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Subj:  SECURITY COOPERATION/LANGUAGE REGIONAL EXPERTISE AND CULTURE TRAINING
       AND READINESS MANUAL

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

Encl:  (1) SC/LREC T&R Manual

1.  Purpose.  Per reference (a), this Training and Readiness (T&R) Manual, contained in enclosure (1), establishes training standards, regulations, and policies regarding the training of Marines and assigned Navy personnel in the Security Cooperation/Language Regional Expertise and Culture occupational field.

2.  Cancellation.  NAVMC 3500.59B, NAVMC 3500.65A.

3.  Scope

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

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

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

5. <u>Command</u>.  This Manual is applicable to the Marine Corps Total Force.

6. <u>Certification</u>.  Reviewed and approved this date.


K. M. IIAMS
By direction

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SC AND LREC T&R MANUAL

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SC AND LREC T&R MANUAL

CHAPTER 1

OVERVIEW

**1000.  INTRODUCTION**

1.  The training and readiness (T&R) program is the Corps' primary tool for planning, conducting and evaluating training, and assessing training readiness.  Subject matter expert(s) (SME) from the operating force(s) (OPFOR) developed core capability mission essential task list(s) (METL) for ground communities derived from the Marine Corps task list.  This T&R Manual is built around these METLs and other related Marine Corps task(s) (MCT).  All events contained in this Manual relate directly to these METLs and MCTs.  This comprehensive T&R program will help to ensure the Marine Corps continues to improve its combat readiness by training more efficiently and effectively.  Ultimately, this will enhance the Marine Corps' ability to accomplish real-world missions.

2.  This T&R Manual contains the collective and individual training requirements to prepare units to accomplish their combat mission.  This T&R Manual is not intended to be an encyclopedia that contains every minute detail of how to accomplish training.  Instead, it identifies the minimum standards that Marines must be able to perform in combat.  This T&R Manual is a fundamental tool for commanders to build and maintain unit combat readiness.  Using this tool, leaders can construct and execute an effective training plan that supports the unit's METL.  More detailed information on the Marine Corps ground T&R program is found in reference (a).

3.  This T&R Manual is designed for use by unit commanders to determine pre-deployment training requirements in preparation for training and for formal schools and training detachments to create programs of instruction.  This manual focuses on individual and collective tasks performed by OPFOR units and supervised by personnel in the performance of unit mission essential task(s) (MET).

**1001.  UNIT TRAINING**

1.  The training of Marines to perform as an integrated unit in combat lies at the heart of the T&R program.  Unit and individual readiness are directly related.  Individual training and the mastery of individual core skills serve as the building blocks for unit combat readiness.  A Marine's ability to perform critical skills required in combat is essential.

2.  Commanders will ensure that all training is focused on their combat mission.  Unit training should focus on achieving proficiency in the unit METL.  This T&R Manual is a tool to help develop the unit's training plan based on the unit METL, as approved by their higher commander and reported in the Defense Readiness Reporting System (DRRS).  Training will support the unit METL and be designed to meet T&R standards.  Commanders at all levels are responsible for effective combat training.  The conduct of standards based training consistent with Marine Corps T&R standards cannot be over emphasized.

**1002. UNIT TRAINING MANAGEMENT**

1. Effective unit training management (UTM) focuses the overall organization on development of training plans based on the unit METL and standards-based community T&R events. This is accomplished in a manner that maximizes training results and focuses the training priorities of the unit in preparation for the conduct of its mission.

2. Unit training management techniques, described in reference (b), (c), and (d) provide commanders with the requisite tools and techniques to analyze, design, develop, implement, and evaluate the training of their unit. To maintain an efficient and effective training program, leaders at every level must understand and implement UTM.

**1003. SUSTAINMENT AND EVALUATION OF TRAINING**

1. Marines are expected to maintain proficiency in the training events for their military occupational specialty (MOS) at the appropriate grade or billet to which assigned. Leaders are responsible for recording the training achievements of their Marines. For collective or individual training events not executed and evaluated as part of the daily routine, leaders must ensure proficiency is sustained by requiring retraining of each event at or before expiration of the designated sustainment interval.

2. The evaluation of training is necessary to properly prepare Marines for combat. Evaluations are either formal or informal, and performed by members of the unit (internal evaluation) or from an external command (external evaluation). The purpose of formal and informal evaluation is to provide commanders with a process to determine a unit's/Marine's proficiency in the tasks that must be performed in combat. Informal evaluations are conducted during every training evolution. Formal evaluations are often scenario-based, focused on the unit's METs, based on collective training standards, and usually conducted during higher-level collective events.

3. Evaluation is a continuous process that is integral to training management and is conducted by leaders at every level and during all phases of planning and the conduct of training. To ensure training is efficient and effective, evaluation is an integral part of the training plan. Ultimately, leaders remain responsible for determining if the training was effective.

**1004. ORGANIZATION.** This SC/LREC T&R Manual is comprised of 7 chapters and 3 appendices. Chapter 1 is an overview of the Ground T&R Program. Chapter 2 lists the core METs/Marine Corps tasks supported by the Security Cooperation Community, which are used as part of the DRRS. Chapter 3 contains SC collective events. Chapters 4 contains SC individual events. Chapter 5 lists the core METs/Marine Corps tasks supported by the Language Regional Expertise & Culture community. Chapter 6 contains LREC collective events. Chapter 7 contains LREC individual events. Appendix A contains acronyms; Appendix B contains terms and definitions; Appendix C contains Security Cooperation Practitioners.

**1005. T&R EVENT CODING**

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

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

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

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

| Collective Training<br><br>Command Element | Collective Training<br><br>Regiment/Group | Collective Training<br><br>Battalion/Squadron |
|---|---|---|
| 9000-level | 8000-level | 7000-level |
| Collective Training<br><br>Company | Collective Training<br><br>Platoon | Collective Training<br><br>Squad |
| 6000-level | 5000-level | 4000-level |
| Collective Training<br><br>Team/Section/Crew | Individual Training<br>Skills Progression<br>MOJT, Advanced Level<br>Schools<br>(Core Plus Skills) | Individual Training<br>Entry-Level<br>Formal School<br>Training<br>(Core Skills) |
| 3000-level | 2000-level | 1000-level |

Figure.  1-1 T&R Event Levels

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

3.  <u>Sequencing</u>.  A numerical code is assigned to each collective (3000-9000 level) or individual (1000-2000 level) training event.  The first number identifies the size of the unit performing the event, as depicted in figure 1-1.  Exception:  Events that relate to staff planning, to conduct of a command operations center, or to staff level decision making processes will be numbered according to the level of the unit to which the staff belongs.  For example:  an infantry battalion staff conducting planning for an offensive attack would be labeled as INF-PLAN-7001 even though the entire battalion is not actively involved in the planning of the operation.  T&R

event sequence numbers that begin with "9" are reserved for Marine air-ground task force (MAGTF) command element events.  An example of event coding is displayed in figure 1-2.

```
                           Functional Area

      MOS/Community--------> ####-####-#### <-1st event in sequence

                           Event level
```
Figure 1-2.  T&R Event Coding


**1006.  T&R EVENT COMPOSITION**

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

2.  An example of a collective T&R event is provided in figure 1-3 and an example of an individual T&R event is provided in figure 1-4.  Events shown in figures are for illustrative purposes only and are not actual T&R events.

```
XXXX-XXXX-####:  Provide interior guard

SUPPORTED MET(S):  MCT #.#.#

EVALUATION CODED:  YES/NO          SUSTAINMENT INTERVAL:  12 months

DESCRIPTION:  Text

CONDITION:  Text

STANDARD:  Text

EVENT COMPONENTS:
1.  Event component.
2.  Event component.
3.  Event component.

REFERENCES:
1.  Reference
2.  Reference
3.  Reference

PREREQUISITE EVENTS:
XXXX-XXXX-####          XXXX-XXXX-####

INTERNAL SUPPORTED:
XXXX-XXXX-####          XXXX-XXXX-####

INTERNAL SUPPORTING:
XXXX-XXXX-####          XXXX-XXXX-####
```

```
SUPPORT REQUIREMENTS:

  EQUIPMENT:  XXX

MISCELLANEOUS:  XXX

  ADMINISTRATIVE INSTRUCTIONS:  XXX
```

Figure 1-3.  Example of a Collective T&R Event

```
XXXX-XXXX-####:  Stand a sentry post

EVALUATION CODED:  NO                 SUSTAINMENT INTERVAL:  12 months

DESCRIPTION:  Text

MOS PERFORMING:  ####, ####

INITIAL TRAINING SETTING:  XXX

CONDITION:  Text

STANDARD:  Text

PERFORMANCE STEPS:
1.  Event component.
2.  Event component.
3.  Event component.

REFERENCES:
1.  Reference
2.  Reference
3.  Reference

PREREQUISITE EVENTS:
XXXX-XXXX-####          XXXX-XXXX-####

INTERNAL SUPPORTED:
XXXX-XXXX-####          XXXX-XXXX-####

INTERNAL SUPPORTING:
XXXX-XXXX-####          XXXX-XXXX-####

SUPPORT REQUIREMENTS:

  EQUIPMENT:  XXX

MISCELLANEOUS:  XXX

  ADMINISTRATIVE INSTRUCTIONS:  XXX
```

Figure 1-4.  Example of an Individual Event

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

2.  Title.  The name of the event.  The event title contains one action verb

and one object.

3.  Evaluation-Coded (E-Coded).  Collective events categorize the capabilities that a given unit may be expected to perform.  There are some collective events that the Marine Corps has determined that a unit MUST be able to perform, if that unit is to be considered fully ready for operations.  These E-Coded events represent the irreducible minimum or the floor of readiness for a unit.  These E-Coded events are derived from the training measures of effectiveness (MOE) for the METs for units that must report readiness in DRRS.  It would seem intuitive that most E-Coded events would be for battalion sized units and higher since those are the units that report in DRRS.  However, if the Marine Corps has determined that the readiness of a subordinate, supporting unit to accomplish a particular collective event is vital to the accomplishment of the supported unit's MET, then that lower echelon collective event is E-Coded.

4.  Supported MET(s).  List all METs that are supported by the training event in the judgment of the OccFld drafting the T&R manual, even if those events are not listed as MOE in a MET.

5.  Sustainment Interval.  It is critical to understand the intent of the sustainment interval so training time is not wasted with duplicated training.  Sustainment interval is expressed in number of months.  Most individual T&R events and many lower level collective events are never out of sustainment because they are either part of a Marine's daily routine, or are frequently executed within the sustainment interval.  Sustainment interval is relevant when an individual or collective event is not observed and evaluated within the sustainment period, has atrophied, and therefore retraining and evaluation is required.

6.  Billet/MOS.  Each individual training event will contain a billet code and/or MOS that designates who is responsible for performing that event and any corresponding formal course required for that billet.  Each commander has the flexibility to shift responsibilities based on the organization of his command.  These codes are based on recommendations from the collective subject matter expertise that developed this manual and are listed for each event.

7.  Grade.  The grade field indicates the rank at which Marines are required to complete the event.

8.  Description.  This field allows T&R developers to include an explanation of event purpose, objectives, goals, and requirements.  It is a general description of an action requiring learned skills and knowledge, i.e., engage fixed target with crew-served weapons.  This is an optional field for individual events but is required for collective events.  This field can be of great value guiding a formal school or OPFOR unit trying to discern the intent behind an event that might not be readily apparent.

9.  Condition.  Condition refers to the constraints that may affect event performance in a real-world environment.  It indicates what is provided (equipment, tools, materials, manuals, aids, etc.), environmental constraints or conditions under which the task is to be performed, and any specific cues or indicators to which the performer must respond.  Commanders can modify the conditions of the event to best prepare their Marines to accomplish the assigned mission (e.g. in a desert environment; in a mountain environment; etc.).  When resources or safety requirements limit the conditions, this

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

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

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

    a.  The event components and performance steps will be consciously
written so that they may be employed as performance evaluation check lists by
the OPFORs.  They must be sequenced to demonstrate the building block
approach to training.

    b.  Event components may be events one individual in the unit performs,
events that small groups in the unit perform, or events involving the entire
unit.

12.  <u>Chained Events</u>.  Enables unit leaders to effectively identify
prerequisite, supporting, and supported events that ultimately support
MCTs/METs.  Supported events are chained to supporting events to enable the
accomplishment of the supported event to standard and therefore are
considered "chained".  The completion of identified supported events can be
utilized to update sustainment interval credit for supporting events, based
on the assessment of the commander.

13.  <u>Prerequisite Events</u>.  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.

14.  <u>Supported Event</u>.  An event whose performance is inherently supported by
the performance of one or more supporting events.  A supported event will be
classified as internal supported if it has been developed specifically for

the community.  A supported event that has been chained to an event from an external community T&R will be classified as external supported.

15.  Supporting Event.  An event whose performance inherently supports the performance of a supported event.  A supporting event will be classified as internal supporting if it has been developed specifically for the community. A supporting event that has been chained to a community event from an external community T&R will be classified as external supporting.

16.  Initial Training Setting.  All individual events will designate the setting at which the skill is first taught, either formally, Marine on the Job Training (MOJT) within the OPFOR, or via a distance learning product (DL).

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

18.  Distance Learning Products.  Distance learning products include:  Individual multimedia instruction, computer-based training, MarineNet, etc.  This notation is included when, in the opinion of the T&R manual group charter in consultation with the Marine Air-Ground Task Force T&R Standards Division representative, the event can be taught via one of these media vice attending a formal course of instruction or receiving MOJT.

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

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

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

20.  Suitability of Simulation/Simulators/DL products.  The following "Suitability and Sequence" codes listed in figure 1-5 have been developed to communicate characteristics for employing simulations during training.  Units of measure have been assigned based on the amount of time it takes a Marine or unit to train to task utilizing a particular simulator.  Suitability and sequence codes are captured in the event title in a parenthetical remark, as well as within the simulation field of the T&R event.  The simulation field

also identifies the type of simulation, units of measure, and any other pertinent information.

| Code | Requirement |
|------|-------------|
| L | The event can only be trained to standard in a Live environment.  Any event assessed as "NO" for Simulatable was coded "L." |
| P | The event must be performed to standard in simulator as a PREREQUISITE to live fire qualification as per current doctrine, policy, or T&R manual. |
| S/L | Event must be trained to standard in simulation then live unless simulation capacity is not available, then live only training is appropriate. |
| L/S | Event must be trained to standard in a live environment then simulation unless simulation capacity is not available, then live only training is appropriate. |
| S | Event can ONLY be conducted to standard and qualification in simulator. |

Figure 1-5.  Suitability and sequence codes

    a.  Training simulation capabilities offer an opportunity to build and sustain proficiency while achieving and/or maintaining certain economies.  Commanders should take into consideration simulation tools as a matter of course when designing training.

    b.  Simulation Terms:

        (1) Simulation:  A model of a system animated discretely or continuously over a period of time.  A simulation may be closed-loop (i.e., it executes based in initial inputs without human intervention), or it may be open-loop (i.e., human input to alter the variables in the system during execution is allowed).  A simulation is an approximation of how the modeled system will behave over time.  Simulations are constructed based on verified and validated mathematical models of actual systems.  Simulations can be very simple or complex depending on the degree of fidelity and resolution needed to understand the behavior of a system.

        (2) Simulator:  A simulator is the physical apparatus employed as the interface for humans to interact with a model or observe its output.  A simulator has input controls and outputs in the form of human sensory stimuli (visual, auditory, olfactory, tactile/haptic, and taste).  For instance, some of the features of the vehicle cab (the seat, steering wheel, turn signals, accelerator pedal, brakes, and windshield) and projection screen.  Both the vehicle cab and projection screen are the interface by which a human being interacts with the simulated environment of a driving a vehicle and observe the outputs of the mathematical models of vehicle dynamics.

        (3) Model:  A mathematical representation of the behavior (i.e., shows the behavior of projectiles, combat simulations, etc.) of a system at a distinct point in time.

        (4) Live:  Real people operates real systems to include both live people operating real platforms or systems on a training range and battle staffs from joint, component or service tactical headquarters using real world command and control systems.

(5) Virtual:  Real people operating simulated systems.  Virtual simulations inject humans-in-the-loop in a central role by exercising motor control skills (e.g., flying an air platform simulator, engaging targets in indoor simulated marksmanship trainer), decision skills, and/or communication skills.

(6) Constructive:  Models and simulations that involve simulated people operating simulated systems (i.e., MAGTF Tactical Warfare Simulation).  Real people make inputs to such simulations, but are not involved in determining the outcomes.

(7) Live, Virtual and Constructive (LVC) Training Environment:  Defined by combining any of the three training domains LVC to create a common operational environment, by which units can interact across LVC domains as though they are physically located in the same operational environment.

(8) Distance Learning:  Any instruction and evaluation provided through a variety of DL delivery systems (i.e., MarineNet) where the students and instructors are separated by time and/or location.

c.  Figure 1-6 depicts an event title with simulation code and simulation and/or simulators that can be used, as displayed within a T&R event.

| **XXXX-XXX-XXXX**:  Call for indirect fire using the grid method (L/S) |
|---|

**SUPPORT REQUIREMENTS**:

**SIMULATION EVALUATION**:

| **SIMULATED** | **SUITABILITY** | **SIMULATOR** | **UNIT OF MEASURE** | **HOURS** | **PM** |
|---|---|---|---|---|---|
| Yes | L/S | ODS | Marine Hours | 12 | Y |

Figure 1-6.  Example of simulation/simulators displayed within a T&R event

21.  Miscellaneous

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

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

**1007.  COMBAT READINESS PERCENTAGE (CRP)**

1.  The Marine Corps ground T&R program includes processes to assess readiness of units and individual Marines.  Every unit in the Marine Corps maintains a basic level of readiness based on the training and experience of the Marines in the unit.  Even units that never trained together are capable

of accomplishing some portion of their missions.  Combat readiness assessment does not associate a quantitative value for this baseline of readiness, but uses a "Combat Readiness Percentage" as a method to provide a concise descriptor of the recent training accomplishments of units and Marines.

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

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


**1008.  CRP CALCULATION**

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

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

For Example:

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

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

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

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

3.  Combat readiness percentage is a valuable tool to assist commanders in readiness reporting by providing objective data to support and inform their subjective assessment.

**1009.  CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR TRAINING**

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

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


**1010.  NIGHT TRAINING**

1.  While it is understood that all personnel and units of the OPFOR are capable of performing their assigned mission in "every clime and place," current doctrine emphasizes the requirement to perform assigned missions at night and during periods of limited visibility.  Basic skills are significantly more difficult when visibility is limited.

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


**1011.  RISK MANAGEMENT (RM)**

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

2.  All leaders and Marines will integrate RM in the planning process and implement hazard controls to reduce risk to acceptable levels.  Applying the RM process will reduce mishaps, injuries, and damage they cause, thereby increasing both individual performance and unit readiness.  Risk management assists the commander in avoiding unnecessary risk, determining the balance between training realism and unnecessary risks in training, making an informed decision to implement a course of action, identifying feasible and effective control measures, adjusting training plans to fit the level of proficiency and experience of Marines/Sailors, and providing reasonable alternatives for mission accomplishment.

3.  Specifically, commanders are required to implement and document deliberate RM in the planning and execution of all training evolutions and activities.  Furthermore, the authority to approve or accept risk assessment

code (RAC) 1 or 2 hazards will not be delegated below lieutenant colonel (O5).  Further guidance for RM is found in Marine Corps Order 3500.27_.

**1012.  IMPROVISED EXPLOSIVE TRAINING**

1.  Improvised explosive device (IED) threat impacts all elements of the MAGTF and all Marines regardless of MOS, location, or operational environment.  The ability to effectively operate and survive in environments with an IED threat is critical to force protection, maintaining combat effectiveness, and mission accomplishment.

2.  Per Marine Corps policy on organizing, training, and equipping for operations in an IED environment (MCO 3502.9), Marines must be capable of not only accomplishing their assigned mission, but also accomplishing their mission in environments with an IED threat.  Counter-improvised explosive device (C-IED) training must be integrated into the unit training plan in-order-to ensure personnel assigned to the OPFOR train and maintain proficiency in C-IED tactics, techniques, and procedures.

CHAPTER 2

SECURITY COOPERATION  METL MATRIX

SC AND LREC T&R MANUAL


CHAPTER 2

SECURITY COOPERATION  METL MATRIX


**2000.  SECURITY COOPERATION MISSION ESSENTIAL TASK.**  The SC Training and Readiness Manual is a mission, vice occupational field or unit, type T&R Manual.  The Mission Essential Tasks below are Security Cooperation-related Marine Corps Tasks (MCT) that may appear as Core, Core Plus or Assigned METs for Marine Corps units.  The SC mission is accomplished by a variety of unit sizes and constructs task-organized for SC.


**2001.  SECURITY COOPERATION METS**

| MCT 1.17 | Conduct Security Cooperation Activities |
|---|---|
| MCT 1.17.1 | Assess Foreign Security Forces |
| MCT 1.17.2 | Advise Foreign Security Forces |
| MCT 1.17.3 | Train Foreign Security Forces |
| MCT 1.17.4 | Assist Foreign Security Forces |
| MCT 1.18 | Conduct Counterinsurgency (COIN) Operations |
| MCT 1.20 | Conduct Foreign Internal Defense (FID) |
| MCT 5.5.5 | Conduct Security Cooperation |
| MCT 5.5.5.1 | Conduct/Support Theater Security Cooperation (TSC) Activities |
| MCT 5.5.5.2 | Conduct Security Assistance |
| MCT 5.5.5.2.1 | Conduct Security Force Assistance |
| MCT 5.7.5 | Plan and Direct Security Cooperation |
| MCT 5.7.5.1 | Develop Security Cooperation Engagement Plans |
| MCT 5.7.5.2 | Manage Security Cooperation Engagement Plans |
| MCT 5.7.5.3 | Manage Security Cooperation Programs and Authorities |


**2002.  MISSION ESSENTIAL TASK MATRIX.**  This T&R Manual is designed to provide a list of collective training events that commanders may deem applicable to assigned security cooperation missions.  Mission analysis for each security cooperation mission will identify the requirement for Evaluation coded events (E-Coded) collective events from this and other T&R Manuals.  All collective events are mapped to the MET in the below matrix.

| **MET 1:  MCT 1.17 Conduct security cooperation activities** | |
|---|---|
| SC-ATFP-8001 | Protect the force |
| SC-INTA-8001 | Interact with foreign population |
| SC-ADV-8001 | Advise foreign security force |
| SC-TRNG-8001 | Train foreign security force |
| SC-AST-8001 | Assist foreign security force |
| SC-ATFP-7001 | Protect the force |
| SC-ADV-7001 | Advise foreign security force |
| SC-TRNG-7001 | Train foreign security force |
| SC-AST-7001 | Assist foreign security force |

| | |
|---|---|
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-ADV-5001 | Advise foreign security force |
| SC-TRNG-5001 | Train foreign security force |
| SC-AST-5001 | Assist foreign security force |
| SC-ASMT-5001 | Assess foreign security force |
| SC-INTA-5001 | Interact with foreign population |
| **MET 2:   MCT 1.17.1 Assess foreign security forces** | |
| SC-ATFP-8001 | Protect the force |
| SC-INTA-8001 | Interact with foreign population |
| SC-ATFP-7001 | Protect the force |
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-INTA-5001 | Interact with foreign population |
| SC-ASMT-5001 | Assess foreign security force |
| **MET 3:   MCT 1.17.2 Advise foreign security forces** | |
| SC-ATFP-8001 | Protect the force |
| SC-INTA-8001 | Interact with foreign population |
| SC-ADV-8001 | Advise foreign security force |
| SC-ATFP-7001 | Protect the force |
| SC-INTA-7001 | Interact with foreign population |
| SC-ADV-7001 | Advise foreign security force |
| SC-ATFP-5001 | Protect the force |
| SC-INTA-5001 | Interact with foreign population |
| SC-ADV-5001 | Advise foreign security force |
| SC-ASMT-5001 | Assess foreign security force |
| **MET 4:   MCT 1.17.3 Train foreign security forces** | |
| SC-ATFP-8001 | Protect the force |
| SC-TRNG-8001 | Train foreign security forces |
| SC-INTA-8001 | Interact with foreign population |
| SC-ATFP-7001 | Protect the force |
| SC-TRNG-7001 | Train foreign security forces |
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-TRNG-5001 | Train foreign security forces |
| SC-INTA-5001 | Interact with foreign population |
| SC-ASMT-5001 | Assess foreign security force |
| **MET 5:   MCT 1.17.4 Assist foreign security forces** | |
| SC-INTA-8001 | Interact with foreign population |
| SC-ATFP-8001 | Protect the force |
| SC-AST-8001 | Assist foreign security force |
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-7001 | Protect the force |
| SC-AST-7001 | Assist foreign security force |
| SC-INTA-5001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-AST-5001 | Assist foreign security force |

| | |
|---|---|
| SC-ASMT-5001 | Assess foreign security force |
| **MET 6:  MCT 1.18  Conduct counter-insurgency operations** | |
| SC-ATFP-8001 | Protect the force |
| SC-INTA-8001 | Interact with foreign population |
| SC-ADV-8001 | Advise foreign security force |
| SC-TRNG-8001 | Train foreign security force |
| SC-AST-8001 | Assist foreign security force |
| SC-ATFP-7001 | Protect the force |
| SC-ADV-7001 | Advise foreign security force |
| SC-TRNG-7001 | Train foreign security force |
| SC-AST-7001 | Assist foreign security force |
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-ADV-5001 | Advise foreign security force |
| SC-TRNG-5001 | Train foreign security force |
| SC-AST-5001 | Assist foreign security force |
| SC-ASMT-5001 | Assess foreign security force |
| SC-INTA-5001 | Interact with foreign population |
| **MET 7:  MCT 1.20  Conduct foreign internal defense** | |
| SC-ATFP-8001 | Protect the force |
| SC-INTA-8001 | Interact with foreign population |
| SC-ADV-8001 | Advise foreign security force |
| SC-TRNG-8001 | Train foreign security force |
| SC-AST-8001 | Assist foreign security force |
| SC-ATFP-7001 | Protect the force |
| SC-ADV-7001 | Advise foreign security force |
| SC-TRNG-7001 | Train foreign security force |
| SC-AST-7001 | Assist foreign security force |
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-ADV-5001 | Advise foreign security force |
| SC-TRNG-5001 | Train foreign security force |
| SC-AST-5001 | Assist foreign security force |
| SC-ASMT-5001 | Assess foreign security force |
| SC-INTA-5001 | Interact with foreign population |
| **MET 9:  MCT 5.5.5 Conduct security cooperation** | |
| SC-ATFP-8001 | Protect the force |
| SC-INTA-8001 | Interact with foreign population |
| SC-ADV-8001 | Advise foreign security force |
| SC-TRNG-8001 | Train foreign security force |
| SC-AST-8001 | Assist foreign security force |
| SC-ATFP-7001 | Protect the force |
| SC-ADV-7001 | Advise foreign security force |
| SC-TRNG-7001 | Train foreign security force |
| SC-AST-7001 | Assist foreign security force |
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-ADV-5001 | Advise foreign security force |

| | |
|---|---|
| SC-TRNG-5001 | Train foreign security force |
| SC-AST-5001 | Assist foreign security force |
| SC-ASMT-5001 | Assess foreign security force |
| SC-INTA-5001 | Interact with foreign population |
| **MET 10:   MCT 5.5.5.1 Conduct/Support theater security cooperation activities** | |
| SC-ATFP-8001 | Protect the force |
| SC-INTA-8001 | Interact with foreign population |
| SC-ADV-8001 | Advise foreign security force |
| SC-TRNG-8001 | Train foreign security force |
| SC-AST-8001 | Assist foreign security force |
| SC-ATFP-7001 | Protect the force |
| SC-ADV-7001 | Advise foreign security force |
| SC-TRNG-7001 | Train foreign security force |
| SC-AST-7001 | Assist foreign security force |
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-ADV-5001 | Advise foreign security force |
| SC-TRNG-5001 | Train foreign security force |
| SC-AST-5001 | Assist foreign security force |
| SC-ASMT-5001 | Assess foreign security force |
| SC-INTA-5001 | Interact with foreign population |
| **MET 11:   MCT 5.5.5.2 Conduct security assistance** | |
| SC-SA-8001 | Manage security assistance training requirements |
| **MET 12:   MCT 5.5.5.2.1 Conduct security force assistance** | |
| SC-ATFP-8001 | Protect the force |
| SC-INTA-8001 | Interact with foreign population |
| SC-ADV-8001 | Advise foreign security force |
| SC-TRNG-8001 | Train foreign security force |
| SC-AST-8001 | Assist foreign security force |
| SC-ATFP-7001 | Protect the force |
| SC-ADV-7001 | Advise foreign security force |
| SC-TRNG-7001 | Train foreign security force |
| SC-AST-7001 | Assist foreign security force |
| SC-INTA-7001 | Interact with foreign population |
| SC-ATFP-5001 | Protect the force |
| SC-ADV-5001 | Advise foreign security force |
| SC-TRNG-5001 | Train foreign security force |
| SC-AST-5001 | Assist foreign security force |
| SC-ASMT-5001 | Assess foreign security force |
| SC-INTA-5001 | Interact with foreign population |
| **MET 13:   MCT 5.7.5 Plan and direct security cooperation** | |
| SC-PLAN-2101 | Analyze higher guidance |
| SC-PLAN-2102 | Analyze available resources |
| SC-PLAN-2103 | Analyze the operational environment |
| SC-PLAN-2104 | Conduct a security role analysis |
| SC-PLAN-2105 | Determine stakeholder objectives |
| SC-PLAN-2106 | Determine desired security role |

| SC-PLAN-2107 | Determine desired security role requirements |
|---|---|
| SC-PLAN-2108 | Develop data collection plan |
| SC-PLAN-2109 | Conduct assessment of foreign security force capabilities |

*NOTE:  These Regional (MARFOR) Planner, 2100-series events directly support SC-PLAN-9001 of the Marine Air-Ground Task Force (MAGTF) Training and Readiness Manual.*

| MET 14:  MCT 5.7.5.1 Develop security cooperation engagement plan | |
|---|---|
| SC-PLAN-2101 | Analyze higher guidance |
| SC-PLAN-2102 | Analyze available resources |
| SC-PLAN-2103 | Analyze the operational environment |
| SC-PLAN-2104 | Conduct a security role analysis |
| SC-PLAN-2105 | Determine stakeholder objectives |
| SC-PLAN-2106 | Determine desired security role |
| SC-PLAN-2107 | Determine desired security role requirements |
| SC-PLAN-2108 | Develop data collection plan |
| SC-PLAN-2109 | Conduct assessment of foreign security force capabilities |

*NOTE:  These Regional (MARFOR) Planner, 2100-series events directly support SC-PLAN-9001 of the Marine Air-Ground Task Force (MAGTF) Training and Readiness Manual.*

| MET 15:  MCT 5.7.5.2 Manage security cooperation engagement plans | |
|---|---|
| SC-PLAN-2101 | Analyze higher guidance |
| SC-PLAN-2102 | Analyze available resources |
| SC-PLAN-2103 | Analyze the operational environment |
| SC-PLAN-2104 | Conduct a security role analysis |
| SC-PLAN-2105 | Determine stakeholder objectives |
| SC-PLAN-2106 | Determine desired security role |
| SC-PLAN-2107 | Determine desired security role requirements |
| SC-PLAN-2108 | Develop data collection plan |

*NOTE:  These Regional (MARFOR) Planner, 2100-series events directly support SC-PLAN-9001 of the Marine Air-Ground Task Force (MAGTF) Training and Readiness Manual.*

| MET 16:  MCT 5.7.5.3 Manage security cooperation programs and authorities | |
|---|---|
| SC-SA-8001 | Manage security assistance training requirements |

**2003. TASKS CONDUCTED IN SUPPORT OF SECURITY COOPERATION MISSIONS IN HOSTILE AND/OR PERMISSIVE ENVIRONMENTS.**  The above MCT to collective event mapping focuses only on those Security Cooperation collective events captured in this manual.  There are a multitude of other events that a Commander and his/her staff may identify during mission analysis to which the unit needs to train.  This is particularly true of units tasked with Security Cooperation missions in environments that may involve contact with hostile forces.  Appendix C provides a list of events for consideration during mission analysis that can assist in determining a unit's training requirements in preparation for missions in hostile/combat environments.  These events are captured in other occupational field, unit, or mission T&R manuals as they are typically core events within that field that a unit must be able to accomplish for mission success and force preservation.

SC AND LREC T&R MANUAL

CHAPTER 3

SC COLLECTIVE EVENTS

SC AND LREC T&R MANUAL

CHAPTER 3

SC COLLECTIVE EVENTS

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

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

    2.  Specific assess, assist, train, and advise subject matter and associated skills are derived closely from other community T&R Manuals. Therefore, to the maximum extent practicable, collective events in this T&R Manual are focused on activities that apply specifically to the SC aspect of the mission and not on the subject matter on which the unit is training, advising, and assisting a foreign security force. For example, given a mission to train a FSF on helicopter maintenance, the tasked unit would consult the SC/LREC T&R Manual to prepare for training the FSF and for cross-cultural interaction aspects of the mission and the Aircraft Maintenance T&R Manual for the training subject matter.

    3.  The nature of planning and executing SC is such that it could require the collective efforts of a Regimental Combat Team (RCT), or a small team of advisors and trainers based on the assigned mission. As such, the Events in this manual reflect linkages to the most common size units that will conduct advising, training, assisting, or assessing activities. The collective skills required across all levels are so similar that it was prudent to only map and link certain levels (e.g. 8000, 7000, 5000) versus replicating Events and performance steps solely for the sake of achieving Event linkages across all levels. Units should pick the appropriate level at which they will perform the SC mission, then link and branch appropriately during their analysis of their assigned METL.

**3001. EVENT CODING**.  Events in this T&R Manual are depicted with an up to 12-character, 3-field alphanumeric system, e.g. SC-TRNG-5001.  This chapter utilizes the following methodology:

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

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

        ADV  - Advising

```
ASMT - Assessing
AST  - Assisting
ATFP - Anti-Terrorism/Force Protection
INTA - Interaction
PLAN - Planning
SA   - Security Assistance
TRNG - Training
```

   c.  Field Three -  This field provides numerical sequencing. Units executing Security Cooperation may range in size from small, task-organized to MAGTFs, and most of these units do not have a standard organizational size. Since numerical sequencing in the majority of T&R manuals ties the collective event level (i.e. 3000, 4000, 5000, etc.) to the size of the unit executing the task, this manual will follow that pattern. However, the user will see many collective events appear at multiple levels. In some cases, the description of the event and the event components may change as the collective event level progresses, but not in all cases.  Given the unique nature of SC missions and tasks, units conducting the full spectrum of SC missions occur at all levels (SPMAGTF/MEU to Squad).  Units "Company-level" and below will use the 5000-level events regardless of size. Below is the breakdown of the numerical levels as they correspond to unit size:

```
Code   Description
8000 - Regiment, MEU, SPMAGTF
7000 - Battalion-size element (Battalion Landing Team, GCE from an
SPMAGTF)
5000 - Company-size and below element
```

## 3002.  COLLECTIVE EVENTS INDEX

| Event Code | E-Coded | Event | Page |
|---|---|---|---|
| **8000 Level Events** | | | |
| SC-ADV-8001 | YES | Advise foreign security force | 3-7 |
| SC-AST-8001 | YES | Assist foreign security force | 3-13 |
| SC-ATFP-8001 | YES | Protect the force | 3-17 |
| SC-INTA-8001 | YES | Interact with foreign security force | 3-21 |
| SC-SA-8001 | NO | Manage security assistance training requirements | 3-23 |
| SC-TRNG-8001 | YES | Train foreign security force | 3-27 |
| **7000 Level Events** | | | |
| SC-ADV-7001 | YES | Advise foreign security force | 3-5 |
| SC-AST-7001 | YES | Assist foreign security force | 3-11 |
| SC-ATFP-7001 | YES | Protect the force | 3-16 |
| SC-INTA-7001 | YES | Interact with foreign security force | 3-20 |
| SC-TRNG-7001 | YES | Train foreign security force | 3-25 |
| **5000 Level Events** | | | |
| SC-ADV-5001 | YES | Advise foreign security force | 3-4 |
| SC-ASMT-5001 | YES | Assess foreign security force | 3-8 |
| SC-AST-5001 | YES | Assist foreign security force | 3-10 |
| SC-ATFP-5001 | YES | Protect the force | 3-14 |
| SC-INTA-5001 | YES | Interact with foreign security force | 3-18 |
| SC-TRNG-5001 | YES | Train foreign security force | 3-24 |

**3003.  COLLECTIVE EVENT LIST**


**SC-ADV-5001:**  Advise foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.2 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:**  YES       **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Marine units that perform Security Cooperation (SC) missions must be able to advise their FSF counterparts to achieve specified security objectives. To do this successfully, units must develop and implement a holistic advising plan to build FSF capability and/or capacity to achieve a FSF security role and/or objectives. Advising missions may include advising FSF units and personnel in subjects across the warfighting functions at the institutional, strategic, operational, and tactical levels.

**CONDITION:**  Given a SC mission with defined FSF security role and/or objectives and a FSF,

**STANDARD:**  To influence a FSF toward achievement of objectives.

**EVENT COMPONENTS:**
 1.  Conduct mission analysis to determine scope and objectives of advising.
 2.  Determine advising requirements.
 3.  Develop advising employment concept.
 4.  Publish advising plan (including Measure of Performance/Measure of Effectiveness (MOP/MOE) and reporting requirements).
 5.  Prepare advisor and/or advising teams to deploy to and operate within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.).
 6.  Manage release of information to non-U.S. DOD entities.
 7.  Confirm legal and administrative requirements have been completed by the Security Cooperation Office (SCO) or MARFOR.
 8.  Manage resources required to support advising plan.
 9.  Provide advising guidance.
10.  Synchronize advising efforts.
11.  Monitor advising activities.
12.  Evaluate advising progress.
13.  Adjust guidance as required.
14.  Report to higher as directed.

**REFERENCES:**
 1.  Arms Export Control Act (AECA) of 1976 as amended
 2.  Foreign Assistance Act (FAA) of 1961 as amended
 3.  Maritime Security Cooperation Policy
 4.  Presidential Policy Directive 23
 5.  Title 22 United States Code
 6.  10 USC Title 10
 7.  Chapter 16 Title 10, U.S. Code, Security Cooperation
 8.  DOD 5105.38-M Security Assistance Management Manual (Oct 03)
 9.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation

10. DODD 5205.824 Defense Institution Building
11. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
12. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
13. JP 1 Doctrine for the Armed Forces of the United States
14. MCIP 3-03Di Security Cooperation
15. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
16. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
17. MCO 5710.6_ Marine Corps Security Cooperation
18. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**CHAINED EVENTS:**

   **INTERNAL SUPPORTED EVENTS:**  SC-ADV-7001

   **INTERNAL SUPPORTING EVENTS:**
   SC-ADV-2101　　　　　　　SC-ADV-2102　　　　　　　SC-LEGL-2101

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  When a 5000-level unit (Battalion Landing Team, GCE from an SPMAGTF) is the sole unit performing the "Advise mission" in a designated area-of-operations, the unit may also have to perform the associated 8000- and 7000-level events normally performed by assigned higher units to complete the mission (i.e., SC-ADV-8001, SC-ADV-7001).

---

**SC-ADV-7001:**  Advise foreign security force

**SUPPORTED MET(S):**
MCT 1.17　　　　　　　MCT 1.17.2　　　　　　　MCT 1.18
MCT 1.20　　　　　　　MCT 5.5.5　　　　　　　　MCT 5.5.5.1
MCT 5.5.5.2.1

**EVALUATION-CODED:**  YES　　　　**SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Marine units that perform Security Cooperation (SC) missions must be able to advise their FSF counterparts to achieve U.S. and FSF mutual security objectives.  To do this successfully, units must develop and implement a holistic advising plan to build FSF capability and/or capacity to achieve a FSF security role and/or objectives.  Advising missions may include advising FSF units and personnel in subjects across the warfighting functions and at the institutional, strategic, operational, and tactical levels.

**CONDITION:**  Given a SC mission with defined FSF security role and/or objectives and a FSF,

**STANDARD:**  To influence a FSF toward achievement of objectives.

**EVENT COMPONENTS:**

1. Conduct mission analysis to determine scope and objectives of advising.
2. Determine advising requirements.
3. Develop advising concept of employment.
4. Develop a plan, including Measure of Performance/Measure of Effectiveness (MOP/MOE) and reporting requirements, for distribution to higher and subordinate units.
5. Prepare advisor and/or advising teams to deploy to and operate within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.).
6. Manage release of information to non-U.S. government  entities.
7. Conduct coordination with the Security Cooperation Office (SCO) or MARFOR.
8. Manage resources required to support the plan.
9. Provide advising guidance, as appropriate.
10. Synchronize advising efforts with all appropriate stakeholders.
11. Monitor advising activities.
12. Evaluate advising progress.
13. Adjust guidance as required.
14. Report to higher as directed.

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. Maritime Security Cooperation Policy
4. Presidential Policy Directive 23
5. Title 22 United States Code
6. 10 USC Title 10
7. Chapter 16 Title 10, U.S. Code, Security Cooperation
8. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
9. DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
10. DODD 5205.824 Defense Institution Building
11. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
12. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
13. JP 1 Doctrine for the Armed Forces of the United States
14. MCIP 3-03Di Security Cooperation
15. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
16. MCO 5710.6_ Marine Corps Security Cooperation
17. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
18. MCTP 8-10A Unit Training Management Guide

**CHAINED EVENTS:**

   **INTERNAL SUPPORTED EVENTS:**  SC-ADV-8001

   **INTERNAL SUPPORTING EVENTS:**  SC-ADV-5001

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** When a 7000-level unit (Battalion Landing Team, GCE from an SPMAGTF) is the sole unit performing the (Advise) mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 5000-level events normally performed by assigned higher and subordinate units to complete the mission (i.e., SC-ADV-8001, SC-ADV-5001).

---

**SC-ADV-8001:** Advise foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.2 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:** YES     **SUSTAINMENT INTERVAL:** 0 Indefinite

**DESCRIPTION:** Marine units that perform Security Cooperation (SC) missions must be able to advise their FSF counterparts to achieve U.S. and FSF mutual security objectives. To do this successfully, units must develop and implement a holistic advising plan to build FSF capability and/or capacity to achieve a FSF security role and/or objectives. Advising missions may include advising FSF units and personnel in subjects across the warfighting functions at the institutional, strategic, operational, and tactical levels.

**CONDITION:** Given a SC mission with defined FSF security role and/or objectives and a FSF,

**STANDARD:** To influence a FSF toward achievement of objectives.

**EVENT COMPONENTS:**
1.  Conduct mission analysis to determine scope and objectives of advising.
2.  Determine advising requirements.
3.  Develop advising concept of employment.
4.  Develop a plan, including Measure of Performance/Measure of Effectiveness (MOP/MOE) and reporting requirements, for distribution to higher and subordinate units.
5.  Prepare advisor and/or advising teams to deploy to and operate within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.).
6.  Manage release of information to non-U.S. government entities.
7.  Conduct coordination with the Security Cooperation Office (SCO) or MARFOR.
8.  Manage resources required to support plan.
9.  Provide advising guidance, as appropriate.
10. Synchronize advising efforts with all appropriate stakeholders.
11. Monitor advising activities.
12. Evaluate advising progress.
13. Adjust guidance, as required.
14. Report to higher, as directed.

**REFERENCES:**
1.  Arms Export Control Act (AECA) of 1976 as amended

2.  Foreign Assistance Act (FAA) of 1961 as amended
3.  Maritime Security Cooperation Policy
4.  Presidential Policy Directive 23
5.  Title 22 United States Code
6.  10 U.S.C. Title 10 U.S. Code
7.  Chapter 16 Title 10, U.S. Code, Security Cooperation
8.  DOD 5105.38-M Security Assistance Management Manual (Oct 03)
9.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
10. DODD 5205.824 Defense Institution Building
11. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
12. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
13. JP 1 Doctrine for the Armed Forces of the United States
14. JP 3-24 Counterinsurgency
15. MCIP 3-02.2i Small Unit Leader's Guide to Counterinsurgency
16. MCIP 3-03Di Security Cooperation
17. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
18. MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
19. MCO 5710.6_ Marine Corps Security Cooperation
20. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
21. MCWP 3-02 Insurgencies and Countering Insurgencies

**CHAINED EVENTS:**

>   **INTERNAL SUPPORTING EVENTS:**  SC-ADV-7001

**MISCELLANEOUS:**

>   **ADMINISTRATIVE INSTRUCTIONS:**
>   1.  When a 8000-level unit (Regiment, MEU, or SPMAGTF) is the sole unit performing the "Advise" mission in a designated area-of-operations, the unit may also have to perform the associated 7000- and 5000-level events normally performed by assigned subordinate units to complete the mission (i.e., SC-ADV-7001, SC-ADV-5001).
>   2.  Marines often use the ASCOPE/PMESIIPMESII-PT-PT analysis to understand the civil dimension of the battlespace. Using ASCOPE/PMESIIPMESII-PT, Marines consider Areas, Structures, Capabilities, Organizations, People and Events within the context of partner nation interrelated Political, Military, Economic, Social, Information, and Infrastructure systems, physical environment, time (PMESIIPMESII-PT) and how the civil dimension may impact or be impacted by military operations.

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**SC-ASMT-5001:**  Assess foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.1 | MCT 1.17.2 |
| MCT 1.17.3 | MCT 1.17.4 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:** YES   **SUSTAINMENT INTERVAL:** 0 Indefinite

**DESCRIPTION:** Inherent in all SC activities is the assessment of FSF proficiency/effectiveness in and progress toward defined objectives. These assessments may be conducted as a standalone effort or as part of a broader SC activity (advise, train, and assist). The results of the assessment inform current and future actions/plans.

**CONDITION:** As part of a SC activity, given a SC mission, a designated FSF unit, defined objectives, and previous assessment/after-action reports,

**STANDARD:** To report FSF progress toward objectives.

**EVENT COMPONENTS:**
1. Identify FSF objectives/processes to be evaluated.
2. Review previous assessment and after action report(s) from previous SC efforts (as required).
3. Develop a plan to include evaluation criteria (Measures of Performance/Measures of Effectiveness (MOP/MOE).
4. Conduct evaluation of FSF capability.
5. Develop final assessment for submission to higher headquarters.

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. Maritime Security Cooperation Policy
4. Presidential Policy Directive 23
5. Title 22 United States Code
6. 10 USC Title 10
7. Chapter 16 Title 10, U.S. Code, Security Cooperation
8. DOD 5105.38-M Security Assistance Management Manual (Oct 03)
9. DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
10. DODD 5205.824 Defense Institution Building
11. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
12. FM 3-07.10 Advising Foreign Forces
13. JP 1 Doctrine for the Armed Forces of the United States
14. MCIP 3-03Di Security Cooperation
15. MCO 1553.3_ Unit Training Management (UTM) Program
16. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
17. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
18. MCO 5710.6_ Marine Corps Security Cooperation
19. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
20. MCTP 8-10A Unit Training Management Guide
21. NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook
22. NAVMC 1553.3_ Unit Training Management
23. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

**INTERNAL SUPPORTING EVENTS:** SC-ASMT-2101

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**SC-AST-5001:** Assist foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.4 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:** YES     **SUSTAINMENT INTERVAL:** 0 Indefinite

**DESCRIPTION:** Based on validated FSF assistance requirements, the unit will provide assistance commensurate with U.S. and partner nation legal/policy considerations to build FSF capability/capability. Assistance missions may include assisting the FSF in areas across the warfighting functions and at the institutional, strategic, operational, and tactical levels.

**CONDITION:** Given a SC mission with a task to provide assistance, a designated FSF unit, defined objectives, and access to required resources,

**STANDARD:** To facilitate accomplishment of U.S. objectives in accordance with authorities.

**EVENT COMPONENTS:**
1. Identify FSF assistance requirements.
2. Determine authority to provide assistance based upon current U.S. and partner nation legal/policy considerations.
3. Reconcile requirements with capability/capacity to provide required assistance.
4. Publish a plan.
5. Synchronize assistance efforts with all stakeholders.
6. Prepare personnel to deploy to and operate within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.).
7. Manage release of information to non-U.S. government entities.
8. Obtain required resources.
9. Allocate required resources.
10. Monitor resource utilization activities.
11. Monitor assistance activities.
12. Evaluate assistance progress, as required.
13. Adjust guidance, as required.
14. Recover resources to reconstitute them, as required.
15. Report to higher as directed.

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. Maritime Security Cooperation Policy
4. Presidential Policy Directive 23
5. Title 22 United States Code
6. 10 USC Title 10
7. Chapter 16 Title 10, U.S. Code, Security Cooperation

8.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
9.  DODD 5205.824 Defense Institution Building
10. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
11. JP 1 Doctrine for the Armed Forces of the United States
12. JP 3-0 Joint Operations
13. JP 5-0 Joint Operation Planning
14. MCIP 3-03Di Security Cooperation
15. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
16. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
17. MCO 5710.6_ Marine Corps Security Cooperation
18. MCRP 3-33.1B Multi-Service Techniques for Civil Affairs Support to Populace and Resource Control
19. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

**INTERNAL SUPPORTED EVENTS:**  SC-AST-7001

**INTERNAL SUPPORTING EVENTS:**
 SC-AST-2101                SC-AST-2102                SC-LEGL-2101

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:**  When a 5000-level unit (Company-size and below element) is the sole unit performing the "Assist" mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 7000-level events normally performed by assigned higher units to complete the mission (i.e., SC-AST-8001, SC-AST-7001).

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**SC-AST-7001:**  Assist foreign security force

**SUPPORTED MET(S):**
MCT 1.17                   MCT 1.17.4                 MCT 1.18
MCT 1.20                   MCT 5.5.5                  MCT 5.5.5.1
MCT 5.5.5.2.1

**EVALUATION-CODED:** YES      **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Based on validated FSF assistance requirements, the unit will provide assistance commensurate with U.S. and partner nation legal/policy considerations to build FSF capability/capability.  Assistance missions may include assisting the FSF in areas across the warfighting functions and at the institutional, strategic, operational, and tactical levels.

**CONDITION:**  Given a SC mission with a task to provide assistance, a designated FSF unit, defined objectives, and access to required resources,

**STANDARD:**  To facilitate accomplishment of U.S. objectives in accordance with authorities.

**EVENT COMPONENTS:**
1.  Identify FSF assistance requirements.
2.  Determine authority to provide assistance based upon current U.S. and partner nation legal/policy considerations.
3.  Reconcile requirements with capability/capacity to provide required assistance.
4.  Publish a plan.
5.  Synchronize assistance efforts with all stakeholders.
6.  Prepare personnel to deploy to and operate within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.).
7.  Manage release of information to non-U.S. government entities.
8.  Obtain required resources.
9.  Allocate required resources.
10. Monitor resource utilization activities.
11. Monitor assistance activities.
12. Evaluate assistance progress as required.
13. Adjust guidance as required.
14. Recover resources as required.
15. Report to higher, as directed.

**REFERENCES:**
1.  Arms Export Control Act (AECA) of 1976 as amended
2.  Foreign Assistance Act (FAA) of 1961 as amended
3.  Maritime Security Cooperation Policy
4.  Presidential Policy Directive 23
5.  Title 22 United States Code
6.  10 USC Title 10
7.  Chapter 16 Title 10, U.S. Code, Security Cooperation
8.  DOD 5105.38-M Security Assistance Management Manual (Oct 03)
9.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
10. DODD 5205.824 Defense Institution Building
11. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
12. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
13. JP 1 Doctrine for the Armed Forces of the United States
14. JP 3-0 Joint Operations
15. JP 5-0 Joint Operation Planning
16. MCIP 3-03Di Security Cooperation
17. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
18. MCO 5710.6_ Marine Corps Security Cooperation
19. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
20. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

> **INTERNAL SUPPORTED EVENTS:**  SC-AST-8001

> **INTERNAL SUPPORTING EVENTS:**  SC-AST-5001

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** When a 7000-level unit (Battalion Landing Team, GCE from an SPMAGTF) is the sole unit performing the ¿Assist¿ mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 5000-level events normally performed by assigned higher and subordinate units to complete the mission (i.e., SC-AST-8001, SC-AST-5001).

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**SC-AST-8001:** Assist foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.4 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:** YES          **SUSTAINMENT INTERVAL:** 12 months

**DESCRIPTION:** Based on validated FSF assistance requirements the unit will provide assistance within their capability/capacity to assist commensurate with U.S. and partner nation legal/policy considerations. Assistance missions may include assisting the FSF in areas across the warfighting functions and at the institutional, strategic, operational, and tactical levels.

**CONDITION:** Given a SC mission with a task to provide assistance, a designated FSF unit, defined objectives, and access to required resources,

**STANDARD:** To facilitate accomplishment of U.S. objectives in accordance with authorities.

**EVENT COMPONENTS:**
1. Identify FSF assistance requirements.
2. Review and determine authority to provide assistance based upon current U.S. and partner nation legal/policy considerations.
3. Reconcile requirements with capability/capacity to provide required assistance.
4. Publish a SC assistance plan.
5. Synchronize assistance efforts with all stakeholders.
6. Prepare personnel to deploy to and operate within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.).
7. Manage release of information to non-U.S. DOD entities.
8. Obtain and allocate required resources.
9. Monitor and track resource utilization activities.
10. Monitor assistance activities.
11. Evaluate assistance progress as required.
12. Adjust guidance as required.
13. Recover and reconstitute resources, as required.
14. Report to higher, as directed.

**REFERENCES:**
1. Foreign Assistance Act (FAA) of 1961 as amended
2. Maritime Security Cooperation Policy
3. Presidential Policy Directive 23

4.  Title 22 United States Code
5.  10 U.S.C. Title 10 U.S. Code
6.  Arms Export Control Act of 1976, as amended Arms Export Control Act of 1976, as amended
7.  Chapter 16 Title 10, U.S. Code, Security Cooperation
8.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
9.  DODD 5205.824 Defense Institution Building
10. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
11. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
12. JP 1 Doctrine for the Armed Forces of the United States
13. JP 3-0 Joint Operations
14. JP 3-24 Counterinsurgency
15. JP 5-0 Joint Operation Planning
16. MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
17. MCIP 3-03Di Security Cooperation
18. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
19. MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
20. MCO 5710.6_ Marine Corps Security Cooperation
21. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
22. MCWP 3-02 Insurgencies and Countering Insurgencies
23. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

   **INTERNAL SUPPORTING EVENTS:**  SC-AST-7001

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**
   1.  Currently, this collective event supports SC-PLAN-8006 (Execute the Security Cooperation Engagement Plan).  However, agency stakeholder initiatives are underway to enable the conversion of all SC-PLAN-8000 series events to 9000-level events and to appropriately assign responsibility of their accomplishment to the MARFOR¿s.
   2.  When a 8000-level unit (Regiment, MEU, or SPMAGTF) is the sole unit performing the ¿Assist¿ mission in a designated area-of-operations, the unit may also have to perform the associated 7000- and 5000-level events normally performed by assigned subordinate units to complete the mission (i.e., SC-AST-7001, SC-AST-5001).

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**SC-ATFP-5001:**  Protect the force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.1 | MCT 1.17.2 |
| MCT 1.17.3 | MCT 1.18 | MCT 1.20 |
| MCT 5.5.5 | MCT 5.5.5.1 | MCT 5.5.5.2.1 |

**EVALUATION-CODED:** YES    **SUSTAINMENT INTERVAL:** 0 Indefinite

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

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

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

**EVENT COMPONENTS:**
1. Conduct a threat, vulnerability, and risk assessment.
2. Integrate Force Protection assessments and planning considerations into the planning process.
3. Conduct pre-deployment training and AOR briefings for personnel traveling in support of unit deployments.
4. Implement force protection measures (as required).
5. Develop coordinated incident response and consequence management measures.
6. Develop contingency plans that are commensurate with Embassy Emergency Action Plan, (EAP).
7. Develop procedures to present current threat information, threat capabilities, and vulnerabilities.
8. Develop unit specific random antiterrorism measures. (RAMs)
9. Identify special security areas.
10. Develop appropriate security measures for high risk personnel.
11. Coordinate logistical support for the force protection plan.
12. Coordinate with host nation/local authorities as required.
13. Establish security procedures for mobile operations and fixed sites.
14. Conduct reporting, assessment and dissemination of force protection incidents.
15. Integrate Intelligence, Surveillance and Reconnaissance (ISR) into force protection planning, as required.

**REFERENCES:**
1. DoDI 2310.4 Repatriation of Prisoners of War, Hostage Peacetime Government Detainees, and other mission or Isolated Personnel
2. JP 3-07.2 Antiterrorism
3. MCDP 1-0 Marine Corps Operations
4. MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
5. MCO 3460.2 Operations and Readiness Policy for Personnel Recovery and Repatriation
6. MCWP 2-6 Counterintelligence
7. MCWP 3-40.1 Marine Air-Ground Task Force Command and Control

**CHAINED EVENTS:**

    **INTERNAL SUPPORTED EVENTS:** SC-ATFP-7001

    **INTERNAL SUPPORTING EVENTS:**
| | | |
|---|---|---|
| SC-ATFP-2101 | SC-ATFP-2102 | SC-ATFP-2103 |
| SC-ATFP-2104 | SC-ATFP-2105 | SC-ATFP-2106 |

**EXTERNAL SUPPORTING EVENTS:** INF-FP-5001

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** When a 5000-level unit (Company-size and below element) is the sole unit performing the "Force Protection" mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 7000-level events normally performed by assigned higher units to complete the mission (i.e., SC-ATFP-8001, SC-ATFP-7001).

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**SC-ATFP-7001:** Protect the force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.1 | MCT 1.17.2 |
| MCT 1.17.3 | MCT 1.17.4 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:** YES      **SUSTAINMENT INTERVAL:** 0 Indefinite

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

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

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

**EVENT COMPONENTS:**
1. Conduct a threat, vulnerability, and risk assessment.
2. Integrate Force Protection assessments and planning considerations into the planning process.
3. Conduct pre-deployment training and AOR briefings for personnel traveling in support of unit deployments.
4. Implement force protection measures, as required.
5. Develop coordinated incident response and consequence management measures.
6. Develop contingency plans that are commensurate with Embassy Emergency Action Plan, (EAP).
7. Develop procedures to present current threat information, threat capabilities, and vulnerabilities.
8. Develop unit specific random antiterrorism measures. (RAMs)
9. Identify special security areas.
10. Develop appropriate security measures for high risk personnel.
11. Coordinate logistical support for the force protection plan.
12. Coordinate with host nation/local authorities as required.
13. Establish security procedures for mobile operations and fixed sites.

14. Conduct reporting, assessment and dissemination of force protection incidents.
15. Integrate Intelligence, Surveillance and Reconnaissance (ISR) into force protection planning, as required.

**REFERENCES:**
1. DoDI 2310.4 Repatriation of Prisoners of War, Hostage Peacetime Government Detainees, and other mission or Isolated Personnel
2. JP 3-07.2 Antiterrorism
3. MCDP 1-0 Marine Corps Operations
4. MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
5. MCO 3460.2 Operations and Readiness Policy for Personnel Recovery and Repatriation
6. MCWP 2-6  Counterintelligence
7. MCWP 3-40.1 Marine Air-Ground Task Force Command and Control

**CHAINED EVENTS:**

**INTERNAL SUPPORTED EVENTS:**  SC-ATFP-8001

**INTERNAL SUPPORTING EVENTS:**  SC-ATFP-5001

**EXTERNAL SUPPORTING EVENTS:**  INF-FP-7001

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:**  When a 7000-level unit (Battalion Landing Team, GCE from an SPMAGTF) is the sole unit performing the Force Protection mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 5000-level events normally performed by assigned higher and subordinate units to complete the mission (i.e., SC-ATFP-8001, SC-ATFP-5001).

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**SC-ATFP-8001:**  Protect the force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.1 | MCT 1.17.2 |
| MCT 1.17.3 | MCT 1.18 | MCT 1.20 |
| MCT 5.5.5 | MCT 5.5.5.1 | MCT 5.5.5.2.1 |

**EVALUATION-CODED:**  YES      **SUSTAINMENT INTERVAL:**  0 Indefinite

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

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

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

**EVENT COMPONENTS:**
1.  Conduct a threat, vulnerability, and risk assessment.
2.  Integrate Force Protection assessments and planning considerations into the planning process.
3.  Conduct pre-deployment training and AOR briefings for personnel traveling in support of unit deployments.
4.  Implement force protection measures, as required.
5.  Develop coordinated incident response and consequence management measures.
6.  Develop contingency plans that are commensurate with Embassy Emergency Action Plan.
7.  Develop procedures to present current threat information, threat capabilities, and vulnerabilities.
8.  Develop unit specific random antiterrorism measures.
9.  Identify special security areas.
10. Develop appropriate security measures for high risk personnel.
11. Coordinate logistical support for the force protection plan.
12. Coordinate with host nation/local authorities as required.
13. Establish security procedures for mobile operations and fixed sites.
14. Conduct reporting, assessment and dissemination of force protection incidents.
15. Integrate Intelligence, Surveillance and Reconnaissance (ISR) into force protection planning, as required.

**REFERENCES:**
1.  DoDI 2310.4 Repatriation of Prisoners of War, Hostage Peacetime Government Detainees, and other mission or Isolated Personnel
2.  JP 3-07.2 Antiterrorism
3.  MCDP 1-0 Marine Corps Operations
4.  MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
5.  MCO 3460.2 Operations and Readiness Policy for Personnel Recovery and Repatriation
6.  MCWP 2-6  Counterintelligence
7.  MCWP 3-40.1 Marine Air-Ground Task Force Command and Control

**CHAINED EVENTS:**

    **INTERNAL SUPPORTING EVENTS:**  SC-ATFP-7001

    **EXTERNAL SUPPORTING EVENTS:**  INF-FP-8001

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:**  1.  When a 8000-level unit (Regiment, MEU, or SPMAGTF) is the sole unit performing the Force Protection mission in a designated area-of-operations, the unit may also have to perform the associated 7000- and 5000-level events normally performed by assigned subordinate units to complete the mission (i.e., SC-ATFP-7001, SC-ATFP-5001).

**SC-INTA-5001:**  Interact with foreign security force

**SUPPORTED MET(S):**
| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.1 | MCT 1.17.2 |
| MCT 1.17.3 | MCT 1.17.4 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.2.1 |

**EVALUATION-CODED:**  YES     **SUSTAINMENT INTERVAL:**  0 Indefinite

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

**CONDITION:**  Given a SC mission and commander's guidance,

**STANDARD:**  To establish/maintain favorable attitudes and their desired behavior toward U.S. Government and its partners.

**EVENT COMPONENTS:**
1.  Conduct mission analysis to determine scope and objectives of interactions/engagements.
2.  Conduct operational environment analysis.
3.  Conduct social perspective taking (ASCOPE-PMESSII, cultural assessment, human terrain analysis, etc.)
4.  Determine impacts of culture on USMC interactions with foreign populace.
5.  Incorporate cultural aspects and considerations.
6.  Map networks/processes (friendly and Enemy networks).
7.  Determine key nodes, critical nodes, and key players to influence.
8.  Develop performance measures of effectiveness.
9.  Develop interaction guidance to influence key players.
10. Publish interaction/influence guidance.
11. Execute interactions (KLE, Meetings, Shuras, etc.)
12. Negotiate during interactions.
13. Report interaction outcomes.
14. Refine interaction/influence guidance to achieve desired influence, as required.

**REFERENCES:**
1.  Maritime Security Cooperation Policy
2.  Presidential Policy Directive 23
3.  Chapter 16 Title 10, U.S. Code, Security Cooperation
4.  DOD 5105.38-M Security Assistance Management Manual (Oct 03)
5.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
6.  DODD 5205.824 Defense Institution Building
7.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
8.  FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
9.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
10. MCIP 3-03Di Security Cooperation
11. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program

12. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
13. MCO 5710.6_ Marine Corps Security Cooperation
14. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
15. TITLE 10 United States Code
16. Title 22 United States Code

**CHAINED EVENTS:**

    **INTERNAL SUPPORTED EVENTS:**  SC-INTA-7001

    **INTERNAL SUPPORTING EVENTS:**
  LREC-COMM-2001        LREC-INTA-2003        LREC-SHCK-2001
  SC-INTA-2101        SC-INTA-2102

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:**  When a 5000-level unit (Company-size and below element) is the sole unit performing the ¿Interact/Engage¿ mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 7000-level events normally performed by assigned higher units to complete the mission (i.e., SC-INTA-8001, SC-INTA-7001).

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**SC-INTA-7001:**  Interact with foreign security force

**SUPPORTED MET(S):**
MCT 1.17        MCT 1.17.1        MCT 1.17.2
MCT 1.17.3        MCT 1.17.4        MCT 1.18
MCT 1.20        MCT 5.5.5        MCT 5.5.5.1
MCT 5.5.5.2.1

**EVALUATION-CODED:**  YES        **SUSTAINMENT INTERVAL:**  0 Indefinite

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

**CONDITION:**  Given a SC mission and commander's guidance.

**STANDARD:**  To establish/maintain favorable attitudes and their desired behavior toward U.S. Government and its partners.

**EVENT COMPONENTS:**
1. Conduct mission analysis to determine scope and objectives of interactions/engagements.
2. Conduct operational environment analysis.
3. Conduct social perspective taking (ASCOPE-PMESSII, cultural assessment, human terrain analysis, etc.)

4.  Determine impacts of culture on USMC interactions with foreign populace.
5.  Incorporate cultural aspects and considerations.
6.  Map networks/processes (friendly and enemy networks).
7.  Determine key nodes, critical nodes, and key players to influence.
8.  Develop performance measures of effectiveness.
9.  Develop interaction guidance to influence key players.
10. Publish interaction/influence guidance.
11. Execute interactions (KLE, Meetings, Shuras, etc.)
12. Negotiate during interactions.
13. Report interaction outcomes.
14. Refine interaction/influence guidance to achieve desired influence, as required.

**REFERENCES:**
1.  Maritime Security Cooperation Policy
2.  Presidential Policy Directive 23
3.  Title 22 United States Code
4.  10 USC Title 10
5.  Chapter 16 Title 10, U.S. Code, Security Cooperation
6.  DOD 5105.38-M Security Assistance Management Manual (Oct 03)
7.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
8.  DODD 5205.824 Defense Institution Building
9.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
10. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
11. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
12. MCIP 3-03Di Security Cooperation
13. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
14. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
15. MCO 5710.6_ Marine Corps Security Cooperation
16. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**CHAINED EVENTS:**

   **INTERNAL SUPPORTED EVENTS:**  SC-INTA-8001

   **INTERNAL SUPPORTING EVENTS:**  SC-INTA-5001

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  When a 7000-level unit (Battalion Landing Team, GCE from an SPMAGTF) is the sole unit performing the Interact mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 5000-level events normally performed by assigned higher and subordinate units to complete the mission (i.e., SC-INTA-8001, SC-INTA-5001).

**SC-INTA-8001:**  Interact with foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.1 | MCT 1.17.2 |
| MCT 1.17.3 | MCT 1.17.4 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:**  YES     **SUSTAINMENT INTERVAL:**  0 Indefinite

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

**CONDITION:**  Given a SC mission and commander's guidance,

**STANDARD:**  To establish/maintain favorable attitudes and their desired behavior toward U.S. Government and its partners.

**EVENT COMPONENTS:**
 1.  Conduct mission analysis to determine scope and objectives of interactions/engagements.
 2.  Conduct operational environment analysis.
 3.  Conduct social perspective taking (ASCOPE-PMESSII, cultural assessment, human terrain analysis, etc.)
 4.  Determine impacts of culture on USMC interactions with foreign populace.
 5.  Incorporate cultural aspects and considerations.
 6.  Map networks/processes (friendly and Enemy networks).
 7.  Determine key nodes, critical nodes, and key players to influence.
 8.  Develop performance measures of effectiveness.
 9.  Develop interaction guidance to influence key players.
 10. Publish interaction/influence guidance.
 11. Execute interactions (KLE, Meetings, Shuras, etc.)
 12. Negotiate during interactions.
 13. Report interaction outcomes.
 14. Adjust plan, as required.

**REFERENCES:**
 1.  Presidential Policy Directive 23
 2.  Title 22 United States Code
 3.   Maritime Security Cooperation Plan
 4.  10 U.S.C. Title 10 U.S. Code
 5.  Chapter 16 Title 10, U.S. Code, Security Cooperation
 6.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
 7.  DODD 5205.824 Defense Institution Building
 8.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
 9.  FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
 10. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
 11. MCIP 3-03Di Security Cooperation
 12. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program

13. MCO 5510.20B Disclosure of Military Information to Foreign Governments
    and Interests
14. MCO 5710.6_ Marine Corps Security Cooperation
15. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for
    Advising Foreign Forces

**CHAINED EVENTS:**

> **INTERNAL SUPPORTING EVENTS:**  SC-INTA-7001

**MISCELLANEOUS:**

> **ADMINISTRATIVE INSTRUCTIONS:**  1.  When a 8000-level unit (Regiment, MEU,
> or SPMAGTF) is the sole unit performing the Interact/Engage mission in a
> designated area-of-operations, the unit may also have to perform the
> associated 7000- and 5000-level events normally performed by assigned
> subordinate units to complete the mission (i.e., SC-INTA-7001, SC-INTA-
> 5001).

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**SC-SA-8001:**  Manage security assistance training requirements

**SUPPORTED MET(S):**

MCT 5.5.5.2                MCT 5.7.5.3

**EVALUATION-CODED:**  NO        **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  The designated security assistance (SA) organization(s) are
required to program, manage, track, and support case closure of formal
training and education provided by the Marine Corps for international
military students (IMS).

**CONDITION:**  Given a SA requirement to facilitate training for an IMS or
Foreign Security Force (FSF).

**STANDARD:**  To support IMS and FSF training objectives and U.S. objectives.

**EVENT COMPONENTS:**
1. Review the Letter of Request (LOR) for scope/completeness.
2. Determine feasibility of support.
3. Submit request to add course as required.
4. Program training through appropriate organizations.
5. Confirm training requirements.
6. Monitor execution.
7. Participate in case closure, as needed.

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. Maritime Security Cooperation Policy
4. Presidential Policy Directive 23
5. Title 22 United States Code
6. 10 USC Title 10
7. Chapter 16 Title 10, U.S. Code, Security Cooperation

8. DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
9. DODD 5205.824 Defense Institution Building
10. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
11. JP 1 Doctrine for the Armed Forces of the United States
12. MCIP 3-03Di Security Cooperation
13. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
14. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
15. MCO 5710.6_ Marine Corps Security Cooperation
16. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

   **INTERNAL SUPPORTING EVENTS:**  SC-SA-2101

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  1.  Training for U.S. personnel provided by the Defense Institute for Security Cooperation Studies. Coordinate formal training for this event through U.S. Marine Corps Security Cooperation Group, Security Assistance Branch at commercial (757) 962-4430, x2279; DSN 438-4430, x2259.

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**SC-TRNG-5001:**  Train foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.3 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:**  YES     **SUSTAINMENT INTERVAL:**  12 months

**DESCRIPTION:**  Based on identified training objectives from a validated requirement, the unit must plan, direct, manage, implement, and evaluate FSF training.  Training missions may include training FSF units and personnel in subjects across the warfighting functions and at the institutional, strategic, operational, and tactical levels.

**CONDITION:**  Given a SC mission with specified training objectives and a designated FSF unit.

**STANDARD:**  To develop and implement training activities for a FSF that will achieve stated objectives.

**EVENT COMPONENTS:**
1. Conduct planning to accomplish specified mission.
2. Publish a plan to direct the actions of the company.
3. Coordinate training resources.
4. Select personnel (SMEs) to accomplish training objectives.
5. Prepare personnel to accomplish the training objectives.

6.  Prepare personnel to deploy within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.) in accordance with mission analysis.
7.  Manage release of information to non-U.S. government entities.
8.  Conduct coordination with SOC or MARFOR, as required.
9.  Execute FSF unit and associated individual training events.
10. Conduct, assess, monitor, and evaluate actions as required.
11. Report progress towards objectives.

**REFERENCES:**
1.  Arms Export Control Act (AECA) of 1976 as amended
2.  Foreign Assistance Act (FAA) of 1961 as amended
3.  Maritime Security Cooperation Policy
4.  Presidential Policy Directive 23
5.  Chapter 16 Title 10, U.S. Code, Security Cooperation
6.  DOD 5105.38-M Security Assistance Management Manual (Oct 03)
7.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
8.  DODD 5205.824 Defense Institution Building
9.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
10. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
11. JP 1 Doctrine for the Armed Forces of the United States
12. MCIP 3-03Di Security Cooperation
13. MCO 1553.3_ Unit Training Management (UTM) Program
14. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
15. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
16. MCO 5710.6_ Marine Corps Security Cooperation
17. MCTP 8-10A Unit Training Management Guide
18. NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook
19. NAVMC 1553.3_ Unit Training Management
20. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
21. Title 10 USC - Armed Forces
22. Title 22, USC Sections 2761-2767 Foreign Military Sales Authorizations

**CHAINED EVENTS:**

  **INTERNAL SUPPORTED EVENTS:**  SC-TRNG-7001

  **INTERNAL SUPPORTING EVENTS:**
  | | | |
  |---|---|---|
  | SC-LEGL-2101 | SC-TRNG-2101 | SC-TRNG-2102 |
  | SC-TRNG-2104 | SC-WPNS-2101 | |

**MISCELLANEOUS:**

  **ADMINISTRATIVE INSTRUCTIONS:**  When a 5000-level unit (Company-size and below element) is the sole unit performing the Training mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 7000-level events normally performed by assigned higher units to complete the mission (i.e., SC-TRNG-8001, SC-TRNG-7001).

**SC-TRNG-7001:**  Train foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.3 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:**  YES       **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Based on identified training objectives from a validated requirement, the unit must plan, direct, manage, implement, and evaluate FSF training.  Training missions may include training FSF units and personnel in subjects across the warfighting functions and at the institutional, strategic, operational, and tactical levels.

**CONDITION:**  Given a SC mission with specified training objectives and a designated FSF unit,

**STANDARD:**  To develop and implement training activities for a FSF that will achieve stated objectives.

**EVENT COMPONENTS:**
1.   Conduct planning to accomplish specified mission.
2.   Publish a plan to direct the actions of the battalion.
3.   Coordinate training resources.
4.   Select personnel (SMEs) to accomplish training objectives.
5.   Prepare personnel to accomplish the training objectives.
6.   Prepare personnel to deploy within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.) in accordance with mission analysis.
7.   Manage release of information to non-U.S. government entities.
8.   Conduct coordination with Security Cooperation Office (SCO) or MARFOR, as required.
9.   Execute FSF unit and associated individual training events.
10.  Conduct, assess, monitor, and evaluate actions as required.
11.  Report progress towards objectives.

**REFERENCES:**
1.   Arms Export Control Act (AECA) of 1976 as amended
2.   Foreign Assistance Act (FAA) of 1961 as amended
3.   Maritime Security Cooperation Policy
4.   Presidential Policy Directive 23
5.   Title 22 United States Code
6.   10 USC Title 10
7.   Chapter 16 Title 10, U.S. Code, Security Cooperation
8.   DOD 5105.38-M Security Assistance Management Manual (Oct 03)
9.   DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
10.  DODD 5205.824 Defense Institution Building
11.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
12.  FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
13.  JP 1 Doctrine for the Armed Forces of the United States
14.  MCIP 3-03Di Security Cooperation
15.  MCO 1553.3_ Unit Training Management (UTM) Program

16. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
17. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
18. MCO 5710.6_ Marine Corps Security Cooperation
19. MCTP 8-10A Unit Training Management Guide
20. NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook
21. NAVMC 1553.3_ Unit Training Management
22. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

**INTERNAL SUPPORTED EVENTS:**  SC-TRNG-8001

**INTERNAL SUPPORTING EVENTS:**  SC-TRNG-5001

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:**  When a 7000-level unit (Battalion Landing Team, GCE from an SPMAGTF) is the sole unit performing the ¿Training¿ mission in a designated area-of-operations, the unit may also have to perform the associated 8000- and 5000-level events normally performed by assigned higher and subordinate units to complete the mission (i.e., SC-TRNG-8001, SC-TRNG-5001).

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**SC-TRNG-8001:**  Train foreign security force

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.17 | MCT 1.17.3 | MCT 1.18 |
| MCT 1.20 | MCT 5.5.5 | MCT 5.5.5.1 |
| MCT 5.5.5.2.1 | | |

**EVALUATION-CODED:**  YES        **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Based on identified training objectives from a validated requirement, the unit must plan, direct, manage, implement, and evaluate FSF training.  Training missions may include training FSF units and personnel in subjects across the warfighting functions and at the institutional, strategic, operational, and tactical levels.

**CONDITION:**  Given a SC mission with specified training objectives and a designated FSF unit.

**STANDARD:**  To develop and implement training activities for a FSF that will achieve stated objectives.

**EVENT COMPONENTS:**
1. Conduct planning to accomplish specified mission.
2. Publish a plan to direct the actions of the regiment.
3. Coordinate training resources.
4. Select personnel (SMEs) to accomplish training objectives.
5. Prepare personnel to accomplish the training objectives.

6.  Prepare personnel to deploy within a specified operational environment (Theater entry requirements, LREC, Force Protection, etc.) in accordance with mission analysis.
7.  Manage release of information to non-U.S. government entities.
8.  Conduct coordination with SOC or MARFOR, as required.
9.  Execute FSF unit and associated individual training events.
10. Conduct, assess, monitor, and evaluate actions, as required.
11. Report progress towards objectives.

**REFERENCES:**
1.  Arms Export Control Act (AECA) of 1976 as amended
2.  Foreign Assistance Act (FAA) of 1961 as amended
3.  Maritime Security Cooperation Policy
4.  Presidential Policy Directive 23
5.  Title 22 United States Code
6.  10 USC Title 10
7.  Chapter 16 Title 10, U.S. Code, Security Cooperation
8.  DOD 5105.38-M Security Assistance Management Manual (Oct 03)
9.  DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
10. DODD 5205.824 Defense Institution Building
11. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
12. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
13. JP 1 Doctrine for the Armed Forces of the United States
14. MCIP 3-03Di Security Cooperation
15. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
16. MCO 5710.6_ Marine Corps Security Cooperation
17. MCTP 8-10A Unit Training Management Guide
18. NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook
19. NAVMC 1553.3_ Unit Training Management
20. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

   **EXTERNAL SUPPORTING EVENTS:**  SC-TRNG-7001

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  When a 8000-level unit (Regiment, MEU, or SPMAGTF) is the sole unit performing the Training mission in a designated area-of-operations, the unit may also have to perform the associated 7000- and 5000-level events normally performed by assigned subordinate units to complete the mission (i.e., SC-TRNG-7001, SC-TRNG-5001).

SC AND LREC T&R MANUAL

CHAPTER 4

SC INDIVIDUAL EVENTS

CHAPTER 4

SC INDIVIDUAL EVENTS

**4000.  PURPOSE**

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

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

**4001.  EVENT CODING**

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

| Code | Description |
|------|-------------|
| SC | Security Cooperation |

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

| Code | Description |
|------|-------------|
| ADV | Advising |
| AST | Assisting |
| ASMT | Assessing |
| ATFP | Anti-Terrorism/Force Protection |
| COMM | Communication |
| INTA | Interaction |
| INTL | Intelligence |
| LEGL | Legal |
| OPS | Operations |
| PLAN | Security Cooperation planning |
| SA | Security Assistance |

SHCK   Shock
TRNG   Training
WPNS   Weapons

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

Code      Description
2100      Core Plus Events (required of designated personnel based upon each mission)

## 4002.  INDEX OF INDIVIDUAL EVENTS

| Event Code | Event |
|---|---|
| **2000 Level Events** | |
| SC-ADV-2101 | Develop Security Cooperation Advising Plan |
| SC-ADV-2102 | Advise Foreign Security Force Counterpart |
| SC-ASMT-2101 | Evaluate foreign security force progress |
| SC-AST-2101 | Develop a FSF Assistance Plan |
| SC-AST-2102 | Provide Capability Assistance |
| SC-ATFP-2101 | Execute survival, evasion, resistance and escape techniques |
| SC-ATFP-2102 | Avoid apprehension |
| SC-ATFP-2103 | Detect surveillance |
| SC-ATFP-2104 | Defeat restraints |
| SC-ATFP-2105 | Mitigate insider threats |
| SC-ATFP-2106 | Conduct counter-elicitation |
| SC-INTA-2101 | Develop security cooperation interaction plan |
| SC-INTA-2102 | Influence behavior |
| SC-INTA-2103 | Negotiate differences |
| SC-INTA-2104 | Manage interpreters |
| SC-INTL-2101 | Manage the Release of Information |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-PLAN-2101 | Analyze higher guidance |
| SC-PLAN-2102 | Analyze available resources |
| SC-PLAN-2103 | Analyze operational environment |
| SC-PLAN-2104 | Conduct a Security Role Analysis |
| SC-PLAN-2105 | Conduct assessment of foreign security force capabilities |
| SC-PLAN-2106 | Conduct a Solutions Analysis |
| SC-PLAN-2107 | Develop Security Cooperation Engagement Plan |
| SC-PLAN-2108 | Coordinate security cooperation engagement plan implementation with stakeholders |
| SC-PLAN-2109 | Obtain security cooperation engagement plan resources |
| SC-SA-2101 | Manage international military students assigned to Marine Corps schools. |
| SC-TRNG-2101 | Develop a foreign security force unit training plan |
| SC-TRNG-2102 | Develop a foreign security force training support package |
| SC-TRNG-2103 | Conduct Foreign Security Force Training |
| SC-TRNG-2104 | Conduct FSF live-fire training actions |
| SC-WPNS-2101 | Operate a Foreign Security Forces' weapon system. |

## 4003.  LIST OF INDIVIDUAL EVENTS

**SC-ADV-2101:**  Develop Security Cooperation Advising Plan

**EVALUATION-CODED:**  NO          **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Based on advising requirements, designated Marines must develop and publish overarching SC advising plans for implementation to meet identified requirements.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a SC mission, a designated FSF unit, and objective.

**STANDARD:**  To meet the assigned advising objective (s) and associated requirements.

**PERFORMANCE STEPS:**
1.   Identify SC advising requirements.
2.   Identify effects of FSF cultural, doctrinal, and organizational differences on required interaction.
3.   Identify the advising tactics, techniques, and procedures (TTP).
4.   Identify required cross-cultural communication and interaction skills required to navigate through each TTP selected.
5.   Identify guidance to employ and prepare interpreters.
6.   Identify logistical and background preparation requirements.
7.   Identify legal considerations.
8.   Identify operational security (OPSEC) requirements.
9.   Identify information-sharing guidelines with FSF.
10.  Identify force protection requirements.
11.  Identify procedures for handling assigned funds.
12.  Identify culture shock prevention requirements.
13.  Publish the plan.

**REFERENCES:**
1.   FM 3-07 Stability Operations
2.   ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3.   MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
4.   MCIP 3-03Di Security Cooperation
5.   MCIP 3-44.01 Applied Language, Regional Expertise, and Culture for Expeditionary Operations
6.   MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
7.   MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
8.   MCO 5710.6_ Marine Corps Security Cooperation
9.   MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
10.  MCWP 3-33.5  Counterinsurgency Operations

**CHAINED EVENTS:**

  **INTERNAL SUPPORTED EVENTS:**  SC-ADV-5001

**SC-ADV-2102:**  Advise Foreign Security Force Counterpart

**EVALUATION-CODED:**  NO        **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Designated Marines performing Security Cooperation missions as advisors will build partner capacity through personal relationships, influence, and negotiation (as required).  To help understand their role as advisors, Marines will need to understand the broader context of U.S. Foreign Policy in which they will operate.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a mission, commander's intent, a cultural assessment, and a FSF.

**STANDARD:**  To support U.S. and/or FSF objectives in accordance with commander's intent.

**PERFORMANCE STEPS:**
1.   Identify advisor role with FSF counterpart as related to current U.S. objectives.
2.   Apply an operational culture.
3.   Apply social perspective taking.
4.   Plan initial engagement with FSF counterpart.
5.   Establish a relationship.
6.   Build rapport.
7.   Control release of information.
8.   Interact with counterpart.
9.   Negotiate, as needed.
10.  Report FSF counterpart capabilities/limitations.
11.  Assess relationship with FSF counterpart and adjust advising tactics, techniques, and procedures (as required).

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

**CHAINED EVENTS:**

   **PREREQUISITE EVENTS:**  SC-ADV-2101

   **INTERNAL SUPPORTED EVENTS:**  SC-ADV-5001

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**

1.  Perspective-taking is the act of viewing a situation or understanding of a concept from an alternate point-of-view. Operational culture is the understanding of a partner nation's culture and inclusion of cultural considerations in operational planning and execution.

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

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**SC-ASMT-2101:**  Evaluate foreign security force progress

**EVALUATION-CODED:**  NO        **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Inherent in all SC activities is the evaluation of FSF proficiency/effectiveness in and progress toward defined objectives.  These evaluations may be conducted as a standalone effort or as part of a broader SC activity (advise, train, and assist).  The results of the evaluation inform current and future actions/plans.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a FSF assessment plan, Security Cooperation (SC) mission, required resources, and a FSF,

**STANDARD:**  To identify current FSF competencies and inform future SC planning.

**PERFORMANCE STEPS:**
1.  Review FSF assessment plan.
2.  Identify evaluation criteria specific to SC activity.
3.  Collect FSF performance data.
4.  Analyze results and identify factors effecting performance.
5.  Report FSF progress.

**REFERENCES:**
1.   Maritime Security Cooperation Policy
2.   Arms Export Control Act of 1976, as amended Arms Export Control Act of 1976, as amended
3.   Chapter 16 Title 10, U.S. Code, Security Cooperation
4.   DODD 5132.03 DOD Policy and Responsibilities relating to Security Cooperation
5.   DODD 5205.824 Defense Institution Building
6.   DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
7.   FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
8.   JP 1 Doctrine for the Armed Forces of the United States
9.   MCO 1553.3_ Unit Training Management (UTM)
10.  MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
11.  MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
12.  MCO 5710.6_ Marine Corps Security Cooperation
13.  MCRP 3-33.03 Security Cooperation

14. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
15. MCTP 8-10A Unit Training Management Guide
16. NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook
17. NAVMC 1553.3_ Unit Training Management
18. PPD-30 U.S. Nationals Taken Hostage Abroad and Personnel Recovery Efforts
19. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
20. Title 10 United States Code Title 10 - Sec. 2464. Core Logistics Capabilities
21. Title 22 United States Code

**CHAINED EVENTS:**

   **INTERNAL SUPPORTED EVENTS:**  SC-ASMT-5001

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**SC-AST-2101:**  Develop a FSF Assistance Plan

**EVALUATION-CODED:**  NO          **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Based on assistance requirements from higher, designated Marines detailed to operational planning teams of an assigned unit must develop and publish overarching SC assistance plans for implementation to meet identified requirements.

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Given a SC mission, a designated FSF unit, and a SCEP.

**STANDARD:**  To establish the strategy to meet the assigned assistance objective and associated requirements.

**PERFORMANCE STEPS:**
1.  Identify assistance requirement.
2.  Review higher directives and guidance.
3.  Identify effects of FSF cultural, doctrinal, and organizational differences on intended assistance.
4.  Identify requirements for preparation of assigned unit personnel.
5.  Identify requirements for subject matter experts and interpreters.
6.  Identify logistical and background preparation requirements.
7.  Identify legal considerations.
8.  Identify operational security (OPSEC) requirements.
9.  Identify information-sharing guidelines.
10. Identify force protection requirements.
11. Identify procedures for handling assigned funds.
12. Identify culture shock prevention requirements.
13. Develop possible courses of action.
14. Develop solutions.

15. Identify milestones.
16. Codify proposed plan.
17. Negotiate proposed plan with FSF unit leadership.
18. Scrutinize negotiated plan to ensure compliance and nesting with US orders and directives.
19. Publish the plan.

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended
2. Commander's Guidebook for Fiscal Law
3. Foreign Assistance Act (FAA) of 1961 as amended
4. Chapter 16 Title 10, U.S. Code, Security Cooperation
5. DFARS Defense Federal Acquisition Regulation Supplement
6. DOD 7000.14R Financial Management Regulation, Vol 15
7. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
8. FM 3-07.1  Security Force Assistance, U.S. ARMY (May 2009)
9. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
10. MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
11. MCIP 3-03Di Security Cooperation
12. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
13. MCO 5710.6_ Marine Corps Security Cooperation
14. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
15. MCWP 3-33.5  Counterinsurgency Operations
16. OPNAVINST 3500.39a/MCO 3500.27 Operational Risk Management
17. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
18. TITLE 10 United States Code
19. Title 22 United States Code

**CHAINED EVENTS:**

**INTERNAL SUPPORTED EVENTS:**  SC-AST-5001

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**SC-AST-2102:**  Provide Capability Assistance

**EVALUATION-CODED:**  NO          **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Designated Marines assigned to the unit must provide assistance.

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Given a SC mission, a designated FSF unit, and a published FSF assistance plan.

**STANDARD:** To enable the FSF unit to perform its desired security role.

**PERFORMANCE STEPS:**
1. Review requirements of the published plan.
2. Review published tactics, techniques, and procedures (TTPs) for providing assistance in given situations.
3. Rehearse applicable TTPs with the subject matter experts and interpreters.
4. Provide assistance/capabilities as required.
5. Evaluate results.
6. Report results.

**REFERENCES:**
1. Commander's Guidebook for Fiscal Law
2. Foreign Assistance Act (FAA) of 1961 as amended
3. Arms Export Control Act of 1976, as amended Arms Export Control Act of 1976, as amended
4. Chapter 16 Title 10, U.S. Code, Security Cooperation
5. DFARS Defense Federal Acquisition Regulation Supplement
6. DOD 7000.14R Financial Management Regulation, Vol 15
7. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
8. FM 3-07  Stability Operations
9. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
10. MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
11. MCIP 3-03Di Security Cooperation
12. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
13. MCO 5710.6_ Marine Corps Security Cooperation
14. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
15. MCWP 3-33.5  Counterinsurgency Operations
16. OPNAVINST 3500.39a/MCO 3500.27 Operational Risk Management
17. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
18. TITLE 10 United States Code
19. Title 22 United States Code

**CHAINED EVENTS:**

  **PREREQUISITE EVENTS:**  SC-AST-2101

  **INTERNAL SUPPORTED EVENTS:**  SC-AST-5001

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**SC-ATFP-2101:**  Execute survival, evasion, resistance and escape techniques

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  0 Indefinite

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  While separated from friendly units

**STANDARD:**  Return to friendly lines with honor in keeping with the Code of Conduct.

**PERFORMANCE STEPS:**
1.  Initiate personnel recovery procedures.
2.  Apply SERE strategies.
3.  Execute emergency action procedures and techniques.
4.  Implement SERE techniques.

**REFERENCES:**
1.  DOD DIR 1300.7 Training and Education Measures to Support the Code of Conduct
2.  DoDD 2310.2 Personnel Recovery
3.  DoDD 3115.10E Intelligence Support to Personnel Recovery
4.  DoDI 1300.21 Code of Conduct Training and Education
5.  DoDI 2310.4 Repatriation of Prisoners of War, Hostage Peacetime Government Detainees, and other mission or Isolated Personnel
6.  DoDI 3002.04 DoD Personnel Recovery - Non-conventional Assisted Recovery (NAR)
7.  DoDI 3002.11 The DoD Personnel Recovery Program
8.  Executive Order 10631 Code of Conduct for the Members of the United States Armed Forces
9.  JP 3-07.2 Antiterrorism
10. JP 3-50.3 Evasion and Recovery 1996
11. JPRA IPG SERE Instructor Bulletins
12. JPRA SERE Instructor Bulletins
13. JPRSP Joint Personnel Recovery Support Product
14. MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
15. MCO 3460.2 Operations and Readiness Policy for Personnel Recovery and Repatriation
16. MCWP 2-6  Counterintelligence
17. USAJFKSWCS Publication 525-5-14 Unconventional Assisted Recovery

**CHAINED EVENTS:**

   **INTERNAL SUPPORTED EVENTS:**  SC-ATFP-5001

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**
   1.  Due to the moderate risk of capture threat for Advisors, it is recommended that all Advisors receive (at a minimum) SERE B Modified training prior to departing on the mission.
   2.  SERE B Modified is defined as Code of Conduct training, Hostage, and Peacetime Governmental Detention training with Academic Roleplay Labs (ARLs).
   3.  Commanders may determine, based on mission analysis, that more than SERE B Modified may be required.

**SC-ATFP-2102:**  Avoid apprehension

**EVALUATION-CODED:** NO    **SUSTAINMENT INTERVAL:** 0 Indefinite

**DESCRIPTION:**  While executing an SC mission in an area of responsibility, SC advisors and team members must maintain situational awareness of their surroundings and be able to avoid or overcome capture by a threat (e.g. foreign military, foreign radical, foreign police) without the use of a firearm.  The possibility of SC personnel facing such a threat must be considered during mission planning.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a mission and in the absence of a weapon

**STANDARD:**  To return to a friendly environment.

**PERFORMANCE STEPS:**
1.  Identify threat.
2.  Defeat threat.
3.  Execute apprehension avoidance measures.
4.  Defeat violent actions.
5.  Apply continuum of force.
6.  Exit threat area.
7.  Report significant events.

**REFERENCES:**
1.  DoDD 2310.2 Personnel Recovery
2.  DoDD 3115.10E Intelligence Support to Personnel Recovery
3.  DoDI 1300.21 Code of Conduct Training and Education
4.  DoDI 2310.4 Repatriation of Prisoners of War, Hostage Peacetime Government Detainees, and other mission or Isolated Personnel
5.  DoDI 3002.04 DoD Personnel Recovery - Non-conventional Assisted Recovery (NAR)
6.  DoDI 3002.11 The DoD Personnel Recovery Program
7.  Executive Order 10631 Code of Conduct for the Members of the United States Armed Forces
8.  JP 3-07.2 Antiterrorism
9.  JP 3-50.3 Evasion and Recovery 1996
10.  JPRA IPG SERE Instructor Bulletins
11.  JPRA SERE Instructor Bulletins
12.  JPRSP Joint Personnel Recovery Support Product
13.  MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
14.  MCO 3460.2 Operations and Readiness Policy for Personnel Recovery and Repatriation
15.  MCWP 2-6  Counterintelligence
16.  USAJFKSWCS Publication 525-5-14 Unconventional Assisted Recovery

**CHAINED EVENTS:**

  **EXTERNAL SUPPORTED EVENTS:**  SC-ATFP-5001

**SC-ATFP-2103:**  Detect surveillance

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Security Cooperation (SC) advisors and task-organized teams must be able to identify and mitigate surveillance while conducting operations in a foreign environment.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a SC mission, and being observed along a route of travel

**STANDARD:**  To mitigate threats.

**PERFORMANCE STEPS:**
1.  Review the factors to consider in detecting surveillance.
2.  Utilize planned routes for movement.
3.  Conduct the movement to reduce to surveillance.
4.  Recognize surveillance.
5.  Mitigate surveillance.
6.  Report surveillance to the counterintelligence support officer (CISO) or regional security officer (RSO).

**REFERENCES:**
1.  DOD DIR 1300.7 Training and Education Measures to Support the Code of Conduct
2.  DoDD 2310.2 Personnel Recovery
3.  DoDD 3115.10E Intelligence Support to Personnel Recovery
4.  DoDI 1300.21 Code of Conduct Training and Education
5.  DoDI 2310.4 Repatriation of Prisoners of War, Hostage Peacetime Government Detainees, and other mission or Isolated Personnel
6.  DoDI 3002.04 DoD Personnel Recovery - Non-conventional Assisted Recovery (NAR)
7.  DoDI 3002.11 The DoD Personnel Recovery Program
8.  Executive Order 10631 Code of Conduct for the Members of the United States Armed Forces
9.  JP 3-07.2 Antiterrorism
10. JP 3-50.3 Evasion and Recovery 1996
11. JPRA IPG SERE Instructor Bulletins
12. JPRA SERE Instructor Bulletins
13. JPRSP Joint Personnel Recovery Support Product
14. MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
15. MCO 3460.2 Operations and Readiness Policy for Personnel Recovery and Repatriation
16. MCWP 2-6  Counterintelligence
17. USAJFKSWCS Publication 525-5-14 Unconventional Assisted Recovery

**CHAINED EVENTS:**

  **INTERNAL SUPPORTED EVENTS:**  SC-ATFP-5001

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  Task training may be accomplished through approved GSA contractor.

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**SC-ATFP-2104:**  Defeat restraints

**EVALUATION-CODED:**  NO        **SUSTAINMENT INTERVAL:**  0 Indefinite

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  In captivity

**STANDARD:**  To escape from confinement.

**PERFORMANCE STEPS:**
 1.  Identify types of restraint.
 2.  Identify tools required to defeat restraint.
 3.  Execute restraint defeat techniques.
 4.  Execute escape and evade procedures.
 5.  Report significant events.

**REFERENCES:**
 1.  DOD DIR 1300.7 Training and Education Measures to Support the Code of Conduct
 2.  DoDD 2310.2 Personnel Recovery
 3.  DoDD 3115.10E Intelligence Support to Personnel Recovery
 4.  DoDI 1300.21 Code of Conduct Training and Education
 5.  DoDI 2310.4 Repatriation of Prisoners of War, Hostage Peacetime Government Detainees, and other mission or Isolated Personnel
 6.  DoDI 3002.04 DoD Personnel Recovery - Non-conventional Assisted Recovery (NAR)
 7.  DoDI 3002.11 The DoD Personnel Recovery Program
 8.  Executive Order 10631 Code of Conduct for the Members of the United States Armed Forces
 9.  JP 3-07.2 Antiterrorism
 10.  JP 3-50.3 Evasion and Recovery 1996
 11.  JPRA IPG SERE Instructor Bulletins
 12.  JPRA SERE Instructor Bulletins
 13.  JPRSP Joint Personnel Recovery Support Product
 14.  MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
 15.  MCO 3460.2 Operations and Readiness Policy for Personnel Recovery and Repatriation
 16.  MCWP 2-6  Counterintelligence
 17.  USAJFKSWCS Publication 525-5-14 Unconventional Assisted Recovery

**CHAINED EVENTS:**

   **INTERNAL SUPPORTED EVENTS:**  SC-ATFP-5001

**SC-ATFP-2105:**  Mitigate insider threats

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Security Cooperation (SC) advisors must be able to operate independently in an environment that lacks adequate force protection.  These environments are defined by high levels of interaction with foreign security forces (FSF) whom have motive, intent, capability, and opportunity to attack.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given high levels of interaction with the FSF and the possibility of terrorist threats and attacks from insider sources

**STANDARD:**  To protect the force and continue the intended SC mission.

**PERFORMANCE STEPS:**
1.  Identify threat indicators (i.e., a grievance, a behavioral anomaly).
2.  Identify the pathway to violence.
3.  Apply mitigation methods.
4.  Apply overt force protection.

**REFERENCES:**
1.  ISAF Insider Threat Handbook (Version 3-0)
2.  MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency

**CHAINED EVENTS:**

　　**INTERNAL SUPPORTED EVENTS:**  SC-ATFP-5001

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**SC-ATFP-2106:**  Conduct counter-elicitation

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Security Cooperation (SC) advisors must be on guard to protect vital details about their unit's SC missions from foreign security force personnel or other interested parties concerned with your unit's intent and movement.  Elicitors strategically use conversations with SC practitioners to extract this kind of information to create barriers between your unit and mission success.  Practitioners must be able to identify and mitigate any elicitor's efforts to collect this type if information.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a SC mission movement and a suspected elicitor

**STANDARD:**  To protect vital information about your unit's SC mission and movement.

**PERFORMANCE STEPS:**
1.  Identify the use of an elicitation technique.
2.  Apply mitigation techniques.
3.  Report elicitation attempts.

**REFERENCES:**  FBI Counter-intelligence Elicitation Techniques

**CHAINED EVENTS:**

   **INTERNAL SUPPORTED EVENTS:**  SC-ATFP-5001

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**SC-INTA-2101:**  Develop security cooperation interaction plan

**EVALUATION-CODED:**  NO          **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  SC advisors must be able to develop SC interaction plans to guide and support them during required interactions with FSF units.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a SC mission, a designated FSF unit, and a SCEP,

**STANDARD:**  To guide and support the unit to meet the assigned interaction objective and associated requirements.

**PERFORMANCE STEPS:**
1.   Identify SC interaction requirements (i.e., influence, negotiate, "do no harm").
2.   Identify effects of FSF cultural, doctrinal, and organizational differences on required interaction.
3.   Identify the tactics, techniques, and procedures (TTP) for required interaction.
4.   Identify required cross-cultural communication and interaction skills required to navigate through each TTP selected.
5.   Identify logistical and background preparation requirements.
6.   Identify legal considerations.
7.   Identify operational security (OPSEC) requirements.
8.   Identify information-sharing guidelines with FSF.
9.   Identify the preparedness of interpreters.
10.  Identify force protection requirements.
11.  Identify procedures for handling assigned funds.

12.  Codify proposed plan.
13.  Negotiate proposed plan with FSF unit leadership.

14. Analyze negotiated plan to ensure compliance and nesting with US orders and directives.
15. Publish the plan.

**REFERENCES:**
1. FM 3-07 Stability Operations (2008)
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3. MCIP 3-02i Small Unit Leader's Guide to Counterinsurgency
4. MCIP 3-44.01 Applied Language, Regional Expertise, and Culture for Expeditionary Operations
5. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
6. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
7. MCO 5710.6_ Marine Corps Security Cooperation
8. MCRP 3-33.03 Security Cooperation
9. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
10. MCWP 3-33.5  Counterinsurgency Operations

**CHAINED EVENTS:**

    **INTERNAL SUPPORTED EVENTS:**  SC-INTA-5001

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**SC-INTA-2102:**  Influence behavior

**EVALUATION-CODED:**  NO        **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Marines will be presented with situations in which the foreign population, foreign security force, or other stakeholders will naturally resist recommended change.  Marines need to be able to determine and address the needs of their foreign counterparts to influence a desired action from them and to help achieve a desired outcome that meets the commander's intent. In doing so, Marines will incorporate behavioral profiling 2120 tactics, techniques and procedures to aid their ability to influence.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a mission, commander's intent, and a foreign population or FSF.

**STANDARD:**  To support U.S. and partnered nation objectives.

**PERFORMANCE STEPS:**
1. Identify the required interaction.
2. Determine goals and objectives.
3. Identify who is to be influenced.
4. Identify positions, interests, objectives, and end-state(s).
5. Identify common ground between both parties.
6. Apply cultural knowledge, as required.

7.  Develop an influence strategy.
8.  Rehearse an influence strategy.
9.  Implement the strategy.
10. Check measures of effectiveness.
11. Make required adjustments.
12. Adhere to information-sharing and OPSEC guidelines.
13. Identify unintended consequences.
14. Mitigate unintended consequences and/or results.

**REFERENCES:**  MCRP 3-33.8 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**CHAINED EVENTS:**

   **PREREQUISITE EVENTS:**  SC-INTA-2101

   **INTERNAL SUPPORTED EVENTS:**  SC-INTA-5001

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  Best achieved through developing scenarios that utilize role players/scenarios that introduce friction and require the SC team to make adjustments throughout the event.

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**SC-INTA-2103:**  Negotiate differences

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

**DESCRIPTION:**  Marines will have to negotiate with one or many key leaders and decision makers at various levels to meet SC objectives when influence fails. In doing so, Marines will incorporate Combat Hunter behavioral profiling tactics, techniques and procedures to aid their ability to influence.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a mission, a foreign population, foreign security force, or other stakeholders, and unresolved differences that prevent mission accomplishment,

**STANDARD:**  To obtain mutually satisfying outcomes.

**PERFORMANCE STEPS:**
1.  Identify the required interaction.
2.  Identify positions, interests, objectives, and end-state(s).
3.  Identify common ground between both parties.
4.  Develop a negotiation strategy.
5.  Implement the negotiation strategy.
6.  Check for measures of effectiveness.
7.  Make adjustments during the negotiation.
8.  Identify unintended consequences.

9. Mitigate unintended consequences and/or results of negotiation as required.
10. Report results.

**REFERENCES:**
1. DoD Intelligence Production Program Handbooks Department of Defense Intelligence Production Program Handbooks
2. Getting Past No GETTING PAST NO: NEGOTIATING IN DIFFICULT SITUATIONS By William Ury, Bantam Books, 2007
3. US Army SF Reference Book US Army Special Forces Advisor's Reference Book (October 2001)

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**SC-INTA-2104:** Manage interpreters

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

**DESCRIPTION:** Marines must identify interpreter requirements and effectively manage each assigned interpreter to ensure the right interpreters are assigned to the right missions. These Marines must also monitor and manage the overall well-being of each interpreter. This includes managing their operational assignments, pay/leave, equipment requirements, and protection.

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a SC mission requiring interpreters,

**STANDARD:** To facilitate mission accomplishment.

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

**REFERENCES:**
1. Center for Advanced Operational Culture Learning, Effective Use of a Translator for US Marine Forces in OIF III, 28 Mar 2005
2. FM 31-73 Special Forces Advisor Guide
3. MCIP 3-03Di Security Cooperation
4. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
5. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
6. MCO 5710.6_ Marine Corps Security Cooperation
7. MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
8. MCRP 3-33.8 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

9.  MCWP 3-02 Insurgencies and Countering Insurgencies
10. Operational Culture and Language MCIP Operational Culture and Language MCIP

**CHAINED EVENTS:**

    **INTERNAL SUPPORTED EVENTS:**  SC-INTA-5001

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**SC-INTL-2101:**  Manage the Release of Information

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Designated Marines assigned Security Cooperation missions must implement foreign disclosure procedures to ensure their SC units or elements do not violate foreign disclosure policies while interacting with a foreign security force (FSF).

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

**INITIAL TRAINING SETTING:**  FORMAL

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

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

**PERFORMANCE STEPS:**
1.  Identify if the material is to be released or disclosed.
2.  Identify the type of information to be released or disclosed.
3.  Apply routing process.
4.  Disclose or release material as approved by FDO.

**REFERENCES:**
1.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
2.  MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
3.  SECNAVINST 5510.34_ Disclosure of Classified Military Information and Controlled Unclassified Information to Foreign Governments, International Organizations, and Foreign Representatives

**CHAINED EVENTS:**

    **INTERNAL SUPPORTED EVENTS:**  SC-INTA-5001

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

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:** Designated Marines that perform Security Cooperation (SC) missions may be required to manage a variety of available appropriations and authorities to allow the team to meet the assigned SC mission. SC unit or element OICs will need to ensure that designated Marines receive the required training to properly use these funds within the appropriate legal authorities.

**MOS PERFORMING:** 0570, 0571

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

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given an in-country fiscal requirement and certification to handle funds,

**STANDARD:** To obtain, allocate, and utilize in accordance with legal and fiscal authorities.

**PERFORMANCE STEPS:**
1. Identify fiscal requirements.
2. Identify fiscal training requirements.
3. Determine available appropriations and authorities.
4. Obtain funds.
5. Safeguard monies.
6. Initiate expenditures as required.
7. Reconcile program expenditures.
8. Submit reports.

**REFERENCES:**
1. Commander's Guidebook for Fiscal Law
2. Partner Strategy Toolkit, https://policyapps.osd.mil/sites/sctools/Pages/Welcome.aspx
3. Title 22 United States Code
4. Chapter 16 Title 10, U.S. Code, Security Cooperation
5. DFARS Defense Federal Acquisition Regulation Supplement
6. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
7. MCO 5710.6_ Marine Corps Security Cooperation
8. MCRP 3-33.03 Security Cooperation
9. NDAA, 2007 National Defense Authorization Act of 1991, Counter-Drug Training Support (NDAA, 2007)
10. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
11. Title 10 United States Code Title 10 - Sec. 2464. Core Logistics Capabilities

**CHAINED EVENTS:**

    **INTERNAL SUPPORTED EVENTS:** SC-INTA-5001

**SC-PLAN-2101:**  Analyze higher guidance

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

**DESCRIPTION:**  A planner will analyze the theater by reviewing higher level guidance, to include DOD and DOS, to build understanding of theater priorities, objectives, constraints and restraints.

**GRADES:**  GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given appropriate higher level guidance.

**STANDARD:**  To determine theater priority objectives, countries, and associated risks to support security cooperation planning.

**PERFORMANCE STEPS:**
 1.  Review relevant national level guidance.
 2.  Review theater level guidance.
 3.  Review country level guidance.
 4.  Review service level documents.

**REFERENCES:**
 1.  Foreign Assistance Act (FAA) of 1961 as amended
 2.  Guidance for Employment of the Force Guidance
 3.  Maritime Security Cooperation Policy
 4.  Presidential Policy Directive 23
 5.  Title 22 United States Code
 6.  Arms Export Control Act of 1976, as amended Arms Export Control Act of 1976, as amended
 7.  CCCP Combatant Command Campaign Plan
 8.  CSSCP Country-Specific Security Cooperation Plan
 9.  DoD Guidance DoD Guidance for Security Cooperation
 10. DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
 11. DoS Department of Stat Joint Regional Strategies
 12. DoS Functional Bureau Strategies DoS Functional Bureau Strategies
 13. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
 14. ICS Integrated Country Strategy
 15. JP 1 Doctrine for the Armed Forces of the United States
 16. JP 3-0 Joint Operations
 17. JP 3-20 Security Cooperation (In Development)
 18. JP 5-0 Joint Operation Planning
 19. JSCP Joint Strategic Capabilities Plan
 20. MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
 21. MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization
 22. MCO 5510.20B Disclosure of Military Information to Foreign Governments and Interests
 23. MCO 5710.6b Marine Corps Security Cooperation
 24. MCSP MARFOR Component Support Plan
 25. MCTP 3-03D Security Cooperation
 26. MOC Marine Corps Operating Concepts

 27. National Defense Strategy National Defense Strategy

28. NSS National Security Strategy (NSS) of the United States
29. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)
30. TITLE 10 United States Code

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**SC-PLAN-2102:**  Analyze available resources

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

**DESCRIPTION:**  The planner will analyze appropriate documentation and identify available resources to support security cooperation objectives.

**GRADES:**  GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given access to appropriate systems and material, understanding of SC programs and authorities.

**STANDARD:**  To determine the impacts on Security Cooperation Planning.

**PERFORMANCE STEPS:**
1. Analyze current and projected force availability.
2. Analyze current and projected fiscal resources and authorities.
3. Identify constraints and restraints of force and fiscal resources.

**REFERENCES:**
1. Foreign Assistance Act (FAA) of 1961 as amended
2. Guidance for Employment of the Force Guidance
3. Maritime Security Cooperation Policy
4. Presidential Policy Directive 23
5. Title 22 United States Code
6. 10 U.S.C. Title 10 U.S. Code
7. Arms Export Control Act of 1976, as amended Arms Export Control Act of 1976, as amended
8. CCCP Combatant Command Campaign Plan
9. CSSCP Country-Specific Security Cooperation Plan
10. DoD Guidance DoD Guidance for Security Cooperation
11. DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
12. DoS Department of Stat Joint Regional Strategies
13. DoS Functional Bureau Strategies DoS Functional Bureau Strategies
14. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
15. ICS Integrated Country Strategy
16. JP 1 Doctrine for the Armed Forces of the United States
17. JP 3-0 Joint Operations
18. JP 3-20 Security Cooperation (In Development)
19. JP 5-0 Joint Operation Planning
20. JSCP Joint Strategic Capabilities Plan
21. MCO 3070.1 Marine Corps Operations Security Program
22. MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization

23. MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
24. MCO 5710.6b Marine Corps Security Cooperation
25. MCSP MARFOR Component Support Plan
26. MCTP 3-03D Security Cooperation
27. MOC Marine Corps Operating Concepts

28. National Defense Strategy National Defense Strategy
29. NMS National Military Strategy (NMS)
30. NSS National Security Strategy (NSS) of the United States
31. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

**PREREQUISITE EVENTS:**  SC-PLAN-2101

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**SC-PLAN-2103:**  Analyze operational environment

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

**DESCRIPTION:**  The planner assesses the OE through analysis of regional dynamics, partner nation/FSF goals, operational culture, adjacent organizational plans, and objectives to build understanding of the operational environment.

**GRADES:**  GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a theater threat assessment, appropriate inter-organizational documentation, and an assessment of partner nation's goals/objectives.

**STANDARD:**  To determine the impacts of operational environment considerations on security cooperation planning theater.

**PERFORMANCE STEPS:**
1. Conduct regional analysis.
2. Analyze Foreign Security Force goals and willingness.
3. Determine operational culture considerations.
4. Determine impacts of adjacent organizations (JIIM) Joint, Interagency, Intergovernmental, Multi-National plans, and activities on mission planning.
5. Determine SC activities that support operational plans.

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. Guidance for Employment of the Force Guidance
4. Maritime Security Cooperation Policy
5. Presidential Policy Directive 23
6. Title 22 United States Code

7.  10 USC Title 10
8.  CCCP Combatant Command Campaign Plan
9.  CSSCP Country-Specific Security Cooperation Plan
10. DoD Guidance DoD Guidance for Security Cooperation
11. DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
12. DoS Department of Stat Joint Regional Strategies
13. DoS Functional Bureau Strategies DoS Functional Bureau Strategies
14. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
15. ICS Integrated Country Strategy
16. JP 1 Doctrine for the Armed Forces of the United States
17. JP 3-0 Joint Operations
18. JP 3-20 Security Cooperation (In Development)
19. JP 5-0 Joint Operation Planning
20. JSCP Joint Strategic Capabilities Plan
21. MCO 3070.1 Marine Corps Operations Security Program
22. MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization
23. MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
24. MCO 5710.6_ Marine Corps Security Cooperation
25. MCSP MARFOR Component Support Plan
26. MCTP 3-03D Security Cooperation
27. MOC Marine Corps Operating Concepts
28. National Defense Strategy National Defense Strategy
29. NMS National Military Strategy (NMS)
30. NSS National Security Strategy (NSS) of the United States
31. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

**PREREQUISITE EVENTS:**
SC-PLAN-2101            SC-PLAN-2102

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**SC-PLAN-2104:**  Conduct a Security Role Analysis

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

**DESCRIPTION:**  The planner must consider all stakeholder objectives in the development of a Desired Security Role and its supporting military tasks and capabilities required to perform.

**GRADES:**  GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a selected objective/country/FSF, authority and Commander's guidance.

**STANDARD:** To ensure stakeholder objectives are incorporated into the Desired Security Role (DSR) assigned to a FSF.

**PERFORMANCE STEPS:**
1. Analyze guidance to determine higher headquarters objectives for FSF.
2. Identify stakeholders.
3. Determine common objectives.
4. Coordinate to align and confirm objectives.
5. Develop Desired Security Role.
6. Seek commander's approval of DSR.
7. Develop Military Tasks to achieve DSR.
8. Develop FSF capability sets in support of each Military/Security Task.

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. Guidance for Employment of the Force Guidance
4. Maritime Security Cooperation Policy
5. Presidential Policy Directive 23
6. Title 22 United States Code
7. 10 U.S.C. Title 10 U.S. Code
8. CCCP Combatant Command Campaign Plan
9. CSSCP Country-Specific Security Cooperation Plan
10. DoD Guidance DoD Guidance for Security Cooperation
11. DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
12. DoS Department of Stat Joint Regional Strategies
13. DoS Functional Bureau Strategies DoS Functional Bureau Strategies
14. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
15. ICS Integrated Country Strategy
16. JP 1 Doctrine for the Armed Forces of the United States
17. JP 3-0 Joint Operations
18. JP 3-20 Security Cooperation (In Development)
19. JP 5-0 Joint Operation Planning
20. JSCP Joint Strategic Capabilities Plan
21. MCO 3070.1 Marine Corps Operations Security Program
22. MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization
23. MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
24. MCO 5710.6_ Marine Corps Security Cooperation
25. MCSP MARFOR Component Support Plan
26. MCTP 3-03D Security Cooperation
27. MOC Marine Corps Operating Concepts
28. National Defense Strategy National Defense Strategy
29. NMS National Military Strategy (NMS)
30. NSS National Security Strategy (NSS) of the United States
31. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

    **PREREQUISITE EVENTS:**
    SC-PLAN-2101               SC-PLAN-2102               SC-PLAN-2103

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:** Stakeholders include all personnel and organizations which may positively or negatively influence the achievement of the objectives (e.g. Country Team, MARFOR, GCC, JIIM, Neighboring countries, etc.).

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**SC-PLAN-2105:** Conduct assessment of foreign security force capabilities

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

**DESCRIPTION:** An assessment team member, in conjunction with the assessment team and FSF, will assess an FSF's current capabilities, conduct analysis to determine capability gaps and associated risk, and provides input to assessment team's baseline assessment report.

**GRADES:** GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:** FORMAL

**CONDITION:** Given a Desired Security Role (DSR), military tasks, required capabilities, a data collection plan for a FSF, and access to a FSF.

**STANDARD:** To determine current ability and willingness of FSF to perform DSR.

**PERFORMANCE STEPS:**
1. Collect data in accordance with data collection plan.
2. Analyze data to determine capability gaps.
3. Conduct gap risk analysis.
4. Develop input to baseline assessment report.

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended
2. Foreign Assistance Act (FAA) of 1961 as amended
3. Guidance for Employment of the Force Guidance
4. Maritime Security Cooperation Policy
5. Presidential Policy Directive 23
6. Title 22 United States Code
7. 10 USC Title 10
8. CCCP Combatant Command Campaign Plan
9. CSSCP Country-Specific Security Cooperation Plan
10. DoD Guidance DoD Guidance for Security Cooperation
11. DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
12. DoS Department of Stat Joint Regional Strategies
13. DoS Functional Bureau Strategies DoS Functional Bureau Strategies
14. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
15. ICS Integrated Country Strategy
16. JP 1 Doctrine for the Armed Forces of the United States
17. JP 3-0 Joint Operations
18. JP 3-20 Security Cooperation (In Development)

19. JP 5-0 Joint Operation Planning
20. JSCP Joint Strategic Capabilities Plan
21. MCO 3070.1 Marine Corps Operations Security Program
22. MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization
23. MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
24. MCO 5710.6_ Marine Corps Security Cooperation
25. MCSP MARFOR Component Support Plan
26. MCTP 3-03D Security Cooperation
27. MOC Marine Corps Operating Concepts
28. National Defense Strategy National Defense Strategy
29. NMS National Military Strategy (NMS)
30. NSS National Security Strategy (NSS) of the United States
31. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

    **PREREQUISITE EVENTS:**

| | | |
|---|---|---|
| SC-PLAN-2101 | SC-PLAN-2102 | SC-PLAN-2103 |
| SC-PLAN-2104 | | |

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:**  A DSR is the role assigned to a FSF after analyzing the common objectives of all stakeholders.  A DSR is a FSF capability statement supported by Military Tasks and associated capabilities, that drives SC initiatives, activities, and actions planned into a long-term SCEP designed to improve FSF capabilities or to build capacity.  The degrees to which an FSF will be assessed are mission specific.  Assessments may occur to inform DSR and SCEP development, to discover FSFs ability to perform a given DSR, or during execution of a SCEP.  Assessments vary in type and scope.

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**SC-PLAN-2106:**  Conduct a Solutions Analysis

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

**DESCRIPTION:**  A Planner conducts a solutions analysis in order to develop a Security Cooperation Engagement Plan (SCEP) to engage a foreign security force (FSF) to address identified capability gaps and enable the FSF to achieve the desired security role.

**GRADES:**  GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given authorities and a FSF assessment report (DSR, Capability Gap Analysis, and Capability Gap Risk Analysis).

**STANDARD:**  To engage a foreign security force (FSF) to address identified capability gaps and enable the FSF to achieve the desired security role.

**PERFORMANCE STEPS:**
1.  Determine capability gap Solutions.
2.  Identify programs and authorities appropriate for capability gap solutions.
3.  Organize capability gap solutions in accordance with available resources (time, fiscal, and forces) and interdependencies.
4.  Develop metrics to measure performance and effectiveness.
5.  Gain approval from supported and higher HQ.
6.  Publish Solutions Analysis data.

**REFERENCES:**
1.   Arms Export Control Act (AECA) of 1976 as amended
2.   Foreign Assistance Act (FAA) of 1961 as amended
3.   Guidance for Employment of the Force Guidance
4.   Maritime Security Cooperation Policy
5.   Presidential Policy Directive 23
6.   Title 22 United States Code
7.   10 U.S.C. Title 10 U.S. Code
8.   CCCP Combatant Command Campaign Plan
9.   CSSCP Country-Specific Security Cooperation Plan
10.  DoD Guidance DoD Guidance for Security Cooperation
11.  DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
12.  DoS Department of Stat Joint Regional Strategies
13.  DoS Functional Bureau Strategies DoS Functional Bureau Strategies
14.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
15.  ICS Integrated Country Strategy
16.  JP 1 Doctrine for the Armed Forces of the United States
17.  JP 3-0 Joint Operations
18.  JP 3-20 Security Cooperation (In Development)
19.  JP 5-0 Joint Operation Planning
20.  JSCP Joint Strategic Capabilities Plan
21.  MCO 3070.1 Marine Corps Operations Security Program
22.  MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization
23.  MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
24.  MCO 5710.6_ Marine Corps Security Cooperation
25.  MCSP MARFOR Component Support Plan
26.  MOC Marine Corps Operating Concepts

27.  National Defense Strategy National Defense Strategy
28.  NMS National Military Strategy (NMS)
29.  NSS National Security Strategy (NSS) of the United States
30.  SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

    **PREREQUISITE EVENTS:**

| | | |
|---|---|---|
| SC-PLAN-2101 | SC-PLAN-2102 | SC-PLAN-2103 |
| SC-PLAN-2104 | SC-PLAN-2105 | |

**SC-PLAN-2107:**  Develop Security Cooperation Engagement Plan

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

**DESCRIPTION:**  A Planner develops a long-term plan to engage a foreign security force (FSF) to address identified capability gaps and enable the FSF to achieve the desired security role.

**GRADES:**  GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given authorities, desired security role with solutions analysis, and a forecasted resource picture,

**STANDARD:**  To engage a foreign security force (FSF) to address identified capability gaps and enable the FSF to achieve the desired security role.

**PERFORMANCE STEPS:**
 1.  Develop SCEP background.
 2.  Develop SCEP Executive Summary.
 3.  Develop SCEP Concept of Engagement.
 4.  Develop SCEP Enclosures.
 5.  Publish the SCEP.

**REFERENCES:**
 1.   Arms Export Control Act (AECA) of 1976 as amended
 2.   Foreign Assistance Act (FAA) of 1961 as amended
 3.   Guidance for Employment of the Force Guidance
 4.   Maritime Security Cooperation Policy
 5.   Presidential Policy Directive 23
 6.   Title 22 United States Code
 7.   10 U.S.C. Title 10 U.S. Code
 8.   CCCP Combatant Command Campaign Plan
 9.   CSSCP Country-Specific Security Cooperation Plan
 10.  DoD Guidance DoD Guidance for Security Cooperation
 11.  DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
 12.  DoS Department of Stat Joint Regional Strategies
 13.  DoS Functional Bureau Strategies DoS Functional Bureau Strategies
 14.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
 15.  ICS Integrated Country Strategy
 16.  JP 1 Doctrine for the Armed Forces of the United States
 17.  JP 3-0 Joint Operations
 18.  JP 5-0 Joint Operation Planning
 19.  JSCP Joint Strategic Capabilities Plan
 20.  MCO 3070.1 Marine Corps Operations Security Program
 21.  MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization
 22.  MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
 23.  MCO 5710.6_ Marine Corps Security Cooperation

24. MCSP MARFOR Component Support Plan
25. MCTP 3-03D Security Cooperation
26. MOC Marine Corps Operating Concepts
27. National Defense Strategy National Defense Strategy
28. NMS National Military Strategy (NMS)
29. NSS National Security Strategy (NSS) of the United States
30. SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

    **PREREQUISITE EVENTS:**

| | | |
|---|---|---|
| SC-PLAN-2101 | SC-PLAN-2102 | SC-PLAN-2103 |
| SC-PLAN-2104 | SC-PLAN-2105 | SC-PLAN-2106 |

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:**  A DSR is the role assigned to a FSF after analyzing the common objectives of all stakeholders.  A DSR is a FSF capability statement supported by Military Tasks and associated capabilities, that drives SC initiatives, activities, and actions planned into a long-term SCEP designed to improve FSF capabilities or to build capacity.  Background includes information from the assessments conducted (Organizational, Institutional, Operational, Environmental); a summary to provide context.

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**SC-PLAN-2108:**  Coordinate security cooperation engagement plan implementation with stakeholders

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

**DESCRIPTION:**  A planner negotiates with stakeholders to implement a long-term plan to engage a foreign security force (FSF) to address identified capability gaps and enable the FSF to achieve the desired security role.

**GRADES:**  GYSGT, MSGT, MGYSGT, CAPT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a SCEP, resources, and identified stakeholders,

**STANDARD:**  To ensure stakeholders' commitment to the long-term engagement plan.

**PERFORMANCE STEPS:**
1. Coordinate SCEP execution with stakeholders.
2. Determine feasibility of stakeholder support.
3. Establish Memorandums of Agreement/Understanding, as required.
4. Adjust plan, as required.
5. Input planned events into system (s) of record (e.g. G-TSCMIS).

**REFERENCES:**
1. Arms Export Control Act (AECA) of 1976 as amended

2. Foreign Assistance Act (FAA) of 1961 as amended
3. Guidance for Employment of the Force Guidance
4. Maritime Security Cooperation Policy
5. Presidential Policy Directive 23
6. Title 22 United States Code
7. 10 U.S.C. Title 10 U.S. Code
8. CCCP Combatant Command Campaign Plan
9. CSSCP Country-Specific Security Cooperation Plan
10. DoD Guidance DoD Guidance for Security Cooperation
11. DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
12. DoS Department of Stat Joint Regional Strategies
13. DoS Functional Bureau Strategies DoS Functional Bureau Strategies
14. DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
15. ICS Integrated Country Strategy
16. JP 1 Doctrine for the Armed Forces of the United States
17. JP 3-0 Joint Operations
18. JP 3-20 Security Cooperation (In Development)
19. JP 5-0 Joint Operation Planning
20. JSCP Joint Strategic Capabilities Plan
21. MCO 3070.1 Marine Corps Operations Security Program
22. MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization
23. MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
24. MCO 5710.6_ Marine Corps Security Cooperation
25. MCSP MARFOR Component Support Plan
26. MCTP 3-03D Security Cooperation
27. MOC Marine Corps Operating Concepts

28. National Defense Strategy National Defense Strategy
29. NMS National Military Strategy (NMS)
30. NSS National Security Strategy (NSS) of the United States
31. SECNAVIST 4950.4B Joint Security Cooperation and Training

**CHAINED EVENTS:**

    **PREREQUISITE EVENTS:**

| SC-PLAN-2101 | SC-PLAN-2101 | SC-PLAN-2102 |
| SC-PLAN-2102 | SC-PLAN-2103 | SC-PLAN-2103 |
| SC-PLAN-2104 | SC-PLAN-2105 | SC-PLAN-2106 |
| SC-PLAN-2107 | SC-PLAN-2109 | SC-PLAN-2109 |

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**SC-PLAN-2109:**  Obtain security cooperation engagement plan resources

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

**DESCRIPTION:**  A planner secures resources to implement a long-term plan to engage a foreign security force (FSF) to fill identified capability gaps and enable the FSF to achieve the desired security role.

**GRADES:**  MSGT, MGYSGT, MAJ, LTCOL, COL

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given authorities and a long-term engagement plan,

**STANDARD:**  To enable the engagement of a foreign security forces (FSF) to fill identified capability gaps and enable the FSF to achieve the desired security role.

**PERFORMANCE STEPS:**
1.  Identify fiscal and force resource shortfalls.
2.  Request required forces in accordance with (IAW) Global Force Management process, and other processes.
3.  Request required fiscal resources IAW Program Objective Memorandum (POM), and other appropriate departmental, joint and interagency processes.
4.  Adjust engagement plan based on provided resources.

**REFERENCES:**
1.  Arms Export Control Act (AECA) of 1976 as amended
2.  Foreign Assistance Act (FAA) of 1961 as amended
3.  Guidance for Employment of the Force Guidance
4.  Maritime Security Cooperation Policy
5.  Presidential Policy Directive 23
6.  Title 22 United States Code
7.  10 U.S.C. Title 10 U.S. Code
8.  CCCP Combatant Command Campaign Plan
9.  CSSCP Country-Specific Security Cooperation Plan
10.  DoD Guidance DoD Guidance for Security Cooperation
11.  DoDI 5132014 Assessment, Monitoring, and Evaluation for the Security Cooperation Enterprises
12.  DoS Department of Stat Joint Regional Strategies
13.  DoS Functional Bureau Strategies DoS Functional Bureau Strategies
14.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
15.  ICS Integrated Country Strategy
16.  JP 1 Doctrine for the Armed Forces of the United States
17.  JP 3-0 Joint Operations
18.  JP 3-20 Security Cooperation (In Development)
19.  JP 5-0 Joint Operation Planning
20.  JSCP Joint Strategic Capabilities Plan
21.  MCO 3070.1 Marine Corps Operations Security Program
22.  MCO 3120.12 Marine Corps Global Force Management (GFM) and Force Synchronization
23.  MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
24.  MCO 5710.6_ Marine Corps Security Cooperation
25.  MCSP MARFOR Component Support Plan
26.  MCTP 3-03D Security Cooperation
27.  MOC Marine Corps Operating Concepts
28.  National Defense Strategy National Defense Strategy
29.  NMS National Military Strategy (NMS)
30.  NSS National Security Strategy (NSS) of the United States
31.  SECNAVINST 4950.4B Joint Security Cooperation and Education Training Regulation (Jun 07)

**CHAINED EVENTS:**

    **PREREQUISITE EVENTS:**

| | | |
|---|---|---|
| SC-PLAN-2101 | SC-PLAN-2101 | SC-PLAN-2102 |
| SC-PLAN-2102 | SC-PLAN-2103 | SC-PLAN-2103 |
| SC-PLAN-2104 | SC-PLAN-2105 | SC-PLAN-2106 |
| SC-PLAN-2107 | | |

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**SC-SA-2101:**  Manage international military students assigned to Marine Corps schools.

**EVALUATION-CODED:**  NO    **SUSTAINMENT INTERVAL:**  0 Indefinite

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

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a training requirement,

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

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

**REFERENCES:**
1.  Arms Export Control Act (AECA) of 1976 as amended
2.  Foreign Assistance Act (FAA) of 1961 as amended
3.  DOD 7000.14R Financial Management Regulation, Vol 15
4.  DSCA Manual 5101.38-M Security Assistance Management Manual (Current Version)
5.  MCO 5710.6b Marine Corps Security Cooperation
6.  SECNAVIST 4950.4B Joint Security Cooperation and Training

**CHAINED EVENTS:**

    **INTERNAL SUPPORTED EVENTS:**  SC-SA-8001

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:**  Training provided by the Defense Institute for Security Assistance Management.  Coordinate formal training for this event through U.S. Marine Corps Security Cooperation Group, Security Assistance Branch, at commercial (757) 962-4430, x2279; DSN 438-4430, x2279.

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**SC-TRNG-2101:**  Develop a foreign security force unit training plan

**EVALUATION-CODED:** NO          **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Based on identified training objectives from higher, Security Cooperation (SC) trainers and advisors must develop a FSF training plan for the unit to execute training that meets identified objectives and associated requirements.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a SC mission, a designated FSF unit, and identified training objectives,

**STANDARD:**  To establish the strategy to meet the assigned training objective and associated training requirements.

**PERFORMANCE STEPS:**
1.  Create a SC mission statement to meet FSF-desired security role.
2.  Select engagement objectives to mitigate FSF unit capability gaps using a training solution.
3.  Develop possible courses of action.
4.  Develop CONOPS/Solutions.
5.  Identify milestones.
6.  Identify requirements for instructional procedures and required materials.
7.  Identify effects of FSF cultural, doctrinal, and organizational differences on intended training.
8.  Identify requirements for trainers, interpreters, and evaluators.
9.  Identify logistical and background preparation requirements.
10. Identify legal considerations.
11. Identify operational security (OPSEC) requirements.
12. Identify information-sharing guidelines with FSF.
13. Codify the proposed FSF unit training plan.
14. Negotiate proposed training plan with FSF unit leadership.
15. Scrutinize negotiated training plan to ensure compliance and nesting with US orders and directives.
16. Publish the plan.

**REFERENCES:**
1.  FM 3-07 Stability Operations
2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3.  MCIP 3-33.01 Small Unit Leader's Guide to Counterinsurgency

4.   MCIP 3-44.01 Applied Language, Regional Expertise, and Culture for
     Expeditionary Operations
5.   MCO 1553.3_ Unit Training Management (UTM) Program
6.   MCO 3070.2_ The Marine Corps Operations Security (OPSEC) Program
7.   MCO 5510.20_ Disclosure of Military Information to Foreign Governments
     and Interests
8.   MCO 5710.6b Marine Corps Security Cooperation
9.   MCO P3500.72_ Marine Corps Ground Training and Readiness (T&R) Program
10.  MCRP 3-33.03 Security Cooperation
11.  MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for
     Advising Foreign Forces
12.  MCTP 8-10A Unit Training Management Guide
13.  NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems
     Approach to Training and Education Handbook
14.  NAVMC 1553.3_ Unit Training Management
15.  OPNAVINST 3500.39a/MCO 3500.27 Operational Risk Management

**CHAINED EVENTS:**

   **INTERNAL SUPPORTED EVENTS:**  SC-TRNG-5001

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**SC-TRNG-2102:**  Develop a foreign security force training support package

**EVALUATION-CODED:**  NO       **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Security Cooperation (SC) trainers and advisors must develop
and publish a TSP to direct and support the implementation of a scheduled FSF
training event from the FSF unit training plan.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a SC mission, a designated FSF unit, and a published FSF
unit training plan,

**STANDARD:**  To direct and support the conduct of a FSF unit training event by
the unit to meet the assigned training objective and established training
requirements.

**PERFORMANCE STEPS:**
1.  Review training plan for FSF unit/individual training events to be
    conducted.
2.  Determine ways to shape TSP components based on FSF cultural, doctrinal,
    and organizational frameworks to mitigate differences.
3.  Determine ways to shape Training Support Package components to address
    legal considerations, operational security, and information-sharing
    guidelines.
4.  Develop associated training guides.
5.  Develop associated performance evaluation checklists and guides.
6.  Develop range scheme-of-maneuver, as applicable.
7.  Develop operational risk assessment worksheets.

8.  Publish the training plan.

**REFERENCES:**
1.  FM 3-07  Stability Operations
2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3.  MCIP 3-33.01 Small Unit Leader's Guide to Counterinsurgency
4.  MCO 1553.3_ Unit Training Management (UTM) Program
5.  MCO 5510.20_ Disclosure of Military Information to Foreign Governments and Interests
6.  MCO 5710.6b Marine Corps Security Cooperation
7.  MCO P3500.72_ Marine Corps Ground Training and Readiness (T&R) Program
8.  MCRP 3-33.03 Security Cooperation
9.  MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
10. MCTP 8-10A Unit Training Management Guide
11. MCWP 3-33.5  Counterinsurgency Operations
12. NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook
13. NAVMC 1553.3_ Unit Training Management
14. OPNAVINST 3500.39a/MCO 3500.27 Operational Risk Management

**CHAINED EVENTS:**

   **PREREQUISITE EVENTS:**  SC-TRNG-2101

   **INTERNAL SUPPORTED EVENTS:**  SC-TRNG-5001

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**SC-TRNG-2103:**  Conduct Foreign Security Force Training

**EVALUATION-CODED:**  NO          **SUSTAINMENT INTERVAL:**  0 Indefinite

**DESCRIPTION:**  Advisors and trainers must be able to direct, control, lead and guide the transfer of both U.S. and Foreign Security Force's (FSF) doctrine, tactics, techniques and procedures (TTP) to achieve the desired end-state of improving FSF capabilities across the operational and institutional functional areas.

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

**INITIAL TRAINING SETTING:**  FORMAL

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

**STANDARD:**  To achieve improvement in FSF capabilities.

**PERFORMANCE STEPS:**
1.  Prepare for instruction (Analyze TPD, design, and develop curriculum/training.
2.  Present instruction/conduct training.
3.  Evaluate FST performance.
4.  Interpret results.

5.  Remediate, as required.
6.  Report results.

**REFERENCES:**
1.  McSwain, C.F. The Operational Planning Factors of Culture and Religion, Naval War College, Newport, RI, May 2002
2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3.  JCISFA Document dtd 1 Dec 2009 SFA Planner's Guide:  FSF Force Development.
4.  JP 3-22 Foreign Internal Defense
5.  MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
6.  MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
7.  MCWP 3-02 Insurgencies and Countering Insurgencies
8.  NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook
9.  Operational Culture and Language MCIP Operational Culture and Language MCIP
10. Relevant CAOCL region, country, or society handbook or curriculum Relevant CAOCL region, country, or society handbook or curriculum.
11. Relevant country Fact Book from the Central Intelligence Agency World. NAVMC 3500.65 Relevant country Fact Book from the Central Intelligence Agency World.  NAVMC 3500.65
12. Relevant MCIA country handbook. Relevant MCIA country handbook.

**CHAINED EVENTS:**

**PREREQUISITE EVENTS:**
SC-TRNG-2101                SC-TRNG-2102

**INTERNAL SUPPORTED EVENTS:**  SC-TRNG-5001

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**SC-TRNG-2104:**  Conduct FSF live-fire training actions

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

**DESCRIPTION:**  Security Cooperation (SC) advisors and trainers must be able to conduct live-fire range and post-range actions before they can transfer the associated knowledge and skills to their FSF counterparts, and enable them to safely train their weapons systems.

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

**INITIAL TRAINING SETTING:**  FORMAL

**CONDITION:**  Given a SC mission to train a Foreign Security Force (FSF), a training area, a training support package, and a FSF unit with FSF weapon systems,

**STANDARD:**  To enable the training cadre to transfer the knowledge and skill to the FSF that supports their ability to implement a live-fire training event.

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

**REFERENCES:**
1.  Center for Army Lessons Learned, Combat Advisor Handbook No, 08-21, April 2008
2.  Department of Defense Directive (DODD) 4715.12 Environmental and Explosives Safety Management on Operational Ranges Outside the United States
3.  DLI Language Survival Guide
4.  DPAM 385/63 Range Safety
5.  FM 31-73 Special Forces Advisor Guide
6.  FMFRP 12-15
     Small Wars Manual


7.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
8.  MCIA Country Handbook
9.  MCO 3570.1_ RANGE SAFETY
10. MCO 8025.1_ Class V (W) Malfunction and Defect Reporting
11. MCRP 3-33.1B Multi-Service Techniques for Civil Affairs Support to Populace and Resource Control
12. MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
13. MCWP 3-33.5  Counterinsurgency Operations
14. NAVMC 3500.65A CAOCL T&R
15. Operational Culture and Language MCIP Operational Culture and Language MCIP
16. Relevant CAOCL region, country, or society handbook or curriculum Relevant CAOCL region, country, or society handbook or curriculum.

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**SC-WPNS-2101:**  Operate a Foreign Security Forces' weapon system.

**EVALUATION-CODED:**  NO          **SUSTAINMENT INTERVAL:**  0 Indefinite

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

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

**INITIAL TRAINING SETTING:**  FORMAL

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

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

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

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

**CHAINED EVENTS:**

 **PREREQUISITE EVENTS:**
  SC-TRNG-2101              SC-TRNG-2102              SC-TRNG-2103

 **INTERNAL SUPPORTED EVENTS:**  SC-TRNG-5001

**SUPPORT REQUIREMENTS:**

 **ORDNANCE:**

| DODIC | QUANTITY |
|---|---|
| A059 Cartridge, 5.56mm Ball M855 10/Clip | 40 rounds per student |
| A062 Cartridge, 5.56mm Ball M855 Linked | 10 rounds per student |

| | |
|---|---|
| A130 Ctg, 7.62mm Ball (Clip) M59 | 20 rounds per student |
| A143 Cartridge, 7.62mm Ball M80 Linked | 30 rounds per student |
| ANS1 Cartridge, 7.62x39mm Ball Unlinked Non-Standard | 50 rounds per student |
| B104 Ctg, 30mm HEI | 30 rounds per student |
| DSHK 12.7mm x 108, Live | 30 rounds per student |
| Z205- Cartridge, 7.62x54mm Ball | 40 rounds per student |

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:**
1.  The advisor team must be capable of performing this event as well as training or advising a FSF in executing the event.
2.  Mission analysis will determine if Marines require training on foreign weapons. Although not all encompassing, the following is a list of common foreign weapons that the advisor may encounter:  AK-Series weapons, FAL-series weapons, G-3, G36, RPK, RPD, Galil, Tavor, SVD, PK-Series, M-60, Negev, and the Tokarev.
Individual Ordnance Per Weapon System:
AK    ANS1 Cartridge, 7.62x39mm Ball Unlinked   10
PKM   Z205 Cartridge, 7.62x54R Ball Unlinked    30
FAL   A130 Cartridge, 7.62 Ball M80 Cpld  10
SVD   Z205 Cartridge, 7.62x54R Ball Unlinked    10
DshK  Cartridge, 12.7x108mm Ball Unlinked 30
RPD   ANS1 Cartridge, 7.62x39mm Ball Unlinked   30
G3    A130 Cartridge, 7.62 Ball M80 Cpld  10
GALIL A059 5.56mm Ball M855 10/Clip          10
TAVOR A059 5.56mm Ball M855 10/Clip          10
NEGEV A059 5.56mm Ball M855 10/Clip &     10
A062 Cartridge, 5.56mm M855 Linked        10
AGS-17      Catridge, 30mm HE Linked            30
M60   A143 Cartridge, 7.62mm Ball M80 Linked    30
G36   A059 5.56mm Ball M855 10/Clip          10
RPK   ANS1 Cartridge, 7.62x39mm Ball Unlinked   10

CHAPTER 5

LREC METL MATRIX

CHAPTER 5

LREC METL MATRIX

**5000. LREC MARINE CORPS TASKS MATRIX**

1.  LREC is a functional area, rather than a unit or community, and therefore does not contain a METL. The LREC events (individual and/or collective) contained in this manual support the Marine Corps' ability to produce many of the capabilities identified in the Marine Corps Task List. The table below lists some of the MCTs most commonly utilized as Core, Core Plus, and Assigned METs that map to LREC collective events.

2.  Marine Corps Tasks Requiring LREC Capability

| | |
|---|---|
| MCT 1.6.1 | Conduct Offensive Operations |
| MCT 1.14 | Conduct Stability Operations |
| MCT 1.12.6 | Conduct Enabling Operations |
| MCT 1.13.2 | Conduct NEO |
| MCT 1.3.2 | Conduct Amphibious Operations |
| MCT 1.6.4 | Conduct Defensive Operations |
| MCT 1.15.1 | Conduct Civil Affairs (CA) Operations |
| MCT 1.15.1.2 | Facilitate Foreign Humanitarian Assistance (SPMAGTF/MEU) |
| MCT 1.17 | Develop Partner Nation Forces |
| MCT 1.18 | Conduct COIN |
| MCT 1.20 | Conduct FID |
| MCT 3.2.7 | Conduct Battlespace Shaping Operations |
| MCT 5.4 | Conduct Information Operations (IO) |
| MCT 5.5.1 | JIIM |
| MCT 5.5.5 | Conduct Security Cooperation |
| MCT 5.7 | Exercise Command and Control of Air and Ground Forces |

**5001. MARINE CORPS TASKS TO COLLECTIVE EVENT MAPPING**. The below table lists MCT's that require significant LREC capability and are commonly found as Core, Core Plus, and Assigned Mission Essential Tasks and correlating collective events.

<u>**MISSION ESSENTIAL TASK**</u>

| MCT 1.6.1 Conduct Offensive Operations | |
|---|---|
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |

| | |
|---|---|
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |

| MCT 1.14 Conduct Stability Operations | |
|---|---|
| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |

| MCT 1.12.6 Conduct Enabling Operations | |
|---|---|
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |

| MCT 1.13.2 Conduct NEO | |
|---|---|
| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |

| MCT 1.3.2 Conduct Amphibious Operations | |
|---|---|
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |

| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |

**MCT 1.6.4 Conduct Defensive Operations**

| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into Operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |

**MCT 1.15.1 Conduct Civil Affairs (CA) Operations**

| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |

**MCT 1.15.1.2 Facilitate Foreign Humanitarian Assistance (SPMAGTF/MEU)**

| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |

**MCT 1.17 Develop Partner Nation Forces**

| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |

| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |
|  |  |

| MCT 1.18 Conduct COIN | |
| --- | --- |
| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |
|  |  |

| MCT 1.20 Conduct FID | |
| --- | --- |
| CE-LREC-PLAN-9001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |
|  |  |

| MCT 3.2.7 Conduct Battlespace Shaping Operations | |
| --- | --- |
| CE-LREC-PLAN-9001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
|  |  |

| MCT 5.4 Conduct Information Operations (IO) | |
| --- | --- |
| CE-LREC-PLAN-9001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |

| | |
|---|---|
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |
| | |
| **MCT 5.5.1 JIIM** | |
| CE-LREC-PLAN-9001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |
| | |
| **MCT 5.5.5 Conduct Security Cooperation** | |
| CE-LREC-PLAN-9001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-COMM-8001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-8001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-COMM-7001 | Mitigate cross-cultural communication barriers. |
| LREC-OPS-7001 | Incorporate Language, Regional Expertise, and Cultural knowledge into operations. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-7001 | Mitigate the effects of culture shock. |
| | |
| **MCT 5.7 Exercise Command and Control of Air and Ground Forces** | |
| CE-LREC-PLAN-9001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-PLAN-8001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |
| LREC-SHCK-8001 | Mitigate the effects of culture shock. |
| LREC-PLAN-7001 | Incorporate regional and cultural knowledge into the Marine Corps Planning Process. |

| LREC-SHCK-7001 | Mitigate the effects of culture shock. |

SC AND LREC T&R MANUAL

CHAPTER 6

LREC COLLECTIVE EVENTS

CHAPTER 6

LREC COLLECTIVE EVENTS

**6000. PURPOSE.** Chapter 6 contains LREC collective training events that, because the integration of LREC into all Marine Corps planning and operations is essential, should be incorporated into METL based unit training plans. Community and unit T&R manuals should, to the maximum extent possible, import the collective events contained in this manual to ensure references and standards are in consonance with the joint community. Consistency in LREC training standards enables the USMC, through the Force Generation process, to deploy mission-capable forces in support of Combatant Commander requirements.

**6001. EVENT CODING.** Events in this T&R Manual are depicted with an up to 12-character, 3-field alphanumeric system, i.e. XXXX-XXXX-XXXX. This chapter utilizes the following methodology:

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

Code | Description
LREC | Language, Regional Expertise, and Culture

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

Code | Description
COMM | Communication
OPS  | Operations
PLAN | Planning
SHCK | Shock

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

Code | Description
8000 | Regiment Level
7000 | Battalion Level
6000 | Company Level
5000 | Platoon Level
4000 | Squad Level
3000 | Fire team Level

**6002. INDEX OF COLLECTIVE EVENTS**

| Event Code | E-Coded | Event |
|---|---|---|
| **8000 Level Events** | | |
| LREC-COMM-8001 | NO | Mitigate Cross-Cultural Communication Barriers |

| LREC-OPS-8001 | YES | Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations |
|---|---|---|
| LREC-PLAN-8001 | YES | Incorporate Regional and Cultural Knowledge into the Marine Corps Planning Process |
| LREC-SHCK-8001 | NO | Mitigate the Effects of Culture Shock |
| **7000 Level Events** | | |
| LREC-COMM-7001 | NO | Mitigate Cross-Cultural Communication Barriers |
| LREC-OPS-7001 | YES | Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations |
| LREC-PLAN-7001 | YES | Incorporate Regional and Cultural Knowledge into the Marine Corps Planning Process |
| LREC-SHCK-7001 | NO | Mitigate the Effects of Culture Shock |
| **6000 Level Events** | | |
| LREC-COMM-6001 | NO | Mitigate Cross-Cultural Communication Barriers |
| LREC-OPS-6001 | YES | Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations |
| LREC-PLAN-6001 | YES | Incorporate Regional and Cultural Knowledge into the Orders Process |
| LREC-SHCK-6001 | NO | Mitigate the Effects of Culture Shock |
| **5000 Level Events** | | |
| LREC-COMM-5001 | NO | Mitigate Cross-Cultural Communication Barriers |
| LREC-OPS-5001 | NO | Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations |
| LREC-PLAN-5001 | NO | Incorporate Regional and Cultural Knowledge into the Orders Process |
| LREC-SHCK-5001 | NO | Mitigate the Effects of Culture Shock |
| **4000 Level Events** | | |
| LREC-COMM-4001 | NO | Mitigate Cross-Cultural Communication Barriers |
| LREC-OPS-4001 | NO | Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations |
| LREC-PLAN-4001 | NO | Incorporate Regional and Cultural Knowledge into the Orders Process |
| LREC-SHCK-4001 | NO | Mitigate the Effects of Culture Shock |
| **3000 Level Events** | | |
| LREC-COMM-3001 | NO | Mitigate Cross-Cultural Communication Barriers |
| LREC-OPS-3002 | NO | Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations |
| LREC-PLAN-3001 | NO | Incorporate Regional and Cultural Knowledge into the Orders Process |
| LREC-SHCK-3001 | NO | Mitigate the Effects of Culture Shock |

**6003. 8000 - LEVEL EVENTS LIST**

**LREC-COMM-8001:** Mitigate Cross-Cultural Communication Barriers

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.13.2 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | |

**EVALUATION-CODED:** NO          **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:**  In many locations and for many missions, Marines will need to communicate with a population and partner forces who speak a foreign language.  Marines will need to be prepared to mitigate the effects of this language barrier through a variety of actions, to include identifying and using relevant cross-cultural communication skills, to include non-verbal communication, incorporating cultural advisors and interpreters into unit operations, and instructing Marines on mission-essential language.

**CONDITION:**  Given a foreign population, partner forces, and/or operational environment,

**STANDARD:**  In order to mitigate language barriers.

**EVENT COMPONENTS:**
1.  Conduct mission analysis.
2.  Identify language capability gaps.
3.  Identify organic and non-organic resources for addressing language barriers.
4.  Promulgate directives and/or guidance.
5.  Develop a plan to mitigate cross-cultural communication barriers, not limited to: interpreters, nonverbal skills, mission essential language instruction and training, and human language technologies.
6.  Implement cross cultural communication plan.
7.  Evaluate these plans over time and incorporate additional communication measures as necessary.

**REFERENCES:**
1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3.  MCIP 3-03Di Security Cooperation

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  Completion of CAOCL's Conduct Non-Verbal Communication, Employ Mission Essential Words and Phrases, Communicate Through an Interpreter, and Conduct Cross-Cultural Interaction classes satisfy this event.  "Resources for addressing language barriers", includes but is not limited to: RCLF, FAS, FAO, RAS, CA attachment, IO attachment, and/or unit intelligence section (as required).

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**LREC-OPS-8001:**  Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 3.2.7 | MCT 5.4 | MCT 5.5.1 |
| MCT 5.5.5 | | |

**EVALUATION-CODED:**  YES     **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  Each new area or mission will involve people, and Marine units will need to use cross-cultural information, concepts, and skills to understand and interact with a full range of people in the operating environment including, but not limited to: the local population, partner forces, non-profit, and non-governmental organizations or other United States Government agencies

**CONDITION:**  Given a foreign population, partner forces, operational environment, and/or higher headquarters operations order,

**STANDARD:**  In order to achieve operational objectives.

**EVENT COMPONENTS:**
1.  Plan for cultural considerations and analysis.
2.  Manage cross-cultural communication effects (as required).
3.  Mitigate the effects of culture shock.
4.  Manage the effects of operations on the population (as required).
5.  Assess the populations attitudes/behaviors.
6.  Evaluate the effectiveness of operations.
7.  Adjust operations as necessary.

**REFERENCES:**
1.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2.  JP 3-07 Stability
3.  JP 3-08 Interorganizational Cooperation
4.  JP 3-13 Information Operations
5.  JP 3-13.2 Military Information Support Operations
6.  JP 3-22 Foreign Internal Defense
7.  JP 3-24 Counterinsurgency
8.  JP 3-29 Foreign Humanitarian Assistance
9.  JP 3-57 Civil-Military Operations
10.  MCIP 3-03.1i Maritime Stability Operations
11.  MCRP 3-03A.1 Civil Affairs Tactics, Techniques, and Procedures
12.  MCRP 3-03A.2 Multi-Service Techniques for Civil Affairs Support to Foreign Humanitarian Assistance
13.  MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
14.  MCTP 3-03A Marine Air-Ground Task Force Civil-Military Operations
15.  MCWP 3-02 Insurgencies and Countering Insurgencies
16.  MCWP 3-03 Stability Operations
17.  MCWP 3-32 MAGTF Information Operations
18.  MCWP 5-10 Marine Corps Planning Process (MCPP)

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**LREC-PLAN-8001:**  Incorporate Regional and Cultural Knowledge into the Marine Corps Planning Process

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.13.2 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |

MCT 1.20          MCT 1.6.1          MCT 3.2.7
MCT 5.4           MCT 5.5.1          MCT 5.5.5
MCT 5.7

**EVALUATION-CODED:**  YES      **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  In order to develop a refined view of the operational environment, Marines will need to examine the range of individuals, groups, and populations by employing cross-cultural information, concepts, and skills in each step of MCPP.  This event enables the Commander and staff to more effectively visualize and characterize the operational environment.

**CONDITION:**  Given a population and/or partner forces, operational environment, mission, and/or commander's intent.

**STANDARD:**  In order to ensure the operation order is informed by cultural considerations in accordance with MCWP 5.1.

**EVENT COMPONENTS:**
 1.  Identify operationally relevant cultural aspects and considerations.
 2.  Analyze these cultural aspects and considerations that affect course of action development.
 3.  Incorporate these cultural aspects and considerations into courses of action development.
 4.  Incorporate these cultural aspects and considerations into course of action war gaming.
 5.  Ensure these cultural aspects and considerations are weighted in course of action comparison/decision.
 6.  Incorporate these cultural aspects and considerations into orders development.
 7.  Ensure higher and subordinate Commanders have a clear understanding of cultural aspects and considerations on the concept of operations.

**REFERENCES:**
 1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
 2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
 3.  MSTP Pamphlet 2-0.1 Red Cell - Green Cell

**MISCELLANEOUS:**

  **ADMINISTRATIVE INSTRUCTIONS:**  When identifying "operationally relevant cultural aspects and considerations", assess those factors in the operational environment including, but not limited to: political structure, social structure, exchange, belief systems, and human-environment interaction that are aiding or impeding the force's efforts.

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**LREC-SHCK-8001:**  Mitigate the Effects of Culture Shock

**SUPPORTED MET(S):**
MCT 1.12.6        MCT 1.14           MCT 1.15.1
MCT 1.15.1.2      MCT 1.17           MCT 1.18

MCT 1.20          MCT 1.6.1          MCT 1.6.4
MCT 5.4           MCT 5.5.1          MCT 5.5.5
MCT 5.7

**EVALUATION-CODED:**  NO     **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  Cross-cultural interactions in an operational environment may lead to culture shock in individuals.  Marines will need to identify a plan to mitigate these effects throughout the unit.  Marine units are encouraged to implement a unit-wide program to recognize the symptoms of culture shock and reduce the effects of culture shock on readiness; establish a team climate that acknowledges culture shock as a health readiness and leadership issue and one that encourages individuals to assess the culture shock levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may need help due to culture shock.

**CONDITION:**  Given a foreign population, partner forces, and/or operational environment.

**STANDARD:**  In order to meet operational requirements.

**EVENT COMPONENTS:**
1.  Identify resources for understanding culture shock.
2.  Promulgate directives and/or guidance.
3.  Assign roles and responsibilities within the unit to observe, identify, report, and mitigate culture shock.
4.  Implement culture shock mitigation plan.
5.  Evaluate the effectiveness of the culture shock mitigation plan.
6.  Adjust culture shock mitigation plan as required.

**REFERENCES:**
1.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2.  MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  Resources for understanding culture shock include RCLF-certified Marines, CAOCL instructors, and other knowledgeable resources.


**6004.  7000 - LEVEL EVENTS LIST**


**LREC-COMM-7001:**  Mitigate Cross-Cultural Communication Barriers

**SUPPORTED MET(S):**
MCT 1.13.2        MCT 1.14           MCT 1.15.1
MCT 1.15.1.2      MCT 1.17           MCT 1.18
MCT 1.20          MCT 3.2.7          MCT 5.4
MCT 5.5.1         MCT 5.5.5

**EVALUATION-CODED:** NO    **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:** In many locations and for many missions, Marines will need to communicate with a population and partner forces who speak a foreign language. Marines will need to be prepared to mitigate the effects of this language barrier through a variety of actions, to include identifying and using relevant cross-cultural communication skills, to include non-verbal communication, incorporating cultural advisors and interpreters into unit operations, and instructing Marines on mission-essential language.

**CONDITION:** Given a foreign population, partner forces, and/or operational environment,

**STANDARD:** In order to mitigate language barriers.

**EVENT COMPONENTS:**
1. Conduct mission analysis.
2. Identify language capability gaps.
3. Identify organic and non-organic resources for addressing language barriers.
4. Promulgate directives and/or guidance.
5. Develop a plan to mitigate cross-cultural communication barriers, not limited to: interpreters, nonverbal skills, mission essential language instruction and training, and human language technologies.
6. Implement cross cultural communication plan.
7. Evaluate these plans over time and incorporate additional communication measures as necessary.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:** Completion of CAOCL's Conduct Non-Verbal Communication, Employ Mission Essential Words and Phrases, Communicate Through an Interpreter, and Conduct Cross-Cultural Interaction classes satisfy this event. "Resources for addressing language barriers", includes but is not limited to: RCLF, FAS, FAO, RAS, CA attachment, IO attachment, and/or unit intelligence section (as required).

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**LREC-OPS-7001:** Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 3.2.7 | MCT 5.4 | MCT 5.5.1 |
| MCT 5.5.5 | | |

**EVALUATION-CODED:** YES      **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:** Each new area or mission will involve people, and Marine units will need to use cross-cultural information, concepts, and skills to understand and interact with a full range of people in the operating environment including, but not limited to: the local population, partner forces, non-profit, and non-governmental organizations or other United States Government agencies.

**CONDITION:** Given a foreign population, partner forces, operational environment, and/or higher headquarters operations order,

**STANDARD:** In order to achieve operational objectives.

**EVENT COMPONENTS:**
1. Plan for cultural considerations and analysis.
2. Manage cross-cultural communication effects (as required).
3. Mitigate the effects of culture shock.
4. Manage the effects of operations on the population (as required).
5. Assess the population's attitudes/behaviors.
6. Evaluate the effectiveness of operations.
7. Adjust operations as necessary.

**REFERENCES:**
1. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2. MCRP 3-33.8 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

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**LREC-PLAN-7001:** Incorporate Regional and Cultural Knowledge into the Marine Corps Planning Process

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.17 |
| MCT 1.18 | MCT 1.20 | MCT 1.6.1 |
| MCT 1.6.4 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | MCT 5.7 |

**EVALUATION-CODED:** YES      **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:** In order to develop a refined view of the operational environment, Marines will need to examine the range of individuals, groups, and populations by employing cross-cultural information, concepts, and skills in each step of MCPP.  This event enables the Commander and staff to more effectively visualize and characterize the operational environment.

**CONDITION:** Given a population and/or partner forces, operational environment, mission, and/or commander's intent,

**STANDARD:** In order to ensure the operation order is informed by cultural considerations in accordance with MCWP 5-10.

**EVENT COMPONENTS:**
1. Identify operationally relevant cultural aspects and considerations.
2. Analyze these cultural aspects and considerations that affect course of action development.
3. Incorporate these cultural aspects and considerations into courses of action development.
4. Incorporate these cultural aspects and considerations into course of action war-gaming.
5. Ensure these cultural aspects and considerations are weighted in course of action comparison/decision.
6. Incorporate these cultural aspects and considerations into orders development.
7. Ensure higher and subordinate commanders have a clear understanding of cultural aspects and considerations on the concept of operations.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3. MSTP Pamphlet 2-0.1 Red Cell - Green Cell

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:** When identifying "operationally relevant cultural aspects and considerations", assess those factors in the operational environment including, but not limited to: political structure, social structure, exchange, belief systems, and human-environment interaction that are aiding or impeding the force's efforts.

---

**LREC-SHCK-7001:** Mitigate the Effects of Culture Shock

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 5.4 | MCT 5.5.1 | MCT 5.5.5 |
| MCT 5.7 | | |

**EVALUATION-CODED:** NO      **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:**  Cross-cultural interactions in an operational environment may lead to culture shock in individuals.  Marines will need to identify a plan to mitigate these effects throughout the unit.  Marine units are encouraged to implement a unit-wide program to recognize the symptoms of culture shock and reduce the effects of culture shock on readiness; establish a team climate that acknowledges culture shock as a health readiness and leadership issue and one that encourages individuals to assess the culture shock levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may need help due to culture shock.

**CONDITION:**  Given a foreign population, partner forces, and/or operational environment,

**STANDARD:**  In order to meet operational requirements.

**EVENT COMPONENTS:**
1.  Identify resources for understanding culture shock.
2.  Promulgate directives and/or guidance.
3.  Assign roles and responsibilities within the unit to observe, identify, report, and mitigate culture shock.
4.  Implement culture shock mitigation plan.
5.  Evaluate the effectiveness of the culture shock mitigation plan.
6.  Adjust culture shock mitigation plan as required.

**REFERENCES:**
1.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2.  MCRP 3-33.8  Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  Resources for understanding culture shock include RCLF-certified Marines, CAOCL instructors, and other knowledgeable resources.


**6005. 6000 - LEVEL EVENTS LIST**


**LREC-COMM-6001:**  Mitigate Cross-Cultural Communication Barriers

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.13.2 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | |

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  In many locations and for many missions, Marines will need to communicate with a population and partner forces who speak a foreign language.  Marines will need to be prepared to mitigate the effects of this language barrier through a variety of actions, to include identifying and using relevant cross-cultural communication skills, to include non-verbal communication, incorporating cultural advisors and interpreters into unit operations, and instructing Marines on mission-essential language.

**CONDITION:**  Given a foreign population, partner forces, and/or operational environment,

**STANDARD:**  In order to mitigate language barriers.

**EVENT COMPONENTS:**
1.  Conduct mission analysis.
2.  Identify language capability gaps.
3.  Identify organic and non-organic resources for addressing language barriers.
4.  Promulgate directives and/or guidance.
5.  Develop a plan to mitigate cross-cultural communication barriers, not limited to: interpreters, nonverbal skills, mission essential language instruction and training, and human language technologies.
6.  Implement cross cultural communication plan.
7.  Evaluate these plans over time and incorporate additional communication measures as necessary.

**REFERENCES:**
1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  Completion of CAOCL's Conduct Non-Verbal Communication, Employ Mission Essential Words and Phrases, Communicate Through an Interpreter, and Conduct Cross-Cultural Interaction classes satisfy this event.  "Resources for addressing language barriers", includes but is not limited to: RCLF, FAS, FAO, RAS, CA attachment, IO attachment, and/or unit intelligence section (as required).

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**LREC-OPS-6001:**  Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 3.2.7 | MCT 5.4 | MCT 5.5.1 |
| MCT 5.5.5 | | |

**EVALUATION-CODED:**  YES     **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:** Each new area or mission will involve people, and Marine units will need to use cross-cultural information, concepts, and skills to understand and interact with a full range of people in the operating environment including, but not limited to: the local population, partner forces, non-profit, and non-governmental organizations or other United States Government agencies.

**CONDITION:** Given a foreign population, partner forces, operational environment, and/or higher headquarters operations order,

**STANDARD:** In order to achieve operational objectives.

**EVENT COMPONENTS:**
1. Plan for cultural considerations and analysis.
2. Manage cross-cultural communication effects (as required).
3. Mitigate the effects of culture shock.
4. Manage the effects of operations on the population (as required).
5. Assess the population's attitudes/behaviors.
6. Evaluate the effectiveness of operations.
7. Adjust operations as necessary.

**REFERENCES:**
1. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
3. MCWP 5-10 Marine Corps Planning Process (MCPP)

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**LREC-PLAN-6001:** Incorporate Regional and Cultural Knowledge into the Orders Process

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.17 |
| MCT 1.18 | MCT 1.20 | MCT 1.6.1 |
| MCT 1.6.4 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | MCT 5.7 |

**EVALUATION-CODED:** YES       **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:** In order to develop a refined view of the operational environment, Marines will need to examine the range of individuals, groups, and populations by employing cross-cultural information, concepts, and skills in the orders development. This event enables the Marine Leader to more effectively meet operational requirements.

**CONDITION:** Given a population and/or partner forces, operational environment, mission, and/or commander's intent,

**STANDARD:** In order to ensure mission planning incorporates cultural considerations.

**EVENT COMPONENTS:**

1. Conduct mission analysis.
2. Identify mission-relevant cultural aspects and considerations.
3. Arrange for cross-cultural resource support.
4. Draft the order, incorporating cultural aspects and considerations.
5. Issue the order, utilizing cross-cultural resources (as required).
6. Rehearse, supervise, and refine order.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3. MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
4. MCRP 3-10A.3 Marine Rifle Squad
5. MCWP 5-10 Marine Corps Planning Process (MCPP)

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** When identifying "mission-relevant cultural aspects and considerations", assess those factors in the operational environment including, but not limited to: political structure, social structure, exchange, belief systems, and human-environment interaction that are aiding or impeding the force's efforts.

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**LREC-SHCK-6001:** Mitigate the Effects of Culture Shock

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 5.4 | MCT 5.5.1 | MCT 5.5.5 |
| MCT 5.7 | | |

**EVALUATION-CODED:** NO     **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:** Cross-cultural interactions in an operational environment may lead to culture shock in individuals. Marines will need to identify a plan to mitigate these effects throughout the unit. Marine units are encouraged to implement a unit-wide program to recognize the symptoms of culture shock and reduce the effects of culture shock on readiness; establish a team climate that acknowledges culture shock as a health readiness and leadership issue and one that encourages individuals to assess the culture shock levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may need help due to culture shock.

**CONDITION:** Given a foreign population, partner forces, and/or operational environment,

**STANDARD:** In order to meet operational requirements.

**EVENT COMPONENTS:**
1. Identify resources for understanding culture shock.
2. Promulgate directives and/or guidance.
3. Assign roles and responsibilities within the unit to observe, identify, report, and mitigate culture shock.
4. Implement culture shock mitigation plan.
5. Evaluate the effectiveness of the culture shock mitigation plan.
6. Adjust culture shock mitigation plan as required.

**REFERENCES:**
1. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:** Resources for understanding culture shock include RCLF-certified Marines, CAOCL instructors, and other knowledgeable resources.

**6006. 5000 - LEVEL EVENTS LIST**

**LREC-COMM-5001:** Mitigate Cross-Cultural Communication Barriers

**SUPPORTED MET(S):**
| | | |
|---|---|---|
| MCT 1.13.2 | MCT 1.15.1 | MCT 1.15.1.2 |
| MCT 1.17 | MCT 1.18 | MCT 1.20 |
| MCT 1.6.1 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | |

**EVALUATION-CODED:** NO    **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:** In many locations and for many missions, Marines will need to communicate with a population and partner forces who speak a foreign language. Marines will need to be prepared to mitigate the effects of this language barrier through a variety of actions, to include identifying and using relevant cross-cultural communication skills, to include non-verbal communication, incorporating cultural advisors and interpreters into unit operations, and instructing Marines on mission-essential language.

**CONDITION:** Given a foreign population, partner forces, and/or operational environment,

**STANDARD:** In order to mitigate language barriers.

**EVENT COMPONENTS:**
1. Conduct mission analysis.
2. Identify language capability gaps.
3. Identify organic and non-organic resources for addressing language barriers.
4. Promulgate directives and/or guidance.

5. Develop a plan to mitigate cross-cultural communication barriers, not limited to: interpreters, nonverbal skills, mission essential language instruction and training, and human language technologies.
6. Implement cross cultural communication plan.
7. Evaluate these plans over time and incorporate additional communication measures as necessary.

**REFERENCES:** ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:** Completion of CAOCL's Conduct Non-Verbal Communication, Employ Mission Essential Words and Phrases, Communicate Through an Interpreter, and Conduct Cross-Cultural Interaction classes satisfy this event. "Resources for addressing language barriers", includes but is not limited to: RCLF, FAS, FAO, RAS, CA attachment, IO attachment, and/or unit intelligence section (as required).

---

**LREC-OPS-5001:** Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 3.2.7 | MCT 5.4 | MCT 5.5.1 |
| MCT 5.5.5 | | |

**EVALUATION-CODED:** NO        **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:** Each new area or mission will involve people, and Marine units will need to use cross-cultural information, concepts, and skills to understand and interact with a full range of people in the operating environment including, but not limited to: the local population, partner forces, non-profit, and non-governmental organizations or other United States Government agencies.

**CONDITION:** Given a foreign population, partner forces, operational environment, and/or higher headquarters operations order,

**STANDARD:** In order to achieve operational objectives.

**EVENT COMPONENTS:**
1. Plan for cultural considerations and analysis.
2. Manage cross-cultural communication effects (as required).
3. Mitigate the effects of culture shock.
4. Manage the effects of operations on the population (as required).
5. Assess the population's attitudes/behaviors.
6. Evaluate the effectiveness of operations.
7. Adjust operations as necessary.

**REFERENCES:**

1. ISBN-13: 978-1511949835 Operational Culture for the Warfighter:
   Principles and Applications
2. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for
   Advising Foreign Forces
3. MCWP 5-10 Marine Corps Planning Process (MCPP)

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**LREC-PLAN-5001:**  Incorporate Regional and Cultural Knowledge into the Orders
Process

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.17 |
| MCT 1.18 | MCT 1.20 | MCT 1.6.1 |
| MCT 1.6.4 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | MCT 5.7 |

**EVALUATION-CODED:**  NO          **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  In order to develop a refined view of the operational
environment, Marines will need to examine the range of individuals, groups,
and populations by employing cross-cultural information, concepts, and skills
in the orders development.  This event enables the Marine Leader to more
effectively meet operational requirements.

**CONDITION:**  Given a population and/or partner forces, operational
environment, mission, and/or commander's intent,

**STANDARD:**  In order to ensure mission planning incorporates cultural
considerations.

**EVENT COMPONENTS:**
1. Conduct mission analysis.
2. Identify mission-relevant cultural aspects and considerations.
3. Arrange for cross-cultural resource support.
4. Draft the order, incorporating cultural aspects and considerations.
5. Issue the order, utilizing cross-cultural resources (as required).
6. Rehearse, supervise, and refine order.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture
   (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter:
   Principles and Applications
3. MARINE NET RCLF Course Operational Culture General: An Introduction
   (Regional, Culture, and Language Familiarization (RCLF) Officer Block
   II/Enlisted Block III Curriculum)available in MARINE NET online library
4. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for
   Advising Foreign Forces
5. MCWP 5-10 Marine Corps Planning Process (MCPP)

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** When identifying "mission-relevant cultural aspects and considerations", assess those factors in the operational environment including, but not limited to: political structure, social structure, exchange, belief systems, and human-environment interaction that are aiding or impeding the force's efforts.

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**LREC-SHCK-5001:** Mitigate the Effects of Culture Shock

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 5.4 | MCT 5.5.1 | MCT 5.5.5 |
| MCT 5.7 | | |

**EVALUATION-CODED:** NO     **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:** Cross-cultural interactions in an operational environment may lead to culture shock in individuals. Marines will need to identify a plan to mitigate these effects throughout the unit. Marine units are encouraged to implement a unit-wide program to recognize the symptoms of culture shock and reduce the effects of culture shock on readiness; establish a team climate that acknowledges culture shock as a health readiness and leadership issue and one that encourages individuals to assess the culture shock levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may need help due to culture shock.

**CONDITION:** Given a foreign population, partner forces, and/or operational environment,

**STANDARD:** In order to meet operational requirements.

**EVENT COMPONENTS:**
1. Identify resources for understanding culture shock.
2. Promulgate directives and/or guidance.
3. Assign roles and responsibilities within the unit to observe, identify, report, and mitigate culture shock.
4. Implement culture shock mitigation plan.
5. Evaluate the effectiveness of the culture shock mitigation plan.
6. Adjust culture shock mitigation plan as required.

**REFERENCES:**
1. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Resources for understanding culture shock include RCLF-certified Marines, CAOCL instructors, and other knowledgeable resources.

**6007.  4000 - LEVEL EVENTS LIST**

**LREC-COMM-4001:**  Mitigate Cross-Cultural Communication Barriers

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.13.2 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | |

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  In many locations and for many missions, Marines will need to communicate with a population and partner forces who speak a foreign language.  Marines will need to be prepared to mitigate the effects of this language barrier through a variety of actions, to include identifying and using relevant cross-cultural communication skills, to include non-verbal communication, incorporating cultural advisors and interpreters into unit operations, and instructing Marines on mission-essential language.

**CONDITION:**  Given a foreign population, partner forces, and/or operational environment.

**STANDARD:**  In order to mitigate language barriers.

**EVENT COMPONENTS:**
1.  Conduct mission analysis.
2.  Identify language capability gaps.
3.  Identify organic and non-organic resources for addressing language barriers.
4.  Promulgate directives and/or guidance.
5.  Develop a plan to mitigate cross-cultural communication barriers, not limited to: interpreters, nonverbal skills, mission essential language instruction and training, and human language technologies.
6.  Implement cross cultural communication plan.
7.  Evaluate these plans over time and incorporate additional communication measures as necessary.

**REFERENCES:**  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  Completion of CAOCL's Conduct Non-Verbal Communication, Employ Mission Essential Words and Phrases, Communicate Through an Interpreter, and Conduct Cross-Cultural Interaction classes satisfy this event.  "Resources for addressing language barriers", includes but is not limited to: RCLF, FAS, FAO, RAS, CA attachment, IO attachment, and/or unit intelligence section (as required).

**LREC-OPS-4001:**  Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 3.2.7 | MCT 5.4 | MCT 5.5.1 |
| MCT 5.5.5 | | |

**EVALUATION-CODED:**  NO        **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  Each new area or mission will involve people, and Marine units will need to use cross-cultural information, concepts, and skills to understand and interact with a full range of people in the operating environment including, but not limited to: the local population, partner forces, non-profit, and non-governmental organizations or other United States government agencies.

**CONDITION:**  Given a foreign population, partner forces, operational environment, and/or higher headquarters operations order.

**STANDARD:**  In order to achieve operational objectives.

**EVENT COMPONENTS:**
1. Plan for cultural considerations and analysis.
2. Manage cross-cultural communication effects (as required).
3. Mitigate the effects of culture shock.
4. Manage the effects of operations on the population (as required).
5. Assess the population's attitudes/behaviors.
6. Evaluate the effectiveness of operations.
7. Adjust operations as necessary.

**REFERENCES:**
1. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
3. MCWP 5-10 Marine Corps Planning Process (MCPP)

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**LREC-PLAN-4001:**  Incorporate Regional and Cultural Knowledge into the Orders Process

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.17 |
| MCT 1.18 | MCT 1.20 | MCT 1.6.1 |
| MCT 1.6.4 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | MCT 5.7 |

**EVALUATION-CODED:**  NO        **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  In order to develop a refined view of the operational environment, Marines will need to examine the range of individuals, groups, and populations by employing cross-cultural information, concepts, and skills in the orders development.  This event enables the Marine Leader to more effectively meet operational requirements.

**CONDITION:**  Given a population and/or partner forces, operational environment, mission, and/or commander's intent.

**STANDARD:**  In order to ensure mission planning incorporates cultural considerations.

**EVENT COMPONENTS:**
 1.  Conduct mission analysis.
 2.  Identify mission-relevant cultural aspects and considerations.
 3.  Arrange for cross-cultural resource support.
 4.  Draft the order, incorporating cultural aspects and considerations.
 5.  Issue the order, utilizing cross-cultural resources (as required).
 6.  Rehearse, supervise, and refine order.

**REFERENCES:**
 1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
 2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
 3.  MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
 4.  MCRP 3-10A.3 Marine Rifle Squad
 5.  MCWP 5-10 Marine Corps Planning Process (MCPP)

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  When identifying "mission-relevant cultural aspects and considerations", assess those factors in the operational environment including, but not limited to: political structure, social structure, exchange, belief systems, and human-environment interaction that are aiding or impeding the force's efforts.

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**LREC-SHCK-4001:**  Mitigate the Effects of Culture Shock

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 5.4 | MCT 5.5.1 | MCT 5.5.5 |
| MCT 5.7 | | |

**EVALUATION-CODED:**  NO        **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:** Cross-cultural interactions in an operational environment may lead to culture shock in individuals. Marines will need to identify a plan to mitigate these effects throughout the unit. Marine units are encouraged to implement a unit-wide program to recognize the symptoms of culture shock and reduce the effects of culture shock on readiness; establish a team climate that acknowledges culture shock as a health readiness and leadership issue and one that encourages individuals to assess the culture shock levels in themselves and each other; and foster a team climate that reduces perceived stigma for seeking help or reporting someone who may need help due to culture shock.

**CONDITION:** Given a foreign population, partner forces, and/or operational environment.

**STANDARD:** In order to meet operational requirements.

**EVENT COMPONENTS:**
1. Identify resources for understanding culture shock.
2. Promulgate directives and/or guidance.
3. Assign roles and responsibilities within the unit to observe, identify, report, and mitigate culture shock.
4. Implement culture shock mitigation plan.
5. Evaluate the effectiveness of the culture shock mitigation plan.
6. Adjust culture shock mitigation plan as required.

**REFERENCES:**
1. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:** Resources for understanding culture shock include RCLF-certified Marines, CAOCL instructors, and other knowledgeable resources.

**6008. 3000 - LEVEL EVENTS LIST**

**LREC-COMM-3001:** Mitigate Cross-Cultural Communication Barriers

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.13.2 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | |

**EVALUATION-CODED:** NO    **SUSTAINMENT INTERVAL:** 18 months

**DESCRIPTION:**  In many locations and for many missions, Marines will need to communicate with a population and partner forces who speak a foreign language.  Marines will need to be prepared to mitigate the effects of this language barrier through a variety of actions, to include identifying and using relevant cross-cultural communication skills, to include non-verbal communication, incorporating cultural advisors and interpreters into unit operations, and instructing Marines on mission-essential language.

**CONDITION:**  Given a foreign population, partner forces, and/or operational environment.

**STANDARD:**  In order to mitigate language barriers.

**EVENT COMPONENTS:**
1.  Conduct mission analysis.
2.  Identify language capability gaps.
3.  Identify organic and non-organic resources for addressing language barriers.
4.  Promulgate directives and/or guidance.
5.  Develop a plan to mitigate cross-cultural communication barriers, not limited to: interpreters, nonverbal skills, mission essential language instruction and training, and human language technologies.
6.  Implement cross cultural communication plan.
7.  Evaluate these plans over time and incorporate additional communication measures as necessary.

**REFERENCES:**  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  Completion of CAOCL's Conduct Non-Verbal Communication, Employ Mission Essential Words and Phrases, Communicate Through an Interpreter, and Conduct Cross-Cultural Interaction classes satisfy this event.  "Resources for addressing language barriers", includes but is not limited to: RCLF, FAS, FAO, RAS, CA attachment, IO attachment, and/or unit intelligence section (as required).

---

**LREC-OPS-3002:**  Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 3.2.7 | MCT 5.4 | MCT 5.5.1 |
| MCT 5.5.5 | | |

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  Each new area or mission will involve people, and Marine units will need to use cross-cultural information, concepts, and skills to understand and interact with a full range of people in the operating environment including, but not limited to: the local population, partner forces, non-profit, and non-governmental organizations or other United States Government agencies.

**CONDITION:**  Given a foreign population, partner forces, operational environment, and/or higher headquarters operations order.

**STANDARD:**  In order to achieve operational objectives.

**EVENT COMPONENTS:**
 1.  Plan for cultural considerations and analysis.
 2.  Manage cross-cultural communication effects (as required).
 3.  Mitigate the effects of culture shock.
 4.  Manage the effects of operations on the population (as required).
 5.  Assess the population's attitudes/behaviors.
 6.  Evaluate the effectiveness of operations.
 7.  Adjust operations as necessary.

**REFERENCES:**
 1.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
 2.  MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces
 3.  MCWP 5-10 Marine Corps Planning Process (MCPP)

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**LREC-PLAN-3001:**  Incorporate Regional and Cultural Knowledge into the Orders Process

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.13.2 | MCT 1.14 |
| MCT 1.15.1 | MCT 1.15.1.2 | MCT 1.17 |
| MCT 1.18 | MCT 1.20 | MCT 1.6.1 |
| MCT 1.6.4 | MCT 3.2.7 | MCT 5.4 |
| MCT 5.5.1 | MCT 5.5.5 | MCT 5.7 |

**EVALUATION-CODED:**  NO          **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  In order to develop a refined view of the operational environment, Marines will need to examine the range of individuals, groups, and populations by employing cross-cultural information, concepts, and skills in the orders development.  This event enables the Marine Leader to more effectively meet operational requirements.

**CONDITION:**  Given a population and/or partner forces, operational environment, mission, and/or commander's intent.

**STANDARD:**  In order to ensure mission planning incorporates cultural considerations.

**EVENT COMPONENTS:**

1. Conduct mission analysis.
2. Identify mission-relevant cultural aspects and considerations.
3. Arrange for cross-cultural resource support.
4. Draft the order, incorporating cultural aspects and considerations.
5. Issue the order, utilizing cross-cultural resources (as required).
6. Rehearse, supervise, and refine order.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture
   (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter:
   Principles and Applications
3. MARINE NET RCLF Course Operational Culture General: An Introduction
   (Regional, Culture, and Language Familiarization (RCLF) Officer Block
   II/Enlisted Block III Curriculum)available in MARINE NET online library
4. MCRP 3-10A.3 Marine Rifle Squad
5. MCWP 5-10 Marine Corps Planning Process (MCPP)

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  When identifying "mission-relevant cultural
   aspects and considerations", assess those factors in the operational
   environment including, but not limited to: political structure, social
   structure, exchange, belief systems, and human-environment interaction
   that are aiding or impeding the force's efforts.

---

**LREC-SHCK-3001:**  Mitigate the Effects of Culture Shock

**SUPPORTED MET(S):**

| | | |
|---|---|---|
| MCT 1.12.6 | MCT 1.14 | MCT 1.15.1 |
| MCT 1.15.1.2 | MCT 1.17 | MCT 1.18 |
| MCT 1.20 | MCT 1.6.1 | MCT 1.6.4 |
| MCT 5.5.1 | MCT 5.5.5 | MCT 5.7 |

**EVALUATION-CODED:**  NO      **SUSTAINMENT INTERVAL:**  18 months

**DESCRIPTION:**  Cross-cultural interactions in an operational environment may
lead to culture shock in individuals.  Marines will need to identify a plan
to mitigate these effects throughout the unit.  Marine units are encouraged
to implement a unit-wide program to recognize the symptoms of culture shock
and reduce the effects of culture shock on readiness; establish a team
climate that acknowledges culture shock as a health readiness and leadership
issue and one that encourages individuals to assess the culture shock levels
in themselves and each other; and foster a team climate that reduces
perceived stigma for seeking help or reporting someone who may need help due
to culture shock.

**CONDITION:**  Given a foreign population, partner forces, and/or operational
environment.

**STANDARD:**  In order to meet operational requirements.

**EVENT COMPONENTS:**

1. Identify resources for understanding culture shock.
2. Promulgate directives and/or guidance.
3. Assign roles and responsibilities within the unit to observe, identify, report, and mitigate culture shock.
4. Implement culture shock mitigation plan.
5. Evaluate the effectiveness of the culture shock mitigation plan.
6. Adjust culture shock mitigation plan as required.

**REFERENCES:**
1. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
2. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** Resources for understanding culture shock include RCLF-certified Marines, CAOCL instructors, and other knowledgeable resources.

CHAPTER 7

LREC INDIVIDUAL EVENTS

CHAPTER 7

LREC INDIVIDUAL EVENTS

**7000.  PURPOSE.**  This chapter provides the individual events that form baseline knowledge, skills, and attitudes required to ensure Marines effectively integrate sufficient language ability, regional expertise, and cultural knowledge into planning and operations in order to effectively accomplish their mission. Training requirements will vary based on mission, operating environment, subject matter expertise required, method of sourcing (unit or individual augments), and pre-deployment time available. Additionally, individual events should enable teams/detachments/units to plan, manage, and perform missions across the range and phases of military operations. Individual events in this T&R should be used, to the maximum extent possible to ensure effective training of personnel conducting missions requiring LREC capabilities.

**7001.  EVENT CODING**

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

   Code Description
   LREC Language, Regional Expertise, and Culture

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

   Code Description
   COMM Communication
   INTA Interaction
   SHCK Shock

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

   Code         Description
   2000-2099    Core Skills

**7002.  INDIVIDUAL EVENTS INDEX**

| Event Code | Event |
|---|---|
| **2000 Level Events** | |
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| LREC-COMM-2002 | Communicate Through an Interpreter |
| LREC-COMM-2003 | Employ Mission Essential Words and Phrases |
| LREC-COMM-2004 | Display Basic Language Proficiency |
| LREC-COMM-2005 | Display Intermediate Language Proficiency |

| LREC-COMM-2006 | Manage Interpreters |
|---|---|
| LREC-INTA-2002 | Conduct Key Leader Engagement |
| LREC-INTA-2003 | Conduct Cross-Cultural Interaction |
| LREC-OPS-2002 | Apply Cultural Knowledge and Skills |
| LREC-PLAN-2001 | Integrate Regional and Cultural Knowledge into the Orders Process |
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| LREC-SHCK-2001 | Mitigate Culture Shock |

**7003.  INDIVIDUAL EVENTS**

**LREC-COMM-2001:**  Conduct Non-Verbal Communication

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

**DESCRIPTION:**  Non-verbal communication includes anything from a single gesture conveying a simple meaning (i.e. "good job") or a command (i.e. "stop your vehicle"), to the symbols in the battle space surroundings, to the posture, positioning and subtext of a one-on-one conversation. Attentively observing and assessing behavioral cues is also key to enhancing situational awareness and developing appropriate responses and decisions. Appropriate non-verbal communication techniques will differ for specific situations, therefore additional aids may include: CAOCL region or country specific briefs, Culture Smart Cards, and Visual Language Survival Guides (e.g. Point and Talk cards).

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Given a foreign population and/or partner forces and environment, operations order (OPORD), an interpreter, and commander's intent,

**STANDARD:**  So that the audience understands the intent of the Marine and the Marine understands the message of his or her audience.

**PERFORMANCE STEPS:**
 1.  Identify frameworks for understanding differences in non-verbal communication.
 2.  Plan appropriate non-verbal communication techniques.

**REFERENCES:**  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:**  This event is a suitable training component to align with a Proficiency Level of Basic to Fully Proficient in the Culture Competency as established by CJCSI 3216.01A.

**LREC-COMM-2002:** Communicate Through an Interpreter

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

**DESCRIPTION:** In areas where a language other than English is spoken, most OPFOR will lack the language skills to interact with the population and partner forces. Therefore, an interpreter is likely to be invaluable to mission success. An understanding of the critical role of interpreters and potential challenges to mission success will better prepare OPFOR to employ interpreters.

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

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Given a foreign population and/or partner forces and environment, operations order (OPORD), an interpreter, and commander's intent,

**STANDARD:** In order to meet the commander's intent.

**PERFORMANCE STEPS:**
1. Identify interpreter capabilities and limitations.
2. Verify that selected interpreters are appropriate for the mission.
3. Mitigate biases and limitations as required.
4. Build rapport with the interpreter.
5. Explain specific duties/expectations for the mission to the interpreter.
6. Rehearse interaction.
7. Employ the interpreter.
8. Monitor the engagement.
9. Take corrective action as required.
10. Provide feedback to the interpreter.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3. MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
4. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

　　**ADMINISTRATIVE INSTRUCTIONS:** This event is a suitable training component to align with a Proficiency Level of Basic to Fully Proficient in the Leadership Competency as established by CJCSI 3216.01A.

**LREC-COMM-2003:**  Employ Mission Essential Words and Phrases

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

**DESCRIPTION:**  Marines need to communicate with foreign populations and Foreign Security Forces who speak a foreign language in order to accomplish missions across the range of military operations.  This event will incorporate words, phrases, and symbols in the target language identified as essential to accomplishing an assigned mission. This typically will include, but is not limited to: greetings and concluding remarks, commands, questions, and simple military terms.  Marines will be familiar enough with the language to accomplish basic rapport and convey simple security-related commands.

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Given a foreign population and/or partner forces and environment, operations order (OPORD), with or without communication aids, and commander's intent,

**STANDARD:**  In accordance with applicable references, up to and including the 0+ Proficiency Level (Memorized Proficiency) articulated by the Interagency Language Roundtable (ILR). Marine should be able to satisfy immediate needs using memorized and rehearsed utterances to gain rapport so that the audience understands the intent.

**PERFORMANCE STEPS:**
 1.  Identify phrases, words, and/or symbols necessary to conduct a mission.
 2.  Rehearse communication techniques necessary to conduct Marine missions.
 3.  Employ mission associated phrases and/or commands.
 4.  Evaluate the effectiveness of mission essential communication.
 5.  Employ trouble recovery techniques where necessary.
 6.  Adjust mission essential communication (as required).

**REFERENCES:**
 1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture
     (LREC)Capability Identification, Planning, and Sourcing
 2.  MARINE NET RCLF Course Operational Culture General: An Introduction
     (Regional, Culture, and Language Familiarization (RCLF) Officer Block
     II/Enlisted Block III Curriculum)available in MARINE NET online library
 3.  MCO 1550.25_ Marine Corps Foreign Language Program (MCFLP)
 4.  www.govtilr.org Federal Government Interagency Language Roundtable (ILR)
     Skill Level Descriptions (Available at http://www.govtilr.org/)

**MISCELLANEOUS:**

  **ADMINISTRATIVE INSTRUCTIONS:**  This event is a suitable training component
  to align with a Proficiency Level of Basic in the Culture Competency as
  established by CJCSI 3216.01A.

**LREC-COMM-2004:**  Display Basic Language Proficiency

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

**GRADES:**  LCPL, CPL, SGT, SSGT, GYSGT, 1STLT, CAPT

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Without the aid of references, having received pre-deployment language & culture training, given mission, indigenous persons that speak a foreign language, in a field or garrison environment,

**STANDARD:**  In accordance with applicable references, to the 1 proficiency Level (Elementary Proficiency) articulated by the Interagency Language Roundtable (ILR). Marines should be able to satisfy minimum courtesy requirements and maintain very simple face-to-face conversations on familiar topics.

**PERFORMANCE STEPS:**
1.  Demonstrate use of skills required for Language Familiarization.
2.  Understand written alphabet, numbers and simple written passages.
3.  Write letters and numbers of foreign alphabet.
4.  Demonstrate basic survival needs, minimum courtesy, travel requirements, and very simple face-to-face conversations in a standard dialect when delivered more clearly and at a slower rate than normal.
5.  Integrate limited knowledge of regional culture in order to enhance communications.

**REFERENCES:**
1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2.  MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
3.  MCO 1550.25_ Marine Corps Foreign Language Program (MCFLP)
4.  www.govtilr.org Federal Government Interagency Language Roundtable (ILR) Skill Level Descriptions (Available at http://www.govtilr.org/)

**MISCELLANEOUS:**

  **ADMINISTRATIVE INSTRUCTIONS:**  This event is a suitable training component to align with a Proficiency Level of Basic to Fully Proficient in the Culture Competency as established by CJCSI 3216.01_.

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**LREC-COMM-2005:**  Display Intermediate Language Proficiency

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

**GRADES:**  LCPL, CPL, SGT, SSGT, GYSGT, 1STLT, CAPT

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Without the aid of references, having received initial acquisition language & culture training, given a mission, indigenous persons that speak a foreign language, in a field or garrison environment.

**STANDARD:**  In accordance with applicable references, to the 1+ proficiency Level (Elementary Proficiency Plus) articulated by the Interagency Language Roundtable (ILR). Marine must be able to initiate and maintain predictable face-to-face conversations and satisfy limited social demands.

**PERFORMANCE STEPS:**
1. Demonstrate use of skills required for Basic Language.
2. Understand simple discourse in printed form.
3. Write simple passages.
4. Understand short conversations about survival needs.
5. Participate in short conversations about survival needs.
6. Integrate intermediate knowledge of regional culture in order to enhance communications.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2. MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
3. MCO 1550.25_ Marine Corps Foreign Language Program (MCFLP)
4. www.govtilr.org Federal Government Interagency Language Roundtable (ILR) Skill Level Descriptions (Available at http://www.govtilr.org/)

**MISCELLANEOUS:**

  **ADMINISTRATIVE INSTRUCTIONS:**  This event is a suitable training component to align with a Proficiency Level of Fully Proficient in the Culture Competency as established by CJCSI 3216.01_.

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**LREC-COMM-2006:**  Manage Interpreters

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

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

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:** Given a population and/or partner forces, operational environment, a mission, one or more interpreter(s), and/or commander's intent.

**STANDARD:** To facilitate mission accomplishment.

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

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3. MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
4. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:** This event is a suitable training component to align with a Proficiency Level of Basic to Fully Proficient in the Leadership Competencies as established by CJCSI 3216.01_.

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**LREC-INTA-2002:** Conduct Key Leader Engagement

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

**DESCRIPTION:** A Key Leader Engagements (KLE) is a deliberate engagement which is planned to convey selected information and indicators to foreign audiences to shape and influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups and individuals, in order to collect intelligence, develop relationships in support of commander's intent, and obtain mutually satisfying outcomes within constraints existing in partnered nation's cultural belief system. These engagements can be used to shape and influence foreign leaders at the strategic, operational, and tactical levels, and may also be directed toward specific groups such as religious leaders, academic leaders, and tribal leaders; e.g., to solidify trust and confidence in US forces. KLEs may be applicable to a wide range of operations such as stability operations, counterinsurgency operations, noncombatant evacuation operations, security cooperation activities, and humanitarian operations.

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Given a foreign population and/or partner forces and environment, an operations order, commander's intent, and an analytical framework.

**STANDARD:**  In order to meet the commander's intent.

**PERFORMANCE STEPS:**
 1.   Identify Key Leader and other personnel that will participate in the engagement.
 2.   Apply cultural knowledge and skills.
 3.   Identify KLE objectives.
 4.   Develop a plan for the KLE.
 5.   Develop a checklist of information requirements.
 6.   Identify available cross-cultural communication resources.
 7.   Rehearse KLE plan.
 8.   Build rapport amongst key leaders.
 9.   Understand and identify non-verbal communication during KLE.
 10.  Employ negotiation techniques as necessary.
 11.  Monitor the KLE and adjust as required.
 12.  Evaluate the KLE.

**REFERENCES:**
 1.   CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
 2.   ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
 3.   MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
 4.   MCTP 3-03A Marine Air-Ground Task Force Civil-Military Operations

**MISCELLANEOUS:**

   **ADMINISTRATIVE INSTRUCTIONS:**  This event is a suitable training component to align with a Proficiency Level of Fully Proficient to Master in the Culture and Region Competencies and Fully Proficient in the Leadership Competencies as established by CJCSI 3216.01A.

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**LREC-INTA-2003:**  Conduct Cross-Cultural Interaction

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

**DESCRIPTION:**  Each new area or mission will involve people, and Marines will need to use cross-cultural information, concepts, and skills to understand and interact with a full range of people in the operating environment including: the local population, partner forces, non-profit and non-governmental organizations or other United States Government agencies. Effective cross-cultural relationships are possible regardless of whether or not Marines like or agree with individuals, partners, or populations.  Cross-cultural relationships require that, given the commander's intent, the Marine is able to evaluate and adjust his or her interpersonal interactions and use those interactions to build rapport, trust, and influence.

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Given a foreign population and/or partner forces and environment, an operations order, commander's intent, and an analytical framework,

**STANDARD:**  In order to meet the commander's intent.

**PERFORMANCE STEPS:**
 1.  Identify the interaction setting.
 2.  Identify the interaction objectives.
 3.  Apply cultural knowledge and skills.
 4.  Identify available cross-cultural communication resources.
 5.  Develop a plan for interaction.
 6.  Rehearse the interaction.
 7.  Conduct the interaction.
 8.  Monitor the interaction and adjust as required.
 9.  Evaluate the interaction.

**REFERENCES:**
 1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
 2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
 3.  MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library

**MISCELLANEOUS:**

    **ADMINISTRATIVE INSTRUCTIONS:**  This event is a suitable training component to align with a Proficiency Level of Basic to Fully Proficient in the Culture, Region, and Leadership Competencies as established by CJCSI 3216.01_.

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**LREC-OPS-2002:**  Apply Cultural Knowledge and Skills

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

**DESCRIPTION:**  Each new area or mission will involve people, and Marines will need to use cross-cultural information, concepts, and skills to understand and interact with a full range of people in the operating environment including: the local population, partner forces, non-profit and non-governmental organizations or other United States Government agencies. Effective cross-cultural relationships are possible regardless of whether or not Marines share views of individuals, partners, or populations.  Cross-cultural relationships require that, given the commanders intent, the Marine is able to evaluate and adjust his or her interpersonal interactions, and use those interactions to build rapport, trust, and influence.

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Given a population, partner forces, and/or operational environment.

**STANDARD:**  In order to maximize the effectiveness of the individual and/or unit throughout an engagement and/or operation in accordance with the commander's intent.

**PERFORMANCE STEPS:**
 1.  Apply resources for cultural knowledge.
 2.  Apply culture general concepts.
 3.  Apply culture general skills.
 4.  Apply cross-cultural communication skills.
 5.  Apply mission and/or culture specific knowledge and skills.
 6.  Apply culture frameworks.
 7.  Monitor for effectiveness; adjust as required.
 8.  Report results.

**REFERENCES:**
 1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
 2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
 3.  MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library

**MISCELLANEOUS:**

  **ADMINISTRATIVE INSTRUCTIONS:**  This event is a suitable training component to align with a Proficiency Level of Basic to Fully Proficient in the Culture, Region, and Leadership Competencies as established by CJCSI 3216.01_.

**LREC-PLAN-2001:**  Integrate Regional and Cultural Knowledge into the Orders Process

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

**DESCRIPTION:**  Each new area or mission will have unique cultural considerations relevant to operations. At the company level and below, the orders process facilitates the production of a five-paragraph order derived from a higher level operation order and is structured to meet the needs of the small-unit leader and be delivered orally. Small unit leaders must include cultural considerations throughout the orders process in order to better achieve the commander's desired end state. This information is gathered from research, observations, interactions, cultural products, and training and education.

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

**INITIAL TRAINING SETTING:**  MOJT

**CONDITION:**  Given a population and/or partner forces, operational environment, mission, and/or commander's intent.

**STANDARD:**  In order to ensure the five paragraph order is informed by cultural considerations.

**PERFORMANCE STEPS:**
 1.  Identify operationally relevant cultural aspects and considerations when reviewing higher orders and making initial estimates of the situation (METT-TC).
 2.  Analyze those cultural aspects and considerations that affect operations and desired outcomes.
 3.  Incorporate these cultural aspects and considerations into the orders process.
 4.  Incorporate cultural considerations into rehearsals and confirmation briefs.
 5.  Include cultural considerations in patrol & operational debriefs.

**REFERENCES:**
 1.  CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
 2.  ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
 3.  MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library

**MISCELLANEOUS:**

  **ADMINISTRATIVE INSTRUCTIONS:**  This event is a suitable training component to align with a Proficiency Level of Basic to Fully Proficient in the Culture, Region, and Leadership Competencies as established by CJCSI 3216.01A.

**LREC-PLAN-2002:** Integrate Regional and Cultural Knowledge into the Marine Corps Planning Process

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

**DESCRIPTION:** Each new area or mission will have unique cultural considerations relevant to operations. For units with staffs, cultural considerations need to be included throughout the Marine Corps planning process (MCPP). Cultural considerations inform the planning process from Problem Framing through Transition. Each member of the Operational Planning Team will include cultural aspects and considerations as it relates to their specific function throughout this process. This information is gathered from research, observations, interactions, cultural products, and training and education.

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

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Given a population and/or partner forces, operational environment, mission, and/or commander's intent'

**STANDARD:** In order to ensure the operation order is informed by cultural considerations in accordance with MCWP 5.1.

**PERFORMANCE STEPS:**
1. Identify operationally relevant cultural aspects and considerations during Problem Framing.
2. Analyze those cultural aspects and considerations that affect Course of Action Development.
3. Incorporate these cultural aspects and considerations into Courses of Action Development.
4. Incorporate these cultural aspects and considerations into Course of Action Wargaming.
5. Assign a weighted value to cultural aspects and considerations in Course of Action Comparison/Decision.
6. Incorporate these cultural aspects and considerations into Orders Development.
7. Incorporate these cultural aspects and considerations into Transition.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3. MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
4. MSTP Pamphlet 2-0.1 Red Cell - Green Cell

**MISCELLANEOUS:**

**ADMINISTRATIVE INSTRUCTIONS:** This event is a suitable training component to align with a Proficiency Level of Fully Proficient to Master in the Culture, Region, and Leadership Competencies as established by CJCSI 3216.01A.

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**LREC-SHCK-2001:** Mitigate Culture Shock

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

**DESCRIPTION:** This event prepares an individual to recognize the signs of culture shock in self and others and identifies the steps Marines should take to minimize these effects. By mitigating these effects, Marines stand a better chance of maintaining positive cross-cultural relationships.

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

**INITIAL TRAINING SETTING:** MOJT

**CONDITION:** Given a population, partner forces, and/or operational environment,

**STANDARD:** In order to mitigate the negative effects of individual culture shock on operations.

**PERFORMANCE STEPS:**
1. Monitor self and others for signs and symptoms of culture shock.
2. Apply methods to mitigate observed culture shock.
3. Monitor effectiveness of applied methods.
4. Report results.

**REFERENCES:**
1. CJCSI 3126.01_ Language, Regional Expertise, and Culture (LREC)Capability Identification, Planning, and Sourcing
2. ISBN-13: 978-1511949835 Operational Culture for the Warfighter: Principles and Applications
3. MARINE NET RCLF Course Operational Culture General: An Introduction (Regional, Culture, and Language Familiarization (RCLF) Officer Block II/Enlisted Block III Curriculum)available in MARINE NET online library
4. MCRP 3-03D.1 Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces

**MISCELLANEOUS:**

　**ADMINISTRATIVE INSTRUCTIONS:** This event is a suitable training component to align with a Proficiency Level of Basic in the Culture and Region Competencies and Basic to Fully Proficient in the Leadership Competencies as established by CJCSI 3216.01A.

SC AND LREC T&R MANUAL


APPENDIX A

ACRONYMS AND ABBREVIATIONS

ACP . . . . . . . . . . . . . . . . . . . . . . .ing Package

ACT . . . . . . . . . . . . . . . . . . . Accuracy Completeness Time Sequence
ACTS . . . . . . . . . . . . . . . Assignment, Classification, and Travel Systems
AIRS . . . . . . . . . . . . . . . . . . . . .Automated Inspection Reporting System
AO . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . area of operations
APTS . . . . . . . . . . . . . . . . . .Advanced Presentation and Training Skills
AR . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Active Reserve

ASTB-E . . . . . . . . . . . . . . . . . Aviation Selection Test Battery Series-E
AT4C . . . . . . . . . . . . . . . . . . . . . . . . . Advanced Tool for Coaching
BIC . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Billet Information Code
CAPT . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Captain
CAR . . . . . . . . . . . . . . . . . . . . . . . . . .Commanders Attainment Report
CBRN . . . . . . . . . . . . . . . . . . Chemical Biological Radiological Nuclear
CBT . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Computer-Based Training
CG . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Commanding General
CRP . . . . . . . . . . . . . . . . . . . . . . . . . . . .command recruiting program
CMC . . . . . . . . . . . . . . . . . . . . . . . . .Commandant of the Marine Corps
CMR . . . . . . . . . . . . . . . . . . . . . . . . Consolidated Memorandum Receipt
CO  . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .commanding officer
COA . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Course of Action
CONPLAN . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Contingency Plan
CONUS . . . . . . . . . . . . . . . . . . . . . . . . . . . Continental United States
COT . . . . . . . . . . . . . . . . . . . . . . . . . . Consecutive Overseas Tours
CPL. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Corporal
CRP . . . . . . . . . . . . . . . . . . . . . . . . . . Combat Readiness Percentage
CSR . . . . . . . . . . . . . . . . . . . . . . . . . Consolidated Strength Report
CWO . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Chief Warrant Officer
DD . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Department of Defense
DEP . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Delayed Entry Program
DL . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .distance learning
DoD . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Department of Defense
DoDFMR . . . . . . . . Department of Defense financial management regulations
DON . . . . . . . . . . . . . . . . . . . . . . . . . . . . Department of the Navy
DRRS . . . . . . . . . . . . . . . . . . . . . . . Defense Readiness Reporting System
EAD . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Extended Active Duty
ECS . . . . . . . . . . . . . . . . . . . . . . . . .Effective Communication Skills
ECFC . . . . . . . . . . . . . . . . . . . . . . . . Enlisted Career Force Controls
EFMP . . . . . . . . . . . . . . . . . . . . . . .Exceptional Family Member Program
ENLPROM . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Enlisted Promotions
EPM . . . . . . . . . . . . . . . . . . . . . . . . . . .Enlistment Processing Manual
FAI . . . . . . . . . . . . . . . . . . . . . . . . . . .Functional Area Inspection
FLC . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Formal Learning Center
FMF . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Fleet Marine Force
FY . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .fiscal year
GOV . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Government Owned Vehicle
GSA . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Government Services Agency

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GYSGT . . . . . . . . . . . . . . . . . . . . . . . . . . . .Gunnery Sergeant
HOTAS . . . . . . . . . . . . . . . . . . . . . Hands-on Throttle and Stick
HQMC  . . . . . . . . . . . . . . . . . . . . Headquarters, Marine Corps
IAW . . . . . . . . . . . . . . . . . . . . . . . . . . . .in accordance with
IIADT . . . . . . . . . . . . . . . .Incremental Initial Active Duty Training
IGMC . . . . . . . . . . . . . . . . . . .Inspector General of the Marine Corps
IMI . . . . . . . . . . . . . . . . . . . . . Individual Multimedia Instruction
IPOCT . . . . . . . . . . . . . . . . . . In Place Consecutive Overseas Tours
IRAM . . . . . . . . . . . . . . . . . Individual Records Administration Manual
IRR . . . . . . . . . . . . . . . . . . . . . . . . . Individual Ready Reserve
IRT . . . . . . . . . . . . . . . . . . . . . . . . Itinerant Recruiting Trip
1STLT . . . . . . . . . . . . . . . . . . . . . . . . . .First Lieutenant
JPIC . . . . . . . . . . . . . . . . . Joint Package Inspection Checklist
LATMOV . . . . . . . . . . . . . . . . . . . . . . . . . . . . lateral move
LCPL . . . . . . . . . . . . . . . . . . . . . . . . . . Lance Corporal
LDO . . . . . . . . . . . . . . . . . . . . . . . . . .Limited Duty Officer
LOD . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Line of Duty
LOI . . . . . . . . . . . . . . . . . . . . . . . . . Letter of Instruction
LSL . . . . . . . . . . . . . . . . . . . . . . . . . . . lump sum leave
MARADMIN. . . . . . . . . . . . . . . . . . . Marine Administrative Message
MAJ . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Major
MARCORPROMMAN . . . . . . . . . . . . . . . . . Marine Corps Promotion Manual
MARCORSEPMAN . . . . . . . . . .Marine Corps Separation and Retirement Manual
MARFORRES . . . . . . . . . . . . . . . . . . . . . . . . Marine Forces Reserve
MASP . . . . . . . . . . . . . . . . . . . . . . . . Military Academic Skills
MC3 . . . . . . . . . . . . . . . . Marine Corps Communication and Consulting
MC4 . . . . . . . . . . . . Marine Corps Communication, Coaching and Counseling
MC5 . . . . .Marine Corps Communication, Consulting, Coaching, and Counseling
MCC . . . . . . . . . . . . . . . . . . . . . . . . . .Monitored Command Code
MCOOB . . . . . . . . . . . . . . . . . Marine Corps Officer Opportunity Book
MCEOB . . . . . . . . . . . . . . . . .Marine Corps Enlisted Opportunities Book
MCI . . . . . . . . . . . . . . . . . . . . . . . . . .Marine Corps Institute
MCMP . . . . . . . . . . . . . . . . . . . . . . Marine Corps Mentoring Program
MCO . . . . . . . . . . . . . . . . . . . . . . . . . . . Marine Corps Order
MCMEDS . . . . . . . . . . . . .Marine Corps Medical Entitlements Data System
MCPS . . . . . . . . . . . . . . . . . . . . . Marine Corps Presentation Skills
MCP3 . . . . . . . . . Marine Corps Performance, Programming and Philosophy
MCRAMM . . . . . . . .Marine Corps Reserve Administrative Management Manual
MCRC . . . . . . . . . . . . . . . . . . . . . .Marine Corps Recruiting Command
MCRD . . . . . . . . . . . . . . . . . . . . . . . Marine Corps Recruit Depot
MCRISS . . . . . . . . . . Marine Corps Recruiting Information Support System
MCRISS-PSRS . . . . . . . . . . . Marine Corps Recruiting Information Support
                               System-Prior Service Recruiting Station
MCRISS-PSRSS. . . . . . . . . . . Marine Corps Recruiting Information Support
                               System-Prior Service Recruiting Substation
MCRISS-RS . . . . . . . . . . . Marine Corps Recruiting Information Support
                               System-Recruiting Station
MCRISS-OSS . . . . . . . . . . .Marine Corps Recruiting Information Support
                               System-Officer Selection Station
MCTFSPRIM . . . . . .Marine Corps Total Force Reporting Instructions Manual
MCTIMS . . . . . . . . Marine Corps Training Information Management System
MCRD . . . . . . . . . . . . . . . . . . . . . . Marine Corps Recruit Depot
MCROB . . . . . . . . . . . . . . . Marine Corps Reserve Opportunity Book
MCT . . . . . . . . . . . . . . . . . . . . . . . . . Marine Corps Task
MCTL . . . . . . . . . . . . . . . . . . . . . . Marine Corps Task List
MECEP . . . . . . . . Marine Corps Enlisted Commissioning Education Program
MEPCOM . . . . . . . . . . . . . . . . . Military Entrance Processing Command
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MEPS . . . . . . . . . . . . . . . . . . . . Military Entrance Processing Station
MET . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Mission Essential Task
METL . . . . . . . . . . . . . . . . . . . . . . . .Mission Essential Task List
MGIB-R . . . . . . . . . . . . . . . . . . . . . . . Montgomery GI Bill-Reserve
MGYSGT . . . . . . . . . . . . . . . . . . . . . . . . .Master Gunnery Sergeant
MIRS . . . . . . . . . . . . . . . . . . . . . .USMEPCOM Integrated Resource System
MISSO . . . . . . . . . . . . . . . .Manpower Information Systems Support Officer
MOJT . . . . . . . . . . . . . . . . . . . . . . . . Managed On the Job Training
MOL . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Marine Online
MOS . . . . . . . . . . . . . . . . . . . . . . . Military Occupational Specialty
MSC . . . . . . . . . . . . . . . . . . . . . . . Major Subordinate Command
MSGT . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Master Sergeant
MUD . . . . . . . . . . . . . . . . . . . . . . . . .Merkel Unit Designator
NAMI . . . . . . . . . . . . . . . . . . . . . . Naval Aerial Medical Institute
NAVMC . . . . . . . . . . . . . . . . . . . . . . . . . . Navy Marine Corps
NIDT . . . . . . . . . . . . . . . . . . . . . . . . . Non-Instrumented Drug Test
NMCI . . . . . . . . . . . . . . . . . .Navy Marine Corps Communication Information
NWA . . . . . . . . . . . . . . . . . . . . . . . . . . . new working applicant
OCHF . . . . . . . . . . . . . . . . . . . . . . . . . . . Operations Chief
OCM . . . . . . . . . . . . . . . . . . . . . . . . .Officer Commissioning Manual
OCONUS . . . . . . . . . . . . . . . . . . Outside the Continental United States
OIC . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Officer in Charge
OPLAN . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Operational Plan
OPS . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .Operations
OPFOR . . . . . . . . . . . . . . . . . . . . . . . . . . . . .operating forces
OPNAVINST . . . . . . . . . . . . . . . . . . . .Operational Navy Instruction
OPSO . . . . . . . . . . . . . . . . . . . . . . . . . . . . Operations Officer
ORM . . . . . . . . . . . . . . . . . . . . . . . . Operational Risk Management
OSO . . . . . . . . . . . . . . . . . . . . . . . . . . Officer Selection Officer
OSS . . . . . . . . . . . . . . . . . . . . . . . . . . Officer Selection Station
OST . . . . . . . . . . . . . . . . . . . . . . . . .Officer Selection Team
PAC . . . . . . . . . . . . . . . . . . . . . . . . . Prospect Applicant Card
PADD . . . . . . . . . . . . . . . . . . . . . . . Projected Active duty Date
PAR . . . . . . . . . . . . . . . . . . . . . . . . . . .Performance and Review
PFC . . . . . . . . . . . . . . . . . . . . . . . . . . . . Private First Class
PSEP . . . . . . . . . . . . . . . . . . . . . . . Prior Service Enlistment Program
PSR . . . . . . . . . . . . . . . . . . . . . . . . . . Prior Service Recruiter
PSRS . . . . . . . . . . . . . . . . . . . . . . . Prior Service Recruiting Station
PSRSS . . . . . . . . . . . . . . . . . . . . . Prior Service Recruiting Substation
PTAD . . . . . . . . . . . . . . . . . . . . . . Permissive Temporary Additional Duty
PVT . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Private
QC . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .quality control
QSN . . . . . . . . . . . . . . . . . . . . . . . . . . . Quota Serial Number
RAV . . . . . . . . . . . . . . . . . . . . . . . . . . . .Retention Assist Visit
RECLP . . . . . . . . . . . . . . . . . . . .Reserve Enlisted Commissioning Program
RELM . . . . . . . . . . . . . . . . . . . . . . Reenlistment Extension Lateral Move
RI . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Recruiter Instructor
ROEP . . . . . . . . . . . . . . . . . . . . . . . .Reserve Option Enlistment Program
RS . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Recruiting Station
RSCE . . . . . . . . . . . . . . . . . . . . Recruiting Station Command Element
RSS . . . . . . . . . . . . . . . . . . . . . . . . . . . Recruiting Substation
RTF . . . . . . . . . . . . . . . . . . . . . . . . . . . recruiter training file
RUC . . . . . . . . . . . . . . . . . . . . . . . . . . . Reporting Unit Code
SAT . . . . . . . . . . . . . . . . . . . . . . . .Systems Approach to Training
SAV . . . . . . . . . . . . . . . . . . . . . . . . . . .staff assist visit
SDA . . . . . . . . . . . . . . . . . . . . . . . . . Special Duty Assignment
SECNAVINST . . . . . . . . . . . . . . . . . . . .Secretary of the Navy Instruction

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SGT. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Sergeant
SGTMAJ . . . . . . . . . . . . . . . . . . . . . . . . . Sergeant Major
SMB . . . . . . . . . . . . . . . . . . . . . . . .SNCOIC Management Book
SMCR . . . . . . . . . . . . . . . . . . . . . . Select Marine Corps Reserve
SME . . . . . . . . . . . . . . . . . . . . . . . . . subject matter expert
SMOS . . . . . . . . . . . . . . . . . . . . . . . . . .Supplementary MOS
SNCO . . . . . . . . . . . . . . . . . . . . . . .Staff Noncommissioned Officer
SNCOIC . . . . . . . . . . . . . . . .Staff Noncommissioned Officer in Charge
SOS . . . . . . . . . . . . . . . . . . . . . . . . . . . .Statement of Service
SOP . . . . . . . . . . . . . . . . . . . . . . . Standing Operating Procedure
SOU . . . . . . . . . . . . . . . . . . . . . . . .Statement of Understanding
S&R . . . . . . . . . . . . . . . . . . . . . . . . .Schedule and Results
SRB . . . . . . . . . . . . . . . . . . . . . . . .selective reenlistment bonus
SRI . . . . . . . . . . . . . . . . . . . . . . .Systematic Recruiting Inspection
SRIP . . . . . . . . . . . . . . . . . . . . . . Selected Reserve Incentive Program
SSGT . . . . . . . . . . . . . . . . . . . . . . . . . . . Staff Sergeant
TECOM . . . . . . . . . . . . . . . . . . . . .Training and Education Command
TIP . . . . . . . . . . . . . . . . . . . . . . . . . Training Input Plan
TMS . . . . . . . . . . . . . . . . . . . . . . . Training Management System
T&R . . . . . . . . . . . . . . . . . . . . . . . .Training and Readiness
T/O . . . . . . . . . . . . . . . . . . . . . . . . Table of Organization
UMIS . . . . . . . . . . . . . . . . . . . . . .Unit Manpower Information Sheet
UTM . . . . . . . . . . . . . . . . . . . . . . . . .Unit Training Management
WO . . . . . . . . . . . . . . . . . . . . . . . . . . . .Warrant Officer
XO . . . . . . . . . . . . . . . . . . . . . . . . . . . .Executive Officer
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SC AND LREC T&R MANUAL


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 Publication 1-02, DOD Dictionary of Military and Associated Terms.

**A**

**After Action Review.** A professional discussion of training events conducted after all training to promote learning among training participants.  The formality and scope increase with the command level and size of the training evolution.  For longer exercises, they should be planned for at predetermined times during an exercise.  The results of the AAR shall be recorded on an after action report and forwarded to higher headquarters.  The commander and higher headquarters use the results of an AAR to reallocate resources, reprioritize their training plan, and plan for future training.

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

**C**

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

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

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

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

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

**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.

<div align="center">D</div>

**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 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.

<div align="center">E</div>

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

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

**Event (Training).** 1) An event is a significant training occurrence that is identified, expanded and used as a building block and potential milestone for a unit's training. An event may include formal evaluations. 2) An event within the T&R Program can be an individual training evolution, a collective training evolution or both. Through T&R events, the unit commander ensures that individual Marines and the unit progress from a combat capable status to a Fully Combat Qualified (FCQ) status.

**Event Component.** The major procedures (i.e., actions) that must occur to perform a Collective Event to standard.

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

**Exercise Director (ED).**  Designated by the EC to prepare, conduct, and report all evaluation results.  Responsibilities and functions of the ED include:  1) Publish a letter of instruction (LOI) that:  delineates the T&R events to be evaluated, establishes timeframe of the exercise, lists responsibilities of various elements participating in the exercise, establishes safety requirements/guidelines, and lists coordinating instructions.  2) Designate the TEC and TECG to operate as the central control agency for the exercise.  3) Assign evaluators, to include the senior evaluator, and ensure that those evaluators are properly trained.  4) Develop the general exercise scenario taking into account any objectives/events prescribed by the EC.  5) Arrange for all resources to include:  training areas, airspace, aggressor forces, and other required support.

**M**

**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, UJTL, UNTL, and MCTL. For community based T&R Manuals, an occupational field METL is developed to focus the community's collective training standards.  Commanders develop their unit METL from the service-level METL, operational plans, contingency plans, and SOPs.

**O**

**Operational Readiness (DOD, NATO).**  OR is the capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed.  May be used in a general sense or to express a level or degree of readiness.

**P**

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

**R**

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

**S**

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

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

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

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

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

**T**

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

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

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

<div align="center">U</div>

**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.

<div align="center">W</div>

**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.

APPENDIX C

SECURITY COOPERATION ACTIVITIES EXECUTED IN HOSTILE AND/OR NON-PERMISSIVE
ENVIRONMENTS

   This list is neither prescriptive nor all-inclusive; it is intended as considerations for mission analysis and should be considered in addition to events in this T&R.  This list is directed at the Force Providers and the Officer-in-Charge (OIC) and principal staff members of an advisor team, **regardless of their operational level**, that have been tasked to conduct Security Cooperation.
   These events are **to ensure team capability and survivability** in specific environments.  These events may be executed by the team either in the conduct of Security Cooperation, or during autonomous team operations such as a movement between friendly positions.
   These below listed events are recommended for consideration by a Security Cooperation team during mission analysis.

| | |
|---|---|
| INF-ANTI-5003 | Conduct Motorized Operations |
| INF-C2-5001 | Conduct Planning |
| INF-C2-5002 | Prepare for Operations |
| INF-C2-5003 | Integrate Enablers |
| INF-CSS-5001 | Conduct Tactical Logistics |
| INF-FSPT-4001 | Integrate Fires |
| INF-INT-5001 | Conduct Information Collections |
| INF-INT-5002 | Conduct Tactical Site Exploitation (TSE) |
| INF-MAN-5002 | Conduct a Movement to Contact |
| INF-MAN-5101 | Conduct a Position Defense |
| INF-MAN-5203 | Conduct a Passage of Lines |
| INF-MAN-5204 | Conduct a Linkup |
| INF-MAN-5205 | Breach an Obstacle |
| INF-MAN-5207 | Support by Fire/Overwatch |
| INF-MAN-5208 | React to a Meeting Engagement |
| INF-MAN-5210 | Detain Personnel |
| INF-MAN-5211 | Conduct Casualty Evacuation |
| INF-MAN-5301 | Conduct Patrolling Operations |
| INF-MAN-5302 | Conduct a Combat Patrol |
| INF-MAN-5304 | Occupy a Patrol Base |
| INF-C2-6001 | Employ Command and Control (C2) Systems |

High Risk Pistol Techniques**
Operate a vehicle in a foreign country**
Tactical Combat Casualty Care (TCCC) **
** NOTE:  These skills are not in any USMC T&R Manual.  Typically, this training is obtained through contractors.

SC AND LREC T&R MANUAL

APPENDIX D

SECURITY COOPERATION PRACTITIONERS


Security Cooperation is complex and requires various SC practitioners operating in concert to accomplish USMC, theater and national objectives.  To accomplish planning, execution, and management of Security Cooperation, it is imperative that commanders identify practitioner requirements that will support their assigned SC missions and develop a comprehensive plan to ensure these practitioners are trained.  Training requirements for each practitioner are covered within this T&R, per table below.


**Deployer / Interactor.**  A Deployer /Interactor is any individual Marine who may/will (planned or unplanned) interact with a foreign populace and/or Foreign Security Force, while performing routine MOS duties. This individual requires basic information on Security Cooperation.  This fundamental skillset ensures Marines understand the purpose of Security Cooperation and how it supports strategic objectives.  The duration of each foreign populace or Foreign Security Force interaction is typically short in duration (hours to days).

**SC Trainer**: A SC trainer is an individual assigned to train a Foreign Security Force in support of pre-planned events, engagements, or activities.  This individual is responsible for training a specific skillset to a Foreign Security Force.  Each interaction is typically of medium duration (days to weeks).

**Advisor**: An advisor is an individual that has persistent interaction to teach/coach/advise/assist a foreign security force individual and / or unit.  The advisor is any unit member with advising responsibilities and responsible for developing broad capabilities of the FSF.  The Advisor possesses a more robust understanding of applying interaction skills with cultural awareness and of an assigned foreign security force, and a fundamental understanding of Security Cooperation.  The duration of an advisor mission is typically of long duration (months to a year).

**Advanced Advisor / Team Leader**:  An Advanced Advisor/Team Leader is an individual tasked to organize/train/equip and lead an SC Team and/or Advisor Team.  The Advanced Advisor/Team Leader is responsible to teach/coach/advise/assist senior FSF personnel.  In addition to the Advisor Skills, the Advanced Advisor / Team Leader requires the capability to plan, implement, and monitor the advising mission.  The duration of an advisor mission is typically of long duration (Months to a year).

**Executive Advisor:**  An Executive Advisor is generally Field Grade and General Officers who advise ministry and policy making levels of government to effect sustainable development, equipping, and manning of FSF. Executive Advisors typically demonstrate Service level proficiency in their MOS and have undergone substantial regional, culture, and language training associated with the AO. The Afghanistan Pakistan Hands (AfPak Hands) program is an example of Executive Advisors employed in the ministry level within the government of Afghanistan.

**Engagement Planner:**  A SC Engagement Planner is an individual responsible for developing and executing a SC engagement plan(s) that nest under, and support the achievement of, a long-term engagement plan.  These practitioners operate at the Operational and Tactical Levels.  The Engagement Planner is typically deployed for long durations (months to a year).

**Regional Planners:**  A SC Regional Planner is an individual responsible for determining the objectives/end state of the FSF, developing long-term engagement plans, and overseeing the execution/implementation.  Typical examples are MARFOR/GCC desk officers and Service-level planners.  These practitioners routinely operate at the strategic and operational levels.

The table below provides listings of recommended individual events for each practitioner.  The list was derived from a TECOM Front End Analysis (FEA), and is utilized by the Marine Corps Security Cooperation Group (MCSCG) to formally train each level of SC practitioner. The list serves as a guide to inform a unit/team's training analysis and is not prescriptive.

| Deployer / Interactor | |
|---|---|
| 0300-CMBH-1002 | Identify anomalies |
| 0300-CMBH-2004 | Profile an anomaly |
| LREC-COMM-2001 | Conduct non-verbal communication |
| LREC-COMM-2002 | Communicate through an interpreter |
| LREC-COMM-2003 | Employ mission essential words and phrases |
| LREC-INTA-2002 | Conduct cross-cultural interaction |
| SC-ATFP-2105 | Mitigate insider threats |
| SC-INTA-2102 | Influence behavior |
| SC-INTL-2101 | Manage the Release of Information |
| SC Trainer | |
| 0300-CMBH-1002 | Identify anomalies |
| 0300-CMBH-2004 | Profile an anomaly |
| LREC-COMM-2001 | Conduct non-verbal communication |
| LREC-COMM-2002 | Communicate through an interpreter |
| LREC-COMM-2003 | Employ mission essential words and phrases |
| LREC-COMM-2004 | Display Basic Language Proficiency |
| LREC-INTA-2002 | Conduct cross-cultural interaction |
| LREC-INTA-2001 | Conduct Key Leader Engagement |
| SC-ATFP-2105 | Mitigate insider threats |
| SC-INTA-2102 | Influence behavior |
| SC-INTA-2103 | Negotiate differences |
| SC-INTL-2101 | Manage the Release of Information |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-TRNG-2101 | Develop foreign security force (FSF) unit training plan |
| SC-TRNG-2102 | Develop foreign security force (FSF) training support package |
| SC-TRNG-2103 | Conduct Foreign Security Force Training |
| SC-TRNG-2104 | Conduct FSF live-fire training actions |

| SC-WPNS-2101 | Operate foreign security force (FSF) weapons systems |
|---|---|
| **Advisor**<br>**(Tasks are not all inclusive, Advisor will also conduct ATFP IAW mission requirements)** | |
| 0300-CMBH-1002 | Identify anomalies |
| 0300-CMBH-2004 | Profile an anomaly |
| LREC-COMM-2001 | Conduct non-verbal communication |
| LREC-COMM-2002 | Communicate through an interpreter |
| LREC-COMM-2003 | Employ mission essential words and phrases |
| LREC-COMM-2004 | Display Basic Language Proficiency |
| SC-INTA-2104 | Manage interpreters |
| LREC-INTA-2002 | Conduct cross-cultural interaction |
| SC-ADV-2101 | Develop security cooperation (SC) advising plan |
| SC-ADV-2102 | Advise Foreign Security Forces counterpart |
| SC-ASMT-2101 | Evaluate foreign security force (FSF) progress |
| SC-ATFP-2105 | Mitigate insider threats |
| SC-INTA-2101 | Develop a security cooperation (SC) interaction plan |
| SC-INTA-2102 | Influence Behavior |
| SC-INTA-2103 | Negotiate differences |
| SC-INTL-2101 | Manage the Release of Information |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-TRNG-2101 | Develop foreign security force (FSF) unit training plan |
| SC-TRNG-2102 | Develop foreign security force (FSF) training support package |
| SC-TRNG-2103 | Conduct foreign security force (FSF) training |
| | |
| | |
| SC-TRNG-2104 | Conduct FSF live-fire training actions |
| SC-WPNS-2101 | Operate foreign security force (FSF) weapons systems |
| **Advanced Advisor / Team Leader**<br>**(Tasks are not all inclusive, Adv Advisor also has some Trainer skills in addition to rank and/or SME experience. ATFP and Assist tasks apply IAW mission requirements)** | |
| 0300-CMBH-1002 | Identify anomalies |
| 0300-CMBH-2004 | Profile an anomaly |
| LREC-COMM-2001 | Conduct non-verbal communication |
| LREC-COMM-2002 | Communicate through an interpreter |
| LREC-COMM-2003 | Employ mission essential words and phrases |
| LREC-COMM-2004 | Display Basic Language Proficiency |
| SC-INTA-2104 | Manage interpreters |
| LREC-INTA-2002 | Conduct cross-cultural interaction |
| SC-ADV-2101 | Develop security cooperation (SC) advising plan |
| SC-ADV-2102 | Advise foreign security force (FSF) counterpart |
| SC-ASMT-2101 | Evaluate foreign security force (FSF) progress |
| SC-INTA-2101 | Develop a security cooperation (SC) interaction plan |

| SC-INTA-2102 | Influence Behavior |
|---|---|
| SC-INTA-2103 | Negotiate differences |
| SC-INTL-2101 | Manage the Release of Information |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-TRNG-2101 | Develop foreign security force (FSF) unit training plan |
| SC-TRNG-2102 | Develop foreign security force (FSF) training support package |
| SC-TRNG-2103 | Conduct foreign security force (FSF) training |
| SC-TRNG-2104 | Conduct live-fire training actions |
| SC-WPNS-2101 | Operate foreign security force (FSF) weapons systems |
| **SC Engagement Planner** **(Tasks are not all inclusive, some planners will engage with FSF counterparts and require engagement skills IAW mission requirements)** | |
| SC-ASMT-2101 | Evaluate foreign security force (FSF) progress |
| SC-INTL-2101 | Manage the Release of Information |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-PLAN-2101 | Analyze higher guidance |
| SC-PLAN-2102 | Analyze Available Resources |
| SC-PLAN-2103 | Analyze the operational environment (OE) |
| SC-PLAN-2104 | Conduct a Security Role Assessment |
| SC-PLAN-2105 | Conduct assessment of Foreign Security Force capability |
| SC-PLAN-2106 | Conduct a Solutions Analysis |
| SC-PLAN-2107 | Develop Security Cooperation Engagement Plan |
| SC-PLAN-2108 | Coordinate Security Cooperation Engagement Plan implementation with stakeholders |
| SC-PLAN-2109 | Obtain Security Cooperation Plan resources |
| **SC Regional Planners** **(Tasks not all inclusive, may require LREC skills IAW mission requirements)** | |
| SC-PLAN-2102 | Analyze the operational environment (OE) |
| SC-PLAN-2103 | Conduct a Security Role Assessment |
| SC-PLAN-2104 | Conduct assessment of Foreign Security Force capability |
| SC-PLAN-2105 | Conduct a Solutions Analysis |
| SC-PLAN-2106 | Develop Security Cooperation Engagement Plan |
| SC-PLAN-2107 | Analyze the operational environment (OE) |
| SC-PLAN-2108 | Coordinate security cooperation engagement plan implementation with stakeholders |
| SC-PLAN-2109 | Obtain Security Cooperation Plan resources |

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formally train each level of SC practitioner. The list serves as a guide to inform a unit/team's training analysis and is not prescriptive.

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| LREC-COMM-2001 | Conduct non-verbal communication |
| LREC-COMM-2002 | Communicate through an interpreter |
| LREC-COMM-2003 | Employ mission essential words and phrases |
| LREC-INTA-2001 | Conduct cross-cultural interaction |
| SC-ATFP-2105 | Mitigate insider threats |
| SC-INTA-2102 | Influence behavior |
| SC-INTL-2101 | Manage the Release of Information to non-U.S. DOD Entities |
| **SC Trainer** | |
| 0300-CMBH-1002 | Identify anomalies |
| 0300-CMBH-2004 | Profile an anomaly |
| LREC-COMM-2001 | Conduct non-verbal communication |
| LREC-COMM-2002 | Communicate through an interpreter |
| LREC-COMM-2003 | Employ mission essential words and phrases |
| LREC-COMM-2004 | Display Basic Language Proficiency |
| LREC-INTA-2001 | Conduct cross-cultural interaction |
| LREC-INTA-2002 | Conduct Key Leader Engagement |
| SC-ATFP-2105 | Mitigate insider threats |
| SC-INTA-2102 | Influence behavior |
| SC-INTA-2103 | Negotiate differences |
| SC-INTL-2101 | Manage the Release of Information to non-U.S. DOD Entities |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-TRNG-2101 | Develop foreign security force (FSF) unit training plan |
| SC-TRNG-2102 | Develop foreign security force (FSF) training support package |
| SC-TRNG-2103 | Conduct foreign security force (FSF) training |
| SC-TRNG-2104 | Transfer knowledge |
| SC-TRNG-2105 | Conduct preliminary live-fire training actions |
| SC-TRNG-2106 | Conduct live-fire training actions |
| SC-WPNS-2101 | Operate foreign security force (FSF) weapons systems |
| **Advisor** **(Tasks are not all inclusive, Advisor will also conduct ATFP IAW mission requirements)** | |
| 0300-CMBH-1002 | Identify anomalies |
| 0300-CMBH-2004 | Profile an anomaly |
| LREC-COMM-2001 | Conduct non-verbal communication |
| LREC-COMM-2002 | Communicate through an interpreter |
| LREC-COMM-2003 | Employ mission essential words and phrases |
| LREC-COMM-2004 | Display Basic Language Proficiency |
| LREC-COMM-2006 | Manage interpreters |
| LREC-INTA-2001 | Conduct cross-cultural interaction |

| SC-ADV-2101 | Develop security cooperation (SC) advising plan |
| SC-ADV-2102 | Advise Foreign Security Forces |
| SC-ASMT-2101 | Evaluate foreign security force (FSF) progress |
| SC-ATFP-2105 | Mitigate insider threats |
| SC-INTA-2101 | Develop a security cooperation (SC) interaction plan |
| SC-INTA-2102 | Influence Behavior |
| SC-INTA-2103 | Negotiate differences |
| SC-INTL-2101 | Manage the Release of Information to non-U.S. DOD Entities |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-TRNG-2101 | Develop foreign security force (FSF) unit training plan |
| SC-TRNG-2102 | Develop foreign security force (FSF) training support package |
| SC-TRNG-2103 | Conduct foreign security force (FSF) training |
| SC-TRNG-2104 | Transfer knowledge |
| SC-TRNG-2105 | Conduct preliminary live-fire training actions |
| SC-TRNG-2106 | Conduct live-fire training actions |
| SC-WPNS-2101 | Operate foreign security force (FSF) weapons systems |
| **Advanced Advisor / Team Leader**<br>**(Tasks are not all inclusive, Adv Advisor also has some Trainer skills in addition to rank and/or SME experience. ATFP and Assist tasks apply IAW mission requirements)** | |
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| LREC-COMM-2004 | Display Basic Language Proficiency |
| LREC-COMM-2006 | Manage interpreters |
| LREC-INTA-2001 | Conduct cross-cultural interaction |
| SC-ADV-2101 | Develop security cooperation (SC) advising plan |
| SC-ADV-2102 | Advise foreign security force (FSF) counterpart |
| SC-ASMT-2101 | Evaluate foreign security force (FSF) progress |
| SC-INTA-2101 | Develop a security cooperation (SC) interaction plan |
| SC-INTA-2102 | Influence Behavior |
| SC-INTA-2103 | Negotiate differences |
| SC-INTL-2101 | Manage the Release of Information to non-U.S. DOD Entities |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-TRNG-2101 | Develop foreign security force (FSF) unit training plan |
| SC-TRNG-2102 | Develop foreign security force (FSF) training support package |
| SC-TRNG-2103 | Conduct foreign security force (FSF) training |
| SC-TRNG-2104 | Transfer knowledge |
| SC-TRNG-2105 | Conduct preliminary live-fire training actions |
| SC-TRNG-2106 | Conduct live-fire training actions |

| SC-WPNS-2101 | Operate foreign security force (FSF) weapons systems |
|---|---|
| **SC Engagement Planner** <br> **(Tasks are not all inclusive, some planners will engage with FSF counterparts and require engagement skills IAW mission requirements)** | |
| SC-ASMT-2101 | Evaluate foreign security force (FSF) progress |
| SC-INTL-2101 | Manage the Release of Information to non-U.S. DOD Entities |
| SC-LEGL-2101 | Manage assigned funds (Titles 10 and 22) |
| SC-PLAN-2101 | Analyze higher guidance |
| SC-PLAN-2102 | Analyze Available Resources |
| SC-PLAN-2103 | Analyze the operational environment (OE) |
| SC-PLAN-2104 | Determine stakeholder objectives |
| SC-PLAN-2105 | Determine desired security role (DSR) |
| SC-PLAN-2106 | Determine desired security role (DSR) capability requirements |
| SC-PLAN-2107 | Develop data collection plan |
| SC-PLAN-2108 | Conduct assessment of foreign security force capabilities |
| SC-PLAN-2109 | Determine capability gap analysis |
| SC-PLAN-2110 | Develop security cooperation engagement plan (SCEP) |
| SC-PLAN-2111 | Obtain security cooperation engagement plan (SCEP) resources |
| SC-PLAN-2112 | Coordinate security cooperation engagement plan (SCEP) implementation with stakeholders |
| **SC Regional Planners** <br> **(Tasks not all inclusive, may require LREC skills IAW mission requirements)** | |
| SC-PLAN-2102 | Analyze available resources |
| SC-PLAN-2103 | Analyze the operational environment |
| SC-PLAN-2104 | Conduct a Security Role Analysis |
| SC-PLAN-2105 | Conduct assessment of foreign security force (FSF) capabilities |
| SC-PLAN-2106 | Develop security cooperation engagement plan (SCEP) |
| SC-PLAN-2107 | Obtain security cooperation engagement plan (SCEP) resources |
| SC-PLAN-2108 | Coordinate security cooperation engagement plan implementation with stakeholders |
| SC-PLAN-2109 | Conduct Solution Analysis |

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