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

Encl: (1) PA T&R Manual

1. Purpose. Per reference (a), this Training and Readiness (T&R) Manual, contained in enclosure (1), establishes training standards, regulations, and policies regarding the training of Marines in the Public Affairs (PA) occupational field.

2. Cancellation. NAVMC 3500.9A

3. Scope

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

b. Formal school and training detachment commanders will use references (a) and (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.

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

4. Information. Commanding General (CG), Training and Education Command (TECOM) will update this T&R Manual as necessary to provide current and relevant training standards to commanders. All questions pertaining to the Marine Corps Ground T&R Program and Unit Training Management should be directed to: CG, TECOM, Marine Air Ground Task Force Training and Education Standards Division (C 465), 1019 Elliot Road, Quantico, Virginia 22134.
5. Command. This manual is applicable to the Marine Corps Total Force.
6. Certification. Reviewed and approved this date.



T. M. MURRAY  
By direction

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PA T&R MANUAL

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CHAPTER 1

OVERVIEW

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PA T&R MANUAL

CHAPTER 1

OVERVIEW

**1000. INTRODUCTION**

1. The T&R Program is the Corps' primary tool for planning, conducting and evaluating training and assessing training readiness. Subject matter experts (SMEs) from the operating forces developed core capability Mission Essential Task List(s) (METLs) for ground communities derived from the Marine Corps Task List (MCTL). This T&R Manual is built around these METLs and other related Marine Corps Tasks (MCT). All events contained in the Manual relate directly to these METLs and MCTs. This comprehensive T&R Program will help to ensure the Marine Corps continues to improve its combat readiness by training more efficiently and effectively. Ultimately, this will enhance the Marine Corps' ability to accomplish real-world missions.

2. The T&R Manual contains the individual and collective training requirements to prepare units to accomplish their combat 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 combat. The T&R Manual is a fundamental tool for commanders to build and maintain unit combat readiness. Using this tool, leaders can construct and execute an effective training plan that supports the unit's METL. More detailed information on the Marine Corps Ground T&R Program is found in reference (a).

3. The T&R Manual is designed for use by unit commanders to determine pre-deployment training requirements in preparation for training and for Formal Learning Centers (FLCs) and Training Detachments to create courses of instruction. This directive focuses on individual and collective tasks performed by operating forces (OPFOR) units and supervised by personnel in the performance of unit Mission Essential Tasks (METs).

**1001. UNIT TRAINING**

1. The training of Marines to perform as an integrated unit in combat lies at the heart of the T&R program. Unit and individual readiness are directly related. Individual training and the mastery of individual core skills serve as the building blocks for unit combat readiness. A Marine's ability to perform critical skills required in combat is essential. However, it is not necessary to have all individuals within a unit fully trained in order for that organization to accomplish its assigned tasks. Manpower shortfalls, temporary assignments, leave, or other factors outside the commander's control, often affect the ability to conduct individual training. During these periods, unit readiness is enhanced if emphasis is placed on the individual training of Marines on-hand. Subsequently, these Marines will be mission ready and capable of executing as part of a team when the full complement of personnel is available.

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

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

#### **1002. UNIT TRAINING MANAGEMENT**

1. Unit Training Management (UTM) is the application of the Systems Approach to Training (SAT) and the Marine Corps Training Principles. This is accomplished in a manner that maximizes training results and focuses the training priorities of the unit in preparation for the conduct of its wartime mission.

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

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

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

#### **1003. SUSTAINMENT AND EVALUATION OF TRAINING**

1. The evaluation of training is necessary to properly prepare Marines for combat. Evaluations are either formal or informal, and performed by members

of the unit (internal evaluation) or from an external command (external evaluation).

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

3. The purpose of formal and informal evaluation is to provide commanders with a process to determine a unit's/Marine's proficiency in the tasks that must be performed in combat. Informal evaluations are conducted during every training evolution. Formal evaluations are often scenario-based, focused on the unit's METs, based on collective training standards, and usually conducted during higher-level collective events. References (a) and (f) provide further guidance on the conduct of informal and formal evaluations using the Marine Corps Ground T&R Program.

**1004. ORGANIZATION.** The Public Affairs T&R Manual is comprised of 6 chapters and 3 appendices. Chapter 1 is an overview of the Ground T&R Program. Chapter 2 lists the Public Affairs METs. Chapter 3 contains collective events. Chapter 4 begins the chapters that capture individual events specific to a particular MOS and/or billet, as noted. Chapters 5 - 7 contain additional individual events. Appendix A contains acronyms and abbreviations, Appendix B contains terms and definitions, Appendix C contains references, and Appendix D contains simulation.

**1005. T&R EVENT CODING.** An event contained within a T&R Manual is an individual or collective training standard. This section explains each of the components of a T&R event. These items will be included in all of the events in each T&R Manual. Community-based T&R Manuals may have several additional components not found in unit-based T&R Manuals. The event condition, event title (behavior) and event standard should be read together as a grammatical sentence.

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

- a. First up to 4 characters indicate MOS or Community (e.g., 0321, 1812 or INTL)
- b. Second up to 4 characters indicate functional or duty area (e.g. DEF, FSPT, MVMT, etc.)
- c. Third 4 characters indicate the unit size and supported unit, if applicable (1000 through 9000), and sequence. Figure 1-1 shows the relationship of unit size to event code. NOTE: The titles for the various echelons are for example only, and are not exclusive. For example: 4000-level events are appropriate for Section-level events as noted, but also for Squad-level events.

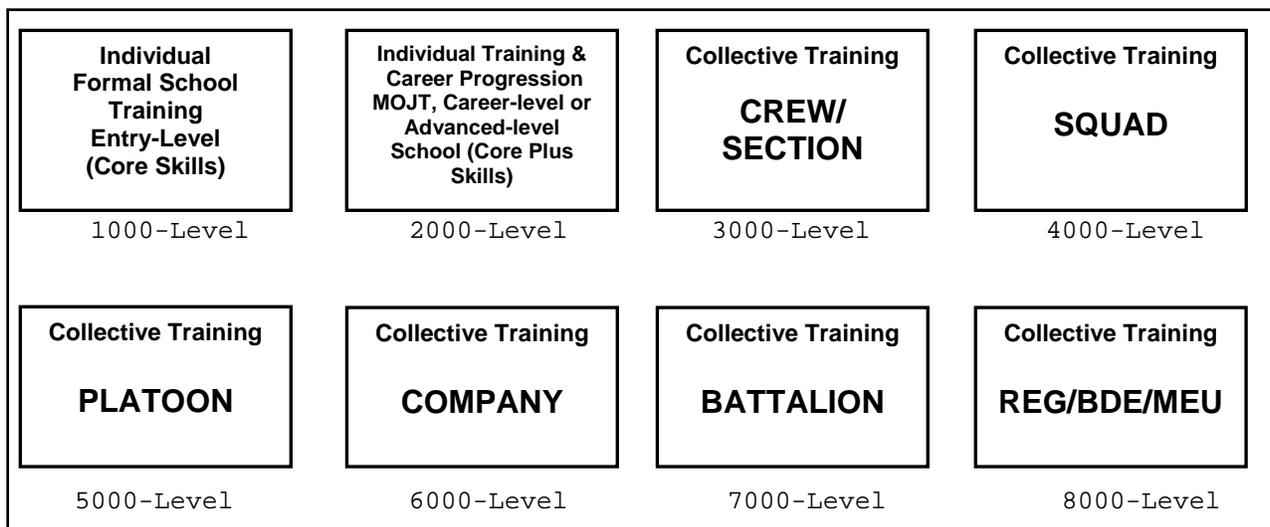


Figure. 1-1 T&R Event Levels

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

(2) Sequencing. A numerical code is assigned to each individual (1000-2000-level) or collective (3000-9000-level) training event. The first number identifies the size of the unit performing the event, as depicted in figure 1-1. The second number is available for T&R Manuals with collective events that support those in other manuals to identify the echelon of unit being supported by a particular collective event. If a collective event is supported by other events or is performed in general support without regard to echelon, then a zero "0" will be utilized as the second number. For

example: 0231-TGT-3801 would refer to an event conducted by a four Marine Targeting Cell supporting a Regiment or Group, 0231-TGT-3001 would represent an event the Targeting Cell does in support of any sized unit. The event would not be labeled 0231-TGT-8001 because that would imply that a regiment sized targeting unit was performing some task. This is not possible, since no intelligence unit organizes in a unit larger than a Battalion. EXCEPTION: Events that relate to staff planning, to the conduct of a command operations center or to staff level decision making processes will be numbered according to the level of the unit to which the staff belongs. For example: an infantry battalion staff conducting planning for an offensive attack would be labeled as INF-PLAN-7001 even though the entire battalion is not actively involved in the planning of the operation. T&R event sequence numbers that begin with "9" are reserved for Marine Air Ground Task Forces (MAGTF) Command Element (CE) events. Marine Expeditionary Units (MEU) CE events will be numbered 90XX - 93XX. Marine Expeditionary Brigade (MEB) CE events will be numbered 94XX - 96XX. Marine Expeditionary Force (MEF) CE events will be numbered 97XX - 99XX.

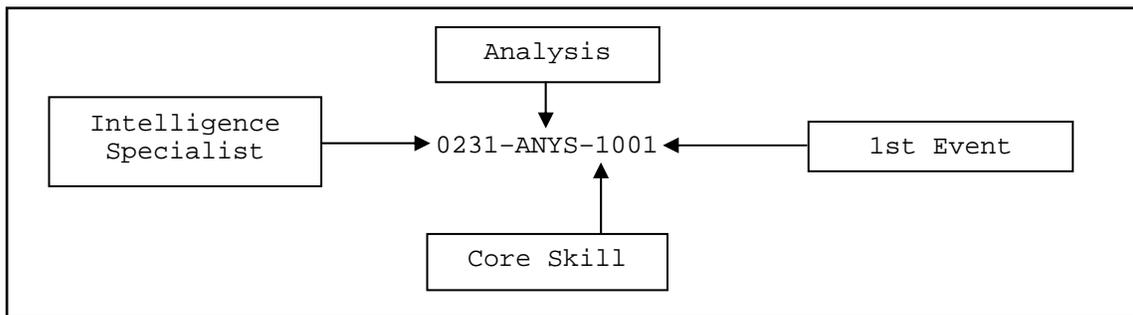


Figure 1-2: T&R Event Coding

#### 1006. COMBAT READINESS PERCENTAGE (CRP)

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

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

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

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

#### 1007. CRP CALCULATION

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

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

For Example:

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

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

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

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

#### 1008. T&R EVENT COMPOSITION

1. Event Code. The event code is explained in paragraph 1005.

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

should be stated. The content of the condition should be included in the event on a "by exception" basis. If there exists an assumption regarding the conditions under which all or most of the events in the Manual will be performed, then only those additional or exceptional items required should be listed in the condition. The common conditions under which all the events in a chapter will be executed will be listed as a separate paragraph at the beginning of the chapter.

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

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

a. The event components and performance steps will be consciously written so that they may be employed as performance evaluation check lists by the operating forces.

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

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

13. Chained Events. Collective T&R events are supported by lower-level collective and individual T&R events. This enables unit leaders to effectively identify subordinate T&R events that ultimately support specific mission essential tasks. When the accomplishment of any upper-level events, by their nature, result in the performance of certain subordinate and related

events, the events are "chained." The completion of chained events will update sustainment interval credit (and CRP for E-Coded events) for the related subordinate level events.

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

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

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

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

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

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

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

19. Suitability of Simulation/Simulators/DL products. If the TRMG determines that an event can be trained to standard by use of simulation, simulator or a DL product, this will be noted in the event title in a parenthetical remark. Figure 1-3 contains all acceptable codes. The specific simulation, simulator or DL product that is acceptable for training will be noted in the description block and in Supporting Requirements block.

Code	Requirement
L	Event able to be performed to standard only live environment
S	Event performed with simulation and/or simulator, particularly when it is unsafe to conduct the training in a live environment and when supporting live training used as a capstone event to a training continuum that includes academics, simulation-based, and live training
S/L	Event performed with simulation and/or simulator preferred/live optional. If the resources available do not allow for live training to occur, simulation-based training can assist in maintaining proficiency and provide a means to temporarily fill those identified training gaps.
DL	Event shall be performed by self-paced, technology-enabled training (i.e. MarineNet)
DL/L	Event may be performed by self-paced, technology enabled training or in a live environment

Figure 1-3

20. Miscellaneous

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

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

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

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

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

#### 1009. CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR (CBRN) TRAINING

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

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

#### 1010. NIGHT TRAINING

1. While it is understood that all personnel and units of the operating force are capable of performing their assigned mission in "every climate and place," current doctrine emphasizes the requirement to perform assigned

missions at night and during periods of limited visibility. Basic skills are significantly more difficult when visibility is limited.

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

#### **1011. OPERATIONAL RISK MANAGEMENT (ORM)**

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

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

#### **1012. MARINE CORPS GROUND T&R PROGRAM**

1. The Marine Corps Ground T&R Program continues to evolve. The vision for Ground T&R Program is to publish a T&R Manual for every readiness-reporting unit so that core capability METs are clearly defined with supporting collective training standards, and to publish community-based T&R Manuals for all occupational fields whose personnel augment other units to increase their combat and/or logistic capabilities. The vision for this program includes plans to provide a Marine Corps training management information system that enables tracking of unit and individual training accomplishments by unit commanders and small unit leaders, automatically computing CRP for both units and individual Marines based upon MOS and rank (or billet). Linkage of T&R Events to the MCTL, through the core capability METs, has enabled objective assessment of training readiness in the DRRS.

2. DRRS measures and reports on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the Secretary of Defense. With unit CRP based on the unit's training toward its

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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

The PA T&R Manual does not contain a Mission Essential Task Matrix as there are no Public Affair units which report readiness in the Defense Readiness Reporting System. Although the collective and individual events contained in this manual are not directly linked to Mission Essential Tasks, they directly support the Marine Corps' ability to meet the capabilities identified in the Marine Corps Task List (MCO 3500.26\_).

PA T&R MANUAL

CHAPTER 3

COLLECTIVE EVENTS

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PA T&R MANUAL

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. These events are linked to a Service-Level Mission Essential Task (MET). This linkage tailors collective and individual training for the selected MET. 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-ENGA-3001	Engage key publics	3-2
PUBA-ENGA-3002	Implement media embed program	3-3
PUBA-TRNG-3003	Provide PA training	3-4

**3003. 3000-LEVEL COLLECTIVE EVNENTS**

**PUBA-ENGA-3001:** Engage key publics

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

**DESCRIPTION:** Viewing communication as a social process dialogue and interaction among people versus a technical process of monologue and message delivery to a key public, public affairs engages key publics at all levels of command across the range of military operations, to include the supporting establishment. PA uses research and communication theory to identify key publics; develop creative communication strategies and outreach programs tailored for those publics; evaluates and adapt strategies as needed.

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**EVENT COMPONENTS:**

1. Conduct research.
2. Develop engagement plan.
3. Implement engagement plan.
4. Conduct evaluation.

**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
  6. Public Affairs Roadmap 2025
  7. DoD Joint Visual Information Concept of Operations
  8. DoD Instruction 5405.03 Development, Submission, and approval of Proposed Public Affairs Guidance (PPAG)
  9. Directive-Type Memorandum 09-026 Responsible and effective use of internet-based capabilities
  10. DoD Directive 5230.09 Clearance of DoD Information for Public Release
  11. Policy for Department of Defense interactive internet activities
- 

**PUBA-ENGA-3002:** Implement media embed program

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**EVENT COMPONENTS:**

1. Verify media credentials.
2. Conduct informal research.
3. Prepare command to receive media embeds.
4. Maintain log of current and past media embeds.
5. Determine what information needs to be communicated to support operations and enable maneuver.
6. Determine which units are best suited to support media embeds.
7. Provide communication and logistics support for media representatives.
8. Provide access briefs, security procedures and other guidance to media.
9. Facilitate media access to subject matter experts.
10. Conduct evaluation of the program and its communication impact.

**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
8. Joint Publication 3-61 Public Affairs
9. MCRP 3-33.3A Public Affairs Tactics, Techniques and Procedures
10. MCWP 3-33.3 Marine Corps Public Affairs

**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 member's experience.

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**PUBA-TRNG-3003:** Provide PA training

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Public affairs Marines will serve as communication trainers and educators, increasing the Corps' understanding about PA's mission, capabilities, role in the military planning process and support to engagement efforts. PA will train Marines in engagement techniques, digital communication, and the impact of individual actions on public perceptions and operational outcomes.

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**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 training.
7. Conduct evaluation.

**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 5720.42\_ Department of the Navy Freedom of Information Act Program
  10. SECNAVINST 5720.44\_ Department of the Navy Public Affairs Policy & Regulations
  11. Public Affairs Roadmap 2025
  12. Directive-Type Memorandum 09-026 Responsible and effective use of internet-based capabilities
  13. Policy for Department of Defense interactive internet activities
  14. Marine Corps Social Media Handbook
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PA T&R MANUAL

CHAPTER 4

MOS 4302 INDIVIDUAL EVENTS

	<u>PARAGRAPH</u>	<u>PAGE</u>
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2000-LEVEL EVENTS . . . . .	4004	4-15

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

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

<u>Code</u>	<u>Description</u>
4302	Public Affairs

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

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

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

<u>Code</u>	<u>Description</u>
1000	Core Skills
2000	Core Plus Skills

**4002. INDEX OF INDIVIDUAL EVENTS**

1000-LEVEL		
EVENT	DESCRIPTION	PAGE
4302-CNSL-1001	Provide PA counsel	4-3
4302-RESE-1002	Conduct informal research	4-4

4302-PLAN-1003	Develop a PA staff estimate	4-5
4302-PLAN-1004	Develop a PA Annex (Annex F)	4-5
4302-PLAN-1005	Develop a communication plan	4-7
4302-PLAN-1006	Develop Proposed Public Affairs Guidance (PPAG)	4-7
4302-ENGA-1007	Conduct media engagement	4-8
4302-ENGA-1008	Conduct community engagement	4-9
4302-ENGA-1009	Conduct an digital engagement	4-10
4302-PROD-1010	Develop communication products	4-12
4302-ISSU-1011	Conduct issue management	4-12
4302-CRIS-1012	Conduct crisis communication	4-13
4302-TRNG-1013	Provide PA training	4-14
<b>2000-LEVEL</b>		
<b>EVENT</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
4302-SUPP-2001	Provide PA support to recruiting	4-15
4302-PLAN-2002	Provide PA input throughout the Marine Corps Planning Process (MCP)	4-15
4302-PLAN-2003	Provide input throughout the Adaptive Planning and Execution Process (APEX, formerly JOPE)	4-16
4302-ENGA-2004	Develop communication strategy	4-17
4302-PROD-2005	Evaluate communication efforts	4-18

**4003. 1000-LEVEL EVENTS**

**4302-CNSL-1001:** Provide PA counsel

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

**INITIAL TRAINING SETTING:** FORMAL

**DESCRIPTION:** Trusted counsel to commanders is a core competency which includes anticipating and advising commanders on the possible impact of military operations and activities within the public information realm. This also includes preparing commanders to communicate with audiences through the media and other methods of communication, as well as analyzing and interpreting the information environment, monitoring domestic and foreign public understanding, and providing lessons learned from the past.

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision making.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. JP 3-61 Public Affairs
2. MCWP 3-33.3 Marine Corps Public Affairs
3. SECNAVINST 5720.44\_ Public Affairs Policy & Regulations
4. MCRP 3-33.3A Public Affairs Tactics, Techniques and Procedures

**MISCELLANEOUS:**

**ADMINISTRATION INSTRUCTIONS:** This task also applies to Colonels filling Public Affairs billets.

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**4302-RESE-1002:** Conduct informal research

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

**INITIAL TRAINING SETTING:** FORMAL

**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.

**CONDITION:** Given a requirement.

**STANDARD:** To inform planning and decision making.

**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. MCRP 3-33.3A Public Affairs Tactics, Techniques and Procedures
2. Primer of Public Relations Research. By Don W. Stacks. The Guilford Press; 2002.
3. JP 3-61 Public Affairs
4. SECNAVINST 5720.44\_ Public Affairs Policy & Regulations
5. MCWP 3-33.3 Marine Corps Public Affairs
6. MCO 5720.77 Marine Corps Public Affairs

**MISCELLANEOUS:**





**4302-PLAN-1005:** Develop a communication plan

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

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

**INITIAL TRAINING SETTING:** FORMAL

**DESCRIPTION:** Communication-specific planning is integrated throughout the Marine Corps Planning Process (MCP). Communication plans support the operational end state/institutional goals and are organized around an excepted format such as Research, Planning, Implementation, and Evaluation (RPIE).

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Conduct research.
2. Utilize communication theory.
3. Conduct a SWOT analysis (strengths, weaknesses, opportunities, threats).
4. Determine key publics.
5. Develop a goal (desired effects).
6. Develop measureable objectives.
7. Develop action strategies.
8. Develop tactics to support action strategies.
9. Develop evaluation measures.
10. Coordinate and synchronize plan with other staff functions, MSEs and HHQ.

**REFERENCES:**

1. Effective Public Relations (11<sup>th</sup> Edition). By Scott M. Cutlip, Allen H. Center, and Glen M. Broom. Prentice Hall; 2006.
2. Primer of Public Relations Research. By Don W. Stacks. The Guilford Press; 2002.
3. JP 3-61 Public Affairs
4. SECNAVINST 5720.44\_ Public Affairs Policy & Regulations
5. MCWP 3-33.3 Marine Corps Public Affairs
6. MCO 5720.77 Marine Corps Public Affairs
7. MCO 5510.9 Security of Information for Public Release
8. MCRP 3-33.3A Public Affairs Tactics, Techniques and Procedures

**MISCELLANEOUS:**

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

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**4302-PLAN-1006:** Develop Proposed Public Affairs Guidance (PPAG)

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

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

**INITIAL TRAINING SETTING:** FORMAL

**DESCRIPTION:** PPAG includes but is not limited to: recommended PA policy; background; contingency statements; message points; answers to anticipated media questions; community engagement guidance; and details governing the release of information.

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Research issue.
2. Provide background information as needed.
3. Determine PA approach (active or passive).
4. Develop a command statement for release.
5. Develop themes and messages.
6. Develop potential questions and proposed responses.
7. Identify command relationships and release authority.
8. Submit PPAG to the approving authority.

**REFERENCES:**

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

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** This task also applies to Colonels filling Public Affairs billets.

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**4302-ENGA-1007:** Conduct media engagement

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

**INITIAL TRAINING SETTING:** FORMAL

**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.

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Research issue.
2. Determine purpose for engagement.
3. Determine publics.
4. Select appropriate media outlets.
5. Contact media representatives.
6. Discuss potential media coverage.
7. Develop concept of operations for media engagement.
8. Develop communication guidance.
9. Prepare a press kit or communication products, if needed.
10. Determine ground rules.
11. Identify any limitations for engagement.
12. Coordinate engagements with other existing communication efforts.
13. Develop a measurement plan.
14. Disseminate communication guidance to command.
15. Prepare Marine Corps personnel participating in engagement.
16. Execute engagement.
17. Follow up with media representatives.
18. Assess impact of engagements.
19. 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. JP 3-61 Public Affairs
6. SECNAVINST 5720.44b Public Affairs Policy & Regulations
7. MCWP 3-33.3 Marine Corps Public Affairs
8. MCO 5720.77 Marine Corps Public Affairs
9. MCO 5510.9 Security of Information for Public Release

**MISCELLANEOUS:**

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

This task also applies to Colonels filling Public Affairs billets.

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**4302-ENGA-1008:** Conduct community engagement

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

**INITIAL TRAINING SETTING:** FORMAL

**DESCRIPTION:** Community engagements encompass direct interactions that are focused to specific publics and support the communication goals.

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Research issues.
2. Determine purpose for each engagement.
3. Determine key publics.
4. Determine engagement methods.
5. Determine the timing for each engagement.
6. Determine limitations.
7. Prepare tailored communication products.
8. Coordinate engagements with other existing communication efforts.
9. Develop a measurement plan.
10. Prepare Marine Corps personnel participating in outreach.
11. Execute community engagement.
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 3025.1 Military Support to Civil Authorities
3. DoDD 5400.13 Joint Public Affairs Operations
4. DoDD 5410.18 Public Affairs Community Relations Policy
5. DoDD 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
6. DoD Regulation 5500.7-R Joint Ethics Regulation
7. JP 3-61 Public Affairs
8. SECNAVINST 5720.44b Public Affairs Policy & Regulations
9. MCWP 3-33.3 Marine Corps Public Affairs
10. MCO 5720.77 Marine Corps Public Affairs
11. MCO 5230.18 Clearance of Department of Defense Information for Public Release
12. MCO 5510.9 Security of Information for Public Release
13. MCO 5720.71 Joint Public Affairs Operations
14. MCO 5720.72 Procedures for Joint Public Affairs Operation
15. Unit SOP

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** This task also applies to Colonels filling Public Affairs billets.

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**4302-ENGA-1009:** Conduct digital engagement

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 6 months

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

**INITIAL TRAINING SETTING:** FORMAL

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

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Establish an active digital presence.
2. Research issue.
3. Determine purpose for engagement.
4. Determine key publics.
5. Determine timing for engagement.
6. Select communication content.
7. Determine communication medium to deliver content.
8. Determine limitations.
9. Coordinate digital engagement with other existing communication efforts.
10. Develop communication products.
11. Develop a measurement plan.
12. Prepare Marine Corps personnel participating in outreach.
13. Execute engagement.
14. Assess impact of the engagement.
15. 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 5500.7-R Joint Ethics Regulation
5. JP 3-61 Public Affairs
6. SECNAVINST 5720.44b Public Affairs Policy & Regulations
7. SECNAVINST 5720.47b Department Of The Navy Policy For Content Of Publicly Accessible World Wide Web Sites
8. MCWP 3-33.3 Marine Corps Public Affairs
9. MCO 5720.77 Marine Corps Public Affairs
10. MCO 5720.71 Joint Public Affairs Operations
11. MCO 5720.72 Procedures for Joint Public Affairs Operations
12. MCO P5211.2 The Privacy Act of 1974
13. MCO P5720.75 Standard Operating Procedures (SOP) For Recruitment Advertising At The Recruiting Station (RS) Level
14. MCO 5510.9 Security of Information for Public Release
15. MCO 5230.18 Clearance of Department of Defense Information for Public Release

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Appropriate regulations include SAPP, FOIA, HIPPA, Privacy Act, and cyber security guidelines.

This task also applies to Colonels filling Public Affairs billets.

**4302-PROD-1010:** Develop communication products

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

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

**INITIAL TRAINING SETTING:** FORMAL

**DESCRIPTION:** Various products tailored for key publics in order to build understanding, trust, credibility and relationships needed to achieve the operational end state/institutional goals.

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Determine the communication preferences of key publics.
2. Determine content.
3. Identify information sources.
4. Gather content.
5. Draft products.
6. Coordinate with staff functions and HHQ.
7. Edit products.

**REFERENCES:**

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

This task also applies to Colonels filling Public Affairs billets.

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**4302-ISSU-1011:** Conduct issue management

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

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

**INITIAL TRAINING SETTING:** FORMAL

**DESCRIPTION:** Issue management is the identification of issues that may pose a risk to the Marine Corps' reputation or mission accomplishment and the proactive development of mitigating actions.

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Conduct environmental scanning.
2. Identify potential issue.
3. Research the issue.
4. Prioritize the issue based on potential impact to the command
5. Develop a communication plan.
6. Coordinate plan with staff and HHQ.
7. Gain approval.
8. Implement plan.
9. Monitor status of issue.
10. Conduct evaluation.
11. Adjust communication activities as appropriate.

**REFERENCES:**

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

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Appropriate regulations include SAPP, FOIA, HIPPA, and the Privacy Act.

This task also applies to Colonels filling Public Affairs billets.

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**4302-CRIS-1012:** Conduct crisis communication

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

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

**DESCRIPTION:** Need to update the description based on references.

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Conduct environmental scanning.
2. Develop a communication plan.
3. Coordinate plan with staff and HHQ.
4. Gain approval.
5. Implement plan.
6. Communicate critical information during the crisis.
7. Monitor status of issue.
8. Provide frequent updates during the crisis.
9. Correct misinformation and disinformation.
9. Assess the impact of the response to crisis.
10. Adjust communication activities as appropriate.

**REFERENCES:**

1. SECNAVINST 5720.44b Public Affairs Policy & Regulations
2. MCWP 3-33.3 Marine Corps Public Affairs
3. MCO 5720.77 Marine Corps Public Affairs
4. MCO 5510.9 Security of Information for Public Release
5. Effective Public Relations (9<sup>th</sup> Edition). By Scott M. Cutlip, Allen H. Center, and Glen M. Broom. Prentice Hall; 2006.
6. Crisis Action Plan and Communication Plan
7. Effective Crisis Communication. By Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger. Sage; 2007.

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Appropriate regulations include SAPP, FOIA, HIPPA, and the Privacy Act. Limitations to communication include constraints/restraints and level of release authority.

This task also applies to Colonels filling Public Affairs billets.

---

**4302-TRNG-1013:** Provide PA training

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

**INITIAL TRAINING SETTING:** FORMAL

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

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Research issues and topics.
2. Determine communication goal and objectives.
3. Identify training support requirements.
4. Tailor training to the audience's rank, skill sets and mission.

5. Assess effectiveness and adjust accordingly.

**REFERENCES:**

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

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** This task also applies to Colonels filling Public Affairs billets.

---

**4004. 2000-LEVEL EVENTS**

**4302-SUPP-2001:** Provide PA support to recruiting

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** 1STLT, CAPT, MAJ

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Given a requirement.

**STANDARD:** To assist in accomplishment of Marine Corps recruiting mission in accordance with established communication goals.

**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. MCRCO P5720.75 Standard Operation Procedures (SOP) for Marine Corps Recruiting Command Marketing and Public Affairs
  2. MCO 1130.76B Volume I, Guidebook for Recruiters
  3. MCO 1130.76B Volume III, Guidebook for Recruiting Station Operations
  4. MCO 1130.76B Volume V, Guidebook for District Operations
- 

**4302-PLAN-2002:** Provide PA input throughout the Marine Corps Planning Process (MCP)

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** PA must participate in the MCPP to ensure its requirements are fully considered in the CoA process and then integrated into the operation order. Throughout the planning process, the PA planner develops, uses, and updates the PA estimate, guidance provided in the PAG (if developed already), and annex F to the operation order. PA must be considered at each step of MCPP.

**GRADES:** CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

1. Analyze the mission.
2. Research relevant issues.
3. Conduct PA problem framing.
4. Determine the general situation.
5. Provide input to mission analysis.
6. Provide PA input to COA development.
7. Provide PA input to COA wargaming.
8. Provide PA input to COA comparison and Decision.
9. Develop annex F.
10. Participate in all boards, bureaus, centers, cells and working groups (B2C2WG) related to planning.

**REFERENCES:**

1. Commander's Handbook for Strategic Communication and Communication Strategy. Version 3. Joint Forces Command and Joint Warfighting Center. 24 June 2010.
2. JP 3-61 Public Affairs
3. JP 3-13 Information Operations
4. DoD Regulation 5500.7-R Joint Ethics Regulation
5. MCWP 5-1 Marine Corps Planning Process
6. MCWP 3-33.3 Marine Corps Public Affairs
7. MCWP 3-40.4 MAGTF IO Operations

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** This task also applies to Colonels filling Public Affairs billets.

---

**4302-PLAN-2003:** Provide input throughout the Adaptive Planning and Execution Process (APEX, formerly JOPES)

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

1. Analyze the mission.
2. Research relevant issues.
3. Conduct PA problem framing.
4. Develop PA estimate to inform planning process.
5. Provide input to mission analysis.
6. Provide PA input to COA development.
7. Provide PA input to COA wargaming.
8. Provide PA input to COA comparison and Decision.
9. Develop annex F.
10. Participate in all boards, bureaus, centers, cells and working groups (B2C2WG) related to planning.

**REFERENCES:**

1. JP 5-0 Joint Operation Planning
2. MCWP 5-1 Marine Corps Planning Process
3. MCWP 3-33.3 Marine Corps Public Affairs
4. MCO 5720.77 Marine Corps Public Affairs

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** This task also applies to Colonels filling Public Affairs billets.

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**4302-ENGA-2004:** Develop communication strategy

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. DODD 5230.9 Clearance of DoD Information for Public Release
  2. DoD Regulation 5400.7-R Freedom of Information Act
  3. SECNAVINST 5720.44b Navy Public Affairs Policy & Regulations
  4. MCO 5720.77 Marine Corps Public Affairs
  5. MCO 5510.9 Security of Information for Public Release
- 

**4302-EVAL-2005:** Evaluate communication efforts

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To determine if communication objectives and desired effects were achieved.

**PERFORMANCE STEPS:**

1. Conduct research.
2. Analyze the impact of communication efforts against objectives.
3. Adjust the communication plan accordingly.
4. Provide an assessment of the communication effort.

**REFERENCES:**

1. Effective Public Relations (9<sup>th</sup> Edition). By Scott M. Cutlip, Allen H. Center, and Glen M. Broom. Prentice Hall; 2006.
  2. Primer of Public Relations Research. By Don W. Stacks. The Guilford Press; 2002.
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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. EVENT CODING.** Events in this T&R Manual are depicted with an up to 12-character, 3-field alphanumeric system, i.e. XXXX-XXXX-XXXX. This chapter utilizes the following methodology

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

<u>Code</u>	<u>Description</u>
4305	Mass Communication Specialist

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

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

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

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

**5002. INDEX OF INDIVIDUAL EVENTS**

<b>EVENT</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
4305-CNSL-2001	Provide PA counsel	5-3
4305-EVAL-2002	Conduct evaluation	5-3
4305-PLAN-2003	Develop a communication plan	5-4
4305-RESE-2004	Conduct environmental scanning	5-5
4305-RESE-2005	Design a research plan	5-6
4305-RESE-2006	Conduct a focus group	5-6
4305-RESE-2007	Conduct an in-depth interview	5-7
4305-RESE-2008	Conduct a survey	5-8
4305-RESE-2009	Conduct content analysis	5-9

4305-RESE-2010	Conduct an experiment	5-10
4305-RESE-2011	Contract outside research firm to conduct research	5-11

**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 a requirement.

**STANDARD:** To inform decision making.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. Effective 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

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**4305-EVAL-2002:** Conduct evaluation

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** CAPT, MAJ, LTCOL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.



**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:** 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:** PA officer conducts environmental scanning to identify and understand information environment conditions and pressures, to include but not limited to public sentiment, social, cultural, economic, political and technological that could positively or adversely affect the Commands reputation, its mission, and/or its relationship with key publics.

**GRADES:** CAPT, MAJ, LTCOL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

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

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. 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.



**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

**GRADES:** CAPT, MAJ, LTCOL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. 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:** 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

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. 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:** 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.

---

**4305-RESE-2008:** Conduct a survey

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** CAPT, MAJ, LTCOL

**DESCRIPTION:** Conduct a survey to obtain quantitative data about respondents'

awareness, knowledge, opinions, attitudes, behavior and beliefs regarding the research topic.

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. 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 statistical analysis software.

---

**4305-RESE-2009:** Conduct content analysis

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** CAPT, MAJ, LTCOL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. 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-2010:** Conduct an experiment

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** CAPT, MAJ, LTCOL

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. 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.

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**4305-RESE-2011:** 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 a requirement.

**STANDARD:** To inform decision-making and communication planning.

**PERFORMANCE STEPS:**

1. Determine information needs.
2. Determine how research results will be used.
3. Determine budget.
4. Determine deadline when research must be completed.
5. 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.
6. 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.
7. Evaluate experience levels of outside research firms that submitted proposals.
8. Select research firm to conduct research.
9. Ensure research instrument(s) meet requirements outlined in SOW.
10. Monitor research to ensure adherence to contract and social science research standards and protocols.
11. Evaluate the quality of the research findings.
12. Evaluate the quality of the final deliverables.
13. 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.

PA T&R MANUAL

CHAPTER 6

MOS 4313 INDIVIDUAL EVENTS

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2000-LEVEL EVENTS . . . . .	6004	6-5

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

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

<u>Code</u>	<u>Description</u>
4313	Broadcast Journalist

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

PROD - Production

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

<u>Code</u>	<u>Description</u>
1000	Core Skills
2000	Core Plus Skills

**6002. INDEX OF INDIVIDUAL EVENTS BY LEVEL**

1000-LEVEL		
EVENT	DESCRIPTION	PAGE
4313-PROD-1001	Transmit communication product(s)	6-4
4313-PROD-1002	Create a communication product	6-4
4313-PROD-1003	Prepare communication product for release	6-5
4313-PROD-1004	Host a program	6-6
2000-LEVEL		
EVENT	DESCRIPTION	PAGE
4313-PROD-2001	Employ advanced storytelling techniques	6-7
4313-PROD-2002	Manage execution of a live production	6-9
4313-PROD-2003	Supervise broadcast operations	6-10

**6003. 1000-LEVEL EVENTS**

**4313-DISS-1001:** Transmit communication product(s)

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** PVT, PFC, LCPL, CPL, SGT

**INITIAL TRAINING SETTING:** FORMAL

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

**STANDARD:** To deliver product to key publics.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. MCO 5720.77 Marine Corps Public Affairs
2. SECNAVINST 5720.44\_ Department of the Navy Public Affairs Policy & Regulations
3. DOD Directive 5015.2 DOD Records Management Program
4. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
5. DoD Regulation 5120.20-R Management and Operation of AFRTS
6. SECNAVINST 5720.44\_ Department of the Navy Public Affairs Policy & Regulations
7. See reference list

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Examples of transmission capabilities include, but not limited to: Public Affairs News Link System, Public Affairs Secondary Transmission System, Public Affairs Video Editing System connected via unrestricted, unclassified commercial Internet. All releasable Public Affairs-related imagery needs to be properly archived IAW DODD 5015.2.

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**4313-PROD-1002:** Create a communication product

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Products include but are not limited to: graphics, broadcasts, phones, spot production, and news packages.

**GRADES:** PVT, PFC, LCPL, CPL, SGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given communication objective and equipment.

**STANDARD:** To achieve operational/communication/service objectives.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. 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. JP 3-61 Joint Publication for Public Affairs
6. MCRP 3.33-3\_Marine Corps Public Affairs
7. DINFOS Broadcast Handbook
8. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
9. DoD Regulation 5120.20-R Management and Operation of AFRTS

**MISCELLANEOUS:**

**Administrative Note(s):** Performance Step 7 should be considered throughout the collection and production process.

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**4313-PROD-1003:** Prepare communication product for release

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**MOS PERFORMING:** 4313

**GRADES:** PVT, PFC, LCPL, CPL, SGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given approved content.

**STANDARD:** To achieve operational/communication/service objectives.

**PERFORMANCE STEPS:**

1. Determine distribution platforms.
2. Format content IAW distribution standards.
3. Submit for approval.

**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. DODI 5040.5 Alteration of Official DOD Imagery
  6. DINFOS Broadcast Handbook
  7. DoD Directive 5120-20 Armed Forces Radio and Television Service (AFRTS)
  8. DoD Regulation 5120.20-R Management and Operation of AFRTS
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**4313-PROD-1004:** Host a 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 a requirement.

**STANDARD:** To facilitate information flow to key publics in support of operational/service objectives.

**PERFORMANCE STEPS:**

1. Determine communication medium.
2. Conduct research.
3. Identify elements of the program.
4. Organize materials.
5. Rehearse 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:** Employ advanced storytelling techniques

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Storytelling includes but is not limited to documentary and

long-form production; audio weaving; and creative and effective use of post-production effect programs.

**GRADES:** CPL, SGT, SSGT, GYSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To produce a communication product to inform key publics in support of operational/service objectives.

**PERFORMANCE STEPS:**

1. Determine communication objectives.
2. Determine communication media.
3. Conduct informal research.
4. Collect source materials.
5. Capture media content.
6. Create draft communication product.
7. Review for adherence to policy and regulations.
8. Submit product for approval.

**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:** Performance Step 7 should be considered throughout the collection and production process.

---

**4313-PROD-2002:** Manage execution of a live production

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 3 months

**MOS PERFORMING:** 4313

**GRADES:** SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Given a requirement.

**STANDARD:** To inform key publics in support of operational/service objectives).

**PERFORMANCE STEPS:**

3. Determine production needs.
4. Establish a production timeline.

5. Review for adherence to policy and regulations.
6. Conduct an operations check of equipment.
7. Conduct the live program.
8. Evaluate effectiveness and quality.

**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
- 

**4313-PROD-2003:** Supervise broadcast operations

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** SGT, SSGT, GYSGT, MSGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To support operational/service objectives.

**PERFORMANCE STEPS:**

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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CHAPTER 7

MOS 4341 INDIVIDUAL EVENTS

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

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

<u>Code</u>	<u>Description</u>
4313	Combat Correspondent

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

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

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

<u>Code</u>	<u>Description</u>
1000	Core Skills
2000	Core Plus Skills

**7002. INDEX OF INDIVIDUAL EVENTS BY LEVEL**

1000-LEVEL		
EVENT	DESCRIPTION	PAGE
4341-DISS-1001	Transmit communication product(s)	7-3

4341-PROD-1002	Create a communication product	7-4
4341-PROD-1003	Prepare communication product for release	7-4
<b>2000-LEVEL</b>		
<b>EVENT</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
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4341-CRIS-2002	Conduct crisis communication	7-6
4341-ENGA-2003	Implement digital engagement(s)	7-7
4341-ENGA-2004	Supervise community engagement(s)	7-8
4341-ENGA-2005	Manage Recruiting Station Media Program	7-9
4341-ENGA-2006	Conduct media engagement	7-9
4341-PLAN-2007	Produce Proposed PA Guidance (PPAG)	7-10
4341-PLAN-2008	Develop PA staff estimate	7-11
4341-PLAN-2009	Develop Information Related Capabilities Annex	7-12
4341-PLAN-2010	Produce communication plan	7-13
4341-PROD-2011	Review communication products for release	7-14
4341-TRNG-2012	Provide PA training	7-15

**7003. 1000-LEVEL EVENTS**

**4341-DISS-1001:** Transmit communication product(s)

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** PVT, PFC, LCPL, CPL, SGT

**INITIAL TRAINING SETTING:** FORMAL

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

**STANDARD:** To deliver product to key publics.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

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

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Examples of transmission capabilities include, but not limited to: Public Affairs News Link System, Public

Affairs Secondary Transmission System, Public Affairs Video Editing System connected via unrestricted, unclassified commercial Internet. All releasable Public Affairs-related imagery needs to be properly archived IAW DODD 5015.2.

---

**4341-PROD-1002:** Create a communication product

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

**GRADES:** PVT, PFC, LCPL, CPL, SGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given communication objective and equipment.

**STANDARD:** To support operational/communication/service objectives.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. AP Associated Press Stylebook
2. JP 3-61 Public Affairs
3. MCO 5720.77 Marine Corps Public Affairs
4. MCRP 3.33-3 Marine Corps Public Affairs
5. SECNAVINST 5720.44\_ Department of the Navy Public Affairs Policy & Regulations
6. USMC NSG Marine Corps News Style Guide

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Performance Step 7 should be considered throughout the collection and production process.

---

**4341-PROD-1003:** Prepare communication product for release

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

**GRADES:** PVT, PFC, LCPL, CPL, SGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given approved content.

**STANDARD:** To support operational/communication/service objectives.

**PERFORMANCE STEPS:**

1. Determine distribution platforms.
2. Format content IAW distribution standards.
3. Disseminate product

**REFERENCES:**

1. AP Associated Press Stylebook
2. DODI 5040.5 Alteration of Official DOD Imagery
3. MCO 5720.77 Marine Corps Public Affairs
4. SECNAVINST 5720.44\_ Department of the Navy Public Affairs Policy & Regulations
5. USMC NSG Marine Corps News Style Guide

**MISCELLANEOUS:**

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

---

**7004. 2000-LEVEL EVENTS**

**4341-CNSL-2001:** Provide PA counsel

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Trusted counsel to commanders is a core competency which includes anticipating and advising commanders on the possible impact of military operations and activities within the public information realm. This also includes preparing commanders to communicate with audiences through the media and other methods of communication, as well as analyzing and interpreting the information environment, monitoring domestic and foreign public understanding, and providing lessons learned from the past.

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To inform commander's decision making.

**PERFORMANCE STEPS:**

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

**REFERENCES:**



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. Issue management is conducted in the same manner as crisis communication.

---

**4341-ENGA-2003:** Implement digital engagement(s)

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Conduct research.
2. Develop tailored engagement plan.
3. Coordinate access with the staff section(s).
4. Synchronize content creation.
5. Conduct evaluation.

**REFERENCES:**

1. DoD Directive 5400.13 Joint Public Affairs Operations
2. DoD Regulation 5400.7-R Freedom of Information Act
3. JP 3-61 Public Affairs
4. MCO 5230.18 Clearance of Department of Defense Information for Public Release
5. MCO 5510.9 Security of Information for Public Release
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. MC-SM Handbook Marine Corps Social Media Handbook
10. MCWP 3-33.3 Marine Corps Public Affairs
11. SECNAVINST 5720.44\_ Department of the Navy Public Affairs Policy & Regulations

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Digital Engagement can include but is not limited to, websites, social media, blogs, mobile applications, and other

emerging technologies.

---

**4341-ENGA-2004:** Supervise community engagement(s)

**EVALUATION-CODED:** YES

**SUSTAINMENT INTERVAL:** 12 months

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

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

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

**PERFORMANCE STEPS:**

1. Conduct research.
2. Develop tailored engagement plan.
3. Coordinate with Information Related Capabilities.
4. Implement engagement plan.
5. Conduct evaluation.

**REFERENCES:**

1. DoD Directive 3025.1 Military Support to Civil Authorities
2. DoD Directive 5400.13 Joint Public Affairs Operations
3. DoD Directive 5410.18 Public Affairs Community Relations Policy
4. DoD Directive 5525.5 DoD Cooperation with Civilian Law Enforcement Officials
5. DoD Regulation 5400.7-R Freedom of Information Act
6. JP 3-61 Public Affairs
7. MCO 5510.9 Security of Information for Public Release
8. MCO 5720.71 Joint Public Affairs Operations
9. MCO 5720.72 Procedures for Joint Public Affairs Operations
10. MCO 5720.77 Marine Corps Public Affairs
11. MCO P5720.73 Aviation Support to Community Relations
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

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Some examples of key 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 and domestic publics. All community outreach activities must be conducted per DoD and Marine Corps policies and

regulations.

---

**4341-ENGA-2005:** Manage Recruiting Station Media Program

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

**GRADES:** SGT

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To assist RSS SNCOIC with their media program IAW Volume III.

**PERFORMANCE STEPS:**

1. Identify recruiting priorities.
2. Identify media outlets.
3. Train RSS SNCOICs to conduct media visits.
4. Provide communication products to media outlet as necessary.
5. Document visit as part of the media program.
6. Maintain relationships with media representatives.

**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
3. Volume III Guidebook for Recruiting Station Operations

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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 transmission systems.

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Establish professional relationship with media members.
2. Research issues/topics.
3. Select key publics.
4. Determine purpose for each engagement.
5. Develop concept of operations for media engagement.



2. for PAG.
3. Determine intent.
4. Research issues/topics.
5. Determine PA approach (active or passive).
6. Develop a command/public statement.
7. Coordinate with cooperating agencies, I.E. local, state, federal and tribal.
8. Develop themes and messages.
9. Develop potential questions and proposed responses.
10. Discern facts, figures and historical data for supporting material.
11. Integrate with other staff functions, MSEs and HHQ as appropriate.
12. Submit proposed PPAG to the approving authority..

**REFERENCES :**

1. DoD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance (PAG)
  2. DoD Instruction 5230.29 Security and Policy Review of DoD Information for Public Release
  3. DoD Instruction 5405.3 Development of Proposed Public Affairs Guidance (PPAG)
  4. DODD 5230.9 Clearance of DoD Information for Public Release
  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-2008:** 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 information to formulate and update military action to meet requirements.

**PERFORMANCE STEPS:**

1. Study higher headquarters mission statement.
2. Identify commanders intent.



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 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); 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, and transmission capabilities, access to social media, and procedures for medias use of military communication equipment.

---

**4341-PLAN-2010:** Produce communication plan

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To achieve communication objectives and desired effects.

**PERFORMANCE STEPS:**

1. Conduct research.
2. Conduct a SWOT analysis (strengths, weaknesses, opportunities, threats).
3. Determine key publics.
4. Develop a goal (desired effects).
5. Develop measureable objectives.
6. Develop action strategies.
7. Develop tactics to support action strategies.
8. Develop evaluation measures.
9. Coordinate and synchronize plan with other staff functions, MSEs and HHQ.

**REFERENCES:**

1. Webster's New World College Dictionary
2. Effective Public Relations. By Scott M. Cutlip, Allen H. Center, Glen M. Broom. 2006.
3. Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations
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. Primer of Public Relations Research. By Don W. Stacks. 2002.
8. SECNAVINST 5720.44\_ Department of the Navy Public Affairs Policy & Regulations

**MISCELLANEOUS:**

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

---

**4341-PROD-2011:** Review communication products for release

**EVALUATION-CODED:** NO

**SUSTAINMENT INTERVAL:** 12 months

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a requirement.

**STANDARD:** To ensure products achieve the communication goal objective.

**PERFORMANCE STEPS:**

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

**REFERENCES:**

1. Associated Press Stylebook
2. Marine Corps News Style Guide
3. Webster's New World College Dictionary



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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  
MCPP . . . . . 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 MCP 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.

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APPENDIX C

REFERENCES

PUBLICATION ID	TITLE
<b>A</b>	
	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 Inst 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
<b>C</b>	
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
<b>D</b>	
DoD Inst 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 Inst 5120.4	DoD Newspapers, Magazines and Civilian Enterprise Publications
<b>F</b>	
DoD Reg 5400.7-R	Freedom of Information Act
<b>I</b>	
DoD Inst 5505.10	Investigation of Non-combat Deaths of Active Duty Members of the Armed Forces
<b>J</b>	
JP 3-13	Joint Doctrine for Information Operations

DoD Reg 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
<b>M</b>	
MCWP 3-40.4	MAGTF Information Operations
DoD Reg 5120.20-R	Management and Operation of AFRTS
	MARCORSSYSCOM 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
<b>N</b>	
SECNAVINST 5216.5	Naval Correspondence Manual
DoDD 5230.16	Nuclear Accident and Incident Public Affairs Guidance (PAG)
<b>P</b>	
DoD Reg 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
<b>R</b>	
DD Form 2536	Request for Armed Forces Participation in Public Events
DD Form 2535	Request for Military Aerial Support
<b>S</b>	
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
<b>T</b>	
	T/E Checklist Training and Education Checklist
MCO P5211.2	The Privacy Act of 1974
<b>W</b>	
	Webster's New World College Dictionary
MARADMIN 094/99	World Wide Web Site Compliancy Assessment

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APPENDIX D

SIMULATION

Listed in this appendix are applicable simulators/simulations available to improve training for both individual Marines and unit training. Simulators and simulations provide the capability to develop and hone core and core plus competencies and capabilities. Accordingly, the use of training modeling and simulation systems for appropriate T&R events can help maintain valuable combat resources while reducing training time, cost, and risk. For more information regarding training Modeling & Simulation (M&S) Systems, review website: <https://ehqmc.usmc.mil/org/mccdc/TECOM/directorates/MTSB/Internal/default.aspx>

1. Supporting Arms Virtual Trainer (SAVT) is a fixed-site, partial dome (260 X 60 degree), virtual immersive training environment for Joint Terminal Attack Controller (JTACs), Forward Air Controllers (FACs), and Joint Forward Observers (JFOs). SAVT provides a "hands-on," immersive, mission-based, combined arms training environment. Personnel shall use training scenarios that require placement of tactical ordnance on selected targets using Joint Close Air Support (JCAS) procedures and observed fire procedures for Naval Surface Fire Support (NSFS), Artillery and Mortar fire. SAVT will provide a briefing and after action room for a group of students to monitor, review mission-based training events, and conduct after-action discussions. SAVT trains Marines to approved standards of training and readiness (T&R) tasks.

2. Indoor Simulated Marksmanship Trainer (ISMT) is an interactive three dimensional audio/video weapons simulator that provides enhanced small arms training in marksmanship, weapons employment, indirect fire, and tactical decision-making for Marines. The ISMT simulates range firing for basic infantry weapons, tactical employment training, call for fire, and shoot/no shoots decision-making drills. The ISMT can be utilized to train individuals, fire teams, and squads effectively and efficiently to the approved standards of combat skills and readiness.

3. Combat Convoy Simulator (CCS) is an interactive immersive training environment for convoy operations during combat, focusing on command and control. Other training capabilities include call for fire, call for close air support, mounted patrols, logistics support, high target extraction, MEDEVAC, and procedures for use of weapons in compliance with rules of engagement (ROE) and local TTPs. A single CCS suite of six vehicles provides for individual, crew, and platoon level training (up to 30 Marines at a time). The CCS trains Marines to approved standards of combat skills and readiness.

4. Deployable Virtual Training Environment (DVTE) is a deployable laptop PC based simulation system capable of emulating organic and supporting Infantry Battalion weapons systems and training scenarios to facilitate T&R based training. DVTE provides each installation and deployed Marine Forces with MAGTF (MEU level) Staff training, individual and collective skills

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sustainment, rapid planning, and almost spontaneous mission rehearsal capability. DVTE increases training of individual and unit core skills enhancing a rapid, innovative and interactive small-unit leader decision making, and increased combined arms Training and pre-certification capability. The following is a list of the DVTE training applications/capabilities:

a. Virtual Battlespace 2 (VBS2) is an interactive, three-dimensional synthetic environment in which small unit tactics may be practiced among team members. Photo-realistic terrain, user created mission scenarios, and variable environmental conditions enhance the team training experience. Mission planning and mission rehearsal can be executed from squad to platoon level. VBS2 can be used to support Fire Support Training, convoy operations and tactical guided discussions.

b. Recognition of Combatants (ROC) a series consisting of applications covering Improvised Explosive Device (ROC-IED), Suicide Bomber (ROC-SB), Vehicle (ROC-V), and Aerial (ROC-Aerial) are self paced computer based training tools designed to improve awareness and recognition of various combatant capabilities and functional considerations.

c. Operational and Tactical Language and Cultural Training System (OTCLTS) is a self paced language and cultural training application that allows the user to learn Iraqi Arabic, Indonesian, Pashto, Dari, and French languages along with cultural considerations.

d. Forward Observer PC Simulator (FOPCSIM) is an individual Fires trainer which provides training on the basic concepts of fire support. FOPCSIM is a procedural trainer for artillery and mortar Call for Fire. FOPCSIM is also the forward observer component of the Deployable Virtual Training Environment (DVTE) Combined Arms Network (CAN) that provides a training tool for integration of artillery and close air support with maneuver forces.

e. Combined Arms Planning Tool (CAPT) is a standalone tool that can be used to enter and test all elements of your fire support plan. Doctrinal rules have been incorporated into the program, so that once the fire support plan is entered, CAPT runs a "rules based" test on the plan to identify potential trouble areas.

f. Combined Arms Network (CAN) is a computer based training tool that provides standard based training for individual Forward Observers, Forward Air Controllers and Joint Terminal Attack Controllers (JTAC) as well as team training for company fire support teams (FiST). CAN currently supports JTAC/JFO certification training under the TACP T&R Manual.

5. Combined Arms Command and Control Trainer Upgrade System (CACCTUS) provides an institutional means to effectively train Marine staffs and units in all aspects of effectively integrating combined arms assets. The CACCTUS capability provides the full range of combined arms staff training and provides state of the art modeling and simulation networking technology to provide realistic Combined Arms Fire Support for the Marine Air Ground Task Force (MAGTF). The high resolution combat simulation provides the ability to provide ground truth in the exercise, stimulate organic C2 Systems, visually display the impact of supporting arms fires and realistically portray the

coordinated actions of friendly forces and the action/reaction of the enemy maneuver forces. The automated communication system replicates tactical communication nets required for command and control of exercising units allowing the training audience to communicate normal warfighting communications and process orders and other information/questions to response cell controllers. CACCTUS provides an automated after action review capability for live and simulated training thereby allowing the Marine Corps to meet its service training requirements.

6. For more information on current simulations, contact your local Simulation Centers. The following is the contact information:

a. Battle Simulation Centers (Scheduling Office)

(1) I MEF: (760) 725-2385

(2) II MEF: (910) 451-5435

(3) III MEF:

- MCB Camp Butler: 011-81-611-722-7219/ DSN 315 622-7219/7516
- MCB Hawaii: Simulators & Trainers must be scheduled via

RFMSS. 3MAR Simulations Center: (808) 257-2440/ DSN 457-2440 POC Sgt Brannan

(4) MAGTF TC: (760) 830-1366/1382

b. Ground Training Simulators (Scheduling Office)

(1) MCB Camp Lejeune: (910) 451-7392

(2) MCB Camp Pendleton: Simulators & Trainers can be scheduled via RFMSS. Training Support Division Help Desk/Ref Desk (760) 725-4444.

(3) MCB Camp Butler: Tactical Training Devices and Simulators Support Section Help Desk, 011-81-98-969-2610/DSN: 623-2610.

(4) MCB Hawaii: Simulators & Trainers must be scheduled via RFMSS. G3 Ops & Training Scheduling Office: (808) 257-8816/ DSN 457-8816. Modeling & Simulations Division (M&S): (808) 257-1110/ DSN 457-1110.

(5) MAGTF-TC: DVTE (760) 830-5622; SAVT (760) 362-2324; CACCTUS (760) 830-1382; CCS (760) 830-4192 & ISMT (760) 830- 4187. Schedule ODS and HMMWV Egress Assistance Trainer via RFMSS.