



**DEPARTMENT OF THE NAVY**  
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MARINE CORPS ORDER 5351.1A

From: Commandant of the Marine Corps  
To: Distribution List

Subj: OPERATIONAL STRESS CONTROL AND READINESS (OSCAR) PROGRAM

Ref: See enclosure (1)

Encl: (1) References  
(2) Glossary of Terms and Definitions  
(3) Glossary of Acronyms and Abbreviations

Reports Required: Operational Stress Control and Readiness (OSCAR) Quarterly Report, Pg. 6, Para. 4.b.(5)(1); and Pg. 7, Para. 4.b.(6)(e)

1. Situation. This Order establishes requirements and assigns responsibilities for the Operational Stress Control and Readiness (OSCAR) Program stakeholders to prevent, identify, and manage stress and stress reactions. This Order is in accordance with references (a) through (v). In the Marine Corps, Combat Operational Stress Control (COSC) is operationalized through the OSCAR Program and must be implemented in accordance with this Order and procedures contained in reference (c).

2. Cancellation. MCO 5351.1

3. Mission. OSCAR Teams comprised of specially trained Marines (known as OSCAR Marines), Extenders, and Mental Health Professionals (MHP) assist commanders and Marine leaders in preventing, identifying, and managing the impacts of stress to maintain warfighting capability. The OSCAR Program achieves this by enabling a cohesive ready force that promotes the long-term health and well-being of Marines.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The OSCAR Program is for Marines, by Marines, and leverages the science on the benefits of connectedness and peer support to assist commanders and Marine leaders in keeping Marines and the unit ready and in the "green". As a leadership tool, the OSCAR Program is a premier commander's strategy to influence command climate, culture, unit cohesion, and Marine Corps Total Fitness (MCTF).

(b) Preserving the fitness of Marines is as much a warfighting

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function as it is a sacred duty. It is of paramount concern to mission readiness. The MCTF Strategic Plan shifts focus from injury and illness to health, wellness, prevention, and performance. MCTF focuses on four domains of fitness - social, spiritual, mental, and physical. Marine Corps doctrine, reference (a), provides details about preserving fitness through COSC principles closely aligned to the four domains of MCTF. COSC is a broad concept that has three main goals - prevention, identification, and management of combat and operational stress rising from both military training and operations as well as daily wear and tear experienced by all Marines. Requirements for activities that support the early detection and management of stress reactions to preserve mission effectiveness and warfighting capabilities are established in reference (b).

(c) Commanders at all levels of leadership must fully execute and sustain an active OSCAR Program in units and areas of responsibility (AOR), regardless of unique structure, size, geographic location, or other variances.

(d) Commanders and senior leaders must maximize individual and unit readiness through a coordinated, consistent, and fully executed OSCAR Program in accordance with references (a) through (f).

(e) Commanders must leverage the OSCAR Program, OSCAR Teams, and other existing programs to operationalize the time-honored and institutional values of mentorship, leadership, resiliency, and MCTF as described in references (a), (u), and (v).

## (2) Concept of Operations

(a) Commanders and leaders at all levels must facilitate an environment that promotes the resilience and long-term wellness of Marines as they manage daily stressors and the additional stressors inherent to military life. The Five Core Leader Functions: Strengthen, Mitigate, Identify, Treat, and Reintegrate (SMITR) serve as a guiding framework per references (a), (c), (e), and (f). A command climate with positive norms across the domains of fitness (social, spiritual, mental, and physical) supports a more resilient and ready force. These four domains are all important aspects of mitigating stress. Requirements for ensuring holistic well-being is further described in references (h) and (r).

(b) The commanders' OSCAR Team(s) functions within the Marine Corps prevention system to mitigate risks and strengthen protective factors. The OSCAR Program focuses on shared risk and protective factors across harmful behaviors and is an asset to prevention programming. OSCAR Teams are leveraged as an existing asset, working collaboratively with leadership, the prevention workforce, and military community, using data, policy, and resources, to ensure effective implementation of the prevention system. The Marine Corps prevention system is outlined in references (h), (i), and (p).

(c) OSCAR Teams act as sensors and support for commanders by recognizing small changes in behavior, taking preventative action early, and supporting Marines experiencing stress using tools from reference (a). OSCAR Teams help with skill development, promote protective environments and healthy climates, and support integrated prevention. OSCAR Team requirements are relevant for all commands and units across the Marine Corps.

1. Each command must train, identify, designate, and maintain an OSCAR Team that consists of at least 15 percent of the command.

2. OSCAR Marines must be a cross section of ranks evenly distributed throughout the command(s) to maximize peer-to-peer support opportunities for all Marines. Examples of cross section of ranks and even distribution are provided in reference (c).

(d) OSCAR Teams are a valuable resource before, during, and after critical incidents. A critical incident is any event the commander identifies as having the potential to impact the unit, a Marine, group of Marines, and/or family members. Commanders are positioned to decide what resources to use to support critical incidents for units and Marines. Examples of how to use OSCAR Teams and the OSCAR tools, such as Combat and Operational Stress First Aid, in response to critical incidents are provided in reference (c).

(e) Identified commands must employ an OSCAR Program Specialist (formerly referred to as Regional Training Coordinators) to serve as an advisor to commanders, senior leaders, OSCAR Representatives, and OSCAR stakeholders within their AOR. Each Marine Expeditionary Force (MEF) and Marine Corps Forces Reserve (MARFORRES) must employ an OSCAR Program Specialist to advise OSCAR stakeholders within regional AOR (East, West, Pacific, and MARFORRES). OSCAR Program Specialist requirements are available in reference (c).

(f) All OSCAR training must be conducted with fidelity and standardization utilizing designated resources and materials provided by Manpower and Reserve Affairs (M&RA) Marine and Family Programs Division (MF) and in accordance with references (b) and (c).

1. Designated training includes, but is not limited to, OSCAR Team Training and OSCAR Deployment Cycle Training.

2. MF may develop and require additional trainings in alignment with policy from higher headquarters or other identified program needs.

3. Training fidelity and standardization requires full adherence to the most current training guidance from MF.

4. All OSCAR training must be entered in the Marine Corps Training Information Management System (MCTIMS) per reference (c).

(g) Standardized language defined in reference (a) is utilized as common OSCAR Program language throughout the Marine Corps to improve coordination and standardization.

b. Subordinate Element Missions

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

(a) Facilitate and serve as the executive authority for the Marine Corps OSCAR Program by leveraging subject matter experts (SME) to develop interventions, tools, and processes including policy, oversight, development, implementation, evaluation, communication, quality improvement, and training curricula in accordance with references (a) through (c).

(b) Coordinate OSCAR functional area checklist (FAC) development and updates; oversee M&RA staff tasked to conduct inspections, training, and site visits in relation to the OSCAR FAC; and ensure M&RA staff provide policy requirements to assist the Command Inspection Program as needed, per reference (k).

(c) Ensure coordination with Training and Education Command to develop, update, and disseminate content related to OSCAR within entry-level training, professional military education programs, other formal schools, and all appropriate career progression courses.

(d) Ensure coordination with Navy stakeholders (e.g., Medical Officer of the Marine Corps, Chaplain of the Marine Corps, and Navy Bureau of Medicine), to develop, approve, and implement training programs for medical, mental health, and chaplains on the principles of OSCAR, best practices, outcomes-based interventions for stress, and requirements established in reference (b).

(e) Ensure collection of data as needed for program oversight, or as required by higher headquarters.

(f) Serve as HQMC Functional Area Sponsor in accordance with reference (j) Inspector General of the Marine Corps (IGMC) Inspections Program. Maintain an annually updated FAC by ensuring questions are in compliance with the IGMC Inspections Program's checklist standards. Coordinate with IGMC on all inspections related matters. If requested by IGMC, provide an inspector for IGMC inspections.

(g) Review this Order annually to ensure that it is necessary, current, and consistent with statutory authority. The NAVMC 10974 is utilized to record the outcome of the annual review.

(2) Chaplain of the Marine Corps. Advise the Marine Corps on the roles and responsibilities of chaplains and Religious Program Specialists especially as it relates to their contributions to the OSCAR Program.

(3) Medical Officer of the Marine Corps (TMO). Advise the Marine Corps on the roles and responsibilities of medical officers (including mental health providers) and corpsmen (including behavioral health technicians) and contributions to the OSCAR Program.

(4) Marine and Family Programs Division (MF) Director

(a) Collaborate with other stakeholders on the oversight and implementation of core and discretionary programs aligned to the social,

spiritual, mental, and physical total fitness domains per reference (r), the MCTF Strategic Plan, and Commandant's Planning Guidance.

(b) Ensure that Warrior Athlete Readiness and Resilience (WARR) systems capabilities work collaboratively with the OSCAR Program.

(c) Support the medical and dental, environmental, nutritional, and financial health total fitness domains in accordance with reference (r).

(d) Manage programs using M&RA identified performance management strategy including but not limited to cost, quality, utilization, accessibility, and satisfaction to inform decision making, mitigate challenges, and address needs, in accordance with reference (q).

(e) Conduct inspections and support the managers' internal control program, privacy program, and certification to ensure requirements are met.

(f) Develop and provide standardized MF approved training and education materials in accordance with this Order and reference (b). Instructor-led and web-based training materials must be hosted on MarineNet, Marine Corps Training Information Management System, or other MF approved platform appropriate to the training audience. Provide oversight and ensure compliance with OSCAR Team Training, OSCAR Deployment Cycle Training, and training required by reference (b).

(g) Provide promising primary prevention activities to decrease harmful behaviors and improve quality of life.

1. Participate in integrated primary prevention activities to prevent multiple harmful behaviors.

2. Emphasize prevention and early intervention and connect individuals with necessary resources and referrals in accordance with references (p), (q), and (r).

3. Enhance mission readiness, unit performance and support the total fitness framework in accordance with reference (r).

(5) Commanding General, Marine Expeditionary Forces (MEF) and Commander, Marine Corps Forces Reserve (MARFORRES) must employ OSCAR Program Specialists who:

(a) Provide SME support and advise commanders, senior leaders, OSCAR Representatives, and other stakeholders in AOR on all OSCAR related programming and activities, in accordance with reference (c).

(b) Complete MF directed training as needed.

(c) Act as a liaison to MF OSCAR.

(d) Work with commands within AOR to build and sustain the capability to implement OSCAR Program requirements and follow all requirements as listed per this Order and reference (c).

(e) Ensure regular collection of data for program oversight as required by MF OSCAR, via the appropriate chain of command. OSCAR Quarterly

Reports are due to MF OSCAR by the end of each quarter, or as required by higher headquarters.

(6) Commanding Officers and Officers-in-Charge

(a) Develop and publish a command policy letter communicating commander's intent to implement the OSCAR Program in accordance with this Order and supporting NAVMC, reference (c), within 60 days of taking command. A policy letter is not policy and cannot establish requirements.

(b) Ensure full execution of the OSCAR Program within assigned or designated AOR as outlined in reference (c).

(c) Ensure command teams have established ongoing and routine communications with local OSCAR Program Specialist(s) within 60 days of assuming command.

(d) Appoint an OSCAR Representative, in writing, to serve as an advisor to the commander on OSCAR programming.

1. OSCAR Representatives assist the commander in meeting OSCAR Program requirements.

2. OSCAR Representative eligibility requirements and responsibilities are provided in reference (c).

3. OSCAR Representatives are designated as Special Staff Officers.

4. Commanders must support OSCAR Representatives in the following requirements and procedures in accordance with reference (c).

5. OSCAR Representatives must coordinate using the Marine Corps' chain of command. Examples are provided in reference (c).

(e) Ensure all OSCAR Program training is conducted with standardization and fidelity utilizing the training materials provided or authorized by MF in accordance with this Order and reference (c).

(f) All OSCAR training must be entered in MCTIMS per reference (c).

(g) Designate 15 percent of the command that have completed OSCAR Team Training to serve as the commander's OSCAR Team Members, including OSCAR Marines, Extenders, and MHPs, in writing, detailing roles and responsibilities per reference (c).

1. Maintain an OSCAR Team roster in writing, updated annually including newly appointed and redesignated OSCAR Marines, OSCAR Representative, Extenders, and MHPs attached to the commander's policy letter.

2. Ensure Team Members are equally distributed throughout unit structure to ensure availability of trained peer-to-peer support.

3. Team Members must be retrained upon annual redesignation or upon assignment to a new unit. Following the roll-out of any new training

iteration(s), OSCAR Team Members and OSCAR Trainers must be retrained in the new iteration(s). Retraining options are provided in reference (c).

(h) Ensure the OSCAR Team (consisting of representatives from OSCAR Marines, Extenders, and MHPs) meet quarterly. Teams may meet more often, but not less. Meetings may be in person or virtual. OSCAR Team meeting requirements are described in reference (c).

(i) Develop and maintain an OSCAR Action Plan (OAP) in writing, executed and updated annually, in accordance with this Order and reference (c).

(j) Include OSCAR Marines (including OSCAR Representatives), OSCAR Extenders, MHPs, and command, installation, and community resources in OSCAR Program planning and OSCAR Team activities in accordance with this Order and reference (c). Extenders and MHP introduce themselves at unit OSCAR Team trainings when feasible, are included in OSCAR Team meetings, and other OSCAR related planning and activities to further strengthen the command's OSCAR Team to better leverage the SMITR framework.

(k) Utilize OSCAR Teams to implement the requirements of this Order and reference (c).

(l) Ensure regular collection of data for program oversight as required by MF OSCAR, via the appropriate chain of command. OSCAR Quarterly Reports are due to MF OSCAR by the end of each quarter, or as required by higher headquarters.

(m) Incorporate the OSCAR Program into the Command Inspection Program utilizing the FAC in accordance with reference (j).

(n) Ensure OSCAR Teams collaborate with the Integrated Prevention Capability on the Comprehensive Integrated Prevention Plan (CIPP) or Climate Assessment and Prevention Plan for integration of components of the OAP into unit and regional CIPP, where appropriate, per reference (p).

(o) Implement promising primary prevention activities to decrease harmful behaviors and improve quality of life in accordance with paragraph 4b(3) (f).

1. Stress the importance of prevention, early intervention, and make connections with needed resources and referrals in accordance with references (o), (p), and (q).

2. Enhance mission readiness, unit performance and support the total force fitness framework in accordance with reference (r).

## 5. Administration and Logistics

a. Recommendations. Submit all recommendations regarding this Order via the appropriate chain of command to M&RA. Recommendations must be submitted in writing and must include supporting rationale.

b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (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 shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended [reference (m)] and implemented per references (n) and (s).

c. Records Management. Records created as a result of this Directive shall be managed according to National Archives and Records Administration approved dispositions in reference (k) to ensure proper maintenance, use, accessibility, and preservation, regardless of format or medium. Records disposition schedules are located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division portal page at:

<https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/RecordsandInformationManagement/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to reference (l) for Marine Corps records management policy and procedures.

6. Command and Signal

a. Command. This Order is applicable to the Active Component, members of the Selected Reserve, Marines on Active-Duty Operational Support Orders, their families, and when authorized by law, other populations such as civilian personnel.

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



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Deputy Commandant for  
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References

- (a) MCTP 3-30E/NTTP 1-15M
- (b) DoDI 6490.05 CH-2, "Maintenance of Psychological Health in Military Operations," May 29, 2020
- (c) NAVMC 5351.1
- (d) DoDI 6490.08, "Command Notification Requirements to Dispel Stigmas in Providing Mental Health Care to Service Members," September 6, 2023
- (e) MCO 1720.2A
- (f) NAVMC 1720.1C
- (g) MCO 1500.61
- (h) MCO 1700.41
- (i) NAVMC 1700.41
- (j) MCO 5040.6J
- (k) SECNAV M-5210.1 w/CH-1
- (l) MCO 5210.11F
- (m) 5 U.S.C. § 552a
- (n) SECNAVINST 5211.5F
- (o) DoDI 1342.22, "Military Family Readiness," August 5, 2021
- (p) DoDI 6400.09 CH-1, "DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm," July 30, 2025
- (q) DoDI 6400.11 CH-2, "DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders," July 30, 2025
- (r) DoDI 1010.10 CH-3, "Health Promotion and Disease Prevention," May 16, 2022
- (s) MCO 5211.5
- (t) BUMED 6010.30
- (u) MCWP 6-10
- (v) MCTP 6-10A

Glossary of Terms and Definitions

Combat and Operational Stress Control (COSC) - Actions taken by military leadership to prevent, identify, and manage adverse stress reactions in units, individuals, and families; enhance mission performance; increase individual, family and unit resilience; conserve fighting strength; prevent or reduce adverse effects of stress on members' physical, psychological, behavioral, and social health; and to return the unit or Service Member to duty. These programs address both combat and operational stress as well as stress experienced during peacetime, such as that experienced during a medical emergency event (i.e., the COVID-19 pandemic).

Combat and Operational Stress First Aid (COSFA) - A flexible multi-step process (check, coordinate, cover, calm, connect, competence and confidence) for the timely assessment and preclinical care of possible stress injuries in individuals or units. Sometimes referred to as Stress First Aid (SFA).

Combat and Operational Stress Control (COSC) Tools - Institutionally vetted tools and concepts that are compiled and further defined in Marine Corps doctrine, reference (a), and utilized to accomplish the intent and mission of the OSCAR Program. These tools include the Core Leaders Functions - SMITR, Stress Continuum, COSFA, and Stress Continuum Decision Flowchart.

Command, Installation, and Community Resources - Any resources, programs, or personnel within a geographic location that are involved or can be used to support OSCAR Teams: includes both internal command assets and resources and external assets and resources. Examples are provided in reference (c).

Core Leader Functions - Leader actions of strengthen, mitigate, identify, treat, and reintegrate (SMITR) to reinforce a leader's commitment to Marines' psychological health and well-being, and organizational resilience. Also referred to as SMITR (pronounced SMIT-ER).

Deployment - Troop movement from a person's regular, fixed duty location to a temporary duty location that is in support of a Department of Defense-supported operation. Deployments may vary by several factors such as location, length, and type (i.e., combat, training, other operations, humanitarian support).

Evaluation - The systematic collection and analysis of information and data (quantitative and qualitative) to assess outcomes and impact of prevention activities.

Extenders - OSCAR Extenders are uniformed medical staff, chaplains, corpsmen, and other Service Members who, based on the nature of their Military Occupational Specialty, "extend" the capabilities of the OSCAR MHP by bridging the gap between Service Members and OSCAR MHP. Extenders are part of a command's OSCAR Team.

Geographic Location - An area that includes any co-located installation commands and tenant commands, resources or programs aboard an installation, and community resources outside the gate, when appropriate.

Mental Health Professional (MHP) - Specialized uniformed medical personnel such as psychiatrists, psychologists, mental health nurse practitioners, and licensed clinical social workers. They provide specialized prevention services and formal mental health care. MHPs are part of a command's OSCAR Team.

Operational Stress Control and Readiness (OSCAR) Program - Programming to accomplish the goal of preventing, identifying, and managing stress reactions through the implementation, sustainment, and utilization of the OSCAR Program including OSCAR Team Members and OSCAR Teams.

Operational Stress Control and Readiness (OSCAR) Marines - Command selected, specially trained Marines or other attached Service Members that assist commanders in prevention, identification, and early intervention for stress and stress reactions. OSCAR Marines support reintegration efforts, in all commands, whether operational, deployed, in training, or in garrison. OSCAR Marines are part of a command's OSCAR Team.

Operational Stress Control and Readiness (OSCAR) Representative - Marines that have attended OSCAR Team Training and have been appointed, in writing, to serve as an advisor to the commander for OSCAR programming. The OSCAR Representative assists the commander in meeting OSCAR Program requirements to include but not limited to maintaining an OSCAR Team roster and monitoring training needs.

Operational Stress Control and Readiness (OSCAR) Teams - OSCAR Teams are comprised of specially trained Marines, Extenders, and Mental Health Professionals (MHP). OSCAR Teams utilize COSC principles to assist the commander in unit stress mitigation.

OSCAR Action Plan (OAP) - a plan developed by the OSCAR Team that uses the Five Core Leader Function (SMITR) and includes identification of the unit's OSCAR Team, training plans for the OSCAR Team, and actions of the OSCAR Team to support implementation, execution, and sustainment of the OSCAR Program in the command. The OAP provides the command; the OSCAR Team; and command, installation, and community resources a shared vision of how the command implements and sustains their OSCAR Program.

Peer-to-Peer Support - Peer support to engage individuals during times of stress to provide an early intervention strategy normalizing the process of seeking help for distress. Sometimes referred to as "buddy care" or "having each other's backs".

Prevention System - Organizational factors that constitute the prevention system include human resources, such as equipped and empowered leadership and prevention personnel; infrastructure, such as prevention-specific policy, resources, and data systems; and collaborative relationships within and across organizations. In an optimized prevention system, human resources attain and sustain prevention-specific knowledge and skills, productive and collaborative relationships form and strengthen, and infrastructure facilitates and institutionalizes effective planning, execution, evaluation, and quality improvement. Reference (p) provides additional information about the definition of a prevention system.

Resiliency - The ability to withstand, recover, and grow in the face of stressors and changing demands.

Glossary of Acronyms and Abbreviations

AOR	Areas of Responsibility
CIPP	Comprehensive Integrated Prevention Plan
COSC	Combat and Operational Stress Control
DON	Department of the Navy
FAC	Functional Area Checklist
M&RA	Manpower and Reserve Affairs
MARFORRES	Marine Corps Forces Reserve
MCTF	Marine Corps Total Fitness
MEF	Marine Expeditionary Force
MF	Marine and Family Programs Division
MHP	Mental Health Professional
OAP	OSCAR Action Plan
OSCAR	Operational Stress Control and Readiness
PII	Personally Identifiable Information
SME	Subject Matter Experts
SMITR	Strengthen, Mitigate, Identify, Treat, and Reintegrate