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MARINE CORPS ORDER 3502.7A

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS GROUND COMBAT ELEMENT OPERATIONS AND TACTICS
TRAINING PROGRAM (SHORT TITLE: GCE OTTP)

Ref: (a) R060214ZFEB08/CMC WASHINGTON DC CDI TFS/ MCBUL 5400
(b) CMC WL C461 dtd May 27 2008
(c) MCO 3500.11F
(d) CG TECOM ltr dtd 09 Nov 2011
(e) NAVMC 3500.108A
(f) NAVMC 3500.100A
(g) MCO 1553.3B
(h) NAVMC 1200.1
(i) MCBul 5603 (canc: Jun 16)
(j) MCO 5320.12H
(k) MCO 5311.6
(l) MCBul 3120
(m) MCO 1553.2B
(n) SECNAV M-5210.1
(o) SECNAVINST 5211.5E

Encl: (1) Formal Training Program, Tactical MAGTF Integration Course
(2) Operations and Tactics Training Program (OTTP) Pillars

1. Situation

a. The Marine Corps must maintain a highly capable force that is agile and responsive to meet increasing global challenges and operational requirements. The Ground Combat Element (GCE) requires a solid foundation of skilled individuals and staffs that are well-trained and educated in Marine Air Ground Task Force (MAGTF) operations and the seamless integration of intelligence and operations in both conventional and irregular operations. Additionally, these individuals must understand and apply the Service's Mission Essential Task (MET)-based evaluation system that links GCE doctrine to corresponding training standards. To meet these demands, a responsive training continuum is required that embraces emerging concepts and innovation and quickly identifies and adapts to changes in enemy tactics, techniques and procedures.

b. In accordance with references (a) and (b), Marine Corps Tactics and Operations Group (MCTOG) was created on 6 February 2008 under the cognizance of the Commanding General (CG), Training and

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Education Command (TECOM) as a tenant organization aboard Marine Corps Air Ground Combat Center (MCAGCC) Twenty-nine Palms, CA, to provide the GCE with a training and education institution that provides advanced individual and collective training while simultaneously providing a critical link to the foundational underpinnings of training: concept development, doctrine, training and readiness, and lessons learned. In April 2009, MCTOG became a subordinate organization to MAGTF Training Command (MAGTFTC). MCTOG is assigned the following roles and responsibilities in support of the GCE:

(1) Execute GCE training and evaluation in support of the MAGTF Training Program (MAGTFTP), reference (c), as the primary GCE training and education organization for CG MAGTFTC and in conjunction with MAGTFTC's other commands, Marine Aviation Weapons and Tactics Squadron 1, Marine Corps Logistics Operations Group, and the Tactical Training Exercise Control Group.

(2) Support the mission of CG TECOM to develop, coordinate, resource, execute, and evaluate training and education concepts, policies, plans, and programs. Additionally, serve as the TECOM proponent for Counter Improvised Explosive Device Network Engagement (NE) training per reference (d).

(3) Serve as a proponent for the GCE in support of the GCE Advocate, Deputy Commandant Plans, Policies and Operations (DC PP&O) to include providing resourced support to PP&O's Ground Combat Element Branch on training, manning, and equipping issues within the GCE.

(4) Support the Deputy Commandant, Combat Development and Integration (DC CD&I), on GCE concept and doctrine development, synchronization and refinement.

(5) Support the Marine Corps Director of Intelligence's development and refinement of GCE intelligence requirements, innovation, and integration of ground operations and intelligence within resourced capabilities.

c. This Order provides policy and assigns responsibilities for execution of the OTTP.

2. Cancellation. MCO 3502.7.

3. Mission. As the institutional caretaker for the OTTP, MCTOG will provide advanced individual training to designated operations and intelligence personnel within the GCE, provide advanced collective staff training for the GCE, manage GCE doctrine and training standard development and refinement, and examine emerging concepts and technology in order to enhance GCE operational readiness and interoperability in support of the MAGTF.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. GCE Commanders are ultimately responsible for the operational readiness of their approved units' Mission Essential Task List (METL). The OTTP is specifically designed to support the GCE Commander in the achievement of T1 readiness by providing formalized individual training for specific GCE personnel; providing tailored unit staff training support from the company through regimental level; managing the development and nesting of GCE doctrine; supporting the development and advancement of concepts and innovation; developing a professional training culture throughout the community. This will be accomplished by developing and maintaining programs within MCTOG that are representative, relevant and dynamic in order to meet emerging threats and operational requirements.

(2) Concept of Operations. The OTTP is comprised of four core pillars, which outline MCTOG's main and supporting efforts:

(a) Formal Training Program. MCTOG's main effort is the execution of the Tactical MAGTF Integration Course (TMIC) which trains and certifies Operations and Tactics Instructors (OTI) and Intelligence Tactics Instructors (ITI).

1. There are two categories of OTI: OTI-O (Operations Officer) and OTI-C (Operations Chief). The training continuum associated with each billet is unique to that billet's skill set as defined by the 2500 level individual tasks contained in reference (e). OTIs are proponents of standardization and assist the commander in the preparation of the unit for operations through enhanced planning, execution, and assessment skills. OTIs also assist commanders by identifying unit specific training requirements and deficiencies as a result of the evolving operational and threat environment.

2. There are also two categories of ITI: ITI-O (Intelligence Officer) and ITI-C (Intelligence Chief). The training continuum associated with each billet is unique to that billet's skill sets which are defined by the 2000 level individual Training and Readiness (T&R) tasks contained in reference (f). ITIs are proponents of intelligence integration, and assist the commander in preparing the unit for operations through intelligence planning and intelligence support. ITIs also assist commanders with the identification of unit specific training requirements and deficiencies as a result of the evolving operational and threat environment.

3. OTIs and ITIs are produced through the execution of the TMIC, which MCTOG conducts three times a year, or as required to meet throughput demands of the operating forces. All GCE Regimental and Battalion Operations Officers, Operations Chiefs,

Intelligence Officers and Intelligence Chiefs are required to be certified prior to being assigned to their respective billets.

a. OTIs and ITIs support GCE commanders by providing the following capabilities:

(1) Expertise in helping design, develop, implement and manage the Unit Readiness Program in accordance with reference (g).

(2) Skilled in the art and science of planning, training and executing missions across the range of military operations.

(3) Skilled in the art and science of command and control across the range of military operations.

(4) Expertise in operations and intelligence integration in staff processes and specialized programs (Cyber Electronic Warfare Coordination Cell, Alternative Compensatory Counter-Measures, Special Access Program).

(5) Proponents of standardization that enable integration and interoperability with external organizations and enablers including MAGTF, joint, interagency, intergovernmental, coalition and multinational partners.

(6) Advocates of best practices, lessons learned, training resources, and emerging concepts.

b. OTIs and ITIs maintain the following responsibilities:

(1) Design and validate unit training plans in accordance with unit commander's guidance, higher headquarters plans, METL and MCO 1553.3.

(2) Validate critical or key training events to be designated T&R "E" coded events.

(3) Validate all unit readiness data submitted in the Defense Readiness Reporting System.

(4) Validate unit operations, training, and readiness Standing Operating Procedures (SOP) and ensure that they are aligned with higher headquarters plans and applicable Marine Corps orders.

(5) Submit recommended changes to GCE doctrine and training standards to Commanding Officer, MCTOG.

c. OTIs and ITIs are trained and certified through their specific Program of Instruction (POI), which is described in enclosure (1).

d. Per reference (h) OTIs are awarded the Necessary Military Occupational Specialty 0577.

(b) Battle Staff Training (BST) Program. Supporting effort one is providing Subject Matter Expertise (SME) in support of home station and offsite GCE BST requirements developed by the unit commander.

1. This is the continuation of the individual system operator and lower level collective training units obtain from Command and Control Center of Excellence's MAGTF Integrated System Training Center, and is the method by which MCTOG assists commanders, OTIs, and ITIs in training their units in advanced collective Staff training.

2. The BST Program is nested with the Service's individual training continuum and other staff training organizations such as Expeditionary Warfare Training Group and Expeditionary Operations Training Group. This design allows MCTOG to support the commander by providing key resources and GCE SMEs to the unit OTI and ITI by reinforcing and building upon the unit's capability. MCTOG's focus is on the regimental, battalion, and company level commander and staff with specific emphasis on Problem Framing, Information Management, Assessment, and integration of non-organic assets and enabler support encountered in the contemporary operating environment. The key resources will include:

a. Academic packages in support of the unit OTIs and ITIs specifically tailored to the unit's training needs and approved METL.

b. Training venue support offered at home station or at MCTOG's facilities aboard MCAGCC.

c. Block 3 or Block 4 Command Post and/or Mission Rehearsal Exercises support tailored to the unit's approved METL and anticipated operating environment.

d. OTI/ITI access to a resource library of SOPs, best practices, and training resources.

e. The ability for units to integrate service, joint, interagency, intergovernmental and multinational assets.

f. Scenario development that can replicate the unit's area of operation augmented by high fidelity simulations interfaced with the units command and control systems.

3. MCTOG will provide support for four regimental and eight battalion battle staff training events per year and is the authority for GCE collective command and control training requirements. MCTOG's priorities for this support are:

a. GCE regimental staffs serving as the Regimental Landing Team for the TMIC final exercise, SPARTAN ADVANCE, a Marine Expeditionary Brigade-level amphibious operation.

b. The GCE regimental staff and assigned GCE battalion staffs scheduled for the MAGTFTP Large Scale Exercise.

c. GCE battalions scheduled to participate in TECOM's Service Level Training Events.

d. Within its capacity and as coordinated with CG MAGTFTC at the Force Synchronization Conference, provide Command Post Exercise and Mission Rehearsal Exercise support to GCE regiments and battalions.

(c) Doctrine & Training Support. Supporting effort two is synchronization of GCE doctrine, T&R tasks and training programs. In conjunction with the supported commands (MAGTFTC, TECOM, MCCDC, and CD&I), synchronize GCE Doctrine, T&R and Training Programs. MCTOG is the critical link between the GCE Advocate, Stakeholders, supported commands and the means by which the GCE doctrine, TTPs, training standards, curricula, and institutional training programs are established and kept current. MCTOG will serve as the organization of primary responsibility in developing standardized GCE individual and collective capabilities that are linked to doctrine, training and readiness standards, best practices, current TTPs, and emerging requirements. MCTOG will remain engaged in supporting the GCE Advocate through participation in various GCE advocacy venues, symposiums and working groups described below:

1. Ground Board and Operational Advisory Groups (OAGs). MCTOG will provide expertise and advice to the GCE Advocacy Process through their participation in Marine Gunner's Symposiums, Combined OAG, GCE Conference, Ground Board, as well as the Intelligence OAG and the Marine Corps Intelligence, Surveillance and Reconnaissance Enterprise.

2. Doctrinal and Warfighting publication reviews, rewrites, and synchronization. MCTOG has been assigned specific doctrinal responsibilities per reference (i) and shall ensure that related supporting doctrine being developed and written by other Marine Corps, joint, all-service, multi-service and North Atlantic Treaty Organization (NATO) organizations is nested and linked.

3. GCE school curriculum and training program reviews. MCTOG will provide review support on key GCE school curriculum and training programs.

4. T&R Manual reviews, rewrites, and synchronization. MCTOG will provide analyst support to TECOM, MAGTF Standards and Training Division on the development, refinement and review of GCE T&R and other related manuals.

(d) Concept Development and Innovation. As a center of excellence for the GCE, supporting effort three is examine lessons learned, support experimentation, analyze emerging concepts, incorporate best practices, and advocate for rapid and appropriate institutional solutions. Develop a process to continuously examine lessons learned, lessons observed, emerging tactics techniques and procedures and best practices from internal and external resources, to include joint, multinational and NATO for analysis and consideration for incorporation into doctrine, T&R, training programs and the Service's Trends Reversal Reinforcement Program.

1. Provide GCE expertise support for emerging concept development and key Service, joint, special operations forces, multinational, interagency and NATO level experimentation.

2. Provide key stakeholders a mechanism for exploring innovative means and systems to enhance ground operations and intelligence integration to include multinational and NATO partners.

(e) Framing these OTTP pillars are the GCE key stakeholders and an integration process to help achieve the OTTP's end state. Refer to Enclosure (2) for a detailed description of the OTTP pillar framework.

b. Tasks

(1) DC PP&O

(a) Serve as the service advocate for the OTTP and utilize the GCE Advocacy Process to identify training requirements to MCTOG, MAGTF TC, TECOM, MCCDC, and CD&I that affect TMIC, BST Program, Doctrine, T&R Tasks, and GCE training related programs.

(b) Review MCTOG's POIs and provide guidance and direction via CG MCCDC.

(c) Provide MCTOG with direction and guidance to execute the OTTP in consultation with the GCE Advocacy Process via CG MCCDC.

(d) Coordinate with DC CD&I (TFSD) and CG TECOM to register additional military occupational specialty requirements to ensure that MCTOG is able to accomplish its mission.

(e) Provide additional resources as required in support of emerging requirements.

(2) Deputy Commandant for Aviation (DC AVN)

(a) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the OTTP and synchronize with the Weapons Tactics and Training Program.

(b) Provide sufficient resources and personnel to support the execution of the OTTP.

(3) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA)

(a) Ensure MCTOG is staffed as a priority command and in accordance with reference (j) with particular emphasis on relevant current operational environment experience.

(b) Assign personnel to MCTOG utilizing approved CONUS tour lengths that govern Manpower Management Assignments.

(c) DC M&RA will not normally assign officer and enlisted personnel Permanent Change of Station Orders or Permanent Change of Assignment Orders for 18 months upon successful completion of OTI and ITI training and certification.

(4) Deputy Commandant for Installations and Logistics (DC I&L)

(a) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the OTTP and synchronize with the Weapons Tactics and Training Program.

(b) Provide sufficient resources and personnel to support the execution of the OTTP.

(5) DC CD&I

(a) Assigned as the Service's Training and Education Advocate per reference (k), coordinate efforts with other Deputy Commandants on behalf of CG MCCDC for relevant matters pertaining to the execution of the OTTP.

(b) Integrate MCTOG into the Expeditionary Force Development System with a specific focus on capabilities and requirements identification, analysis, vetting, and refinement.

(6) CG MCCDC

(a) Validate inputs from Operating Forces and Ground Board on training requirements that affect MCTOG's training programs and coordinate Course Content Review Boards as required for MCTOGs POIs.

(b) Utilize MCTOG as a GCE proponent for inputs, reviews and revision of applicable policies, orders and programs.

(c) Provide student Temporary Additional Duty funding for officers and enlisted personnel attending OTI and ITI courses.

(7) CG MAGTFTC

(a) Exercise overall cognizance of MCTOG.

(b) Facilitate synchronization of MCTOG with other subordinate organizations of MAGTFTC in the execution of the MAGTFTP.

(c) Provide resources and technical guidance in managing annual appropriations and miscellaneous funding documents for MCTOG.

(d) Coordinate administrative, logistical, facilities and communications support for OTTP.

(8) Commander, Marine Forces Command; Commander, Marine Forces Pacific; and Commander, Marine Forces Reserve

(a) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the implementation of the OTTP.

(b) Provide augments as required per reference (1) to support the planning and execution phase of the TMIC final exercise.

(c) Ensure all personnel assigned to GCE OTI and ITI billets are trained and certified in accordance with this Order.

(9) Commanding Generals I, II, III Marine Expeditionary Force

(a) Facilitate Direct Liaison Authority (DIRLAUTH) and coordination with Marine Expeditionary Force Major Subordinate Commands/Major Subordinate Elements to support the OTTP.

(b) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the implementation of the OTTP.

(c) Provide augments as required per MCBUL 3120 and the Force Synchronization Conference to support the planning and execution phase of the TMIC final exercise.

(d) Ensure all personnel assigned to GCE OTI and ITI billets are trained and certified in accordance with this Order.

(10) CG, 1st, 2d, 3d, and 4th Marine Divisions

(a) As members of the Ground Board and key stakeholders within the GCE, advise DC PP&O on the development and refinement of the OTTP.

(b) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the implementation of the OTTP.

(c) Direct the compliance of the OTTP within Division units, and establish required orders, policies and procedures to accomplish the intent of the program.

(d) Provide exercise augments as required in support of GCE collective training as part of the BST Program.

(e) Ensure all Battalion and Regimental Operations Officers, Intelligence Officers, Operations Chiefs and Intelligence Chiefs are certified in accordance with this Order. Provide additional students for training as necessary to support training and/or operational requirements.

(f) Communicate emerging or changing capability and training requirements to DC PP&O during the Ground Board.

(g) Utilize the Force Synchronization Process to prioritize and schedule BST support.

(h) Nominate personnel for attendance to MCTOG's formal courses utilizing established higher headquarters guidance.

(i) Manage the training and assignment of OTIs and ITIs to ensure continuity of key GCE billet holders. Assign officer and enlisted OTIs and ITIs to each regiment and battalion in accordance with this Order. This will ensure that GCE regiments and battalions have two OTIs, assigned as the operations officer and the operations chief, and two ITIs, assigned as the intelligence officer and the intelligence chief.

(11) Director of Intelligence

(a) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the implementation of the OTTP.

(b) Act as the MCTOG intelligence proponent ensuring sufficient resources and personnel to support the execution of the OTTP.

(c) Provide additional resources as required in support of emerging requirements.

(12) Commanding Officer, MCTOG. As the executor of the OTTP and in coordination with the stakeholders and advocates, develop, revise, and implement the components outlined in this Order.

(a) Develop and maintain formal programs of instruction per reference (m) for the training and certification of OTIs and ITIs that remain dynamic and adaptive to the evolving threats and complex operating environments.

(b) Develop and maintain a formal program of instruction per reference (m) for the Network Engagement Staff training and ensure these key learning objectives are incorporated into the TMIC POIs.

(c) Provide the GCE Commanders a staff training program that supports operational readiness requirements.

(d) Manage the development, refinement of, and synchronization of doctrine for the GCE.

(e) Support the development and refinement of GCE T&R programs and select training programs.

(f) Participate in GCE forums, working groups, conferences, symposiums, and other meetings as necessary or directed.

1. Engage GCE stakeholders to assess the effectiveness of MCTOG's programs.

2. Develop a GCE position on key topics as directed by the Ground Board.

3. Incorporate into MCTOG's programs the best practices from adjacent joint organizations and lessons learned from across the Military enterprise

(g) Provide GCE expertise to emerging concept development, experimentation and develop processes to rapidly inculcate into the OTTP components.

(h) Conduct an annual assessment of the OTTP and effectiveness of components for input into the Service's Trends Reversal Reinforcement Program and component refinement.

(i) Identify resource shortfalls in accomplishment of the OTTP or any additional assigned tasks to higher headquarter.

(13) Commanding Officers, GCE Regiments and Separate Battalions

(a) Actively participate in execution the OTTP.

(b) As members of the separate GCE OAGs and key stakeholders, provide input to the development and refinement of the OTTP.

(c) Nominate qualified officer and enlisted personnel for billet training as operations officers, operations chiefs, intelligence officers and intelligence chiefs. Nominees should have a minimum of 18 months' time on station remaining upon graduation from their course.

c. Coordinating Instructions. Submit all recommendations concerning this Order to DC PP&O, Headquarters Marine Corps via the appropriate chain of command.

5. Administration and Logistics. In its role as a GCE proponent, MCTOG is granted DIRLAUTH to communicate with members of the operating forces and supporting establishment to support the requirements of the OTTP. MCTOG will coordinate directly with the appropriate MSC G3/G2 for any resourcing requirements.

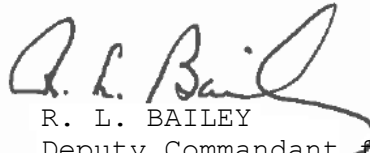
a. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (n) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

b. The generation, collection, or distribution of Personally Identifiable Information (PII), and management of privacy sensitive information shall be in accordance with the Privacy Act of 1974, as amended, per reference (o). Any unauthorized review, use, disclosure, or distribution is prohibited.

6. Command and Signal

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

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



R. L. BAILEY
Deputy Commandant for
Plans, Policies and Operations

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