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MARINE CORPS BULLETIN 3510

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS RED TEAM POLICY

Ref: (a) 35th Commandant's Planning Guidance, 2010
(b) University of Foreign Military and Cultural Studies, The Applied Critical Thinking Handbook, ver. 7.0
(c) MCO 5311.6
(d) 5 U.S.C. 552a
(e) SECNAVINST 5211.5E
(f) SECNAV M-5210.2

1. Purpose. To promulgate policy, assign responsibilities, delineate Red Team educational requirements, and establish Red Team member management procedures.

2. Background

a. Red Teaming is a broadly applicable capability that supports the inclusion of independent, critical thought, and alternative perspectives to support problem-solving and decision-making processes. The goal of Red Teaming is to identify and reduce risk and expand opportunities. Red Teams expose plans and concepts to rigorous examination thereby improving our adaptability to constantly changing environments.

b. This Bulletin expands upon the guidance in reference (a) by providing policy and procedural guidance. Active and Reserve Component billet identification codes (BIC) for the Operating Forces and Supporting Establishment have been created, a Red Team Advocate and Proponent have been designated, and a training and readiness (T&R) manual is under development. The approved Red Team military occupational specialty (MOS) 0506 is incorporated in the current MOS Manual signed by the Commanding General (CG), Training and Education Command (TECOM).

c. The University of Foreign Military and Cultural Studies (UFMCS) (Fort Leavenworth, KS) brings a unique, tailored approach to providing education focused on decision support, averaging 25 quotas for Marines and civilians per year in the Total Force. The core of their curriculum is based on applied critical thinking, fostering cultural empathy, self-awareness and reflection, and group-think mitigation. Their premise is that people and organizations court failure in predictable ways, and that they do so by degrees, almost imperceptible, and that they do so according to their mindset, biases, and experience, which are formed in large part by culture and context. The UFMCS, The Applied Critical Thinking Handbook [e.g.,

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reference (b)] contains the Red Team community's doctrinal base and tools to effectively and efficiently practice Red Teaming.

3. Policy. Per reference (a), this Bulletin mandates the establishment of Red Teams for all Marine expeditionary forces (MEF) and Marine expeditionary brigades (MEB). Red Team(s) / members:

a. Must proactively participate in operational planning, special projects, and provide the command with alternative perspectives, analysis, and independent critical thinking.

b. Will perform the duties as a special staff officer, reporting directly to the chief of staff to execute tasks per the CG's guidance.

c. May be augmented with theater-specific and functional subject matter experts (SME) to meet mission requirements, as required.

4. Action

a. Deputy Commandant, Combat Development and Integration (DC, CD&I)

(1) Serve as Red Team Advocate and provide service oversight to the Red Team program per reference (c).

(2) Review, approve, and publish Red Team doctrine and concepts.

(3) Publish an updated bulletin annually until publication of a Marine Corps Order.

(4) Review the Red Team Proponent's assessment of the program annually to determine if the program is utilized properly and employed effectively at all levels of command.

(5) Publish a Marine Corps Order [as developed by CG TECOM] on roles and responsibilities for Red Teams.

b. Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA)

(1) Notify the Red Team Proponent (CG, TECOM) of Marines identified to fulfill Red Team BICs.

(2) Assign one field grade officer to the UFMCS as a resident military faculty advisor and Red Team instructor.

c. CGs, MEFs and MEBs

(1) Utilize the Red Team to the fullest extent of its capabilities to enhance plans, and to explore alternatives in war games, exercises, operational planning, and command special projects to improve overall command effectiveness.

(2) Ensure assigned Red Team members attend the red team training prescribed in paragraph 5.a.

(3) Ensure independence and direct access to CGs and staff in order to develop and present useful products providing divergent positions and highlighting critical information to leaders.

(4) Provide SMEs, as necessary, to support the Red Team Advocate's program management efforts such as participation in course content review boards and policy development working groups.

d. CG, TECOM

(1) Act as proponent and occupational field manager for Red Teams per reference (c).

(2) Coordinate with DC, M&RA on the assignment of Red Teams throughout the Marine Corps.

(3) As occupational field manager, manage Red Team officer and enlisted assignments upon completion of the UFMCS courses or Marine Corps equivalent courses.

(4) Ensure funding is allocated to support the training of Red Teams throughout the Marine Corps.

(5) Coordinate with DC, M&RA the assignment of one field grade officer to UFMCS as a resident military faculty advisor and Red Team instructor.

(6) Incorporate Red Teams collectively and via the Red Team Operational Advisory Group to develop Service level doctrine and concepts to improve overall command effectiveness.

(7) Partner with UFMCS to develop Service level doctrine congruent with the United States Army and Joint partners.

(8) Develop and staff for DC, CD&I endorsement an updated Marine Corps bulletin annually, until publication of a Marine Corps Order.

(9) Develop and staff the Marine Corps Order for DC, CD&I signature on Red Teams.

(10) Direct (through the Marine Air-Ground Task Force Staff Training Program Division) coordination and supervision of the institutionalization of Red Teaming in Service level exercises.

(11) Supervise, staff, and coordinate the publication of Red Team T&R standards.

(12) Assess the Red Team program annually and provide recommendations to the Red Team Advocate to maintain and improve the program's effectiveness.

(13) Establish a qualified Red Team instructor cadre at Marine Corps University (MCU).

(14) Partner with Education Command to develop and oversee Marine Corps Red Team course content and curriculum. Ensure relevant information captured in the Marine Corps Lessons Learned Program is incorporated into the Red Team curriculum as required.

(15) Implement and manage Red Team education into all levels of officer and enlisted professional military education, including but not limited to Staff Non-Commissioned Officers Academy, Expeditionary Warfare

School, Command and Staff College, School of Advanced Warfighting, and Marine Corps War College.

(16) Incorporate Red Teams to enhance plans, applicable exercises, service or strategic level planning, and special projects to improve overall command effectiveness.

5. Coordinating Instructions

a. Training and Education

(1) Prior to reporting (or within 90 days of reporting): all Marines assigned to designated Red Team billets will successfully complete either one of the courses identified below at Fort Leavenworth, Kansas. (Army Training Requirements and Resources School (ATRRS) Code 159)

(a) Course Identifier (CID) A26KKF2 Stop-Gap Red Team Leader Course (9 weeks): The course emphasizes critical thinking skills, fostering cultural empathy, self-awareness, and reflection, groupthink mitigation strategies, and Red Team methodologies. Planning processes include the Military Decision Making Process and the use of Red Team Tools. Students apply Red Team methods and processes to a limited range of case and country studies.

(b) CID A26KKG2 Red Team Member Course (6 weeks): The course emphasizes critical thinking skills, fostering cultural empathy, self-awareness, and reflection, groupthink mitigation strategies, and Red Team methodologies. The course is designed to help students anticipate change, reduce uncertainty, and improve operational decision making.

(2) Attendance at ATRRS is funded by TECOM.

(3) Other Red Team members not assigned to Red Team billets but performing Red Team functions at individual commands at a minimum should attend the two week class provided by the UFMCS Mobile Training Team or by MCU Red Team instructors that meet the UFMCS standard.

(4) Current Red Team and point of contact information as well as billet description can be found at the following website:
(<https://vcepub.tecom.usmc.mil/redteam/SitePages/Home.aspx>)

6. Reserve Applicability. This Bulletin is applicable to the Marine Corps Total Force.

7. Cancellation Contingency. This Bulletin will expire in one year or when superseded by a Marine Corps Order.

8. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The DON recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities will be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII will be in accordance with the Privacy Act of 1974, as amended (reference (d)) and implemented per reference (e).

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

A handwritten signature in black ink, reading "Robert S. Walsh". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

R. S. WALSH
Deputy Commandant for
Combat Development and Integration

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