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NAVMC DIRECTIVE 3500.85

From: Commandant of the Marine Corps  
To: Distribution List

Subj: INFORMATION OPERATIONS PLANNERS TRAINING AND READINESS MANUAL, (SHORT TITLE: IO PLANNERS T&R MANUAL)

Ref: (a) MCO P3500.72A  
(b) MCO 1553.3A  
(c) MCRP 3-0A  
(d) MCO 1553.2A

Encl: (1) Locator Sheet

1. PURPOSE. Per reference (a), this T&R Manual establishes training standards, regulations, and practices regarding the training of Marines and assigned Navy personnel performing IO Planner functions.

2. INFORMATION

a. The training events in this Directive will be used to standardize unit training throughout the community, focus on Mission Essential Task's (METs) for the community, and establish a framework for assessment of unit and individual training readiness. It includes unit and individual training standards to be used by unit commanders and formal schools for the development of training plans, curricula, and records of training accomplished in order to establish a framework for identifying training achievements, training gaps, and objective assessments of readiness associated with the training of Marines.

b. CG, TECOM will update this T&R Manual as necessary to provide current and relevant training standards to commanders. Commanders will incorporate these training events into their training plans to the extent that the events support their unit's METs and to the extent that time and other resources are available.

c. All questions pertaining to the Marine Corps Ground T&R Program and Unit Training Management should be directed to: CG, TECOM (C 469), 3300 Russell Road, Quantico, VA 22134.

3. SCOPE

a. Commanders will review, update, and submit unit Mission Essential Task Lists (METL) per references (b) and (c).

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b. Per reference (b), commanders shall conduct an internal assessment of the unit's ability to execute each MET and prepare a definitive plan of attack to achieve MET proficiency by developing long-, mid-, and short-range training plans to achieve proficiency in each MET.

c. Using this T&R Manual and other pertinent references, commanders will conduct evaluations (informal and formal) of their unit's ability to accomplish their METs. These training evaluations will be conducted at appropriate points in the unit's training cycle to determine MET proficiency and adjust training priorities.

d. Formal school directors and commanders will establish or review programs of instruction per reference (d) to ensure compliance with core individual training requirements as set forth in this Directive.

4. COMMAND. This Directive is applicable to the Marine Corps Total Force.
5. CERTIFICATION. This Directive is reviewed and approved this date.



K. J. STALDER  
By direction

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LOCATOR SHEET

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Log completed change action as indicated.

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

IO PLANNER T&R MANUAL

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IO PLANNER T&R MANUAL

CHAPTER 1

OVERVIEW

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IO PLANNER T&R MANUAL

CHAPTER 1

OVERVIEW

**1000. INTRODUCTION**

1. The Training and Readiness (T&R) Program is the Marine Corps' primary tool for planning, conducting, evaluating training, and for assessing training readiness. The operating forces and supporting establishments have developed Mission Essential Task Lists (METLs) for ground communities using Marine Corps doctrine, Table of Organization (T/O) missions, Operational Plans, Contingency Plans, and Tactics, Techniques, and Procedures (TTP). T&R Manuals are built around these service-level METLs; all events contained in T&R Manuals relate directly back to this METL. The T&R Program ensures the Marine Corps continues to improve its combat readiness by training more efficiently and effectively.

2. The T&R manual is a fundamental tool for commanders to build and maintain unit combat readiness. Using this tool, commanders can construct and execute an effective training plan that supports the unit's METL. Detailed information on the Marine Corps Ground T&R Program may be found in reference (a). Additional training material and course information may be found at [http://www.hqmc.usmc.smil.mil/PLI/training\\_and\\_education.htm](http://www.hqmc.usmc.smil.mil/PLI/training_and_education.htm).

**1001. ORGANIZATION**

1. T&R Manuals are comprised of chapters that contain unit Mission Essential Tasks (METs), Collective Training Standards (CTS), and Individual Training Standards (ITS) for each MOS.

2. Basic format of a unit-based manual will contain at a minimum the following: (Community based manuals may only consist of individual training events).

a. Table of Contents

b. Service-Level Mission Essential Tasks Matrix. This matrix lists the Mission Essential Task (MET) with all Evaluation-Coded (E-Coded) events that support each MET.

c. Collective Training Chapter. All information regarding collective training for the unit or community is located in this chapter.

(1) Index of Collective Events

(2) Collective Events

d. Individual Training Chapter (organized by training level)

- (1) Index of Individual Events
- (2) Individual Events

**1002. T&R EVENT CODING**

1. T&R events are coded for ease of reference. Each event has a 4-4-4-digit identifier. The first four digits represent the MOS or occupational field (e.g. IOPS, 9934).

2. The second four digits represent the functional or duty area. This T&R manual contains the duty areas listed below.

- ANYS - Analysis
- EWOP - Electronic Warfare Operations
- MILD - Military Deception
- PLAN - Planning
- PSYO - Psychological Operations
- TRGT - Targeting

3. The last four digits represent the individual or collective event level and sequencing number of the event. Every event has a sequence number from 001 to 999.

4. The T&R levels are shown in Figure (1). An example of the T&R coding used in this manual is shown in Figure (2).

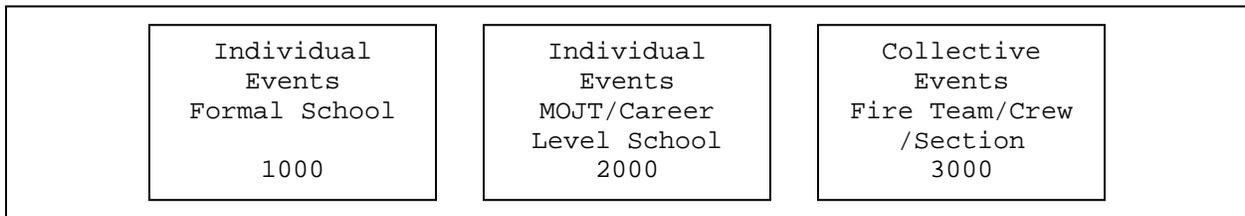


Figure 1. T&R Event Levels

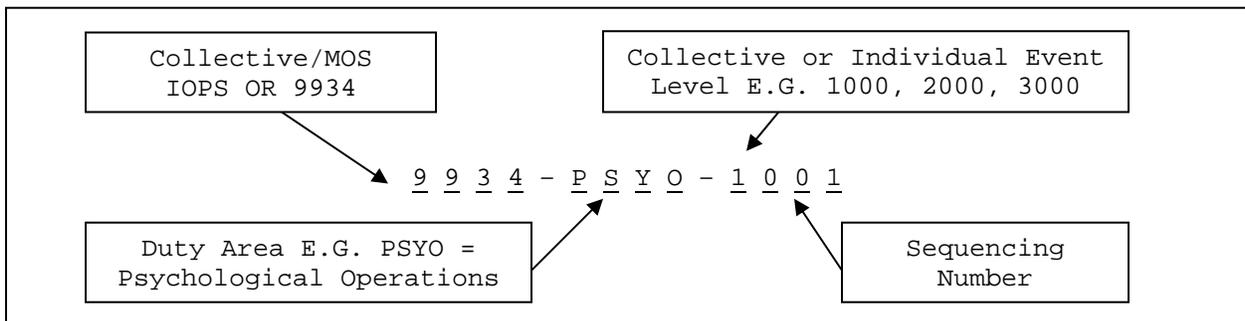


Figure 2. T&R Event Coding.

**1003. T&R EVENT COMPOSITION.** 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 will have several additional components not found in unit-based T&R Manuals.

1. Event Code. Per paragraph 1020.
2. Title. The name of the event.
3. Evaluation Coded. This is a "yes/no" category to indicate whether the event is E-Coded. If yes, the event contributes toward the Combat Readiness Percentage (CRP) of the associated MET. The value of each E-Coded event is based on the number of E-Coded events for that MET. Refer to paragraph 1040 for a more detailed explanation of E-Coded events.
4. Supported MET(s). List all METs that are supported by the training event.
5. Sustainment Interval. This is the period, expressed in number of months, between evaluation and retraining requirements. Skills and capabilities acquired through the accomplishment of training events are to be refreshed at pre-determined intervals. It is essential that these intervals be adhered to in order to ensure the unit and Marines of the unit maintain proficiency.
6. Billet. Individual training events will only contain a billet code within the community that designates who (by billet) is responsible for performing that event and any corresponding formal course required for that billet. For this T&R all events will be performed by IO Planners (NOTE: applicable to community-based T&R manuals only).
7. Grade. The rank at which Marines are required to complete the event. This information will be included in future T&R editions (NOTE: applicable to community-based T&R manuals only).
8. Description. Description of event purpose, objectives, goals, and requirements. It is a general description of an action requiring learned skills and knowledge.
9. Condition. The condition(s) set for real world or combat circumstance in which the task is to be performed. They indicate what is provided (equipment, tools, materials, manuals, aids, etc.), environmental constraints or conditions under which the task is performed, and any specific cues or indicators to which the performer must respond. When resources or safety requirements limit the conditions, this should be stated. (e.g. CONDITION: Given a mission, location of adjacent friendly forces, estimated locations and most recent activities of enemy, weather conditions for the duration of the patrol, a defined area to operate in, patrol route, rules of engagement, supporting arms).
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 more specifically describe to what proficiency level, specified in terms of accuracy, speed, sequencing, quality of performance, adherence to procedural guidelines, etc., the event is to be accomplished. (e.g. STANDARD: Coordinate with forward unit commander, supported unit commander (as applicable), and intelligence section. Conduct inspection, equipment check and appropriate rehearsals. Coordinate exit, re-entry procedures, and fire support plan. Follow submitted route and maintain communications. Accomplish purpose and intent of patrol).

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. This information will be included in future T&R editions.

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. This information will be included in future T&R editions.

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 (CRP for E-Coded events) for the related subordinate level events. This information will be included in future T&R editions.

14. Related CTSs. A list of all of the Collective Training Standards (CTS) that support the event. This information will be included in future T&R editions.

15. Related ITSSs. A list of all of the Individual Training Standards that support the event. This information will be included in future T&R editions.

16. References. The training references shall be utilized to determine task performance steps, grading criteria, and ensure standardization of training procedures. They assist the trainee in satisfying the performance standards, or the trainer in evaluating the effectiveness of task completion. Since T&R Manuals provide only a training outline, references are key to developing lesson plans and adding specificity, such as performance steps, related doctrine, or other detailed information.

17. Distance Learning Products. Included when the event can be taught via one of these media methods vice attending a formal course of instruction or receiving MOJT (e.g., Individual Multimedia Instruction (IMI), Computer-Based

Training (CBT), Marine Corps Institute (MCI), etc...). (NOTE: applicable to Community-based T&R manuals only)

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,
- Ordinance,
- Equipment,
- Materials, and
- Other Units/Personnel.

19. Miscellaneous. Any additional information that will assist in the planning and execution of the event. The list may include, but is not limited to:

- Administrative Instructions,
- Special Personnel Certifications,
- Equipment Operating Hours, and
- Road Miles.

#### **1004. EVALUATION-CODED (E-CODED) EVENTS**

1. Certain events in the T&R manual may be E-Coded. It is incumbent on the commander to select the Collective Training Events that are deemed essential to training and nominate them for E-Coding approval from their HHQ. Only significant events (collective or individual) that are critical components of a MET or are key indicators of a unit's readiness are E-Coded. Only E-Coded events are used to calculate CRP for each MET.

2. E-Coded events should be critical collective training events that when completed demonstrate a mastery of a pyramid of events that establish a building block approach to training.

3. Typically, not all units will have an identical METL, based on environmental factors, roles and missions, and training focus. Therefore, only E-Coded events that support a unit's approved METL will be used to calculate CRP. The commander, based on their higher headquarters METL and the assigned mission, develops the METL for the unit. For example, there may be seven METs in the T&R Manual, but only five are on the commander's approved METL for their specific unit. Unit CRP is based on only the training events that support the five METs on the approved METL.

#### **1005. COMBAT READINESS PERCENTAGE (CRP) CALCULATION**

1. All E-Coded events have equal value for CRP calculation. For example, if there are four E-Coded events for a MET, each is worth 25% of MET CRP. If a MET has ten E-Coded events, then each is worth 10%. MET CRP is calculated by

adding the percentage of each completed 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 a MET has four E-Coded events; each contributes 25% towards the completion of the MET. If the unit has completed three of the four E-Coded events for the MET, it has attained 75% CRP for that 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% (3 of 4 E-Coded events trained)  
MET 2: 100% (6 of 6 E-Coded events trained)  
MET 3: 25% (1 of 4 E-Coded events trained)  
MET 4: 50% (2 of 4 E-Coded events trained)  
MET 5: 75% (3 of 4 E-Coded events trained)

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

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

Unit CRP:  $325$  (total MET CRP)/  $5$  (total number of METS) = 65 percent

#### **1006. NBC, NIGHT TRAINING AND SIMULATION**

1. Per MCO 3400.3F, all units must be capable of accomplishing their assigned mission in a contaminated environment. Further guidance on NBC training can be found in MCO 3500.70.
2. Commanders will ensure units are capable of conducting all T&R events under conditions of darkness/limited visibility.
3. Simulators and other training devices for weapon systems and equipment shall be used when they are capable of effectively and economically supplementing training on the actual equipment.

**1007. EVALUATION OF TRAINING.** All collective training and exercises shall be evaluated against established standards of mission proficiency for identifying and correcting deficiencies. MCO P3500.72\_ Marine Corps Training and Readiness Program and MCO 1553.3\_ Unit Training Management provide further guidance on the conduct of informal and formal evaluations utilizing the Marine Corps Ground T&R Program.

**1008. OPERATIONAL RISK MANAGEMENT (ORM).** 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 Marines and leaders. Further guidance for ORM can be found in MCO 1553.3\_ Unit Training Management and MCO 3500.27\_ Operational Risk Management.

**1009. CONCLUSION.** The Marine Corps Ground T&R Program continues to evolve. The vision for this program is that it will link the Uniform Joint Task List (UJTL), the Uniform Navy Task List (UNTL), and the Marine Corps Task List (MCTL) to METLs and unit training. In doing so, it will tie all training and training resources directly to unit missions. The Defense Readiness Reporting System (DRRS) is currently being developed and will eventually encompass Enhanced Status of Readiness and Training System (ESORTS). The purpose of this system is to measure and report on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the Secretary of Defense. Training readiness in DRRS will be based primarily on METs. Because unit CRP is based on the unit's training towards its METs, it will provide a more accurate picture of a unit's ability to accomplish its mission. 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 commanders' METLs.

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CHAPTER 2

MISSION ESSENTIAL TASKS

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CHAPTER 2

MISSION ESSENTIAL TASKS

**2000. IO PLANNER MISSION ESSENTIAL TASKS MATRIX.** The Mission Essential Task List (METL) Table includes the designated MET number. The following event codes are the evaluated coded events that support the MET.

#	SERVICE-LEVEL MISSION ESSENTIAL TASK	EVALUATION CODED EVENTS
1	INTEGRATE AND SYNCHRONIZE OPSEC, PSYOP, MILDEC, CNO, EW, SUPPORTING AND RELATED CAPABILITIES (SRC)	IOPS-PLAN-3001 Establish an IO Cell/Working Group (IOWG)  IOPS-PLAN-3002 Create an IO plan
2	PLAN AND COORDINATE OPSEC	IOPS-ANYS-3006 Establish an Operations Security Plan  IOPS-PLAN-3011 Integrate an Operations Security plan into the Information Operations plan
3	PLAN AND COORDINATE PSYOP	IOPS-PSYO-3005 Integrate Psychological Operations (PSYOP) plan into the Information Operations plan
4	PLAN AND COORDINATE MILITARY DECEPTION	IOPS-MILD-3007 Integrate deception into the IO plan
5	PLAN AND COORDINATE ELECTRONIC WARFARE	IOPS-PLAN-3004 Establish the Electronic Warfare Coordination Center (EWCC) IOPS-PLAN-3009 Develop an EW plan for IO
6	COORDINATE AND INTEGRATE CIVIL MILITARY OPERATIONS	IOPS-PLAN-3008 Coordinate Civil Military Operations (CMO) with the IO Plan  IOPS-PLAN-3013 Ensure the CMO plan supports the Theater Security Cooperation Plan
7	COORDINATE AND INTEGRATE PUBLIC AFFAIRS	IOPS-PLAN-3010 Coordinate the Public Affairs (PA) plan with the IO plan

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CHAPTER 3

COLLECTIVE EVENTS

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CHAPTER 3

COLLECTIVE EVENTS

**3000. PURPOSE.** This chapter includes all collective events. A collective event is an event that an established unit would perform in combat. 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, "IOPS". The second four digits represent the functional or duty area (e.g. Planning (PLAN), Computer Network Operations (CNOP), etc.). The last four digits represent the level, and identifier number of the event. The IO Planners collective 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**

<b>EVENT</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
	<b>ANALYSIS</b>	
IOPS-ANYS-3006	Establish an Operations Security (OPSEC) Plan	3-6
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IOPS-TRGT-3015	Determine Measures of Effectiveness for Psychological Operations	3-10
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**3003. COLLECTIVE EVENTS**

**IOPS-PLAN-3001:** Establish an IO Cell/Working Group (IOWG)

**SUPPORTED MET(S):** 1

**EVALUATION-CODED:** Yes

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will establish and manage an IO Cell and/or Working Group. The IO Working Group will constitute the central IO planning entity for the unit and may include a standing IO Cell as the core of its membership. Consideration should be given to establishing a charter for the IOWG, through the Commander. This charter will be addressing issues that require input from essential staff and detachments.

**CONDITION:** Given commander's guidance, in a field or garrison environment.

**STANDARD:** The IOWG will be chaired by the Information Operations Officer, and should include representatives from Intelligence, PSYOP, Communications, Electronic Warfare, Public Affairs, and Civil Affairs, as well as other personnel with specific expertise.

**EVENT COMPONENTS:**

1. Charter IO Cell/Working Group.
2. Staff IO Cell/IOWG with pertinent representatives.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-PLAN-3002:** Create an IO Plan

**SUPPORTED MET(S):** 1

**EVALUATION-CODED:** Yes

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** All elements of the plan must be synchronized with one another, cross-referenced to avoid redundancy or conflicting themes/messages, and thoroughly coordinated within the context of the operation order (OPORD).

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, an operational scheme of maneuver and an IO Working Group, in a field or garrison environment.

**STANDARD:** The IO plan will be integrated into the operational scheme of maneuver in coordination and synchronization with Annex F (Public Affairs), Annex G (Civil Affairs), Annex K (Communications and Information Systems), Annex S (Special Technical Operations), and Annex U (Information Management) or the OPORD.

**EVENT COMPONENTS:**

1. Review Commander's Planning Guidance, and higher mission order.
2. Coordinate and synchronization with Annex F, G, K, S, U, and the OPORD.
3. Review for redundancy or conflicting themes/messages.

**REFERENCES:**

1. FM 34-130 Intelligence Preparation of the Battlefield
2. MCWP 3-40.4 MAGTF Information Operations

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**IOPS-PLAN-3003:** Determine Measures of Effectiveness (MOE) to support the IO Plan

**SUPPORTED MET(S):** 1

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will determine and monitor MOE to support the IO Plan. Failure to articulate observables to the collecting force will result in unusable data being collected. MOE should be reasonable given the limitations of forces available, time lags for observables to be collected, and time considerations for analysis of the data.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, and IO Plan, sufficient collection assets and analysts, sufficient time and IO Working Group, in a garrison or field environment.

**STANDARD:** Monitor behaviors or actions that are observable by the given collection assets and related to specific components of the IO Plan.

**EVENT COMPONENTS:**

1. Determine behaviors or actions related to specific components of IO plan.
2. Provide observables to collection assets.
3. Monitor behaviors or actions.
4. Analyze data.
5. Report analysis to IOWG to update IO plan as needed.

**REFERENCES:**

1. JP 3-13 Joint Doctrine for Information Operations
2. MCWP 3-40.4 MAGTF Information Operations

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**IOPS-PLAN-3004:** Establish the Electronic Warfare Coordination Cell (EWCC)

**SUPPORTED MET(S):** 5

**EVALUATION-CODED:** Yes

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will establish the EWCC in order to synchronize, coordinate, and deconflict EW operations.

**CONDITION:** Given commander's guidance, in a field or garrison environment.

**STANDARD:** The EWCC will be chaired by the operations officer and essential personnel from the G-2/S-2, G-3/S-3, G-6/S-6, RadBn representation, airborne electronic countermeasures officers, a Marine air control group radar officer, and other Service representatives.

**EVENT COMPONENTS:**

1. Create EWCC.
2. Staff with pertinent representatives.

**REFERENCES:**

1. MCWP 2-22 Signals Intelligence
  2. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-PSYO-3005:** Integrate Psychological Operations (PSYOP) plan into the Information Operations plan

**SUPPORTED MET(S):** 3

**EVALUATION-CODED:** Yes                      **SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will integrate a PSYOP Plan into the IO Plan. Various parts of PSYOP Plan will not complicate or conflict with the IO Plan.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, an IO Plan, and in a field or garrison environment.

**STANDARD:** Ensuring it is articulated in all portions of relevant orders and it contributes to mission success. The plan must make certain that all elements of IO are supported and that themes and messages do not compromise one another.

**EVENT COMPONENTS:**

1. Review plans for conflicting messages or themes.
2. Integrate PSYOP plan into IO plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
- 

**IOPS-ANYS-3006:** Establish an Operations Security (OPSEC) Plan

**SUPPORTED MET(S):** 2

**EVALUATION-CODED:** Yes                      **SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will create an OPSEC Plan.

**CONDITION:** Given a higher mission order and Commander's Planning Guidance, in a field or garrison environment.

**STANDARD:** Per the Joint OPSEC plans format.

**EVENT COMPONENTS:**

1. Review higher mission order, and Commander's Planning Guidance.
2. Create OPSEC plan utilizing the Joint OPSEC format.

**REFERENCES:**

1. JP 3-13 Joint Doctrine for Information Operations
  2. JP 3-54 Joint Doctrine for Operations Security
  3. JP 5-03.2 Joint Operation Planning and Execution System Vol II
  4. MCWP 3-40.4 MAGTF Information Operations
-

**IOPS-MILD-3007:** Integrate Deception into the IO plan

**SUPPORTED MET(S):** 4

**EVALUATION-CODED:** Yes

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will integrate the Deception Plan into the IO Plan. Various parts of the deception plan will not complicate or conflict with the IO Plan.

**CONDITION:** Given a mission-type order, an IOWG, in a field or garrison environment.

**STANDARD:** To support commander's intent and guidance.

**EVENT COMPONENTS:**

1. Determine requirements or opportunities for deception.
2. Ensure Deception supports the commander's intent and Contingency Operations (CONOP).
3. Recommend the Deception target, objective and story.
4. Determine OPSEC measures to protect the Deception.
5. Collect data and feedback for Deception operations.
6. Assess status of achieving Deception objective.
7. Determine subsequent actions following Deception assessment to include the options to: cease or modify deception objectives and/or tasks.

**REFERENCES:**

1. JP 3-13 Joint Doctrine for Information Operations
  2. JP 3-58 Joint Doctrine for Military Deception
  3. MCWP 2-1 Intelligence Operations
  4. MCWP 3-40.4 MAGTF Information Operations
  5. MCWP 5-1 Marine Corps Planning Process
- 

**IOPS-PLAN-3008:** Coordinate Civil Military Operations (CMO) with the IO Plan

**SUPPORTED MET(S):** 6

**EVALUATION-CODED:** Yes

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will integrate CMO into the IO Plan. Various parts of CMO will not complicate or conflict with the IO Plan.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, an IO plan, and an IOWG, in a field or garrison environment.

**STANDARD:** Positively influence current and future operations.

**EVENT COMPONENTS:**

1. Integrate current and future CMO activities within a theater of operation into the IO plan.
2. Synchronize Information Operations Technology (IOT).

**REFERENCES:**

1. MCWP 3-33.1 MAGTF Civil Military Operations

2. MCWP 3-40.4 MAGTF Information Operations

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**IOPS-PLAN-3009:** Develop an EW plan for IO

**SUPPORTED MET(S):** 5

**EVALUATION-CODED:** Yes

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** The unit will integrate EW into the scheme of maneuver as part of the IO plan. The EW plan details specific EW tasks to be performed and specifies coordinating instructions for the control and management of EW missions with specific instructions for SIGINT.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, and an EWCC with all requisite capabilities, in a field or garrison environment.

**STANDARD:** To meet the commander's guidance.

**EVENT COMPONENTS:**

1. Review higher mission orders, and Commander's Planning Guidance.
2. Draft Tab B to Appendix 3 (IO) of Annex C (Operations) of the OPORD, Tab G to Appendix 3 (IO) to Annex C (Operations) and Appendix 1 to Annex K (Communication and Information Systems).

**REFERENCES:**

1. MCWP 2-22 Signals Intelligence
  2. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-PLAN-3010:** Coordinate the Public Affairs (PA) plan with the IO plan

**SUPPORTED MET(S):** 7

**EVALUATION-CODED:** Yes

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will integrate the PA plan into the IO Plan in order to ensure unity of effort and consistency in operational planning and execution. Various parts of PA Plan will not complicate or conflict with the IO Plan.

**CONDITION:** Given a PA plan or the Annex F (Public Affairs) to the OPORD and an IO Plan, in a field or garrison environment.

**STANDARD:** Ensure unity of effort and consistency in operational planning and execution.

**EVENT COMPONENTS:**

1. Review PA plan or Annex F to ensure unity of effort and consistency in operational planning and execution.
2. Integrate the PA plan into the IO Plan.

**REFERENCES:**

1. MCWP 3-33.3 Marine Corps Public Affairs
  2. MCWP 3-40.4 MAGTF Information Operations
-

**IOPS-PLAN-3011:** Integrate an OPSEC plan into the IO plan

**SUPPORTED MET(S):** 2

**EVALUATION-CODED:** Yes **SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will integrate an Operations Security plan into the Information Operations plan.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, an IO plan, an OPSEC plan, and an IOWG, in a field or garrison environment.

**STANDARD:** Combine OPSEC plan into the IO plan.

**EVENT COMPONENTS:**

1. Review higher mission order, Commander's Planning Guidance, IO plan, and OPSEC plan.
2. Combine OPSEC plan to complement the IO plan.

**REFERENCES:**

1. JP 3-13 Joint Doctrine for Information Operations
  2. JP 3-54 Joint Doctrine for Operations Security
  3. JP 5-03.2 Joint Operation Planning and Execution System Vol II
  4. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-ANYS-3012:** Monitor Civil Military Operations (CMO)

**SUPPORTED MET(S):** 6

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

**DESCRIPTION:** Every CMO MOE will be monitored.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, and sufficient collection assets and analysts, in a field or garrison environment.

**STANDARD:** In order to adjust the IO Plan for the desired results. Current and projected CMO activities within a theater of operation will be adjusted.

**EVENT COMPONENTS:**

1. Review Measures of Effectiveness for CMO.
2. Analyze collected data on MOE's for CMO.
3. Adjust CMO as needed to attain desired results.

**REFERENCES:**

1. MCWP 3-33.1 MAGTF Civil Military Operations
  2. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-PLAN-3013:** Ensure the CMO plan supports the Theater Security Cooperation Plan

**SUPPORTED MET(S):** 6

**EVALUATION-CODED:** Yes

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will integrate CMO into the Theater Security Cooperation Plan. Various parts of CMO will not complicate or conflict with the Theater Security Cooperation Plan.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, and a Theater Security Cooperation Plan, within a theater of operation.

**STANDARD:** Integrate CMO into the Theater Security Cooperation Plan per the references.

**EVENT COMPONENTS:**

1. Review CMO and Theater Security Cooperation Plan.
2. Include CMO into the Theater Security Cooperation Plan.

**REFERENCES:**

1. MCWP 3-33.1 MAGTF Civil Military Operations
  2. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-ANYS-3014:** Determine Measures of Effectiveness (MOE) for CMO

**SUPPORTED MET(S):** 6

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** These MOE must be behaviors or actions observable by the given collection assets and related to specific components of the CMO Plan.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, with sufficient collection assets and analysts, in a field or garrison environment.

**STANDARD:** Facilitate assessments following the monitoring of operations or exercises. Assess current and projected future CMO activities within a theater of operation.

**EVENT COMPONENTS:**

1. Determine behaviors or actions related to specific components of the CMO plan.
2. Provide observables to collection assets.
3. Monitor behaviors or actions.
4. Analyze data.
5. Update CMO plan as needed.

**REFERENCES:**

1. MCWP 3-33.1 MAGTF Civil Military Operations
  2. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-TRGT-3015:** Determine Measures of Effectiveness for Psychological Operations (PSYOPS)

**SUPPORTED MET(S):** 3

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The MOE must be behaviors or actions observable by the given collection assets and related to specific components of the PSYOPS Plan.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, with sufficient collection assets and analysts, in a field or garrison environment.

**STANDARD:** Ensure MOE are observable by the given collection assets and related to specific components of the PSYOPS Plan.

**EVENT COMPONENTS:**

1. Determine behaviors or actions related to specific components of PSYOPS plan.
2. Provide observables to collection assets.
3. Monitor behaviors or actions.
4. Analyze data.
5. Update PSYOP plan as needed.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
- 

**IOPS-ANYS-3016:** Determine resources required to conduct Deception

**SUPPORTED MET(S):** 4

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The Deception plan will contain a list of necessary resources.

**CONDITION:** Given a mission type order, an IOWG, in a field or garrison environment.

**STANDARD:** Integrate into the CONOPS to support Commander's Intent and Planning Guidance.

**EVENT COMPONENTS:**

1. Develop a COA containing the use of Deception.
2. Determine requirements or opportunities for Deception.
3. Ensure Deception supports the Commander's Intent and Planning Guidance.
4. Develop component tasks necessary to accomplish a selected COA.
5. Validate Deception tasks with participating components.
6. Integrate tasks and requirements into the CONOPS.

**REFERENCES:**

1. JP 3-13 Joint Doctrine for Information Operations
  2. JP 3-58 Joint Doctrine for Military Deception
  3. MCWP 2-1 Intelligence Operations
  4. MCWP 3-40.4 MAGTF Information Operations
  5. MCWP 5-1 Marine Corps Planning Process
-

**IOPS-PLAN-3017:** Establish EW items for inclusion into the IO Plan

**SUPPORTED MET(S):** 5

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

**DESCRIPTION:** An operational competency of electronic warfare attack (EA), electronic warfare support (ES), and electronic warfare protection (EP) is a prerequisite for coordinated planning, exercising, and assessing EW.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, an EWCC with all requisite capabilities, in a field or garrison environment.

**STANDARD:** Include the three elements of EW.

**EVENT COMPONENTS:**

1. Review IO Plan
2. Determine which parts of EW need to be included(EA, EP, and/or ES).
3. Include into IO plan.

**REFERENCES:**

1. MCWP 2-22 Signals Intelligence
  2. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-ANYS-3018:** Determine MOE for EW

**SUPPORTED MET(S):** 5

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

**DESCRIPTION:** The unit must determine the MOE that constitute successful EW in order to facilitate assessments following the operations or exercises.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, and an EWCC with all requisite capabilities, in a field or garrison environment.

**STANDARD:** Ensure behaviors or actions are observable by the given collection assets and related to specific components of the EW Plan.

**EVENT COMPONENTS:**

1. Determine behaviors or actions related to specific components of the EW plan.
2. Provide observables to collection assets.
3. Monitor behaviors or actions.
4. Analyze data.
5. Update EW plan as needed.

**REFERENCES:**

1. MCWP 2-22 Signals Intelligence
  2. MCWP 3-40.4 MAGTF Information Operations
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**IOPS-TRGT-3019:** Nominate Electronic Attack (EA) targets and protected targets

**SUPPORTED MET(S):** 5

**EVALUATION-CODED:** No                      **SUSTAINMENT INTERVAL:** 13 months

**DESCRIPTION:** The IOWG will delineate and integrate into the targeting process Electronic Attack (EA) targets and protected targets as well as deconflict from protected Radio Frequency (RF) targets. Protected RF targets must also be deconflicted throughout the targeting process.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, and an EWCC with all requisite capabilities, in a field or garrison environment.

**STANDARD:** Provide the commander with a list of theater targets vulnerable to EA and a list of protected targets.

**EVENT COMPONENTS:**

1. Create list of EA targets.
2. Create list of protected targets.
3. Deconflict from protected Radio Frequency (RF) targets.

**REFERENCES:**

1. MCWP 2-22 Signals Intelligence
  2. MCWP 3-16 Fire Support Coordination in the Ground Combat Element
  3. MCWP 3-40.4 MAGTF Information Operations
- 

**IOPS-EWOP-3020:** Integrate EA BDA into re-attack recommendations

**SUPPORTED MET(S):** 5

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

**DESCRIPTION:** Re-attack recommendations will include input from EA.

**CONDITION:** Given a higher mission order, Commander's Planning Guidance, and an EWCC with all requisite capabilities, in a field or garrison environment.

**STANDARD:** Ensure EA results and kinetic battle damage assessment (BDA) are included in the assessment process.

**EVENT COMPONENTS:**

1. Collect BDA.
2. Analyze BDA.
3. Submit re-attack recommendations to EWCC.

**REFERENCES:**

1. MCWP 2-22 Signals Intelligence
  2. MCWP 3-16 Fire Support Coordination in the Ground Combat Element
  3. MCWP 3-40.4 MAGTF Information Operations
-

IO PLANNER T&R MANUAL

CHAPTER 4

INDIVIDUAL EVENTS

MOS 9934

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IO PLANNER T&R MANUAL

CHAPTER 4

INDIVIDUAL EVENTS

MOS 9934

**4000. PURPOSE.** This chapter details the individual events that pertain to MOS 9934, IO Planner. 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.

**4001. 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 or military occupational field (IOPS, or 9934). This chapter contains 9934 events. The second four digits represent the functional or duty area. The last four digits represent the level, and identifier number of the event. Every individual event has an identifier number from 001 to 999.

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2. **2000-LEVEL INDIVIDUAL EVENTS.** Additional events for the IO Planner (9934). Additional ITS events taught either at other IO courses or learned through MOJT.

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**CONDITION:** Without the aid of references, in a field or garrison environment.

**STANDARD:** Include all USN EW units/assets for planning and assessing EW as part of an IO plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
- 

**9934-PLAN-1004:** Define US Army EW capabilities

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

**DESCRIPTION:** A working knowledge the organic, assigned and supporting US Army EW capabilities is prerequisite to planning EW.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Without the aid of references, in a field or garrison environment.

**STANDARD:** Include all USA EW units/assets for planning and assessing EW as part of an IO plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
- 

**9934-PLAN-1005:** Define USAF EW capabilities

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

**DESCRIPTION:** A working knowledge of assigned and supporting USAF EW capabilities is prerequisite to planning EW.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Without the aid of references, in a field or garrison environment.

**STANDARD:** Include all USAF EW units/assets for planning, conducting and assessing EW as part of an IO plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
- 

**9934-PLAN-1006:** Define the mission and capabilities of the Radio Battalion (RadBn)

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

**DESCRIPTION:** A working knowledge of the mission and capabilities of a Radio Battalion is prerequisite to planning EW.

**INITIAL TRAINING SETTING:** Formal



**DESCRIPTION:** The individual will recommend IO related IRs as Commander's Critical Information Requirements (CCIR).

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group recommend IO related IRs, in a field or garrison environment, without the aid of references.

**STANDARD:** Ensure recommendations that will assist the commander in making a decision in either planning or execution as CCIR.

**PERFORMANCE STEPS:**

1. Determine IO IRs.
2. Make recommendation to commander.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
- 

**9934-PLAN-1010:** Identify external support

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will identify external support required to accomplish IO. Such support may be requested in the form of a Request For Forces or the establishment of a supported/supporting relationship for reach-back.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** To accomplish the IO mission.

**PERFORMANCE STEPS:**

1. Identify desired effects.
2. Determine external support required to accomplish IO mission.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
- 

**9934-PSYO-1011:** Define basic PSYOP concepts

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will establish a familiarization with the definition of PSYOP; PSYOP planning; and basic concepts of PSYOP themes, sub-themes and messages.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Without the aid of references, in a field or garrison environment.

**STANDARD:** Demonstrate concept familiarization per the references.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
2. MCWP 3-40.6 Psychological Operations

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**9934-PSYO-1012:** Determine PSYOP effects that support the mission

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will determine potential PSYOP effects that support the mission.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Conduct a risk-benefit analysis and employ the PSYOP effects that support the mission.

**PERFORMANCE STEPS:**

1. Review higher mission order, and Commander's Planning Guidance.
2. Evaluate PSYOP effects that may support the mission.
3. Identify the PSYOP effects that will support the mission.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
2. MCWP 3-40.6 Psychological Operations

---

**9934-PSYO-1013:** Identify PSYOP capabilities assigned to the unit

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will identify PSYOP capabilities assigned to the unit, including those capabilities not normally considered PSYOP assets. He must understand how the tasking authority works for these assets and any limitations that they may have in PSYOP employment. He must also be familiar with other dual-use PSYOP capabilities assigned to his higher, subordinate and adjacent units.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Given a unit, in a field or garrison environment, with the aid of references.

**STANDARD:** List all print, broadcast, dissemination, dual-use, and any other PSYOP capabilities assigned to the unit.





**DESCRIPTION:** The individual will evaluate enemy PSYOP efforts. This evaluation should lead to recommendations on how best to counter adversary PSYOP or protect friendly forces from its effects.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Determine recommendations to counter adversary PSYOP and its effects.

**PERFORMANCE STEPS:**

1. Coordinate with Intelligence, CMO, and PA personnel to determine which PSYOP methods are being employed by adversaries.
2. Provide an evaluation of the effectiveness of the employed methods.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
- 

**9934-PLAN-1019:** Collect data required to assess PSYOP effectiveness

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will acquire information used to evaluate PSYOP effects, define the measures to be taken to evaluate PSYOP effectiveness, define the data to be used for assessment, and define the criteria to evaluate the level of success.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group collects data, in a field or garrison environment, with the aid of references.

**STANDARD:** Gather sufficient data volume and reliability to provide an objective assessment on the effectiveness of PSYOP activities.

**PERFORMANCE STEPS:**

1. Identify sources and define measures to evaluate PSYOP effectiveness.
2. Define data to be used for assessment.
3. Define criteria to evaluate level of success.
2. Collect data in sufficient volume and reliability needed to provide an objective assessment on the effectiveness of PSYOP activities.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
- 

**9934-PLAN-1020:** Request Intel support to IO

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will request Intel support to IO. In addition to any IR that may be delegated to the Intelligence Section for collection or analysis, the IOWG will require specific intelligence support tailored to the IO mission.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Include requests for Intelligence Preparation of the Battlespace (IPB) products that provide a graphic depiction of demographic (vice geographic) boundaries, information of specific intelligence collection activities to deconflict the IO Plan, targeting information for both kinetic and non-kinetic target nominations, or any other Intel support to the IO mission.

**REFERENCES:**

1. FM 34-130 Intelligence Preparation of the Battlefield
2. MCWP 2-1 Intelligence Operations
3. MCWP 2-22 Signals Intelligence
4. MCWP 3-40.4 MAGTF Information Operations

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**9934-PLAN-1021:** Define the staff section/department responsible for planning EW

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** A working knowledge of the staff sections and departments within the command that is responsible for EW and its components is a prerequisite for the establishment of an EWCC and its coordinated planning, exercising, and assessing of EW.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Without the aid of references, in a field or garrison environment.

**STANDARD:** Include the capabilities, functions, and key points of contact at each staff section/department responsible for planning EW.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations

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**9934-PLAN-1022:** Define key DoD organizations formed to support EW needs

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** A working knowledge of the capabilities, functions and points of contact at the key DoD EW support organizations is a prerequisite for coordinated planning, exercising, and assessing EW.

**INITIAL TRAINING SETTING:** Formal



**9934-PLAN-1025:** Synchronize EW tasks with other IO tasks

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

**DESCRIPTION:** The individual will deconflict and synchronize EW tasks with other IO tasks via the IOWG in accordance with Commander's Planning Guidance.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a field or garrison, with the aid of references.

**STANDARD:** Ensure EW tasks are sequenced, deconflicted, and integrated into the IO Plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1026:** Monitor EW operations

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

**DESCRIPTION:** The individual must monitor EW operations of all staff sections and subordinate and assigned units.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a field or garrison environment, with the aid of references.

**STANDARD:** Assess success and contribution of EW operations to the IO Plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-ANYS-1027:** Develop a prioritized adversary C2 target list

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

**DESCRIPTION:** The individual must develop a list of adversary C2 targets as part of the targeting process based on High Value Targets (HVT) and High Payoff Targets (HPT).

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a garrison or field environment, with the aid of references.

**STANDARD:** Within the targeting process, consider protected frequencies, HVTs and HPTs, as well as other operational concerns/interests and limited assets.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-ANYS-1028:** Determine potential unintended EA effects

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

**DESCRIPTION:** The individual must determine potential second and third order effects of planned EA operations. They must also be considered in the monitoring and assessment process for future operations.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a field or garrison environment, with the aid of references.

**STANDARD:** Include second and third order effects that will impact other operations or third party activities and determine the risk versus gain of the EA activity.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-TRGT-1029:** Incorporate Electronic Attack (EA) as part of Concept of Fires

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

**DESCRIPTION:** The individual will integrate EA into the Concept of Fires as per the IO plan.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a field or garrison environment, with the aid of references.

**STANDARD:** Develop and integrate EA into the Concept of Fires and articulate in all portions of relevant orders to contribute to mission success.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-TRGT-1030:** Synchronize EA with other activities

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

**DESCRIPTION:** The individual will deconflict and synchronize EA with other activities via the IOWG in accordance with Commander's Planning Guidance.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a field or garrison environment.

**STANDARD:** Ensure EA is sequenced, deconflicted, and integrated with all other actions in the CONOPS to ensure actions do not compromise one another.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1031:** Request Electronic Support (ES)

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual must generate and submit ES requirements as per the IO Plan to enable follow-on operations. These requirements must be submitted in a timely manner to the appropriate staff section or organization.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a field or garrison environment.

**STANDARD:** Submit generated ES requirements to appropriate staff sections or organizations in a timely manner. Vet through the targeting board, and execute according to the CONOPS.

**PERFORMANCE STEPS:**

1. Identify ES requirements
2. Submit requirements.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1032:** Synchronize Electronic Protection (EP) requirements

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** The individual must ensure EP requirements are integrated, synchronized, and deconflicted with other activities of the unit.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a field or garrison environment, with the aid of references.

**STANDARD:** Coordinate the deconfliction, synchronization and integration of all unit EP requirements through the EWCC.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations

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**9934-PLAN-1033:** Define types of CMO operations

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

**DESCRIPTION:** The unit will possess a basic knowledge of how to integrate CMO into the IO Plan.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, in a field or garrison environment, without the aid of references.

**STANDARD:** Per the reference.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations

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**9934-PLAN-1034:** Identify USMC organizations responsible for planning and conducting CMO

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

**DESCRIPTION:** The individual will possess a basic knowledge of how to integrate CMO into the IO Plan.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, in a field or garrison environment, without the aid of references.

**STANDARD:** Per the reference.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations

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**9934-PLAN-1035:** Request organic and commercial resources required for CMO tasks

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

**DESCRIPTION:** The individual will be able to request and identify resources required for CMO related tasks. Such requests may include: requesting specific military forces for support, renting facilities and equipment, and contracting of resources and personnel for basic services (Police, Fire, Medical, Line haul, Communications, Plumbers, Electricians, Technicians, Heavy Equipment operators, etc...).

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, in a field or garrison environment, without the aid of references.

**STANDARD:** Identify and request resources required from both organic and

commercial industries for CMO related tasks, within a theater of operation, in order to synchronize current and future operations.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1036:** Identify key DoD organizations formed to support CMO operations

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

**DESCRIPTION:** The unit will possess a basic knowledge of how to integrate CMO into the IO Plan.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, in a field or garrison environment, without the aid of references.

**STANDARD:** Include key DoD organizations that may assist/support CMO operations.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1037:** Ensure CMO plan specifies means to secure local acceptance and support for friendly forces

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

**DESCRIPTION:** The individual will ensure CMO plan specifies means to secure local acceptance of and support for friendly forces. This may require coordinating activities that include, but are not limited to, coordination by the IOWG with local NGOs, local Governmental agencies, and friendly forces operating in the geographical area.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, in a field or garrison environment, with the aid of references.

**STANDARD:** Include friendly forces being assigned to geographical areas, within a theater of operation.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1038:** Request CMO related Information Requirements (IR)

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

**DESCRIPTION:** The individual will be able to identify and request CMO related IRs. The activities may include, but are not limited to: Red Cross, Red Crescent, UNICF and other NGOs; CMO and other US Forces and Organizations;

and other local Governmental Agencies and friendly Foreign National Forces. These IRs may include, but are not limited to, storage locations, municipal facilities, water sources, road network limitations, land mines and power grids, etc....

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, in a field or garrison environment, with the aid of references.

**STANDARD:** Include IR from all activities, within a theater of operation, in order to synchronize current and future operational planning within the IOWG.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1039:** Assess collected CMO information

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The unit will integrate CMO assessment into the IO Plan to identify trends in local public opinion IOT synchronize and positively influence current and future operations.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, and a list of CMO events, within a theater of operation, in a field or garrison environment, with the aid of references.

**STANDARD:** The IO Plan will then be adjusted to achieve desired results, maintain positive public opinion and mitigate propaganda.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1040:** Evaluate CMO activities

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** The unit will integrate CMO assessment into the IO Plan.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, in a field or garrison environment, with the aid of references.

**STANDARD:** Conduct CMO assessment to evaluate, revise, and correct CMO activities and adjust the IO Plan to achieve the desired results.

**PERFORMANCE STEPS:**

1. Collect data on CMO activities.
2. Analyze data.
3. Modify IO plan as needed to maintain desired effects.





and non-kinetic fires.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations

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**9934-ANYS-1046:** Identify adversary information-gathering capabilities

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

**DESCRIPTION:** The individual will identify adversary information-gathering capabilities and actions. Consideration must also be given to ISR systems used to give deceptive indicators.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, without the aid of references.

**STANDARD:** Identify ISR systems, information conveyed by the systems, the degree of friendly control over the systems, the information transmitted, how long information takes to reach target audience, and how credible the target views information from the system.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
2. MCWP 3-40.6 Psychological Operations

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**9934-PLAN-1047:** Collect information from civilians and institutions

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

**DESCRIPTION:** The individual will demonstrate the ability to plan for the collection of information from civilians and institutions to assist in relief efforts and stabilization of the civil environment IOT synchronize and positively influence current and future operations.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order and Commander's Planning Guidance, and a list of CMO events, in a field or garrison environment, with the aid of references.

**STANDARD:** The individual will plan for the collection of information from civilians and institutions to assist in relief efforts and stabilization of the civil environment to assess the success of CMO activities and use this information to adjust the IO Plan to achieve the desired results.

**PERFORMANCE STEPS:**

1. Create plan for information collection.
2. Execute plan.
3. Analyze information.
4. Adjust IO plan as needed.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-1048:** Request IO related Information Requirements (IR)

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

**DESCRIPTION:** The individual will identify and request IO related IR. Such IR may be requirements for information on friendly forces (organic, higher, lower or adjacent), adversary forces, or the local environment or populace. Once submitted to the G/S-3 Information/RFI Manager, the IR will be designated for collection through intelligence or operational assets. Some IR may be sent back to the IOWG to be collected by PA or CMO personnel if they are unable to be satisfied through any internal or external intelligence sources.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Identify and request IO-related IR to provide information to support the IO Plan.

**PERFORMANCE STEPS:**

1. Identify information requirements.
2. Determine who to submit the request to.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-ANYS-1049:** Determine Emissions Control (EMCON) procedures

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

**DESCRIPTION:** The individual will determine EMCON procedures based upon Commander's Planning Guidance in consideration with OPSEC and INFOCON conditions. This is an operations function, but must be coordinated with the G/S-6, G/S-2, as well as other staff sections.

**INITIAL TRAINING SETTING:** Formal

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and an EWCC with all necessary capabilities, in a field or garrison environment, with the aid of references.

**STANDARD:** In order to achieve the commander's intent, consider OPSEC, INFOCON, EA, and Communications requirements when determining EMCON procedures.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**4004. IO PLANNER 2000-LEVEL EVENTS**

**9934-PLAN-2001:** Execute the IO plan

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

**DESCRIPTION:** The individual will execute the IO plan in accordance with the operational plan.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Per the operational plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-2002:** Recommend IO priorities

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

**DESCRIPTION:** The individual will recommend priorities to accomplish IO tasks identified during planning.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, IO tasks identified during planning, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Base recommendations on the potential cost-benefit analysis of employing each task, the timelines associated with employment, and the lead/lag time between employment and desired effect.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 5-1 Marine Corps Planning Process
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**9934-PLAN-2003:** Coordinate IO plans and actions

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

**DESCRIPTION:** The individual will coordinate IO plans and actions with higher, lower, and adjacent headquarters.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.



**9934-PLAN-2006:** Prioritize the efforts of attached IO forces

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

**DESCRIPTION:** The individual will prioritize the efforts of attached IO forces.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Consider the respective capabilities and limitations of each attachment and the priority of their actions within the framework of the overall mission.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-2007:** Coordinate with units to ensure IO participation in exercises

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

**DESCRIPTION:** The individual will coordinate in order to ensure IO participation in unit rehearsals to synchronize IO with overall operations. In cases where the IO Plan is part of a Deliberate Planning Process, war games and rehearsals may be the best venues by which IO can be integrated into the plan.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Synchronize IO with overall operations.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-ANYS-2008:** Ensure IO themes and messages are mutually supporting

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

**DESCRIPTION:** The individual will ensure IO themes and messages are mutually supporting and do not compromise one another (e.g. OPSEC vs. MD, PA vs. PSYOP, etc.). The basic task of an IO planner is to synchronize the efforts of the various elements of IO, it is incumbent upon the Typical teams that provide sources of conflict are the potential overlap between PSYOP and PA in disseminating information to foreign media, and the need for Deception to consider the ramifications to the OPSEC Plan and vice versa. The two cases are not all-inclusive and merely illustrate two potential areas that overlap

and can cause friction. The entire IO Plan must be scrubbed for friction points that cross boundaries within the separate core capabilities and related activities.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Ensure lack of friction and compromise in IO themes and messages while supporting the commander's intent.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
2. MCWP 3-40.6 Psychological Operations

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**9934-TRGT-2009:** Coordinate the nomination of IO-related targets

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will coordinate the nomination of IO-related targets with the Intelligence Section. Consider whether a target can best be engaged by collection assets to derive actionable intelligence or military assets to minimize their contribution to hostile forces. Deconflict the intelligence collection activities of higher and adjacent units, as well as any known collection activities of other non-military agencies, with the targeting process.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Ensure nomination of IO-related targets are coordinated with the intelligence section to be cross-referenced with the Intel List of Targets.

**REFERENCES:**

1. MCWP 2-1 Intelligence Operations
2. MCWP 3-40.4 MAGTF Information Operations

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**9934-PLAN-2010:** Coordinate the attachment of specialized IO teams

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will coordinate the attachment of specialized IO teams. The teams may be comprised of personnel from other services. Specifically, attachments are most likely to be Army personnel from USASOC/4th PSYOP Group or 1st IO Command (Land); Air Force personnel from USAF Information Warfare Command (AFIWC), Navy personnel from Navy Information Operations Command (NIOC), Joint Service Military personnel from Joint IO Command (JIOC), or civilian personnel from any of the above organizations.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, an approved supported/supporting relationship that provides for the attachment of specialized IO teams, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Ensure network connectivity and logistical support are provided.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-2011:** Coordinate reach-back links

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The identification and coordination of reach-back links is vital due to the consideration of global/strategic implications of many tactical IO actions. Most units will require guidance and analytical support from a higher echelon in order to ensure that tactical actions are in keeping with strategic and operational objectives. Analytical or production support may come from intelligence agencies, theater JPOTF, theater IO cells or service-specific IO elements. CMO activities may even require some level of coordination with external NGO/PVO agencies.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Ensure access/exchange of information from military and non-military sources.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-2012:** Solicit legal advice on Rules Of Engagement (ROE)

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** Ensure that the IO Plan has been thoroughly vetted through the SJA to solicit legal advice on ROE.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Vet IO Plan through SJA to ensure all activities are conducted in accordance with governing legal guidance including the CJCS/Theater ROE, the Geneva Accords and the Law of Armed Conflict.

**PERFORMANCE STEPS:**

1. Vet IO Plan through the SJA to solicit legal advice on ROE.
2. In consideration of the global/strategic implications of many tactical IO actions, ensure that all activities conducted under the IO Plan are in accordance with governing legal guidance including the CJCS/Theater ROE, the Geneva Accords and the Law of Armed Conflict.
3. Typically, the unit JAG/SJA may be a member of the IOWG in order to ensure coordination. In cases where there is no organic SJA a suitable SJA must be located.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-2013:** Coordinate proactive Public Affairs (PA) response

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will coordinate proactive PA response to sensitive targeting or events.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Ensure PA is apprised of possible conflicts within the PSYOP Plan. PA must be specifically advised of any targeting of potentially sensitive areas for kinetic or non-kinetic engagement. In the event that the targeting results in unplanned collateral damage, PA must be immediately prepared to proactively address the issue since any lag in time between the incident and the PA response will open vulnerability to adversary propaganda.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-2014:** Develop the IO objective for CP

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will develop the IO objective for CP. Once adversary propaganda has been identified and its source and objectives derived, a strategy must be developed to counter the propaganda.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commanders Guidance, identified adversary propaganda, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Ensure a strategy to counter the propaganda or minimize its effect on the target audience, whether the target audience is the local populace or friendly forces.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-2015:** Create a CP plan

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

**DESCRIPTION:** The individual will identify/clarify the CP theme, target, message, IO objective, IO task, and means for a CP plan.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, commanders guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Identify the CP theme, target, message, IO objective, IO task, and means for the CP plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
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**9934-PLAN-2016:** Ensure that the CP plan is integrated with other IO objectives

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

**DESCRIPTION:** The individual will ensure that the CP plan and activities are consistent and integrated with other IO objectives.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, commanders guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Cross-referenced with other IO themes and messages.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
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**9934-PLAN-2017:** Determine subsequent CP actions

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

**DESCRIPTION:** The individual will determine subsequent CP actions for IO. This begins a new phase of what is an ongoing process of planning to counter adversary propaganda within the framework of an IO Plan.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, commanders guidance, and



**9934-PSYO-2020:** Integrate Counter-propaganda (CP) planning across all operations

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

**DESCRIPTION:** The individual will integrate Counter-propaganda (CP) planning across all operations.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, commanders guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Mitigate the effects of adversary propaganda.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
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**9934-ANYS-2021:** Assess CP-related data

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

**DESCRIPTION:** The individual will assess CP-related data to determine the level of accomplishment of CP objectives and tasks.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, commanders guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Review intelligence sources, debriefings of friendly patrols & convoys, to determine the Measures of Effectiveness (MOE) of CP actions.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
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**9934-PLAN-2022:** Deconflict targets scheduled for EA and ISR collection

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

**DESCRIPTION:** The individual will assist in deconflicting targets scheduled for EA and ISR collection.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Ensure intelligence collection and targeting do not compromise one another.

**REFERENCES:**

1. MCWP 2-22 Signals Intelligence
  2. MCWP 3-40.4 MAGTF Information Operations
- 

**9934-PSYO-2023:** Prioritize the efforts of assigned PSYOP forces

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

**DESCRIPTION:** The individual will prioritize the efforts of assigned PSYOP forces while maximizing the cost-effective use of low density, high demand assets.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, as a function of the IO Working Group and when PSYOP forces are attached, in a field or garrison environment, with the aid of references.

**STANDARD:** In support of the IO Plan.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
- 

**9934-PSYO-2024:** Ensure PSYOP and PA themes and messages are mutually supporting

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

**DESCRIPTION:** The individual will ensure PSYOP and PA themes and messages are mutually supporting and do not compromise aspects of IO (e.g., OPSEC, Deception, etc.).

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, approved PSYOP themes, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** PSYOP themes selected for unit employment must be consistent with IO Plan for operational or strategic levels, and not conflict with other IO activities or CONOPS.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
- 

**9934-PSYO-2025:** Execute PSYOP activities with the operational plan (OPLAN)

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

**DESCRIPTION:** The individual will execute PSYOP activities with the operational plan.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, approved PSYOP plan, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Within the constraint of the operational plan, ensure PSYOP activities are coordinated and synchronized with other operational activities and unit movements.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
2. MCWP 3-40.6 Psychological Operations

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**9934-ANYS-2026:** Monitor Psychological Operations (PSYOP)

**EVALUATION-CODED:** No

**SUSTAINMENT INTERVAL:** 6 months

**DESCRIPTION:** The individual will monitor and assess PSYOP. Determine how PSYOP effects mitigated or aggravated other military activities, and how the adversary perceived these effects.

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Having received a higher mission order, Commander's Planning Guidance, and as a function of the IO Working Group, in a field or garrison environment, with the aid of references.

**STANDARD:** Determine the effectiveness of PSYOP activities and make a recommendation as to how these effects should drive future PSYOP activities and how themes should be modified, added or deleted.

**REFERENCES:**

1. MCWP 3-40.4 MAGTF Information Operations
  2. MCWP 3-40.6 Psychological Operations
-

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APPENDIX A

ACRONYMS AND ABBREVIATIONS

BDA	battle damage assessment
C2	command and control
C2W	command and control warfare
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
C4ISR	command, control, communications, computers, intelligence, surveillance and reconnaissance
CA	civil affairs
CAG	civil affairs group
CCIR	commander's critical information requirements
CE	command element
CI	counterintelligence
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CMO	civil-military operations
CNA	computer network attack
CND	computer network defense
CNE	computer network exploitation
CNO	computer network operations
COA	course of action
COG	centers of gravity
COMSEC	communications security
CONOPS	contingency operations
CP	counter-propaganda
DCID	Director of Center Intelligence Directive
DISA	Defense Information Systems Agency
DoD	Department of Defense
DoDD	Department of Defense directive
DoDI	Department of Defense instruction
EA	electronic attack
EMCON	Emissions Control
EMW	Expeditionary Maneuver Warfare
EP	electronic protection
ES	electronic support
EW	electronic warfare
EWCC	electronic warfare coordination cell
EWO	electronic warfare officer
FM	field manual (army)
FIWC	fleet information warfare center
G2	intelligence officer (major subordinate commands and larger organizations)
G3	operations officer (major subordinate commands and larger organizations)
HUMINT	human intelligence
IA	information assurance



S2 . . . . . intelligence officer (units and organizations  
below the major subordinate command level)  
S3 . . . . . operations officer (units and organizations  
below the major subordinate command level)  
SI . . . . . special intelligence  
SIGINT . . . . . signals intelligence  
SIO . . . . . special information operations  
STO . . . . . special technical operations  
USSTRATCOM . . . . . US Strategic Command  
VMAQ . . . . . Marine Tactical Electronic Warfare Squadron  
1IOC(L) . . . . . 1st Information Operations Command (Land)

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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.

**Assessment.** An informal judgment of the unit's proficiency and resources made by a commander or trainer to gain insight into the unit's overall condition. It serves as the basis for the midrange plan. Commanders make frequent use of these determinations during the course of the combat readiness cycle in order to adjust, prioritize or modify training events and plans.

C

**Chaining.** A process that enables unit leaders to effectively identify subordinate collective events and individual events that support a specific collective event. For example, collective training events at the 4000-level are directly supported by collective events at the 3000-level. Utilizing the building block approach to progressive training, these collective events are further supported by individual training events at the 1000 and 2000-levels. When a higher-level event by its nature requires the completion of lower level events, they are "chained"; Sustainment credit is given for all lower level events chained to a higher event.

**Civil Affairs.** Designated Active and Reserve component forces and units organized, trained, and equipped specifically to conduct civil affairs activities and to support civil-military operations. See also civil affairs activities; civil-military operations. Also called CA. (JP 1-02)

**Civil Military Operations.** The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational US objectives. Civil Military Operations may include performance

by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces. Also called CMO. (JP 1-02)

**Collective Event.** A clearly defined, discrete, and measurable activity, action, or event (i.e., task) that requires organized team or unit performance and leads to accomplishment of a mission or function. A collective task is derived from unit missions or higher-level collective tasks. Task accomplishment requires performance of procedures composed of supporting collective or individual tasks. A collective task describes the exact performance a group must perform in the field under actual operational conditions. The term "collective" does not necessarily infer that a unit accomplishes the event. A unit, such as a squad or platoon conducting an attack; may accomplish a collective event or, it may be accomplished by an individual to accomplish a unit mission, such as a battalion supply officer completing a reconciliation of the battalion's CMR. Thus, many collective events will have titles that are the same as individual events; however, the standard and condition will be different because the scope of the collective event is broader.

**Collective Training Standards (CTS).** Criteria that specify mission and functional area unit proficiency standards for combat, combat support, and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. CTS are found within collective training events in T&R manuals.

**Combat Readiness Cycle.** The combat readiness cycle depicts the relationships within the building block approach to training. The combat readiness cycle progresses from T&R Manual individual core skills training, to the accomplishment of collective training events, and finally, to a unit's participation in a contingency or actual combat. The combat readiness cycle demonstrates the relationship of core capabilities to unit combat readiness. Individual core skills training and the training of collective events lead to unit proficiency and the ability to accomplish the unit's stated mission.

**Combat Readiness Percentage (CRP).** The CRP is a quantitative numerical value used in calculating collective training readiness based on the E-coded events that support the unit METL. CRP is a concise measure of unit training accomplishments. This numerical value is only a snapshot of training readiness at a specific time. As training is conducted, unit CRP will continuously change.

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

**Computer Network Attack.** Operations to disrupt, deny, degrade, or destroy information resident in computers and computer networks, or the computers and

networks themselves. Electronic attack (EA) can be used against a computer, but it is not computer network attack (CNA). CNA relies on the data stream to execute the attack while EA relies on the electromagnetic spectrum. An example of the two operations is the following: sending a code or instruction to a central processing unit that causes the computer to short out the power supply is CNA. Using an electromagnetic pulse device to destroy a computer's electronics and causing the same result is EA. Also called CNA. (JP 1-02)

**Computer Network Defense.** Defensive measures to protect and defend information, computers, and networks from disruption, denial, degradation, or destruction. Also called CND. (JP 1-02).

**Computer Network Exploitation.** Enabling operations and intelligence collection to gather data from target or adversary automated information systems or networks. (DoDI 3600.1)

**Computer Network Operations.** Comprised of CNA, CND, and related CNE enabling operations. (DoDI 3600.1)

**Condition.** The condition describes the training situation or environment under which the training event or task will take place. Expands on the information in the title by identifying when, where, and why the event or task will occur and what materials, personnel, equipment, environmental provisions, and safety constraints must be present to perform the event or task in a real-world environment. Commanders can modify the conditions of the event to best prepare their Marines to accomplish the assigned mission (e.g. in a desert environment; in a mountain environment; etc...).

**Core Competency.** Core competency is the comprehensive measure of a unit's ability to accomplish its assigned MET. It serves as the foundation of the T&R Program. Core competencies are those unit core capabilities and individual core skills that support the commander's METL and T/O mission statement. Individual competency is exhibited through demonstration of proficiency in specified core tasks and core plus tasks. Unit proficiency is measured through collective tasks.

**Core Capabilities.** Core capabilities are the essential functions a unit must be capable of performing during extended contingency/combat operations. Core unit capabilities are based upon mission essential tasks derived from operational plans; doctrine and established tactics; techniques and procedures.

**Core Plus Capabilities.** Core plus capabilities are advanced capabilities that are environment, mission, or theater specific. Core plus capabilities may entail high-risk, high-cost training for missions that are less likely to be assigned in combat.

**Core Plus Skills.** Core plus skills are those advanced skills that are environment, mission, rank, or billet specific. 2000-level training is designed to make Marines proficient in core skills in a specific billet or at a specified rank at the Combat Ready level. 3000-8000-level training produces combat leaders and fully qualified section members at the Combat Qualified level. Marines trained at the Combat Qualified level are those the commanding officer feels are capable of accomplishing unit-level missions and

of directing the actions of subordinates. Many core plus tasks are learned via MOJT, while others form the base for curriculum in career level MOS courses taught by the formal school.

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

**Counter-Intelligence.** Information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. Also called CI. (JP 1-02)

## D

**Deception.** Those measures designed to mislead the enemy by manipulation, distortion, or falsification of evidence to induce the enemy to react in a manner prejudicial to the enemy's interests. (JP 1-02)

**Defense Readiness Reporting System (DRRS).** A comprehensive readiness reporting system that evaluates readiness on the basis of the actual missions and capabilities assigned to the forces. It is a capabilities-based, adaptive, near real-time reporting system for the entire Department of Defense.

**Deferred Event.** A T&R event that a commanding officer may postpone when in his or her judgment, a lack of logistic support, ammo, ranges, or other training assets requires a temporary exemption. CRP cannot be accrued for deferred "E-coded" events.

**Delinquent Event.** An event becomes delinquent when a Marine or unit exceeds the sustainment interval for that particular event. The individual or unit must update the delinquent event by first performing all prerequisite events. When the unit commander deems that performing all prerequisite is unattainable, then the delinquent event will be re-demonstrated under the supervision of the appropriate evaluation authority.

## E

**E-Coded Event.** An "E-Coded" event is a collective T&R event that is a noted indicator of capability or, a noted Collective skill that contributes to the unit's ability to perform the supported MET. As such, only "E-Coded" events are assigned a CRP value and used to calculate a unit's CRP.

**Electronic Warfare.** Any military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. Also called EW. The three major subdivisions within electronic warfare are: electronic attack, electronic protection, and electronic warfare support. (a.) electronic attack. That division of electronic warfare involving the use of electromagnetic energy, directed energy, or anti-radiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability and is considered a form of fires. Also called EA. EA includes: (1) actions

taken to prevent or reduce an enemy's effective use of the electromagnetic spectrum, such as jamming and electromagnetic deception, and (2) employment of weapons that use either electromagnetic or directed energy as their primary destructive mechanism (lasers, radio frequency weapons, particle beams). (b.) electronic protection. That division of electronic warfare involving passive and active means taken to protect personnel, facilities, and equipment from any effects of friendly or enemy employment of electronic warfare that degrade, neutralize, or destroy friendly combat capability. Also called EP. (c.) electronic warfare support. That division of electronic warfare involving actions tasked by, or under direct control of, an operational commander to search for, intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition, targeting, planning and conduct of future operations. Thus, electronic warfare support provides information required for decisions involving electronic warfare operations and other tactical actions such as threat avoidance, targeting, and homing. Also called ES. Electronic warfare support data can be used to produce signals intelligence, provide targeting for electronic or destructive attack, and produce measurement and signature intelligence.  
(JP 1-02)

**Entry-level Training.** Pipeline training that equips students for service with the Marine operating forces.

**Evaluation.** Evaluation is a continuous process that occurs at all echelons, during every phase of training and can be both formal and informal. Evaluations ensure that Marines and units are capable of conducting their combat mission. Evaluation results are used to reallocate resources, reprioritize the training plan, and plan for future training.

**Event (Training).** 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.

**Exercise Commander (EC).** The Commanding General, Marine Expeditionary Force or his appointee will fill this role, unless authority is delegated to the respective commander of the Division, Wing, or FSSG. Responsibilities and functions of the EC include: (1) designate unit(s) to be evaluated, (2) may designate an exercise director, (3) prescribe exercise objectives and T&R events to be evaluated, (4) coordinate with commands or agencies external to the Marine Corps and adjacent Marine Corps commands, when required.

**Exercise Director (ED).** Designated by the EC to prepare, conduct, and report all evaluation results. Responsibilities and functions of the ED include: (1) Publish a letter of instruction (LOI) that: delineates the T&R events to be evaluated, establishes timeframe of the exercise, lists responsibilities of various elements participating in the exercise, establishes safety

requirements/guidelines, and lists coordinating instructions. (2) Designate the TEC and TEGC to operate as the central control agency for the exercise. (3) Assign evaluators, to include the senior evaluator, and ensure that those evaluators are properly trained. (4) Develop the general exercise scenario taking into account any objectives/ events prescribed by the EC. (5) Arrange for all resources to include: training areas, airspace, aggressor forces, and other required support.

## I

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

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

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

**Information Assurance.** Information operations that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and nonrepudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities. Also called IA. (JP 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.

**Mission Essential Task(s) MET(s).** A MET is a collective task in which an organization must be proficient in order to accomplish an appropriate portion

of its wartime mission(s). MET listings are the foundation for the T&R manual; all events in the T&R manual support a MET.

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

**Mission Performance Standards (MPS).** Criteria that specify mission and functional area unit proficiency standards for combat, combat support and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. MPS are contained within the MCCRES volumes. The MCCRES volumes are being replaced by T&R Manuals. Collective events will replace MPS.

O

**Operational Readiness (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.** 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.

**Physical Security.** (DoD, NATO) That part of security concerned with physical measures designed to safeguard personnel; to prevent unauthorized access to

equipment, installations, material, and documents; and to safeguard them against espionage, sabotage, damage, and theft. (JP 1-02)

**Prerequisite Event.** Prerequisites are the academic training and/or T&R events that must be completed prior to attempting the event.

**Psychological Operations.** Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. (JP 1-02)

**Public Affairs.** The use of command information, community relations activities and public information directed to various national and international publics, in support of combatant commander public information needs at all operational levels. Also called PA.

## R

**Readiness.** (DoD) Readiness is the ability of U.S. military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels: (a) Unit readiness--The ability to provide capabilities required by combatant commanders to execute assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (b) Joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

## S

**Section Skill Tasks.** Section skills are those competencies directly related to unit functioning. They are group rather than individual in nature, and require participation by a section (S-1, S-2, S-3, etc).

**Simulation Training.** Simulators provide the additional capability to develop and hone core and core plus skills. Accordingly, the development of simulator training events for appropriate T&R syllabi can help maintain valuable combat resources while reducing training time and cost. Therefore, in cases where simulator fidelity and capabilities are such that simulator training closely matches that of actual training events, T&R Manual developers may include the option of using simulators to accomplish the training. CRP credit will be earned for E-Coded simulator events based on assessment of relative training event performance.

**Standard.** A standard is a statement that establishes criteria for how well a task or learning objective must be performed. The standard specifies how well, completely, or accurately a process must be performed or product produced. For higher-level collective events, it describes why the event is being done and the desired end-state of the event. Standards become more specific for lower-level events and outline the accuracy, time limits, sequencing, quality, product, process, restrictions, etc., that indicate the minimum acceptable level of performance required of the event. At a minimum, both collective and individual training standards consist of a task, the

condition under which the task is to be performed, and the evaluation criteria that will be used to verify that the task has been performed to a satisfactory level.

**Sustainment Training.** Periodic retraining or demonstration of an event required maintaining the minimum acceptable level of proficiency or capability required to accomplish a training objective. Sustainment training goes beyond the entry-level and is designed to maintain or further develop proficiency in a given set of skills.

**Systems Approach to Training (SAT).** An orderly process for analyzing, designing, developing, implementing, and evaluating a unit's training program to ensure the unit, and the Marines of that unit acquire the knowledge and skills essential for the successful conduct of the unit's wartime missions.

## T

**Training Task.** This describes a direct training activity that pertains to an individual Marine. A task is composed of 3 major components: a description of what is to be done, a condition, and a standard.

**Technical Exercise Controller (TEC).** The TEC is appointed by the ED, and usually comes from his staff or a subordinate command. The TEC is the senior evaluator within the TEGC and should be of equal or higher grade than the commander(s) of the unit(s) being evaluated. The TEC is responsible for ensuring that the evaluation is conducted following the instructions contained in this directive and MCO 1553.3A. Specific T&R Manuals are used as the source for evaluation criteria.

**Tactical Exercise Control Group (TECG).** A TECG is formed to provide subject matter experts in the functional areas being evaluated. The benefit of establishing a permanent TECG is to have resident, dedicated evaluation authority experience, and knowledgeable in evaluation technique. The responsibilities and functions of the TECG include: (1) developing a detailed exercise scenario to include the objectives and events prescribed by the EC/ED in the exercise LOI; (2) conducting detailed evaluator training prior to the exercise; (3) coordinating and controlling role players and aggressors; (4) compiling the evaluation data submitted by the evaluators and submitting required results to the ED; (5) preparing and conducting a detailed exercise debrief for the evaluated unit(s).

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

## U

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

**Unit Evaluation.** All units in the Marine Corps must be evaluated, either formally or informally, to ensure they are capable of conducting their combat mission. Informal evaluations should take place during all training events. The timing of formal evaluations is critical and should, when appropriate, be

directly related to the units' operational deployment cycle. Formal evaluations should take place after the unit has been staffed with the majority of its personnel, has had sufficient time to train to individual and collective standards, and early enough in the training cycle so there is sufficient time to correctly identified weaknesses prior to deployment. All combat units, and units task organized for combat require formal evaluations prior to operational deployments.

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

**W**

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

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APPENDIX C

REFERENCES

**Department of Defense Directive (DODD)**

S-3600.1 Information Operations

**Department of Defense Instruction (DODI)**

5200.40 DOD Information Technology Security Certification and Accreditation Process (DITSCAP)

**Chairman of the Joint Chiefs of Staff Manual (CJCSM)**

3122.03 Joint Operational Planning and Execution System Volume II, Planning Formats and Guidance

**Chairman of the Joint Chiefs of Staff Instruction (CJCSI)**

6510.01 Information Assurance(IA) and Computer Network Defense (CND)

**Joint Publications (JPs)**

1-02 Department of Defense Dictionary of Military and Associated Terms

3-13 Joint Doctrine for Information Operations

3-54 Joint Doctrine for Operations Security

3-58 Joint Doctrine for Military Deception

**Marine Corps Doctrinal Publications (MCDPs)**

1 Warfighting

2 Intelligence

**Marine Corps Warfighting Publications (MCWPs)**

2-1 Intelligence Operations

2-6 Counterintelligence

2-22 Signals Intelligence

3-16 Fire Support Coordination in the Ground Combat Element

3-33.1 Marine Air-Ground Task Force Civil-Military Operations

3-33.3 Marine Corps Public Affairs

3-40.2 Information Management

3-40.3 Communications and Information Systems

3-40.4 MAGTF Information Operations

3-40.6 Psychological Operations

3-40.8 Componentcy

5-1 Marine Corps Planning Process

**Army Field Manual (FM)**

34-130 Intelligence Preparation of the Battlefield

**Director of Central Intelligence Directive (DCID)**

6/3 Protecting Sensitive Compartmented Information, (SCI) within Information Systems

7/3 Information Operations and Intelligence Community Related Activities

**Miscellaneous**

Computer Security Act of 1987  
Public Law 100-235