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From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS GROUND TRAINING AND READINESS (T&R) PROGRAM

Ref: (a) SAT Manual
(b) Training Development System
(c) MCO 1553.2A
(d) MCO 1553.3A
(e) MCO P1553.4A
(f) MCO 1553.7
(g) MCO P3500.14G

Encl: (1) Locator Sheet

1. Purpose. To establish training standards, regulations and policies regarding the training of Marines and assigned Navy personnel in ground combat, combat support, and combat service support occupational fields.

2. Cancellation. MCO P3500.72.

3. Background. Training and Readiness (T&R) Manuals were first developed for Marine aircrews in 1976. Aviation T&R evolved during the ensuing years, and was expanded to the Marine Air Command and Control System agencies in 1994. The stated purpose was to provide commanders with a Corps-wide standardized training approach to develop and measure unit combat capabilities. The first T&R Manual for ground-related occupational fields (Tanks) was completed in 1995, based essentially on the same premise as that of the aviation community. Additional T&R Manuals were developed through the end of the 1990s in an evolutionary manner, originating as an augment to Individual Training Standards (ITS) and the Mission Performance Standards (MPS) of the Marine Corps Combat Readiness Evaluation System (MCCRES). Today, the T&R Program is evolving to incorporate and replace these training standards to serve as a single reference for occupational field, collective and individual training. The overarching philosophy and policies specific to the Ground T&R Program are contained herein.

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4. Commander's Intent

The Ground Training and Readiness (T&R) Program Order establishes the framework and guidelines for the conduct of Marine Corps training and unit training management (UTM). It is my intent to emphasize the importance of this Order and ensure all units base their training on the tenets described therein. In an era of limited resources and high operational tempo, it is imperative that units focus their training effort on those missions and tasks they can reasonably expect to be assigned in combat. In the past, we have often let training initiatives based upon gimmicks and obtuse missions catch our eyes. We must have our training correspond with the fight we are currently facing and the fight we will face in the near future.

This T&R Program Order contains the new measure of training readiness, the Combat Readiness Percentage (CRP). CRP is a numerical value assigned to certain collective T&R events that assists in the tracking of unit training readiness. CRP is assigned only to collective events that are key indicators of a MET capability, or key collective skills that contribute to a unit's ability to perform the MET; therefore, a unit's CRP percentage provides an accurate picture of a unit's ability to accomplish its METL. CRP allows a commander to measure his training progression at any time during his training cycle, and to plan future training based on identified deficiencies. CRP helps commanders determine their units' strengths and weaknesses in order to develop training plans that will prepare the unit for combat.

In conjunction with this Ground T&R Program Order, the Marine Corps continues development of Training and Readiness (T&R) Manuals to guide occupational field training. The T&R Manual is a comprehensive training document, built around a mission essential task list (METL), which identifies training requirements and support resources for individual and collective training. T&R Manuals provide commanders in the operating forces, supporting establishment, and formal schools with a tool for the planning and implementation of progressive training that will ensure individual and collective proficiency. Further, T&R Manuals ensure a standardized training effort throughout the Marine Corps. To be effective, training must be standardized. There is no reason training for the same mission on the East

Coast should differ from training on the West Coast, Okinawa or Hawaii.

In accordance with ALMAR 45/02 and MCO 1553.3A, units must base their training on an approved Mission Essential Task List (METL). Within 45 days of taking command, all commanders must do a mission analysis and develop a unit METL. Within 90 days, commanders must publish their training plan. T&R Manuals provide a detailed outline of unit capabilities and individual skills required to accomplish a unit's mission and shall be used by commanders to develop training plans. Commanders must train to the events that support their approved METL to ensure the unit can accomplish its assigned mission.

To be efficient, training must be prioritized. Limited training time and resources requires the commander to use latitude to decide what priorities are and base his training plan upon these priorities. Emphasis must be placed on the training of basic infantry skills. Skills like noise discipline, light discipline, and security must be trained with vigor. We need to take care of our Marines in all situations. The "Guardian Angel" philosophy of over-watch security in every situation with a possible threat must be part of every unit's SOP. Combat skills are our highest priority. NBC and night training are areas that we must strive to improve upon. In order to develop and maintain the ability to operate in an NBC environment, NBCD training should be an integral part of all training plans. Events in the T&R manual should be trained under NBC conditions whenever possible. Further, basic skills are significantly more difficult when visibility is limited. To ensure units are capable of accomplishing their mission at night as well as during the day, they must train under the more difficult limited visibility conditions. As such, all events in the T&R manual should be conducted during the day and under conditions of limited visibility. Finally, training must be realistic. Commanders must strive to simulate combat conditions during training to the greatest extent possible. The old saying "more sweat in peace, less blood in war" rings true today as it has in the past.

Let there be no mistake, the Ground T&R Program Order is now the base for training in all MOSSs. Commanders must become knowledgeable in every part of this Order and utilize their

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respective T&R Manuals for the planning, execution, and evaluation of all unit training.

5. Summary of Revision. As the Ground T&R program has recently evolved, several key issues have come to light concerning development and implementation of T&R manuals. Mostly through trial and error, TECOM discovered that most occupational fields could not develop or utilize a T&R manual that strictly adhered to the guidance provided in this order. As a result, TECOM assembled Process Action Teams (PATs) to explore the root of the problems and come up with solutions that would make the T&R manual a more effective tool for the planning, conduct, and evaluation of training. Rather than try to publish a change to the original order that would address only a few key areas, the entire order was reviewed and revised. Below is the summary of changes:

a. Chapter 1: The Marine Corps Philosophy of Training: Administrative changes only.

b. Chapter 2: Background and Development of the Marine Corps Training Program: Cornerstone Orders have been updated to reflect the latest versions; MCO 1553.5 has been cancelled. The terms "Combat Capable," "Combat Ready," "Combat Qualified," and "Fully Combat Qualified" have been removed. These terms were associated with the 100-400 training levels in the previous order and the evaluation system in place prior to the release of ALMAR 045/02. The provisions of the ALMAR have been incorporated into reference (d).

c. Chapter 3: Policy for T&R Manual Development and Use: administrative changes and reference to T&R levels changed from 100 - 400 to 1000 - 8000. This will make the development and organization of collective and individual events easier. The coding is based on an infantry battalion or similar unit-based model, with 1000-2000 events individual; 3000 events fire team, section, or crew; 4000 events squad; 5000 events platoon; 6000 events company; 7000 events battalion; and 8000 events regiment and higher. There is also clarification on core competencies. Community-based T&R Manuals have adapted these levels to suit the needs of the community.

d. Chapter 4: Training and Readiness Program Structure: additional elements have been added to T&R events, to include

sections that are included only in community-based (i.e. logistics, ordnance maintenance) T&R manuals. Individual and collective training events have been amended to align with the new 1000-8000 numbering system.

e. Chapter 5: Combat Readiness Percentage (CRP): complete revision from previous version. CRP has been greatly simplified in that it is assigned to only "E-coded" events, collective events that are key indicators of a unit's ability to accomplish its METL. This will make the planning and tracking of training accomplishment more effective and efficient.

f. Chapter 6: Automated Support for Training Management: Chapter 6 provides an overview of existing and planned automated tools within TECOM Integrated Management System, including the current T&R Manual Development Web Tool, and the planned Unit Training Management module. References to ATRIMS, the DOS-based Automated Training Readiness Information Management System, have been removed. ATRIMS, designed for use by aircraft squadrons, was modified and used briefly by MACCS units but is no longer supported by MARCORSSYSCOM.

g. Chapter 7: Evaluation: amended to ensure evaluation is an integral part of all training, regardless of the size of the unit being trained. Specific guidance for conducting evaluations has been removed and incorporated into reference (d).

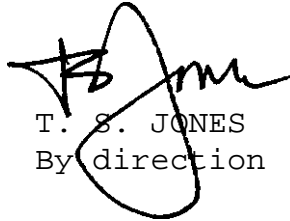
h. Appendices: Removed. Information from the appendices has been incorporated into reference (d).

5. Coordinating Instructions. All questions pertaining to the Marine Corps T&R Program and Unit Training Management should be directed to: Commanding General, Training and Education Command (C 469), 3300 Russell Road, Quantico, VA 22134.

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

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7. Certification. Reviewed and approved this date.



T. S. JONES
By direction

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ENCLOSURE (1)

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RECORD OF CHANGES

Log completed change action as indicated.

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MARINE CORPS GROUND TRAINING AND READINESS (T&R) PROGRAM

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MARINE CORPS GROUND TRAINING AND READINESS (T&R) PROGRAM

CHAPTER 1

The Marine Corps Philosophy of Training

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CHAPTER 1

The Marine Corps Philosophy of Training

1000. Philosophy. The Marine Corps' philosophy of training is derived from the mandate of the institution: to provide combat-ready units to the nation. As such, training has been and will be viewed as a professional and moral imperative. It is the Marine Corps' responsibility to ensure that both regular and reserve components are properly trained so Marines can survive and succeed in combat. Training encompasses the full range of duties, responsibilities, and missions of Marines, and it must be embedded in all that Marines do. It can be as simple as practicing an individual task or as complex as conducting a joint or combined field training exercise with an opposing force. It can vary from a squad leader informally making an on-the-spot correction, to teaching lieutenants how to apply tactical principles. Employing weapons, operating equipment, communicating information, maintaining vehicles, rearming and re-supplying units are all critical skills mastered only through training. From training comes the ability to follow procedures, to execute techniques, to apply tactics, and to integrate the capabilities of arms and Services. The Marine Corps mandate for training is simple and compelling. We are the premier expeditionary "Total Force in Readiness," and our Marine Air-Ground Task Forces (MAGTFs) are tailored to answer the nation's call. Accordingly, the Marine Corps training system must provide the means for our "Total Force" to attain exact levels of combat readiness, across the full spectrum of military operations. Through our training, the Marine Corps:

- Provides combatant commanders with scalable, sustainable, interoperable, expeditionary, combined-arms MAGTFs that are ready to fight.

- Enhances the nation's strategic response by providing operational reach to support joint, allied, and coalition operations and interagency contingency responses throughout the world.

Training Marines to perform as a team in combat lies at the heart of the Training and Readiness (T&R) Program. Unit readiness and individual readiness are directly related. Individual training and the mastery of individual core skills

serve as the building blocks for unit combat readiness. A Marine's ability to perform critical skills required for combat is essential. When a Marine is able to perform his job expertly, that Marine makes a team/section/squad better able to perform its mission.

1001. Training and Readiness (T&R) Concept. The Marine Corps' T&R Concept is built upon the following tenets:

- Focus on expected combat missions
- Building block approach to training
- Focus on Individual Core Skills and Unit Core Capabilities
- Organization of tasks into executable events
- Sustainment of training

Figure 1-1 illustrates these tenets as they support overall unit training readiness. Sound unit training management will ensure commanders remain focused on mission-oriented training while at the same time ensuring all formal (i.e. rifle qualification, NBC, etc.), ancillary (i.e. sexual harassment, drug/alcohol awareness, etc.), and PME training is completed.

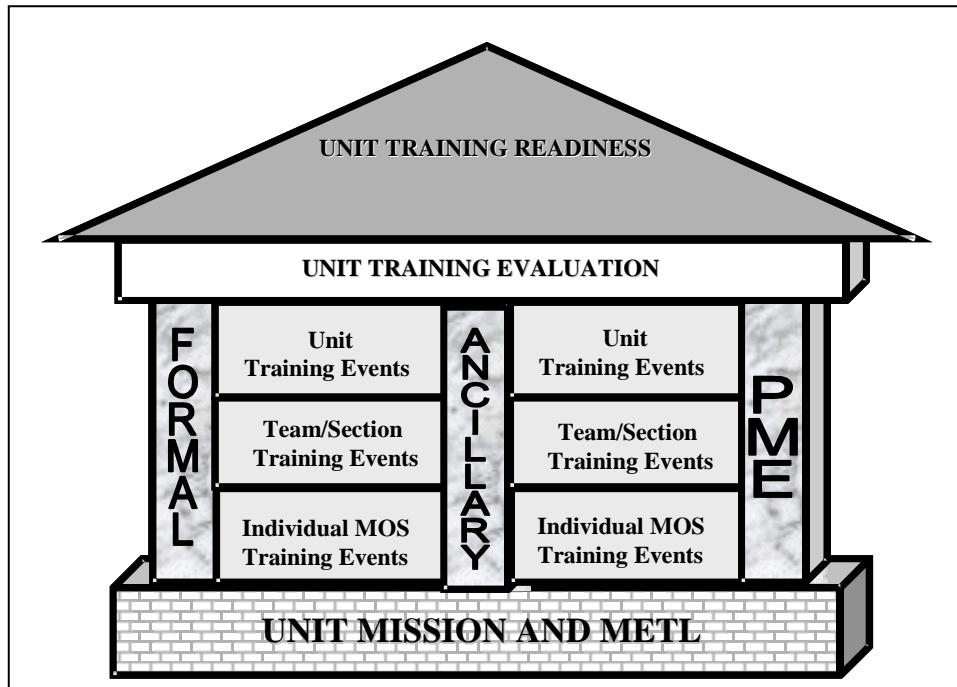


Fig 1-1. Unit Training Structure

1. Focus on Expected Combat Missions. The ultimate goal of all Marine Corps training is to have units prepared to perform in combat. Thus, mission-oriented training receives top priority in all unit training plans. Per MCO 1553.3A, the commander analyzes contingency plans, operational plans, and higher headquarters Mission Essential Task Lists (METLs), and develops a unit METL that will ensure the unit's focus of effort is to achieve and maintain proficiency in those skills required to accomplish its assigned mission.

2. Building Block Approach to Training. More than any past training practice of the Marine Corps, the T&R concept is a building block approach. At both the individual and collective levels, the goal is to achieve and maintain a minimum standard of combat readiness in Core Skills (individuals) and Core Capabilities (units/sections) by accomplishing a series of progressively more challenging events that include the tasks Marines or units must be capable of performing in combat. The Ground T&R Program builds one event upon another to increase the level of challenge - and with it the abilities of the Marines being trained. The T&R Program also builds upon broad categories of individual combat readiness. Upon graduation from formal school, Marines have completed introductory training in their core skills, indicating that they are immediately capable of participating in real-world operations. Recognizing that few leaders would like to take formal school graduates straight to combat, individual training continues at the operational unit in the form of Managed On-the-Job Training (MOJT). When Marines have completed MOJT with an operational unit, and have mastered the Core Skills of the MOS, they are ready to continue to build their skills during unit training exercises, where they are introduced to core plus skills, sustain core skills, and develop combat leadership skills in their MOS. Combat leadership training is accomplished as a Marine progresses in rank and responsibility and is accomplished through MOJT, unit training, or follow-on MOS training at a formal school. Unit training for new Marines and recently augmented units should start with small unit exercises and gradually progress to large unit and combined-arms exercises.

3. Focus on Core Skills and Core Capabilities. Marines are called upon to perform many tasks both in peacetime and in combat. In every occupational field or unit there are tasks that are the very essence of the community's existence and

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comprise the most basic Mission Essential Tasks (METs). Regardless of the geographic location to which a unit is deployed or missions assigned, the skills gained in learning to perform the tasks that support these METs will enable the unit to succeed. These METs are the preponderance of MOS Core Skills and Unit Core Capabilities - the tasks that we must be able to do well in combat. *Core skills* are those essential, basic individual skills that "make" a Marine and qualify that Marine for an MOS. Core Skills are developed in entry-level training and refined in operational units. *Core capabilities* are the minimum level of performance a unit must be capable of performing during extended contingency/combat operations. All operational units are expected to achieve and maintain proficiency in specified core capabilities regardless of their assigned mission. Thus, all units within an occupational field will use the same T&R events for much of their training. Maintaining proficiency in these core capabilities minimizes the need to retrain Marines when they transfer to a different unit and fosters the cross-attachment of like-units. The design of collective events in T&R Manuals is based upon service-level METs derived from mission statements, operational/contingency plans, doctrine, and established techniques, tactics, and procedures (TTPs). Marine units will seek proficiency in those METs and the METL developed by the commander for the environment, theater, or geographic location to which they will deploy.

4. Organization of Tasks into Executable Events. T&R Manuals define the core skills required of Marines in their respective MOS and are normally trained in entry-level formal schools or in Centers of Excellence. For continued training after formal school, the T&R concept includes the gathering of associated tasks into executable events that are modeled after the essential skills needed in the MOS. Early phases of learning normally involve performance and evaluation of the Marine's ability to demonstrate these basic skills. Once learned, they are usually utilized to accomplish more complex events. Successful performance of the complex events results in simultaneous successful performance of the simpler, component events. When basic skills have been mastered, resources and energy should be dedicated to training complex tasks that teach new skills and require Marines to utilize previously mastered skills. In the T&R Program, performing a single event provides training opportunity for the multiple tasks built into the

event, and through a process called "chaining," also gives sustainment credit for simpler tasks that were prerequisites for the advanced event.

5. Sustainment of Training. T&R involves four steps for helping Marines learn combat skills and retain their ability to perform them. T&R manuals introduce (step 1) new tasks as training events, then have the Marine or group of Marines demonstrate (step 2) their ability to perform those events. Evaluation is the third step. Once the Marine or group of Marines demonstrate their new skills or collective capabilities, a verification that they have learned correctly and can perform the tasks required of them is conducted. Despite the dedicated efforts of individual Marines and their leaders, combat skills naturally atrophy if not exercised regularly. The fourth step, periodic demonstration of skills, is accomplished by establishing a sustainment interval for each event to ensure perishable skills and knowledge do not decay to the point that the Marine(s) can no longer perform the skills effectively. Sustainment interval is closely coordinated with "chaining" of events to help commanders be effective and efficient in training, making the most of their resources and keeping training dynamic and challenging for their Marines.

1002. Commanders' Discretion in Training. Commanders will exercise discretion when determining the level of readiness required to accomplish their mission. The commander will develop his METL based on OPLAN/Contingency plans and higher headquarters METL, and will focus his resources on training required to support the METL. If time and resources allow, he may schedule advanced training events. The commander must ensure that his unit maintains proficiency in core skills and capabilities per the sustainment intervals listed in the applicable T&R Manual(s). The T&R Program allows commanders discretion in the training of Marines, maintains flexibility, and ensures the use of the Marine Corps Training Principles as presented in USMC training doctrine: MCRP-3-0A, *Unit Training Management*. The training principles are:

- Train as you fight.
- Make commanders responsible for training.
- Use standards-based training.
- Use performance-oriented training.
- Use mission-oriented training.

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- Train the MAGTF to fight as a combined arms team.
- Train to sustain proficiency.
- Train to challenge.

The T&R Program provides focus and standardization that enables commanders to train their units in accordance with these principles more efficiently and effectively.

MARINE CORPS GROUND TRAINING AND READINESS (T&R) PROGRAM

CHAPTER 2

Background and Development of the Marine Corps Training Program

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CHAPTER 2

Background and Development of the Marine Corps Training Program

2000. Purpose. Over the course of the past two decades, the Marine Corps training and education system has evolved to meet the needs of the operating forces and units of the supporting establishment. The system in use today is based upon common doctrine; the training system and all training programs are built around established unit and individual performance standards.

2001. Background

1. The first element of the MAGTF to develop a standards based system was aviation. Development of the aviation T&R Program and manuals began in the mid-1970s as an answer to the increasing costs associated with flying and maintaining aircraft. Before then, Marine fixed and rotary wing squadrons made their own determination as to what constituted a combat ready aviator. This lack of standardized training requirements among aircraft communities was inefficient and dangerous.

2. The Aviation T&R Program created uniform training events and standards between similar squadrons and aircraft communities. It also included formal evaluation which was required in order to ensure individual and unit proficiency. Formal evaluation criteria was set forth in the Marine Corps Combat Readiness Evaluation System (MCCRES). From the outset, the MCCRES and the aviation T&R Program were inter-related. Links were established between T&R events and the Mission Performance Standards (MPS) of the MCCRES. Currently, aviation training syllabi and Collective Training Standards (CTS) are contained in Aviation T&R Manuals and MCCRES Orders. They are reviewed and managed by each aviation community and revised on a triennial basis.

2002. ITS/MPS Development. Beginning in the late 1970's, work was initiated to produce the first Individual Training Standard (ITS) volumes (MCO 1510 series) for each occupational specialty to define basic skills required for all Marines. Over a decade later, the first ITS volume was published. ITSs became the foundation for the development of syllabi at formal schools and enabled individual Marines to train to measurable performance standards that were linked directly to their units' missions.

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As the ITS system matured, MPS were developed to specify mission and functional area proficiency standards for all units.

2003. Cornerstone Orders. The Marine Corps training system continued to progress over the course of the next decade. During this time, the training and education systems were further defined and refined with the publication of four orders, collectively referred to as the "Cornerstone Orders." These orders are:

- MCO 1553.1 - The Marine Corps Training and Education System. This Order establishes a Total Force system for training and education in the Marine Corps and delineates responsibilities for the implementation of this system.
- MCO 1553.2A - Management of Marine Corps Formal Schools and Training Detachments. This Order publishes management policies and procedures for all Marine Corps formal schools, training centers and formal courses of instruction collocated with other military Service schools.
- MCO 1553.3A - Unit Training Management (UTM). This Order establishes a Marine Corps-wide Unit Training Management and evaluation process.
- MCO 1553.4A - Professional Military Education (PME). This Order defines the objectives, policies, programs, and responsibilities for coordinating the PME of Marines.

2004. Systems Approach to Training (SAT). The Marine Corps formally adopted the SAT process in the early 1990s. Through its application, commanders at all echelons are able to efficiently and effectively analyze, design, develop, implement, and evaluate training programs. The SAT process helps commanders identify critical warfighting tasks and develop the unit's METL. It guides the Marine Corps in applying limited human and material resources toward effective, efficient training. The process is a systematic, problem-solving tool that can be used by commanders to produce an effective training program for any unit.

2005. MCRP 3-0A Unit Training Management Guide. In 1996, the Marine Corps further refined its unit training management program with the publication of MCRP 3-0A. This publication is

the definitive guide on how to perform command and staff functions related to training. It was developed primarily for operations officers at the battalion/squadron level and above; however, all training managers, regardless of the size of the unit, can benefit from the use of the Guide's philosophy and procedures.

2006. MCRP 3-0B How to Conduct Training. MCRP 3-0B is the complimentary document to MCRP 3-0A. It was prepared primarily for trainers (officers, SNCOs, and NCOs) at the company level and lower. MCRP 3-0B provides guidance to assist units with the implementation of the training plan. It explains how to carry out the fundamental procedures of the unit training program and how to control a training evolution.

2007. Ground T&R Manuals. Over the past several years, the Marine Corps has expanded the use of T&R Manuals to include ground combat, combat support, and combat service support units. These Manuals allow commanders to more easily identify tasks essential to mission accomplishment and to conduct appropriate training events. The first ground T&R Manuals were developed in an evolutionary manner tailored to individual communities. The success of these manuals led to the establishment of the Ground T&R Program.

2008. The Marine Corps Ground T&R Program. The T&R Program has become the Corps' primary tool for planning, conducting, and evaluating training, and for assessing training readiness. Subject matter experts (SMEs) from the operating forces are developing T&R Manuals for all ground communities using Marine Corps doctrine, and established TTPs. All events contained in the T&R manuals will relate directly back to the unit's METL. This comprehensive T&R Program will help to ensure the Marine Corps continues to improve its combat readiness by training more efficiently and effectively. Ultimately, this will enhance the Marine Corps' ability to accomplish real-world missions.

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MARINE CORPS GROUND TRAINING AND READINESS (T&R) PROGRAM

CHAPTER 3

Policy for T&R Manual Development and Use

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CHAPTER 3

Policy for T&R Manual Development and Use

3000. Purpose

1. The purpose of the Marine Corps Ground T&R Program is to provide commanders with standardized training outlines for all occupational fields within the ground combat, combat support, and combat service support communities. For each occupational field, it merges ITSS, MCCRES, METLs, and other individual and collective training management tools. T&R is a standards-based program that focuses on commonly accepted skills, is open to innovative change, and above all, tailors the training effort to the unit's mission. T&R Manuals list events by specific billet and occupational area, enabling commanders to focus training in the appropriate areas. Further, T&R is a guide that provides commanders an immediate assessment tool for determining unit readiness and for developing training plans to accomplish assigned missions.

2. The heart of the T&R Program lies in training Marines to perform as an integral unit in combat. Because unit readiness and individual readiness are interrelated, the T&R Manual contains both individual and collective training events. Individual training and mastery of individual skills serve as the building blocks for achieving unit combat readiness.

3. The T&R Program uses a building block approach to maximize flexibility in producing the best-trained Marines possible. MCO P3500.72A, The Ground T&R Program, does not supplant any doctrinal procedures or common training practices; it merely provides an administrative guide for the trainer on how to use a T&R Manual to train Marines.

3001. Core Competencies

1. Core competencies are the comprehensive measures of a unit's ability to accomplish its assigned METs. They serve as the foundation of the T&R Program. Core competencies are those collective core capabilities and individual core and core-plus skills that support the commander's METL and the unit's T/O mission statement.

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a. Core Skills. Core skills are the essential skills that enable a Marine to perform in combat and qualify a Marine for an MOS. Core skills are trained in entry-level (1000-level) training. It is the responsibility of the MOS-producing formal schools and Centers of Excellence to ensure that graduates have mastered core skills in the respective occupational fields before they graduate to follow-on schooling or the operating forces.

b. Core Plus Skills. Core plus skills are those combat-focused skills that are environment, mission, rank, or billet specific and are developed after a Marine is assigned to an operational unit. Most Core plus skills are 2000-level events learned via MOJT and during unit training in a Marine's first operational tour. 2000-level training also includes follow-on schools for advanced individual training. This advanced level of individual training produces combat leaders and fully qualified section members. Marines chosen to complete advanced individual training are those the commanding officer feels are capable of directing the actions of subordinates in combat.

c. Core Capabilities. Core capabilities are the essential collective functions a unit must be capable of performing during extended contingency/combat operations and are comprised of 3000-8000-level T&R events. Unit core capabilities are based upon METs derived from mission statements, OPLAN/Contingency plans, doctrine, and established TTPs. Commanders will first dedicate their available time, ammunition, manpower, equipment, and other resources to achieving and maintaining proficiency in core capabilities.

d. Core Plus Capabilities. Core plus capabilities are advanced functions that are environment, mission, or theater specific. Core plus capabilities may entail low-density, high-risk, high-cost training for missions that are less likely to be assigned in combat.

3002. Combat Readiness Cycle

1. Figure 3-1 depicts the combat readiness cycle based on core skills and capabilities. It shows the relationships within the building block approach to training. The combat readiness cycle progresses from individual core skills training to a unit's participation in a contingency or actual combat operation.

Training and sustaining Core skills leads to unit proficiency and enhances the unit's ability to accomplish assigned missions.

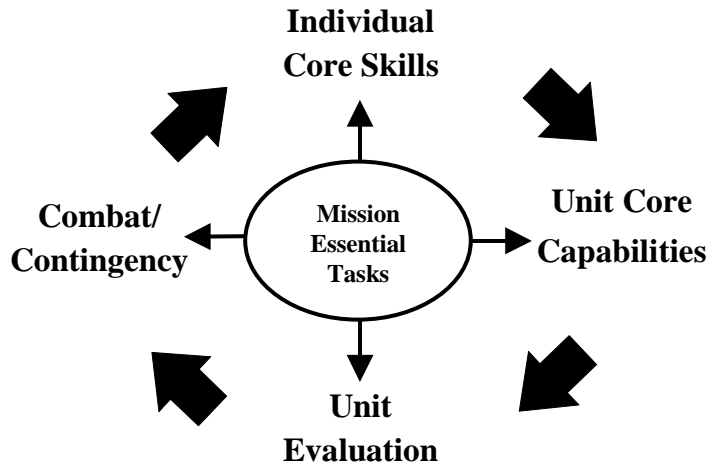


Fig 3-1. Combat Readiness Cycle

3003. Proficiency vs. Currency. Two measures of training are established in the T&R syllabus: Proficiency and Currency. Proficiency is a function of skill that must be measured against a predetermined standard and periodically demonstrated to a qualified evaluator. Specific guidance for conducting evaluations can be found in the T&R Manuals for each occupational field. Evaluations are based on the standard for each skill and are similar to the ITS and MPS used in the past. Currency is also strictly defined for each event and is measured against the sustainment interval assigned to the event. The "sustainment interval" is the agreed upon period wherein skills must be refreshed or reevaluated. By periodically demonstrating these skills within the specified time limit (i.e., maintaining currency), proficiency is maintained.

3004. Administrative Responsibility for Ground T&R Manual Development. Each manual in the T&R Program has multiple stakeholders. These stakeholders include operational units, formal schools, established Centers of Excellence (COEs), occupational field managers and specialists, and Training and Education Command (TECOM). These stakeholders share responsibility for developing and implementing changes to individual T&R Manuals. Reference b, the Training Development System (TDS) defines the process used by the Marine Corps to

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validate the requirement for change. Ground Training Branch (GTB), TECOM has executive responsibility for incorporating changes into all Ground T&R Manuals. The Ground T&R Manuals are published in the MCO P3500 series.

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CHAPTER 4

Training and Readiness Program Structure

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CHAPTER 4

Training and Readiness Program Structure

4000. Purpose. An effective T&R Program is the first step in providing the commander with individuals and units that are fully capable of accomplishing all of their assigned missions. This chapter provides a description of training events, both individual and collective, that serve as the building blocks for an effective T&R Program. The T&R Program gives the unit commander an effective tool for planning and implementing a focused, mission-oriented training plan.

4001. Training Event Development

1. Organizational Responsibilities. Training events are the central components or building blocks of the T&R Program and are developed by subject matter experts from the operating forces, supporting establishment, and other stakeholders. Training and Education Command (C 469) or designated COEs will convene a T&R conference every three years or at an interval deemed appropriate by the respective community.

2. Development Responsibilities. One of the primary advantages of the T&R Program is that it merges, and thereby streamlines, multiple training systems. T&R consolidates the better aspects of ITS, MCCRES, and several prototype T&R Manuals. T&R events combine multiple related tasks into a single, concise, and measurable training standard. This approach to training reduces the number of tasks commanders at all levels are required to track. This system of progressive and ordered events minimizes redundancy and ensures training effectiveness.

4002. T&R Training Events

1. Components of a T&R Event. An event contained within a T&R Manual is an individual or collective training standard. This section explains each of the components of a T&R event. These items will be included in all of the events in each T&R Manual. Community-based T&R Manuals may have several additional components not found in unit-based T&R Manuals.

- a. Event Code. The event code is a 4-4-4-character set:

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1. First 4 characters indicate MOS or Community (e.g., 0321, 1812 or 34xx)
2. Second 4 characters indicate functional or duty area (e.g. DEF, FSPT, MVMT, etc.)
3. Third 4 characters indicate the level and sequence (1000 through 8000)

(i) Grouping. Categorizing events with the use of a recognizable code makes the type of skill or capability being referenced fairly obvious. Examples include: PAT for patrolling events, DEF for events in the defense, FSPT for events related to fire support, etc.

(ii) Sequencing. A numerical code is assigned to each individual (1000-2000 level) or collective (3000-8000 level) training event. The higher the number, the more advanced the skill or capability. For example, Recon event 0321-PAT-4101, Conduct team planning, should be completed before 0321-PAT-4102, Conduct rehearsals and inspections.

b. Title. The name of the event.

c. Evaluation Coded. Each T&R event is designed to support a MET. Within the T&R events for each MET is a series of "E-Coded" events. "E-Coded Events" are key indicators of capability; or, key collective skills that contribute to the unit's ability to perform the MET. The only events that are assigned a Combat Readiness Percentage (CRP) value are "E-Coded" Events. CRP is calculated for each MET based upon completion of the E-Coded Events for that MET. The value of each E-coded event is based on the number of E-coded events for a MET. Overall Unit CRP is calculated as the average of all MET CRPs. Refer to chapter 7 for further guidance on CRP.

d. Supported MET(s). List all METs that are supported by the training event.

e. Sustainment Interval. This is the period, expressed in number of months, between evaluation or retraining requirements. Skills and capabilities acquired through the accomplishment of training events are to be refreshed at pre-determined intervals.

It is essential that these intervals be adhered to in order to ensure Marines maintain proficiency.

f. Billet/MOS. Each individual training event will contain a billet code and/or MOS that designates who is responsible for performing that event and any corresponding formal course required for that billet. Each commander has the flexibility to shift responsibilities based on the organization of his command. These codes are based on recommendations from the collective subject matter expertise that developed this manual and are listed for each event. (NOTE: usually applicable to Community-based T&R manuals only).

g. Grade. The rank at which Marines are required to complete the event (NOTE: usually applicable to Community-based T&R manuals only).

h. Description. An explanation of event purpose, objectives, goals, and requirements. It is a general description of an action requiring learned skills and knowledge, i.e., Engage fixed target with crew-served weapons.

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

j. Standard. The performance standard indicates the basis for judging the effectiveness of the performance. It consists of a carefully worded statement that identifies the proficiency level expected when the task is performed. The standard provides the minimum acceptable performance parameters and must be strictly adhered to. The standard for collective events will likely be general, describing the desired end-state or purpose of the event; while the standard for individual events will more specifically describe to what proficiency level, specified in terms of accuracy, speed, sequencing, quality of performance,

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adherence to procedural guidelines, etc., the event is to be accomplished.

k. Event Components/Performance Steps. Description of the actions that the event is composed of, or a list of subordinate, included T&R event codes and event descriptions. The event components help the user determine what must be accomplished and to properly plan for the event. Event components are used for collective events; performance steps are used for individual events.

l. Prerequisite Events. Prerequisites are academic training or other T&R events that must be completed prior to attempting the task. They are lower-level events or tasks that give the individual/unit the skills required to accomplish the event. They can also be planning steps, administrative requirements, or specific parameters that build toward mission accomplishment.

m. Chained Events. Collective T&R events are supported by lower-level collective and individual T&R events. This enables unit leaders to effectively identify subordinate T&R events that ultimately support specific mission essential tasks. When the accomplishment of any upper-level events, by their nature, result in the performance of certain subordinate and related events, the events are "chained." The completion of chained events will update sustainment interval credit (and CRP for E-coded events) for the related subordinate level events.

n. Related ITSSs. A list of all of the Individual Training Standards (1000-2000-level events) that support the event.

o. Initial Training Setting. All individual events will designate the setting at which the skill is first taught, either at formal school (FS), in the Operational Forces as MOJT, or via a distance learning product (DL).

p. References. The training references shall be utilized to determine task performance steps. They assist the trainee in satisfying the performance standards, or the trainer in evaluating the effectiveness of task completion. T&R Manuals are designed to be a training outline, not to replicate or replace doctrinal publications, reference publications or technical manuals. References are key to developing detailed

lesson plans, determining grading criteria, and ensuring standardization of training.

q. Distance Learning Products. Distance learning products include: Individual Multimedia Instruction (IMI), Computer-Based Training (CBT), Marine Corps Institute (MCI), etc. Included when the event can be taught via one of these media vice attending a formal course of instruction or receiving MOJT.

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

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

s. Miscellaneous. Any additional information that will assist in the planning and execution of the event. The list may include, but is not limited to:

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

2. An example of a T&R event is provided in figure 4-1.

4003. Individual Training Events

1. Core Skills Training (1000-level). Initial MOS training conducted at formal schools provides core skill training to Marines of that MOS. Upon graduation, Marines have completed all 1000-level events and are assigned an MOS.

2. Core-plus Skills Training (2000-level). Training Core-plus skills begins when a Marine is assigned to an operational unit. 2000-level training raises the proficiency of the individual

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Marine and builds upon core skills introduced in formal school. At the completion of 2000-level training Marines have mastered the core skills in their specialty and are proficient enough in their MOS to perform in combat. Units will normally train Marines through this level prior to operational deployment or major collective training exercises. 2000-level training also includes formal advanced individual MOS training completed either at a formal school or MOJT. Many MOSs require Marines to complete follow-on MOS training as they advance in rank and/or billet responsibility. This training is accomplished at appropriate intervals in a Marine's career.

0321-PAT-4101 Conduct Team Planning

EVALUATION CODED: YES

SUPPORTED MET(S): 1-9

DESCRIPTION: The unit is conducting tactical operations. The unit has been issued a warning order to conduct reconnaissance patrols to collect information and to conduct normal security patrols. The patrol will be conducted on a 24-hour basis.

CONDITION: When given a Warning Order, Patrol Order or Frag Order.

STANDARD: Planning takes into consideration assigned tasks, restraints and constraints imposed by received order, completed and delivered to receiving unit in accordance with the received order's timeline.

EVENT COMPONENTS:

1. Receive Warning Order or Patrol Order.
2. Analyze and plan for Mission using commander's guidance, METT-TSL, KOCOA.
3. Analyze the mission and available information to identify specific tasks with respect to commander's guidance, METT-TSL and KOCOA.

RELATED ITS:

0321-PAT -1102 0321-PAT -1101 0321-COMM-1207 0321-FSPT-2301
0321-FSPT-2302 0321-FSPT-2303 0321-SURV-1403

REFERENCES:

1. FMFM 6-4 Marine Rifle Company
2. MCWP 3-11.3 Scouting and Patrolling
3. MCRP 2-15.1 DRAFT Ground Reconnaissance Handbook

Figure 4-1: Example of a T&R Event

4004. Collective Training Events. Collective training shall serve to achieve standards of unit proficiency required to accomplish wartime missions. Subject to such constraints as safety requirements and limits on space for training, all collective training shall be conducted under conditions and rates of activity closely approximating those that the units being trained may encounter in combat. When constraints limit the use of realistic training conditions, then simulation and other products of training technology shall be used as applicable to enhance realism. Collective training, to the degree feasible, shall include electronic warfare activity; nuclear, biological, and chemical defense activity; and the periodic use of opposing forces trained in the tactics of potential adversaries. All collective training exercises shall emphasize realistic performance of the functions of individual personnel in the exercising units. Support units shall be integrated into exercises for realistic training in their wartime supporting roles. Collective training begins 3000-level training.

a. Core Capabilities Training. Core Capabilities Training provides additional core plus skills, sustains core skills, and qualifies combat leaders and unit/team members. It is collective training designed to ensure units are capable of satisfying their METs and accomplishing their combat missions. 3000 and 4000-level events are those collective events conducted at the lower echelons (e.g. sections, teams, squads). Events at this level will be listed as prerequisites to higher E-coded events if they are key to the accomplishment of that event. They will be grouped and numerically sequenced based upon the progressive nature of the events. 5000-8000-level events are those collective events conducted at the higher echelons (e.g. platoon, company, battalion). Events that are key to the accomplishment of a MET will be E-coded and contribute towards a unit's CRP. They will be grouped according to required capabilities and numerically sequenced based upon the progressive nature of the events.

b. Core-plus Capabilities Training. Core-plus capabilities training is reserved for highly specialized and advanced skills that warrant maintaining a limited number of individuals trained in their execution. These highly specialized Marines are usually the most experienced in the unit and possess the highest level of proficiency in their

occupational specialty. The requirement for this training may change based on operational plans, contingency plans, and expected combat missions.

4005. Application

1. Chaining of Training Events. Collective training events often encompass tasks, capabilities, etc. that have been accomplished or demonstrated previously in lower-level events. Utilizing the building block approach to progressive training, these collective events are further supported by individual training events. This linking process is referred to as "chaining" and enables unit leaders to effectively identify subordinate collective events and individual events that support a specific collective event. Since individual training is also progressive in nature, individual events can also be chained to other individual events. When an upper-level event by its nature requires the performance of certain lower-level events (either collective or individual), credit for those subordinate and related events will be given. Accomplishment of these upper-level events will update sustainment interval credit for the chained subordinate events. For example, if a Marine participates in a 5000-level platoon event, he or she may have to demonstrate proficiency in a number of subordinate events. These events are chained so completion of the upper-level event provides sustainment credit for associated subordinate collective and individual events. Chaining is depicted in figure 4-2.

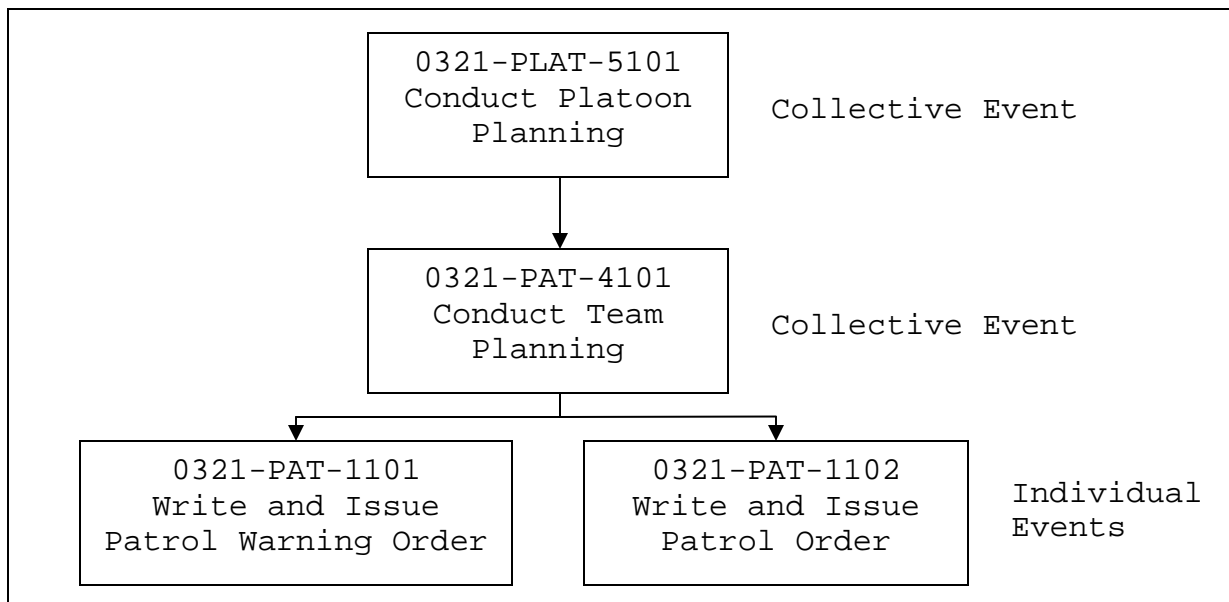


Figure 4-2. Chaining

2. Branching of Training Events. While chaining is the vertical linkage between related training events, branching is the horizontal linkage. There are numerous individual skills and unit capabilities that can be applied across billets, functional areas, or even occupational field specialties. When associations are made within one specific T&R Manual, branching is applied. For example, when a Marine performs a training event in one functional area, such as 0321-MOUT-4102, *Establish an OP in an Urban Area*, he may exercise very similar skills in a separate functional area, such as 0321-SURV-4401, *Occupy an Observation Point/Perform Surveillance*. The commander may consider the similar performance criteria for the two events and credit the Marine completing 0321-MOUT-4102 with 0321-SURV-4401. Branching gives the unit commander the latitude to credit training accomplishment in associated but separate categories of training within the same T&R Manual.

4006. Training Exceptions. The completion of a specific number of training events may not necessarily qualify an individual in a particular area of training. Commanders must evaluate the performance and previous experience of personnel to identify training requirements. Based on their assessment, commanding officers may waive T&R events of experienced and qualified Marines. A request for T&R policy deviation is not required. To ensure a unit does not waive complete levels of training, the Marine should be required to demonstrate proficiency in the last evaluated event at each level. Commanders may not waive an event based on a lack of logistical support or training assets. There is a clear distinction between waiving and deferring T&R events.

1. Deferred T&R Event. A commanding officer may defer an event when a lack of logistical support, range availability or other training assets requires a *temporary* exemption. If the event is E-coded, CRP (discussed in detail in Chapter 7) credit is not awarded for the event. Training records should highlight all deferred events and state a required completion date (as available).

2. Waived T&R Event. A commanding officer may waive an event when in his or her judgment previous experience or related performance satisfies the requirements for the event. In the case of waived E-coded events, the unit's CRP will reflect credit for the event.

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3. Delinquent T&R Event. An event is delinquent when the Marine or unit exceeds the sustainment interval for that particular event. The individual or unit must update the delinquent event by first performing all prerequisite events. When the unit commander deems that performing all prerequisite events is unattainable, then the delinquent event will be re-demonstrated under the supervision of the appropriate evaluation authority.

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CHAPTER 5

Combat Readiness Percentage

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CHAPTER 5

Combat Readiness Percentage (CRP)

5000. Purpose. CRP is a numerical value assigned to certain collective T&R events that assists in the tracking of unit training readiness. This numerical value is only a snapshot of training readiness at a specific time. CRP will fluctuate as units conduct collective training events. The purpose of recording unit CRP is to credit training accomplishment and plan future training, not to provide a report card or to instill a checklist mentality.

5001. CRP Development

1. TECOM Task Analysts, working in conjunction with occupational field managers, representatives from the operating forces, COEs, and other stakeholders, act as lead coordinators for T&R Manual development and maintenance. Training and Education Command (C 469) has executive responsibility for developing and publishing T&R Manuals. A key part of the development of T&R Manuals is the determination of events that will be E-coded. CRP is only assigned to certain E-coded T&R events that are key indicators of capability; or, key collective skills that contribute to the unit's ability to perform the supported MET. CRP for an E-coded event will be awarded only after all supporting/ subordinate T&R events are completed; or, in the commander's discretion, the skills for these events have been successfully demonstrated.

2. Evaluation-coding. Each T&R manual is built around a series of METs. Each MET is supported by a series of individual and collective events. In the first iterations of T&R manuals, a CRP value was assigned to every individual and collective event. Because many T&R manuals are made up of hundreds of events, it was soon realized that tracking CRP was nearly impossible. As such, CRP did not accomplish what it was designed to do - assist commanders in the planning and tracking of training. E-coding events is designed to make CRP a more effective planning tool and to ensure it provides a more realistic picture of a unit's combat readiness.

5002. Unit CRP Generation. Unit CRP is generated by the successful completion of E-coded events. The E-coding of

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collective training events is determined by their overall importance relative to the unit mission and other training events. CRP is generated for a unit following the successful completion of E-coded events.

5003. Commander's METL. Units in the Marine Corps do not have the time or resources to maintain proficiency in every event in a T&R manual. Thus, per reference (d), all commanders in the operating forces are required to submit a unit METL to higher headquarters within 45 days of assuming command. The METL shall also be reviewed and updated after each deployment. The unit METL is based on the higher headquarters METL and the tasks required to accomplish the unit's assigned mission. Once approved, the METL gives warfighting focus to the unit's training program and is used to design the unit's training plan. Typically, not all METs in the T&R will be part of the unit METL. Therefore, only the E-coded events that support the approved METL will be used to calculate a unit's CRP. For example, there may be a total of 12 METs in the T&R manual, but only 10 are on the approved unit METL. Each MET will have a CRP value of 10% (each is 1/10 of the unit's goal of 100% CRP); completing the E-coded events for each MET generates CRP.

5004. CRP Computation

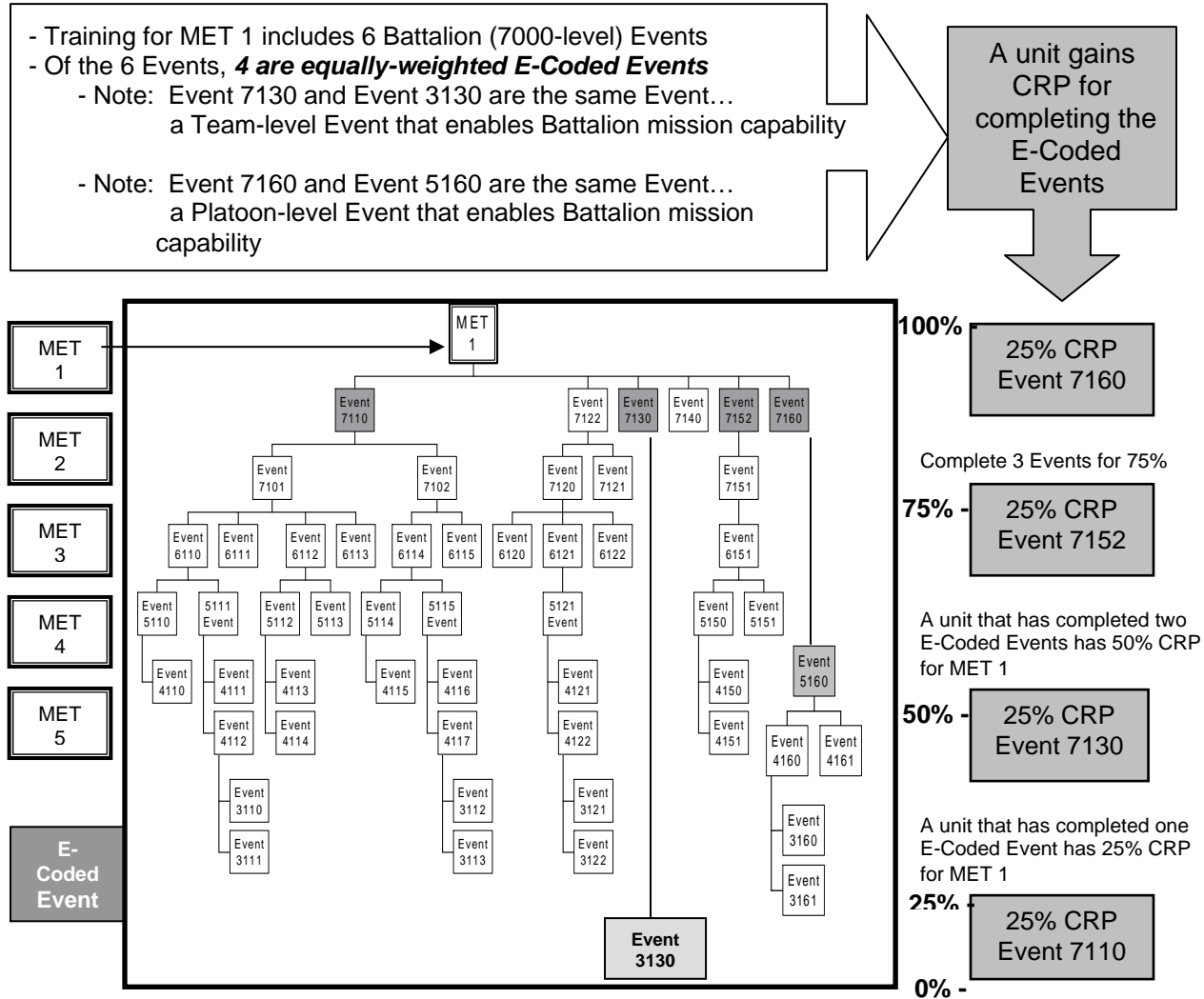
1. Collective training begins at the 3000 level (team, section, crew). Training plans shall be designed to accomplish the events that support the unit METL while simultaneously sustaining proficiency in individual core skills. Using the unit model, the battalion (7000-level) has collective events that directly support a MET on the unit's METL. These collective events are E-coded and are the only events that contribute to unit CRP. This is done to assist commanders in prioritizing the training toward their unit's METL, taking into account resource, time, and personnel constraints.

2. Unit CRP increases after the completion of E-coded events. The number of E-coded events for the MET determines the value of each E-coded event. For example, if there are 4 E-coded events for a MET, each is worth 25% of MET CRP. If the unit has completed and is current (within sustainment interval) on three of the four E-coded events for a given MET, then they have completed 75% of the MET. The percentages for each MET on the unit METL are added together and divided by the number of METs

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to get unit CRP; unit CRP is the average of MET CRP. Figure 7-1 on the following page provides further explanation of CRP calculation.

CALCULATION OF CRP



Unit CRP calculation:

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

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

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

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

A unit is 100% CRP for MET 1 when all 4 E-Coded Events have been trained. They maintain 100% until the Sustainment Interval for the event expires.

Figure 5-1: CRP Calculation

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CHAPTER 6

Automated Support for Training Management

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CHAPTER 6

Automated Support for Training Management

6000. Purpose. This chapter provides a description of current and planned development of applications to track individual MOS training and unit training completed per the prescribed T&R Manual.

6001. Background

1. Management of skills training has always been challenging because of the sheer volume of tasks in each MOS and billet, and the numbers of Marines to be trained. Further, units typically do not have personnel specifically dedicated to tracking training accomplished. The T&R Program helps commanders plan and prioritize training for both the individual and unit, and simplifies the tracking of training tasks by organizing them into events. However, for training to be efficient, the commander must have the means to track training accomplishment for the unit and individual Marines.

2. Management of the T&R Program at the unit level can be greatly simplified with the development of information systems to help collect data on training accomplishments, participants, and dates. With the aid of an automated tool, commanders can quickly assess current training readiness, and focus training and resources where they are most needed. Automated tracking allows commanders to quickly record training completed and plan for future training.

6002. Automated Functions

1. The development of automated unit training information management systems to support the T&R Program is an ongoing process. However, functions that any system must perform are:

- Identify collective and individual training events.
- Track the completion and currency of training events.
- Display unit cumulative CRP.
- Display a report of units or Marines whose sustainment interval for a training event has been exceeded or is approaching.
- Export/Import training records.

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- Import new T&R events and automatically translate CRP credit and date of event performance from the set of training events being replaced by the newly numbered training events.
- Link individual training records to Marines' records in
- Marine Corps Total Force System (MCTFS).

2. TECOM is developing integrated information systems for use in managing unit training and formal school training.

6003. Future System Development

1. TECOM Integrated Management System (TIMS) is a web-enabled set of applications for managing formal school training that centralizes storage of all student and course data.

2. TIMS also has a T&R Manual Development module used to create collective and individual training standards. Planned efforts will result in Unit Training Management modules to manage units' completion of collective training standards, to manage formal and ancillary training, to record individual currency and proficiency in MOS skills, and to create unit training plans. Initial fielding of unit training management tools is planned to commence in FY06 with final delivery to the Operating Forces in FY07. Enhancements will be added when using units define requirements. TIMS will interface with Marine Corps Total Force System to reduce redundancy of data entry, making it easier for units to track the training of Marines.

3. Planned future developments of TIMS for unit training management will allow users to link to T&R Manuals outside of their primary functional areas, and will link T&R to range management and other resource requirements. As DoD readiness reporting requirements are refined, there is potential for TIMS to link readiness reporting to Combat Readiness Percentage determined from units' performance of collective training standards.

4. Recommendations regarding future development of unit training information management systems may be forwarded to: Commanding General, TECOM (C469TM), 3300 Russell Road, Quantico, VA 22134-5001.

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CHAPTER 7

Evaluation

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CHAPTER 7

Evaluation

7000. Purpose

1. The purpose of formal evaluation is to provide commanders with a process to determine a unit's proficiency in the tasks it must successfully perform in combat. Formal evaluations are often scenario-based, focused on the unit's METs, and based on collective training standards.

2. Evaluation is a continuous process. Evaluation is integral to training management and is conducted by leaders at every level and during all phases of the planning and conduct of training. Training evaluations measure individual and collective ability to perform events specified in the respective T&R Manuals and units' ability to accomplish their METs. To ensure training is efficient and effective, it is imperative that evaluation is an integral part of the training plan.

3. Collective training standards are structured around service-level METLs and establish minimum acceptable operational performance criteria. They encompass all mission areas that a unit may be called upon to perform in combat and are equally applicable to all operational units throughout the Marine Corps. It is the responsibility of unit commanders and subordinate leaders to evaluate areas they have cognizance over, identify strengths and weaknesses, and make adjustments to unit training plans and priorities based on their assessment. These "informal" evaluations should be planned for and take place during all scheduled training, regardless of the size and scope of the exercise. After Action Reviews (AARs) should also be conducted and reports generated after all scheduled training. While most unit training evaluations will be informal, there will be times when a formal evaluation is warranted, e.g., for verification of readiness prior to deployment.

4. The T&R concept begins with the entry-level training of individual Marines and therefore, fully supports the Marine Corps' building block approach to training. Basic occupational field training is the foundation for subsequent MOJT and unit training. Individual evaluation at the entry-level school and

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during initial MOJT is the first step in the overall evaluation process.

7001. Individual Evaluation

1. Purpose. Individual training and the mastery of individual events serve as the building blocks for unit combat readiness. A Marine's ability to perform critical events required in combat is essential. The building block approach begins with teaching specific individual skill sets. Individual skill training almost always begins with formal schools; therefore, combat capable training (1000-level) is conducted and evaluated in the MOS-producing formal schools. Commanders assume responsibility for all career progression training beyond the entry-level. This is accomplished through MOJT and assignment to follow-on formal schooling (2000-level training). T&R Manuals are used to evaluate a Marine's proficiency in the skills required to perform in their MOS. Chapter 4 outlines the structure for a training program based upon a logical progression of increasingly more challenging events, and a sustainment interval for periodic revalidation. T&R Manuals define the events to be accomplished under specified conditions for each occupational field.

2. Conduct of Individual Evaluations. The T&R Program formalizes, guides, and tracks evaluation of Marines working in their occupational field. Individual evaluation is a supervisory function; supervisors assume a critical and formalized role within the T&R Program. Although CRP is not assigned to individual events, it is imperative that Marines maintain proficiency in these critical skills. The skills learned at the entry level are essential to the accomplishment of unit training; many individual T&R events are prerequisites to the more difficult, collective events. As such, commanders at all levels must ensure they have a sound MOJT program and that individual training is accomplished during unit training events. This will make the most of limited resources and ensure sustainment intervals are met.

3. Responsibility. Competent evaluators designated by the appropriate commander or training authority (formal school, COE, etc.) will verify the completion of all individual T&R events. Evaluators will have accomplished at least the level of the

events being evaluated. Standards are clearly defined for every T&R event and provide measurable, tangible goals.

4. Individual Readiness Tracking. Future developments in the T&R program and management software will enable commanders to more efficiently track individual readiness.

7002. Unit Evaluation

1. Purpose. All units in the Marine Corps must be evaluated, formally and informally, to ensure they are capable of accomplishing their combat missions. The timing of formal evaluations is critical and should, when possible, be directly related to the units' operational deployment. The evaluations should take place after the unit has been staffed with the majority of its personnel and has had sufficient time to train to individual and collective standards. Evaluations should be scheduled early enough in the training schedule to provide sufficient time to correct identified weaknesses prior to deployment. All combat, combat support, and combat service support units require formal evaluations in accordance with their respective T&R manuals prior to operational deployments. This cycle is typically 18-24 months in duration; however, real-world contingencies may significantly reduce the time units have to train prior to deployment. In such cases, planners must adjust their training schedules to ensure they have sufficient time to conduct and evaluate the mission essential tasks that are key to the accomplishment of their assigned mission.

2. Responsibility

a. The Commanding General, TECOM (C 469) is responsible for providing the tools to design, develop, analyze, and evaluate training. T&R Manuals and MOS Manuals are the principal products that assist in the training process. T&R Manuals will be developed, where practical, for each Marine Corps functional community in accordance with the planned Front End Analysis (FEA) cycle.

b. Commanding Generals of the Marine Expeditionary Forces (MEF) and MARFORRES are responsible for the conduct of formal evaluations. Authority may be delegated to the respective commanders of the Wing, Division, or Force Service Support Group

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(FSSG) for evaluations that do not require significant coordination with other MAGTF elements.

3. Specific guidance for the conduct of formal evaluations is provided in reference (d).

7003. T&R Responsibilities

1. CG, Training and Education Command. CG, TECOM will formulate individual training requirements per the process discussed in Paragraph 3004 of this manual. Training Command will fund SME conferences, FEAs, and formal school analyses and ensure the needs of the specified community are being met. The final product of these efforts – the specific Ground T&R Manual – will be published and revised as appropriate by TECOM (C 469).

2. Commanding Generals, Commanding Officers, and Officers in Charge of Units within the Operating and Reserve Forces. Unit commanders will ensure the following:

a. Ensure the basis for scheduling individuals and units to participate in any training exercise or to participate in training at the Marine Corps Mountain Warfare Training Center (MCMWTC), Marine Air-Ground Task Force Training Command (MAGTFTC), Marine Aviation Weapons and Tactics Squadron One (MAWTS-1) or other locations is directly tied to valid unit training requirements that are directly related to the unit's METL.

b. Ensure unit tasked to participate in training exercises and evaluations are at the appropriate level of proficiency and staffing to benefit from such training and evaluation.

c. Ensure individuals tasked to participate in training exercises and evaluations have completed all prerequisite training events and are at the appropriate training proficiency level for the tasks and events they will be expected to accomplish.

d. Ensure unit commanders and higher-headquarter staffs take appropriate action and provide resources required to correct training deficiencies identified during formal training evaluations.

e. Ensure evaluation is an integral part of unit training by conducting informal evaluations during garrison operations and during all scheduled training events. Schedule formal evaluations at appropriate intervals in the training cycle per reference (d).

f. Submit recommended updates, changes, or additions to T&R Manuals, via the chain of command, to CG, TECOM (C 469).

3. Unit Training Managers. Unit training managers, whenever practical, will provide direct input on administrative matters pertaining to the T&R Program to CG, TECOM (C 469TM) at DSN 278-3027/8/9 or commercial (703) 784-3027.

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MARINE CORPS GROUND TRAINING AND READINESS (T&R) PROGRAM

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AAR	After Action Review
CRP	Combat Readiness Percentage
CTS	Collective Training Standard
E-coded	Evaluation-coded T&R event
FEA	Front-End Analysis
ITSS	Individual Training Standards System
ITS	Individual Training Standards
MCCRES	Marine Corps Combat Readiness Evaluation System
METL	Mission Essential Task List
MET(s)	Mission Essential Tasks
MPS	Mission Performance Standards
SAT	Systems Approach To Training
SME	Subject Matter Expert
T&R	Training and Readiness
UTM	Unit Training Management

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GLOSSARY

PART II - TERMS AND DEFINITIONS

Terms in this glossary are subject to change as applicable orders and directives are revised. Terms established by Marine Corps orders or directives take precedence over definitions found in Joint Pub 1-02, *DOD Dictionary of Military and Associated Terms*.

A

After Action Review. A professional discussion of training events conducted after all training to promote learning among training participants. The formality and scope increase with the command level and size of the training evolution. For longer exercises, they should be planned for at predetermined times during an exercise. The results of the AAR shall be recorded on an after action report and forwarded to higher headquarters. The commander and higher headquarters use the results of an AAR to reallocate resources, reprioritize their training plan, and plan for future training.

Assessment. An informal judgment of the unit's proficiency and resources made by a commander or trainer to gain insight into the unit's overall condition. It serves as the basis for the midrange plan. Commanders make frequent use of these determinations during the course of the combat readiness cycle in order to adjust, prioritize or modify training events and plans.

B

Branching. While chaining is the vertical linkage between related training events, branching is the horizontal linkage. There are numerous individual skills and unit capabilities that can be applied across billets, functional areas, or even occupational field specialties. Linking associated events within a single T&R Manual is internal branching. Linking associated events across separate T&R manuals is external branching.

C

Chaining. Chaining is a process that enables unit leaders to effectively identify subordinate collective events and individual events that support a specific collective event. For example, collective training events at the 4000-level may be directly supported by collective events at the 3000-level. Utilizing the building block approach to progressive training, these collective events are further supported by individual training events at the 1000- and 2000-levels. When a higher-level event by its nature requires the completion of lower level events, they are "chained;" sustainment credit is given for all lower level events chained to a higher event.

Collective Event. A collective event is a clearly defined and measurable activity, action, or event (i.e., task) that requires organized team or unit performance and leads to accomplishment of a mission or function. A collective task is derived from unit missions or higher-level collective tasks. Task accomplishment requires performance of procedures composed of supporting collective or individual tasks. A collective task describes the exact performance a group must perform in the field under actual operational conditions. The term "collective" does not necessarily infer that a unit accomplishes the event. A unit such as a squad or platoon conducting an attack is a collective event; however, an individual working to accomplish a unit mission, such as a battalion supply officer completing a reconciliation of the battalion's CMR, is also a collective event. Thus, many collective events will have titles that are the same as individual events; however, the standard and condition will be different because the scope of the collective event is broader.

Collective Training Standards (CTS). Criteria that specify mission and functional area unit proficiency standards for combat, combat support, and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. CTS are found within collective training events in T&R Manuals.

Combat Readiness Cycle. The combat readiness cycle depicts the relationships within the building block approach to training. The combat readiness cycle progresses from T&R Manual individual core skills training, to the accomplishment of collective

training events, and finally, to a unit's participation in a contingency or actual combat. The combat readiness cycle demonstrates the relationship of core capabilities to unit combat readiness. Individual core skills training and the training of collective events lead to unit proficiency and the ability to accomplish the unit's stated mission.

Combat Readiness Percentage (CRP). The CRP is a quantitative numerical value used in calculating collective training readiness based on the E-coded events that support the unit METL. CRP is a concise measure of unit training accomplishments. This numerical value is only a snapshot of training readiness at a specific time. CRP will continuously change as unit training is completed and sustainment intervals elapse.

Component Events. Component events are the major tasks involved in accomplishing a collective event. Listing these tasks guides Marines toward the accomplishment of the event and help evaluators determine if the task has been done to standard. These events may be lower-level collective or individual events that must be accomplished in order to meet the standard.

Condition. The condition describes the training situation or environment under which the training event or task will take place. Expands on the information in the title by identifying when, where, and why the event or task will occur and what materials, personnel, equipment, environmental provisions and safety constraints must be present to perform the event or task in a real-world environment. Commanders can modify the conditions of the event to best prepare their Marines to accomplish the assigned mission (e.g. in a desert environment; in a mountain environment; etc.).

Core Competency. Core competency is the comprehensive measure of a unit's ability to accomplish its assigned METs. It serves as the foundation of the T&R Program. Core competencies are those unit core capabilities and individual core skills that support the commander's METL and T/O mission statement. Individual competency is exhibited through demonstration of proficiency in specified core tasks and core plus tasks. Unit proficiency is measured through collective tasks.

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Core Capabilities. Core capabilities are the essential functions a unit must be capable of performing during extended contingency/combat operations. Core capabilities are based upon mission essential tasks derived from operational plans; doctrine and established tactics; techniques and procedures.

Core Plus Capabilities. Core plus capabilities are advanced unit capabilities that are environment, mission, or theater specific. Core plus capabilities may entail high-risk, high-cost training for missions that are less likely to be assigned in combat.

Core Plus Skills. Core plus skills are those advanced individual skills that are environment, mission, rank, or billet specific. This advanced, follow-on training is designed to make Marines proficient in core skills in a specific billet or at a specified rank. Marines designated for training at this level are those the commanding officer feels are capable of accomplishing unit-level missions and of directing the actions of subordinates. Many core plus tasks are learned via MOJT, while others form the basis for curriculum in career level MOS courses taught by the formal school.

Core Skills. Core skills are those essential basic individual skills that "make" a Marine and qualify that Marine for an MOS. They are the 1000-level skills introduced in entry-level training at formal schools and refined in operational units.

D

Defense Readiness Reporting System (DRRS). A comprehensive readiness reporting system that evaluates readiness on the basis of actual missions and capabilities assigned to the forces. It is a capabilities-based, adaptive, near real-time reporting system for the entire Department of Defense.

Deferred Event. A T&R event that a commanding officer may postpone when in his or her judgment, a lack of logistic support, ammo, ranges, or other training assets requires a temporary exemption. CRP cannot be accrued for deferred "E-coded" events.

Delinquent Event. An event becomes delinquent when a Marine or unit exceeds the sustainment interval for that particular event.

The individual or unit must update the delinquent event by first performing all prerequisite events. When the unit commander deems that performing all prerequisite is unattainable, then the delinquent event will be re-demonstrated under the supervision of the appropriate evaluation authority.

E

E-coded Event. An "E-coded" (E = evaluation) event is a collective T&R event that is a key indicator of capability; or, a key skill that contributes to the unit's ability to perform the supported MET. As such, only "E-coded" events are assigned a CRP value and used to calculate a unit's CRP.

Entry-level training. Pipeline training that equips students for service with the Marine Operating Forces.

Evaluation. Evaluation is a continuous process that occurs at all echelons, during every phase of training and can be both formal and informal. Evaluations ensure that Marines and units are capable of conducting their combat mission. Evaluation results are used to reallocate resources, reprioritize the training plan, and plan for future training.

Event (Training). (1) An event is a significant training occurrence that is identified, expanded and used as a building block and potential milestone for a unit's training. An event may include formal evaluations. (2) An event within the T&R Program can be an individual training evolution, a collective training evolution or both. Through T&R events, the unit commander ensures that individual Marines and the unit progress from a combat capable status to a Fully Combat Qualified (FCQ) status.

Event Component. Event components are the major procedures (i.e., actions) that must occur to perform a collective event to standard.

I

Individual Readiness. The individual training readiness of each Marine is measured by the number of individual events required and completed for the rank or billet currently held.

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Individual Training. Training that applies to individual Marines. Examples include rifle qualifications and HMMWV driver licensing.

Individual Training Standards (ITS). Specifies training tasks and standards for each MOS or specialty within the Marine Corps. In most cases, once an MOS or community develops a T&R, the ITS order will be cancelled. However, most communities will probably fold a large portion of their ITSS into their new T&Rs.

M

Marine Corps Combat Readiness and Evaluation System (MCCRES).

An evaluation system designed to provide commanders with a comprehensive set of mission performance standards from which training programs can be developed; and through which the efficiency and effectiveness of training can be evaluated. The Ground T&R Program will eventually replace MCCRES.

Marine Corps Ground Training and Readiness (T&R) Program. The T&R Program is the Marine Corps' primary tool for planning and conducting training, for planning and conducting training evaluation, and for assessing training readiness. The program will provide the commander with standardized programs of instruction for units within the ground combat, combat support, and combat service support communities. It consolidates the ITSSs, CTSSs, METLs and other individual and unit training management tools. T&R is a program of standards that systematizes commonly accepted skills, is open to innovative change, and above all, tailors the training effort to the unit's mission. Further, T&R serves as a training guide and provides commanders an immediate assessment of unit combat readiness by assigning a CRP to key training events. In short, the T&R Program is a building block approach to training that maximizes flexibility and produces the best-trained Marines possible.

Mission Essential Task (MET). A MET is a collective task in which an organization must be proficient in order to accomplish an appropriate portion of its wartime mission(s). METs are the foundation for the T&R manual; all events in the T&R manual support a MET.

Mission Essential Task List (METL). Descriptive training document that provides units a clear, warfighting focused description of collective actions necessary to achieve wartime mission proficiency. The service-level METL, that which is used as the foundation of the T&R manual, is developed using Marine Corps doctrine, Operational Plans, T/Os, UJTL, UNTL, and MCTL. For community based T&R Manuals, an occupational field METL is developed to focus the community's collective training standards. Commanders develop their unit METL from the service-level METL, operational plans, contingency plans, and SOPs.

Mission Performance Standards (MPSS). Criteria that specify mission and functional area unit proficiency standards for combat, combat support and combat service support units. They include tasks, conditions, standards, evaluator instruction, and key indicators. MPSS are contained within the MCCRES volumes. The MCCRES volumes are being replaced by T&R Manuals; collective events will replace MPSS.

O

Operational Readiness (DOD, NATO). The capability of a unit/formation, ship, weapon system or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness.

P

Performance step. Performance steps are included in the components of an individual T&R Event. They are the major procedures (i.e., actions) a Marine must accomplish to perform an individual event to standard. They may necessitate identification of supporting steps, procedures, or actions in outline form. Performance steps follow a logical progression and should be followed sequentially, unless otherwise stated. Normally, performance steps are listed only for 1000-level individual events (those that are taught in the entry-level MOS school). Listing performance steps is optional if the steps are already specified in a published reference.

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Prerequisite Event. Prerequisites are the academic training and/or T&R events that must be completed prior to attempting an event.

R

Readiness (DOD). The ability of US military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels: (a) Unit readiness--The ability to provide capabilities required by combatant commanders to execute assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (b) Joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

S

Section Skill Tasks. Section Skills are those competencies directly related to unit functioning. Primarily associated with community-based T&R manuals, they are group rather than individual in nature, and require participation by a section (S-1, S-2, S-3, etc).

Simulation Training. Simulators provide the additional capability to develop and hone core and core plus skills. Accordingly, the development of simulator training events for appropriate T&R syllabi can help maintain valuable combat resources while reducing training time and cost. Therefore, in cases where simulator fidelity and capabilities are such that simulator training closely matches that of actual training events, T&R Manual developers may include the option of using simulators to accomplish the training. CRP credit will be earned for E-coded simulator events based on assessment of relative training event performance.

Standard. A standard is a statement that establishes criteria for how well a task or learning objective must be performed. The standard specifies how well, completely, or accurately a process must be performed or product produced. For higher-level collective events, it describes why the event is being done and the desired end-state of the event. Standards become more specific for lower-level events and outline the accuracy, time limits, sequencing, quality, product, process, restrictions,

etc., that indicate the minimum acceptable level of performance required of the event. At a minimum, both collective and individual training standards consist of a task, the condition under which the task is to be performed, and the evaluation criteria that will be used to verify that the task has been performed to a satisfactory level.

Sustainment Training. Periodic retraining or demonstration of an event required maintaining the minimum acceptable level of proficiency or capability required to accomplish a training objective. Sustainment training goes beyond the entry-level and is designed to maintain or further develop proficiency in a given set of skills.

Systems Approach To Training (SAT). An orderly process for analyzing, designing, developing, implementing, and evaluating a unit's training program to ensure the unit, and the Marines of that unit acquire the knowledge and skills essential for the successful conduct of the unit's wartime missions.

T

Training Task. A discrete training activity that pertains to an individual Marine. A task is composed of 3 major components: a description of what is to be done, a condition and a standard.

Training Plan. Training document that outlines the general plan for the conduct of individual and collective training in an organization for specified periods of time.

Training Schedule. Training schedules complement the short-range training plan by providing even greater detail. Training schedule formats may vary among organizations, but they should specify when training starts and where it takes place; allocate the correct amount of time for scheduled training and also additional training as required to correct anticipated deficiencies; specify individual, leader, and collective tasks to be trained; provide concurrent training topics that will efficiently use available training time; specify who conducts the training and who evaluates the results; provide administrative information concerning uniform, weapons, equipment, references, and safety precautions.

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U

Unit CRP. Unit CRP is a percentage of the E-coded collective events that support the unit METL accomplished by the unit. Unit CRP is the average of all MET CRPs.

Unit Evaluation. All units in the Marine Corps must be evaluated, either formally or informally, to ensure they are capable of conducting their combat mission. Informal evaluations should take place during all training events. The timing of formal evaluations is critical and should, when appropriate, be directly related to the units' operational deployment cycle. Formal evaluations should take place after the unit has been staffed with the majority of its personnel, has had sufficient time to train to individual and collective standards, and early enough in the training cycle so there is sufficient time to correct identified weaknesses prior to deployment. All combat units, and units task organized for combat require formal evaluations prior to operational deployments.

Unit Training Management (UTM). Unit training management is the use of the SAT and Marine Corps training principles in a manner that maximizes training results and focuses the training priorities of the unit on its wartime mission. UTM governs the major peacetime training activity of the Marine Corps and applies to all echelons of the Total Force.

W

Waived Event. An event that is waived by a commanding officer when in his or her judgment, previous experience or related performance satisfies the requirement of a particular event.