAOs should also consider adversary influence capabilities to include strengths, vulnerabilities, and current tactics, techniques, and procedures. During COA analysis, PAOs should take into consideration, among other things, how each COA may impact key publics, the potential unintended consequences of planned actions, and any potential disparities between the commands deeds and words.

4341-PLAN-2012: Develop an PA Annex (Annex F)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The Annex F is public affairs annex to the overall operations order. The annex not only outlines the public affairs policies and objectives for an operation, but it also is the public affairs plan of action. The annex addresses both scheduled and anticipated events, as well as responses to mishaps and contingency situations. In essence, the Annex F is the blueprint for executing public affairs for an operation.

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To provide complete and accurate communication input to an operations order in accordance with current public affairs/communication principles and JP 3-61 Public Affairs and in performance step sequence.

PERFORMANCE STEPS:

1. Review PA staff estimate.
2. Research relevant issues/topics.
3. Conduct PA problem framing.
4. Determine the general situation.
5. Develop a PA mission statement.
6. Determine PA execution.
7. Determine administrative requirements.
8. Determine logistical requirements.
9. Determine communications requirements.
10. Integrate planning with other staff functions and HHQ.
11. Present annex

REFERENCES:

1. DoD Directive 5400.13 Joint Public Affairs Operations
2. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
3. JP 3-13 Joint Doctrine for Information Operations
4. JP 3-61 Public Affairs
5. MCO 5720.77 Marine Corps Public Affairs
6. MCWP 3-33.3 Marine Corps Public Affairs
7. MCWP 5-1 Marine Corps Planning Process (MCP)

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Problem framing includes, but is not limited to, determining specified and implied tasks, facts, assumptions, and making requests for information. The general situation should include, but not be limited to: friendly, neutral, adversary publics including host-nation, international and American publics; operating conditions; and HHQs guidance. The PA execution phase should include, but not be limited to: PA commanders intent; key publics and influencers; priorities of effort; key messages (PAG); tasking to subordinate PA shops; and coordinating instructions including accreditation procedures and media embed program. Logistical requirements include, but are not limited to: transportation for both military personnel and media; food and lodging for military personnel and media; and office/facility requirements for both military personnel and media. Communication requirements include, but are not

limited to, computers, radios, satellite phones, recording devices, transmission capabilities, access to social media, and procedures for medias use of military communication equipment.

4341-PLAN-2013: Produce communication plan

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: The purpose of communication plans is to achieve a specific communication goal with specified key publics.

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: That addresses a specific communication goal with key publics in accordance with current public affairs/communication principles and Effective Public Relations, and in performance step sequence.

PERFORMANCE STEPS:

1. Identify a problem, concern or opportunity.
2. Research all relevant publics.
3. Research the command.
4. Research the problem, concern or opportunity.
5. Conduct a SWOT analysis (strengths, weaknesses, opportunities, threats).
6. Develop a problem statement.
7. Develop a goal statement (i.e., desired communication end state).
8. Identify, segment, and prioritize key publics.
9. Develop measureable objectives.
10. Develop action strategies.
11. Develop communication strategies for message content.
12. Develop communication strategies for message delivery.
13. Develop one or more tactics for each strategy.
14. Explain each task.
15. Assign a coordinator to each task.
16. Identify the budget required for each task, if any.
17. Assign a deadline to each task.
18. Develop evaluation measures for plan preparation.
19. Develop evaluation measures for plan implementation.
20. Develop evaluation measures for plan impact.
21. Coordinate and synchronize plan with other staff functions, MSEs and HHQ.
22. Present plan.

REFERENCES:

1. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
2. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
3. MCO 5510.9 Security of Information for Public Release
4. MCO 5720.77 Marine Corps Public Affairs
5. MCWP 3-33.3 Marine Corps Public Affairs
6. Primer of Public Relations Research. By Don W. Stacks. 2002.

7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
8. Webster's New World College Dictionary

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Before, during and after plan development, PAOs should conduct staff coordination to ensure the plan is coordinated, integrated, and/or synchronized with other staff functions, higher headquarters, adjacent units, major subordinate elements, and any other pertinent unit. Appropriate regulations to consider during planning include SAPP, FOIA, HIPPA, and the Privacy Act. Other considerations include operations security and the possible unintended consequences of the plan.

4341-PROD-2014: Design print communication products

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT, GYSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To support operational/service goal(s) without design, grammatical or spelling errors.

PERFORMANCE STEPS:

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

REFERENCES:

1. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
 2. Unit SOP Unit SOP
 3. Associated Press Stylebook
 4. Marine Corps News Style Guide
 5. Webster's New World College Dictionary
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4341-PROD-2015: Review communication products

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To ensure products support the communication goal and are complete, accurate and without errors.

PERFORMANCE STEPS:

1. Consider communication goal.
2. Determine if product is tailored toward specified key public.
3. Apply appropriate policies and regulations.
4. Review for structural, grammatical and spelling and factual errors.
5. Assess if product supports communication goal.

REFERENCES:

1. DoD Instruction 5120.4 DoD Newspapers, Magazines and Civilian Enterprise Publications
 2. MCO 5510.9 Security of Information for Public Release
 3. MCO 5720.74 Department of Defense Newspapers, Magazines and Civilian Publications
 4. MCO 5720.77 Marine Corps Public Affairs
 5. MCWP 3-33.3 Marine Corps Public Affairs
 6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
 7. Unit SOP Unit SOP
 8. Associated Press Stylebook
 9. Marine Corps News Style Guide
 10. Webster's New World College Dictionary
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4341-PROD-2016: Produce an information kit

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: CPL, SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: MOJT

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

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

PERFORMANCE STEPS:

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

REFERENCES:

1. MCO 5720.77 Marine Corps Public Affairs

2. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
 3. Associated Press Stylebook
 4. Marine Corps News Style Guide
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4341-SUPP-2017: Coordinate educators' workshop (District)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

BILLETS: District PA Chief

GRADES: GYSGT

INITIAL TRAINING SETTING: MOJT

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

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

PERFORMANCE STEPS:

1. Identify workshop dates.
2. Identify requirements.
3. Identify potential media participants.
4. Establish coordination timeline.
5. Coordinate planning with other staff sections.
6. Coordinate with HHQ.
7. Coordinate attendee submissions with command members.
8. Invite media.
9. Submit after action report to HHQ.

REFERENCES:

1. MCO 1130.76_ Volume III, Guidebook for Recruiting Station Operations
 2. MCO 1130.76_ Volume V, Guidebook for District Operations
 3. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
 4. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
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4341-SUPP-2018: Coordinate an Enhanced Area Canvassing Event (EAC)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

1. Identify recruiting priorities.
2. Identify key publics.
3. Research event opportunities.
4. Identify events.
5. Identify Marine Corps assets to support event.
6. Identify requirements.
7. Identify potential media engagement.
8. Establish coordination timeline.
9. Coordinate planning with command members.
10. Coordinate with HHQ as necessary.
11. Request Marine assets as necessary.
12. Secure advertising as necessary.
13. Provide gear, incentive items, and collateral material.
14. Submit leads to contracted advertising agency.
15. Conduct assessment.

REFERENCES:

1. MCO 5720.77 Marine Corps Public Affairs
 2. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
 3. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
 4. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
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4341-SUPP-2019: Coordinate Marine Corps assets in support of recruiting activities

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

1. Identify recruiting priorities.
2. Identify opportunities.
3. Staff potential opportunities for approval as appropriate.
4. Coordinate submission of electronic requests for Marine assets to HHQ.
5. Coordinate with Marine assets as necessary.
6. Develop recruiting activities to maximize presence of Marine assets.
7. Coordinate planning with other staff sections.
8. Coordinate with HHQ as necessary.
9. Coordinate logistics and administration support as necessary.
10. Invite media.
11. Conduct assessment.

REFERENCES:

1. DoD Directive 3025.1 Military Support to Civil Authorities
2. DoD Directive 5410.18 Public Affairs Community Relations Policy
3. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
4. MCO 5720.77 Marine Corps Public Affairs
5. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
6. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
7. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

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

4341-SUPP-2020: Coordinate Center of Influence (COI) Events

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

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

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

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

REFERENCES:

1. DoD Directive 3025.1 Military Support to Civil Authorities
2. DoD Directive 5410.18 Public Affairs Community Relations Policy
3. DoD Instruction 5410.19 Armed Forces Participation in Public Events Supporting Community Relations Programs
4. MCO 5720.77 Marine Corps Public Affairs
5. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
6. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
7. MCRCO 7000.2 Marine Corps Center of Influence Program
8. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

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

4341-SUPP-2021: Coordinate Recruiter Supplied Name (RSN) List Attainment

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

DESCRIPTION: These lists are student rosters obtained in support of the direct mail program and further used by recruiters to contact potential applicants.

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

1. Identify submission deadlines.
2. Identify school list requirements.
3. Coordinate list submissions.
4. Correct errors in submissions as necessary.
5. Document list attainment statistics.

REFERENCES:

1. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
 2. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
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4341-SUPP-2022: Coordinate educators' workshop (Recruiting Station)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Educators workshops are designed to enhance recruiting efforts and raise awareness among high school/college educators and key publics.

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

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

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

PERFORMANCE STEPS:

1. Identify workshop dates.
2. Identify requirements.
3. Identify potential media participants.
4. Establish coordination timeline.
5. Coordinate planning with other staff sections.
6. Coordinate with HHQ.
7. Coordinate attendee submissions with command members.
8. Invite media.
9. Submit after action report to HHQ.

REFERENCES:

1. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
 2. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
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4341-SUPP-2023: Publish an annual Recruitment Advertising Plan (RAP)

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: This annual plan outlines marketing and advertising efforts, to include budgeting considerations, outreach and awareness initiatives, recurring events, lead generation and recruiter support programs.

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent.

STANDARD: To define advertising/marketing objectives.

PERFORMANCE STEPS:

1. Review national and district level RAPs.
2. Identify local recruiting priorities.
3. Identify constraints/restraints.
4. Identify budget requirements.
5. Research opportunities.
6. Submit RAP for approval.
7. Distribute annual RAP.

REFERENCES:

1. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
 2. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
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4341-SUPP-2024: Complete High School Awards certificates

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: These awards are Marine Corps awards designed to recognize excellence among high school students to increase exposure and raise awareness among students and influencers.

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the requirement to assist the recruiting station executive officer in the execution of the high school awards program.

STANDARD: To meet logistical and administrative requirements.

PERFORMANCE STEPS:

1. Obtain blank awards.
2. Coordinate high school submissions with command members.
3. Coordinate production of awards.
4. Coordinate award delivery to recruiter.
5. Document number of awards presented.

REFERENCES:

1. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
 2. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
-

4341-SUPP-2025: Market Public Service Announcements

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Market a radio, print, or television announcement to raise public awareness in support of Marine Corps recruiting.

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To obtain free advertising in support of recruiting operations.

PERFORMANCE STEPS:

1. Identify key publics.
2. Identify type of media.
3. Create PSA if necessary.
4. Identify specific media outlets.
5. Schedule a media visit with selected organizations.
6. Conduct meeting.
7. Track the distribution in accordance with Guidebook for Recruiting Station Operations, Volume III, Chapter 10
8. Conduct assessment.

REFERENCES:

1. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
 2. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level
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4341-SUPP-2026: Manage recruiter support materials

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Collateral and incentive items support recruiting operations. Collateral items include pamphlets, brochures, posters and stickers. Incentive items support lead generation activities and include such items as t-shirts, lanyards and water bottles.

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent.

STANDARD: To maintain materials to support command objectives.

PERFORMANCE STEPS:

1. Identify recruiting priorities.
2. Coordinate item selection and availability with HHQ.
3. Publish list of items to recruiting force.
4. Identify local item requirements.
5. Order materials.
6. Issue items as required.
7. Track delivery and maintain inventory of items.
8. Report discrepancies to HHQ.

REFERENCES:

1. MCO P1100.72_Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
2. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level

MISCELLANEOUS:

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

4341-SUPP-2027: Execute local marketing/advertising initiatives

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: These initiatives include activities which raise awareness and increase exposure of Marine Corps opportunities among key publics. They include, but are not limited to, purchasing advertisements, purchasing booth space at events, partnering with appropriate organizations at public events, guerilla marketing efforts, and branding.

BILLETS: Marketing & Public Affairs Representative (MPA)

GRADES: SGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent.

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

PERFORMANCE STEPS:

1. Identify recruiting priorities.
2. Identify marketing/advertising opportunities.
3. Staff potential opportunities for approval as appropriate.
4. Coordinate contract requirements if applicable.
5. Submit purchase requests as necessary.
6. Provide required materials as necessary.
7. Conduct assessment.

REFERENCES:

1. MCO P1100.72_ Military Personnel Procurement Manual Volume II Enlistment Procedures (MPPM ENLPROC)
2. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising at the Recruiting Station (RS) Level

MISCELLANEOUS:

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

4341-TRNG-2028: Provide communication awareness training

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

DESCRIPTION: Provide tailored, scalable training to all members of the command, family members and civilian Marines.

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

CONDITION: Given the commander's intent, operational/communication objectives and an opportunity.

STANDARD: To inform audience of the information/communication environment and improve communication skills.

PERFORMANCE STEPS:

1. Determine audience.
2. Determine the training required.
3. Create training products.
4. Conduct assessment

REFERENCES:

1. MCO 5230.18 Clearance of Department of Defense Information for Public Release
2. MCO 5510.9 Security of Information for Public Release

3. MCO 5720.71 Joint Public Affairs Operations
4. MCO 5720.72 Procedures for Joint Public Affairs Operations
5. MCWP 3-33.3 Marine Corps Public Affairs
6. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations
7. Unit SOP Unit SOP

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Tailored training should include emphasis on media skills training and the global information environment. Examples of both positive and negative media-generated product (i.e. social network sites) should be provided.

4341-TRNG-2029: Prepare Subject Matter Experts

EVALUATION-CODED: NO

SUSTAINMENT INTERVAL: 12 months

GRADES: SGT, SSGT, GYSGT, MSGT, MGYSGT

INITIAL TRAINING SETTING: FORMAL

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

STANDARD: To engage key publics.

PERFORMANCE STEPS:

1. Determine audience.
2. Determine the training required.
3. Determine level of expertise required.
4. Identify subject matter experts.
5. Create interview products.
6. Conduct training.
7. Conduct assessment.

REFERENCES:

1. MCO 5230.18 Clearance of Department of Defense Information for Public Release
2. MCO 5510.9 Security of Information for Public Release
3. MCWP 3-33.3 Marine Corps Public Affairs
4. SECNAVINST 5720.44_ Department of the Navy Public Affairs Policy & Regulations

MISCELLANEOUS:

ADMINISTRATIVE INSTRUCTIONS: Training includes, but is not limited to, murder boards, interview techniques, individual and/or organization background information, and command messages.

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APPENDIX A

ACRONYMS AND ABBREVIATIONS

AFBS	Air Force Broadcasting Service
ADSW	Active Duty Special Work
AFRTS	American Forces Radio and Television Network
AFN	American Forces Network
AO	Area of Operations
AOR	Area of Responsibility
ASD	Assistant Secretary of Defense
BRAC	Base Realignment and Closure
C2	Command and Control
CA	Civil Affairs
CC	Combat Correspondent
CCD	Charged-Coupled Device
CD	Compact Disk
CE	Commercial Enterprise
CG	Character Generator
CJCS	Chairman of the Joint Chiefs of Staff
CHINFO	Chief of Information
CMC	Commandant of the Marine Corps
CMO	Civil-military Operations
CNO	Chief of Naval Operations
CO	Commanding Officer
COA	Course of Action
COMREL	Community Relations
CPAO	Consolidated Public Affairs Office
CPIC	Combined Press Information Center
CPX	Command Post Exercise
COMCAM	Combat Camera
CVIC	Combat Visual Information Center
COMSEC	communications security
COD	Carrier Onboard Delivery
CONUS	Continental United States
DIRPA	Director of Public Affairs
DHS	Department of Homeland Security
DINFOS	Defense Information School
DJ	Disk Jockey
DMC	Defense Media Center
DOD	Department of Defense
DON	Department of Navy
DoD	Department of Defense
DTH	Direct to Home
DTS	Direct to Sailor
DV	Distinguished Visitor
EEFI	Essential Elements of Friendly Information
ENG	Electronic News Gathering
EPK	Electronic Press Kit
EW	Electronic Warfare
FAA	Federal Aviation Administration

FMF Fleet Marine Force
FMFM Fleet Marine Force Manual
FHTNR Fleet Home Town News Release
FOIA Freedom of Information Act
FY Fiscal Year
HQMC Headquarters, Marine Corps
HDTV High Definition Television
HIPPA Health Insurance Portability and Accountability Act
IC Interior Communications
IO Information Operations
IRR Individual Ready Reserve
JCCC Joint Combat Camera Center
JCS Joint Chiefs of Staff
JCOC Joint Civilian Orientation Conference
JFC Joint Force Commander
JIB Joint Information Bureau
JO Navy Journalist
JP Joint Publication
JTF Joint Task Force
LCD Liquid Crystal Display
MAGTF Marine air-ground task force
MARFORRES Marine Forces Reserve
MCB Marine Corps base
ENG Electronic News Gathering
MCCS Marine Corps Community Services
MCDP Marine Corps Doctrinal Publication
MCO Marine Corps Order
MCPD Marine Corps Planning Process
MCWP Marine Corps Warfighting Publication
MCTFS Marine Corps Total Force System
MEF Marine Expeditionary Force
MEU Marine Expeditionary Unit
MEU(SOC) Marine Expeditionary Unit (special operations capable)
MOJT Managed on the Job Training
MOS Military Occupational Specialty
MPAR Marketing and Public Affairs Representative
MSC Major Subordinate Command
MSE Major Subordinate Element
MWR Morale Welfare and Recreation
NCR National Capital Region
NGO Non-governmental Organizations
NLE Non-linear Editing
NMR News Media Representative
NVNS Navy Visual News Service
OASD Office of the Assistant Secretary of Defense
OCCFLD Occupational Field
OCONUS Outside the Continental United States
OI Operating Instruction
OLA Office of Legislative Affairs
OMFTS Operational Maneuver from the Sea
OPLAN Operational plans
ORF Official Representation Funds
OPORD Operation Order
OPSEC Operations Security
PA Public Affairs

PAG Public Affairs Guidance
PAO Public Affairs Officer
PC Personal Computer
PH Photographers Mate
PHI Protected Health Information
POC Point of Contact
PPAG Proposed Public Affairs Guidance
PSA Public Service Announcement
PSYOP Psychological Operations
RAID Redundant Array of Independent Disks
SATNET Satellite Network
SECNAVINST Secretary of the Navy Instruction
SOFA Status of Forces Agreement
SOP Standard Operating Procedures
SPMAGTF Special-purpose Marine Air-Ground Task Force
T-ASA Television-Audio Support Activity
TBC Time Base Corrector
TV Television
USMCCCA United States Marine Corps Combat Correspondents Association
USMCR United States Marine Corps Reserve
VCR Videocassette Recorder
VI Visual Information
VTC Video Teleconference
VTR Videotape Recorder

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APPENDIX B

TERMS AND DEFINITIONS

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

A

After Action Review (AAR). 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.

Area of Operations (AO). An operational area defined by the joint force commander for land and naval forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. (Joint Pub 1-02)

C

Centralized Control. In military operations, a mode of battlespace management in which one echelon of command exercises total authority and direction of all aspects of one or more warfighting functions. It is a method of control where detailed orders are issued and total unity of action is the overriding consideration. (MCRP 5-12C)

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 Data. Data derived from reporting by operational units. (MCRP 5-12C)

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.

Combatant Command. A unified or specified command with a broad continuing mission under a single commander established and so designated by the President through the Secretary of Defense and with the advice and assistance of Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (Joint Pub 1-02)

Command and Control (C2). The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. (Joint Pub 1-02) The means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. (MCRP 5-12C)

Command and Control Warfare (C2W). The integrated use of operations security, military deception, psychological operations, electronic warfare, and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities, while protecting friendly command and control capabilities against such actions. (Joint Pub 2-0)

Commander's Intent. A commander's clear, concise articulation of the purpose(s) behind one or more tasks assigned to a subordinate. It is one of two parts of every mission statement, which guides the exercise of initiative in the absence of instructions. (MCRP 5-12C)

Communications Security (COMSEC). The protection resulting from all measures designed to deny unauthorized persons information of value, which might be derived from the possession, and study of telecommunications, or to mislead unauthorized persons in their interpretation of the results of such possession and study. (Joint Pub 1-02 extract)

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...).

Coordination. The action necessary to ensure adequately integrated relationships between separate organizations located in the same area. Coordination may include such matters as fire support, emergency defense measures, area intelligence and other situations in which coordination is considered necessary. (MCRP 5-12C)

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

Decentralized Control. In military operations, a mode of battlespace management in which a command echelon may delegate some or all authority and direction for warfighting functions to subordinates. It requires careful and clear articulation of mission, intent, and main effort to unify efforts of subordinate leaders. (MCRP 5-12C)

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.

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). 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. 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.

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.

Information Assurance (IA). Information operations that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and no repudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities. (JP 1-02)

J

Joint Force. A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint force commander. (Joint Pub 1-02)

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.

Marine Corps Planning Process (MCP). A six-step methodology which helps organize the thought processes of the commander and staff throughout the planning and execution of military operations. It focuses on the threat and is based on the Marine Corps philosophy of maneuver warfare. It capitalizes on the principle of unity of command and supports the establishment and maintenance of tempo. The six steps consist of mission analysis, course of

action development, course of action analysis, comparison/decision, orders development, and transition. Note: Tenets of the MCPP include top down planning, single battle concept, and integrated planning. (MCRP 5-12C)

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

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

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 Control (OPCON). Transferable command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority). Operational control may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish mission assigned to the command. Operational control should be exercised through the commanders or subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

Operational Readiness (OR). (DoD or 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.

Operations Security (OPSEC). A process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to: a. identify those actions that can be observed by

adversary intelligence systems; b. determine indicators that hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and c. select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (JP 1-02)

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 Marine unit 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 combatant commanders to execute assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (b) Joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

Reach Back. The ability to exploit resources, capabilities, expertise, etc..., not physically located in the theater or a joint operations area, when established. (MCRP 5-12C)

S

Situational Awareness. Knowledge and understanding of the current situation which promotes timely, relevant and accurate assessment of friendly, enemy, and other operations within the battlespace in order to facilitate decision-making. An informational perspective and skill that foster an ability to determine quickly the context and relevance of events that are unfolding. (MCRP 5-12C)

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

Tempo. The relative speed and rhythm of military operations over time. (MCRP 5-12C)

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.

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

U

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

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

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

W

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

PA T&R MANUAL

APPENDIX C

REFERENCES

PUBLICATION ID	TITLE
A	
	AIRS Checklist for Public Affairs
DoDD 5040.5	Alteration of Official DoD Imagery
MCO 5720.70	American Forces Information Service
DoDD 5122.10	American Forces Information Service (AFIS)
DoD Instruction 5410.19	Armed Forces Participation in Public Events Supporting Community Relations Programs
DoDD 5120-20	Armed Forces Radio and Television Service (AFRTS)
MCO 5100.27	Armed Forces Radio and Television Services (AFRTS)
	Associated Press Stylebook
C	
MCO 5230.18	Clearance of Department of Defense Information for Public Release
DoDD 5230.9	Clearance of DoD Information for Public Release
DoDD 5410.14	Cooperation with U.S. News Media Representatives at the Scene of Military Accidents Occurring Outside Military Installations
D	
DoD Instruction 5435.2	Delegation of Authority to Approve Travel In and Use of Military Carriers for Public Affairs Purposes
MCO 5720.74	Department of Defense Newspapers, Magazines and Civilian Publications
SECNAVINST 5720.42	Department of the Navy Freedom of Information Act Program
SECNAVINST 5720.47	Department of the Navy Policy for Content of Publicly Accessible World Wide Web Sites
SECNAVINST 5720.44b	Department of the Navy Public Affairs Policy & Regulations
MCO 5700.5	Development of Proposed Public Affairs Guidance
Joint Pub 3-61	Doctrine for Public Affairs in Joint Operations
DoDD 5525.5	DoD Cooperation with Civilian Law Enforcement Officials
JP 1-02	DoD Dictionary of Military and Associated Terms
DoD Instruction 5120.4	DoD Newspapers, Magazines and Civilian Enterprise Publications
F	
DoD Regulation 5400.7-R	Freedom of Information Act

I	
DoD Instruction 5505.10	Investigation of Non-combat Deaths of Active Duty Members of the Armed Forces
J	
JP 3-13	Joint Doctrine for Information Operations
DoD Regulation 5500.7-R	Joint Ethics Regulation
JP 5-03.2	Joint Operation Planning and Execution System Vol II
JOINT PUB 5-03.1	Joint Operational and Execution System
DoDD 5400.13	Joint Public Affairs Operations
MCO 5720.71	Joint Public Affairs Operations
M	
MCWP 3-40.4	MAGTF Information Operations
DoD Regulation 5120.20-R	Management and Operation of AFRTS
	MARCORSYSCOM Desktop Procedures for Public Affairs
MCO 5720.73	Marine Corps Aviation Support of the Community Relations Program Manual
MCO 5726.15	Marine Corps Band Support
MCO P1070.12K	Marine Corps Individual Records Administration Manual
	Marine Corps News Style Guide
MCWP 3-33.3	Marine Corps Public Affairs
MCO P5600.31	Marine Corps Publications and Printing Regulations
MCO P1020.34	Marine Corps Uniform Regulations
MCO 3104.1	Marine Corps Visual Information and Combat Camera Support Manual
DoDD 3025.12	Military Assistance for Civil Disturbances
MCO P1200.7	Military Occupational Specialty (MOS) Manual
DoDD 3025.1	Military Support to Civil Authorities
N	
SECNAVINST 5216.5	Naval Correspondence Manual
DoDD 5230.16	Nuclear Accident and Incident Public Affairs Guidance (PAG)
P	
DoD Regulation 5400.11-R	Privacy Program
MCO 5720.72	Procedures for Joint Public Affairs Operations
DoDD 5410.18	Public Affairs Community Relations Policy
Air Force Doctrine Document 2-5.4	Public Affairs Operations
Army Field Manual 46-1	Public Affairs Operations
R	
DD Form 2536	Request for Armed Forces Participation in Public Events

DD Form 2535	Request for Military Aerial Support
S	
MCO 5510.9	Security of Information for Public Release
	SOP Local Standing Operating Procedures
MCO P5720.75	Standard Operating Procedures (SOP) For Recruitment Advertising At The Recruiting Station (RS) Level
T	
	T/E Checklist Training and Education Checklist
MCO P5211.2	The Privacy Act of 1974
W	
	Webster's New World College Dictionary
MARADMIN 094/99	World Wide Web Site Compliancy Assessment