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09 Apr 2026

NAVMC 5351.1

From: Commandant of the Marine Corps
To: Distribution List

Subj: OPERATIONAL STRESS CONTROL AND READINESS (OSCAR) PROGRAM PROCEDURES

Ref: See enclosure (1)

Encl: (1) References
(2) Operational Stress Control and Readiness Program Procedures

1. Purpose. The Operational Stress Control and Readiness (OSCAR) Program is implemented in accordance with references (a) through (w) and this NAVMC. This NAVMC establishes procedures to maximize resilience and readiness and supports: coordinated, consistent, fully executed OSCAR Programs; prevention, identification, and management of stress; reintegration of Marines following a stress reaction; and details OSCAR tools, resources, and activities. Preserving the fitness of Marines is as much a warfighting function as it is a sacred duty. It is of paramount concern to mission readiness.

a. The Marine Corps Total Fitness Strategic Plan shifts focus from injury and illness to health, wellness, prevention and performance and turns focus to four domains of fitness - social, spiritual, mental, and physical. The Five Core Leader Functions - Strengthen, Mitigate, Identify, Treat, and Reintegrate (SMITR) - support understanding and recognizing the spectrum of stress experiences.

b. The OSCAR Program addresses shared risk and protective factors across multiple harmful behaviors and is an asset to prevention programming to promote maintaining a ready, resilient force and long-term health and well-being per reference (h). Integrated prevention is detailed in references (f) through (h). Combat and Operational Stress Control (COSC) principles, tools, and language used for the OSCAR Program are compiled in Marine Corps doctrine, reference (a).

2. Background. References (b) and (c) direct the implementation of Service level OSCAR Programming. The implementation, execution, and sustainment of the OSCAR Program at all levels in the Marine Corps is required by reference (c). Commands and 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 to meet the intent of the OSCAR Program per reference (c). Every commander incorporates OSCAR Program requirements to support the unit mission and build and maintain an environment to promote resilience and long-term wellness. OSCAR principles and tools such as the Stress Continuum, Combat and Operational Stress First Aid (COSFA), and the Stress Continuum Decision Flowchart provide commanders a tool to maintain warfighting capabilities by strengthening healthy stress responses, mitigating stressors interfering with mission readiness, identifying Marines with stress injuries, properly

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treating stress reactions and injuries, and successfully reintegrating Marines following stressful events or stress injuries whenever possible. OSCAR Teams must utilize OSCAR principles to assist the commander in accordance with reference (c). OSCAR Teams are comprised of specially trained Marines, Extenders, and Mental Health Professionals (MHP).

3. Information. Manpower and Reserve Affairs (M&RA), Marine and Family Programs Division (MF), Behavioral Programs Branch, OSCAR updates the procedures provided within this NAVMC as necessary. Questions related to the content of this NAVMC should be directed to: M&RA, MF, Behavioral Programs Branch, OSCAR, 3280 Russell Road, Quantico VA 22134.

4. Applicability. This NAVMC is applicable to the Active Component, members of the Selected Reserve, Marines on Active Duty Operational Support Orders, their families, and other populations as authorized by law.

5. Certification. This NAVMC is effective the date signed.

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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) MCO 5351.1A
- (d) MCO 1720.2A
- (e) NAVMC 1720.1A
- (f) MCO 1700.41
- (g) NAVMC 1700.41
- (h) DoDI 6400.09, "DoD Policy on Integrated Primary Prevention of Self- Directed Harm and Prohibited Abuse or Harm," September 11, 2020
- (i) MCO 5040.6J
- (j) SECNAV M-5210.1
- (k) MCO 1500.60
- (l) MCO 1754.14
- (m) MCO 5300.17A W/Admin CH 1
- (n) MCO 1754.11A
- (o) MCO 1752.5C
- (p) MCO 1754.6C
- (q) MCO 1754.9B
- (r) MCO 1700.29
- (s) DoDI 6400.11 CH-1, "DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders," April 4, 2023
- (t) DoDI 1010.10 CH-3, "Health Promotion and Disease Prevention," May 16, 2022
- (u) MCO 1754.10B
- (v) MCO 5100.29C
- (w) MCO 1700.36B

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Chapter 1

Roles and Responsibilities

1. Purpose. This chapter details the procedures of the primary OSCAR stakeholders. Commanders, OSCAR Program Specialists, OSCAR Representatives, OSCAR Marines, OSCAR Extenders, and OSCAR MHPs work to ensure every Marine in every circumstance possible has trained, peer-to-peer OSCAR support available. OSCAR principles and tools, including SMITR, the Stress Continuum, COSFA, and the Stress Continuum Decision Flowchart, are described in greater detail in reference (a). OSCAR Team operations are described in Chapter 2 of this NAVMC. OSCAR Team Training is described in Chapter 3.

2. Stakeholder Responsibilities. The following requirements and tools are used to ensure compliance with references (b) and (c):

a. Commanders

(1) Policy Letters. As required in reference (c), Commanding Officers and Officers in Charge must develop and publish a command policy letter to communicate commander's intent to implement and oversee the OSCAR Program within AOR within 60 days of taking command. Figure 5-1 is a sample command policy letter. The command policy letter includes:

(a) Details identifying and utilizing the OSCAR Representative(s) in the command(s).

1. Commanders appoint an OSCAR Representative.

2. The OSCAR Representative appointment letter is reviewed and updated within 30 days of the start of each calendar year or whenever there is a significant change in an OSCAR Representative's ability to conduct their duties.

a. This position must be continuously filled with no vacancy/gaps and OSCAR Representatives must be designated Special Staff Officers per reference (c).

b. An official photograph of the OSCAR Representative is prominently displayed on command information boards. The OSCAR Representative is widely promoted on rosters, in duty binders, websites, and other places information is shared.

c. Additional OSCAR Representatives may be appointed as needed to meet commander's intent for the OSCAR Program. Additional OSCAR Representatives may be especially effective in geographically dispersed units or units with unique structures.

d. The OSCAR Representative or designee is listed on command check in/check out sheets.

(b) How the OSCAR Team supports executive level staff, geographically dispersed Marines, and subordinate elements to ensure OSCAR Team support is available for Marines of all ranks and assignments. This may be demonstrated by, but not limited to, regular electronic communication, meetings, coordination, and execution of training events, posting of OSCAR

Team rosters, or coordination of plans for OSCAR Team response for critical events.

(c) How the command incorporates the OSCAR Representative(s); OSCAR Team; command, installation, and community resources; and other prevention assets in planning, communication, and execution of OSCAR Program related activities, including training, revision of policy related to stress, the OSCAR Program, and collaboration opportunities.

(d) Details inclusion of OSCAR Extenders and MHPs in OSCAR Team Training and activities as required in reference (c). The manner that OSCAR Extenders and MHPs are included in training and activities may vary by command. Minimally, Extenders and MHPs complete a local OSCAR Team Training, even if previously trained at another unit, to strengthen relationships within the command and the OSCAR Team. Extenders and MHPs introduce themselves at OSCAR Team Trainings as often as possible, are included in OSCAR Team meetings, and other OSCAR related planning and activities to further strengthen the command's OSCAR Team.

(e) How the command OSCAR Program is inclusive of command, installation, and community resources, including but not limited to programs and assets in references (d) through (g) and (k) through (r). While these resources are not part of the command's OSCAR Team composition, they provide valuable resources and support for the command's OSCAR Team. Commanders and OSCAR Team Members have knowledge of existing local programs and resources, and work to strengthen professional relationships between these resources to align, collaborate, and respond to the needs of Marines and family members.

(f) An OSCAR Team roster is attached to the command policy letter as an appendix. A sample OSCAR Team roster is located in appendix (d) of this NAVMC. An e-mail or hard copy of the OSCAR Team Member roster is provided to each member of the OSCAR Team. As an important part of the OSCAR Team, Extenders and MHPs are included on the roster.

1. A copy of the roster is prominently displayed on command information boards, in duty binders, and other places information is shared. Members of the OSCAR Team are widely promoted whenever and wherever related information is shared.

2. The OSCAR Representative(s) reviews the roster quarterly for necessary changes. The quarterly review by the OSCAR Representative will help inform the annual update of the OSCAR Team roster required of the commander that is attached to the command's policy letter.

3. The OSCAR Representative assists the commander in the selection of OSCAR Team Members. Roles and responsibilities of the OSCAR Representative and OSCAR Team Members are described below, and OSCAR Team operations are described in Chapter 2 of this NAVMC.

4. The commanding officer and OSCAR Representative congratulate, introduce, and widely promote newly trained Team Members at welcome aboard activities, unit team building activities, unit social outings, formations, etc. as part of onboarding for newly designated Team Members.

(2) Operational Stress Control and Readiness (OSCAR) Team Members. Commanders, in coordination with OSCAR Representatives, train, designate, and

maintain an OSCAR Team consisting of no less than 15 percent of Marines within the command per reference (c). This 15 percent requirement is based on the best available research on peer to peer mentorship, behavior change, and reducing risk of harmful behaviors.

(a) OSCAR Marines must be a cross section of ranks evenly distributed throughout the unit to maximize peer-to-peer support opportunities for all Marines in accordance with reference (c). OSCAR implementation is most effective when adapted to a unit's unique structure and needs. OSCAR Program Specialists are available to make recommendations for unique structure and needs.

(b) Commands may designate more Team Members than required.

(c) Where available, OSCAR Extenders and MHPs are critical personnel in the OSCAR Team and may be included in the unit's trained 15 percent. Evidence suggests that after 16 percent of a group accepts an idea, the spread of the idea begins to occur naturally. As a leadership tool, the OSCAR Program is a premier commander's strategy to influence command climate, culture, unit cohesion, and MCTF.

1. The quality, management, communication, and command involvement in OSCAR Team operations are critical predictors of the OSCAR Team's effectiveness. While there is value in all Marines knowing and understanding some basic OSCAR concepts, MF OSCAR does not recommend training entire units to be OSCAR Team Members. Marines selected to be Team Members have a bias for action and are compelled to help others. Based on the principles of social influence, bystanders are less likely to help others if they perceive that someone else will help and may not interpret stress responses as important.

2. Some examples of an evenly distributed team with a cross section of ranks include but are not limited to:

a. A battalion/squadron-level or similarly structured command headquarters element team may include the commanding officer, executive officer, sergeant major, surgeon, chaplain, senior corpsman, other senior Marines, and some junior Marines.

b. A company-level or similar team may include the commanding officer, executive officer, first sergeant, company gunnery sergeants, platoon commanders, platoon sergeants, squad leaders, corpsmen, and some junior Marines.

c. Marines prefer peer-to-peer support. Marines of similar rank and occupation are often best positioned to observe changes in their peers whether in a work or a home environment, to include the barracks. For this reason, it is essential that both junior and senior Marines be included on the OSCAR Team and that Team Members are drawn from a broad array of different occupational specialties. OSCAR Marines must be a cross section of ranks evenly distributed throughout the command to maximize peer-to-peer support opportunities for all Marines per reference (c).

d. Use discretion to evenly distribute Team Members. Commanders must be familiar with the intent of the OSCAR Program to ensure even distribution of OSCAR Marines per reference (c).

e. Team Members may notify command if they are no longer able to fulfill responsibilities. Reasons may include Permanent Change of Station (PCS), Expiration of Active Service (EAS), personal stressors that require attention, or other conflicts with availability.

(3) Operational Stress Control and Readiness Action Plan (OAP). Commanders, in coordination with OSCAR Representatives and OSCAR Teams, develop, publish, and execute an annual Operational Stress Control and Readiness Action Plan (OAP) as required in reference (c). This plan uses SMITR and includes identification of the unit's OSCAR Team, training plans for the OSCAR Team, and activities of the OSCAR Team to support implementation, execution, and sustainment of the OSCAR Program in the command. OSCAR Team activities and OAP are further described in Chapter 2 of this NAVMC.

(4) Communication with the Operational Stress Control and Readiness (OSCAR) Program Specialist. Commanders ensure command teams have established ongoing and routine communications with region's OSCAR Program Specialists within 60 days of assuming command per reference (c).

(5) Operational Stress Control and Readiness (OSCAR) Commander's Training. Complete OSCAR Commander's Training within 120 days of assuming command.

b. Operational Stress Control and Readiness (OSCAR) Program Specialists. OSCAR Program Specialists are employed at each Marine Expeditionary Force (MEF), Marine Forces Reserve (MARFORRES), and other identified commands to serve as an advisor to commanders, senior leaders, OSCAR Representatives, and OSCAR stakeholders within their AOR per reference (c). The AOR for the MEF and MARFORRES OSCAR Program Specialists are as follows: the West Coast OSCAR Program Specialist is assigned any active components West of the Mississippi River; the East Coast OSCAR Program Specialist is assigned any active components East of the Mississippi River; the Pacific OSCAR Program Specialist is assigned Asia Pacific active components; and MARFORRES is assigned all reserve components regardless of geographic region. The OSCAR Program Specialist:

(1) Serves as the central point of contact on all OSCAR Programming concerns for AOR and liaison with MF OSCAR.

(2) Achieves and maintains certification as an OSCAR trainer.

(3) Serves as an OSCAR Program subject matter expert (SME) to the commander and commanders throughout the regional AOR by advising and assisting commanders in implementing OSCAR requirements.

(4) Provides OSCAR Program SME support to Marine leaders, OSCAR Representatives, OSCAR Marines, OSCAR Extenders, MHPs, and command, installation, and community resources.

(5) Performs oversight and assists units and commands within the regional AOR in the coordination and execution of OSCAR training including, but not limited to, OSCAR Team Training and OSCAR Deployment Cycle Training (DCT).

(6) Assists regions during MF led courses with coordination in planning, assistance in execution, and development of regional training plans

to support the training model to create a sufficient cadre of trainers for regional sustainment of the OSCAR Program and OSCAR Teams.

(7) Maintains roster of regional OSCAR Representatives, number of trainings conducted, and status of personnel trained.

(8) Coordinates with regional OSCAR trainers to develop and publish a quarterly regional training calendar/plan for courses for continued sustainment. The OSCAR Program Specialist provides a copy of the training calendar to MF OSCAR on a quarterly basis.

(9) Provides OSCAR training and briefs, OSCAR SME assistance, and support to Deployment Readiness Coordinators (DRC)/Uniformed Readiness Coordinators (URC), Marine Corps Family Team Building (MCFTB), formal schools, and other resources and assets as needed. There is natural linkage between DRC/URC, and MCFTB programs due to deployments and family related stressors. Formal schools may ask for assistance from OSCAR Program Specialists due to the subjects in the curriculum, specific identified stressors, or seek OSCAR Program guidance for leaders.

(10) Conducts staff assist visits as needed on local command OSCAR Programs using the Functional Area Checklist (FAC) to ensure compliance with Marine Corps Directives.

(11) Assists and provides liaison for local implementation of any MF approved OSCAR related research projects at the installation or within the regional AOR. This may include, but is not limited to, MF led implementation studies and evaluation for OSCAR related programming or curricula. All research and evaluation projects are communicated and coordinated with MF to ensure all required Human Research Protection Program and Survey Office approvals are obtained.

(12) Coordinates within assigned region for local MHPs to attend a local OSCAR Team Training to ensure knowledge of standardized OSCAR language, avoid duplication of activities such as trainings and programs, and strengthen the coordinated community response for holistic wellness of Marines and families.

(13) Proactively solicit the OSCAR Program needs of commands within AOR, available resources to promote readiness, and resilience; and leverage command and community resources to maximize the effectiveness of OSCAR Teams. Connect and collaborate with the Information, Referral, and Relocation (IR&R) program to become familiar with the scope of resources, both on and off base, that are in the Information Referral and Relocation program's database. Additional guidance can be found for the IR&R program in reference (u). OSCAR Program Specialists must be familiar with all services, agencies, and organizations within the AOR, sister service equivalents where applicable, and in assigned geographic locations per reference (c).

(14) Participates in regular MF OSCAR led meetings. If unable to attend, the OSCAR Program Specialist requests command support for a representative.

(15) Ensures regular collection of information, facts, or numbers for program oversight via the appropriate chain of command. Summaries are due to MF OSCAR by the end of each quarter, or as required by higher headquarters per reference (c).

(16) Collaborates with OSCAR Program Specialists outside their region to serve commands outside assigned geographic region when mission requires.

c. Operational Stress Control and Readiness (OSCAR) Representatives.

Commanders appoint in writing a Staff Non-Commissioned Officer (SNCO) or officer as an OSCAR Representative to serve as an advisor to the commander for OSCAR Program related activities as required in reference (c). OSCAR Representatives coordinate all OSCAR unit activities using the Marine Corps' chain of command. Examples include but are not limited to, regiment level OSCAR Representatives providing oversight to and coordination with battalion level OSCAR Representatives; Marine Expeditionary Unit OSCAR Representatives providing oversight to and coordination with Combat Logistics Battalion OSCAR Representative; etc. The commander designates the OSCAR Representative as a Special Staff Officer. The OSCAR Representative appointment letter is reviewed within 30 days of the start of each calendar year. Figure 5-2 is a sample appointment letter. Additional OSCAR Representatives may be helpful for the MARFORRES, Eastern and Western Recruiting Regions, executive level commands, geographically dispersed units, and other unique structures. The OSCAR Representative:

(1) Holds the rank of SNCO (E-6 or above) or officer. Chaplains, religious program specialists, medical officers (including mental health providers) and behavioral health technicians (BHT) are an integral part of the OSCAR Program but could incur serious conflicts of interest due to the protections of privileged and confidential communications and, therefore, cannot be assigned or appointed the duties of OSCAR Representative. Civilians and DRC/URC cannot be appointed as OSCAR Representatives. Commanders should ensure Marines selected for collateral duties are not tasked beyond the capacity of time and responsibilities required for the additional duties to avert degradation of programs or induce unnecessary stress for the tasked Marine(s).

(2) Completes OSCAR Representative training within 30 days of being appointed.

(3) Contacts the regional OSCAR Program Specialist within 30 days of appointment and works to establish a strong working relationship with the regional OSCAR Program Specialist.

(4) Completes the most current MF approved version of OSCAR Team Training and is designated in writing as an OSCAR Team Member. Certification as an OSCAR Team Trainer is optimal.

(5) Reads and thoroughly understands Marine Corps Training Publication (MCTP) 3-30E, COSC Doctrine, reference (a). Thorough understanding of doctrine is foundational to serving as an advisor to the commander and unit on all OSCAR Program related requirements, programming, and activities.

(6) Serves as an advisor to the commander on all OSCAR Program requirements, programming, and activities.

(7) Conducts a program review within 60 days of designation, utilizing the FAC. Details for FAC use are in reference (i). Uses the Implementation Checklist, to check the quality of no less than 10 percent of OSCAR Team Training courses conducted within the OSCAR Representative's AOR

within a calendar year. The OSCAR Representative may be assisted in this requirement by OSCAR Team Trainers. The OSCAR Program Specialist will have more information about using these tools.

(8) Assists in the development of command plans to ensure OSCAR Program principles and initiatives are integrated across command, practices, and activities. The OSCAR Representative collaborates with regional OSCAR Program Specialists, local Embedded Preventative Integrated Capability (EPIC) (formerly called Embedded Preventive Behavioral Health Capability and Primary Prevention Integrators), where available, and other local integrated prevention capabilities to coordinate synchronization of command activities and prevention initiatives as described in references (f) through (h). The OSCAR Representative leads quarterly OSCAR Team meetings as described in Chapter 2 of this NAVMC in accordance with reference (c).

(9) Assists the commander, leadership team, and OSCAR Team in development of an OAP using SMITR demonstrating full implementation, execution, and sustainment of the OSCAR Program. Command OSCAR Representatives route annual OAPs to regional OSCAR Program Specialist. OAP requirements are further described in Chapter 2 of this NAVMC.

(10) Works towards ensuring all officers, SNCOs, and Non-Commissioned Officers (NCOs) at all levels of command understand core OSCAR principles and tools and how to leverage OSCAR Team Members. This may be accomplished through activities such as desk side briefs, small unit leader led discussions, formal unit training events, and regular communication with leaders via electronic, telephonic, or in-person communication.

(11) Coordinates with the OSCAR Program Specialist to project, plan, and conduct OSCAR Team activities and training as required for implementation and sustainment. Coordination may include but is not limited to OSCAR Team Training and OSCAR DCT to implement, fully execute, and sustain trainers and OSCAR Team Members. This directly correlates with reviewing the Team Member roster quarterly for necessary changes.

(12) Coordinates with the unit training officer to ensure all OSCAR Program training requirements, including OSCAR Team Training and OSCAR DCT are planned, completed, and submitted in the Marine Corps Total Force System. OSCAR Team Training and OSCAR DCT are further described in Chapters 3 and 4 of this NAVMC and must be conducted as per reference (c).

(13) Conducts a Marine Corps Training Information Management System (MCTIMS) search quarterly to identify new OSCAR Team Members, and OSCAR Team Members that are no longer available for the unit due to PCS, EAS, or other circumstances. The OSCAR Representative uses this information to assist the commander in updating the OSCAR Team roster required as an attachment in the command policy letter and to plan training with the local OSCAR Program Specialist per reference (c).

(14) Maintains all appointment letters for the unit's OSCAR Representative(s), OSCAR Team roster, a copy of the unit's annual OAP, and a copy of the command's OSCAR policy letter. These documents are added to a continuity binder in a centralized location to ensure sustainment of the program during a change of command or change of assignments.

(15) Coordinates with MCFTB and DRC/URC. Coordination may include but is not limited to training collaboration for DCT, information and

referrals, and planning and coordination to avoid duplication of services. MCFTB and DRC/URC are command and installation assets that can amplify the OSCAR Program mission for Marines and extend to family members. These programs are further described in references (p) and (q). OSCAR DCT is further described in Chapter 4 of this NAVMC.

(16) Coordinates with other embedded command assets and programs to include but not limited to Suicide Prevention Program Coordinators (SPPC), Suicide Prevention Program Officers (SPPO), Equal Opportunity Advisors (EOA), Sexual Assault Response Coordinators (SARC), Sexual Assault Prevention and Response Coordinators (SAPR-C), EPIC, and other assets. The OSCAR Representative is a prevention stakeholder and must participate in integrated prevention efforts locally per reference (s). Coordination may include but is not limited to training collaboration, information and referrals, planning and coordination to leverage subject matter experts to maximize the coordinated community response for Marines and families and sharing information to inform processes such as command climate surveys and other formal tools. Programming and activities from these resources may be added to the unit's OAP. Resources are identified in Figure 2-1 in Chapter 2 of this NAVMC.

(17) Collaborates with installation and community resources in references (d), (e), (i), (j), and (l) through (t) to include, but not limited to, Marine Corps Community Services (MCCS) programming such as Community Counseling Program (CCP), Substance Assessment Counseling Center (SACC), Family Advocacy Program (FAP), Semper Fit, Single Marine Program (SMP), MCFTB, Personal Financial Management Program (PFMP), IR&R, and other programs as available by location. Collaboration may include training events, information and referrals, and planning and coordination that leverages subject matter experts to maximize the coordinated community response. Programming and activities from these programs may be added to the unit's OAP. Resources are identified in Figure 2-1 in Chapter 2 of this NAVMC.

(18) Participates at the request of command to educate the command on trends observed by the OSCAR Team. OSCAR Representatives are not to provide individual level information.

(19) Communicates with the OSCAR Program Specialist as needed to provide information, facts, or numbers regarding training needs via the appropriate chain of command as required by reference (c).

(20) Ensures that the OSCAR Representative(s) is included on the check-in/check-out sheet for all Marines newly assigned to the unit.

(21) Confirms via MCTIMS during check-ins if new joins are a certified OSCAR Team Member in the most current iteration. If the Marine is certified and they specify that they would prefer not to join the OSCAR Team at their new unit, the OSCAR Representative will assist in collaboration with the unit's training section to have the OSCAR Team Member (O1) code removed from MCTIMS. If the Marine specifies that they would like to join the OSCAR Team at their new unit, the Marine will be retrained to learn about resources unique to the unit. Chapter 3 provides options for retraining.

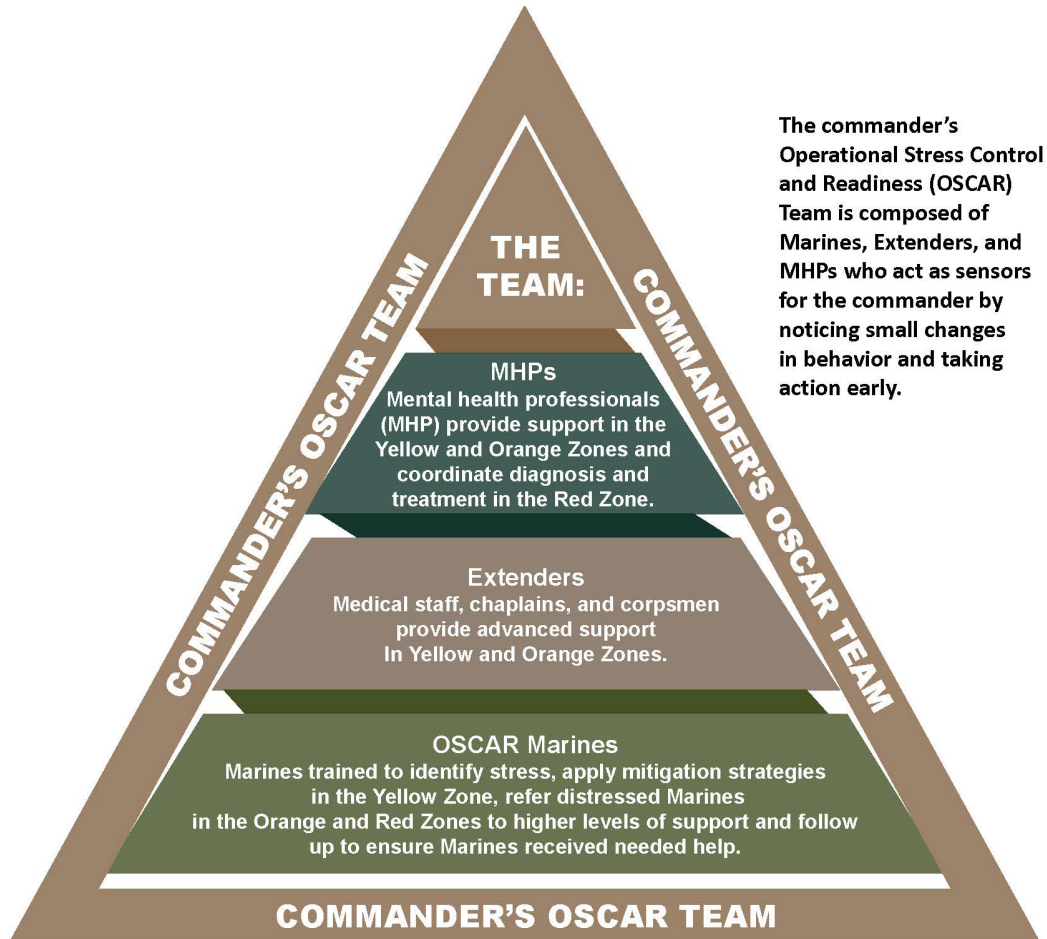


Figure 1-1.--OSCAR Team Composition

d. Operational Stress Control and Readiness (OSCAR) Marines. OSCAR Marines are command selected and specially trained Marines and attached Service Members, to assist commanders in prevention, identification, and early intervention of stress and stress reactions to include reintegration efforts across all commands, whether operational, deployed, in training, or in garrison. OSCAR Marines:

(1) Attend and complete OSCAR Team Training using the most current version of OSCAR Team Training and complete a yearly refresher as directed by MF OSCAR. It is best practice for Marines to attend OSCAR Team Training with assigned units. Team Members must be retrained upon annual redesignation. Chapter 3 provides options for retraining or upon assignment to a new unit per reference (c). Following the roll-out of any new training iteration(s), OSCAR Team Members and OSCAR Trainers must be retrained in the new iteration(s). Sustainment periods identified in MCTIMS identify expired training.

(2) Are designated in writing and listed on the unit's OSCAR Team roster.

(3) Utilize the skills learned in OSCAR Team Training to include, but not limited to SMITR, the Stress Continuum, COSFA, and the Stress Continuum

Decision Flowchart to offer peer-to-peer support for stress related experiences. These tools are detailed in reference (a), and in OSCAR Team Training.

(4) Identify and know local OSCAR Extenders and MHPs. While deployed or in garrison, MHPs may not be centrally located, making it important for OSCAR Marines to know local resources. If a unit does not have an embedded MHP, local resources may be the Naval Clinic or other Military Treatment Facility.

(5) Know and understand which command, installation, and community resources are locally available to support Marines experiencing stress related issues.

(6) Connect Marines to OSCAR Extenders, MHPs, or command, installation, and community resources when stress related issues are beyond the care of peer-to-peer support. OSCAR Marines use the Stress Continuum, COSFA, the Stress Continuum Decision Flowchart, and training knowledge to assist in determining which resource will be most helpful.

(7) Be present for or assist the command in delivery of OSCAR DCT and continue designation as an OSCAR Team Member while on deployment, whether combat, training, or other deployment.

(8) Assist the command in conducting stress related After Action Reviews (AAR) while on deployment, in training, or as requested by the command. Procedures for conducting stress related AARs are detailed in reference (a), appendix (e).

(9) Assist the command in leading small group leader led discussions as part of the OAP or as requested or identified by the command.

(10) Render COSFA during and after critical incidents as appropriate and support the command as requested. Response to critical incidents is further described in Chapter 5 of this NAVMC.

(11) Attend the quarterly command OSCAR Team meeting and other events as an OSCAR Team Member to make contributions to planning, outreach, and other activities related to stress and the OSCAR Program.

(12) Reinforce OSCAR principles through modeling behavior that will make an impact on reducing stigma associated with seeking behavioral health assistance.

(a) Reducing stigma and promoting behavioral health help-seeking can strengthen resiliency among peers, the unit, and the Marine Corps to maintain warfighting readiness and positively promote fitness.

(b) Stigma reducing strategies are found in reference (a), Table 5-1.

(13) Practice self-care and reach out to leadership, fellow OSCAR Team Members, or professional services when personal support is needed.

(14) Notify command, or the OSCAR Representative, if duties as an OSCAR Team Member can no longer be fulfilled. Reasons may include PCS, EAS,

personal stressors that require attention, or other conflicts with availability.

(15) Fulfill the roles and responsibilities of OSCAR Team Members selected as trainers (if selected as a trainer) as described in Chapter 3 of this NAVMC.

(16) Communicates with the OSCAR Program Specialist as needed to provide information, facts, or numbers regarding training needs via the appropriate chain of command as required by reference (c).

e. Operational Stress Control and Readiness (OSCAR) Extenders. OSCAR Extenders are uniformed medical staff, chaplains, corpsmen, and other Service Members who, based on the nature of Military Occupational Specialty, "extend" the capabilities of the OSCAR MHP by bridging the gap between Marines and OSCAR MHP. In accordance with reference (c), OSCAR Extenders must:

(1) Complete OSCAR Team Training with assigned unit as a continuing education opportunity to strengthen the use of standardized OSCAR tools and common language when responding to and supporting Marines experiencing stress related issues.

(2) Attend a portion of ongoing OSCAR Team Trainings at assigned units, as often as possible, for an introduction to new Team Members. Extenders are an organic part of a Marine unit, trained and ready to respond to the needs of Marines experiencing stress related issues. Team Members need to know Extenders and be confident in making connections.

(3) Provide support in each of the SMITR Five Core Leader Functions. Some services provided by chaplains, such as religious services, pastoral care, and other spiritual rituals or opportunities strengthen individuals and the command and have been shown to increase Spiritual Fitness and resiliency.

(4) Identify and know local OSCAR Marines and MHPs to strengthen communication, collaboration, and ease of warm hand-offs.

(5) Know and understand which command, installation, and community resources and assets are locally available to support Marines experiencing stress related issues in addition to OSCAR Marines and MHPs.

(6) Be present for or assist in delivery of OSCAR DCT training for assigned unit when possible, in accordance with reference (c). Extenders are uniquely qualified to offer assistance to Marines experiencing sources of stress such as loss and inner conflict. Extenders are trained to recognize the signs and symptoms of the different Stress Continuum zones and can provide support along the Stress Continuum including referring Marines for additional assistance as needed.

(7) Assist the command in conducting stress related AARs while on deployment, in training, or as requested by command. Procedures for conducting stress related AARs are detailed in reference (a), appendix (e).

(8) Assist the command in leading small group leader led discussions as part of the OAP or as requested or identified by command.

(9) Render COSFA during and after critical incidents as appropriate and support command as requested. OSCAR Team support to critical incidents is further described in Chapter 5 of this NAVMC.

(10) Attend OSCAR related meetings such as the quarterly command OSCAR Team meeting and other events as an OSCAR Extender to make contributions to planning, outreach, and other activities related to fitness and provide support to the command's OAP.

(11) Clarify the scope of confidentiality. Some Extenders, such as chaplains, have complete confidentiality with no exceptions, while other Extenders may have mandated reporting obligations. Clear and consistent communication about limitations of confidentiality may help increase trust and mitigate stigma that may be a barrier to seeking support.

(12) Establish ongoing communication with the command's OSCAR Representative and work collaboratively with the region's OSCAR Program Specialist.

f. Operational Stress Control and Readiness (OSCAR) Mental Health Professionals (MHP). OSCAR MHPs are specialized uniformed medical personnel such as psychiatrists, psychologists, psychiatric mental health nurse practitioners, licensed clinical social workers, and BHTs. MHPs provide specialized prevention services and formal mental health care. Medical providers make diagnosis related to stress for Marines experiencing Red Zone symptoms. The OSCAR MHP:

(1) Completes OSCAR Team Training with assigned unit as a military education opportunity, strengthening the use of standardized OSCAR tools and common language when responding to and supporting Marines experiencing stress related issues.

(2) Attends a portion of ongoing OSCAR Team Trainings at assigned units, as schedule and duties permit, for an introduction to new Team Members. MHPs are an organic part of a Marine unit that are trained and ready to respond to the needs of Marines and Service Members experiencing stress related issues. Team Members need to know who MHPs are in order to be confident in coordinating and making connections.

(3) Provides support in each of the SMITR Five Core Leader Functions. While some stress reactions may get better with peer-to-peer support, it is critical for OSCAR Marines to know where to refer Marines who are experiencing Red and ongoing Orange Zone symptoms. Only an OSCAR mental health provider or other licensed medical provider can make a mental health diagnosis. The continued support of OSCAR Marines and leadership for Marines while receiving treatment from MHPs across the Stress Continuum is crucial. While MHPs provide professional treatment, OSCAR Marines and leaders can help ensure the Marine feels connected and help to restore confidence following a crisis.

(4) Attends OSCAR DCT training, as often as possible, to strengthen OSCAR Team relationships. MHPs are qualified to offer support throughout the entire Stress Continuum, including Orange and Red Zone stress. MHPs may provide support to Marines in crisis, while OSCAR Marines and Extenders may be valuable for ongoing support to reintegrate Marines following a stress injury.

(5) Recognizes the unique and critical role MHPs have as part of the command's OSCAR Team. The MHPs are inherently part of the command OSCAR Team based on training, education, and role. They are qualified to address the wide range of needs experienced by Marines and families and can diagnose stress reactions.

(6) Clarifies the scope of confidentiality. Most MHPs have mandated reporting obligations. Clear and consistent communication about limitations of confidentiality increases trust and may help increase trust and mitigate stigma that may be a barrier to seeking support.

(7) Establishes ongoing communication with the command's OSCAR Representative, and regional OSCAR Program Specialist.

(8) Attends OSCAR related meetings such as the quarterly command OSCAR Team meeting and other events as an OSCAR MHP to make contributions to planning, outreach, and other activities related to psychological fitness and provide support to the command's OAP as availability permits.

g. Command, Installation, and Community Resources. The opportunities for a command's OSCAR Team involvement are inclusive rather than exclusive. While these resources are not part of the command's OSCAR Team, virtually all command, installation, and community resources can be utilized to support the core principles and tools of the OSCAR Program and render valuable services and contributions to support and strengthen the command's OSCAR Team. Command, installation, and community resources may include but are not limited to: Military and Family Life Counselor (MFLC), EPIC, SPPC, SPPO, EOA, DRC/URC, Substance Abuse Control Officers, SARC, SAPR-C, MCCS resources such as CCP, FAP, SACC, MCFTB, Semper Fit, SMP, PFMP, IR&R, Marine for Life Network, the National Resource Directory and many other local resources specific to the command, installation, and surrounding community. Per reference (c) OSCAR Teams must:

(1) Establish ongoing communication with local command, installation, and community resources to strengthen communication and collaboration and increase ease of warm hand-offs to and from OSCAR Teams.

(2) Provide information to command, installation, and community resources to assist with tailored offerings to the specific local community and the unique needs being identified by OSCAR Teams to maximize programming.

(3) Participate in planning and work group initiatives designed to mitigate risk factors and strengthen protective factors within the AOR with command, installation, and community resources, when appropriate.

(4) Help command, installation, and community resources be familiar with OSCAR language and tools (Stress Continuum, SMITR, COSFA, and the Stress Continuum Decision Flowchart) for improved coordinated community response using Department of Defense (DoD) and MF approved standardized tools and language regarding stress. More information can be found about these tools in reference (a).

(5) Collaborate with command, installation, and community resources to provide support and services as requested and as available during and following critical incidents. Response to critical incidents is further described in Chapter 5 of this NAVMC.

(6) Collaborate to identify and avoid duplication of services, tools, or conflicting language regarding stress to reduce confusion and reduce stigma in seeking services. OSCAR Program principles, tools, and language are institutionally vetted and compiled in Marine Corps doctrine, reference (a).

(7) Promote the scope of confidentiality of command, installation, and community resources. Some command, installation, and community resources may have varying degrees of confidentiality and mandated reporting requirements. Clear and consistent communication about limitations of confidentiality may help increase trust and mitigate stigma that may be a barrier to seeking support.

Chapter 2

Team Operations

1. Purpose. A fully implemented OSCAR Program with well trained and active OSCAR Teams works to decrease risk factors, promote protective factors, and implement MCTF to maintain warfighting capability for individual Marines, the unit, and the Marine Corps. This chapter outlines both the minimal operations for OSCAR Team operations, as well as examples for maximizing the command OSCAR Team. Specially trained Marines act as sensors for the commander by recognizing small changes in behavior and taking preventative action early using skills learned in OSCAR Team Training. The earlier a Marine utilizes a resource to address a stressor, the greater the potential for successfully working through stressors. OSCAR Team Training is described in Chapter 3 of this NAVMC, and standardized OSCAR tools are described in reference (a). OSCAR Teams require organized and intentional efforts to work towards keeping Marines functioning in the Green "Ready" Zone.

2. Team Structure. The way a command's OSCAR Program and Teams are utilized vary based on the needs of the command and unit structure, geographic location, and other unique circumstances for the unit. While meeting the minimal training requirements for the percentage of OSCAR Team Members is important, the number of Marines trained is not indicative of an active, operational, and impactful team. Active and consistent application of the tools and skills acquired through OSCAR training by all the OSCAR Team Members is needed to meet the intent of references (a) through (c).

3. Team Composition. Each command trains, designates, and maintains OSCAR Team Members that consist of at least 15 percent of the unit. OSCAR Marines are a cross section of ranks evenly distributed throughout the unit to maximize peer-to-peer support opportunities for all Marines. Examples of cross section of ranks and even distribution are provided in Chapter 1 of this NAVMC. OSCAR Teams coordinate using the Marine Corps' chain of command for support and response. OSCAR Representatives oversee coordination in collaboration with command and regional OSCAR Program Specialists. Teams are comprised of OSCAR Marines, Extenders, and MHPs, (Figure 1-1). The roles and responsibilities of Team Members are described in Chapter 1 of this NAVMC. Team Members use OSCAR principles and the core tools (SMITR, Stress Continuum, COSFA, and Stress Continuum Decision Flowchart) as taught in standardized training materials provided by MF OSCAR and as described in reference (a). Command, installation, and community resources support the principles and tools and the OSCAR Team (Figure 2-1) as described in Chapter 1 of this NAVMC. The commanding officer or designee, in collaboration with the OSCAR Representative, provides oversight of the OSCAR Team.



Figure 2-1.--OSCAR Team Resources

4. Team Meetings. Each command holds a quarterly OSCAR Team meeting. The OSCAR Representative and command leadership team may choose for OSCAR Teams to meet more frequently. This meeting is led by the OSCAR Representative. The purpose of this meeting is to maximize OSCAR Team operations through developing activities for the OAP, ensure compliance of program requirements, plan trainings, offer continuing education opportunities for Team Members, and ensure collaborations with command, installation, and community resources. Meeting agendas and summaries are maintained electronically by the command OSCAR Representative and shared via the chain of command with the regional OSCAR Program Specialist electronically. Hard copies may be requested by the OSCAR Program Specialist or by HQMC for continuous process improvement. The meeting includes:

a. Attendance of key Operational Stress Control and Readiness (OSCAR) Stakeholders.

(1) The OSCAR Team meeting includes OSCAR Marines represented by a cross section of ranks and location within the command. For example, attendance may include junior Marines residing within the barracks, married Marines living on base, married Marines living off base, Marines who have children, NCOs, SNCOs, or Officers. This helps ensure identification of stressors and needs among these sub-peer groups. While all sub-groups of the OSCAR Team (OSCAR Marines, Extenders, and MHPs) should be represented, it is not necessary for all members of the OSCAR Team to attend. Commands may implement the meeting in accordance with operational needs.

(a) Care should be taken to ensure OSCAR Marines attend from throughout the command, and that attendance is not isolated to one group, company, or shop.

(b) All Team Members must be treated as valued members of the command's OSCAR Team regardless of rank or role per reference (c). Invitations to participate should be inclusive, rather than exclusive, although attendance varies based on availability of individual Marines. Meeting agendas and summaries are shared with all Team Members. Team Members should be provided opportunities to share questions, comments, or concerns verbally or electronically via the OSCAR Representative at any time to improve OSCAR Team operations.

(2) Extenders are invited to the OSCAR Team meeting and attend as availability permits. The meeting agenda and summaries are shared with the command's Extenders. Extenders should be provided opportunities to share questions, comments, or concerns verbally or electronically for consideration via the OSCAR Representative to improve OSCAR Team operations.

(3) Embedded MHPs are invited to the OSCAR Team meeting and attend as availability permits. The meeting agenda and summaries are shared with the command's MHP regardless of attendance at the meeting. The MHP should be provided opportunities to share questions, comments, or concerns verbally or electronically for consideration via the OSCAR Representative to improve OSCAR Team operations.

(4) Command, installation, and community resources may be invited based on needs identified by the command and OSCAR Representative. For example, commands with EPIC staff may find value in collaboration for this meeting to better identify trends and make recommendations for the OAP. Commands may find value in including assets such as embedded MFLC staff, MCCC resources such as SMP, Semper Fit, Behavioral Programs staff, etc. The OSCAR Team quarterly meeting could also provide a platform for command, installation, and community resources to provide continuing education and collaboration opportunities for OSCAR Teams. The focus of the meeting should be the mission and goals of the uniformed OSCAR Team. While collaboration is encouraged, the primary attendees for the OSCAR Team Meeting should always be OSCAR Team Members.

(5) The regional OSCAR Program Specialist is invited to OSCAR Team meetings. The AOR of the OSCAR Program Specialist is regional, therefore, attendance is not mandatory. Minimally, the meeting agenda and summaries are shared with the regional OSCAR Program Specialist. The OSCAR Program Specialist is provided opportunities to share questions, comments, or concerns verbally or electronically for consideration via the OSCAR Representative. The OSCAR Program Specialists meet regularly with MF OSCAR staff and are a valuable resource for communicating regional needs to higher MF OSCAR. The OSCAR Program Specialist can share current and future OSCAR Program operations for consideration at quarterly meetings. The OSCAR Program Specialist is also the point of contact to coordinate training courses as commands need assistance.

b. Record of attendance, agenda, and summaries. The OSCAR Representative develops and follows an agenda that includes items listed below. Attendance rosters, agendas, and meeting summaries are maintained by the OSCAR Representative either by paper or electronically as best determined by the OSCAR Representative. Meeting agendas and summaries are valuable

during inspections and help program sustainability during command transitions.

c. Discussion of patterns or trends

(1) Observed or identified by the Operational Stress Control and Readiness (OSCAR) Team. As the OSCAR Team provides peer-to-peer or professional support to Marines and families, informal observations may occur about potential trends, needs, or other concerns within the unit. Personally identifiable information cannot be shared during the OSCAR Team meeting. The Marine Corps provides other venues for specific planning for individual Marines as described in reference (k). The OSCAR Team meeting provides a venue for the OSCAR Team to share unit level concerns and discuss potential courses of actions (COA) to address them. An example of this may include Team Members seeing that multiple single Marines are struggling with feeling connected in the community. An example of a COA may include OSCAR Marines leading small group discussions to highlight the SMP and a schedule of upcoming events within AOR. Another example may be OSCAR Marines identifying that Marines are having trouble with establishing healthy sleep patterns. An example of a COA may include OSCAR Marines making and sharing print materials from OSCAR Team Training focused on healthy sleep, leading some small group discussions focused on sleep, or scheduling a time for a Semper Fit Sleep Coach to provide a training. The possibilities are endless for discussion and planning to maximize OSCAR Teams. These discussions inform the OAP, as described below.

(2) Updates from command, installation, or community resources. The OSCAR Team meeting may include staff from command, installation, or community resources to provide information about observed trends that can help inform the OAP and make recommendations for COAs.

d. Identification of command, installation, and community events that positively contribute to stress mitigation. The OSCAR Team meeting may include staff from command, installation, or community resources to provide information about upcoming trainings, events, or other opportunities that positively contribute to stress mitigation. The OSCAR Program and OSCAR Teams supports the total force fitness framework and four of the domains of fitness (social, spiritual, mental, and physical), per reference (r). For example, Semper Fit or another asset, may discuss information about upcoming programming such as an awareness run that can be added to the OAP and that Team Members can promote. The possibilities for this are vast and care should be taken to ensure a balance of information presented, while keeping the focus on OSCAR Team operations.

e. Operational Stress Control and Readiness (OSCAR) Action Plan (OAP). The OAP is reviewed and updated quarterly at the OSCAR Team meeting.

f. Training needs. OSCAR Team training needs are discussed including training execution plans to sustain the commander's 15 percent, and requirements to execute OSCAR DCT for units planning deployments per reference (c). The OSCAR Representative coordinates training needs with the OSCAR Program Specialist as needed.

g. Opportunities for professional development. The OSCAR Team meeting provides an opportunity for Team Members to continue growing knowledge beyond the initial training received. Commands may consider inviting guest speakers to the meeting for a brief training or presentation to further boost the

teams' knowledge about subjects related to stress, or for a refresher training of tools and skills in OSCAR Team Training. Subjects may include, but are not limited to, MCTF, resilience, prevention of harmful behaviors, increasing protective factors, suicide prevention, sexual assault, domestic abuse, child abuse, COSFA, SMITR, etc.

5. Action Plan. The goal of the OAP, as required in reference (c), is to provide the command; the OSCAR Team; and command, installation, and community resources a shared vision of how the command implements and sustains the OSCAR Program. The OAP is submitted annually in October to the regional OSCAR Program Specialist. The OSCAR Program Specialist routes the OAP to MF OSCAR for review of best practices, trends, and needs to better inform future OSCAR Program operations across the Marine Corps. The framework for the OAP is SMITR. Templates for the OAP are provided to the OSCAR Program Specialists. OSCAR Program Specialists can customize OAP templates to meet local needs. The OAP acts in concert with Comprehensive Integrated Prevention Plans as described in reference (s) through shared objectives and shared risk and protective factors. The OAP focuses on the specific plans and actions of the OSCAR Team. The OAP contains specific plans of how the command will:

a. Utilize the Operational Stress Control and Readiness (OSCAR) Team to provide support to Marines experiencing stress related issues.

(1) Team Members. The OAP specifies how OSCAR Marines intentionally provide peer-to-peer support. The OAP may include expectations for routine communication from OSCAR Team Members to Marines within AOR to ensure capabilities are known and utilized for peer-to-peer support.

(2) Extenders. The OAP specifies how Extenders provide support in roles as Extenders across AOR, within SMITR.

(3) Mental Health Professionals (MHP). The OAP specifies how embedded MHPs provide support in assigned roles in the command, within SMITR. For units without an MHP, the OAP may provide greater details of communication and collaboration with local medical professionals across the SMITR framework.

b. Utilize command, installation, and community resources to support Operational Stress Control and Readiness (OSCAR) tools and the Operational Stress Control and Readiness (OSCAR) Team. The OAP specifies how the OSCAR Team engages with command, installation, and community resources to provide support in roles and areas of expertise across AOR, within SMITR.

c. Increase unit awareness of the Operational Stress Control and Readiness (OSCAR) Team and principles. The OAP specifies how the command increases unit awareness of the OSCAR Team as easily approachable points of contact for peer-to-peer support when encountering stress related issues. As part of the onboarding for Marines newly assigned to the unit, meeting an OSCAR Team Member one-on-one is included on command check-in lists. Other efforts may include posters, providing and posting contact information, electronic communications, and introduction of Team Members or sharing of OSCAR information at command events such as welcome aboard activities, unit team building activities, unit social outings, formations, etc. Ensure contact information is prominently displayed and detail how an OSCAR MHP differs from OSCAR Marines and OSCAR Extenders.

d. Utilize Combat and Operational Stress First Aid (COSFA) during and after critical incidents. While each critical incident is unique, certain response elements are planned to strengthen command response. The OAP includes details of how COSFA is used across SMITR to support Marines before, during, and after critical incidents, such as pre-planning for positive reintegration with support from OSCAR Marines.

e. Strengthen Marines against stress. The OAP specifies how OSCAR principles are being included in routine field trainings and other military training events. Units use the Checklist for Evaluating Resiliency Impact of Training, reference (a).

f. Use the Operational Stress Control and Readiness (OSCAR) Team during deployments. The OAP specifies how the command utilizes the OSCAR Team before, during, and after deployments. This may include, but is not limited to, planning and execution of OSCAR DCT training, plans for the OSCAR Teams during deployments, and how OSCAR Teams lead or participate in stress related AARs.

6. Annual Meeting. An annual OSCAR Representative meeting is held by the OSCAR Program Specialist for regional OSCAR Representatives. This meeting may be in person or virtual. A MF OSCAR staff member may be in attendance virtually or in-person. This meeting is held in the second quarter of the calendar year (Apr-May-Jun).

7. Critical Incidents. OSCAR Teams are trained in COSFA and are a valuable asset to commanders following critical incidents. COSFA was developed by the Marine Corps, Navy, and the National Center for Post Traumatic Stress Disorder (PTSD), building on earlier psychological first aid (PFA) tools created for first responders to civilian accidents and disasters. Stress First Aid differs from PFA in that it is specifically intended for use in units and families of the Navy and Marine Corps. COSFA is a set of tools with three aims—to preserve life, prevent further harm, and promote recovery. COSFA is described in reference (a).

8. Work to Reduce Stigma. Stigma may be reduced by normalizing the full range of stress reactions and building OSCAR principles into daily leadership and OSCAR Team operations. Stigma reducing strategies are found in reference (a), Table 5-1.

Chapter 3

Team Training

1. Purpose. OSCAR Team Training is a tool of the OSCAR Program to teach Marines and other attached Service Members how to better take care of their own, from a small unit leadership standpoint, using peer-to-peer care and self-care. OSCAR Teams help the commander by recognizing small changes in behavior and taking action early. This supports the commander in building unit strength, resilience, readiness, and keeping Marines in the fight. The goal of OSCAR Team Training is to teach OSCAR Teams how to better prevent, identify, and reduce stress issues as early as possible. OSCAR Team Training is provided throughout the Marine Corps to assist leaders in promoting resiliency and to ensure Marines that need assistance receive the appropriate level of care as quickly as possible, whether that is peer-to-peer support, support from an Extender, or MHP, or other professional resources. This chapter describes OSCAR Team Training.

2. Team Characteristics. Commanders select Marines who are strong role models inclined to assist other Marines and Service Members by offering peer-to-peer support and/or appropriate referrals during stressful experiences. Commands, utilizing OSCAR Program Specialists and OSCAR trainers' input, nominate experienced and compelling Marines to attend OSCAR courses.

3. Concept of Operations. Commanders, OSCAR Representatives, and OSCAR Program Specialists ensure a sufficient cadre of local trainers are available to implement and sustain OSCAR Team Training at all levels. Where a Marine facilitator is unavailable, MF OSCAR or OSCAR Program Specialists may conduct OSCAR trainer courses as required/requested to implement or sustain the OSCAR Program. MF OSCAR communicates any changes/updates to training content to ensure OSCAR Team Members are current in training requirements. Individual Marines or Service Members are certified in OSCAR training as detailed below:

a. Operational Stress Control and Readiness (OSCAR) Team Training. OSCAR Team Training is a standardized curriculum that is to be delivered with fidelity as described in the facilitator guide and supporting documents published by MF OSCAR and as required by reference (c). Fidelity to training includes time, delivery format, and presentation of standardized content as specified in facilitator guides and other supporting training documents published by MF OSCAR. OSCAR Team Training cannot be modified. OSCAR Team Training is led by trained Marines, or by the OSCAR Program Specialist in circumstances where a Marine is not available. Marines completing OSCAR Team Training are assigned training code O1 (alpha character O) in MCTIMS. The training typically includes core OSCAR principles, SMITR, application of the Stress Continuum, COSFA, and the Stress Continuum Decision Flowchart that OSCAR Teams use to offer peer-to-peer support. OSCAR Team Training brings Marines, Extenders, and MHPs together and enables them to learn how to function as an effective OSCAR Team. Selected Service Members attend OSCAR Team Training with assigned unit for strengthened coordination of the command OSCAR Team whenever possible.

(1) Extenders and OSCAR MHPs attend OSCAR Team Training with the unit(s) for strengthened coordination of the OSCAR Team.

(2) The Navy Bureau of Medicine, Navy Chief of Chaplains, and MF may develop other training initiatives for Extenders and MHP as deemed necessary.

b. Operational Stress Control and Readiness (OSCAR) Trainer course. The OSCAR Trainer course is a standardized curriculum that is to be delivered with fidelity as described in the facilitator guide and supporting documents published by MF OSCAR. Fidelity to training includes time, delivery format, and presentation of standardized content as specified in facilitator guides and other supporting training documents published by MF OSCAR. OSCAR Trainer courses cannot be modified.

(1) Any Marine or Service Member that meets screening checklist criteria, appendix (a) of this NAVMC, is eligible to be certified as an OSCAR Trainer. OSCAR Trainer certification is earned after successfully completing an OSCAR Trainer course. OSCAR Trainers are assigned training code O3 (alpha character O) in MCTIMS. OSCAR Trainers are authorized to train OSCAR Team Member Training.

(2) Commands nominate trainers who have the availability to ensure implementation and sustainment of training, not only for the command, but assist the region as needed. OSCAR Trainers communicate and coordinate with local OSCAR Program Specialists to support regional training needs. Trainers are highly valuable training assets and are especially key to successful implementation and sustainment of high-quality OSCAR training.

(3) Marines completing an OSCAR Trainer course are expected to conduct OSCAR Team Training within AOR on a regular, ongoing basis, to ensure sustainment of OSCAR Teams.

(4) Trainer candidates are first screened by local Marine leaders or civilian staff, such as the OSCAR Program Specialist or EPIC, and may be further screened by MF OSCAR prior to attending a trainer course. Candidates may be denied attendance to the trainer course if there is an absence of OSCAR Program knowledge and OSCAR Team Member experience. It is best practice for trainers to have previous OSCAR Team Member certification.

c. Training Requests. Commanders, Marines and other Service Members, and units that are seeking OSCAR Team Training at any level should coordinate training with OSCAR Program Specialists. When training coordination cannot be satisfied within the requester's chain of command, MF OSCAR should be contacted for assistance at HQMC_COSCC@usmc.mil. MF OSCAR staff assess and route requests for training assistance to the responsible OSCAR Program Specialist for regional coordination and collaboration.

d. Standardization and Fidelity. OSCAR training is presented with standardization and fidelity. Trainers are not authorized to modify the training. Trainers present the training using the complete curriculum and approved set of training materials as provided by MF OSCAR. All OSCAR Trainers are to adhere to the training times as outlined in the MF OSCAR provided facilitator guides. The effectiveness of OSCAR Team Training is evaluated in ongoing efforts by Program Evaluation and Research. Adherence to the complete curriculum helps maintain the integrity of the course and may assist with evaluation of the training.

(1) Only MF OSCAR may authorize alteration or abbreviation of the course or materials. Requests to deviate are only considered on a carefully reviewed case-by-case basis by MF OSCAR.

(2) Trainers can and should relate the training to the audience. Opportunities are included in the facilitator guides to incorporate the unit

mission and use examples relevant to the audience. This can be accomplished without deviation from the MF approved OSCAR curricula.

(3) The goals, objectives, content, and delivery mechanisms of any training within the OSCAR Program may evolve and change with each iteration based on criteria such as analysis, assessments, evaluations, emerging research, or revised or new required training objectives. Updates to trainings are provided and communicated by MF OSCAR to OSCAR Program Specialists for wide dissemination.

e. Trainer or Team Member Permanent Change of Station (PCS). OSCAR trainer certifications and OSCAR Team Training transfers may occur across commands. Marines that have been trained should notify the receiving command, including the OSCAR Representative, of existing OSCAR training certification. Trainers are expected to contact the OSCAR Representative when anticipating PCS or EAS.

f. Professional Development. All OSCAR Program Specialists, OSCAR trainers, OSCAR Marines, Extenders, MHPs, and command, installation, and community resources are encouraged to seek opportunities for professional development on an ongoing basis. Professional development is a personal and professional responsibility of each stakeholder of the OSCAR Program. Professional development may include, but is not limited to, attendance at local in-person or virtual trainings, attendance at in-person and virtual training opportunities offered by MF Behavioral Programs Branch, attendance at symposiums or presentations related to stress, reading professional literature related to OSCAR concepts, listening to podcasts related to subjects covered in OSCAR Team Training, etc. Leaders support OSCAR stakeholders in seeking professional development opportunities.

g. Retraining. All Team Members complete retraining upon annual redesignation as an OSCAR Team Member or upon assignment to a new unit per reference (c). Retraining requirements can be met through multiple ways to include but not limited to: attending an OSCAR Team Training; continuing education through MCCS or community programs and educational opportunities; reading and discussion of books, articles, or research papers; listening to podcasts; or review of content as determined by MF for retraining. Retraining includes a review of local resources. Following the roll-out of any new training iteration(s), OSCAR Team Members and OSCAR Trainers must be retrained in the new iteration(s).

Chapter 4

Deployment Cycle Training (DCT)

1. Purpose. OSCAR DCT is a tool of the OSCAR Program to be used at specific times throughout the deployment training cycle. OSCAR DCT is an integrated set of trainings. The DoD Dictionary defines deployment as the relocation of forces and material to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, inter-theater, and intra-theater movement legs, staging, and holding areas. Deployments may be for combat, training, humanitarian efforts, or other operations. OSCAR DCT audiences include both Leaders (SNCO and officers) and Warriors (junior Marines to Sergeant). This chapter describes OSCAR DCT training.

2. Concept of Operations. OSCAR DCT is a set of standardized curricula that is delivered with fidelity as described in the facilitator guides and supporting documents published by MF OSCAR. Fidelity to training includes time, delivery format, and presentation of standardized content as specified in facilitator guides and other supporting training documents published by MF OSCAR. OSCAR DCT cannot be modified. Commands conduct OSCAR DCT as detailed below:

a. Any in-person OSCAR DCT is delivered by a member of the OSCAR Team when available. This may include an OSCAR trained Marine, Extender, or MHP. The designated trainer consults and coordinates with the OSCAR Representative prior to delivering the training to ensure they can speak to the availability of the command's OSCAR Team, plans, and activities. In the absence of the availability of an OSCAR Team Member, the command may designate a facilitator.

b. Members of deploying units who are in the remain behind element also benefit from OSCAR DCT training. Learn how to manage operational stress and identify stress reactions that may be exhibited before, during, and after deployment by those identified to deploy and those in support in the remain behind element.

c. Commanders and OSCAR Representatives ensure coordination with the unit DRC/URC and MCFTB assets. These assets may provide additional deployment cycle briefs for Service Members and families as described in references (p) and (q). These briefs are complimentary to OSCAR DCT, but do not act as a replacement for OSCAR specific trainings. OSCAR trainings do not act as a replacement for DRC/URC and MCFTB trainings.

d. Marines completing OSCAR DCT training are assigned the following training codes in MCTIMS:

- (1) OSCAR Warriors Pre-Deployment training - AW
- (2) OSCAR Leaders Pre-Deployment training - LA
- (3) OSCAR Warriors and Leaders Re-Deployment training - AX
- (4) OSCAR Warriors Post-Deployment training - AY
- (5) OSCAR Leaders Post-Deployment training - LC

3. Training Goals. The goal of OSCAR DCT is to enhance psychological fitness, to include strength building strategies and application of stress mitigation principles in mission performance, and to address prevention and management of stress before deployment and stress reactions during and after deployment, as per reference (b). The knowledge gained in OSCAR DCT may better enable the implementation of OSCAR principles that enhance combat and operational effectiveness and prevention and management of stress reactions in settings from installation to the battlefield, before, during, and after deployment.

a. Warriors. The goal for the Marines is to create familiarity with OSCAR principles and tools.

(1) Pre-deployment. OSCAR Warriors Pre-deployment training begins no later than 30 days prior to deployment and is completed prior to deployment. The training goal of Warriors Pre-deployment is to understand how to better mitigate deployment stress.

(2) Re-deployment. OSCAR Warriors Re-deployment training occurs no later than 30 - 60 days prior to returning to the home station and/or executing block leave. OSCAR Re-deployment is for all ranks (Warriors and Leaders). The goal of OSCAR Re-deployment is to understand sources of re-deployment stress, stress mitigation, and address the stigma of seeking help. Small group discussions, at the smallest possible level (squad or platoon), are led by an OSCAR Team Member.

(3) Post-deployment. OSCAR Warriors Post-deployment training is completed 60 to 90 days after returning from deployment. The goal of OSCAR Post-deployment training is to increase knowledge about how to mitigate stress following deployment. In circumstances for individual augments, the Service Member's assigned unit is responsible for ensuring completion of OSCAR DCT. Coordination and communication between the attached and assigned unit is critical to ensure returning Marines receive training and support.

b. Leaders. The goal of OSCAR Leaders DCT is to know how to use OSCAR principles and tools to build both unit and individual resilience before, during, and after deployments. Leaders DCT emphasize the responsibilities of staff non-commissioned officers and officers.

(1) Pre-deployment. OSCAR Leaders Pre-deployment training begins no later than 30 days prior to deployment and is completed prior to deployment. The training goal of Leaders Pre-deployment is to understand how to better mitigate deployment stress both individually and for the unit.

(2) Re-deployment. OSCAR Leaders Re-deployment training occurs no later than 60 - 30 days prior to returning to the home station and/or executing block leave. The goal of OSCAR Re-deployment is to understand sources of re-deployment stress, stress mitigation, and address the stigma of seeking help. Small group discussions, at the smallest possible level (squad or platoon), are led by an OSCAR Team Member.

(3) Post-deployment. OSCAR Leaders Post-deployment training is conducted within 60 to 90 days post-deployment. The goal of OSCAR Leaders Post-deployment is to know strategies related to leadership to build unit and individual resilience and prevent and lessen the impact of stress reactions. In circumstances for individual augments, the Service Member's assigned unit

is responsible for ensuring completion of OSCAR DCT. Coordination and communication between the attached and assigned unit is critical to ensure returning Service Members receive training and support. Focus on sustaining leadership and command climate in anticipation of many Marines transferring to other units or separating from the service.

4. After Action Reviews (AAR). Both OSCAR Warriors and Leaders DCT content includes information about participating in, conducting, and/or supervising effective AARs during deployment following stress related events. AARs are a traditional method for military leaders to gather and share information in a unit after any operational or training event. Discuss what occurred and why events proceeded as they did. The primary purpose for AARs is to disseminate lessons learned to improve performance. When used in the context of the OSCAR Program, AARs can serve as a tool for leaders to utilize SMITR and COSFA after any stressful event. OSCAR Team Members monitor Marines before, during and after stress related AARs to provide peer support and connect Marines and Service Members as needed. AARs for stress related events are best led by a leader that is an OSCAR Team Member. If no leader is available that is OSCAR Team trained, OSCAR Team Members can provide support to the Marine or Service Member leading the AAR. Detailed guidance on procedures to guide a stress related AAR is provided in reference (a) appendix (e).

5. Families. The amount, content, frequency, and type of deployment cycle training to be offered to military family members is further described in reference (p). Family member trainings are provided by MCFTB and may be supported by unit OSCAR assets such as OSCAR Marines, Extenders, or MHP to serve as an OSCAR SME.

Chapter 5

Response and Unit Assessments

1. Purpose. COSFA can be group administered following a critical incident or used to conduct a unit assessment. Stress mitigation, identifying Marines with stress injuries, properly treating stress reactions and injuries, and successfully reintegrating Marines and Service Members following stressful events whenever possible is at the heart of the OSCAR Program. Despite the best planning and leadership, mishaps, losses, and critical incidents may occur. During and following critical incidents, OSCAR tools and the OSCAR Team is especially helpful in the prevention, early identification, and treatment of potential Orange Zone stress injuries. The direct leadership of unit commanders and the active participation of the chain of command, families, and individual Service Members is critical to ensure a full and adequate course of treatment for stress injuries. OSCAR Teams can assist the command in monitoring stress, and mentoring Service Members back to full duty to the extent possible. Routine monitoring of unit stress is also critical. The OSCAR unit assessment is a tool used to evaluate the overall functioning and stress health of a department or unit. While the steps for group administered COSFA and OSCAR unit assessments are similar, the questions asked are different and are in appendix (b) and (c) in this NAVMC. This chapter describes how commanders use OSCAR tools and the OSCAR Team, in collaboration with other command, installation, and community resources to conduct group administered COSFA or an OSCAR unit assessment.

2. Group Administered Stress First Aid. COSFA is a pre-clinical tool described in detail in reference (a). COSFA is used by the OSCAR Team and supporting resources. Stress first aid was developed by the Marine Corps, Navy, and the National Center for PTSD, building on earlier PFA tools created for first responders to civilian accidents and disasters. Stress first aid differs from PFA in that it is specifically intended for use in units and families of the Marine Corps, in military settings from the training field to the battlefield, and from home to the office. It is an ongoing process rather than a one-time intervention and follows the Stress Continuum model. Just like first aid for physical injuries and illnesses, stress first aid is a set of tools with three aims – to preserve life, prevent further harm, and promote recovery. Group administered COSFA is requested by a commander when observable changes in function or states of distress are apparent, or following a critical incident, to create a plan of action to support the unit in recovery from the incident (postvention). Examples of critical incidents may include, but are not limited to: the loss of a Marine(s) in combat or a training mishap; the death of a Marine by suicide, homicide, or other unexpected cause such as a motor vehicle accident; or any other event that leadership observes impacting the morale or stress of the unit. Group administered COSFA does not replace requirements of 30-day briefs or other required processes, or clinical or professional help. Group administered COSFA may inform those processes.

3. Unit Assessments. An OSCAR unit assessment is a leadership tool to evaluate the overall functioning and stress health of a department or unit. COSFA is a tool used to support an OSCAR unit assessment. An OSCAR unit assessment is requested by a commander as a stress mitigation strategy or when observable changes in function or states of distress are apparent. The OSCAR unit assessment helps create a plan of action to support the unit in stress mitigation. An OSCAR unit assessment does not replace command climate assessments per references (s) or (v), or other required processes, but may

be used to inform those processes. The OSCAR unit assessment may help inform questions selected for command climate assessments and other formal evaluation tools. OSCAR Representatives collaborate with EPIC staff to inform and streamline these processes.

4. Requests and Collaboration. The commander notifies the OSCAR Representative of the request for group administered COSFA or an OSCAR unit assessment. Collaboration, transparency, and active communication across multidisciplinary roles are essential for effective group administered COSFA or an OSCAR unit assessment.

5. Group Administered Stress First Aid Steps

a. Consult Leadership. The OSCAR Representative consults with the commander to gather information to coordinate group administered COSFA or an OSCAR unit assessment. Information may include the 5 W's or other information the commander may have that is relevant. The OSCAR Representative, commander, or designee briefs other unit leaders of the planned group COSFA or OSCAR unit assessment as needed. The OSCAR Representative briefs leadership on the components of group administered COSFA or an OSCAR unit assessment, and develops an understanding of the events, concerns, and expectations of the identified request.

(1) Identify the situation that stimulated the request.

(2) Identify factors leading up to request.

(3) Identify exposed and/or at-risk personnel.

(4) Discuss previous and current leadership actions and assess these leadership actions based on Five Core Leader Functions (Strengthen, Mitigate, Identify, Treat & Reintegrate).

(5) Describe components and processes of conducting an assessment and define COSFA.

(6) Identify if any individual(s) needs immediate attention.

(7) Determine the immediate expectation: What is the goal?

(8) Establish dates, times, location, and personnel that participates.

(9) Inform relevant personnel of planned group administered COSFA or OSCAR unit assessment. Efforts should be made early and often to decrease any stigma of seeking help for stress reactions.

b. Establish a Response Team. The OSCAR Representative works with the commander and/or other designated leaders to establish an appropriate response team to conduct COSFA or the OSCAR unit assessment. Ensure there is a balance of having enough OSCAR Marines to support, while attempting to maintain a smaller and more intimate setting in the spirit of providing psychological cover as discussed in reference (a). Appropriate choices to offer support during and after critical incidents may include:

(1) Mental Health Professional (MHP). If the unit has an embedded MHP, this role is a natural fit to support group administered COSFA.

Specialized active-duty medical personnel such as psychiatrists, psychologists, psychiatric mental health nurse practitioners, licensed clinical social workers, and BHT assigned at the unit level are uniquely positioned to provide support and valuable insight to commands. While the goals of COSFA are non-clinical in nature, having clinical staff present may provide additional insight that can assist the commander and OSCAR Team.

(2) Extenders. Uniformed medical staff, chaplains, corpsmen, and other Service Members in specialized roles are valuable during offering COSFA. Many are trusted resources within the unit.

(3) Operational Stress Control and Readiness (OSCAR) Marines. The rank and number of OSCAR Marines selected to respond to a critical incident or unit assessment may vary depending on the size of the unit and number of OSCAR Marines trained. OSCAR Marines that are in the squad, section, shop, etc. of the impacted Marines may be the best choice, when available.

(4) Command, installation, and community resources. The command may have a wide variety of command, installation, and community resources available for support. Support may include, but is not limited to, EPIC staff, MFLC, and other installation resources from MCCS programs such as FAP, and CCP. Community resources may include, but are not limited to, Tragedy Assistance Program for Survivors and Yellow Ribbon Reintegration Program. Civilian staff may be leveraged as assets to assist with group administered COSFA and OSCAR unit assessments, but uniformed OSCAR Team Members are always the lead.

c. Plan the assessment with the designated team.

(1) Confirm team, dates, times, location, and personnel that participates.

(2) Review standardized group COSFA appendix (b) and unit assessment questions appendix (c).

(3) Select a team lead. While the OSCAR Representative leads the initial coordination, the OSCAR Representative does not need to lead the questions during group administered COSFA or the actual assessment. Having an experienced and highly respected OSCAR Team Member lead the questions is highly encouraged.

d. Conduct group administered Combat and Operational Stress First Aid (COSFA) or the Operational Stress Control and Readiness (OSCAR) unit assessment.

(1) Introduce team involved.

(2) Explain what COSFA or an OSCAR unit assessment is and the purpose. For COSFA the main purpose is to provide a flexible multi-step process for the timely assessment and preclinical response to psychological injuries in individuals or units with the goals to preserve life, prevent further harm, and promote recovery. For an OSCAR unit assessment, that main purpose is to serve as a leadership tool to evaluate the overall functioning and stress health of a department or unit.

(3) State who has requested COSFA or the unit assessment.

(4) Be clear on the goals of COSFA or the unit assessment, and the limitations of assigned roles.

(5) Share limits of confidentiality.

(6) Identify and designate at least one team member to capture responses and notes to complete the SMITR feedback for the commander. Recommended prompts are provided in appendix (b) and (c).

(7) Ask if there are any particular concerns for peers, a squad or fire team, sections, etc. and identify how the OSCAR Team may help.

(8) Offer a few brief self-care strategies and additional peer-to-peer support as requested or as observed to be needed.

(9) Provide a summary; ask if the team missed anything and thank Marines for sharing.

e. Develop Summary. The team lead, in collaboration with other OSCAR Team Members and command, installation, and community resources, develops a summary for the command that offers suggestions to help inform and create a plan of action to support the unit.

(1) Using the COSFA, summarize observations by the four critical stressors, and strengths and vulnerabilities of the five essential needs (Cover, Calm, Connect, Competence, and Confidence).

(2) Offer recommendations using SMITR and state final remarks.

f. Leadership Debrief

(1) Provide summary and debrief findings to leadership.

(2) Offer feedback and recommendations.

(3) Recommend resources for support.

(4) Determine the follow-on plan for OSCAR Team. This may include, but is not limited to, increased peer-to-peer support, small group leader led discussions, additional trainings, targeted prevention activities as planned with the OSCAR Team and supported by EPIC staff, and/or referring Marines to higher levels of professional care.

(5) Schedule a follow-up assessment if determined it would be beneficial.

(6) Offer ongoing consultation, collaboration, and post event follow-up (as needed).

SAMPLE COMMAND POLICY LETTER
[Command Letterhead]

SSIC
Code/Ser 001
Date

From: Commanding Officer
To: Unit All Hands

Subj: OPERATIONAL STRESS CONTROL AND READINESS (OSCAR)

Ref: (a) MCO 5351.1A

1. Purpose. Per reference (a), this policy letter provides guidance for COMMAND/UNIT NAME to establish an Operational Stress Control and Readiness (OSCAR) Program. This policy letter must articulate how actionable items will be implemented by the unit.

2. Introduction. The Marine Corps develops totally fit leaders resilient in body, mind, spirit, and social areas of life, which enables them to assume progressively greater responsibilities. Stress is the process by which we respond to all types of challenges. Stress is a daily part of Marine Corps life. We use stress to build strength. Understanding stress reactions and proactively addressing stressors increases mission readiness, preserves the force, and promotes the long-term health of our Marines. All Marines must find ways to address stress for themselves, Marines, families, and the units to promote resilience.

3. We must have the ability to train and sustain a combat ready and resilient force capable of accomplishing any mission. OSCAR Teams will assist us in maintaining our warfighting capabilities by proactively addressing the impacts of stress in the unit. We will each participate in OSCAR activities to enhance force preservation, readiness, and the long-term health and well-being of Marines and families.

4. The Five Core Leader Functions of Strengthen, Mitigate, Identify, Treat, and Reintegrate (SMITR) promote principles of wellness, prevention, early intervention, identification, reintegration, and reduction of stigma and will form the foundation for this command's OSCAR Program. The Five Core Leader Functions will be implemented in the following manner:

a. Strengthen. Leaders will use existing tools for training and developing Marines to strengthen socially, spiritually, mentally, and physically against the negative effects of combat or operational stress. This includes tough training already being conducted to develop technical proficiency and increase unit cohesion. Unit cohesion also includes families, who will be offered OSCAR events to strengthen them against the stressors of military life. Leaders also build strength through their own

FIGURE 5-1.--Sample Command Policy Letter

SUBJ: OPERATIONAL STRESS CONTROL AND READINESS (OSCAR)

conduct and example, by setting high standards and demanding excellence and by giving clear information and guidance.

b. Mitigate. Risk mitigation also applies to stress. The impact of some stressors can be reduced, giving Marines a greater reserve to address those stressors that cannot be avoided. This is not a pass from difficulty or from tough training but reflects good leadership; leaders should be aware of the effects of stress on Marines and help them develop their own coping strategies, build decision-making and effective planning skills, and strengthen resilience. This will also help Marines prepare for future stressors.

c. Identify. Promptly identifying and addressing signs of stress in Marines before they escalate is critical for leaders. Know and use the Stress Continuum and stress decision flowchart. This is an important aspect of good and effective small unit leadership.

d. Treat. Treatment is about taking action. It begins with self-care and peer support using tools such as the Stress Continuum and Combat and Operational Stress First Aid (COSFA). This may range from addressing personal issues while manageable, talking to a Marine about an upcoming event to share lessons learned, and/or referring the Marine for further help from a non-medical counselor, chaplain, or medical. If a Marine is referred for medical intervention, leaders must remain involved and aware of that Marine's ongoing requirements throughout the treatment cycle. This includes those transitioning out of the Marine Corps.

e. Reintegrate. Regardless of the level of a Marine's treatment, the individual will be assisted during the process and will be received back into the unit completely and respectfully. This may require further mentorship of the Marine during the recovery process by restoring the competence and confidence of the stress-injured Marine, his or her peers, and/or the unit. The expectation is that Marines with stress issues are and will continue to be effective members of the unit.

5. Action

a. Prominently display a copy of this policy letter on command information boards and incorporate it into command directives and orders.

b. Review this policy letter annually and make changes as necessary.

c. Appoint an OSCAR Representative in writing.

d. Designate OSCAR Team Members in writing.

FIGURE 5-1.--Sample Command Policy Letter--Continued

SUBJ: OPERATIONAL STRESS CONTROL AND READINESS (OSCAR)

e. Implement and sustain OSCAR activities, including OSCAR Team Training and Deployment Cycle Training (DCT), which maximize force preservation and readiness through prevention, identification, and early intervention of combat and operational stress issues.

f. Train, certify, and maintain an OSCAR Team that will consist of no less than 15 percent of the unit's personnel. [Unit must articulate how this requirement will be met and evenly distributed throughout the command.]

g. Ensure all Religious Ministry Teams (RMT) and unit medical personnel are included in OSCAR Team Training. [Unit must provide examples of how RMTs and unit medical personnel are included in OSCAR Team Training. Examples may include, but are not limited to, completing certification in OSCAR Team Training, inviting personnel to OSCAR Team Training to establish relationships with OSCAR Team Members, etc.]

h. Establish and maintain ongoing relationships with mental health professionals (MHPs) assigned to local military treatment facilities, non-medical counselors from Marine Corps Community Services, and embedded support assets such as Deployment Readiness Coordinators (DRCs), Uniformed Readiness Coordinators (URCs), Suicide Prevention Program Officers and Coordinators (SPPO/SPPC), EPIC personnel, and others. These connections, facilitated through the chain of command, aim to foster positive collaboration between leaders and providers, support OSCAR Programming and Team operations, and reduce stigma associated with seeking behavioral health assistance. Units must provide examples of how OSCAR Teams collaborate with these resources, including referrals to clinical mental health care and regular communication with local support assets.

i. Ensure coordination between the OSCAR Representative and unit training officer exists to ensure training codes are submitted in MCTIMS.

j. Expect OSCAR Team Members to connect with unit Service Members, to support the identification of unit and individual stress reactions, and to promote mitigation efforts. [Unit must provide examples of how unit members will know who OSCAR Team Members are. Examples may include, but are not limited to, bringing awareness to OSCAR Team Members by coordinating introductions at welcome aboard briefings, unit family fun days and events, formations, and during annual training opportunities. Include examples of how the command will use OSCAR Team Members to promote OSCAR principals.]

k. Ensure coordination exists between the OSCAR Representative and OSCAR Program Specialist to coordinate training.

SUBJ: OPERATIONAL STRESS CONTROL AND READINESS (OSCAR)

1. Use the Five Core Leader Functions (SMITR) in prevention planning and implementation efforts. [Unit must insert examples of how SMITR is implemented within the command, such as but not limited to, OSCAR Teams using, implementing, and operationalizing the OSCAR Action Plan (OAP) to increase unit awareness of OSCAR concepts.]

m. Establish a climate where Marines and attached Service Members can seek assistance for stress reactions without fear of reprisal.

I. M. COMMANDER

Distribution:

Sample Appointment Letter
[Command Letterhead]

SSIC
Code/Ser 001
DD MMM YYYY

From: Commanding Officer
To: Rank First M. Last #####/#### USMC

Subj: APPOINTMENT AS THE OPERATIONAL STRESS CONTROL AND READINESS
REPRESENTATIVE

Ref: (a) MCO 5351.1A

1. Per reference (a), you are hereby appointed as the Operational Stress Control and Readiness (OSCAR) Representative.
2. You are directed to familiarize yourself with reference (a), doctrine, Operational Stress Control and Readiness (OSCAR) Team practices, and other relevant policies and materials.
3. Achieve certification as an OSCAR Team Member. Certification as an OSCAR Trainer is preferred.
4. Acknowledge your assumption of duties by completing the receiving endorsement.
5. Your duties and responsibilities include the following:
 - a. Serve as an advisor to the commander on all OSCAR program requirements, programs, and activities.
 - b. Assist in the development of command plans and policies incorporating OSCAR principles and directives.
 - c. Ensure officers, staff noncommissioned officers, and noncommissioned officers at all levels of command are familiar with OSCAR principles and tools.
 - d. Coordinate with the OSCAR Program Specialist (formerly known as Regional Training Coordinator) to conduct OSCAR training as required.
 - e. Coordinate with unit training officer to ensure all OSCAR training requirements, including unit level and individual augment Deployment Cycle Training (DCT), are completed, and are submitted in the Marine Corps Total Force System.

FIGURE 5-2.--Sample Appointment Letter

SUBJ: APPOINTMENT AS THE OPERATIONAL STRESS CONTROL AND READINESS
REPRESENTATIVE

f. Coordinate with Deployment Readiness Coordinator (DRC) and Uniformed Readiness Coordinator (URC) to provide a subject matter expert to assist with OSCAR training for family members.

REPRESENTATIVE

g. Coordinate with command, embedded, and community assets such as DRC/URC, Suicide Prevention Program Coordinators (SPPC), Suicide Prevention Program Officers (SPPO), EPIC, and others to provide a subject matter expert to assist with OSCAR prevention efforts and training for Marines and family members.

h. Support the integration of the Five Core Leader Functions SMITR in the planning, execution, and review processes for unit training exercises and operations.

i. Refer Marines to the appropriate counseling or medical services if approached with concerns regarding suicidal ideations, suicidal acts, mental health concerns, substance misuse, or domestic abuse.

6. Your responsibilities do not include those of a clinician or mental health professional.

7. You will immediately notify your chain of command if you have a concern that personal bias will affect your ability to manage this program and support Marines within the unit on the principles within the OSCAR Program. Disclosure will not yield negative consequences.

8. This appointment is revoked upon your transfer, reassignment from your present duties, or upon my direction.

I. M. COMMANDER

Sample Return Endorsement Letter

SSIC
Code/Ser 001
DD MMM YYYY

FIRST ENDORSEMENT on Co's ltr SSIC Code/Ser 001of DD MMM YY

From: Rank First M. Last EDIPI/MOS USMC
To: Commanding Officer

Subj: APPOINTMENT AS THE OPERATIONAL STRESS CONTROL AND READINESS
REPRESENTATIVE

1. I have read and understand the above references and hereby assume the duties as the OSCAR Representative.

F. M. LAST

Copy to:

FIGURE 5-3.--Sample Return Endorsement Letter

APPENDIX A

Trainer Selection Criteria

It is recommended that commanding officers and/or OSCAR Representatives discuss the following criteria with the prospective OSCAR trainer to ensure a qualified and competent Marine is selected to serve in this capacity. Special attention must be paid to assessing the Marine's personal biases regarding suicide, substance misuse, domestic abuse, stigma of seeking services, or any other subject that may impact Marines experiencing stress. The Marine's public speaking abilities and confidence in leading and facilitating trainings are also to be considered.

- ◇ Certified OSCAR Team Member (O1)
- ◇ Has at least 12 months left before PCS/PCA/EAS at initial designation
- ◇ Able to demonstrate knowledge of OSCAR concepts
- ◇ Able to conduct training to unit personnel
- ◇ Comfortable working with all ranks
- ◇ Approachable
- ◇ Confident and competent public speaker; able to constructively resolve classroom conflict
- ◇ Free of subject matter bias and maintains positive attitude to ensure effective training
- ◇ Mature; able to care for self and ask for support
- ◇ If history of alcohol-related incident, Marine has fully overcome and can maturely speak to his/her progress, activities, or success
- ◇ No adverse FitReps in grade
- ◇ No history of court-martial
- ◇ No recent history of Non-Judicial Punishment within past two years
- ◇ No history of drug-related incidents
- ◇ No history of domestic or child abuse allegations

Favorable recommendation for those Marines that have received instructor/facilitator training via (Professional Military Education (PME) School or have completed the following MarineNet Courses or Military Service Schools:

MarineNet Course

Basic Instructor Skills Course (BISC)
BISCO10ZZZ
Combat Hunter Curriculum MTESD0CHC1

Military Service School

HE4 Combat Hunter Trainer Course
KYE Train the Trainer (T3)
X99 Navy Instructor Training Course (NITC)
XRG Basic Instructor Course (BIC)
YEQ Marine Raider Training Center Instructor Qualification
81E Drill Instructor
KH6 Instructor Education Program (IEP) 100
MN1 Force Fitness Instructor Course
U2A Marine Corps Combat Instructor
WJB Instructor Development (Phase II)
KHX Curriculum Developer (Phase II)
81C Basic Recruiter Course

When submitting multiple candidates, please send this form with a roster of all Trainer candidates' full names, rank, email address, and phone number to the OSCAR Program Specialist at FName.LName@usmc.mil

Candidate Full Name: _____

Candidate E-mail: _____

Grade: _____ Dates of course: _____

APPENDIX B

Group Administered Questions for Critical Incident

Introduce team members.

Purpose:

There was an *incident/event* at *location* on involving *unit/individuals*. Your leadership wants to provide a safe place and time to talk about the *event* and the impact on the unit.

As we get started, there are some ground rules for the discussion today.

- First, not everyone has to talk today, but I would ask you to listen to your colleagues.
- Second, everyone responds to trauma, loss, or stressful events in their own way. What you have to say may seem minor to you but could be very important for someone else in the room. In many ways, this is about helping a person in this room that you may not even know needs help.
- Third, this is not part of an investigation, please feel free to withhold or censor anything that you think needs to be saved for an investigation.
- Fourth, I will provide an out brief with your leadership. I will not use names or specifics. The out brief will be recommendations for the leader regarding this event and the unit, not individuals.

How many here have participated in training about the Stress Continuum, Stress First Aid, or have been OSCAR trained? The reason I ask is that the process we will use today comes from the Marine Corps Combat and Operational Stress Control Doctrine and may sound familiar.

Stress injury can occur following exposure to trauma, loss of people close to you, moral and ethical dilemmas, and fatigue. These sources of stress injury can impact one or more of five essential needs. These needs are **Safety**; **Calming** the stress response and effective communication; **Connections** to people; **Competence** to cope and work, and **Confidence** in self, others, or the future.

As we get going, I will ask about some essential needs that may be impacted by *event/incident*. Not everything I ask about will apply but it is important to at least check.

For a loss event, consider: I did not get a detailed pre-brief, on purpose. Help me understand who _____ was and what he/she was like.

I am now going to ask about some essential needs that can be impacted by significant events.

Cover/Safety

How has *event/incident* impacted a sense of safety?

Calm

Has there been a change in how you talk with each other; for example, some people get quiet, other may scream and shout, sometimes people talk more?

What changes have occurred regarding sleep, feelings of being on edge, or ability to calm yourself once you become alert?

Connection

Has there been an impact on unit cohesion, morale, or connecting with family and friends?

Has anyone in this room done or said something that really helped you?

Competence

Any concerns about being able to do your job safely and completely? *Listen for cues that may suggest other challenges to coping.*

What are some things that you are doing that is helpful right now?

Confidence

Any change in your confidence in being an *occupation/role* or in your leadership?

Does this *event/incident* hold special meaning or connects with other experiences in some way?

Closure

We have briefly talked about the ways that this experience has impacted your sense of **Safety, Calming, Connections, Competence, and Confidence**. Is there anything else that that you wish to share with each other?

Here is my last question. What do you want your leaders to know about how you are doing or how they can support you at this time?

Wrap-Up

As we close there are some important points that I need to cover.

You have all shared an experience that you never wanted to share. Most of you are doing very well. In time, each of you will work through what this experience means to you.

- Each of you will think through and come to terms with your thoughts and feelings in your own time.
- Please be patient with each other, listen to your fellow Marine, as much as you can, without trying to fix the problem or help them get

over it. Remember, that just because you have made sense of this experience and are ready to move on does not mean everyone has.

- Use the principles of Stress First Aid with each other. Keep each other safe, calm, connected, competently managing daily demands, and confident that you are here for each other.
- If you see a fellow Marine who is struggling, even if it is not related to this event, remember to break the code of silence by talking with each other and help that peer get connected to needed resources, such as a trusted leader, chaplain, or EAP.
- Any further questions or comments for me?
- *Co-facilitator* is now going to identify some of the local resources that you can consider for a buddy in need.

This concludes the group discussion. *OSCAR Team Member names* will hang out here for a few minutes if anyone has a question or comment you wish to discuss with any of us.

APPENDIX C

Unit Assessment Questions (General Stress Assessment/Non-Critical Incident)

Introduce team members.

Purpose:

Your leadership wants to provide a safe place and time to talk about stress and the impact of stress on the unit.

As we get started, there are some ground rules for the discussion today.

- First, not everyone has to talk today, but I would ask you to listen to your colleagues.
- Second, everyone responds to stress in their own way. What you have to say may seem minor to you but could be very important for someone else in the room. In many ways, this is about helping a person in this room that you may not even know needs help.
- Third, this is not part of any type of investigation, please feel free to withhold or censor anything that you think needs to be saved for an investigation or other processes.
- Fourth, I will provide an out brief with your leadership. I will not use names or specifics. The out brief will be recommendations for the leader to help the unit better mitigate stress.

How many here have participated in training about the color-coded Stress Continuum? Has anyone attended OSCAR Team Training? The reason I ask is that the process we will use today comes from the Marine Corps Combat and Operational Stress Control Doctrine (MCTP 3-30E) and may sound familiar from some training you have had.

Stress injury can occur following exposure to trauma, loss of people close to you, moral and ethical dilemmas, and even fatigue. These sources of stress injury can impact one or more five essential needs. These essential needs are:

Safety (Cover).

Calming the stress response and effective communication;
Connections to people;
Competence to cope and work; and
Confidence in self, others, or the future.

As we get going, I will ask about some essential needs that may be impacted by stress you're experiencing. Not everything I ask about will apply but it is important to at least check.

- Do you feel well trained and can do your job competently and confidently? (To assess work competence and confidence)
- Are you getting enough sleep to function in your job? Do you feel restored to return to work? (To assess rest and restoration are being met)
- What activities do you do outside of work to take care of yourself? (To assess self-care at home)

- What activities do you do at work to take care of yourself? (To assess self-care at work)
- Do you feel you are getting enough time for meals, PT, to make a head call? (To assess restoration at work)
- Describe any environmental stressors, such as noise, weather, smell from chemicals, computer etc. (To assess external stressors)
- Describe the morale of your unit. (To assess unit morale)
- Describe your personal morale in the workspace. (To assess personal morale)
- Describe the communication with your peers and those you commonly come in contact with. (To assess unit communication)
- Describe the great things about your job; what are the strengths? (To identify the positives in the workplace)
- Describe your leadership; communication; are they supportive; do you receive recognition for your accomplishments, say thank you; are they approachable; do they provide opportunities for advancement, do they encourage and listen to ideas, etc. (To assess perception of leadership)
- Describe your leadership's strengths. (To assess perception of what leadership is doing well)
- What would you say are the negative effects of your job? (To assess potential weaknesses at the workplace) **Note:** This may not be necessary.
- Other questions from the unit/command leaders. Make these questions a normal part of the meeting. (Do not say, "Your leaders asked me to ask this..." or "this is what your leaders want to know" as this shifts the dynamics)

Closure

We have briefly talked about the ways that stress has impacted your sense of Safety, Calming, Connections, Competence, and Confidence. Is there anything else that that you wish to share?

Here is my last question. What do you want your leaders to know about how you are doing or how they can support you at this time?

Wrap-Up

As we close there are some important points that I need to cover.

In time, each of you will work through what this experience means to you.

- Please be patient with each other, listen to your fellow Marines.

- Use the principles of Stress First Aid with each other. Keep each other safe, calm, connected, competently managing daily demands, and confident that you are here for each other. If you have been trained as an OSCAR Team Member, use those skills to provide peer-to-peer support when needed. If you haven't been trained as an OSCAR Team Member and are interested, let your leadership know. All of us are capable of being good listeners whether we've been formally trained or not. Simply paying attention and checking in often with your fellow Marines is critical.
- If you see a fellow Marine who is struggling, even if it is not related to anything we've talked about today, talk with each other and help that peer get connected to needed resources such as a trusted leader, chaplain, Mental Health Professional (MHP), MCCS resources, or other available programming.
- Any further questions or comments for me?
- *Co-facilitator* is now going to identify some of the local resources that you can consider for a buddy in need.

This concludes the group discussion. *OSCAR Team Member names* will hang out here for a few minutes if anyone has a question or comment you wish to discuss with any of us.

APPENDIX D

Sample OSCAR Team Member Appointment Roster

SSIC
Code/Ser 001
Date

From: Commanding Officer - Rank First M. Last, EDIPI/MOS USMC
To: UNIT Appointed OSCAR Team Members

Subj: APPOINTMENT AS OPERATIONAL STRESS CONTROL AND READINESS TEAM MEMBER

Ref: (a) MCO 5351.1A

1. In accordance with reference (a), the Operational Stress Control and Readiness (OSCAR) Team will consist of no less than fifteen percent of the unit's personnel.

2. The Service Members listed below are hereby appointed as OSCAR Team members for UNIT NAME.

NAME (L, F)	RANK	EDIPI	DATE TRAINED	DUTY LOCATION
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE

Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE
Marine, I. M.	ANY	1234567890	YYYYMMDD	INSTALLATION, LOCATION CITY, STATE

3. OSCAR Team members are directed to familiarize themselves with reference (a), COSC doctrine, and other relevant policies and materials, as well as complete the receiving endorsement.

4. OSCAR Team members are role models in your ranks who lead by example and best support the command as sensors for the full range of stress reactions by rapidly identifying Marines reacting to stressors and ensure they get the help they need.

5. Fulfilling OSCAR Team duties is not accomplished solely by finishing the course, but by building relationships, organizing the implementation of OSCAR activities, and then implementing OSCAR within the unit.

6. OSCAR Team member duties and responsibilities include the following:

a. Promote positive command climate by identifying stressors, supporting Marines and Sailors, and advising leadership about stressors.

b. Use COSC principles and tools, such as the Five Core Leader Functions (SMITR), the Stress Continuum Model, and Combat and Operational Stress First Aid (COSFA) to intervene and assist a Marine who exhibits signs of combat or operational stress to prevent potential stress concerns from becoming more serious injuries or illnesses requiring medical intervention.

c. Monitor Marines, provide peer support, and refer Marines to OSCAR Extenders and MHPs when problems persist.

d. Refer Marines to the appropriate counseling or medical services if they approach you with concerns regarding suicidal ideations, suicidal acts, mental health concerns, substance abuse, or domestic violence.

7. Responsibilities do not include those of a clinician or mental health professional.

8. OSCAR Team members will immediately notify their chain of command if there is a concern that personal bias will affect the ability to support Marines within the unit on the principles within the COSC program. Disclosure will not yield negative consequences.
9. This appointment is revoked upon transfer, reassignment from present duties, or upon my direction.
10. An email of this appointment roster will be sent to each listed Service Member as notification of his or her appointment as an OSCAR Team member.
11. A copy of this appointment roster will be prominently displayed on command information boards.
12. This appointment letter will be reviewed quarterly and changes will be made as necessary.

I. M. COMMANDER

Copy to: OSCAR Representative

APPENDIX E

Glossary of Acronyms and Abbreviations

AAR	After Action Review
AOR	Areas of Responsibility
BHT	Behavioral Health Technician
CCP	Community Counseling Program
COA	Course of Action
COSC	Combat and Operational Stress Control
COSFA	Combat and Operational Stress First Aid
DCT	Deployment Cycle Training
DoD	Department of Defense
DRC	Deployment Readiness Coordinator
EAS	Expiration of Active Service
EOA	Equal Opportunity Advisors
EPIC	Embedded Preventative Integrated Capability
FAC	Functional Area Checklist
FAP	Family Advocacy Program
IR&R	Information Referral and Relocation
MARFORRES	Marine Corps Forces Reserve
M&RA	Manpower and Reserve Affairs
MCFTB	Marine Corps Family Team Building
MCCS	Marine Corps Community Services
MCTIMS	Marine Corps Training Information Management System
MCTP	Marine Corps Training Publication
MEF	Marine Expeditionary Force
MF	Marine and Family Programs Division
MFLC	Military and Family Life Counselor
MHP	Mental Health Professional
NAVMC	Navy Marine Corps
NCO	Non-Commissioned Officer
OAP	OSCAR Action Plan
OSCAR	Operational Stress Control and Readiness
PCS	Permanent Change of Station
PFA	Psychological First Aid

PFMP	Personal Financial Management Program
PHA	Periodic Health Assessment
PTSD	Post Traumatic Stress Disorder
RMT	Religious Ministry Team
SACC	Substance Assessment Counseling Center
SAPR-C	Sexual Assault Prevention and Response Coordinators
SARC	Sexual Assault Response Coordinator
SME	Subject Matter Expert
SMITR	Strengthen, Mitigate, Identify, Treat, and Reintegrate
SMP	Single Marine Program
SNCO	Staff Non-Commissioned Officer
SPPC	Suicide Prevention Program Coordinator
SPPO	Suicide Prevention Program Officer
URC	Uniformed Readiness Coordinator