



UNITED STATES MARINE CORPS
TRAINING AND EDUCATION COMMAND
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From: Commanding General, Training and Education Command (CG, TECOM)
To: Distribution List

Subj: TECOM STRATEGIC PLAN FY16-FY21

1. As America's Expeditionary Force in Readiness, the Marine Corps demands progressively challenging and relevant training and education programs that enable Marines at every level to effectively fight across a five domain environment and protect our nation from rapidly adaptive enemies. Our training and education programs are the foundation for ensuring Marines are physically, intellectually, and psychologically prepared to meet the Nation's call now and in the future. As we continually adapt to the dynamic threats our democracy faces, we are realigning our programs to re-instill a maneuver warfare mindset that allows us to conduct more effective distributed operations.

2. This strategic plan is our support plan to comply with higher guidance and reporting requirements. It is designed to guide the synchronization of our efforts to produce a consistently formidable human force in readiness. The priorities set forth in this plan will help guide the development, deployment, and sustainment of our training and education solutions in order to achieve this end. By capturing our validated requirements and gaps, it will serve as the foundation of our resourcing efforts to ensure we are able to provide and sustain quality training and education.

3. This is a living document; we will continually update our plan and evaluate how our efforts and resources are aligned to Marine Corps guidance, our mission, and performance targets. The utility of this plan extends "down" throughout the command to consistently guide our efforts at every level, and "out" as a single voice to tell the TECOM story to external stakeholders.

4. This plan serves as a basis to "inspect what we expect" across the command. It is imperative that MSCs/Divisions update their support plans to reflect the priorities set forth in this plan and that program managers provide more detailed implementation and/or sustainment plans to effectively lead and set expectations at their levels. If we are to be successful, we must work together, which means being more transparent. Performance reporting is a key element of the effective execution of any plan. As such, measuring and reporting on the health of our programs will enable us to integrate and elevate/mitigate issues at the appropriate levels for quick and decisive resolution. My responsibility is to provide you with the guidance and encouragement you need to meet our objectives, but I need your help to ensure we remain on course. This is the leadership pact.

5. Our priorities are to:

Subj: TECOM STRATEGIC PLAN FY16-FY21

- Develop training and education capabilities that enhance leaders' abilities to make decisions
- Train and educate the force to succeed in distributed operations and increasingly complex environments
- Better leverage modern immersive training and simulation technologies that are fully integrated with training and readiness standards
- Train and educate Marines to effectively operate in and exploit the cyber domain
- Improve our ability to assess the readiness of TECOM and existing training programs
- Expand gender neutral training standards across the force

This is our mission. Let's move out.



J. W. LUKEMAN

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TRAINING AND EDUCATION COMMAND (TECOM) *Strategic Plan*



2016-2021

1 JULY 2016

1.0 SITUATION

1.1 Background

The Marine Corps has a long history as our Nation's expeditionary, multi-capable force. We maintain this title, in large measure, due to our distinctive ability to continually adapt our priorities and operations to meet the threat. Carefully built on a balanced blend of enduring requirements (basic Marine combat skills) and emergent requirements (tailored to meet specific threats, changes to equipment, warfighting doctrine, etc.), our training and education continuum (Annex A) progressively prepares individual Marines, units, and Marine Air Ground Task Forces (MAGTFs) to fight across a range of military operations (ROMO).

In July 2000, with the establishment of Training and Education Command (TECOM), the Marine Corps centralized the development and delivery of training and education in order to standardize the preparation of individual Marines and units. Today, TECOM proudly leads the execution of the Commandant of the Marine Corps' (CMC's) Title 10 training and education responsibilities. In support of current force generation activities, we provide relevant and effective entry level training, Service-level MAGTF pre-deployment training, and support for both unit mission essential task list (METL) -based training at home stations and training and education assessments. Our role in future force development continues to evolve and gain more clarity through our involvement in the Marine Corps' force development processes and activities.

Since our inception, TECOM has grown to meet training and education requirements resulting from more than a decade of combat operations in Iraq and Afghanistan. Some examples of solutions we created to meet these emergent requirements include the Center for Advanced Operational Culture Learning (CAOCL), the Marine Corps Tactics and Operations Group (MCTOG), and MAGTF Training Program. Now concluding over 14 years of conflict and nation-building in the Middle East, significant budget and force structure cuts challenge our programs at a time when training and education requirements continue to increase (i.e., cyber, special purpose MAGTFs). These budget reductions force us to more closely scrutinize our training and education resources and programs against our requirements.

Over the past four years, in anticipation of these cuts, we have streamlined our organizational structure, down-sized our workforce through natural attrition, and instituted more defined and transparent decision-making processes to support governance and requirements management. We stood up the Training and Education Resource Overview Council (TEROC) to provide more rigor in terms of the level of detail we share about our programs, criteria for making resource decisions, and greater visibility of command-wide decisions and priorities. All of these efforts have one aim – to ensure that we continue to deliver the quality training programs our Marines need.

1.2 Current Situation

Demand for unique warfighting capabilities in and around littorals and additional warfighting capabilities, particularly in urban areas, is expected to grow. The Marine Corps must continue to evolve its capabilities to counter future adversaries, which will likely include a diverse array of conventional, irregular, and/or hybrid threats. Our adversaries continually seek new ways to challenge our capabilities with a diverse array of technologies, including weapons of mass destruction, cyber capabilities, and unmanned aerial systems, as well as more effective conventional means. This churn and resulting complexity of the future operating environment continually increases the training demands on the force.

While we are limited in our ability to accurately forecast long-term future requirements, or how training and education delivery will look in ten or twenty years, Annex B provides us a start. It contains our attempt to develop a vision that addresses the future albeit it will constantly evolve as new capabilities, and associated training and education requirements, are identified. The gaps identified through Annex B are specifically named in Annexes C, D, and G against LOE 5 and are derived from the Force Development Strategic Plan (FDSP) Campaign of Learning and the associated Warfighting Challenges.



For planning purposes, LOEs 1-4 address the next five years (near term) in more detail since we have greater understanding of how our enduring capabilities will be affected. The 6-30 year horizon (mid- and long-term) is less clear as it involves emergent capabilities for which no concept or doctrine has yet been developed; these are contained primarily in LOE 5. What we do know is that coordination and supervision of the training and education continuum is absolutely critical for mission readiness in this next decade. All our efforts have been deliberate and directed towards developing Marines for the fight, but they must also be coordinated. We must not let the impediment of our stovepipes get in the way, but rather find ways to communicate across these boundaries in order to present the strength of our capabilities as a whole. The future of the Marine Corps relies on TECOM's *collective ability* to adapt to changing requirements, incorporate emerging technologies, and provide integrated solutions with declining resources *across the training and education continuum*.

Our efforts must be guided by higher guidance, a common purpose, a deliberate means to assess our programs using a common framework, and a selfless desire to do what is best for the Marine Corps. This Strategic Plan is TECOM's common vision (or map) and direction (or priorities). It is a core tool for coordinating both long-term planning and institutional assessment and making it part of our operational environment across TECOM.

Despite the initial budget and structure cuts, we continue to maintain our focus on the needs of the warfighter and the combatant commands so as to consistently provide effective Marines and units who are ready for the fight. While a decentralized style of operations is our strength, it also presents some challenges. Without a consistent means to effectively assess the health of our programs at improving readiness, we cannot determine the extent to which resource cuts and/or new requirements have impacted our training and education capabilities on the whole. This, in turn, prevents us from forming a common understanding of our programs beyond the cursory level, which limits our ability to reinforce (or advocate for) TECOM actions when they fall outside our individual programs.

2.0 MISSION

2.1 Mission

At its core, our mission is to provide training and education to Marines that enhances the readiness and resilience of the force. Although this may sound simple, we know it is not. As requirements change, so must our programs and standards change (across the continuum) in order to deliver a consistently relevant asset to the combatant commanders. We provide effective training and education that reflects the right balance of enduring and emergent requirements within finite training time and resources.

TECOM MISSION

To develop, coordinate, resource, execute, and evaluate training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operational environments

TECOM VISION

To provide the best possible training and education programs, facilities, cadre, and learning opportunities across the training and education competencies, with which to develop and assess our future combat leaders and operational force units in meeting the dynamic challenges of the next decade

Our value proposition to the Marine Corps is not in the programs themselves, but in what they *collectively* produce: individual Marines and units that are ready to answer our Nation's call. However, staying true to our Marine ethos, we are committed to executing our mission in a decentralized manner that capitalizes on the leadership, initiative, intellect, and innovation of Marines and civilian Marines at all levels. To this end, we are organized to execute our mission across dispersed geographic locations which include CONUS and OCONUS sites.

Training and Education Command (TECOM)

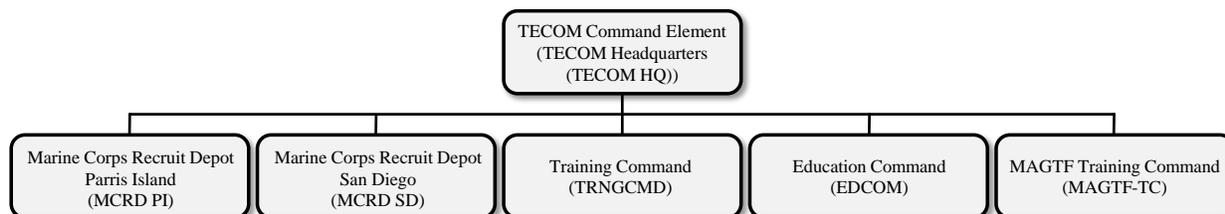


Figure 2-1 TECOM Organization

2.2 Core Competencies

Marine Corps’ core competencies define unique skills Marines and MAGTFs possess to meet combatant commander requirements to posture us within the Joint Operating Environment (JOE) and successfully defeat our adversaries across the ROMO.

MARINE CORPS CORE COMPETENCIES	
1.	Conduct complex expeditionary operations in the urban littorals and other challenging environments
2.	Employ integrated combined arms across the ROMO and operate as part of a Joint or multinational force
3.	Conduct Joint forcible entry operations from the sea and develop amphibious landing force capabilities and doctrine
4.	Conduct persistent forward naval engagement and be always prepared to respond as the Nation’s force in readiness
5.	Lead joint and multinational operations and enable interagency activities
6.	Provide forces and specialized detachments for service aboard naval ships, on stations, and for operations ashore

TECOM core competencies discipline our training and education programs to contribute directly to the development and mastery of those skills.

TECOM CORE COMPETENCIES	
1.	Transform civilians to Marines, imbued with our Warrior ethos and reflecting the Marine Corps’ ethics and core values
2.	Provide Marines with the initial skills of their assigned Military Occupational Specialty (MOS) to allow them to function in the Operating Forces (OPFORs)
3.	Provide progressive education and training that will allow Marines to assume increasing responsibilities, and increase their decision-making abilities
4.	Enable home station training to ensure the OPFORs are able to function as MAGTFs in Joint environments
5.	Develop and execute Service-level training programs and assessments that support the readiness of MAGTFs to deploy in support of missions across the ROMO
6.	Identify and establish training in those common skills that are integral to all Marines, regardless of rank or MOS, and ensure that “Every Marine is a rifleman”

By following the training and education continuum from boot camp through increasingly challenging training events in complex environments, our programs prepare Marines for combat by progressively developing and honing their warfighting skills. By using metrics and performance targets we will measure the effectiveness and efficiency of our programs and ensure limited resources result in maximum, consistent combat readiness across the Marine Corps.

3.0 EXECUTION

3.1 Commander's Intent

The intent of this document is to focus our efforts on providing high quality training and education based on more informed decisions and better coordination, regardless of restraints.

In all our actions, we must consider how our individual decisions affect our collective ability to provide quality programs for the Marine. We must keep the requirement out in front of us, coordinate with each other in more earnest, and understand the numbers. Austere environments bring tough choices. We will, in some instances, be forced to make decisions affecting either the quality of our programs, the quantity of Marines we put through them, or both. Some of these training and education decisions lie in the hands of decision-makers external to TECOM and it is our responsibility to inform them in a logical, facts-based manner. Coordination is not the goal itself, but it is the means by which we can achieve it.

3.2 Commander's Priorities

Everything we do must be focused on achieving our mission: train and educate Marines. Our Marines and our nation depend on relevant training and education programs that prepare Marines to face life-and-death challenges. These programs must continually evolve based on requirements and the capabilities industry makes available to us.

Our priorities are:

- Develop training and education capabilities that enhance leaders' abilities to make decisions;
- Train and educate the force to succeed in distributed operations and increasingly complex environments;
- Better leverage modern immersive training and simulation technologies that are fully integrated with training and readiness standards;
- Train and educate Marines to effectively operate in and exploit the cyber domain;
- Improve our ability to assess the readiness of TECOM and existing training programs; and,
- Expand gender neutral training standards across the force.

3.3 Concept of Operations

As illustrated in Figure 3-1, this plan lays out five lines of effort (LOEs) that directly support our mission. These LOEs are then supported by a descending tier of major objectives (MOs), and critical tasks (CTs) that define the necessary capability requirements we must deliver in order to execute against them. For those CTs that cannot be executed to the level required, we define the Capability Gaps (CGs) and the dependencies to closing these gaps. At this level of detail, we can more readily assign accountability and establish timelines. More importantly, we will apply performance metrics to gauge whether we are meeting our goals and ensure commanders are satisfied with the quality of the Marines and units they receive.

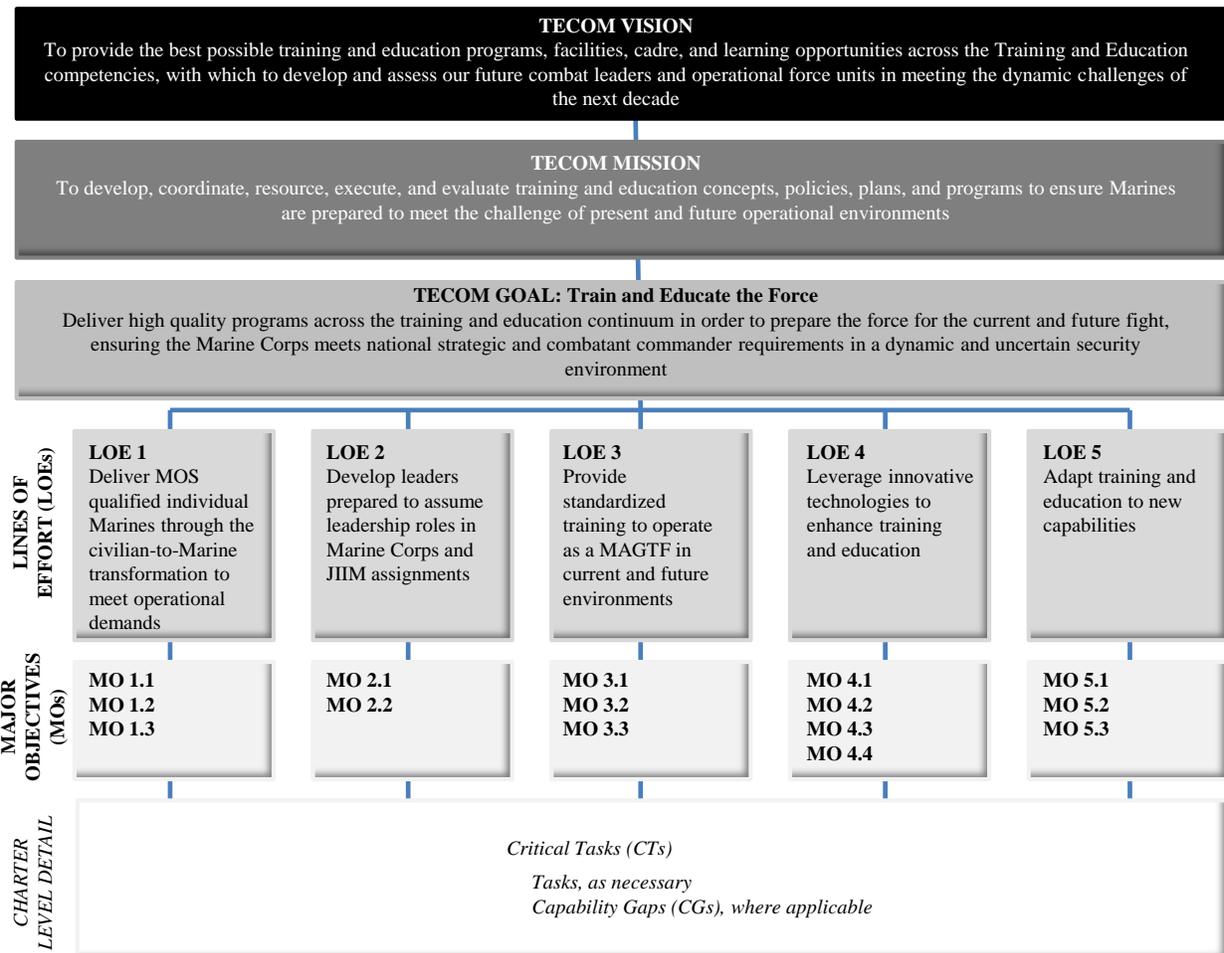


Figure 3-1 TECOM Strategic Plan Taxonomy

This structure is designed to provide a useful and effective framework for monitoring and guiding TECOM in the accomplishment of this plan and its overall mission.

LOEs are statements describing what TECOM desires to accomplish during the span of this plan. They stem from our vision, mission, and enterprise goal.

MOs are broadly stated, yet sufficiently defined, attainable, and measurable statements of capabilities that are required to achieve their associated LOE.

CTs are clearly defined, measurable, and quantifiable elements of an MO. These are action statements (not capability solutions) that provide a roadmap for accomplishing LOEs through their associated MOs. The CTs further define the “how” by assigning responsibilities and schedules to tactical level activities. CTs provide the sequencing, integration, and accountability necessary to accomplish the MOs.

Tasks provide further detail to the roadmap, as necessary. They refine the priorities of work to permit reporting assessments, thus enabling visibility and accountability of major components.

CGs represent an inability to meet or exceed a capability requirement, resulting in an associated operational risk.

Annex C specifies the organizations that are accountable for leading, supporting, or coordinating the execution of each initiative -- LOEs through CGs. This plan is dynamic and flexible, designed to incorporate changes incrementally, as required, without needing to undergo time-consuming wholesale revision. To accomplish this, we have established self-contained, “plug and play” charters in Annex D in order for Leads to articulate their CTs, Tasks, and CGs at the strategic level. As these individual missions or requirements evolve, the CT Lead is responsible for revising and submitting the associated charter through the proper TECOM staffing procedure. This method allows the plan to remain relevant and actionable. MO Leads are responsible for using this charter as a tool to plan, budget, communicate/coordinate, and execute their program. All TECOM personnel need to know how their daily actions contribute to the achievement of this plan and our mission.

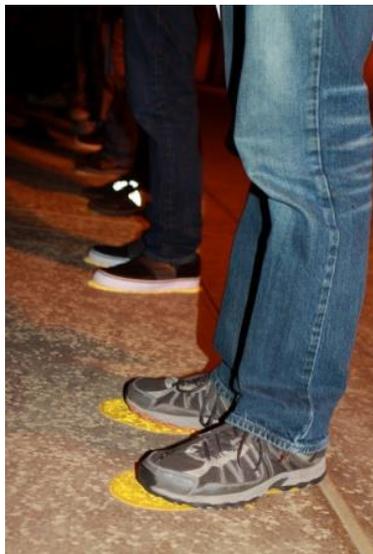
3.4 Tasks

This plan focuses our aim point on the TECOM core competencies with specific emphasis on implementing the main objectives and critical tasks assigned in the FDSP. In doing so, we will achieve mission success by training and educating the current force and in shaping our approach to future force development. It is imperative that we focus the necessary training and education requirements to support a five domain – sea, air, land, space, and cyberspace - MAGTF.

This Strategic Plan complies with the priorities set forth in higher guidance (Annex E) and the Joint Capability Assessments (JCAs) (Annex F). Its success in steering implementation of the goals described in Paragraph 3 is firmly rooted in our ability to sustain focus on a common command vision and integrate our solutions for the benefit of the Warfighter and our Nation.

To foster integrated actions across the enterprise, TECOM G-3/5/7 serves as the lead agent for all LOEs. MO Leads are responsible for monitoring and reporting progress against the CGs in accordance to their POA&Ms (contained in their charters). CGs are called out for purposes of closer monitoring, faster resolution, and/or risk mitigation. MO and CT Leads will report progress and performance through the G-3/5/7 as outlined in Annex G. Supporting organizations are responsible for assisting the lead in planning, developing, executing, and/or monitoring MOs, CTs, and CGs, and for other tasks assigned by the lead (e.g., reviews, input to course of action (COA) development).

As mentioned previously, TECOM supports both force generation and force development. Some MOs are enduring requirements that have existed since the establishment of the command while other MOs are new requirements to enable relevant training and education to better prepare Marines for the current and emerging threats. It is fitting then, that each MO and CT is viewed through near-term, mid-term, and long-term time horizons.



A short description of LOEs and corresponding MOs follows:

LOE 1: Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational Demands

We maintain and enhance quality programs that morally, mentally, and physically transform civilians into Marines and prepare them to serve in the operating forces. We accomplish this through entry level training, including recruit training, Schools of Infantry and standards-based MOS training at formal learning centers. Marine officers follow a parallel process at Officer Candidate School (OCS), The Basic School (TBS), and MOS schools. LOE 1 represents the initial transformation that continues until end of active service (EAS) or retirement.

LOE 1 has three Main Objectives:

MO 1.1: Provide basic training to recruits and evaluation of officer candidates

This MO represents the beginning of the training and education continuum with the shaping of our Marine warrior ethos, inculcating each person with our service's core values, and imparting combat conditioning. TRNGCMD and the MCRDs at Parris Island and San Diego serve as co-lead agents for this effort.

MO 1.1 Goal: Provide each basic Marine and officer the baseline service-level understanding required to master the demands of future training and education throughout their career.

MO 1.2: Train Marines in basic infantry combat skills

This MO is unique to the Marine Corps and is not found in any of the other Services. It imparts the fact that every Marine is a rifleman; a hallmark philosophy infused into each Marine. Successfully accomplished, MO 1.2 enables the baseline understanding of tactical level operating concepts required to facilitate mission-type orders across the ROMO. This is primarily accomplished through the Schools of Infantry (SOIs) and TBS; however it is reinforced via each formal learning center (FLC) throughout TRNGCMD. TRNGCMD serves as the lead agent for this effort.

MO 1.2 Goal: Maintain the warrior ethos of all Marines, regardless of future MOS, through basic infantry skills.

MO 1.3: Deliver training programs that ensure Marines achieve basic MOS qualification and skills progression

This MO provides Marines with the necessary knowledge, skills, and aptitudes to perform the duties of their MOS and effectively contribute to their organization's mission. Successfully accomplished, MO 1.3 enables Marines to be "brilliant in the basics," strengthens Marines' desire for increased knowledge and responsibility, and encourages professional growth through merit. TRNGCMD serves as the lead agent for this effort.



MO 1.3 Goal: Deliver individual Marines to the operating forces capable of immediately deploying with basic MOS skills.

LOE 2: Develop Marines Prepared to Assume Leadership Roles in Marine Corps and Joint, Interagency, Intergovernmental, and Multinational (JIIM) Assignments

This LOE provides a professional cadre of Marine leaders that are resilient, adaptive, innovative, and imbued with the creativity and moral values required to make sound tactical and ethical decisions. This is accomplished through PME and Talent Development. PME is a progressive learning system designed to educate Marines by grade throughout their career, while Talent Development provides specialized education beyond the statutory requirements of PME.

LOE 2 has two Main Objectives:

MO 2.1: Educate Leaders to Meet the Challenges of a Complex Security Environment

This MO is an enduring task for EDCOM / Marine Corps University (MCU) which begins with the transformation and concludes when the individual's service obligations are satisfied. Formal PME programs for both officer and enlisted members enhance individual leadership styles, rapid critical thinking ability necessary to make sound decisions under duress, and build the competence necessary for Marines to assume increasing responsibility throughout their career. Programs other than PME provide specialized education that is critical to the future of the Marine Corps in terms of both leader development and force development. These non-PME courses support Manpower

and Reserve Affairs (M&RA) with incentives for talent management and align with Force of the Future. Through distance learning and resident courses, TECOM provides Marines greater access to a military education regardless of their assigned unit's operational tempo.



TECOM also provides career-long language, regional expertise, and culture (LREC) education and training to enable Marines to operate more effectively amongst foreign populations. We prepare individual Marines, MOS communities, and units to form LREC-enabled MAGTFs to operate confidently across the ROMO in foreign environments alongside a diverse community

of partners and allies. EDCOM serves as the lead agent for this effort.

MO 2.1 Goal: Promote leaders' critical-thinking and creative problem-solving abilities in preparation for positions of increased responsibility. Enable Marines with the basic, fully proficient, and master level LREC proficiency in order to provide MAGTF, Joint Force, and Combatant Commanders the required Marine capabilities to accomplish Mission Essential Tasks (METs) in foreign environments. Provide the benefit of a distance education that is on par with the quality of resident courses.

MO 2.2: Promote, Present, and Preserve Marine Corps History

This MO preserves and presents the cumulative operational and institutional experience of the Marine Corps as well as unit and individual achievement. Successfully accomplished, MO 2.2 serves as the primary means of honoring Marine Corps tradition, building esprit, educating current and future leaders, and transmitting our heritage to Marines and the nation. It is imperative that we learn and study the lessons of the past to avoid repetition. Accurate history is also critical in the long-term care of our Marines to verify vital health, welfare, and veterans' benefits related to their combat experience. EDCOM serves as the lead agent for this effort.

MO 2.2 Goal: Record, preserve, and present the history of the Marine Corps.

LOE 3: Provide Standardized Training to Operate as a MAGTF in Current and Future Environments

This LOE trains multi-capable units and MAGTFs to operate with JIIM forces as an integrated system. Our progressive, standards-based, and evaluated training enables Marine Corps forces to effectively integrate with Special Operations Forces (SOF) and other JIIM partners to achieve their missions in complex and dynamic operating environments. We deliver this training primarily through MAGTF-TC and the MAGTF Staff Training Program (MSTP). The process for the development of training standards falls under the MAGTF Training and Education Standards Division (MTESD).

LOE 3 has three Main Objectives:



MO 3.1: Provide standardized service-level training in accordance with MCO 3500.11

MO 3.1 guides, synchronizes, and supports Service-level training of units to conduct integrated MAGTF operations. This program ensures the proper training of both maneuver forces and their respective battle staffs that provide command and control. Successfully accomplished, MO 3.1 produces effective multi-capable MAGTFs able to perform operations in complex JIIM

environments against hybrid threats. MAGTF-TC serves as the lead agent for this effort.

MO 3.1 Goal: Develop operating forces capable of demonstrating tactical competence and decisive action when faced with dynamic conditions.

MO 3.2: Establish individual and collective tasks that ensure standardization of training

The Training and Readiness (T&R) Program provides overarching service hierarchy, integration, common terminology and framework for Program of Instruction (POI) development to the respective Ground, Aviation, and Common Skills domains. Successfully accomplished, MO 3.2 enables standards-based training throughout the operating forces. MTESD serves as the lead agent for this effort.



MO 3.2 Goal: Provide effective individual and collective conditions and standards to successfully operate across the ROMO.

MO 3.3: Support force generation through the development and execution of pre-deployment training

This MO coordinates and publishes relevant training and education requirements specific to geographical combatant commander areas of responsibility. Inherent in this MO is the ability to consistently integrate and maintain the relevance of requirements. Successfully accomplished, MO 3.3 ensures that service, theater, skill progression, and functional training and education requirements are satisfied prior to deployment. The G-3/5/7 serves as the lead agent for this effort.

MO 3.3 Goal: Ensure individuals and organizations can effectively meet geographic combatant commander theater requirements.

LOE 4: Leverage Innovative Technologies to Enhance Training and Education

LOE 4 leverages modern, immersive training and simulation technologies to ensure Marines encounter their first tactical and ethical dilemmas in a training event vice actual combat. We support home station unit training by providing units with access to modernized ranges and other LVC training capabilities.

LOE 4 has four Main Objectives:



MO 4.1: Increase skill levels and confidence of individuals and units through more repetitious and realistic training using modern simulations-based capabilities

MO 4.1 fulfills the 36th CMC Planning Guidance to leverage modern technologies in order to enhance training and education. “Our investment in training systems will reflect the priority we place on preparing for combat and be fully integrated with training and readiness standards.” Successfully accomplished, it reduces training risk, enhances personal relative experience, and creates training efficiencies through repetition of action in complex environments. Training and Education Capabilities Division (TECD) serves as the lead agent for this effort.

MO 4.1 Goal: Live training opportunities are invaluable; where feasible, expand training opportunities, reduce training costs, improve safety, and maintain high levels of proficiency and readiness by employing innovative simulations and simulators.

MO 4.2: Provide ranges and training areas that meet OPFOR live training requirements

Marine Corps ranges support Marines achieving and maintaining combat readiness and enhance their live-fire and combined arms training. Our single, integrated program modernizes and sustains current ranges and develops new ranges. TECD serves as the lead agent for this effort.



MO 4.2 Goal: Provide the necessary environment to train Marines across a spectrum of weapons and combined arms operations.

MO 4.3: Enhance student learning at Formal Learning Centers (FLCs) through the use of technology

MO 4.3 addresses the research and incorporation of evolving technological advances that are relevant for the delivery of training and education across the continuum at FLCs. Successfully executed, it complements existing technological capabilities to provide 21st century training and education to our Marines. The G-6 serves as the lead agent for this effort.

MO 4.3 Goal: Improve training and education effectiveness and rate of learning through advanced technological support.

MO 4.4: Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training

This MO enhances training by building operational context to facilitate rapid and effective tactical decision making. It also provides training alternatives when live training opportunities are limited or the



projected operational area is inaccessible; an example includes operating in complex urban environments. Successfully executed, MO 4.4 enables the training and education of individuals and collective units throughout the continuum. TECD serves as the lead agent for this effort.

MO 4.4 Goal: Leverage modern immersive training and simulation technologies to ensure Marines encounter their first tactical and ethical dilemmas in a training event vice actual combat.

LOE 5: Adapt Training and Education to New Capabilities

LOE 5 develops, assesses, and institutes training and education programs that address capability gaps and future operational requirements. This is accomplished primarily through internal coordination, integration, and cooperation between TECOM and Capability Development and Integration (CD&I) staffs. The force development process forecasts future development of training and education programs and initiatives. We, in turn, evolve and adapt our existing training and education capabilities to support the new operational capabilities introduced through force development.

LOE 5 has three Main Objectives:

MO 5.1: Provide lessons learned to the service in order to drive corrective actions

This MO provides Marines with performance data, training assessments, after-action reports, briefings, forums, etc. that offer visibility on current operations and allow us to identify trends, make Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) process recommendations, inform decisions and resolve issues, and promulgate lessons learned across the Marine Corps and Joint community. Successfully executed, MO 5.1 reduces operational risk by informing and shaping our tactics, techniques, and methods in order to efficiently and more consistently enhance readiness. The G-3/5/7 serves as the lead agent for this effort.

MO 5.1 Goal: Identify required enhancements and/or gaps to current capabilities.

MO 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

This MO supports the future force by changing or adding training and education programs and initiatives in order to address new capabilities across the DOTMLPF process, to include entirely new methods of operating (derived from emerging concepts). Successfully executed, MO 5.2 ensures the continuous delivery of timely, relevant training and education to Marines in order to effectively accomplish missions across the ROMO. The G-3/5/7 serves as the lead agent for this effort.

MO 5.2 Goal: Maintain training and education relevance consistent with the doctrine, tactics, and employment options of future environments.

		<i>LEAD</i>	<i>SUPPORT</i>
LOE 1.0: Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation to Meet Operational Demands		G-3/5/7	
MO 1.1	Provide basic training to Recruits and evaluation of Officer Candidates	MCRDs	TRNGCMD MTESD
MO 1.2	Train Marines in basic infantry combat skills	TRNGCMD	MCRDs MTESD
MO 1.3	Deliver training programs that ensure Marines achieve basic MOS qualification and skills progression	TRNGCMD	MCRDs MTESD
LOE 2.0: Develop Marines Prepared to Assume Leadership Roles in Marine Corps and JIIM Assignments		G-3/5/7	
MO 2.1	Educate leaders to meet the challenges of a complex security environment	EDCOM	M&RA
MO 2.2	Promote, present, and preserve Marine Corps history	EDCOM	
LOE 3.0: Provide Standardized Training to Operate as a MAGTF in Current and Future Environments		G-3/5/7	
MO 3.1	Provide standardized service-level training in accordance with MCO 3500.11	MAGTF-TC	MSTPD MTESD
MO 3.2	Establish individual and collective tasks that ensure standardization of training	MTESD	TRNGCMD MAGTF-TC
MO 3.3	Support force generation through development and execution of pre-deployment training	G-3/5/7	MAGTF-TC
LOE 4.0: Leverage Innovative Technologies to Enhance Training and Education		G-3/5/7	
MO 4.1	Increase skill levels and confidence of individuals and units through more repetitious and realistic training using modern simulations-based capabilities	TECD	G-6, G-3/5/7, MTESD, TRNGCMD, OPFORs, PP&O
MO 4.2	Provide ranges and training areas that meet OPFOR live training requirements	TECD	
MO 4.3	Enhance student learning at FLCs through the use of technology	G-6	
MO 4.4	Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training	TECD	
LOE 5.0: Adapt Training and Education to New Capabilities		G-3/5/7	
MO 5.1	Provide lessons learned to the service in order to drive corrective actions	G-3/5/7	MSTPD
MO 5.2	Develop emergent training and education capabilities that enable Marines to operate successfully in future environments	G-3/5/7	G-6 Others TBD

Table 3-1 LOE and MO Assignment Summary

3.5 Opportunities

While some MOs in this plan may appear to re-iterate the status quo, they reflect the importance and enduring nature of programs designed to produce Marines of a specific caliber. Other MOs reflect enhancements to existing programs that increase their effectiveness and relevancy.

Our programs will continuously strive to balance training quality and demand within resource limitations. The use of technology to deliver training and education can contribute to greater efficiency and effectiveness, reduced costs, and meet specific challenges of live training such as encroachment and environmental pressures. Our performance measures will help us identify and quantify gaps and risks.

We have adjusted to significant structure changes and loss of contractor support. Over the next five years, we must continue to attract and retain quality personnel who can thrive in our military environment and understand how to address changing requirements without increasing the learning curve. We are committed to working as a cohesive team of military, civilians, and contractors to bring the best training and education programs to the Marine Corps.

4.0 ADMINISTRATION AND LOGISTICS

4.1 Understanding Performance

Our operating force's ability to respond to a rapidly-changing operational environment relies on ready, high performing Marines. Methods of determining readiness and performance levels, through broader institutional metrics and indicators, are evolving and must be incorporated consistently across our programs to improve training and education and, as a byproduct, make our analysis more complete and efficient. Our end state is to ensure we are consistently (and efficiently) providing well-trained Marines to combatant commanders.



In order to “inspect what we expect” and ensure our collective decisions result in the best quality training and education programs, our internal **performance management** methodology assesses and informs our training and education capabilities in terms of quantity (e.g., throughput, capacity), quality (effectiveness), and relevance (aligned to current and emergent requirements) in enhancing operational readiness.

Performance management is the use of goals, measurement, evaluation, analysis, and data-driven reviews to improve results of programs as well as the effectiveness and efficiency of Marine Corps activities.*

*NOTE: Definition derived from Marine Corps Strategic Health Assessment (MCSHA)

4.2 Metrics for Assessing Performance

The MOs within this plan are broadly stated yet sufficiently defined, attainable goals with *measurable outcomes*. Additionally, the CTs are clearly defined, *measurable*, and quantifiable statements of action that must be completed and/or sustained. Assessing our performance in these areas will allow us to properly gauge our baseline and deliberately guide our actions to the achievement of predetermined, common goals. Our alignment to the FDSP also aids us in meeting similar reporting requirements to Marine Corps leadership, thus avoiding duplication of effort.

To a large extent, TECOM already collects performance data through exercise assessments, seat counts, time awaiting training, attrition, MCCLL interviews and reports, etc. The question is not whether the data is useful within the program that collected it, but what is it telling us, on the whole, about our training and education capabilities, in terms of broader trends or opportunities. Many of our current metrics were not designed to be meaningful at the institutional level. We will continue to work as a command to refine our command-level metrics and use these existing sources of performance data to assess our baseline and way forward.

4.3 Managing Performance

The G-3/5/7, to the extent possible, seeks to reduce the workload related to the collection, analysis, and reporting of metrics by using existing reporting tools and metrics that make sense at the command level. All MSCs are accountable for the integrity of their data and will be responsible for reporting on a routine basis. The G-3/5/7 analyzes and facilitates the reporting of strategic information to senior leadership.

Annex H contains more description around the performance management requirement and its mandate from higher leadership. Assessment reporting templates, timelines, and instructions will be published subsequent to publication of the TECOM Strategic Plan.

5.0 COMMAND AND SIGNAL

5.1 Maintaining and Updating the Plan

This is a living document and will be reviewed and updated as necessary. Regular reviews will ensure it remains at the focal point of our combined efforts and aligned to overall strategic guidance as our political, economic, and operational environment continually changes. Some sections will be updated on an as-needed basis. New Commanding Generals will document their command priorities in the cover letter portion of the plan within 90 days of assuming command. To reduce the administrative cost, portions will be updated outside of the tri-annual cycle to reflect new or maturing MOs.

For questions or to provide input to this plan, contact the TECOM G-3/5/7 Deputy Director.

PURPOSE OF THE ANNEXES FOR THE TECOM STRATEGIC PLAN

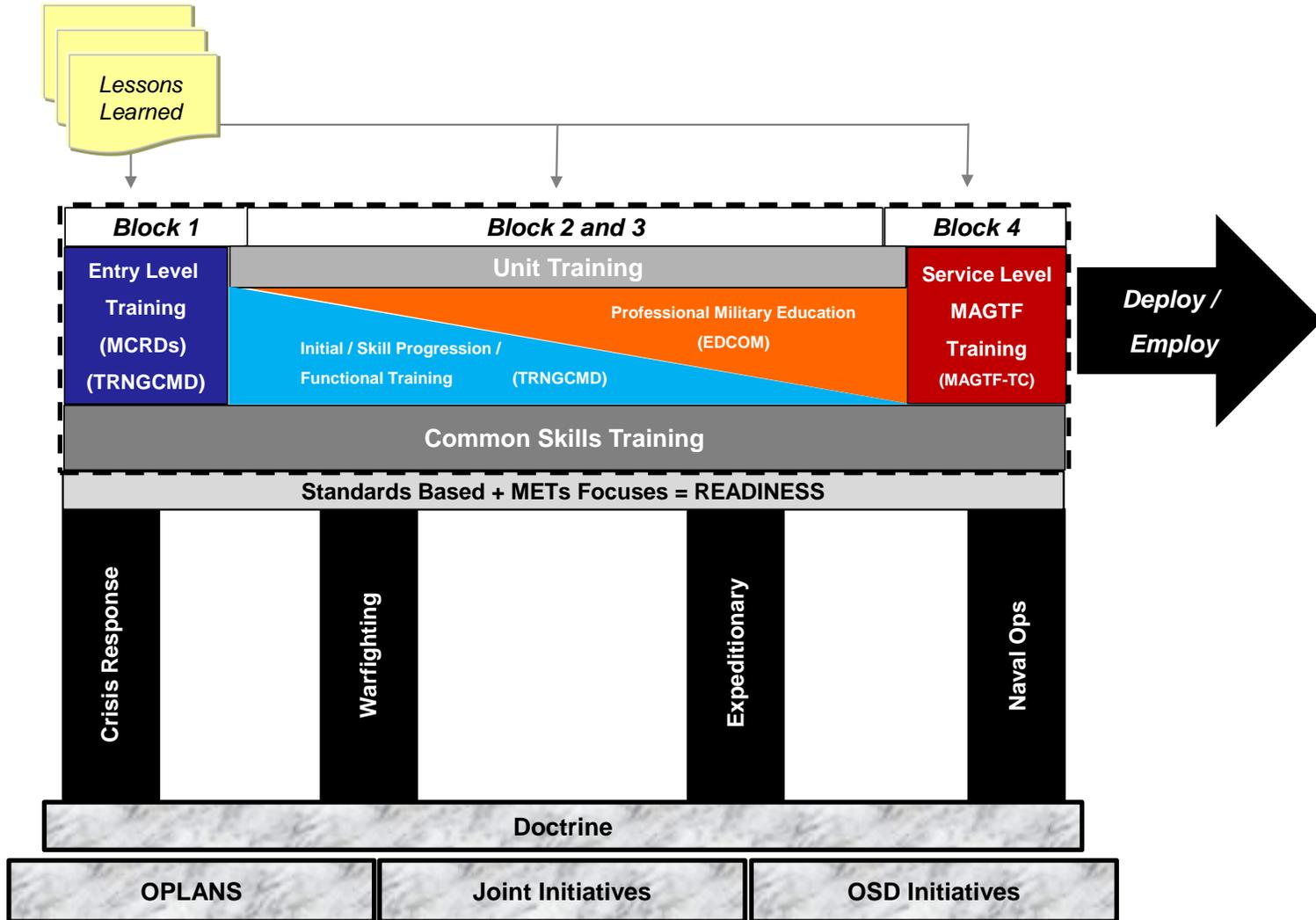
The purpose of the annexes is to provide guidance and general programmatic information to those who are accountable for the execution and/or resourcing of this plan, whether directly or as a coordinating entity. All others are not required to read them. Those who fall in the first category will most likely only need to read the sections that apply to their organization. Senior leadership, who are accountable for the execution and/or resourcing of the entire portfolio of TECOM programs, will read the entire collection of annexes over time.

These MOs and CTs map directly to higher guidance and represent defensible requirements. The Strategic Plan serves to codify these requirements in a single document approved by CG, TECOM.

In order for this plan to begin to be executable, the annexes provide the roles, resources (lines of funding), timelines, and performance data that good stewards of Marine Corps programs require to guide their strategic direction and outcomes. It is the responsibility of each lead organization to develop, execute, and oversee more detailed action plans to make this plan come to fruition. No document can integrate TECOM's training and education, but people can. This document provides the information necessary for people to take the appropriate actions to ensure our training and education remains relevant, effective, and efficient for our Marines.

ANNEX A

MARINE CORPS TRAINING AND EDUCATION CONTINUUM



1 ANNEX B

2 TECOM VISION

3
4 **A. Situation**

5 From the beginning of the 20th Century to the present the United States has had the protection afforded by
6 two oceans which minimized any real threat to the home land, and our armed forces have enjoyed
7 technical, materiel, numerical, and air superiority over our enemies. As we look to the future these
8 characteristics of geographic advantages and past conflicts are no longer certainties. Today the seas no
9 longer afford the same protection and enemies threaten us not only physically but also in cyber space.
10 Potential adversaries are now able to procure off the shelf technologies that in many cases rival our own
11 capabilities. Our reduced industrial base and the fiscal challenges of future federal budgets will also
12 impact our ability to over-match future adversaries in many areas that we have in the past taken for
13 granted.

14 We must recognize these potential changes and adapt to ensure that we are prepared to not only meet
15 these challenges but continue to dominate potential adversaries across the range of military operations.
16 Victory will not be won solely through better technology – our greatest asset is, and will continue to be,
17 our people and the abilities they bring to the fight.

18 Training and education shapes the human dimension during peacetime in anticipation for when the Nation
19 calls. Our training and education must continually change to foster critical thinking, innovation, and
20 leave behind the notions of “this is the way we’ve always done it.” While combat has a way of breeding
21 innovation, we must not wait for that inspiration on the battlefield. For one, we may not get that time and
22 secondly that growth will come at the expense of the blood and sacrifice of our Marines. From the first
23 day of basic training, we must constantly improve our Marines’ ability to rapidly adapt to increasingly
24 dynamic and ambiguous warfighting conditions by exposing them to realistic, challenging, and relevant
25 operational situations. Our enemies are adapting and we must remain ahead of them if we are to succeed
26 in future conflicts.

27 **B. Vision**

28 Our Marines must be conditioned, both physically and mentally, not only to anticipate and plan for
29 chaotic environments, but also to thrive in them to accomplish their mission. The strength and resilience
30 of our force relies on our adherence to basic tenets. First, we must ensure every Marine possesses the
31 skill and knowledge needed to win on the battlefield. We must also ensure every Marine possesses the
32 critical thinking and problem solving skills that enables us to execute our warfighting doctrine. As we
33 anticipate an increased need for distributed operations, it is imperative that our Marines have the physical
34 strength and initiative to execute the necessary actions to accomplish the mission, whether in the absence
35 of instructions, vague instructions, and/or instructions that are no longer applicable in the face of
36 changing situations. We must ensure our Marines possess a strong moral compass by which to wield
37 ethical and disciplined applications of force and an understanding of the strategic implications of their
38 decisions. We must educate them in culturally diverse perspectives to inform their decisions and actions
39 and how these may play out in the global news networks. As a culture, we must mentor our young
40 Marines and encourage logical thinking, unconstrained by pre-existing positions, that creates timely and
41 innovative solutions to problems under pressure.

42 Of course we do not operate as individuals but as units. As such, we must ensure our units possess an
43 inherent ability to operate when dispersed or distributed within the clear understanding of mission orders.
44 This begins with a progressive training continuum that prepares Marines in standardized tasks and
45 culminates in training events that place them in unexpected and challenging situations, forcing them to
46 think outside the box to solve tactical and ethical dilemmas. Our training must be realistic and immersive
47 in order to prepare for the chaotic environments and pressure we will face to include the human, cultural,
48 and political aspects of conflict. In all our instructions, we must encourage units to **devise** and **execute** a
49 timely, aggressive, and effective **solution** – not wait for the “right” solution. Through frequent repetition
50 applied in varied and changing conditions, we will not only be “brilliant in the basics”, but more
51 importantly know how to apply those techniques in innovative and adaptive ways that will allow us to
52 outpace the enemy’s decision cycle.

53 Achieving this requires training and education programs that are adaptive, innovative, and complementary
54 in order to deliver effective and timely solutions to emerging requirements.

55 C. Ends

56 We must continue to develop individuals and teams that can meet and overcome the challenges of future
57 operating environments. To do this we must focus on the following key factors (KFs):

58 KF 1: Ensure Marines are able to think on their feet and exploit opportunities to gain the advantage in
59 current and future operational environments, by:

- 60 ▪ Enhancing the ability to make timely and appropriate decisions;
- 61 ▪ Encouraging professional development and intellectual curiosity;
- 62 ▪ Establishing a culture that willingly challenges current constructs at all levels and
63 proffers recommended changes without fear of retribution or ridicule; and,
- 64 ▪ Providing Marines the opportunity to make honest mistakes without career-ending
65 consequences.

66 KF 2: Train in progressive and demanding environments that ensure units are prepared to operate under
67 the tenets of maneuver warfare, by:

- 68 ▪ Providing relevant, increasingly demanding, repetitive, and realistic training events;
- 69 ▪ Regularly participating in force-on-force exercises that pits units against thinking
70 adversaries and which permit the greatest amount of freedom and innovation by all
71 participants; and,
- 72 ▪ Using simulators/simulations in order to enhance live training and address those tasks
73 which otherwise are not able to be trained repetitively due to safety, high costs, or
74 other factors.

75 These KFs support Expeditionary Force-21, other Marine Corps operating concepts, and higher level
76 policy that define how the Marine Corps will organize and fight while operating as part of joint forces
77 with interagency, intergovernmental, and multinational partners.

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D. Ways and Means

<i>KF 1: Ensure Marines are able to think on their feet and exploit opportunities to gain the advantage in current and future operational environments.</i>	
WAYS	MEANS
<p>Physical, Mental, and Moral Resilience <i>Enhance readiness through a personalized, holistic program to improve human performance and resilience</i></p>	<ul style="list-style-type: none"> • Personal Performance and Wellbeing. Develop, enhance, and sustain programs that promote personal physical and mental health – sports medicine, nutrition, fitness, mental, social, psychological, and emotional
<p>Ethical Decision Making <i>Ensure Marines possess a strong moral compass by which to temper their decisions in personal conduct and in the application of force</i></p>	<ul style="list-style-type: none"> • Ethics. Include Marine Corps ethos and core values at all levels of training and education in order to provide a solid ethical foundation • Performance Enhancement. Develop programs to improve memory, calculating, reasoning, problem solving, and decision making
<p>Critical and Creative Thinking <i>Develop the ability to arrive at creative and adaptive solutions to both complicated and complex problems</i></p>	<ul style="list-style-type: none"> • Adaptation. Review and enhance training and education to improve Marines’ ability to exercise Commander’s Intent and their agility to respond to changing conditions • Innovation and Creativity. Encourage Marines to apply their experiences, lifetime education, and military training to devise creative solutions and operate effectively in complex environments • Cultural Intelligence. Educate Marines to consider cultural, religious, ethnic, and socio-economic perspectives in planning and executing operations. Ensure Marines at all levels are aware of the potential strategic implications of their decisions • Training and Education Modernization. Continually adapt our training and education programs to ensure Marines are provided the most technologically advanced learning opportunities possible

<i>KF 2: Train in realistic and demanding environments that ensure units are prepared to operate under the tenets of maneuver warfare.</i>	
WAYS	MEANS
<p>Relevant Training <i>Ensure the ability of the force to train to meet the challenges of current and future operating environments</i></p>	<ul style="list-style-type: none"> • Improve support to home station training (HST) and ensure a progressive unit training continuum that logically links to the MAGTF Training Program (MAGTFTP) • Develop assessment capabilities that enhance the effectiveness and efficiency of the training and education continuum and standardize unit readiness • Enhance coordination with MCWL to rapidly adapt training to address emergent capabilities and threats • Ensure ability to conduct amphibious operations • Enhance training in all domains of the operating environment • Ensure enhanced interoperability with SOF
<p>Repetitive Training <i>Utilize training management to decrease cost to train and maximize the training time available. Establish solid foundation in the basics followed by progressive training events that culminate in dynamic, immersive collective training environments</i></p>	<ul style="list-style-type: none"> • Establish policy that ensures standardized and progressive training • Regularly review annual training requirements • Educate the force in training management and available resources • Increase skill levels and confidence through the use of simulators/training devices • Provide an immersive training capability that leverages existing training capabilities and incorporates new technology to deliver more effective and challenging training • Increase the effectiveness of after action reports (AARs) in order to focus future training
<p>Realistic Training <i>Improve realism of training events to simulate chaotic, complex environments in which units may experiment and gain experience with creative problem solving in a safe environment before encountering combat situations</i></p>	<ul style="list-style-type: none"> • Ensure free play force-on-force exercises in realistic environments are included as part of unit training • Increase realism in simulators/training devices

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ANNEX C

RESPONSIBILITY MATRIX – LOE 1.0

			TECOM													EXTERNAL							
			MSCs					HEADQUARTERS															
			MCRD-SD	MCRD-PI	TRNGCMD	EDCOM	MAGTF-TC	TECOM G-3/5/7	TECOM G-6	MTESD	TECD	MSTPD	OPFORs	CD&I/ CDD	MCRC	M&RA	MSC	MCI/COM	HQMC C4	HQMC PP&O	I&L	DC Aviation	Other Services
L = Lead (Primary accountability for full execution and achievement of performance objectives) S = Support (Responsible for directly supporting the development and/or delivery of the capability) C = Coordination (Must be included in all staffing actions)			S	S	S	S	C	L	S	C	S		C	S	C	S	S	S	S	S	S	S	S
LOE 1.0	Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational Demands		S	S	S	S	C	L	S	C	S		C	S	C	S	S	S	S	S	S	S	
MO 1.1.	Provide basic training to Recruits and evaluation of Officer Candidates		L	L	L	S		C	S	C	S			S	C	S	S	S	S	S	S	S	
CT 1.1.1	Conduct Recruit Training in order to transform Recruits into basic Marines		L	L				C		C					C	C		S				S	
CT 1.1.2	Evaluate and screen candidates for the qualities required for commissioning as Marine Corps Officers		C	C	L	S		C	S	C	S			S	C	S	S	S	S	S	S	S	
	CG 1.1.2G-a	Insufficient Officer Candidate School (OCS) table of organization (T/O) and manning	C	C	L				C					S	C	C							
MO 1.2.	Train Marines in basic infantry combat skills		C	C	L	C	C		S	C			C		C	C	S						
CT 1.2.1	Provide basic infantry training to all enlisted Marines		C	C	L	C			S	C			C				S						
CT 1.2.2	Provide basic warfighting skills required for initial assignment as an officer		C	C	L	C	C		S	C			C		C	C	S						
MO 1.3.	Deliver training programs that ensure Marines achieve basic MOS qualification and skills progression		C	C	L	S	C		S	C			C		C	S	S	S			S	S	
CT 1.3.1	Provide training for MOS, career, and skills progression		C	C	L	S	C		S	C			C		C		S	S			S	S	
	CG 1.3.1G-a	Insufficient manning for pilot training and T/O for both Marine Combatant Dive Course (MCDC) and Multi-Mission Parachute Course (MMPC)	C	C	L				C						S						S	S	

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RESPONSIBILITY MATRIX – LOE 2.0

		TECOM													EXTERNAL								
		MSCs					HEADQUARTERS																
		MCRD-SD	MCRD-PI	TRNG-CMD	EDCOM	MAGTF-TC	TECOM G-3/5/7	TECOM G-6	MTESD	TECD	MSTPD	OPFORs	CD&I / CDD	MCRC	M&RA	MCS	MTCOM	HQMC C4	HQMC PP&O	I&L	DC Aviation	Other Services	
		L = Lead (Primary accountability for full execution and achievement of performance objectives) S = Support (Responsible for directly supporting the development and/or delivery of the capability) C = Coordination (Must be included in all staffing actions)																					
LOE 2.0	Develop Marines Prepared to Assume Leadership Roles in Marine Corps and JIIM Assignments			S	S		L		C	C		S	C		S	S			S		S	S	
MO 2.1	Educate leaders to meet the challenges of a complex security environment			S	L		C		C	C		C	C		S				S		S	S	
CT 2.1.1	Develop, deliver, and evaluate OPME and EPME Programs				L				C			C			C				S		S	S	
	Task 2.1.1.1 Provide OPME Program				L				C						C				S		S	S	
	Task 2.1.1.2 Provide EPME Program				L				C						C				S		S	S	
CT 2.1.2	Develop Marine Corps and civilian leadership to think critically and apply creative problem solving				L		C		C	C		C			C				S				
	Task 2.1.2.1 Prepare Marines to be innovative and adaptive leaders				L				C	C		C			C				S				
	Task 2.1.2.2 Administer and advocate advanced education opportunities				L				C				C		C				S				
	Task 2.1.2.3 Develop Marine Corps civilian leadership				L				C			C			C				S				
CT 2.1.3	Prepare career Marines and OPFORs to operate effectively in multinational environments				L		C		C			C			S				S		S	S	
	Task 2.1.3.1 Provide LREC PME to career Marines				L		C		C			C			S				S		S	S	
	Task 2.1.3.2 Provide LREC training to the OPFORs				L		C		C	C		C			S				S		S	S	
CT 2.1.4	Make training and education accessible to all Marines			S	L				C						S				S				
	Task 2.1.4.1 Provide access to designated distance OPME and EPME programs			C	L				C						S				S				
	Task 2.1.4.2 Provide Marines access to Marine Corps and Department of Defense (DOD) required annual, selected MOS, and other electronic training			S	L				C						S				S				
	Task 2.1.4.3 Provide modern and proven educational technologies for appropriate schoolhouse and other Marine Corps activities' learning outcomes				L				C						S				S				
	CG 2.1.4Ga Provide a ".edu" domain				L				C														
MO 2.2	Promote, present, and preserve Marine Corps history				L				C			S			C		S		S				
CT 2.2.1	Preserve and exhibit the material history of the Marine Corps				L				C						C		S		S				
CT 2.2.2	Preserve the documented history of the Marine Corps				L				C			S			C				S				

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RESPONSIBILITY MATRIX – LOEs 3.0 AND 4.0

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			TECOM																						
			MSCs					HEADQUARTERS					EXTERNAL												
			MCRD-SD	MCRD-PI	TRNG-CMD	EDCOM	MAGTF-TC	TECOM G-3/5/7	TECOM G-6	MTESS	TECD	MSTPD	OPFORs	CD&I / CDD	MCRC	M&RA	MCS	MTCOM	HQMC C4	HQMC PP&O	I&L	DC Aviation	Other Services		
L = Lead (Primary accountability for full execution and achievement of performance objectives) S = Support (Responsible for directly supporting the development and/or delivery of the capability) C = Coordination (Must be included in all staffing actions)																									
LOE 3.0	Provide Standardized Training to Operate as a MAGTF in Current and Future Environments		S	S	S	S	S	L		S	S	S	S	S	S	C	S	S	S	C	S	S	S		
	MO 3.1.	Provide standardized service-level training in accordance with MCO 3500.11					L	S		C	S	S	C			C	S			C	C	S	S		
	CT 3.1.1	Include appropriate JIM participation in selected SLTEs or other TECOM supported events					S	L		C		S								C			S		
	CT 3.1.2	Provide SLTEs (LSE, ITX, MTX, TALONEX) and support OPFOR MEF/MEBEXs					S	L		C	S	S	C				C			C			C		
	CT 3.1.3	Plan, execute, sustain, and assess Battlestaff Training Program (BSTP)					L			C	S	S	C			C				C	C		C		
	Task 3.1.3.1	Execute, sustain, and assess/evaluate individual BSTP training					L			C	S	S	C			C				C	C		C		
	Task 3.1.3.2	Execute, sustain, and assess/evaluate collective BSTP training					L			C	S	S	C			C				C	C		C		
	MO 3.2.	Establish individual and collective tasks that ensure standardization of training	S	S	S	S	S	S		L	C		S	S	S		S	S	C						
	CT 3.2.1	Execute, sustain, and assess/evaluate the Marine Corps T&R Program	S	S	S	S	S	S		L	C		S	S	S		S	S	C						
	MO 3.3.	Support force generation through the development and execution of pre-deployment training					S	L	S			S					C			S					
	CT 3.3.1	Manage applicable programs and, when required, provide CCMD-specified requirements and MRX					S	L	S			S					C			S					
LOE 4.0	Leverage Innovative Technologies to Enhance Training and Education		S	S	S	S	S	L	S	S	S	S	S	C			S	S	S	C	C	S	S		
	MO 4.1.	Increase skill levels and confidence of individuals and units through more repetitious and realistic training using modern simulations-based capabilities						S		S	L		S	C			S	S	C	C	C	S	C		
	CT 4.1.1	Execute a simulations program that enhances individual and collective training								S	L		S	C			S	S	C	C	C	S	C		
	CG 4.1.1G-a	Federate live, virtual, and constructive systems in order to create and expand scalable collective training opportunities (locally, regionally and globally)						S		S	L		S	C			S	S	C	C	C				
	CG 4.1.1G-b	Develop a strategy for improving the integration of T&R standards, ground training systems, and live training						C		S	L		S	C			S	S	S	C	C				
	MO 4.2.	Provide ranges and training areas that meet OPFOR live training requirements									L		C				S	S		C	C	S	S		
	CT 4.2.1	Execute a range program that ensures the modernization, recapitalization, and sustainment of Marine Corps ranges									L		C				S	S		C	C	S	S		
	CG 4.2.1G-a	Modernize ranges in order to close gaps in MAGTF core competencies									L		C				S	S		C	C	S	S		
	MO 4.3.	Enhance student learning at FLCs through the use of technology	S	S	S	S	S	S	L	S	S	S					S	S							
	CT 4.3.1	Provide modern information technologies to all TECOM classrooms in support of CDDs and POIs	S	S	S	S	S		L	S	S	S					S	S							
	MO 4.4.	Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training						S		S	L	S	S				S	S		C	C	C			
	CT 4.4.1	Field and maintain complex situational training capabilities in order to improve skills training for individual, collective, and MAGTF elements						S		S	L		S				S	S		C	C	C			
	CG 4.4.1G-a	Explore ways to add augmented reality to live training in order to deliver more complex and realistic training									L	S	S				S	S		C	C	C			

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RESPONSIBILITY MATRIX – LOE 5.0

			TECOM													EXTERNAL							
			MSCs					HEADQUARTERS															
			MCRD-SD	MCRD-PI	TRNGCMD	EDCOM	MAGTF-TC	TECOM G-3/5/7	TECOM G-6	MTESD	TECD	MSTPD	OPFORs	CD&I / CDD	MCRC	M&RA	MSC	MCICOM	HQMC C4	HQMC PP&O	I&L	DC Aviation	Other Services
L = Lead (Primary accountability for full execution and achievement of performance objectives) S = Support (Responsible for directly supporting the development and/or delivery of the capability) C = Coordination (Must be included in all staffing actions)																							
LOE 5.0	Adapt Training and Education to New Capabilities		S	S	S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	MO 5.1. Provide lessons learned to the service in order to drive corrective actions		S	S	S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	CT 5.1.1. Execute a lessons learned program		S	S	S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	MO 5.2. Develop emergent training and education capabilities that enable Marines to operate successfully in future environments		S	S	S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	C	S	S	S
	Focus Area A. Enhance individual Marine capabilities		S	S	S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	CG 5.2.XG-FAA1. Improve memory, calculating, reasoning, problem solving, and decision making				S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	CG 5.2.XG-FAA2. Improve Marines' ability to exercise Commander's Intent and their agility to respond to changing conditions				S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	CG 5.2.XG-FAA3. Encourage Marines to apply their training and education to devise creative solutions and operate effectively in complex environments				S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	CG 5.2.XG-FAA4. Develop, enhance, and sustain programs that promote personal physical and mental health - sports medicine, nutrition, fitness, mental, social, psychological, and emotional		S	S	S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	Focus Area B. Improve unit level training		S	S	S	S	S	L	S	S	S	S	S	S	S	S	S	S	S	C	S	S	S
	CG 5.2.XG-FAB1. Train Marines to win in degraded conditions and/or environments during SLTEs						S	L	S	S	S	S	C						C	C			
	CG 5.2.XG-FAB2. Ensure free play force-on-force exercises in realistic environments are included as part of unit training						S	L	S	S	S	S	S										
	CG 5.2.XG-FAB3. Improve support to home station training (HST) and ensure a progressive unit training continuum that logically ties in with the MAGTFITP				S	S	S	L	S	S	S	S	S										
	CG 5.2.XG-FAB4. Ensure enhanced operability with Special Operations Forces (SOF)					S	S	L	S	S	S	S	S										
	CG 5.2.XG-FAB5. Educate the force in training management and available resources				S	S	S	L	S	S	S	S	S										
	CG 5.2.XG-FAB6. Improve training and education continuum and standardization of unit readiness through more effective assessment capabilities that formally incorporate lessons learned and leverage improved AARs						S	L	S	S	S	S	S										
	CG 5.2.XG-FAB7. Establish policy that helps prioritize HHQ requirements, ensuring repetitive and progressive training while giving maximum training time back to commanders							L	S	S	S	S	S	S				S	S	S			
	Focus Area C. Train MAGTFs to operate effectively across all five domains				S	S	S	L	S	S	S	S	S				C	S	S				
	CG 5.2.XG-FAC1. Address emerging cyber and electronic warfare (EW) training, education, and exercise requirements				S	S	S	L	S	S	S	S	S				C	S	S				
	Focus Area D. Modernize training and education				C	C	S	L	S	S	S	S	S				S	S	S				
	CG 5.2.XG-FAD1. Continually ensure Marines are provided the most technologically advanced learning opportunities possible				C	C	S	L	S	S	S	S	S				S	S	S				

ANNEX D
CHARTERS

CRITICAL TASK CHARTER

Line of Effort 1: Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands

Major Objective 1.1: Provide basic training to Recruits and evaluation of Officer Candidates

Critical Task 1.1.1: Conduct Recruit Training in order to transform Recruits into basic Marines

Condition: Recruits who are qualified (mentally, morally, physically, and medically) to commence training; required officer and drill instructor (DI) staffing to safely conduct recruit training at two MCRDs. Safe, supervised training environment.

Standard: 90% of total annual accessions (per M&RA Manpower Memo) transformed into basic Marines who are thoroughly indoctrinated in our history, customs, and traditions, and who are imbued with the mental, moral, and physical foundation necessary for successful service to Corps and country.

Lead: MCRD

Support: MCICOM, BUMED

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3 "Seek new ways to enable rapid decision making... supported through physically demanding standards that improve individual functional fitness and practices to harden and develop resiliency within every Marine")</i></p>
<p>MCPC 660198 Recruit Training</p>	<p><i>EF-21 DRAFT 2016 (Specified, pg 25 "Attract and recruit individuals with high levels of intelligence and aptitude, cultivate their skills and knowledge through specific and dedicated training, and provide a command culture that expects creativity and rewards initiative")</i> <i>36th CPG (Specified, pg 5-6 "Sustain transformation at recruit depots" and "Initial training instills in the individual Marine a selfless commitment to fellow Marines, a bias for action, and an unwavering commitment to mission accomplishment")</i> <i>FDSP (Specified, pg A-4 MO 3.9: "Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands")</i> <i>Specified: MCO 1510.32 Recruit Training, NAVMC 3500.18 Entry-Level Training (ELT) T&R Manual</i></p>

Performance Measures
Quality: Currency of POI per MCO 1510.32 and NAVMC 3500.18
Quantity: Used Capacity, Number of graduates against total attended, Total Attrition, officer and MOS 0911 DI staffing (on hand (O/H) vs table of organization (T/O))

Reporting Frequency
 Quarterly (officer and DI staffing)
 Annually (other measures)

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Provide qualified recruits	MCRC	Inability to begin transformation mission
2. Approve recruit training POI	TECOM HQ	Inability to train to current standard
3. Provide required officer and MOS 0911 DI staffing	M&RA (MMOA/MMEA)	Inability to conduct recruit training

CRITICAL TASK CHARTER

Line of Effort 1: Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands

Major Objective 1.1: Provide basic training to Recruits and evaluation of Officer Candidates

Critical Task 1.1.2: Evaluate and screen candidates for the qualities required for commissioning as Marine Corps Officers

Condition: Officer Candidates who are qualified (mentally, morally, physically, and medically) to commence training; Required officer and DI staffing to conduct Officer Candidate Training at Quantico and sustain required throughput in a safe, supervised training environment.

Standard: Officer candidates who have been evaluated and screened for leadership, academic, and physical performance, and have been determined to have the martial spirit, proper mindset, mental agility, physical fitness, and leadership potential required to receive a commission in the Marine Corps.

Lead: TRNGCMD

Support: MMEA, MMOA, Support establishments National Capital Region (NCR)

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3 "Seek new ways to enable rapid decision making...we must support these efforts with physically demanding standards that improve individual functional fitness and practices to harden and develop resiliency within every Marine")</i></p>
<p>MCPC 660298 Officer Candidate School</p>	<p><i>FDSP (Specified, pg A-4 MO 3.9: "Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands")</i> <i>Specified: NAVMC 3500.18 ELT T&R Manual</i></p>

<p>Performance Measures Quality: Manning level to T/O; Currency of T&R Manual and POI Quantity: Used Capacity, Number of graduates against total attended, Total Attrition</p>	<p>Reporting Frequency Trimester (after each cycle-April, August, December)</p>
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Provide qualified candidates	MCRC	Inability of Officer Candidate School (OCS) to conduct mission of screening candidates
2. Provide required officer and MOS 0911 DI staffing	M&RA (MMOA/MMEA)	Inability to conduct Officer Candidate Training
3. Augment staff	TECOM	Inability to conduct Officer Candidate Training

CAPABILITY GAP CHARTER

Line of Effort 1: Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands

Major Objective 1.1: Provide basic training to Recruits and evaluation of Officer Candidates

Critical Task 1.1.2: Evaluate and screen candidates for the qualities required for commissioning as Marine Corps Officers

Capability Gap 1.1.2G-a: Insufficient OCS T/O and manning

Lead: TRNGCMD	Support: MCRC, TFSD
JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training	Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3 "Seek new ways to enable rapid decision making...we must support these efforts with physically demanding standards that improve individual functional fitness and practices to harden and develop resiliency within every Marine")</i> <i>FDSP (Specified, pg A-4 MO 3.9: "Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands")</i> <i>Specified: NAVMC 3500.18 ELT T&R Manual</i>
MCPC 660298 Officer Candidate School	
Performance Measures <u>Progress:</u> Increase in T/O by Summer Cycle 2016 (May) <u>Quality:</u> Per 330 candidates requires X additional Marines to conduct training <u>Quantity:</u> Maximum Capacity against Working Training Input Plan (TIP)	Reporting Frequency Milestone Dependent
Current State Current staffing level habitually fails to meet requirements for class capacity. This gap forces the NCR to heavily augment OCS throughout the year.	Time Horizon (Near/Mid/Far): Near
End State Increase OCS T/O level and manning for that T/O to avoid reliance on outside augmentation.	POA&M May 2016 ready for Summer Cycle

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Increase T/O	TFSD	OCS continues to rely on external augmentation that negatively impacts outside units' primary mission accomplishment

CRITICAL TASK CHARTER

Line of Effort 1: Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands

Major Objective 1.2: Train Marines in basic infantry combat skills

Critical Task 1.2.1: Provide basic infantry training to all enlisted Marines

Condition: Enlisted Marines who are qualified (mentally, morally, physically and medically) to commence training; Required officer and instructor staffing to conduct combat training at two SOIs and sustain required throughput in a safe, supervised training environment.

Standard: All Marines, regardless of MOS, are thoroughly indoctrinated in basic combat skills and the concept of “Every Marine is a rifleman.”

Lead: TRNGCMD

Support: Marine Corps Base (MCB) Camp Pendleton (CP) and MCB Camp Lejeune (CL)

JCA

1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 3, 4 “Seek new ways to enable rapid decision making...we must support these efforts with physically demanding standards that improve individual functional fitness and practices to harden and develop resiliency within every Marine” and “Objective: Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized” and “Increase technical training and skills for our enlisted Marines, stratified for increases in demonstrated capability, rank and responsibility, to allow us to win the five domain (5D) fight”)
FDSP (Specified, pg A-4 MO 3.9: "Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands")
Specified: NAVMC 3500.18 ELT T&R Manual

MCPC
660398 Specialized Skills
Training

Performance Measures

Quality: Manning level to T/O; Currency of T&R Manual and POI Currency
Quantity: Used Capacity, Total graduates against total attended, Current Accession Plan and working TIP, Total Attrition

Reporting Frequency

Trimester

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Provide basic Marines	MCRDs	No Marines to train

CRITICAL TASK CHARTER

Line of Effort 1: Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands

Major Objective 1.2: Train Marines in basic infantry combat skills

Critical Task 1.2.2: Provide basic warfighting skills required for initial assignment as an officer

Condition: Officers who are qualified (mentally, morally, physically and medically) to commence training; Required officer and instructor staffing to conduct combat training at TBS and sustain required throughput in a safe, supervised training environment.

Standard: Train newly commissioned Marine officers in the standards of professional knowledge, esprit de corps, and leadership to prepare them for assignment in the operating forces.

Lead: TRNGCMD

Support: MCB Quantico

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

MCPC
660398 Specialized Skills
Training

Linkage to Higher Guidance
Service Strategy DRAFT v9.3 (Specified, pg 3, 4 “Seek new ways to enable rapid decision making...we must support these efforts with physically demanding standards that improve individual functional fitness and practices to harden and develop resiliency within every Marine” and “Objective: Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized”)
FDSP (Specified, pg A-4 MO 3.9: "Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands")
Specified: NAVMC 3500.18 ELT T&R Manual

Performance Measures

Quality: Manning level to T/O; Currency of T&R Manual and POI

Quantity: Used Capacity, Number of graduates against total attended, Working TIP, Total Attrition

Reporting Frequency

Trimester

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Provide Commissioned Officers	MCRC/Service Academies	Not able to provide basic trained officers for initial assignment to the OPFORs

CRITICAL TASK CHARTER

Line of Effort 1: Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands

Major Objective 1.3: Deliver training programs that ensure Marines achieve basic MOS qualification and skills progression

Critical Task 1.3.1: Provide training for MOS, career, and skills progression

Condition: Basically trained enlisted and officers who are qualified to commence training. Required officer and instructor staffing to conduct training and sustain required throughput in a safe, supervised training environment.

Standard: Graduate students in accordance with POI.

Lead: TRNGCMD

Support: Other Service Schools, MCICOM

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3, 4 “Seek new ways to enable rapid decision making...we must support these efforts with physically demanding standards that improve individual functional fitness and practices to harden and develop resiliency within every Marine” and “Objective: Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized” and “Increase technical training and skills for our enlisted Marines, stratified for increases in demonstrated capability, rank and responsibility, to allow us to win the five domain (5D) fight”)</i> <i>37th CPG FRAGO 01/2016 (Specified, pg 5, 7 “Implement assignment of all qualified Marines into previously restricted MOSs and units...” and “Increase the number of deployable and ready Marines across the force ...manage time to train and production management to provide ready Marines to the Fleet”)</i> <i>FDSP (Specified, pg A-4 MO 3.9: “Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands”)</i> <i>Specified: MCO 1200.17 MOS Manual, Applicable T&R Manuals</i></p>
<p>MCPC 660398 Specialized Skills Training</p>	

Performance Measures
Quality: Manning level to T/O; Currency of MOS Manual, T&R Manual, and POI
Quantity: Used Capacity, Number of graduates against total attended, Working TIP, Total Attrition

Reporting Frequency
Trimester

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Provide basic Marines for Infantry MOS Training	MCRD	No Marines to train
2. Provide basic Marines for MOS Training	MCT	No Marines to train
3. Provide officers for MOS Training	TBS	No officers to train
4. Provide Marines for career and skills progression	OPFORs	No Marines to train

CAPABILITY GAP CHARTER

Line of Effort 1: Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands

Major Objective 1.3: Deliver training programs that ensure Marines achieve basic MOS qualification and skills progression

Critical Task 1.3.1: Provide training for MOS, career, and skills progression

Capability Gap 1.3.1G-a: Insufficient manning for Pilot training and T/O for both Marine Combatant Dive Course (MCDC) and Multi-Mission Parachute Course (MMPC)

Lead: TRNGCMD	Support: M&RA, USN/CNATT	
JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training	Linkage to Higher Guidance <i>37th CPG FRAGO 01/2016 (Specified, pg 6-7 “Stay focused on aviation readiness due to its current state and execute our plan to recapitalize this element of the MAGTF” and “Increase the number of deployable and ready Marines across the force ...manage time to train and production management to provide ready Marines to the Fleet”)</i>	
MCPC 660398 Specialized Skills Training	<i>FDSP (Specified, pg A-4 MO 3.9: "Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands")</i> <i>Specified: MCO 1200.17 MOS Manual, applicable T&R Manuals</i>	
Performance Measures <i>Progress: On time delivery of capability to POA&M</i> <i>Quality: Current approved POI</i> <i>Quantity: MMPC: Available aircraft seats (flight hours, air space) per contract, Both MMPC and MCDC: capacity vs service requirement</i>		Reporting Frequency <i>Milestone Dependent</i>
Current State Pilot Training: Lack of Instructor Pilots, reducing ability to meet or increase production requirements Dive School: Increased service requirement (due to MARSOC) without an increase in resources MMPC is contractor support heavy which limits flexibility and volume of training.		Time Horizon (Near/Mid/Far): None; no mitigation plan exists to address shortfalls
End State Instructor staff that can meet production requirements.		POA&M Actions are dependent on POM Process

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Staff aviation schools with instructor pilots	M&RA/DCA	Insufficient school seats
2. Train pilots	USN/CNATT	USMC does not control amount of seats. USMC aviation training is dependent upon USN providing adequate seats.

CRITICAL TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.1: Develop, deliver, and evaluate OPME and EPME programs

Condition: Given qualified faculty and staff (civilian and military), university facilities (including research center), a budget to support PME requirements, and a safe, supervised academic environment.

Standard: MCU maintains accreditation requirements as per Process Accreditation for Joint Education (PAJE) and Southern Association of Colleges and Schools (SACS).

Lead: EDCOM

Support: M&RA, I&L

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.3 Educating 1.2.3.1 PME</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3-4 "Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms" and "Overhaul existing PME curricula and the establishment of appropriately linked institutions of academic excellence across the force" and "Those that excel in these skills (critical thinking, decision making, leadership) must be developed, encouraged, and recognized" and "Increase technical training and skills for our enlisted Marines, stratified for increases in demonstrated capability, rank, and responsibility...")</i> <i>EF-21 DRAFT 2016 (Implied, pg 25-27 "...attracting and recruiting individuals with high levels of intelligence and aptitude and cultivating their skills and knowledge through specific and dedicated training and a command culture that expects creativity and rewards initiative" and "As we consider pushing powerful capabilities down to the tactical echelons, adjust how we identify and instill leadership skills and capabilities at the small unit level (infantry squad equivalent)" and "Fully develop a culture that values thinking and acting as essential ingredients in our way of operating and fighting" and "negotiating skills and problem-solving methods are highly valuable in certain situations where the use of lethal force might be counterproductive to the larger mission") and (Specified, pg 26-27 "Review our education and training curricula to ensure we are developing Marines with the mental agility and intellectual perspectives to manage uncertainty " and "Ensure Marines at every echelon have a strong warfighting ethos and very high degrees of intellect, initiative, and professionalism" and "cultivate leaders with an inherent bias for action and intellectual horsepower to drive events rather than merely react to them" and "all leaders - from junior NCOs to senior officers - will need critical thinking skills to continually assess and navigate complex engagements characterized by blurred boundaries between military and civilian concerns, differing objectives between allies and partners, and frustrating effects of adaptive adversaries" and "explore unit structures that rely on highly skilled enlisted operators to offload some decisional burden so leaders can focus on defeating an adaptive enemy")</i> <i>FDSP (Specified, pg A-4-5 MO 3.10: "Develop leaders prepared to assume leadership roles in Marine Corps and JIIM assignments"; MO 3.13: "Support the force development process by adapting Marine Corps training and education to meet the requirements of new concepts and capabilities")</i> <i>Specified: CJCSI 1805.01, CJCSI 1800.01e, MCO 1553.4b</i></p>
<p>MCPC 660598 Professional Development 460798 College of Distance Learning 660410 Gray Research Center 661108 Center for Advanced Operational Culture Learning (CAOCL)</p>	

Performance Measures

Reporting Frequency

<p>Quality: MCWAR, CSC, and EWS Annual Institutional Effectiveness Reports (AIERs) assessing the achievement of student learning outcomes; Annual Director’s Report for all schools, colleges, and programs; EPME AIERs regarding student achievement of learning outcomes, Annual Director’s Report for all EPME schools, colleges, and programs</p> <p>Quantity: Number of students completing academic requirements as determined by faculty assessments, Number of Master’s degrees conferred</p>	Annual
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Updates to curriculum	JS J7	Curriculum will be out of date and irrelevant
2. Supply faculty and students (to PAGE ratios)	M&RA / Armed Services	Inability to promote due to lack of PME; Inability to comply with MCO1553.4b; No accreditation to teach JPME I and II
3. Supply students (according to IMET)	Interagency, Allied and Friendly Nations	Degraded quality of education due to a lack of interagency and multinational participation
4. Provide current learning management systems (LMSs)	Vice President of Distance Learning (VPDL)	Inability to deliver curriculum with no additional printing cost

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.1: Develop, deliver, and evaluate OPME and EPME programs

Task 2.1.1.1: Provide OPME Program

Condition: Given qualified faculty and staff (civilian and military), university facilities (including research center), a budget to support PME requirements, and a safe, supervised academic environment.

Standard: MCU maintains accreditation requirements as per PAJE and SACS.

Lead: EDCOM VPAA

Support: M&RA, I&L

JCA
1 Force Support
1.2 Force Preparation
1.2.3 Educating
1.2.3.1 PME

Linkage to Higher Guidance
Service Strategy DRAFT v9.3 (Specified, pg 3-4 "Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms" and "All Marines re-read and conduct PMEs on the Marine Corps Doctrinal publications" and "Overhaul existing PME curricula and the establishment of appropriately linked institutions of academic excellence across the force" and "Those that excel in these skills (critical thinking, decision making, and leadership) must be developed, encouraged, and recognized")
EF-21 DRAFT 2016 (Implied, pg 25-27 "...attracting and recruiting individuals with high levels of intelligence and aptitude and cultivating their skills and knowledge through specific and dedicated training and a command culture that expects creativity and rewards initiative" and "As we consider pushing powerful capabilities down to the tactical echelons, adjust how we identify and instill leadership skills and capabilities at the small unit level (infantry squad equivalent)" and "Fully develop a culture that values thinking and acting as essential ingredients in our way of operating and fighting...negotiating skills and problem-solving methods are highly valuable in certain situations where the use of lethal force might be counterproductive to the larger mission") and (Specific, pg 26 "Review our education and training curricula to ensure we are developing Marines with the mental agility and intellectual perspectives to manage uncertainty")
FDSP (Specified, pg A-4-5 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments"; MO 3.13: "Support the force development process by adapting Marine Corps training and education to meet the requirements of new concepts and capabilities")
Specified: CJCSI 1800.01e, MCO 1553.4b

MCPC
660598
Professional Development
460798 College of Distance Learning
660410 Gray Research Center
661108 CAOCL

Performance Measures
Quality: AIERs for MCWAR, CSC, and EWS assessing the achievement of student learning outcomes;
Annual Director's Report for all schools, colleges, and programs
Quantity: Number of graduates, Number of Master's degrees conferred

Reporting Frequency
Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
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1. Updates to OPMEP	JS J7	Curriculum will be out of date and irrelevant
2. Supply Marine students to PME	M&RA (MMOA)	Marines unqualified for promotion; Violation of MCO1553.4b
3. Supply faculty and students according to PAJE ratios	Armed Services	No accreditation to teach JPME I and II
4. Supply students	Interagency	Degraded quality of education
5. Supply students in accordance with IMET program	Allied and Friendly Nations	Degraded quality of education
6. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.1: Develop, deliver, and evaluate OPME and EPME programs

Task 2.1.1.2: Provide EPME Program

Condition: Given qualified faculty and staff (civilian and military), university facilities (research center and SNCOA x6), Marine Corps Distance Learning Center, a budget to support PME requirements, and a safe, supervised academic environment.

Standard: MCU maintains accreditation requirements as per PAJE and SACS.

Lead: EDCOM EPME

Support: M&RA, I&L

JCA

- 1 Force Support
- 1.2 Force Preparation
- 1.2.3 Educating
- 1.2.3.1 PME

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 3-4, 24 "Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms" and "All Marines re-read and conduct PMEs on the Marine Corps Doctrinal publications" and "Overhaul existing PME curricula and the establishment of appropriately linked institutions of academic excellence across the force" and "Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized" and "Increase technical training and skills for our enlisted Marines, stratified for increases in demonstrated capability, rank, and responsibility to allow us to win the 5D fight")

EF-21 DRAFT 2016 (Specific, pg 26-27 "Adjust how we identify and instill leadership skills and capabilities at the small unit level (infantry squad equivalent)" and "ensure Marines at every echelon have a strong warfighting ethos and very high degrees of intellect, initiative, and professionalism..." and "Cultivate leaders with an inherent bias for action and intellectual horsepower to drive events rather than merely react to them" and "All leaders - from junior NCOs to senior officers - will need critical thinking skills to continually assess and navigate complex engagements characterized by blurred boundaries between military and civilian concerns, differing objectives between allies and partners, and frustrating effects of adaptive adversaries" and "Explore unit structures that rely on highly skilled enlisted operators to offload some of the decisional burden so that leaders can focus on employing their force to defeat an adaptive enemy")

FDSP (Specified, pg A-4-5 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments;" MO 3.13: "Support the force development process by adapting Marine Corps training and education to meet the requirements of new concepts and capabilities")

Specified: CJCSI 1805.01, MCO 1553.4b

MCPC

- 660598 Professional Development
- 460798 College of Distance Learning
- 660410 Gray Research Center
- 661108 CAOCL

Performance Measures

Quality: AIERs for EPME assessing the achievement of student learning outcomes; Annual Director's Report for all EPME schools, colleges, and programs

Quantity: Number of graduates

Reporting Frequency

Annual

DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. Update EPMEP	JS J7	Curriculum will be out of date and irrelevant
2. Supply faculty and students according to PAJE ratios	M&RA	Marines unqualified for promotion; Violation of MCO1553.4b
3. Supply students in accordance with IMET program	Allied and friendly nations	Degraded quality of education
4. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

CRITICAL TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.2: Develop Marine Corps and civilian leadership to think critically and apply creative problem solving

Condition: Given qualified staff and faculty, university facilities, a budget to support the Quality Enhancement Plan (QEP), and a safe, supervised academic environment

Standard: MCU maintains a QEP for accreditation requirements as per PAJE and SACS.

Lead: EDCOM VPAA

Support: M&RA, I&L

JCA
 1 Force Support
 1.2 Force Preparation
 1.2.3 Educating
 1.2.3.1 PME
 1.3.2 Personnel Management

Linkage to Higher Guidance
Service Strategy DRAFT v9.3 (Specified, pg 3-4 "Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms" and "All Marines re-read and conduct PMEs on the Marine Corps Doctrinal publications" and "Overhaul existing PME curricula and the establishment of appropriately linked institutions of academic excellence across the force" and "Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized" and "Increased technical training and skills for our enlisted Marines, stratified for increases in demonstrated capability, rank, and responsibility to allow us to win the 5D fight")
EF-21 DRAFT 2016 (Implied, pg 26-27 "Fully develop a culture that values thinking and acting as essential ingredients in our way of operating and fighting, we must critically examine how we give authority and responsibility to our enlisted and officer leadership both in garrison and during operations in the field...thinking-based approaches such as negotiating skills and problem-solving methods are highly valuable in certain situations where the use of lethal force might be counterproductive to the larger mission" and "All leaders - from junior NCOs to senior officers - will need critical thinking skills to continually assess and navigate complex engagements characterized by blurred boundaries between military and civilian concerns, differing objectives between allies and partners, and frustrating effects of adaptive adversaries" and "Explore unit structures that rely on highly skilled enlisted operators to offload some of the decisional burden so that leaders can focus on employing their force to defeat an adaptive enemy" and "Leaders at all levels must be willing to accept mistakes as a cost of exercising initiative and a bias towards action")
FDSP (Specified, pg A-4-5 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments"; MO 3.13: "Support the force development process by adapting Marine Corps training and education to meet the requirements of new concepts and capabilities")
Specified: MCO 1500.58 Marine Corps Mentoring Program, MARADMIN 079/11, Senior Leader Development Program Green Letter 02-11, MCO 1560.19, DODI, Draft MCO 12410.24

MCPC
 660598 Professional Development
 660209 Marine Corps Institute
 660105 Civilian Workforce and Civilian Career Leadership Development

Performance Measures
Quality: AIER of Brute Krulak Center for Applied Creativity (BKCAC)

Reporting Frequency
 Annual

Quantity: <i>Number of engagements the BKCAC conducts (both in and out of the University)</i>		
DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. Endorse implementation of the QEP	SACS	Loss of accreditation for conferring master's degrees
2. Provide uniquely qualified faculty for the Brute Krulak Center	M&RA	Loss of accreditation for conferring master's degrees

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.2: Develop Marine Corps and civilian leadership to think critically and apply creative problem solving

Task 2.1.2.1: Prepare Marines to be innovative and adaptive leaders

Condition: Given qualified staff and faculty, university facilities, a budget to support CCCC and leadership development program, and a safe, supervised academic environment.

Standard: As per CCCC guidelines and MCO 1500.61 (Draft), Senior Leader Development Program Green Letter 02-11.

Lead: EDCOM LLI

Support: M&RA, I&L

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.3 Educating 1.2.3.1 PME</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3-4 "Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms" and "All Marines re-read and conduct PMEs on the Marine Corps Doctrinal publications" and "Overhaul existing PME curricula and the establishment of appropriately linked institutions of academic excellence across the force" and "Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized")</i></p>
<p>MCPC 660598 Professional Development 660209 Marine Corps Institute</p>	<p><i>EF-21 DRAFT 2016 (Implied, pg 26-27 "To fully develop a culture that values thinking and acting as essential ingredients in our way of operating and fighting, ... critically examine how we give authority and responsibility to our enlisted and officer leadership" and "Thinking-based approaches such as negotiating skills and problem-solving methods are highly valuable in certain situations where the use of lethal force might be counterproductive to the larger mission" and "All leaders - from junior NCOs to senior officers - will need critical thinking skills to continually assess and navigate complex engagements characterized by blurred boundaries between military and civilian concerns, differing objectives between allies and partners, and frustrating effects of adaptive adversaries" and "Explore unit structures that rely on highly skilled enlisted operators to offload some of the decisional burden so that leaders can focus on employing their force to defeat an adaptive enemy" and "Leaders at all levels must be willing to accept mistakes as a cost of exercising initiative and a bias towards action")</i></p> <p><i>FDSP (Specified, pg A-4 MO 3.10: "Develop leaders prepared to assume leadership roles in Marine Corps and JIIM assignments")</i></p> <p><i>Specified: MCO 1500.58 Marine Corps Mentoring Program, MARADMIN 079/11</i></p>

<p>Performance Measures Quality: LLI AIER, Commanders and spouses course survey feedback, Marine survey feedback from LLI sponsored MTTs, Percent of Sqdn/Bn using MCLD Quantity: Number of units conducting command climate surveys against total number of units, Number of attendees per CCCC, Number of Sqdn/Bn participating in Russell Leadership Conference</p>	<p>Reporting Frequency Annual</p>
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DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. Fund the CMC command climate survey	HQMC	Inability to provide command climate survey information
2. Inputs and oversight of CMC priorities	HQMC	Inability to synchronize CMC priorities into the CCCC
3. Provide non-attributional counseling support	HQMC MFL	Disjointed support to Marines for behavioral health

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.2: Develop Marine Corps and civilian leadership to think critically and apply creative problem solving

Task 2.1.2.2: Administer and advocate advanced education opportunities

Condition: Given qualified staff and faculty, facilities, a budget to support advanced education requirements, and a safe, supervised academic environment.

Standard: As per Marine Corps Advanced Degree Programs.

Lead: EDCOM VPAA

Support: M&RA, I&L

JCA

1 Force Support
1.2 Force Preparation
1.2.3 Educating
1.3.2 Personnel Management

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 3-4 "Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms" and "Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized")

MCPC

660598 Professional Development
660209 Marine Corps Institute

EF-21 DRAFT 2016 (Implied, pg 26-27 "...thinking-based approaches such as negotiating skills and problem-solving methods are highly valuable in certain situations where the use of lethal force might be counterproductive to the larger mission" and "All leaders - from junior NCOs to senior officers - will need critical thinking skills to continually assess and navigate complex engagements characterized by blurred boundaries between military and civilian concerns, differing objectives between allies and partners, and frustrating effects of adaptive adversaries")
FDSP (Specified, pg A-4-5 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments" and MO 3.13: "Support the force development process by adapting Marine Corps training and education to meet the requirements of new concepts and capabilities")
Specified: MCO 1560.19

Performance Measures

Quality: TBD
Quantity: Number of 88XX billets filled against total, Number of Marine graduates from advanced degree programs

Reporting Frequency

Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Make changes to 88XX billet BICs	HQMC, TFSD, M&RA	Inability to forecast student availability and throughput
2. Staff and fund NPS	TECOM HQ	Inability to administer and advocate for Marines at NPS, ADP, and other advanced degree opportunities

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.2: Develop Marine Corps and civilian leadership to think critically and apply creative problem solving

Task 2.1.2.3: Develop Marine Corps civilian leadership

Condition: Given qualified staff and faculty, university facilities, a budget to support MCCLDP, and a safe, supervised academic environment.

Standard: As per MCO 12410.24.

Lead: EDCOM LLI	Support: I&L
<p>JCA 1 Force Support 1.3.2 Personnel Management</p> <p>MCPC 660105 Civilian Workforce and Civilian Career Leadership Development</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3-4 "Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms")</i> <i>EF-21 DRAFT 2016 (Implied, pg 26-27 "...thinking-based approaches such as negotiating skills and problem-solving methods are highly valuable in certain situations where the use of lethal force might be counterproductive to the larger mission" and "All leaders - from junior NCOs to senior officers - will need critical thinking skills to continually assess and navigate complex engagements characterized by blurred boundaries between military and civilian concerns, differing objectives between allies and partners, and frustrating effects of adaptive adversaries")</i> <i>FDSP (Specified, pg A-4 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments")</i> <i>Specified: DODI, Draft MCO 12410.24</i></p>

<p>Performance Measures <i>Quality: Civilian participation survey feedback in LLI produced or sponsored leadership development courses</i> <i>Quantity: Annual % of eligible civilians completing development courses</i></p>	<p>Reporting Frequency <i>Annual</i></p>
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Allow civilian employees to attend training	USMC Units	Civilian employees will lack the leadership development necessary to be effective in current or future roles and authorities

CRITICAL TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.3: Prepare career Marines and operating forces to operate effectively in multinational environments

Condition: Given qualified staff and faculty, university facilities, a budget to support the QEP, and a safe, supervised academic environment.

Standard: 80% of eligible Marines are in compliance with RCLF PME requirements as per MCO 1553.4 and CJCSI 3126.01.

Lead: EDCOM CAOCL

Support: M&RA, I&L

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.3 Educating 1.2.3.1 PME</p>	<p>Linkage to Higher Guidance <i>EF-21 DRAFT 2016 (Specified, pg 27 "Building partner capacity is a key role played by our forward-deployed units, which requires a force adept at interacting with, and influencing allied and coalition militaries as well as foreign populations. Marines must continue building and improving their language, regional expertise, and culture (LREC) capabilities, with a particular emphasis on learning to consider cultural factors in planning and decision making processes at all levels of operations")</i></p>
<p>MCPC 661108 CAOCL 660598 Professional Development 460798 College of Distance Education</p>	<p><i>36th CPG (Specified, pg 8, 11 "Implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component" and "Building partner capacity is a key capability of forward-deployed MAGTFs; we must clearly define our capabilities and determine our institutional capacity")</i> <i>FDSP (Specified, pg A-4 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments")</i> <i>Specified: CJCSI 3126.01, MCO 1553.4</i></p>

<p>Performance Measures Quality: <i>AIER of CAOCL, external assessments of USMC LREC capabilities in mission relevance and effectiveness</i> Quantity: <i>Number of personnel within deploying units receiving pre-deployment LREC training per the USMC UTM system, Number of officers compliant with LREC (or RCLF) PME requirements, Number of enlisted personnel compliant with LREC PME requirements</i></p>	<p>Reporting Frequency <i>Annual</i></p>
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Approve MCO to formalize RCLF PME requirement	CMC	Risk deletion of RCLF PME Requirement
2. Update Joint LREC	JS J2	Joint requirements will be out of date in CAOCL curriculum
3. Supply staff	M&RA	Inability to deliver curriculum or provide COR oversight
4. Contract SMEs	TECOM HQ	Inability to provide correct LREC educational materials
5. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.3: Prepare career Marines and operating forces to operate effectively in multinational environments

Task 2.1.3.1: Provide LREC PME to career Marines

Condition: Given qualified faculty and staff (civilian and military), a current regional, culture, language and familiarization program (RCLF), university facilities, an on line learning management system, a budget to support LREC requirements, and a safe, supervised academic environment.

Standard: 80% of eligible Marines are in compliance with RCLF PME requirements as per MCO 1553.4 and CJCSI 3126.01.

Lead: EDCOM CAOCL

Support: M&RA, I&L

JCA

- 1 Force Support
- 1.2 Force Preparation
- 1.2.3 Educating
- 1.2.3.1 PME

Linkage to Higher Guidance

EF-21 DRAFT 2016 (Specified, pg 27 "Marines must continue building and improving their language, regional expertise and culture (LREC) capabilities, with a particular emphasis on learning to consider cultural factors in planning and decision making processes at all levels of operations")
36th CPG (Specified, pg 8-9 "Implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component" and "(processes that support TEEP implementation) will drive our decisions regarding maintaining capabilities to include cultural training, language training, security cooperation...")
FDSP (Specified, pg A-4 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments")
Specified: CJCSI 3126.01, MCO 1553.4

MCPC

- 661108 CAOCL
- 660598 Professional Development
- 460798 College of Distance Education

Performance Measures

Quality: *AIER of CAOCL, external assessments of USMC LREC capabilities in mission relevance and effectiveness*

Quantity: *Number of personnel within deploying units receiving pre-deployment LREC training per the USMC UTM system, percent of officers compliant with LREC (or RCLF) PME requirements, Number of enlisted personnel compliant with LREC PME requirements*

Reporting Frequency

Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Approve MCO to formalize RCLF PME requirement	CMC	Risk deletion of RCLF PME Requirement
2. Update Joint LREC	JS J2	Joint requirements will be out of date in CAOCL curriculum
3. Supply staff	M&RA	Inability to deliver curriculum or provide COR oversight
4. Contract SMEs	TECOM HQ	Inability to provide correct LREC educational materials
5. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.3: Prepare career Marines and operating forces to operate effectively in multinational environments

Task 2.1.3.2: Provide LREC training to the OPFORs

Condition: Given qualified faculty and staff (civilian and military), a current RCLF, university facilities, an on line learning management system, a budget to support LREC requirements, and a safe, supervised academic environment.

Standard: 80% of eligible Marines are in compliance with RCLF PME requirements as per MCO 1553.4 and CJCSI 3126.01.

Lead: EDCOM CAOCL

Support: M&RA, I&L

JCA

- 1 Force Support
- 1.2 Force Preparation
- 1.2.3 Educating
- 1.2.3.1 PME

Linkage to Higher Guidance

EF-21 DRAFT 2016 (Specified, pg 27 "Marines must continue building and improving their language, regional expertise, and culture (LREC) capabilities, with a particular emphasis on learning to consider cultural factors in planning and decision making processes at all levels of operations")
36th CPG (Specified, pg 8-9 "Implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component" and "(processes that support TEEP implementation) will drive our decisions regarding maintaining capabilities to include cultural training, language training, security cooperation...")
FDSP (Specified, pg A-4-5 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments")
Specified: CJCSI 3126.01, MCO 1553.4

MCPC

- 661108 CAOCL
- 660598 Professional Development
- 460798 College of Distance Education

Performance Measures

Quality: AIER of CAOCL, external assessments of USMC LREC capabilities in mission relevance and effectiveness

Quantity: Number of personnel within deploying units receiving pre-deployment LREC training per the USMC UTM system, percent of officers compliant with LREC (or RCLF) PME requirements, Number of enlisted personnel compliant with LREC PME requirements

Reporting Frequency

Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Update Joint LREC	JS J2	Joint requirements will be out of date in CAOCL curriculum
2. Supply staff	M&RA	Inability to deliver curriculum or provide COR oversight
3. Contract SMEs	TECOM HQ	Inability to provide language training or correct LREC

		educational materials
4. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

CRITICAL TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.4: Make training and education accessible to all Marines

Condition: Given qualified faculty and staff (civilian and military), an on line learning management system, and a budget to support PME requirements.

Standard: MCU provides persistent, world-wide education and training opportunities as per PAJE accreditation, CJCSI 1800.01, and CJCSI 1805.01.

Lead: EDCOM VPDL

Support: TRNGCMD, M&RA, I&L

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.3 Educating</p>	<p>Linkage to Higher Guidance <i>EF-21 DRAFT 2016 (Implied, pg 2, 25 "...adjusting our posture to maintain one-third of our operating forces forward...attracting and recruiting individuals with high levels of intelligence and aptitude and cultivating their skills and knowledge through specific and dedicated training...")</i></p>
<p>MCPC 460798 College of Distance Education 660598 Professional Development</p>	<p><i>FDSP (Specified, pg A-4-5 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments"); and (Specified, MO 3.13: "Support the force development process by adapting Marine Corps training and education to meet the requirements of new concepts and capabilities")</i> <i>Implied: CJCSI 1800.01, CJCSI 1805.01</i> <i>Specified: MCO 1553.4, MARADMIN 640/10 , MARADMIN 314/12, MARADMIN 085/13, MARADMIN 040/14, MARADMIN 729/11, MARADMIN 394/15</i></p>

Performance Measures
Quality: AIERs for CDET regarding achievement of student learning outcomes, Annual Director's Report for CDET
Quantity: Number of students completing academic requirements as determined by faculty assessment

Reporting Frequency
Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Develop multimedia courseware	TRNGCMD	Inability to provide updated course curriculum and training materials
2. Supply faculty	M&RA	Inability to deliver curriculum or provide COR oversight
3. Supply students	M&RA	Marines unqualified for promotion; Violation of MCO1553.4b
4. Supply students in accordance with IMET program	Allied and friendly nations	Degraded quality of education
5. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.4: Make training and education accessible to all Marines

Task 2.1.4.1: Provide access to designated distance officer and enlisted PME programs

Condition: Given qualified faculty and staff (civilian and military), an on line learning management system, and a budget to support PME requirements.

Standard: MCU provides persistent, world-wide education and training opportunities as per PAJE accreditation, CJCSI 1800.01, and CJCSI 1805.01 (Y/N).

Lead: EDCOM VPDL

Support: TRNGCMD, M&RA, I&L

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.3 Educating</p>	<p>Linkage to Higher Guidance <i>EF-21 DRAFT 2016 (Implied, pg 2, 25 "...adjusting our posture to maintain one-third of our operating forces forward...attracting and recruiting individuals with high levels of intelligence and aptitude and cultivating their skills and knowledge through specific and dedicated training...")</i></p>
<p>MCPC 460798 College of Distance Education 660598 Professional Development</p>	<p><i>FDSP (Specified, pg A-4-5 MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments" and MO 3.13: "Support the force development process by adapting Marine Corps training and education to meet the requirements of new concepts and capabilities")</i> <i>Implied: CJCSI 1800.01 and CJCSI 1805.01</i> <i>Specified: MCO 1553.4, MARADMIN 640/10, MARADMIN 314/12, MARADMIN 085/13, MARADMIN 040/14, MARADMIN 729/11, MARADMIN 394/15</i></p>

Performance Measures
Quality: AIERs for CDET regarding achievement of student learning outcomes, Annual Director's Report for CDET
Quantity: Number of students completing academic requirements as determined by faculty assessment

Reporting Frequency
Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Develop multimedia courseware	TRNGCMD	Inability to provide updated course curriculum and training materials
2. Supply faculty	M&RA	Inability to deliver curriculum or provide COR oversight
3. Supply students	M&RA	Marines unqualified for promotion; Violation of MCO1553.4b
4. Supply students in accordance with IMET program	Allied and friendly nations	Degraded quality of education
5. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.4: Make training and education accessible to all Marines

Task 2.1.4.2: Provide Marines access to Marine Corps and DOD required annual, selected MOS, and other electronic training

Condition: Given qualified faculty and staff (civilian and military), university facilities, an on line learning management system, budget to support requirements.

Standard: MCU provides persistent, world-wide education and training opportunities as per PAJE accreditation, CJCSI 1800.01, and CJCSI 1805.01.

Lead: EDCOM VPDL

Support: TRNGCMD, M&RA, I&L

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training</p>	<p>Linkage to Higher Guidance <i>EF-21 DRAFT 2016 (Implied, pg 2, 25 ...adjusting our posture to maintain one-third of our operating forces forward...attracting and recruiting individuals with high levels of intelligence and aptitude and cultivating their skills and knowledge through specific and dedicated training...")</i></p>
<p>MCPC 460798 College of Distance Education 660598 Professional Development</p>	<p><i>FDSP (Specified, pg A-4 MO 3.9: "Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands"; MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments")</i> <i>Specified: MCO 1553.4 and CJCSI 1805.01, MARADMIN 640/10, MARADMIN 314/12, MARADMIN 085/13, MARADMIN 040/14, MARADMIN 729/11, MARADMIN 394/15</i></p>

Performance Measures
Quality: AIERs for VPDL assessing the achievement of student learning outcomes through the MCDLP; Annual Director's Report for VPDL
Quantity: Number of enrollments and completions year-over-year, 24/7 access to electronic training courses with better than a 98% system up-time

Reporting Frequency
Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Supply faculty	M&RA	Inability to deliver curriculum or provide COR oversight
2. Provide SME support	TRNGCMD	Out-dated MarineNet training
3. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.4: Make training and education accessible to all Marines

Task 2.1.4.3: Provide modern and proven educational technologies for appropriate schoolhouse and other Marine Corps activities' learning outcomes

Condition: Given qualified faculty and staff (civilian and military), university facilities, an on line learning management system, and a budget to support PME requirements.

Standard: MCU provides persistent, world-wide education and training opportunities as per PAJE accreditation, CJCSI 1800.01, and CJCSI 1805.01.

Lead: EDCOM VPDL

Support: M&RA, I&L

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.3 Educating 1.2.1 Training</p>	<p>Linkage to Higher Guidance <i>EF-21 DRAFT 2016 (Implied, pg 25-26 ..."attract and recruit individuals with high levels of intelligence and aptitude and cultivate their skills and knowledge through specific and dedicated training" and "Review our education and training curricula to ensure we are developing Marines with the mental agility and intellectual perspectives to manage uncertainty")</i> <i>37th CPG FRAGO 01/2016 (Implied, pg 3, 9 "A highly trained and educated force operating the most modern and technologically advanced equipment available" and "Re-emphasize that Marines ... of all ranks have the responsibility to educate themselves; Commanders will enable educational opportunities and will conduct unit level PME for all ranks")</i> <i>36th CPG (Implied, pg 6 "Address shortfalls in unit leaders with the right grade, experience, technical, and leadership qualifications associated with their billets, particularly those who are not deployed or immediately preparing to deploy")</i> <i>FDSP (Specified, pg A-4 MO 3.9: "Deliver MOS qualified individual Marines through the civilian-to-Marine transformation process to meet operational demands" and MO 3.10: "Develop leaders that are prepared to assume leadership roles in Marine Corps and JIIM assignments")</i> <i>Specified: MCO 1553.4 and CJCSI 1805.01, MARADMIN 640/10, MARADMIN 314/12, MARADMIN 085/13, MARADMIN 040/14, MARADMIN 729/11, MARADMIN 394/15</i></p>
<p>MCPC 460798 College of Distance Education 660598 Professional Development</p>	

Performance Measures
Quality: Educational technology (ET) remains current with higher education best practices and meets stakeholder requirements; AIER for ET regarding achievement of student learning outcomes
Quantity: 24/7 access to electronic training courses with better than a 98% system availability

Reporting Frequency
Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Supply staff	M&RA	Inability to deliver curriculum or provide COR oversight
2. Approve use of LMSs on Marine Corps Networks	Info Assurance	Inability to deliver curriculum
3. Contract SMEs	TECOM HQ	Inability to research / develop future LMSs
4. Provide current LMSs	VPDL	Inability to deliver curriculum with no additional printing cost

CAPABILITY GAP CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.1: Educate leaders to meet the challenges of a complex security environment

Critical Task 2.1.4: Make training and education accessible to all Marines

Capability Gap 2.1.4G-a: Provide a “.edu” domain

Lead: EDCOM	Support:
JCA 1 Force Support 1.2 Force Preparation 1.2.3 Educating	Linkage to Higher Guidance <i>EF-21 DRAFT 2016 (Implied, pg 25 “...attracting and recruiting individuals with high levels of intelligence and aptitude and cultivating their skills and knowledge through specific and dedicated training... ”)</i> <i>37th CPG FRAGO 01/2016 (Implied, pg 3 “A highly trained and educated force operating the most modern and technologically advanced equipment available”)</i> <i>36th CPG (Implied, pg 6 “Address shortfalls in unit leaders with the right grade, experience, technical, and leadership qualifications associated with their billets, particularly those who are not deployed or immediately preparing to deploy”)</i>
MCPC 660598 Professional Development 460798 College of Distance Education	

Performance Measures <i>Progress: On time delivery of capability to POA&M</i> <i>Quality: TBD</i> <i>Quantity: TBD</i>	Reporting Frequency <i>Milestone Dependent</i>
Current State TBD	Time Horizon (Near/Mid/Far): TBD
End State TBD	POA&M TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CRITICAL TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.2: Promote, present, and preserve Marine Corps history

Critical Task 2.2.1: Preserve and exhibit the material history of the Marine Corps

Condition: Given qualified staff, a quality museum, a collections program, and a budget to support museum requirements.

Standard: NMMC maintains its accreditation as per the American Alliance of Museums (AAM) accreditation requirements and the Marine Historical Program (MCO 5750.1).

Lead: EDCOM NMMC

Support: MCICOM, M&RA, I&L

JCA
1 Force Support
1.2 Force Preparation
1.2.3 Educating
1.2.3.1 Professional Military Education

Linkage to Higher Guidance
FDSP (Specified, pg A-4 CT 3.10.4: "Execute a comprehensive historical program")
Specified: MCO 5750.1
Service Strategy DRAFT v9.3 (Implied, pg 3 "Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms")
36th CPG (Implied, pg 5 "Our initial training instills in the individual Marine a selfless commitment to fellow Marines, a bias for action, and an unwavering commitment to mission accomplishment" NOTE: NMMC is one means to teach basic Marines how their predecessors demonstrated these attributes on the battlefield and honor their achievements)
EF-21 DRAFT 2016 (Implied, pg 25... "attracting and recruiting individuals with high levels of intelligence and aptitude and cultivating their skills and knowledge through specific and dedicated training, and provide a command culture that expects creativity and rewards initiative")

MCPC
670714
Marine Corps Heritage Center

Performance Measures
Quality: *AIER for NMMC, maintain museum accreditation, internet ratings (e.g. TripAdvisor 'Top 10 museums in Virginia')*
Quantity: *Number of visitors per year, number of veteran group events per year, number of civilian school events per year*

Reporting Frequency
Annual (Effectiveness Report)
Every 10 years (accreditation)

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Museum accreditation	AAM	Inability to participate in artifact exchange with Smithsonian; Loss of Donor Base funds due to lack of confidence
2. Supply Museum SME staff	EDCOM	Inability to preserve collections, loss of accreditation
3. Provide law enforcement security	MCB Quantico	No public access

CRITICAL TASK CHARTER

Line of Effort 2: Develop Marines prepared to assume leadership roles in Marine Corps and JIIM assignments

Major Objective 2.2: Promote, present, and preserve Marine Corps history

Critical Task 2.2.2: Preserve the documented history of the Marine Corps

Condition: Given qualified staff, a mass publishing and printing capability, and a budget to support history division requirements.

Standard: MCU maintains the Marine Historical Program as per MCO 5750.1.

Lead: EDCOM HD

Support: OPFORs, M&RA, I&L

JCA
 1 Force Support
 1.2 Force Preparation
 1.2.3 Educating
 1.2.3.1 Professional Military Education

MCPC
 670103
 Marine Corps Historical Division
 660410 Gray Research Center

Linkage to Higher Guidance
FDSP (Specified, pg A-4 CT 3.10.4: "Execute a comprehensive historical program")
Specified: MCO 5750.1

Performance Measures
Quality: *AIER for Historical Division (HD)*
Quantity: *Publish 2 issues of the periodical and journal per year, 20% Unit Honors, Lineage and History updates per year, number of field requests for HD products*

Reporting Frequency
Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Provide updates to honors, lineage, and history	Marine Corps Units	Marine Corps history lost
2. Supply SME staff	EDCOM	Inability to research, publish and preserve Marine Corps history
3. Maintain a mass publishing and printing capability	EDCOM	Inability to support Marine Units with professional historical periodical, journals, or materials

CRITICAL TASK CHARTER

Line of Effort 3: Provide standardized training to operate as a MAGTF in current and future environments

Major Objective 3.1: Provide standardized service-level training in accordance with MCO 3500.11

Critical Task 3.1.1: Include appropriate JIIM participation in selected SLTEs or other TECOM supported events

Condition: Appropriate JIIM support to meet exercise/event training tasks and a safe, supervised training environment.

Standard: 80% of SLTEs or other TECOM supported events include JIIM participation in accordance with training tasks.

Lead: G-3/5/7

Support: MAGTF-TC (MAGTF TP); MSTPD (MEF/MEBEX)

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training 1.2.2 Exercising</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 2-3 “Strengthen relationships with Navy, SOF, and interagency community; ... through wargaming, experimentation, training, and exercise planning” and “Objective: MAFTF capability to coordinate the neutralization of adversary A2AD capabilities...within a Naval/Joint system...MAGTFs capable of participating in sea denial, sea control, and/or defense of key terrain from adversary maneuver employing land-based or sea-based denial capabilities...”)</i></p>
<p>MCPC 660310 Joint Training Support 460312 MAGTF-TC 460610 MSTP 461104 C2TECOE</p>	<p><i>EF-21 DRAFT 2016 (Implied, pg 15-16 "MAGTFs must be fully integrated into the naval and Joint task force structure" and "Conducting Joint and combined operations in cooperation with our allies and regional partners is an important and essential force multiplier" and "Expand linkages, coordination, training, and activities with the interagency community")</i> <i>37th CPG FRAGO 01/2016 (Specified, pg 3, 10 “Maintain our forward deployed posture and ability to operate in a Joint/Coalition environment" and “Establish a concept of employment for forward deployed Crisis Response forces and an integration model with SOF by end of FY16”)</i> <i>36th CPG (Implied, pg 8 "Implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component")</i> <i>FDSP (Specified, pg A-4, CT 3.11.3: "Include JIIM participation in USMC exercises, as appropriate")</i> <i>Specified: CJCSI 3500.01_, CJCS Notice 3500.01 Chairman's Joint Training Guidance, MCO 1500.53 MSTP, MCO 3502.6 Marine Corps Force Generation Process, MARADMIN 441/11 Comprehensive Plan for USMC Support to Joint Post, TECOMO 3500.1 TECOM JNTC Order, TECOMO 3000.1</i></p>

<p>Performance Measures Quality: JIIM participation in planning and C2exercises, JIIM participation in exercises Quantity: Number of TECOM SLTEs that include JIIM participation</p>	<p>Reporting Frequency Quarterly</p>
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. JIIM participants provided in MAGTF exercises	JS J7, other services, SOCOM	Inability to achieve the condition of the CT

CRITICAL TASK CHARTER

Line of Effort 3: Provide standardized training to operate as a MAGTF in current and future environments

Major Objective 3.1: Provide standardized service-level training in accordance with MCO 3500.11

Critical Task 3.1.2: Provide SLTEs (LSE, ITX, MTX, TALONEX) and support OPFOR MEF/MEBEXs

Condition: Given a supervised, safe, and adequately resourced training environment.

Standard: 100% of required SLTEs conducted and/or supported annually.

Lead: G-3/5/7

Support: MAGTF-TC (LSE, ITX, MTX, TALONEX) and MSTPD (LSE, MEF/MEBEX)

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training 1.2.2 Exercising</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 4-5 “Organize, train, and equip MAGTFs capable of winning in an information-denied / degraded environment” and “Objective: Deliberate organization, training, and equipping of Distributed Operations-capable MAGTFs that retain the ability to aggregate quickly when required”)</i> <i>EF-21 (Specified, pg 16 “...each MEB CE will explore staff integration during training and exercises with its equivalent Navy headquarters”) and (Implied, pg 19 “Integrate the Naval force to fight at and from the sea”)</i> <i>37th CPG FRAGO 01/2016 (Specified, pg 6 “Readiness is the result of a variety of actions; commitment by leadership, standards-based inspections, evaluated drills, and training exercises”)</i> <i>36th CPG DRAFT 2016 (Specified, pg 8, 10 “We will implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component” and “...the quality and focus of our exercise and experimentation programs is critical to our readiness, relevance, and success today and in the future”)</i> <i>FDSP (Specified, pg A-4, CT 3.11.1: “Execute and sustain the MAGTF training program”)</i> <i>Specified: MCO 1500.53 MSTP, MCO 3500.11 MAGTFTP, MCO 3502.6 Marine Corps Force Generation Process</i></p>
<p>MCPC 460312 MAGTF-TC 460610 MSTP 461104 C2TECOE</p>	

<p>Performance Measures Quality: Number of MAGTF elements trained and evaluated to METs / T&R events by SLTE, Percent of key billet holders in place for their unit’s training exercises Quantity: Number of SLTE opportunities fulfilled and/or supported against planned: 5 ITXs, 6 MTXs (2 TECOM-led, 4 TECOM-supported), 2 TALONEXs, 1 LSE, 3 MSTP-supported MEF/MEBEXs; Number of MAGTF elements participating in SLTEs</p>	<p>Reporting Frequency Quarterly</p>
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Schedule units to participate in SLTE	MARFORCOM / PP&O	SLTE opportunities not optimized
2. MET and T&R standards	MARFORCOM and MTESD	Inability of units to achieve core METs
3. Include JIIM participants in MAGTF exercises	JS J7, other services, SOCOM	Inability to achieve condition of the CT
4. Provide LVC support to appropriate units	TECD	Training objectives not optimized
5. Provide BSTP (CT 3.1.3 completed)	MAGTF-TC, MSTPD /	Training objectives not optimized

	C2TECOE	
6. Resource unit with (trained) key billet holders	M&RA, (OPFOR)	Training objectives not optimized
7. Man training organizations appropriately	M&RA, TECOM HQ	Training objectives not optimized

CRITICAL TASK CHARTER

Line of Effort 3: Provide standardized training to operate as a MAGTF in current and future environments

Major Objective 3.1: Provide standardized service-level training in accordance with MCO 3500.11

Critical Task 3.1.3: Plan, execute, sustain, and assess BSTP

Condition: In a supervised, safe, adequately resourced training environment.

Standard: All designated active component units complete training a minimum of once every two years; designated reserve component units complete training a minimum of once every five years.

Lead: MAGTF-TC

Support: MCTOG, MCLOG, MAWTS-1, MSTPD (C2TECOE)

JCA

- 1 Force Support
- 1.2 Force Preparation
- 1.2.1 Training
- 1.2.2 Exercising

Linkage to Higher Guidance

EF-21 DRAFT 2016 (Specified, pg 16 "Each MEB CE will explore staff integration during training and exercises with its equivalent Navy headquarters") and (Implied, pg 19 "Integrate the Naval force to fight at and from the sea")
37th CPG FRAGO 01/2016 (Specified, pg 8-9 "Our current schedule of major training events will all focus on building our maritime-based operational capability while providing venues for experimentation" and "...emphasize and increase opportunities to conduct force-on-force evolutions and operations within degraded environments...and challenge our Marines against a "thinking enemy" and maximize realism")
36th CPG (Specified, pg 8 "We will implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component")
FDSP (Specified, pg A-4, CT 3.11.1: "Execute and sustain the MAGTF training program")
Specified: NAVMC 3500.54_ C2 T&R Manual, NAVMC 3500.44_ Infantry T&R Manual (E-coded events), MCO 1500.53 MSTP, MCO 3502.6 Marine Corps Force Generation Process

MCPC

- 460312 MAGTF-TC
- 460610 MSTP
- 461104 C2TECOE
- 660013 Marine Corps Tactics and Operations Group (MCTOG)
- 660013 Marine Corps Logistics Operations Group (MCLOG)
- 670104 Marine Aviation Weapons and Tactics Squadron 1 (MAWTS-1)

Performance Measures

Quality: Number of MAGTF personnel trained and evaluated to current POI (individual BSTP), Number of MAGTF elements trained and evaluated to current POI (collective BSTP)
Quantity: Number of SLTE / BSTP opportunities provided against planned: (5x) ITX, (6x) MTX, (2x) TALONEX, (1x) LSE, (3x) MEFEX/MEBEX; [(3x) GCE, (3x) LCE), (3x) TMIC, (3x) IMLOC, C2TECOE/MISTC (29x) BSTX]; Graduation Rate (individual BSTP); Used Capacity; Number of participating units per year (collective BSTP)

Reporting Frequency

Quarterly

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Adequate facilities and maintenance to support training	I&L	Inability to meet MAGTF TP MCO C2 training requirements
2. JIIM participants in MAGTF exercises	JS J7, other services, SOCOM	Inability to achieve CT condition
3. Unit resourced with (trained) key billet holders	M&RA, (OPFOR)	Training objectives not optimized
4. Training organizations manned appropriately	M&RA, TECOM HQ	Training objectives not optimized

TASK CHARTER

Line of Effort 3: Provide standardized training to operate as a MAGTF in current and future environments

Major Objective 3.1: Provide standardized service-level training in accordance with MCO 3500.11

Critical Task 3.1.3: Plan, execute, sustain, and assess BSTP

Task 3.1.3.1: Execute, sustain, and assess/evaluate individual BSTP training

Condition: In a supervised, safe, and adequately resourced training environment replicating potential combat conditions.

Standard: Support OPFOR training throughput requirements in accordance with approved POI.

Lead: MAGTF-TC

Support: MCTOG, MCLOG, MAWTS-1, MSTPD (C2TECOE)

JCA

- 1 Force Support
- 1.2 Force Preparation
- 1.2.1 Training
- 1.2.2 Exercising

Linkage to Higher Guidance

37th CPG FRAGO 01/2016 (Specified, pg 8-9 "Our current schedule of major training events will all focus on building our maritime-based operational capability while providing venues for experimentation" and "...emphasize and increase opportunities to conduct force-on-force evolutions and operations within degraded environments...and challenge our Marines against a "thinking enemy" and maximize realism")

MCPC

- 460312 MAGTF-TC
- 460610 MSTP
- 461104 C2TECOE
- 660013 Marine Corps Tactics and Operations Group (MCTOG)
- 660013 Marine Corps Logistics Operations Group (MCLOG)
- 670104 Marine Aviation Weapons and Tactics Squadron 1 (MAWTS-1)

36th CPG (Specified, pg 8 "We will implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component")
FDSP (Specified, pg A-4 CT 3.11.1: "Execute and sustain the MAGTF training program")
Specified: NAVMC 3500.54_ C2 T&R Manual, MCO 3502.7 Marine Corps Ground Combat Element (GCE) Operations and Tactics Training Program, MCO 3502.7 Marine Corps GCE Operations and Tactics Training Program, NAVMC 3500.44_ Infantry T&R Manual (E-coded events), MCO 3500.11F MAGTF TP, MCO 3502.6 Marine Corps Force Generation Process
EF-21 DRAFT 2016 (Implied, pg 26 "Our professional development ... and garrison environment ... must be designed to ensure Marines at every echelon have a strong warfighting ethos and very high degrees of intellect, initiative, and professionalism")
Implied: MCO 3500.109 Marine Corps Aviation Weapons and Tactics Training Program

Performance Measures

Quality: Number of MAGTF personnel trained and evaluated to current POI, Appropriate training organization manning to support approved POI
Quantity: (3x) TMIC, (3x) IMLOC, (29x) C2TECOE/MISTC C2 courses, (2x) WTI individual training opportunities provided, Number of graduates vs total class size, Used Capacity

Reporting Frequency

Quarterly

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
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1. Adequate facilities and maintenance to support training	I&L	Inability to meet MAGTF TP MCO C2 training requirements
2. Unit participation and support per course	OPFOR	Inability to achieve annual throughput requirements
3. LVC support	TECD	Training objectives not optimized
4. JIIM participation in MAGTF exercises	JS J7, other services, SOCOM	Inability to achieve condition of the CT
5. Unit resourced with key billet holders and training organizations manned appropriately	M&RA, TECOM	Training objectives not optimized

TASK CHARTER

Line of Effort 3: Provide standardized training to operate as a MAGTF in current and future environments

Major Objective 3.1: Provide standardized service-level training in accordance with MCO 3500.11 F

Critical Task 3.1.3: Plan, execute, sustain, and assess BSTP

Task 3.1.3.2: Execute, sustain, and assess/evaluate collective BSTP training

Condition: In a supervised, safe, and adequately resourced training environment.

Standard: 50% of OPFORs are trained annually.

Lead: MAGTF-TC

Support: MCTOG, MCLOG, MAWTS-1, MSTPD (C2TECOE)

JCA

- 1 Force Support
- 1.2 Force Preparation
- 1.2.1 Training
- 1.2.2 Exercising

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 4-5 “Organize, train, and equip MAGTFs capable of winning in an information-denied / degraded environment” and “Objective: Deliberate organization, training, and equipping of Distributed Operations-capable MAGTFs that retain the ability to aggregate quickly when required”)
EF-21 DRAFT 2016 (Specified, pg 16 “each MEB CE will explore staff integration during training and exercises with its equivalent Navy headquarters”) and (Implied, pg 19 “Integrate the Naval force to fight at and from the sea”)
37th CPG FRAGO 01/2016 (Specified, pg 8-9 “Our current schedule of major training events will all focus on building our maritime-based operational capability while providing venues for experimentation” and “...emphasize and increase opportunities to conduct force-on-force evolutions and operations within degraded environments...and challenge our Marines against a “thinking enemy” and maximize realism”)
36th CPG (Specified, pg 8 “We will implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component”)
FDSP (Specified, pg A-4, CT 3.11.1: “Execute and sustain the MAGTF training program”)
Specified: NAVMC 3500.54_ C2 T&R Manual, MCO 3502.7 Marine Corps GCE Operations and Tactics Training Program, MCO 1500.53 MSTP, NAVMC 3500.44_ Infantry T&R Manual (E-coded events), MCO 3500.11F MAGTF TP, MCO 3502.6 Marine Corps Force Generation Process
Implied: MCO P3000.19 Marine Corps GCE Operations and Tactics Training Program, MCO 3500.109 Marine Corps Aviation Weapons and Tactics Training Program

MCPC

- 460312 MAGTF-TC
- 460610 MSTP
- 461104 C2TECOE
- 660013 Marine Corps Tactics and Operations Group (MCTOG)
- 660013 Marine Corps Logistics Operations Group (MCLOG)
- 670104 Marine Aviation Weapons and Tactics Squadron 1 (MAWTS-1)

Performance Measures

Quality: Number of MAGTF elements trained and evaluated to current POI, Training organization manning is appropriate to support approved POI
Quantity: (3x) TMIC, (3x) GCE, (3x) IMLOC, (3x) LCE, (29x) C2TECOE/MISTC BSTX, (2x) WTI, (1x) LSE, (3x) MEF/MEBEX collective training opportunities provided, Number of participating units per year

Reporting Frequency

Quarterly

DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. Adequate facilities and maintenance to facilitate training	I&L	Inability to meet MAGTF TP MCO C2 training requirements
2. Unit participation support per course	OPFOR	Inability to achieve annual throughput requirements
3. IA support per event	OPFOR	Training objectives not optimized
4. JIIM participants in MAGTF exercises	JS J7, other services, SOCOM	Inability to achieve condition of the CT
5. LVC support	TECD	Training objectives not optimized
6. Unit resourced with key billet holders	M&RA	Training objectives not optimized
7. Training organizations manned appropriately	M&RA, TECOM HQ	Training objectives not optimized

CRITICAL TASK CHARTER

Line of Effort 3: Provide standardized training to operate as a MAGTF in current and future environments

Major Objective 3.2: Establish individual and collective tasks that ensure standardization of training

Critical Task 3.2.1: Execute, sustain, and assess/evaluate the Marine Corps T&R Program

Condition: Advocate, OPFOR, and SME participation in accordance with Aviation and Ground T&R orders.

Standard: 100% currency achieved. Currency is defined when core METs and evaluation coded events are identified and all individual and unit training standards are validated.

Lead: MTESD

Support: OPFOR, FLCs, Advocates

JCA

- 1 Force Support
- 1.2 Force Preparation
- 1.2.1 Training

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 5 “Objective: A C2 architecture that allows mission relevant information requirements to be addressed and tracked across domains to enhance the commander’s ability to know and track mission readiness and capability”)

MCPC

- 660698 Training Support

EF-21 DRAFT 2016 (Specified, pg 26 "Our professional development (training, education, standards, and assignment patterns) and garrison environment...must be designed to ensure Marines at every echelon have a strong warfighting ethos and very high degrees of intellect, initiative, and professionalism")
37th CPG FRAGO 01/2016 (Specified, pg 5 “Assign all qualified Marines to previously restricted MOSs and units... continue to monitor in order to understand the impacts of our actions to units and individual Marines”) and (Implied, pg 9 “End state: A 21st century training and education continuum from Squad Leader equivalent to MAGTF commander that incorporates the best tenets of live and virtual 'reps and sets' in a parallel and complementary manner”)
Specified: MCO 1553.2 Management of Marine Corps Formal Schools and Training Detachments, MCO 1553.3 Unit Training Management Program, NAVMC 1553.1 Systems Approach to Training (SAT) Users' Guide, NAVMC 1553.2 Marine Corps Formal School Management Policy Guidance, MCO P3500.72 Marine Corps Ground T&R Program, MCO 3500.110 Policy and Guidance for Mission Essential Task List (METL) Development, Review, Approval, Publication, and Maintenance, NAVMC 3500.14 Aviation T&R Program

Performance Measures

Quality: Percent of T&R Manuals and POIs (MTESD Databases) current, Responsiveness to emergent Advocate/OPFOR requirements
Quantity: Percent of T&R Manuals modified and validated in accordance with 3 year life cycle

Reporting Frequency

Annual

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Validate training requirements	OPFOR, Advocates, FLC	Inability to keep training requirements current
2. Maintain collaborative database management support system (MCTIMS/MSHARP)	TECOM HQ, MCSC, DCA	Lagging integration of T&R tasks throughout the MAGTF

3. Update learning analysis of Individual Training events	FLC	Inability to train OPFOR Marines to current requirements
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CRITICAL TASK CHARTER

Line of Effort 3: Provide standardized training to operate as a MAGTF in current and future environments

Major Objective 3.3: Support force generation through the development and execution of pre-deployment training

Critical Task 3.3.1: Manage applicable programs and, when required, provide CCMD-specified requirements and MRX

Condition: Given a supervised, safe, and adequately resourced training environment.

Standard: In accordance with service-level requirements and service-level approved CCMD requirements.

Lead: G-3/5/7 COIB

Support: EOTGs, MAGTF-TC, C2TECOE, MSTPD (MEB/MEF level)

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training 1.2.2 Exercising</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 4 "Organize, train, and equip MAGTFs capable of winning in an information-denied / degraded environment")</i> <i>37th CPG FRAGO 01/2016 (Specified, pg 6, para 2 "Readiness is the result of a variety of actions; commitment by leadership, standards-based inspections, evaluated drills, and training exercises")</i></p>
<p>MCPC 460312 MAGTF-TC 460610 MSTP 461104 C2TECOE</p>	<p><i>36th CPG (Specified, pg 8 "Implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component")</i> <i>EF-21 DRAFT 2016 (Implied, pg 21 "... develop naval doctrine to address integrated, cross-domain operations and guide pre-deployment training to cultivate mission command, integrated littoral warfighting skills..." and "Support the force generation process through development and execution of a PTP")</i> <i>MCO 3502.6 Marine Corps Force Generation Process (Specified, pg 2, 12 "Mission: Enable the USMC Total Force to deploy mission-capable forces in support of CCDR requirements" and "Predeployment training execution")</i> <i>MCO 1500.53 MSTP (Specified, pg 2 "Mission: The MSTP will provide training in MAGTF operations across the ROMO, within ... a Joint and Combined Task Force environment to improve the warfighting skills of senior commanders and staffs")</i> <i>NAVMC 3500.54_ C2 T&R Manual (Specified, pg 1 "establish training standards, regulations, and policies regarding the training of Marine, Navy, Army, and Air Force personnel in the C2 community")</i> <i>MCO 3502.3_ MEU and MEUSOC PTP (Specified, pg 1 "Mission: ... support theater requirements of Geographic Combatant Commanders (GCC)")</i></p>

<p>Performance Measures Quality: PTP Toolkit operational and current; MAGTFFTP, MCREE, and MEU PTP MCOs current Quantity: Number of MRXs conducted against planned</p>

<p>Reporting Frequency Quarterly</p>

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Update and approve theater-specific requirements	CCMD, PP&O	Inability to achieve theater-specific training requirements

CRITICAL TASK CHARTER

Line of Effort 4: Leverage innovative technologies to enhance training and education

Major Objective 4.1: Increase skill levels and confidence of individuals and units through more repetitious and realistic training using modern simulations-based capabilities

Critical Task 4.1.1: Execute a simulations program that enhances individual and collective training

Condition: Simulators/simulations that meet the requirement for individual and collective T&R tasks.

Standard: Applicable T&R tasks performed (as detailed in each T&R Manual) for each fielded capability. All systems meet availability requirements.

Lead: TECD

Support: PMTRASYS, MCICOM/MCIs

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training 1.2.2 Exercising</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 4 “Organize, train, and equip MAGTFs capable of winning in an information-denied / degraded environment”)</i> <i>EF 21 DRAFT 2016 (Implied, pg 25 “Continue (recent large-scale MEB and amphibious) exercises such as these while simultaneously searching through our Marine and Navy component staffs for more efficiencies and new opportunities to conduct similar exercises when forward deployed”)</i> <i>37th CPG FRAGO 01/2016 (Specified, pg 3, 7-9 “Training, simulations, and experimentation (1 of 5 priorities)” and “Leverage virtual and constructive training environment and tools to train our MSCs and MSE HQ, focusing on our leaders” and “Enabled by technology, we will increase the amount of training each unit can accomplish to “increase the reps” in mentally and physically stressing environments for all elements of the MAGTF before they do so on the battlefield” and “Establish an experimentation roadmap to capitalize on existing and emerging technology and MAGTF level exercises to provide virtual training opportunities at Squad, Company, Battalion, Squadron, and MAGTF levels NLT end of FY17” and “End state: A 21st century training and education continuum from Squad Leader equivalent to MAGTF commander that incorporates the best tenets of live and virtual ‘reps and sets’ in a parallel and complementary manner”)</i> <i>36th CPG (Specified, pg 11 “Review our plan for live, virtual, and constructive training across the MAGTF, particularly focusing on leveraging modern immersive training and simulation technologies; support fielding systems that enhance our proficiency and safety in operating weapons and equipment”)</i> <i>FDSP (Specified, pg 10, A-5 “Provide and sustain innovative technologies and programs that enhance the effectiveness of training and education at home station and provide immersive environments that replicate the stress and demands of combat” and “Leverage modern immersive training and simulation technologies in order to ensure that Marines first encounter their tactical and ethical dilemmas in a simulated battlefield vice actual combat”)</i> <i>Specified: DOD Training Transformation (T2) Strategic Plan pg 12, 18; NDAA 2016 pg 426, 2431b</i></p>
<p>MCPC 460096 Indoor Simulated Marksmanship Trainer (ISMT) 460998 Combined Arms Command and Control Training Upgrade System (CACCTUS) 460708 Family of Convoy Training Systems (FCTS) 460904 Family of Egress Trainers (FET) 460210 USMC Operator Driver Simulator (ODS) 460410 Supporting Arms Virtual Trainer (SAVT) 460206 MAGTF Tactical Warfare Simulator (MTWS) 460104 Deployable Virtual Training Environment (DVTE) 460114 Force on Force 460910 Training Simulation</p>	

Support		
Performance Measures <i>Quality: 80% eligible individual and collective T&R tasks (as assessed by SAWG) trained (partially or fully) via simulation; How well does the capability accomplish specific T&R tasks, per the Verification, Validation & Accreditation Report (VV&A), Ability to meet the OPFORs' requirements per the T&R Manuals</i> <i>Quantity: 80% simulator availability; Unit throughput (actual vs requirements), Individual Marine throughput (number of hours used against number of hours available)</i>		Reporting Frequency <i>Semi-Annual</i>
DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. Assessment of simulators against training standards	OPFOR, Advocates, MTESD	Inability to validate simulation
2. Configuration control boards	PMTRASYS, OPFOR, Advocates	Inability for system to meet operational requirement
3. Installation function management	MCICOM	Inability to provide capability
4. Engineering and sustainment of system	PMTRASYS	Degraded training system

CAPABILITY GAP CHARTER

Line of Effort 4: Leverage innovative technologies to enhance training and education

Major Objective 4.1: Increase skill levels and confidence of individuals and units through more repetitious and realistic training using modern simulations-based capabilities

Critical Task 4.1.1: Execute a simulations program that enhances individual and collective training

Capability Gap 4.1.1G-a: Federate live, virtual, and constructive systems in order to create and expand scalable collective training opportunities (locally, regionally, and globally)

Lead: TECD	Support: OPFOR, MCICOM, C4I, PMTRASYS, TECOM G3/5/7, MTESD	
JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training	Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 4 “Organize, train, and equip MAGTFs capable of winning in an information-denied / degraded environment”)</i> <i>EF 21 DRAFT 2016 (Implied, pg 25 “Continue (recent large-scale MEB and amphibious) exercises such as these while simultaneously searching through our Marine and Navy component staffs for more efficiencies and new opportunities to conduct similar exercises when forward deployed”)</i> <i>37th CPG FRAGO 01/2016 (Specified, pg 3, 7-8-9 "Training, simulations, and experimentation (1 of 5 priorities)" and "Leverage virtual and constructive training environment and tools to train our MSCs and MSE HQ, focusing on our leaders" and "Enabled by technology, we will increase the amount of training each unit can accomplish to "increase the reps" in mentally and physically stressing environments for all elements of the MAGTF before they do so on the battlefield" and “End state: A 21st century training and education continuum from Squad Leader equivalent to MAGTF commander that incorporates the best tenets of live and virtual 'reps and sets' in a parallel and complementary manner”)</i> <i>36th CPG (Specified, pg 11 “Review our plan for live, virtual, and constructive training across the MAGTF, particularly focusing on leveraging modern immersive training and simulation technologies; support fielding systems that enhance our proficiency and safety in operating weapons and equipment”)</i> <i>FDSP (Specified, pg 10, A-5 "Provide and sustain innovative technologies and programs that enhance the effectiveness of training and education at home station and provide immersive environments that replicate the stress and demands of combat" and "Leverage modern immersive training and simulation technologies in order to ensure that Marines first encounter their tactical and ethical dilemmas in a simulated battlefield vice actual combat")</i> <i>Specified: DOD Training Transformation T2 Strategic Plan pg 12, 18; NDAA 2016 pg 426, 2431b</i>	
MCPC 460510 Squad Immersive Training Environment (SITE) 460998 CACCTUS 460410 SAVT 460206 MTWS 460104 DVTE 460708 Combat Convoy Simulator (CCS)		
Performance Measures Progress: On time delivery of capability to POA&M Quality: 80% of eligible individual and collective T&R tasks (as assessed by the SAWG) trained (partially or fully) via simulation Quantity: 80% simulator availability	Reporting Frequency Milestone Dependent	
Current State	Time Horizon (Near/Mid/Far):	

Currently most M&S training systems have a standalone configuration and are not federated.	Far	
<p>End State A federation of selected LVC systems that provide expanded and scalable collective training opportunities locally (e.g., home station training), regionally, and globally. Collective training opportunities range from JTAC and pilot (e.g., SAVT connected to air platform simulator) training to MAGTF level training.</p> <p>Federating systems will provide the following benefits:</p> <ul style="list-style-type: none"> - Increase training reps at a lower cost - Reduce planning time for exercises (through exercise design and control tools) - Overcome training constraints (lethality/complexity of weapon systems, safety, competing for training/maneuver areas, environmental) - Increase training complexities for commanders and staffs - Allow multiple participants/sims to operate in the same live/synthetic battlespace - Create and expand collective training opportunities - Build habitual relationships 	<p>POA&M SEP 2016 - Costing Data 2017 - MROC approves Capability Development Document 2018 - Begin Federating Systems 2021 - IOC 2023 - FOC</p>	
DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. JCIDS requirements Doc (CDD) approved	MROC	No authority to federate
2. Approved materiel solutions	PM TRASYS/MCSC	No solution to federate
3. Infrastructure	MCICOM	No supporting infrastructure to federate
4. Network and IA certifications	MCSC, C4I	No approved C4 infrastructure
5. Approved policy and doctrine	CD&I (CDD)	No governance documentation

CAPABILITY GAP CHARTER

Line of Effort 4: Leverage innovative technologies to enhance training and education

Major Objective 4.1: Increase skill levels and confidence of individuals and units through more repetitious and realistic training using modern simulations-based capabilities

Critical Task 4.1.1: Execute a simulations program that enhances individual and collective training

Capability Gap 4.1.1G-b: Develop a strategy for improving the integration of T&R standards, ground training systems, and live training

Lead: TECD

Support: OPFOR, Advocates, MCICOM, C4I, PMTRASYS, TECOM G3/5/7, MTESD

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 4 "Organize, train, and equip MAGTFs capable of winning in an information-denied / degraded environment")

EF 21 DRAFT 2016 (Implied, pg 25 "Continue (recent large-scale MEB and amphibious) exercises while simultaneously searching through our Marine and Navy component staffs for more efficiencies and new opportunities to conduct similar exercises when forward deployed")

MCPC
TBD

37th CPG FRAGO 01/2016 (Specified, pg 3, 7-9 "Training, simulations, and experimentation (1 of 5 priorities)" and "Leverage virtual and constructive training environment and tools to train our MSCs and MSE HQ, focusing on our leaders" and "Enabled by technology, we will increase the amount of training each unit can accomplish to "increase the reps" in mentally and physically stressing environments for all MAGTF elements prior to the battlefield" and "Establish an experimentation roadmap to capitalize on existing and emerging technology and MAGTF level exercises to provide virtual training opportunities at Squad, Company, Battalion, Squadron, and MAGTF levels NLT end of FY17" and "End state: A 21st century training and education continuum from Squad Leader equivalent to MAGTF commander that incorporates the best tenets of live and virtual 'reps and sets' in a parallel and complementary manner")

36th CPG (Specified, pg 11 "Our investment in training systems will ...be fully integrated with T&R standards")

FDSP (Specified, pg 10, A-5 "Provide and sustain innovative technologies and programs that enhance the effectiveness of training and education at home station and provide immersive environments that replicate the stress and demands of combat" and "Leverage modern immersive training and simulation technologies in order to ensure that Marines first encounter their tactical and ethical dilemmas in a simulated battlefield vice actual combat")

NDA 2016 (Specified, pg 426, 2431b Risk management)

Performance Measures

Progress: On time delivery of capability to POA&M

Quality: 80% of eligible individual and collective T&R tasks (as assessed by the SAWG) trained (partially or fully) via simulation

Quantity: TBD

Reporting Frequency

Milestone Dependent

Current State

Current systems have standalone configurations and do not reflect requirements identified in EF21

Time Horizon (Near/Mid/Far):

Near

End State Systems that address requirements of future capabilities and operating environments, facilitate repetitive training, increase realism, and provide progressive and challenging training opportunities		POA&M TBD
DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. TBD		

CRITICAL TASK CHARTER

Line of Effort 4: Leverage innovative technologies to enhance training and education

Major Objective 4.2: Provide ranges and training areas that meet OPFOR live training requirements

Critical Task 4.2.1: Execute a range program that ensures the modernization, recapitalization, and sustainment of Marine Corps ranges

Condition: Given a supervised, safe, and adequately resourced training environment. This includes: training systems maintenance and recapitalization sufficiently resourced to preserve currently fielded training capabilities. Range modernization sufficiently resourced to meet emerging operational requirements and address existing capability deficiencies. Range management / planning, operations, and safety are sufficiently resourced to preserve training capacity for OPFOR at all installations.

Standard: Objective met when range complex capabilities evaluated in the SRR/DRRS are rated partially (SRR 7 of 10) or fully (SRR 9 of 10) mission capable.

Lead: TECD RTAM

Support: PMTRASYS, MCICOM/MCBs

JCA

- 1 Force Support
- 1.2. Force Preparation
- 1.2.1. Training
- 1.2.2. Exercising

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Implied, pg 1 "The integration of ISR, unmanned systems, lethal long range weapons, and information warfare is the new norm in warfare")
NDAA 2003 Section 366, renewed in 2013, section 311 (Implied, "(DoD will) develop and submit to Congress a comprehensive plan to address training constraints caused by limitations on the use of available military lands, marine areas, and airspace, in the United States and overseas")
EF-21 DRAFT 2016 (Implied, pg 17 " To Marines, being expeditionary involves an institutional ethos and predisposition that influences every aspect of organization, training, and equipment. This ethos has been deliberately cultivated and exploited by Marine leaders for generations and must guide our capability development and force design efforts. It connotes more than the mere ability to deploy overseas when needed. Being expeditionary is an institutional imperative that acknowledges the necessity to be ready, build understanding, deploy rapidly, arrive quickly, begin operating immediately, and to employ combined arms and maneuver warfare to create advantage")
37th CPG FRAGO 01/2016 (Specified, pg 9 "End state: A 21st century training and education continuum from Squad Leader equivalent to MAGTF commander that incorporates the best tenets of live and virtual 'reps and sets' in a parallel and complementary manner")
36th CPG (Implied, pg 11 "Our investment in training systems will reflect the priority we place on preparing for combat and be fully integrated with training and readiness standards")
Specified: MCO 3000.13 DRRS SOP, MCO 3550.10 Range and Training Area Management, MCRP 3-OC

MCPC

- 460105 Range
- Modernization/Transformation

Performance Measures

Quality: Annual sustainable ranges report (SRR) provides the Marine Corps' RTA capability assessment (FMC, PMC, NMC) against 13 capability attributes; Range capabilities and capacity as measured against MCRP 3-OC standards; Quarterly installation commander DRRS report provides commanders' assessments

Reporting Frequency

Quarterly (DRRS)
 Annual (SRR and MCSHA)

Quantity: Range and training area capability satisfies 90% of blocks 1-4 training requirements for tenant units (MCSHA), Installation ranges meet OPFOR requirements (throughput capacity) per MCO 3550.10, RTA portfolio and gaps per MCRP 3-OC/RCMPs	
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Provide validated training requirements	OPFOR, Advocates	Inability to provide relevant capability
2. Provide base operations support	MCICOM	Inability to safely operate ranges, meet capacity requirements, and access ranges and training systems for maintenance
3. Provide installation communications infrastructure	MCICOM	Inability to schedule and train safely
4. Provide contractual support to sustain range training systems	PMTRASYS, Engineering Commands	Degraded training systems

CAPABILITY GAP CHARTER

Line of Effort 4: Leverage innovative technologies to enhance training and education

Major Objective 4.2: Provide ranges and training areas that meet OPFOR live training requirements

Critical Task 4.2.1: Execute a range program that ensures the modernization, recapitalization, and sustainment of Marine Corps ranges

Capability Gap 4.2.1G-a: Modernize ranges in order to close gaps in MAGTF core competencies

Lead: TECD	Support: PMTRASYS, NAVAIR, NAVFAC, NSWC Corona, MCICOM (MCIs)	
JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training 1.2.2 Exercising	Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Implied, pg 1-3 "...for the first time in decades, US forces may have to fight for air superiority" and "Marines will continue to operate as part of a forward naval expeditionary force, a crisis response force, and entry force, and ...a force capable of conducting sustained operations ashore. We do not have the luxury of focusing on one identify, paradigm, or capability" and "Objective: MAGTFs capable of participating in sea denial, sea control, and/or defense of key terrain from adversary maneuver employing land-based or sea-based denial capabilities including mines, submarines, coastal defense capabilities, FAC/FIAC and/or dispersed shore-based expeditionary aviation")</i> <i>NDA 2003 Section 366, renewed in 2013, section 311 (Implied, "(DoD will) develop and submit to Congress a comprehensive plan to address training constraints caused by limitations on the use of available military lands, marine areas, and airspace, in the United States and overseas" and "Increase opportunities in training for small unit leaders to exercise the tenets of Maneuver Warfare")</i> <i>EF-21 DRAFT 2016 (Implied, pg 24 " ...continue to organize and train our maneuver forces as infantry-centric elements that are supported by air and ground mobility and fires systems")</i> <i>Specified: MCO 3000.13 DRRS SOP, MCO 3550.10 Range and Training Area Management</i>	
MCPC 460105 Range Modernization/Transformation		
Performance Measures <u>Progress:</u> On time delivery of capability to POA&M <u>Quality:</u> Annual SRR provides the Marine Corps' RTA capability assessment (FMC, PMC, NMC) against 13 capability attributes, Quarterly DRRS report provides commanders' assessments <u>Quantity:</u> Range and training area capability satisfies 90% of blocks 1-4 training requirements for tenant units (MCSHA), Installation ranges meet OPFOR requirements (throughput capacity) (MCO 3550.10 (draft))		Reporting Frequency Milestone Dependent
Current State Minimal modernization currently to expand range operations at Townsend Bombing Range (restored by CEAB/RMD). Current deficiencies, as identified in the SRR, remain. MAGTF core competency gaps (e.g. Realistic Visit, Board, Search, Seizure (VBSS) Training System, and Advanced Interactive Live Targetry) will not be provided.		Time Horizon (Near/Mid/Far): N/A
End State Sufficiently resourced to sustain and recapitalize existing RTA inventory while remaining robust and		POA&M POM Process

agile enough to meet emerging operational requirements.		
DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. Provide validated training requirements	OPFOR, Advocates	Inability to provide correct capability
2. Provide installation function management	MCICOM	Inability to safely execute combat readiness training and evaluation
3. Sustain RTA systems	PMTRASYS, Engineering Commands	Degraded training systems

CRITICAL TASK CHARTER

Line of Effort 4: Leverage innovative technologies to enhance training and education

Major Objective 4.3: Enhance student learning at FLCs through the use of technology

Critical Task 4.3.1: Provide modern information technologies to all TECOM classrooms in support of CDDs and POIs

Condition: Electronic infrastructure necessary to enable enhanced student learning across the training and education curriculums.

Standard: Increase effectiveness and efficiency rate of student learning through robust, reliable, and compatible interfaces.

Lead: G-6

Support: MSTPD, TRNGCMD, EDCOM, MAGTF-TC, MCRDs PI and SD

<p>JCA 1 Force Support 1.2.Force Preparation 1.2.1. Training</p>	<p>Linkage to Higher Guidance <i>37th CMC FRAGO-1 (Specified, pg 8 “Provide opportunities to experiment and work with the latest technological advances; aggressively experiment, testing new concepts and capabilities, within existing training venues and developing emerging venues where appropriate”)</i></p>
<p>MCPC 460109 Formal Schools Technical Refresh</p>	<p><i>36th CPG (Specified, pg 11-12 “Review our plan for live, virtual, and constructive training across the MAGTF, particularly focusing on leveraging modern immersive training and simulation technologies; support fielding systems that enhance our proficiency and safety in operating weapons and equipment. Our investment in training systems will reflect the priority we place on preparing for combat and be fully integrated with T&R standards” and “ensure we are organizing, training, and equipping our MAGTFs for ongoing changes in C2 systems and situational awareness tools including those on naval and aviation platforms”)</i> <i>FY15 NDAA (Specified, Title VIII, Subtitle D, Sections 831-837 “enhanced transparency in IT investments, portfolio review, ...”)</i></p>

Performance Measures
Quality: Level of support across Marine Corps training and education continuum: TECOM HQ Divisions, TRNGCMD, EDCOM, MAGTF-TC, and MCRDs; IT requirements validated annually for FLCs / school house
Quantity: Number of modernized classrooms/computer assets available through the FSTR 36-month refresh cycle

Reporting Frequency
 Quarterly (inventory)
 Annual (requirements validation)

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Provide validated IT requirements	FLCs, TRNGCMD	Inability to provide required IT capabilities in classrooms
2. Provide shipment of IT assets in support of FLCs	MCSC	Delayed delivery of IT capabilities to FLCs and computer labs
3. Sustain 36-month hardware refresh cycle	MCSC	Expired or unavailable warranties; degraded training quality
4. Address cyber security concerns per HHQ guidance	HQMC C4 (MCEN C&A)	Unprotected IT systems from cyber threats

CRITICAL TASK CHARTER

Line of Effort 4: Leverage innovative technologies to enhance training and education

Major Objective 4.4: Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training

Critical Task 4.4.1: Field and maintain complex situational training capabilities in order to improve skills training for individual, collective, and MAGTF elements

Condition: Immersive training environments include: a wide range of demographics, infrastructure, governance, media, and culture; a full range of scalable adversaries (nation-state, non-state, and hybrid); and a controlled environment that allows for on-the-spot correction or a detailed debriefing of training audience performance.

Standard: Complex situational training capabilities available to 90% of MAGTF elements and meet required training events.

Lead: TECD

Support: PMTRASYS, MCICOM/MCBs

JCA

- 1 Force Support
- 1.2. Force Preparation
- 1.2.1. Training
- 1.2.2. Exercising

Linkage to Higher Guidance

NDAA 2003 Section 366, renewed in 2013, section 311 (Implied. Requires DoD to develop and submit to Congress a comprehensive plan to address training constraints caused by limitations on the use of available military lands, marine areas, and airspace in the U.S. and overseas)
Service Strategy DRAFT v9.3 (Implied, pg 3 "Facilitate rapid decision making, removal of obstacles to intellectual curiosity or the freedom to challenge existing paradigms, and support the delivery of readiness")
37th CPG FRAGO 01/2016 (Specified, pg 7-9 " Enabled by technology, we will increase the amount of training each unit can accomplish to "increase the reps" in mentally and physically stressing environments for all elements of the MAGTF before they do so on the battlefield" and "A 21st century training and education continuum from 'Squad Leader equivalent to MAGTF commander' that incorporates the best tenets of live and virtual 'rep and sets' in a parallel and complementary manner")
Specified: MCO 3000.13 DRRS SOP, MCO 3502.6 Marine Corps Force Generation Process, MARADMIN 740/07 Pre-deployment Toolkit

MCPC

460510 SITE

Performance Measures

Quality: Number of training scenarios met as developed by OPFOR and TSC (TSCs to execute) against total scenarios; 90% of immersive training environments able to provide the following 10 elements: training site/mobile site, visual stimulators, sound generation, smells, battlefield effects simulators, role players, scenario development planning, scenario execution, instrumentation, and after action capture and review capability

Quantity: Number of Marines trained to individual and collective training standards using immersive environments (versus not), including HST; Number of SLTEs using forms of immersive environments; Increase in amount of training each unit can accomplish

Reporting Frequency

Quarterly (DRRS)
 Annually (MCSHA)

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Assess simulators against training standards	OPFOR, Advocates, MTESD	Potential for negative training
2. Provide installation management functions	MCICOM	Inability to safely execute and sustain combat readiness and training evaluation

CAPABILITY GAP CHARTER

Line of Effort 4: Leverage innovative technologies to enhance training and education

Major Objective 4.4: Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training

Critical Task 4.4.1: Field and maintain complex situational training capabilities in order to improve individual and collective tactical and technical skills

Capability Gap 4.4.1G-a: Explore ways to add augmented reality to live training in order to deliver more complex and realistic training

Lead: TECD

Support: PMTRASYS, MCICOM/MCBs, MAGTF-TP, OPFORs

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance
Service Strategy DRAFT v9.3 (Specified, pg 5 "Objective: Augmented intelligence systems in support of rapid cognition and enhanced decision making")
37th CPG FRAGO 01/2016 (Specified, pg 3, 7-8 "Training, simulations, and experimentation (1 of 5 priorities)" and "Leverage virtual and constructive training environment and tools to train our MSCs and MSE HQ, focusing on our leaders" and "Enabled by technology, we will increase the amount of training each unit can accomplish to "increase the reps" in mentally and physically stressing environments for all elements of the MAGTF before they do so on the battlefield")
36th CPG (Implied, pg 8-10 " The TEEP will be a comprehensive planning document that informs the synchronization of our manning, training, equipping, and experimentation efforts..." and "the quality and focus of our exercise and experimentation programs are critical to our readiness, relevance, and success today and in the future") and (Specified, pg 11 "Review our plan for live, virtual, and constructive training across the MAGTF, particularly focusing on leveraging modern immersive training and simulation technologies; support fielding systems that enhance our proficiency and safety in operating weapons and equipment")
FDSP (Specified, pg 10, A-5 "Provide and sustain innovative technologies and programs that enhance the effectiveness of training and education at home station and provide immersive environments that replicate the stress and demands of combat" and "Leverage modern immersive training and simulation technologies to ensure Marines first encounter their tactical and ethical dilemmas in a simulated battlefield vice actual combat")
Specified: MCO 3000.13 DRRS SOP, MCO 3502.6 Marine Corps Force Generation Process, MARADMIN 740/07 Pre-deployment Toolkit
Implied: NDAA 2003 Section 366, renewed in 2013, section 311

MCPC
TBD

Performance Measures
Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency
Milestone Dependent

Current State
Limited opportunities for immersive training, primarily at IITs

Time Horizon (Near/Mid/Far):
Near

End State Increase immersive training opportunities with a focus at Battalion level and below. Provide realistic conditions that simulate the operating environments and provide for progressive training in increasingly challenging scenarios		POA&M TBD
DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. TBD		

CRITICAL TASK CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.1: Provide lessons learned to the service in order to drive corrective actions

Critical Task 5.1.1: Execute a lessons learned program

Condition: In an adequately resourced and command supported environment.

Standard: In accordance with service and CJCS guidance.

Lead: G-3/5/7 with MSTPD

Support: All TECOM directorates, OPFOR commands, and supporting establishment

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training 1.2.2 Exercising 1.2.3 Educating 1.2.4 Doctrine 1.2.5 Lessons Learned 1.2.6 Concepts 1.2.7 Experimentation</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3 "...our service will adapt and innovate by placing recent operations under critical examination for lessons learned...Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms")</i> <i>EF-21 DRAFT 2016 (Implied, pg 2, 13, 23 "Begin the process of evolving the MEU to accommodate operating in a disaggregated manner with prepositioned equipment, expeditionary basing, complementary force packages, and alternative platforms" and "Emphasizes critical thinking to understand root causes of complex problems and avoid attacking symptoms" and "Explore tools and methods to identify, in terms of ourselves as well as our adversaries, the strengths, weaknesses, threats, and opportunities in the information environment")</i> <i>37th CPG FRAGO 01/2016 (Specified, pg 8, 12 "Capture what is being done now and across the force and training establishment, integrate those actions today, and incorporate a path forward to capitalize on emerging technologies and future opportunities" and "Set measures of effectiveness and conduct continual assessment in order to adjust our course")</i> <i>36th CPG (Specified, pg. 10 "With top-down guidance and a mature process for harvesting and incorporating lessons learned, we can better shape and leverage ongoing exercises (without increasing optempo)")</i> <i>FDSP (Specified, pg A-5, CT 3.13.1: "Execute a lessons learned program")</i> <i>Specified: CJCSI 3150.25E Joint Lessons Learned Program, MCO 3504.1 Marine Corps Lessons Learned Program</i></p>
<p>MCPC 660309 Marine Corps Center for Lessons Learned (MCCLL)</p>	

<p>Performance Measures <u>Quality:</u> <i>Timely and relevant MCLLP injects to inform service advocacy processes and decisions, and force planning and execution of operations and exercises</i> <u>Quantity:</u> <i>Number of collections and products, Number and Percent of Command Lesson Managers, Number of AARs databased</i></p>	<p>Reporting Frequency Annual</p>
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. Units participate in MCLLP (AAR/collections)	OPFOR, support establishment	Inability to capture and learn from lessons
2. Resource and fund program	TECOM HQ	Inability to capture and learn from lessons

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area A: Enhance individual Marine capabilities

Capability Gap 5.2.xG-FAA1: Improve memory, calculating, reasoning, problem solving, and decision making

Lead: G-3/5/7 **Support:** EDCOM, TRNGCMD, MAGTF-TC, MTESD, TECD, OPFORs, MCWL

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 1, 3-4, “The future of our nation rests upon our ability to out-think our foes” and “Objective: Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment” and “Objective: Establish a means to harness the innovative potential of the individual Marine”) and (Implied, pg 5 “Objective: Augmented intelligence systems in support of rapid cognition and enhanced decision making”)</i> <i>37th CPG FRAGO 01/2016 (Implied, pg 12 “Doing what we do differently will require adaptation which can only result from fresh thinking that follows a disciplined concept-wargame-experiment-exercise path”)</i> <i>36th CPG (Specified, pg 11 “We will prioritize the fielding of capabilities that support MAGTF integration and the development of resilient leaders and sound tactical and ethical decision making at the small unit level”)</i></p>
<p>MCPC TBD</p>	

<p>Performance Measures <i>Progress: On time delivery of capability to POA&M</i> <i>Quality: TBD</i> <i>Quantity: TBD</i></p>	<p>Reporting Frequency <i>Milestone Dependent</i></p>
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<p>Current State TBD – Will be defined through Warfighting Challenges efforts</p>	<p>Time Horizon (Near/Mid/Far): Mid</p>
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<p>End State TBD – Will be defined through Warfighting Challenges efforts</p>	<p>POA&M TBD</p>
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DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area A: Enhance individual Marine capabilities

Capability Gap 5.2.xG-FAA2: Improve Marines' ability to exercise Commander's Intent and their agility to respond to changing conditions

Lead: G-3/5/7

Support: TRNGCMD, MAGTF-TC, EDCOM, MTESD, TECD, OPFORs

JCA

1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 3-5 "Objective: Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment") and (Implied, pg 5 "Objective: Augmented intelligence systems in support of rapid cognition and enhanced decision making")

MCPC

TBD

EF 21 DRAFT 2016 (Specified, pg 11, 13, 22, 26-27 "Enable Marines at every echelon to understand multidimensional problems and take considered approaches to their resolution" and "Marine forces must have two characteristics...flexibility to choose from a range of response options... and critical thinking to understand the underlying source of friction and resolve the problem at the lowest possible level of escalation" and "leaders at all levels must be willing to accept mistakes as a cost of exercising initiative and a bias towards action" and "Marines at every echelon must be capable of executing their missions working from an understanding of commander's intent and gaining situational awareness through basic military reconnaissance and scouting techniques")
37th CPG FRAGO 01/2016 (Specified, pg 8 "In all training, emphasize decentralizing authority and placing accountability down to the lowest level of leadership - to train as we fight")

Performance Measures

Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency

Milestone Dependent

Current State

TBD – Will be defined through Warfighting Challenges efforts

Time Horizon (Near/Mid/Far):

Mid

End State

TBD – Will be defined through Warfighting Challenges efforts

POA&M

TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area A: Enhance individual Marine capabilities

Capability Gap 5.2.xG-FAA3: Encourage Marines to apply their training and education to devise creative solutions and operate effectively in complex environments

Lead: G-3/5/7

Support: TRNGCMD, EDCOM, MAGTF-TC, MTESD, OPFORs

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance
Service Strategy DRAFT v9.3 (Specified, pg 3-4, 6 “Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms” and “Objective: Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized” and “Objective: Integrated and unified naval forces that have freedom of action to conduct decisive military operations in contested urban littorals across the ROMO”)
37th CPG FRAGO 01/2016 (Specified, pg 5, 12 “Recognize, promote, and retain those who are most competent, mature, capable, innovative leaders” and “Continue striving to do what we do today better, but also ... consider how these same tasks might be done differently” and “Invigorate experimentation of new concepts and capabilities during scheduled training events” and “Innovation necessitates making hypotheses about the future operating environment that are then tested for validity...This “disruptive” mindset must be pursued and fostered when found, or it will not sustain itself within our bureaucracy”) and (Implied, pg 4 “Maintain a force of the highest quality that is smart, resilient, fit, disciplined, able to adapt to uncertainty and the unknown; Recruiting and retaining quality men and women of character is our highest priority”)
36th CPG (Specified, pg 10 “(Through experimentation), develop and nurture the intellectual energy, innovation, and creativity that will enable the Marine Corps to lead tactical and operational innovation”)

MCPC
TBD

Performance Measures
Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency
Milestone Dependent

Current State
TBD – Will be defined through Warfighting Challenges efforts

Time Horizon (Near/Mid/Far):
Mid

End State
TBD – Will be defined through Warfighting Challenges efforts

POA&M
TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area A: Enhance individual Marine capabilities

Capability Gap 5.2.xG-FAA4: Develop, enhance, and sustain programs that promote personal physical and mental health – sports medicine, nutrition, fitness, mental, social, psychological, and emotional

Lead: G-3/5/7	Support: MCRDs PI and SD, TRNGCMD, EDCOM, MTESD, CD&I, M&RA, PP&O, MAGTF-TC, MTESD, OPFORs, Family Readiness Programs, BUMED
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<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training</p> <p>MCPC TBD</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 3 “Support efforts (to enable rapid decision making) with physically demanding standards that improve individual functional fitness and practices to harden and develop resiliency within every Marine”)</i> <i>EF-21 DRAFT 2016 (Specified, pg 6 “Psychologically screen potential recruits and those undergoing initial training to better predict resiliency of recruits and their probability of successfully completing an enlistment”)</i> <i>37th CPG FRAGO 01/2016 (Specified, pg 2, 4, 7 “Maintain a force of the highest quality which is smart, resilient, fit, disciplined, and able to adapt to uncertainty and the unknown; recruiting and retaining quality men and women of character is our ... highest priority” and “...continue to take care of and support our families, wounded, injured, and all inactive Marines” and “Increase the number of deployable and ready Marines across the Force, decreasing those injured during training; address destructive behaviors” and “Establish a Force Fitness Instructor Program assigned at company, battery, squadron level no later than end of FY17...ensure physical and mental resilience”)</i> <i>36th CPG (Specified, pg 7, 8 “Enhance psychological screening to augment our testing of physical and mental aptitude” and “(Wounded Warrior Program)...the goal is the swift return of our wounded, ill, and injured Marines to duty or to support their transition to civilian employment” and “All Marines and Marine units are physically and mentally ready to deploy...”)</i></p>
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<p>Performance Measures <i>Progress: On time delivery of capability to POA&M</i> <i>Quality: TBD</i> <i>Quantity: TBD</i></p>	<p>Reporting Frequency <i>Milestone Dependent</i></p>
<p>Current State <i>TBD – Will be defined through Warfighting Challenges efforts</i></p>	<p>Time Horizon (Near/Mid/Far): Mid</p>
<p>End State <i>TBD – Will be defined through Warfighting Challenges efforts</i></p>	<p>POA&M TBD</p>

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area B: Improve unit level training

Capability Gap 5.2.xG-FAB1: Train Marines to win in degraded conditions and/or environments during SLTEs

Lead: G-3/5/7

Support: MAGTF-TC, TECD, MSTP

JCA

- 1 Force Support
- 1.2 Force Preparation
- 1.2.1 Training

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 2-3 "...as adversaries continue to develop and employ A2AD capabilities as part of an active defense-in-depth, expeditionary forces will need to possess the capability, equipment, and training to create gaps and exploit seams in the contested littorals for the larger naval or joint force" and "Objective: Organize, train, and equip MAGTFs capable of winning in an information-denied or information-degraded environment")

37th CPG FRAGO 01/2016 (Specified, pg 8, "Training will emphasize the basics: combined arms, use of weapons and systems, expeditionary operations; but must reemphasize operations in degraded C4I environments, camouflage/deception, operations at night, operations in a nuclear, biological, and chemical (NBC) environments, and decision making in rapidly unfolding and uncertain conditions" and "In all training, emphasize decentralizing authority and placing accountability down to the lowest level of leadership - to train as we fight")

36th CPG (Implied, pg 10 "...the quality and focus of our exercise and experimentation programs is critical to our readiness, relevance, and success today and in the future" and "Our service-level exercise priorities for 2015-2016 will focus on how we will fight from the sea in this A2D2 threat environment")

MCPC

TBD

Performance Measures

Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency

Milestone Dependent

Current State

TBD – Will be defined through Warfighting Challenges efforts

Time Horizon (Near/Mid/Far):

Mid

End State

TBD – Will be defined through Warfighting Challenges efforts

POA&M

TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area B: Improve unit level training

Capability Gap 5.2.xG-FAB2: Ensure free play force-on-force exercises in realistic environments are included as part of unit training

Lead: G-3/5/7

Support: MAGTF-TC, TECD, MSTP, MTESD, OPFORs

JCA

1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance

Service Strategy DRAFT v9.3 (Specified, pg 3, 6 “Our performance as an expeditionary force must be underpinned by the philosophy of maneuver warfare with a reliance on rapid and opportunistic decision making and action...Maneuver warfare requires a command climate which rewards initiative and tolerates mistakes” and “Increase opportunities in training for small unit leaders to exercise the tenets of Maneuver Warfare” and “Integrate and unify naval forces that have freedom of action to conduct decisive military operations in contested urban littorals across the ROMO”)
EF-21 DRAFT 2016 (Implied, pg 5, 27 “Expert in outthinking, outpacing, and overwhelming any opponent by embracing a modern approach to leveraging the principles of maneuver warfare in all domains, and pushing comprehensive combined arms capability sets down to the tactical edge - whether the rifle company, engineer platoon, or rifle squad leader” and “...leaders at all levels must be willing to accept mistakes as a cost of exercising initiative and a bias towards action”)
37th CPG FRAGO 01/2016 (Specified, pg 8-9, “Emphasize and increase opportunities to conduct force-on-force evolutions and operations within degraded environments in our training in order to challenge Marines against a “thinking enemy” and maximize realism”)

MCPC

TBD

Performance Measures

Progress: On time delivery of capability to POA&M
Quality: Unit competition (to reward innovation as part of the exercise)
Quantity: Number of free play force-on-force unit-level exercises offered per unit, Average number of free play force-on-force unit-level exercises Marines participate in per year

Reporting Frequency

Milestone Dependent

Current State

TBD – Will be defined through Warfighting Challenges efforts

Time Horizon (Near/Mid/Far):

Mid

End State

TBD – Will be defined through Warfighting Challenges efforts

POA&M

TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area B: Improve unit level training

Capability Gap 5.2.xG-FAB3: Improve support to Home Station Training (HST) and ensure a progressive unit training continuum that logically ties in with MAGTFTP

Lead: G-3/5/7

Support: MTESD, EDCOM, TRNGCMD, OPFORs, MAGTF-TC

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance
Service Strategy DRAFT v9.3 (Implied, pg 3 “Identify points of complementary function and necessary redundancy (with other services and SOCOM across the ROMO and all operational phases) to enable flexibility and effective operational response”) and (Specified, pg 3, 4 “Increase opportunities in training for small unit leaders to exercise tenets of Maneuver Warfare” and “OPFOR and Supporting Establishment in a steady condition of readiness (80% C2/T2) for Core missions and able to transition to assigned missions for response to emergent requirements”)
EF-21 DRAFT 2016 (Implied, pg 2 “Adjust our posture to maintain one-third of our operating forces forward”)
37th CPG FRAGO 01/2016 (Specified, pg 8 “Capture what is being done now and across the force and training establishment, integrate those actions today, and incorporate a path forward that will capitalize on emerging technologies and future opportunities” and “leverage a virtual and constructive training environment and tools to train our MSC, MSE, HQ, focusing on our leaders...to increase the amount of training each unit can accomplish...” and “Decrease centralized proscribed training requirements to accomplish METs”)

MCPC
TBD

Performance Measures
Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency
Milestone Dependent

Current State
TBD – Will be defined through Warfighting Challenges efforts

Time Horizon (Near/Mid/Far):
Mid

End State
TBD – Will be defined through Warfighting Challenges efforts

POA&M
TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area B: Improve unit level training

Capability Gap 5.2.xG-FAB4: Ensure enhanced operability with Special Operations Forces (SOF)

Lead: G-3/5/7

Support: SOCOM, MTESD, MAGTF-TC, EDCOM

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance
USMC Core Competencies (Specified, “Employ integrated combined arms across the ROMO and operate as part of a multinational force” and ‘Lead Joint and multinational operations and enable interagency activities”)
Service Strategy DRAFT v9.3 (Specified, pg 2 “Strengthen relationships with Navy, SOF, and inter-agency community; ... through wargaming, experimentation, training, and exercise planning”) and (Implied, pg 2 “Identify points of complementary function and necessary redundancy (with other services and SOCOM across the ROMO and all operational phases) to enable flexibility and effective operational response”)
EF-21 DRAFT 2016 (Implied, pg 2 “An expeditionary force-in-readiness capable of responding immediately from a forward presence to allow distant forces time to surge ...”) and (Specified, pg 5, 16 “Adept at fielding and fighting MAGTFs scaled and shaped to provide unique and complementary contributions to the Naval Force, SOF, and Joint Force across the ROMO” and “Improve our (C2) interoperability with other US Services ...likely to be involved in large-scale forcible entry operations”)
37th CPG FRAGO 01/2016 (Specified, pg 3, 8, 9-10 “Ensure Navy, USCG, Marine Corps forward-deployed forces gain and maintain regional understanding and awareness through liaison with the regional MARFOR and greater integration with theater special operations commands (TSOCs) and their persistently deployed teams within priority nations in their respective area of responsibility” and “Further identify and leverage the complementary warfighting capabilities of Marines and SOF” and “Maintain our forward posture and ability to operate in a Joint/Coalition environment” and “DoN integration; establish a concept of employment for forward deployed Crisis Response forces and an integration model with SOF by end of FY16; end state: fully integrated and ready Navy/Marine Corps team, trained and resourced to support joint operating concept”)
36th CPG (Specified, pg 10 “...exercise and experimentation efforts should improve the link between our OPFORs and SOF on the future battlefield”)

MCPC
TBD

Performance Measures
Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency
Milestone Dependent

Current State

Time Horizon (Near/Mid/Far):

TBD – Will be defined through Warfighting Challenges efforts		Mid
End State TBD – Will be defined through Warfighting Challenges efforts		POA&M TBD
DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area B: Improve unit level training

Capability Gap 5.2.xG-FAB5: Educate the force in training management and available resources

Lead: G-3/5/7 TSC

Support: OPFORs, EDCOM, TRNGCMD, MAGTF-TC, MTESD

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance
EF 21 DRAFT 2016 (Implied, pg 25 "... continue (recent large-scale MEB and amphibious) exercises while simultaneously searching through our Marine and Navy component staffs for more efficiencies and new opportunities to conduct similar exercises when forward deployed")
37th CPG FRAGO 01/2016 (Specified, pg 8 "Capture what is being done now and across the force and training establishment, integrate those actions today, and incorporate a path forward that will capitalize on emerging technologies and future opportunities" and "leverage a virtual and constructive training environment and tools to train our MSC, MSE, HQ, focusing on our leaders...to increase the amount of training each unit can accomplish...")
36th CPG (Implied, pg 7, 11 "HHQ will focus on policy, standards, and resource allocation while local commanders will (design) the most effective programs for their commands" and "Base commanders will implement initiatives to reduce overall operating support costs, eliminate costly redundancies, standardize levels of support, and ensure installation support is directly linked to supporting the requirements and capabilities of our operating forces" and "I expect all elements of the MAGTF to make extensive use of simulators where appropriate")

MCPC
TBD

Performance Measures
Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency
Milestone Dependent

Current State
TBD – Will be defined through Warfighting Challenges efforts

Time Horizon (Near/Mid/Far):
Mid

End State
TBD – Will be defined through Warfighting Challenges efforts

POA&M
TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area B: Improve unit level training

Capability Gap 5.2.xG-FAB6: Improve training and education continuum and standardization of unit readiness through more effective assessment capabilities that formally incorporate lessons learned and leverage improved After Action Reports (AARs)

Lead: G-3/5/7

Support: MSTP, MAGTF-TC, MTESD, TECD

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance
Service Strategy DRAFT v9.3 (Specified, pg 3, 6 “...our service will adapt and innovate by placing recent operations under critical examination for lessons learned...Invigorate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms” and “Defining institutional readiness for the current and future operating environment is essential and must be validated or invalidated via experimentation, testing, and evaluation”)
EF 21 DRAFT 2016 (Implied, pg 13, 23 “Emphasize critical thinking to understand root causes of complex problems and avoid attacking symptoms” and “Explore tools and methods to identify, in terms of ourselves as well as our adversaries, the strengths, weaknesses, threats, and opportunities in the information environment”)
37th CPG FRAGO 01/2016 (Implied, pg 11 “Invigorate experimentation of new concepts and capabilities during scheduled training events”) and (Specified, pg 12 “Set measures of effectiveness and conduct continual assessment in order to adjust our course”)
36th CPG (Specified, pg 7, 10 “Improve cohesion...by moving from metrics based on preparedness to an approach that emphasizes consistency of leadership, personnel stability, and sustained readiness in our units” and “Our service-level exercise plan will ensure we are prepared to fight with what we have today, to inform the development of our organic future capabilities, and improve our ability to advocate for the development of critical Navy and joint capabilities” and “Better shape and leverage ongoing exercises with top-down guidance and a mature process for harvesting and incorporating lessons learned”)

MCPC
TBD

Performance Measures
Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency
Milestone Dependent

Current State
TBD – Will be defined through Warfighting Challenges efforts

Time Horizon (Near/Mid/Far):
Mid

End State
TBD – Will be defined through Warfighting Challenges efforts

POA&M
TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
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1. TBD		
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CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area B: Improve unit level training

Capability Gap 5.2.xG-FAB7: Establish policy that helps prioritize higher headquarters HHQ requirements, ensuring repetitive and progressive training while giving maximum training time back to commanders

Lead: G-3/5/7 **Support:** PP&O, MTESD, Advocates, OPFORs

<p>JCA 1 Force Support 1.2 Force Preparation 1.2.1 Training</p>	<p>Linkage to Higher Guidance <i>Service Strategy DRAFT v9.3 (Specified, pg 2 “Marines will continue to operate as part of a forward naval expeditionary force, a crisis response force, an entry force, and ...a force capable of conducting sustained operations ashore. We do not have the luxury of focusing on one identity, paradigm, or capability” and “OPFORs and Supporting Establishment in a steady condition of readiness (80% C2/T2) for Core missions and able to transition to assigned missions for response to emergent requirements”) and (Implied, pg 3-4 “HQMC and Supporting Establishment facilitate rapid decision making, removal of obstacles to intellectual curiosity or the freedom to challenge existing paradigms, and support delivery of readiness” and “Individual Marines possessing critical thinking, decision making, and leadership skills that allow them to operate in any environment. Those that excel in these skills must be developed, encouraged, and recognized”)</i> 37th CPG FRAGO 01/2016 (Specified, pg 8 "...continue efforts to decrease centralized proscribed training requirements to accomplish mission essential tasks (METs)") 36th CPG (Specified, pg 7, 11 “HHQ will focus on policy, standards, and resource allocation while local commanders will (design) the most effective programs for their commands”)</p>
<p>MCPC TBD</p>	

<p>Performance Measures Progress: On time delivery of capability to POA&M Quality: TBD Quantity: TBD</p>	<p>Reporting Frequency Milestone Dependent</p>
<p>Current State TBD – Will be defined through Warfighting Challenges efforts</p>	<p>Time Horizon (Near/Mid/Far): Mid</p>
<p>End State TBD – Will be defined through Warfighting Challenges efforts</p>	<p>POA&M TBD</p>

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area C: Train MAGTFs to operate effectively across all five domains

Capability Gap 5.2.1G-FAC1: Address emerging cyber and EW training, education, and exercise requirements

Lead: G-3/5/7

Support: TRNGCMD, EDCOM, MAGTF-TC, TECD, MSTPD, HQMC-C4, HQMC PP&O, MARFORCYBER, DC CD&I CDD, MTESD

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training
1.2.2 Exercising

Linkage to Higher Guidance
Service Strategy DRAFT v9.3 (Implied, pg 1, 4 “The integration of ISR, unmanned systems, lethal long range weapons, and information warfare is the new norm in warfare. Information warfare including cyber operations and open source information technology must now be considered as a seventh warfighting function” and “Objective: Integration of lethal and non-lethal warfighting capabilities in cyberspace and a contested electromagnetic spectrum that exploit, disrupt, disable, or destroy adversary networks, sensors, and weapons systems”)

MCPC
660698 Training Support

EF-21 DRAFT 2016 (Specified, pg 22-23 “Explore the value of ...training to sustain a viable mission command framework when communications are severely constrained or totally shut down” and “...we must also seek to capture the value of pushing networked intelligence down to the tactical units throughout the MAGTF” and “seek redundancy, hardening, and other defensive measures to protect our ability to gain and distribute intelligence in the face of sophisticated jamming, hacking, and other threats”)
37th CPG FRAGO 01/2016 (Specified, pg 4-5, 11 “Grow Information Operations (IO), Cyber, and Electronic Warfare (EW) capability at Marine Forces (MARFOR) and MEF levels to enhance the capabilities of forward deployed forces no later than the end of FY17” and “Continue to develop and evolve the MAGTF to operate in all five domains” and “Invigorate experimentation of new concepts and capabilities during scheduled training events”) and (Implied, pg 8 “Establish an experimentation roadmap to capitalize on existing and emerging technology and MAGTF level exercises to provide virtual training opportunities at squad, company, battalion, squadron, and MAGTF levels, implemented no later than end of FY17”)
36th CPG (Specified, pg 11 “(A plan to) integrate cyber-MOS qualified Marines to support MAGTF warfighting capabilities. Defend Key cyber Terrain. Provide an operational, secure, effective and efficient Marine Corps Enterprise Network (MCEN) to the MAGTF. Enhance C2 and digital interoperability across all elements”)

Performance Measures

Progress: Percent of all currently identified cyber and EW training and education requirements addressed

Quality: Percent of all service level cyber and EW training and education requirements addressed

Quantity: TBD

Reporting Frequency

Milestone Dependent

Current State

Current cyber and EW training and education requirements are being supported based on approved

Time Horizon (Near/Mid/Far):

Far

T&R tasks, Service level training and Service and Joint PME accreditation.		
End State TECOM sufficiently resourced to create and sustain cyber and EW training and education solutions to meet emerging operational requirements in order to increase the capacity and capability of the MAGTF to operate in and exploit the cyber domain and electro-magnetic spectrum.		POA&M TBD
DEPENDENCIES		
Task	Responsible Organization	Impact if not delivered
1. Approve 06XX Occ Field modernization plan	HQMC C-4, MROC	No validated cyber training and education requirements
2. Develop and validate Marine Corps Cyber Task Force training and education requirements	DC CD&I, CDD, C2CEWID	No validated cyber training and education requirements for the future cyber work force

CAPABILITY GAP CHARTER

Line of Effort 5: Adapt training and education to new capabilities

Major Objective 5.2: Develop emergent training and education capabilities that enable Marines to operate successfully in future environments

Focus Area D: Modernize training and education

Capability Gap 5.2.xG-FAD1: Continually ensure Marines are provided the most technologically advanced learning opportunities possible

Lead: G-3/5/7

Support: MCSC, G-6, TECD, TRNGCMD, EDCOM, MTESD

JCA
1 Force Support
1.2 Force Preparation
1.2.1 Training

Linkage to Higher Guidance
37th CPG FRAGO 01/2016 (Specified, pg 8, 11 "Invigorate experimentation of new concepts and capabilities during scheduled training events" and "Pursue technologies that enhance our warfighting capabilities such as unmanned aerial systems (UAS) and robotics, artificial intelligence and autonomous technologies that provide tactical and operational advantage" and "Ensure we are organizing, training, and equipping MAGTFs for ongoing changes in C2 systems and situational awareness tools including those systems on naval and aviation platforms" and "Leverage a virtual and constructive training environment and tools to train our MSC, MSE, HQ, focusing on our leaders" and "Enabled by technology, increase amount of training each unit can accomplish - to increase reps in mentally and physically stressing environments for all MAGTF elements before they do so on the battlefield" and "Provide opportunities to experiment and work with the latest technological advances; aggressively experiment, testing new concepts and capabilities, within existing training venues and developing emerging venues where appropriate" and "Invigorate experimentation of new concepts and capabilities during scheduled training events")
Service Strategy DRAFT v9.3 (Implied, pg 5 "Objective: Improved expeditionary power generation systems and emerging technologies in miniaturization and automation to enable better sustainment")
36th CPG (Specified, pg 10 "...the quality and focus of our exercise and experimentation programs is critical to our readiness, relevance, and success today and in the future")

MCPC
TBD

Performance Measures
Progress: On time delivery of capability to POA&M
Quality: TBD
Quantity: TBD

Reporting Frequency
Milestone Dependent

Current State
TBD – Will be defined through Warfighting Challenges efforts

Time Horizon (Near/Mid/Far):
Mid

End State
TBD – Will be defined through Warfighting Challenges efforts

POA&M
TBD

DEPENDENCIES

Task	Responsible Organization	Impact if not delivered
1. TBD		

ANNEX E

MAPPING TO DIRECT (D) AND INDIRECT (I) TASKINGS FROM HIGHER GUIDANCE

		LOE 1 Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational Demands			LOE 2 Develop Marines to Assume Leadership Roles in Marine Corps and JHM Assignments		LOE 3 Provide Standardized Training to Operate as a MAGTF in Current and Future Environments			LOE 4 Leverage Innovative Technologies to Enhance Training and Education				LOE 5 Adapt Training and Education to New Capabilities	
		MO 1.1 Provide basic training to Recruits and evaluation of Officer Candidates	MO 1.2 Train Marines in basic infantry combat skills	MO 1.3 Deliver training programs that ensure Marines achieve basic MOS qualification and skills progression	MO 2.1 Educate leaders to meet the challenges of a complex security environment	MO 2.2 Promote, present, and preserve Marine Corps history	MO 3.1 Provide standardized service-level training in accordance with MCO 3500.11	MO 3.2 Establish individual and collective tasks that ensure standardization of training	MO 3.3 Support force generation through the development and execution pre-deployment training	MO 4.1 Increase skill levels and confidence of individual and units through more repetitions and realistic training using modern simulations-based capabilities	MO 4.2 Provide ranges and training areas that meet OPFOR live training requirements	MO 4.3 Enhance student learning at FLCs through the use of technology	MO 4.4 Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training	MO 5.1 Provide lessons learned to the service in order to drive corrective actions	MO 5.2 Develop training and education for emergent capabilities that enable Marines to operate successfully in future environments
USMC Core Competencies	Conduct complex expeditionary operations in the urban littorals and other challenging environments						D	I	D						
	Employ integrated combined arms across the ROMO and operate as part of a multinational force		I		D		D	I	D						
	Conduct joint forcible entry operations from the sea and develop amphibious landing force capabilities and doctrine						D	I	D						D
	Conduct persistent forward naval engagement and always be prepared to respond as the Nation's force in readiness						D	I	D						
	Lead Joint and multinational operations and enable interagency activities				D		D	I	I						
	Provide forces and specialized detachments for service aboard naval ships, on stations, and for operations ashore			D			D	I	D						
Expeditionary Force 21	Adjust our posture to maintain one-third of our operating forces forward (pg 2)			D	D				D						
	Position forces to conduct sustained security cooperation activities, with Special Purpose MAGTFs (SPMAGTFs) assuming a greater role in crisis response and generating greater capacity for forward presence in more locations (pg 2)				I		D		D						
	Expand integration with the Navy, exercising concept of forward compositing and exploring concepts for launching assaults from combination of amphibious ships reinforced by seabase platforms (pg 2)				D		D	D	D						D
	Evolve the Marine Expeditionary Unit (MEU) to accommodate operating in a disaggregated manner with prepositioned equipment, expeditionary basing, complementary force packages, and alternative platforms (pg 2)							D							D
	Adept at fielding and fighting MAGTFs scaled and shaped to provide unique and complementary contributions to the Naval Force, Special Operations Forces (SOF), and Joint Force across the ROMO (pg 5)						D		D						
	Expert in outthinking, outpacing, and overwhelming any opponent by embracing a modern approach to leveraging the principles of maneuver warfare in all domains, and pushing comprehensive combined arms capability sets down to the tactical edge - whether the rifle company, engineer platoon, or rifle squad leader (pg 5)						D	I	D						D
	Prosecuting the "three block war" will benefit from unit organizations that emphasize individual strength and resilience along with command and control (C2) concepts that empower lower-echelon decision making (pg 7)	D	D	D	D		D	I	D						

		LOE 1 Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational Demands			LOE 2 Develop Marines to Assume Leadership Roles in Marine Corps and JIIM Assignments		LOE 3 Provide Standardized Training to Operate as a MAGTF in Current and Future Environments			LOE 4 Leverage Innovative Technologies to Enhance Training and Education				LOE 5 Adapt Training and Education to New Capabilities	
		MO 1.1 Provide basic training to recruits and evaluation of Officer Candidates	MO 1.2 Train Marines in basic infantry combat skills	MO 1.3 Deliver training programs that ensure Marines achieve basic MOS qualification and skills progression	MO 2.1 Educate leaders to meet the challenges of a complex security environment	MO 2.2 Promote, present, and preserve Marine Corps history	MO 3.1 Provide standardized service-level training in accordance with MCO 3500.11	MO 3.2 Establish individual and collective tasks that ensure standardization of training	MO 3.3 Support force generation through the development and execution pre-deployment training	MO 4.1 Increase skill levels and confidence of individual and units through more repetitions and realistic training using modern simulation-based capabilities	MO 4.2 Provide ranges and training areas that meet OPTOR live training requirements	MO 4.3 Enhance student learning at FLCs through the use of technology	MO 4.4 Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training	MO 5.1 Provide lessons learned to the service in order to drive corrective actions	MO 5.2 Develop training and education for emergent capabilities that enable Marines to operate successfully in future environments
Expeditionary Force 21 (continued)	Mature and intellectually engaged leaders at every echelon, starting first and foremost with "strategic sergeant" rifle squad leaders who understand both the physical and psychological dimensions of conflict (pg 8)	D	D	D	D		D								
	Units need to adapt how they fight, developing the means to disrupt our adversaries from range and effectively perform emission control, camouflage, deception, and signature management with same emphasis as maintaining connectivity (pg 9)			D				D	D				D		
	...develop the ability to protect our networks while leveraging local networks in a manner that takes advantage of urban communications clutter to disguise our signals and actions (pg 9)			D					D						
	Enable Marines at every echelon to understand multidimensional problems and take considered approaches to their resolution (pg 11)				D			D	D				D		D
	Marine forces must have two characteristics: flexibility to choose from a range of response options and critical thinking to understand the underlying sources of friction and resolve the problem at the lowest possible level of escalation (pg 11)				D			D	D				D		D
	Fully partner in naval operations to fight at and from the sea and from forward naval expeditionary sites (pg 13)				D			D	I	D		D	D		D
	Integrate into naval component command structures and planning elements (pg 13)				D			D	I	D					
	Engage cooperatively with Navy forces to support maritime security, sea control, and power projection in a contested Anti-Access Area Denial (A2/AD) environment (pg 13)							D	I	D					I
	Exploit naval capabilities as an integrated aspect of the means by which it gains and retains initiative and creates advantage (pg 13)				D			D	I	D					
	Trained and organized to employ from the widest array of available ships/aircraft and operate from expeditionary advanced bases or afloat platforms (pg 13)							D		D					
	Focused on crisis response and deterrence capabilities that can be readily aggregated to perform larger contingency operations (pg 13)				D			D	I	D					
	Able to rapidly composite forward in a manner that achieves speed in deployment and retains cohesion as it combines units to scale (pg 13)				D			D	I	D					
	Readily disaggregate to maneuver and elude detection and concentrate to prosecute advantage (pg 13)				D			D	I	D					
	Emphasizes critical thinking to understand root causes of complex problems and avoid attacking symptoms (pg 13)				D					D					
Reduces its signature and conducts effective decoy and deception operations (pg 13)							D	I	D					D	

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Expeditionary Force 21 (continued)	Accepts the risks of acting quickly on a "good" plan in the face of uncertainty as an alternative to waiting for the "perfect" plan (pg 13)				D				D				D		I	
	Combine technological advancements with enduring principles of maneuver warfare to extract the most value on the battlefield (pg 14)						D		D		D		D		D	
	Support concept of "distributed lethality" by endowing subordinate MAGTF units at the tactical edge with capabilities across the 5D combined arms suite (pg 14)						D		D				D		D	
	Exploit exponential advances in commercial-off-the-shelf (COTS) communications, automation, unmanned systems to outcycle adversaries and reduce risk (pg 14)							I	I				D		I	
	Raise enemy signatures to identify and attack systems and forces (pg 14)						D		D				D		D	
	Flexible MAGTFs that adapt C2 structures to missions; promote an integrated command approach that allows the naval force to rapidly and flexibly engage deep, close, and rear threats (across domains) (pg 15)					D	D	I	D							D
	Strengthen partnerships (and integration) with Navy, USCG, SOF, and regional partners to support GCC objectives; integrate resources and supporting plans to produce more effective and efficient maritime force packages (pg 16)								D							D
	Improve our (C2) interoperability with other US Services as well as forces from allies and coalition partners likely to be involved in large-scale forcible entry operations (pg 16)					D	D	I	D							D
	Continue to train and experiment with the other Services, nations, governmental agencies, non-governmental organizations to develop Joint and combined capabilities (pg 17)								D					D		D
	Maintain institutional security cooperation / security force assistance knowledge and capability by continuing to emphasize task-organized forces for dedicated security cooperation activities (pg 17)					D	D	I						D		
	Institutionalize and increase engagement and Information Operations (IO) training requirements for a larger number of deployable units to include alternative force compositions (pg 17)			D			D	I	D					D		D
	Ensure Navy, USCG, Marine Corps forward-deployed forces gain and maintain regional understanding and awareness through liaison with the regional MARFOR and greater integration with theater special operations commands (TSOCs) and their persistently deployed teams within priority nations in their respective area of responsibility (pg 17)					D	D		D							
Further identify and leverage the complementary warfighting capabilities of Marines and SOF (pg 17)					D	D		D							I	
Company teams will take on a larger role in crisis response and may be formed by the MAGTF Ground Combat Element (GCE) to support any other type of operation (NOTE: infantry battalions are traditionally the standard unit for deployment) (pg 19)					D	D	I	D							I	

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Expeditionary Force 21 (continued)	During entry operations, company teams must have the mobility assets and maneuver capability to be able to conduct dispersed operations to secure landing sites or maneuver deep to inland objectives; company teams will require additional medical support/capability to treat and stabilize casualties (pg 19)						D	I	D						D	
	Develop a total force (reserve and active forces) approach to supporting and sourcing GCC requirements (pg 19)			I	I		I		I						I	
	Continue to train and equip the force with a focus on capabilities required to achieve lodgment conditions; maximize efficiencies through close coordination (with the Army) of concepts and equipment regarding (future) lodgment operations (pg 20)							I								D
	Littoral Operations in a Contested Environment naval concept (2020-2025) will guide pre-deployment training...to ensure the naval force can fight and win across all naval mission areas and throughout all domains (pg 21)						D	D	D							D
	When conducting theater security cooperation activities, we should plan to understand the potential need and influence the underlying conditions for establishing Expeditionary Advanced Bases (EABs) (pg 21)					I	D	D	D							D
	Always be ready to operate in full expectation that networks will be attacked and compromised and our communications correspondingly degraded or denied (pg 22)			D	D	D	D		D	D			D			D
	Marines at every echelon must be capable of executing their missions working from an understanding of commander's intent and gaining situational awareness through basic military reconnaissance and scouting techniques (pg 22)	D	D	D	D	D										
	Seek to have persistent sensors above, on the flanks, and... below our forces to provide early warning and requisite targeting information (pg 22)								D		D					
	Strive to harden our networks and secure our communications links to withstand sophisticated and relentless electronic and kinetic attacks (pg 22)			D												D
	Current emphasis is on adding capabilities associated with cyber and space domains to the traditional air, land, sea domains to create "SD MAGTF" (i.e., social media to influence perceptions of target populations, electromagnetic spectrum for deception) (pg 22)			D	D	D	D	I	D			D				D
	(In addition to maintaining) Common Operating Picture at higher command levels, also seek to capture the value of pushing networked intelligence down to tactical units (pg 23)						D		D				D			D
Explore tools and methods to identify, in terms of ourselves as well as our adversaries, the strengths, weaknesses, threats, and opportunities in the information environment (pg 23)			I			I	I	D					D		D	

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Expeditionary Force 21 (continued)	Continue to organize and train our maneuver forces as infantry-centric elements that are supported by air and ground mobility and fires systems (pg 24)		D				D	I	D							
	Tailor current and develop future forces that can readily deploy aboard amphibious ships, Military Sealift Command vessels, strategic airlift, and organic MAGTF aviation assets; continue current exercises (Bold Alligator, Dawn Blitz, Ssang Yong) and search through Marine and Navy component staffs for more efficiencies and new opportunities to conduct similar exercises when forward deployed (pg 25)							D	I	D						
	Attract and recruit individuals with high levels of intelligence and aptitude, cultivate their skills and knowledge through specific and dedicated training, and provide a command culture that expects creativity and rewards initiative (pg 25)	D	D	D	D	I	D			D						
	Adjust how we identify and instill leadership skills and capabilities at the small unit level (infantry squad equivalent) (pg 26)	D	D							I						
	Programs like the Squad Leader Development Program must have our highest priority, allowing us to cultivate leaders with an inherent bias for action and intellectual horsepower to drive events rather than merely react to them (pg 26)															
	To fully develop a culture that values thinking and acting as essential ingredients in our way of operating and fighting, we must critically examine how we give authority and responsibility to our enlisted and officer leadership both in garrison and during operations in the field (pg 26)	D	D	D	D		D			D						D
	Review education and training curricula to ensure we are developing Marines with the mental agility and intellectual perspectives to manage uncertainty (negotiating skills, problem-solving methods, etc.) (pg 26)	D	D	D	D		D	D	D							D
	All leaders - from junior NCOs to senior officers - will need critical thinking skills to continually assess and navigate complex engagements characterized by blurred boundaries between military and civilian concerns, differing objectives between allies and partners, and the frustrating effects of adaptive adversaries (pg 26)				D		D		D							D
	Explore unit structures that rely on highly skilled enlisted operators to offload some of the decisional burden so that leaders can focus on employing their force to defeat an adaptive enemy (pg 27)			D	D		D	I	D				D			D
	Leaders at all levels must be willing to accept mistakes as a cost of exercising initiative and a bias towards action (pg 27)	D	D	D	D		D		D							
	Marines must continue building and improving their language, regional expertise, and culture (LREC) capabilities, with a particular emphasis on learning to consider cultural factors in planning and decision making processes at all levels of operations (pg 27)				D				I							
	Examine and refine our manpower management and readiness reporting models, systems, policies, and processes to more efficiently and effectively align personnel assignments with billet qualifications (pg 27)							I								
	Explore ways to improve cohesion by moving away from metrics related to preparedness for the next deployment to an approach that emphasizes consistency of leadership, personnel stability, and sustained readiness in our units (pg 28)															
EF21 will focus our efforts to harvest, analyze, and assess data from our Title 10 Joint/Multinational war games, seminars, experiments, exercises, evaluations, and related events (pg 28)				D		D	D	D	D	D		D	D	D	D	

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Service Strategy V9.3 (N)	The future of our nation rests on our ability to out-think our foes (pg 1)				D				D					D	D
	The integration of ISR, unmanned systems, lethal long range weapons, and information warfare is the new norm in warfare (pg 1)								D	D	D			D	D
	Information warfare including cyber operations and open source information technology must now be considered as a seventh warfighting function (pg 1)								D					D	D
	...for the first time in decades, US forces may have to fight for air superiority (pg 1)			D					D					D	D
	Marines will continue to operate as part of a forward naval expeditionary force, a crisis response force, an entry force, and... a force capable of conducting sustained operations ashore; we do not have the luxury of focusing on one identity, paradigm, or capability (pg 2)					D				D	D			D	D
	MAGTF capability to coordinate the neutralization of adversary A2AD capabilities... within a Naval/Joint system (pg 2)									D				D	D
	Capabilities to seize, establish, sustain, and protect austere expeditionary bases that enhance naval operations (pg 2)									D	D			D	D
	MAGTFs capable of participating in sea denial, sea control, and/or defense of key terrain from adversary maneuver employing land-based or sea-based denial capabilities... (pg 2)									D	D			D	D
	Strengthen relationships with Navy, SOF, and inter-agency community; codify these relationships through wargaming, experimentation, training, and exercise planning (pg 2)									D				D	D
	Identify points of complementary function (with SOCOM and other services across the ROMO and operational phases) and necessary redundancy to enable flexibility and effective operational response (pg 3)									I				I	I
	Expand linkages, coordination, training, and activities with the interagency community (pg 3)									D	D			D	D
	Organize, train, and equip MAGTFs capable of winning in an information-denied or information-degraded environment (pg 3, 4)									D	D			D	D
	Increase opportunities in training for small unit leaders to exercise the tenets of maneuver warfare (pg 3)									D	D	D		D	D
Maneuver warfare requires a command climate that rewards initiative and tolerates mistakes; HQMC and Supporting establishment (should) facilitate rapid decision making, remove obstacles to intellectual or freedom to challenge existing paradigms, and support delivery of readiness (pg 3)									D				D	D	

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Service Strategy (N) (continued)	...our service will adapt and innovate by placing recent operations under critical examination for lessons learned (pg 3)				D			D					D	D	
	Incorporate a culture of learning, intellectual curiosity, academic excellence, and the freedom to challenge existing narratives or paradigms (pg 3)				D		D	D	D					I	D
	Seek new ways to enable rapid decision making...(and) support these efforts with physically demanding standards that improve individual functional fitness and practices to harden and develop resiliency within every Marine (pg 3)			D	D		D	D	D	D	D		D		D
	All Marines re-read and conduct PME on Marine Corps Doctrinal publications (pg 3)				D										
	Overhaul existing PME curricula and establishment of appropriately linked institutions of academic excellence across the force (pg 3)				D										D
	Individual Marines (must) possess critical thinking, decision making, and leadership skills that allow them to operate in any environment; THOSE THAT EXCEL IN THESE SKILLS MUST BE DEVELOPED, ENCOURAGED, RECOGNIZED (pg 3-4)	D	D	D	D		D		D						D
	Increase technical training and skills for Enlisted Marines, stratified for increases in demonstrated capability, rank and responsibility, to allow us to win the five Domain (SD) fight (pg 4)			D	D										D
	Warfighting concepts must guide how we will evolve existing organizations, education, training, equipment, and doctrine (pg 4)														D
	Develop capabilities to gain and maintain access when and where needed with complementary experimentation roadmaps (pg 4)														D
	OPFOR and Supporting Establishment in a steady condition of readiness (80% C2/T2) for Core missions and able to transition to assigned missions for response to emergent requirements (pg 4)			D	D		D	I	D						
	Integrate lethal and non-lethal warfighting capabilities in cyberspace and a contested electromagnetic spectrum that exploits, disrupts, disables, or destroys adversary networks, sensors, and weapons systems (pg 4)			D									D		D
	Establish means to harness innovative potential of the individual Marine (pg 4)			D	D										D
	Deliberate organization, training, and equipping of Distributed Operations-capable MAGTFs that retain the ability to aggregate quickly when required (pg 5)							D	D	D					
	Improved expeditionary power generation systems and emerging technologies in miniaturization and automation to enable better sustainment (pg 5)			D				D	D	D	D				D
	Effective immediately, embrace innovative approaches to manned-unmanned teaming (MUM-T) to the maximum extent possible across all warfighting functions (pg 5)								D				D		D
	C2 architecture that allows mission relevant information requirements to be addressed and tracked across domains to enhance the commander's ability to know and track mission readiness and capability (pg 5)							I	I	I			I		I
Augmented intelligence systems in support of rapid cognition and enhanced decision making (pg 5)							I	I	I			I		I	
Integrated and unified naval forces that have freedom of action to conduct decisive military operations in contested urban littorals across the ROMO (pg 6)							I	D	I					D	
Defining institutional readiness for the current and future operating environments is essential and must be validated or invalidated via experimentation, testing, and evaluation (pg 6)	D	D	D	D			D	D	D	D	D	D	D	D	

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36th CMC Planning Guidance (D)	Our initial training instills in the individual Marine a selfless commitment to fellow Marines, a bias for action, and an unwavering commitment to mission accomplishment (pg 5)	D														
	(Regarding NCO and SNCO inventory shortfalls), fully implement programs like the Squad Leader Development Program and consider other innovative ways to enhance the quantity and maturity of leadership at the small unit level (pg 6)			D	D											D
	Psychological screening of potential recruits and those in initial training to augment our testing of physical and mental aptitude in order to better predict resiliency and probability of successfully completing an enlistment (pg 6)	I														D
	Sustain transformation at Recruit Depots (pg 6)	D														
	Improve cohesion...by moving from metrics based on preparedness to an approach that emphasizes consistency of leadership, personnel stability, and sustained readiness in our units (pg 7)			D	D			D		D						D
	Evaluate our programs and develop a plan with a bias towards decentralizing decision making and resource allocation; HHQ will focus on policy, standards, resource allocation; local commanders will (tailor) the most effective programs for their commands (pg 7)							D	D	D						D
	The goal is the swift return of our wounded, ill, and injured Marines to duty or to support their transition to civilian employment (pg 7)								I							D
	(Installation Commanders will)...implement initiatives to reduce overall operating support costs, eliminate costly redundancies, standardize levels of support, and ensure installation support is directly linked to supporting the requirements and capabilities of our operating forces (pg 7)	D								D		D				
	Continue to give priority to forward deployed MAGTFs, but rebalance to address training shortfalls in non-deployed units to maintain readiness (pg 8)					I		D		D						
	Ensure Marines and Marine units are physically and mentally ready to deploy... (pg 8)	I	I	I	I	I		I	I	D						D
	Implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component (pg 8)	I	I	D	D	D		D	I	D						
(The processes supporting the TEEP) will drive our decisions regarding maintaining capabilities to include cultural training, language training, security cooperation capacity... (pg 9)					D											

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36th CMC Planning Guidance (D) (continued)	TEEP will inform synchronization of manning, training, equipping, and experimentation efforts across the Marine Corps (pg 9)	I	I	I	I		D	D	D	I	D	I	D	I	I	
	...the quality and focus of our exercise and experimentation programs are critical to our readiness, relevance, and success today and in the future (pg 10)								D	D	D		D		D	
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	Our service-level exercise priorities for 2015-2016 will focus on how we will fight from the sea in this A2AD threat environment (pg 10)							D	D	D						
	Our service-level exercise plan will ensure we are prepared to fight with what we have today, to inform the development of our organic future capabilities, and improve our ability to advocate for the development of critical Navy and joint capabilities (pg 10)							D	D	D		D			D	
	Our experimentation program will complement our exercise program but with markedly different emphasis: training focuses on doing what we do better; experimentation focuses on developing/fielding advanced, indirect, disruptive concepts and capabilities (pg 10)									D	D	D		D	D	
	End state of experimentation will be to develop and nurture the intellectual energy, innovation, and creativity that will enable the Marine Corps to lead tactical and operational innovation (pg 10)			D	D											D
	...exercise and experimentation efforts should improve the link between our OPFORs and SOF on the future battlefield (pg 10)							D	D	D				D		D
	Building partner capacity is a key capability of forward-deployed MAGTFs and we must clearly define our capabilities and determine our institutional capacity (pg 11)				D			D	D	D						D
	Review our plan for live, virtual, and constructive training across the MAGTF, particularly focusing on leveraging modern immersive training and simulation technologies; support fielding systems that enhance our proficiency and safety in operating weapons and equipment (pg 11)							D		D	D			D		
	Prioritize fielding capabilities that support MAGTF integration and development of resilient leaders and sound tactical and ethical decision making at the small unit level (pg 11)	D	D						D	D				D		D
	Our investment in training systems will reflect the priority we place on preparing for combat and be fully integrated with T&R standards (pg 11)							D		D	D			D		
	I expect all elements of the MAGTF to make extensive use of simulators where appropriate (pg 11)							D		D						D
	...a plan to integrate cyber-MOS qualified Marines to support our MAGTF warfighting capabilities; increase capacity and capability of MAGTF to operate in and exploit the cyber domain (pg 11)			D				D	D	D						D
	Naval integration will form an important component of our exercise and experimentation programs; capabilities we field will support Ship to Objective Maneuver and Operational Maneuver from the Sea concepts and be fully incorporated into our service exercise and experimentation program (pg 12)							D	D	D	D			D		D
	We will aggressively develop concepts of employment for alternative platforms that are consistent with mission requirements and platform capabilities (pg 12)							I		I						
Ensure we are organizing, training, and equipping our MAGTFs for the ongoing changes in C2 systems and situational awareness tools including those systems on naval and aviation platforms (pg 12)							D		D	D			D		I	
Better shape and leverage ongoing exercises with top-down guidance and a mature process for harvesting and incorporating lessons learned (pg 10)							D		D					D		

		LOE 1 Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational Demands			LOE 2 Develop Marines to Assume Leadership Roles in Marine Corps and JHIM Assignments		LOE 3 Provide Standardized Training to Operate as a MAGTF in Current and Future Environments			LOE 4 Leverage Innovative Technologies to Enhance Training and Education				LOE 5 Adapt Training and Education to New Capabilities		
		MO 1.1 Provide basic training to recruits and evaluation of Officer Candidates	MO 1.2 Train Marines in basic infantry combat skills	MO 1.3 Deliver training programs that ensure MOS Marines achieve basic MOS qualification and skills progression	MO 2.1 Educate leaders to meet the challenges of a complex, security environment	MO 2.2 Promote, present, and preserve Marine Corps history	MO 3.1 Provide standardized service-level training in accordance with MCO 3500.11	MO 3.2 Establish individual and collective tasks that ensure standardization of training	MO 3.3 Support force regeneration through the development and execution pre-deployment training	MO 4.1 Increase skill levels and confidence of individual and units through more repetitions and realistic training using modern simulations-based capabilities	MO 4.2 Provide ranges and training areas that meet OPTFOR live training requirements	MO 4.3 Enhance student learning at FLCs through the use of technology	MO 4.4 Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training	MO 5.1 Provide lessons learned to the service in order to drive corrective actions	MO 5.2 Develop training and education for emergent capabilities that enable Marines to operate successfully in future environments	
37th CMC Planning Guidance FRAGO (N)	Continue to be ready for operations across the ROMO (pg 2)				D		D	D	D	D				D	D	
	Serve as a maritime-based expeditionary force that operates across the ROMO in a five domain battlespace (pg 3)						D	D	D				D		D	
	Maintain our forward posture and ability to operate in a Joint/Coalition environment (pg 3)				D				D							
	Consist of a highly trained and educated force operating the most modern and technologically advanced equipment available (pg 3)				D				D	D	D	D			D	
	Decentralize training and preparation of war, while adhering to maneuver warfare principles in the conduct of training and operations (pg 3)						I		I							
	Modernize the force, especially by leveraging new and evolving technologies (pg 3)	D		D	D		D	I	D	D	D	D	D	I	D	
	Maintain a force of the highest quality which is smart, resilient, fit, disciplined, and able to adapt to uncertainty and the unknown; recruiting and retaining quality men and women of character is our ... highest priority (pg 2, 4)	D			I											D
	Recognize, promote, and retain those who are most competent, mature, capable, innovative leaders (pg 4, 5)	D	D	D	D		D		D							D
	Continue to take care of and support our families, wounded, injured, and all inactive Marines (pg 4)															D
	Grow IO, Cyber, and EW capability at MARFOR and MEF levels to enhance forward deployed forces by FY17 (pg 4)			D	D				D							D
	Ensure leaders and Marines arrive with adequate time to participate in their unit's pre-deployment training (pg 5)								I							
	Implement assignment of all qualified Marines into previously restricted MOSS and units; continue to collect data on all aspects of the process to further understand impacts of actions to both units and individual Marines (pg 6)			D						D						
	Expand readiness efforts across Corps to reflect "culture of standards and readiness"... (pg 6)	D	D	D	D		D	D	D	D	D		D			
	Stay focused on aviation readiness due to its current state and execute our plan to recapitalize this MAGTF element (pg 6)			D												
Increase the number of deployable and ready Marines across the Force; decrease those injured during training; address destructive behaviors (pg 7)	D		D	D											D	
Establish a Force Fitness Instructor Program assigned at company/ battery/ squadron level NLT end of FY17; ensure physical and mental resilience (pg 7)								D							D	

		LOE 1 Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational Demands			LOE 2 Develop Marines to Assume Leadership Roles in Marine Corps and JHIM Assignments		LOE 3 Provide Standardized Training to Operate as a MAGTF in Current and Future Environments			LOE 4 Leverage Innovative Technologies to Enhance Training and Education				LOE 5 Adapt Training and Education to New Capabilities	
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37th CMC Planning Guidance FRAGO (N) (continued)	Increase the number of deployable and ready Marines across the force...manage time to train and production management to provide ready Marines to the Fleet (pg 7)	D	D	D											D
	Training will emphasize the basics; combined arms, use of weapons and systems, expeditionary operations; but must reemphasize operations in degraded C4I environments, camouflage/deception, operations at night, operations in a nuclear, biological, and chemical (NBC) environments, and decision making in rapidly unfolding and uncertain conditions (pg 8)		D				D		D				D		D
	Provide opportunities to experiment and work with the latest technological advances; aggressively experiment, testing new concepts and capabilities, within existing training venues and developing emerging venues where appropriate (pg 8)			I			I		I				I		D
	Establish an experimentation roadmap to capitalize on existing and emerging technology and MAGTF level exercises to provide virtual training opportunities at Squad, Company, Battalion, Squadron, and MAGTF levels NLT end of FY17 (pg 8)														I
	Capture what is being done now across the force and training establishment, integrate those actions today, and incorporate a path forward that capitalizes on emerging technologies and future opportunities (pg 8)	D	D	D	D		D	D	D		D	D	D	D	D
	Leverage a virtual and constructive training environment and tools to train our MSC, MSE, HQ, focusing on our leaders; enabled by technology, increase amount of training each unit can accomplish - to increase reps in mentally and physically stressing environments for all MAGTF elements before they do so on the battlefield (pg 8)							D			D		D		D
	In all training, emphasize decentralizing authority and placing accountability down to the lowest level of leadership - to train as we fight (pg 8)				D		D	D	D						D
	Current training schedule of major events...will all focus on building our maritime-based operational capability while also providing venues for experimentation (pg 8)						D		D						
	Decrease centralized proscribed training requirements to accomplish METs (pg 8)														D
	Emphasize and increase opportunities to conduct force-on-force evolutions and operations within degraded environments in our training in order to challenge Marines against a "thinking enemy" and maximize realism (pg 8-9)						D		D		D		D		
Create a 21st Century training and education continuum from squad leader equivalent to MAGTF commander that incorporates the best tenets of live and virtual repetitions and sets in a parallel and complementary manner (pg 9)								D		D		D			
Re-emphasize that Marines and Sailors of all ranks have the responsibility to educate themselves; Commanders will enable educational opportunities and will conduct unit level PME for all ranks (pg 9)				D											

		LOE 1 Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational Demands			LOE 2 Develop Marines to Assume Leadership Roles in Marine Corps and JHIM Assignments		LOE 3 Provide Standardized Training to Operate as a MAGTF in Current and Future Environments			LOE 4 Leverage Innovative Technologies to Enhance Training and Education				LOE 5 Adapt Training and Education to New Capabilities		
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37th CMC Planning Guidance FRAGO (N) (continued)	DoN integration; establish a concept of employment for forward deployed Crisis Response forces and an integration model with SOF by end of FY16; end state: fully integrated and ready Navy/Marine Corps team, trained and resourced to support joint operating concept (pg 9-10)														I	
	Continue to develop and evolve the MAGTF to operate in all five domains (pg 11)						D	D	D	D		D			D	
	Incorporate experimentation of new concepts and capabilities during scheduled training events (pg 11)						D		D	D		D			D	
	Pursue technologies that enhance our warfighting capabilities such as unmanned aerial systems (UAS) and robotics, artificial intelligence and autonomous technologies that provide tactical and operational advantage (pg 11)						I		I	I		I			I	
	End state: Field and operationalize ongoing programs and continue to develop solutions that will enhance institutional capabilities and retain our tactical advantages across the ROMO with today's and tomorrow's systems (pg 11)						I		I	I		I			I	
	Innovation necessitates making and validating hypotheses through testing. This "disruptive" mindset must be pursued and fostered when found, or it will not sustain itself within our bureaucracy (pg 12)															I
	Set measures of effectiveness and conduct continual assessment in order to adjust our course (pg 12)													D		D

ANNEX F

MAPPING TO JOINT CAPABILITY ASSESSMENTS (JCAs)

JOINT CAPABILITY ASSESSMENT CODE	TECOM STRATEGIC PLAN MAJOR OBJECTIVES													
	LOE 1 Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational Demands			LOE 2 Develop Marines to Assume Leadership Roles in Marine Corps and JIIM Assignments		LOE 3 Provide Standardized Training to Operate as a MAGTF in Current and Future Environments			LOE 4 Leverage Innovative Technologies to Enhance Training and Education				LOE 5 Adapt Training and Education to New Capabilities	
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1 FORCE SUPPORT														
1.2 FORCE PREPARATION														
1.2.1 TRAINING	x	x	x	x		x	x	x	x	x	x	x	x	x
1.2.2 EXERCISING						x		x		x		x		x
1.2.3 EDUCATING				x									x	x
1.2.3.1 PROFESSIONAL MILITARY EDUCATION				x	x									
1.2.4 DOCTRINE														x
1.2.5 LESSONS LEARNED														x
1.2.6 CONCEPTS														x
1.2.7 EXPERIMENTATION														x
1.3 HUMAN CAPITAL MANAGEMENT														
1.3.2 PERSONNEL MANAGEMENT				x										

ANNEX G

PERFORMANCE REPORTING – LOE 1.0

PERFORMANCE REPORTING REQUIREMENT						
REPORTING FREQUENCY M = Monthly Q = Quarterly T = Trimester S = Semi-annual A = Annual * = Milestone Dependent (per individual POA&M)				Lead Responsibility	Reporting Frequency	Metrics
LOE 1.0 Deliver MOS Qualified Individual Marines Through the Civilian-to-Marine Transformation Process to Meet Operational				G3/5/7	T	
MO 1.1.	Provide basic training to Recruits and evaluation of Officer Candidates			MCRDs/ TRNGCMD	T	Quality: - POI in accordance with MCO 1510.32 and NAVMC 3500.18 Quantity: - Combined Training Capacity - # of graduates against total attended - Attrition - Officer and MOS 0911 DI staffing
	CT 1.1.1	Conduct Recruit Training in order to transform Recruits into basic Marines		MCRDs	T	
	CT 1.1.2	Evaluate and screen candidates for the qualities required for commissioning as Marine Corps Officers		TRNGCMD	T	Quality:
		CG 1.1.2G-a	Insufficient OCS T/O and manning	TRNGCMD	T	- Manning level to T/O
MO 1.2.	Train Marines in basic infantry combat skills			TRNGCMD	T	- T&R and POI currency
	CT 1.2.1	Provide basic infantry training to all enlisted Marines		TRNGCMD	T	Quantity:
	CT 1.2.2	Provide basic warfighting skills required for initial assignment as an officer		TRNGCMD	T	- Working TIP
MO 1.3.	Deliver training programs that ensure Marines achieve basic MOS qualification and skills progression			TRNGCMD	T	- Maximum Capacity
	CT 1.3.1	Provide training for MOS, career, and skills progression		TRNGCMD	T	- # of graduates against total attended
		CG 1.3.1G-a	Insufficient manning for pilot training and T/O for both MCDC and MMPC	TRNGCMD	T	- Total Attrition

PERFORMANCE REPORTING – LOE 2.0

PERFORMANCE REPORTING REQUIREMENT						
REPORTING FREQUENCY M = Monthly Q = Quarterly T = Trimester S = Semi-annual A = Annual * = Milestone Dependent (per individual POA&M)				Lead Responsibility	Reporting Frequency	Metrics
LOE 2.0 Develop Marines Prepared to Assume Leadership Roles in Marine Corps and JIIM Assignments				G3/5/7	A	
MO 2.1	Educate leaders to meet the challenges of a complex security environment			EDCOM	A	Quality: - AIER (MCWAR, CSC, EWS, EPME)
	CT 2.1.1	Develop, deliver, and evaluate OPME and EPME Programs		EDCOM	A	- Annual Director's Report from all schools, colleges, programs
		Task 2.1.1.1	Provide OPME Program	EDCOM	A	Quantity: - # of graduates against total attended
		Task 2.1.1.2	Provide EPME Program	EDCOM	A	- # of Master's degrees conferred
	CT 2.1.2	Develop Marine Corps and civilian leadership to think critically and apply creative problem solving		EDCOM	A	Quality: - AIER (BKCAC, LLI)
		Task 2.1.2.1	Prepare Marines to be innovative and adaptive leaders	EDCOM	A	- Survey feedback (military, military spouse, civilian) - # of Sqdn/Bn using MCLD
		Task 2.1.2.2	Administer and advocate advanced education opportunities	EDCOM	A	Quantity: - # of BKCAC engagements - # of units conducting command climate surveys - # of attendees per CCCC
		Task 2.1.2.3	Develop Marine Corps civilian leadership	EDCOM	A	- # of Sqdn/Bn participating in Russell Leadership - # of 88XX billets filled - # of Marine graduates from advanced degree programs - # of eligible civilians completing development courses
	CT 2.1.3	Prepare career Marines and OPFORs to operate effectively in multinational environments		EDCOM	A	Quality: - AIER (CAOCL)
		Task 2.1.3.1		EDCOM	A	- External assessment results
		Task 2.1.3.2	Provide LREC training to the OPFORs	EDCOM	A	Quantity: - # of personnel in deploying units receiving pre-deployment LREC training - # of officers compliant with LREC PME requirements - # of enlisted compliant with LREC PME requirements
	CT 2.1.4	Make training and education accessible to all Marines		EDCOM	A	Quality: - AIER (CDET, VPDL, ET)
		Task 2.1.4.1	Provide access to designated distance OPME and EPME programs	EDCOM	A	- Annual Director's Report (CDET, VPDL) Educational technology current and relevant to requirements
		Task 2.1.4.2	Provide Marines access to Marine Corps and DOD required annual, selected MOS, and other electronic training	EDCOM	A	Quantity: - # of Graduates
		Task 2.1.4.3	Provide modern and proven educational technologies for appropriate schoolhouse and other Marine Corps activities' learning outcomes	EDCOM	A	- # of enrollments and completions per year / year-over-year ->98% system availability 24/7
		CG 2.1.4G-a	Provide a ".edu" domain	EDCOM	A	Progress: - % achieved to approved POA&M

PERFORMANCE REPORTING – LOE 2.0 (continued)

PERFORMANCE REPORTING REQUIREMENT					
REPORTING FREQUENCY M = Monthly Q = Quarterly T = Trimester S = Semi-annual A = Annual * = Milestone Dependent (per individual POA&M)			Lead Responsibility	Reporting Frequency	Metrics
LOE 2.0 Develop Marines Prepared to Assume Leadership Roles in Marine Corps and JIIM Assignments			G3/5/7	A	
MO 2.2	Promote, present, and preserve Marine Corps history		EDCOM	A	Quality: - AIER (NMMC, HD) - Maintain 10-yr accreditation - Internet ratings Quantity: - # of visitors, veteran group events, civilian school events - 2 issues of periodical and journal published - 20% unit honors, lineage, and history updated - # of field requests for HD products
	CT 2.2.1	Preserve and exhibit the material history of the Marine Corps	EDCOM	A	
	CT 2.2.2	Preserve the documented history of the Marine Corps	EDCOM	A	

PERFORMANCE REPORTING – LOE 3.0

PERFORMANCE REPORTING REQUIREMENT						
REPORTING FREQUENCY M = Monthly Q = Quarterly T = Trimester S = Semi-annual A = Annual * = Milestone Dependent (per individual POA&M)				Lead Responsibility	Reporting Frequency	Metrics
LOE 3.0 Provide Standardized Training to Operate as a MAGTF in Current and Future Environments				G3/5/7	Q	
MO 3.1.	Provide standardized service-level training in accordance with MCO 3500.11			MAGTF-TC	Q	Quality: - JIIM participation in planning and C2 exercises - JIIM participation in exercises - # of MAGTF elements trained and evaluated to METS / T&R events by SLTE - # of MAGTF personnel trained and evaluated to current POI (individual BSTP) - # of MAGTF elements trained and evaluated to current POI (collective BSTP) - % of key billet holders in place for unit's training exercises - Manning level to T/O Quantity: - # of TECOM SLTEs that include JIIM participation against total - # of SLTEs/BSTPs conducted vs planned - # of MAGTF elements participating in SLTEs against total - # of graduates (individual BSTP) against # attended - Working TIP (individual BSTP) - Maximum Capacity - # of participating units per year (collective BSTP) against total
	CT 3.1.1	Include appropriate JIIM participation in selected SLTEs or other TECOM supported events		G3/5/7	Q	
	CT 3.1.2	Provide SLTEs (LSE, ITX, MTX, TALONEX) and support OPFOR MEF/MEBEXs		G3/5/7	Q	
	CT 3.1.3	Plan, execute, sustain, and assess BSTP		MAGTF-TC	Q	
		Task 3.1.3.1	Execute, sustain, and assess/evaluate individual BSTP training	MAGTF-TC	Q	
		Task 3.1.3.2	Execute, sustain, and assess/evaluate collective BSTP training	MAGTF-TC	Q	
MO 3.2.	Establish individual and collective tasks that ensure standardization of training			MTESD	A	Quality: - Percent of T&R Manuals and POIs current - Responsiveness to emergent Advocate/OPFOR requirements Quantity: - % of T&R Manuals validated / modified per 3 yr cycle
	CT 3.2.1	Execute, sustain, and assess/evaluate the Marine Corps T&R Program		MTESD	A	
MO 3.3.	Support force generation through the development and execution of pre-deployment training			G3/5/7	Q	Quality: - PTP Toolkit operational and current - MAGTF, MCREE, MEU PTP MCOs current Quantity: - # of MRXs conducted vs planned
	CT 3.3.1	Manage applicable programs and, when required, provide CCMD-specified requirements and MRX		G3/5/7	Q	

PERFORMANCE REPORTING – LOE 4.0

PERFORMANCE REPORTING REQUIREMENT						
REPORTING FREQUENCY M = Monthly Q = Quarterly T = Trimester S = Semi-annual A = Annual * = Milestone Dependent (per individual POA&M)				Lead Responsibility	Reporting Frequency	Metrics
LOE 4.0 Leverage Innovative Technologies to Enhance Training and Education				G3/5/7	Q	
MO 4.1.	Increase skill levels and confidence of individuals and units through more repetitious and realistic training using modern simulations-based capabilities			TECD	A	Quality: - 80% of eligible individual and collective T&R tasks trained (partially or fully) via simulation - Ability to meet OPFOR requirements (per T&R Manuals) Quantity: - # of units trained against requirement - hours used versus hours available - 80% simulator availability
	CT 4.1.1	Execute a simulations program that enhances individual and collective training		TECD	A	
		CG 4.1.1G-a	Federate live, virtual, and constructive systems in order to create and expand scalable collective training opportunities (locally, regionally and globally)	TECD	A	
		CG 4.1.1G-b	Develop a strategy for improving the integration of T&R standards, ground training systems, and live training	TECD	A	
MO 4.2.	Provide ranges and training areas that meet OPFOR live training requirements			TECD	A	Quality: - Capability/capacity assessment against 13 attributes (SRR) - Commanders' assessments (DRRS Report) Quantity: - 90% of blocks 1-4 training requirements met (range and training area) - % OPFOR requirements met (installation ranges) Progress: - % achieved to approved POA&M
	CT 4.2.1	Execute a range program that ensures the modernization, recapitalization, and sustainment of Marine Corps ranges		TECD	A	
		CG 4.2.1G-a	Modernize ranges in order to support gaps in MAGTF core competencies	TECD	A	
MO 4.3.	Enhance student learning at FLCs through the use of technology			G6	A	Quality: - Level of support Quantity: - % of modernized classrooms against requirement - % refresh of technology assets against requirement (within 3-yr cycle)
	CT 4.3.1	Provide modern information technologies to all TECOM classrooms in support of CDDs and POIs		G6	A	
MO 4.4.	Improve training realism through the use of immersive training environment capabilities in order to deliver more effective and challenging training			TECD	A	Quality: - # of training scenarios met as developed by OPFOR and TSC against total - 90% of immersive training environments able to provide 10 elements Quantity: - # of Marines trained to individual and collective training standards using immersive environment (including HST) - # of SLTEs using forms of immersive environments against total - Increase in amount of training each unit can accomplish Progress: - % achieved to approved POA&M
	CT 4.4.1	Field and maintain complex situational training capabilities in order to improve skills training for individual, collective, and MAGTF elements		TECD	A	
		CG 4.4.1G-a	Explore ways to add augmented reality to live training in order to deliver more complex and realistic training	TECD	S	

PERFORMANCE REPORTING – LOE 5.0

PERFORMANCE REPORTING REQUIREMENT							
REPORTING FREQUENCY M = Monthly Q = Quarterly T = Trimester S = Semi-annual A = Annual * = Milestone Dependent (per individual POA&M)					Lead Responsibility	Reporting Frequency	Metrics
LOE 5.0 Adapt Training and Education to New Capabilities					G3/5/7	Q	
MO 5.1.				Provide lessons learned to the service in order to drive corrective actions	G3/5/7	Q	Quality: - # of timely/relevant MCLLP injects to service advocacy processes/decisions, planning, operations, exercises Quantity: - # of collections and products - # of registered website users - # and % of Command Lesson Managers - # of AARs databased - >98% system availability 24/7
	CT 5.1.1			Execute a lessons learned program	G3/5/8	Q	- # of collections and products - # of registered website users - # and % of Command Lesson Managers - # of AARs databased - >98% system availability 24/7
MO 5.2.				Develop emergent training and education capabilities that enable Marines to operate successfully in future environments	G3/5/9	A	Quality: - TBD Quantity: - TBD Progress: - % achieved to approved POA&M
	Focus Area A			Enhance individual Marine capabilities	G3/5/10	A	
		CG 5.2.xG-FAA1		Improve memory, calculating, reasoning, problem solving, and decision making	G3/5/11	*	
		CG 5.2.XG-FAA2		Improve Marines' ability to exercise Commander's Intent and their agility to respond to changing conditions	G3/5/12	*	
		CG 5.2.xG-FAA3		Encourage Marines to apply their training and education to devise creative solutions and operate effectively in complex environments	G3/5/13	*	
		CG 5.2.xG-FAA4		Develop, enhance, and sustain programs that promote personal physical and mental health - sports medicine, nutrition, fitness, mental, social, psychological, and emotional	G3/5/14	*	
	Focus Area B			Improve unit level training	G3/5/15	A	
		CG 5.2.xG-FAB1		Conduct training under degraded conditions and/or environments during SLTEs	G3/5/16	*	
		CG 5.2.xG-FAB2		Ensure free play force-on-force exercises in realistic environments are included as part of unit training	G3/5/17	*	
		CG 5.2.xG-FAB3		Improve support to HST and ensure a progressive unit training continuum that logically ties in with the MAGTFTP	G3/5/18	*	
		CG 5.2.xG-FAB4		Ensure enhanced operability with SOF	G3/5/19	*	
		CG 5.2.xG-FAB5		Educate the force in training management and available resources	G3/5/20	*	
		CG 5.2.xG-FAB6		Improve training and education continuum and standardization of unit readiness through more effective assessment capabilities that formally incorporate lessons learned and leverage improved AARs	G3/5/21	*	
		CG 5.2.xG-FAB7		Establish policy that helps prioritize HHQ requirements, ensuring repetitive and progressive training while giving maximum training time back to commanders	G3/5/22	*	
	Focus Area C			Train MAGTFs to operate effectively across all five domains	G3/5/23	A	
		CG 5.2.xG-FAC1		Address emerging cyber and EW training, education, and exercise requirements	G3/5/24	*	
	Focus Area D			Modernize training and education	G3/5/25	A	
		CG 5.2.xG-FAD1		Continually ensure Marines are provided the most technologically advanced learning opportunities possible	G3/5/26	*	