

# MAGTF G-1



## MAGTF Staff Training Program (MSTP)

U.S. Marine Corps  
30 October 2020

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UNITED STATES MARINE CORPS  
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30 October 2020

**FOREWORD**

1. **PURPOSE.** The Marine Air Ground Task Force Staff Training Program designed Pamphlet 1-0.1 MAGTF G-1, to assist the MAGTF assistant chief of staff G-1 and G-1 staff in their operational and planning responsibilities. This pamphlet serves as a linkage between doctrine, training, and operations. This technical, doctrine-based pamphlet contains military occupational specialty-specific information to inform commanders and guide G-1s in support of operations.

2. **SCOPE.** This pamphlet was written with the Marine Expeditionary Force and Marine Expeditionary Brigade in mind. The focus is on how the G-1 functions in preparation for and during operations. It is designed to supplement information provided in Marine Corps Doctrinal Publication 6, Command and Control and Marine Corps Warfighting Publication 5-10, Marine Corps Planning Process. While the pamphlet focuses primarily at the MEF level, this information applies to all major subordinate commands and may be useful for MAGTFs of all sizes. The pamphlet consists of four parts. The introduction provides commanders with a synopsis of MAGTF G-1 capabilities. The second amplifies G-1 responsibilities providing details of capabilities and references for MAGTF G-1 personnel. The third describes how the G-1 participates in MCPP. The appendices provide best practices (techniques, tactics, and procedures), samples, and reference guides for use during planning and operations.

3. **CAUTIONARY NOTE.** Modify the provisions of this text to meet the needs of particular units and situations and to conform to current regulations and the desires of the commanders concerned.

4. **SUPERSESION.** None.

5. **CHANGES.** MSTP encourages recommendations for improvements to this pamphlet from commands as well as individuals. Reproduce the attached User Suggestion Form and forward to:

Director, MAGTF Staff Training Program Division  
2301 Little Road  
Quantico, VA 22134-5001

You can also submit recommendations electronically to: [MSTP\\_OPS@usmc.mil](mailto:MSTP_OPS@usmc.mil)

6. **CERTIFICATION.** Reviewed and approved this date.



R.E. SCOTT  
Colonel, U.S. Marine Corps  
Deputy Director  
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## USER SUGGESTION FORM

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To: Director, MSTP Division (C467), 2301 Little Road, Quantico, Virginia 22134-5001

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1. Only one recommendation per page.
2. Locally reproduced forms may be used for e-mail submissions to:  
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# Introduction

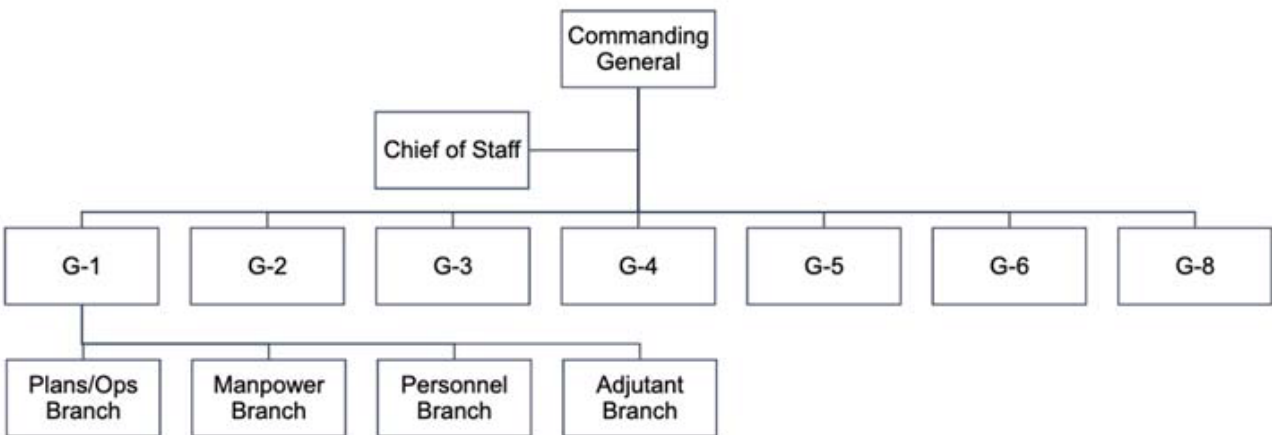
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*Do as much good as you can, for as many people as you can, for as long as you can.*

*-Gen Alfred M. Gray Jr. (29th CMC)*

## 0001. VISION

The Marine air-ground task force (MAGTF) G-1 circular/pamphlet is designed to assist the MAGTF assistant chief of staff (AC/S) G-1 and the G-1 staff in their operational and planning responsibilities, see figure I-1.



**Figure I-1. Basic Composition of the G-1**

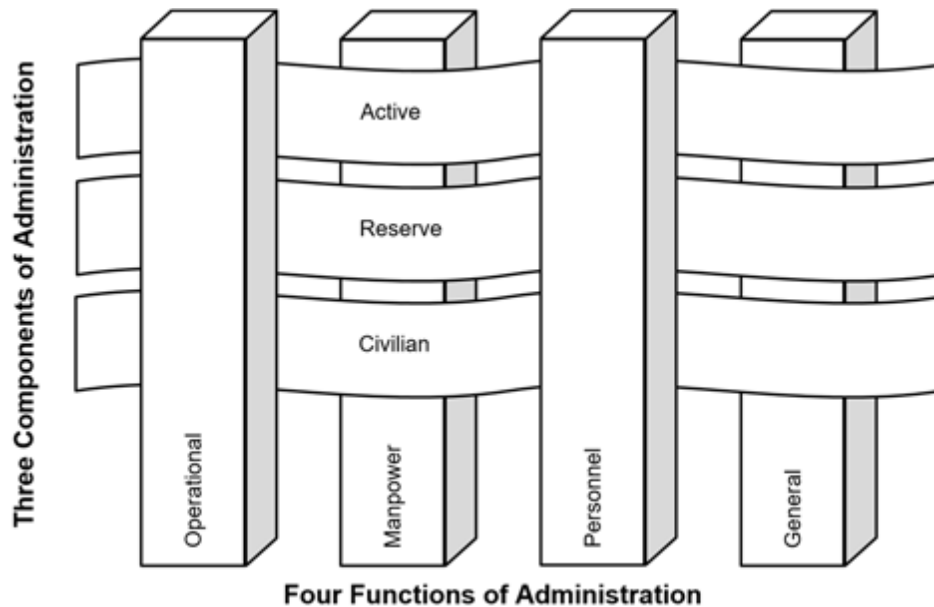
## 0002. MISSION

The AC/S G-1 is the principal staff member directly responsible to the commander for manpower and human resource matters both organic and not organic to the command.

## 0003. FUNCTIONS OF ADMINISTRATION

The MAGTF AC/S G-1 is directly responsible to the commander for the four functions of administration depicted in the figure below (Figure I-2). The commander or chief of staff may also charge the G-1 with other miscellaneous functions.

**Figure I-2. Functions of Administration**



The four functions of administration support Title 10 requirements, commanders, and the needs of individual Marines/Sailors/civilians. Marine Corps Order (MCO) 5000.14D (Marine Corps Administrative Procedures) identifies the functions and refers to them as types of Marine Corps administration in paragraph 5 of the MCO. The following descriptions focus on how the four functions support operations:

- **Operational Administration** – Sources valid manpower requirements in support of operations, exercises and contingencies; develops and executes Annex E of operation plans (OPLANs).
- **Manpower Administration** – Analyzes manpower requirements and capabilities; ensures the optimal allocation of human resources.
- **Personnel Administration** – Influences personnel readiness and effects personnel records through data entry via integrated pay and information systems.
- **General Administration** – Encompasses those management functions that provide direct support to the commander. For the purposes of this pamphlet, emphasis should be placed on those functions that support operational requirements (e.g. message handling; evaluations; morale, welfare, and recreation [MWR]).

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# Chapter 1: Responsibilities and Organization of the G-1

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*It is our responsibility to provide ready forces – forces ready to satisfy Combatant Commander requests for forces.*

*-Commandant's Planning Guidance, 38th CMC*

## **1000. RESPONSIBILITIES**

MAGTF G-1s will take those steps necessary to organize, understand, integrate, decide, monitor, and support the employment of manpower over time across the area of operations (AO) to achieve assigned missions.

### **a. The G-1 Advises**

The G-1 analyzes the manpower and personnel administrative situation and must stay prepared to contribute to the commander's estimate of the situation. The G-1 maintains a personnel estimate and pertinent information on all manpower and personnel administrative matters. The G-1 uses this information to advise the commander and other members of the staff in the development and execution of courses of action (COA).

### **b. The G-1 Plans**

The OPLAN (Annex E) is based on the commander's concept of operations. Effective planning for manpower and personnel administrative support to MAGTF operations increases the commander's ability to successfully accomplish the mission. The G-1 staff must fully engage in all phases of planning and collaborate with other principal staff members in preparing the order. The G-1 staff must fully understand and participate in the Marine Corps Planning Process (MCPPE).

### **c. The G-1 Coordinates**

Coordination is the activity of securing and promoting the cooperation of all agencies contributing to an undertaking. The G-1 coordinates matters with principal and special staff sections; subordinate, adjacent, and supporting establishment commanders; and/or other components and agencies as required.

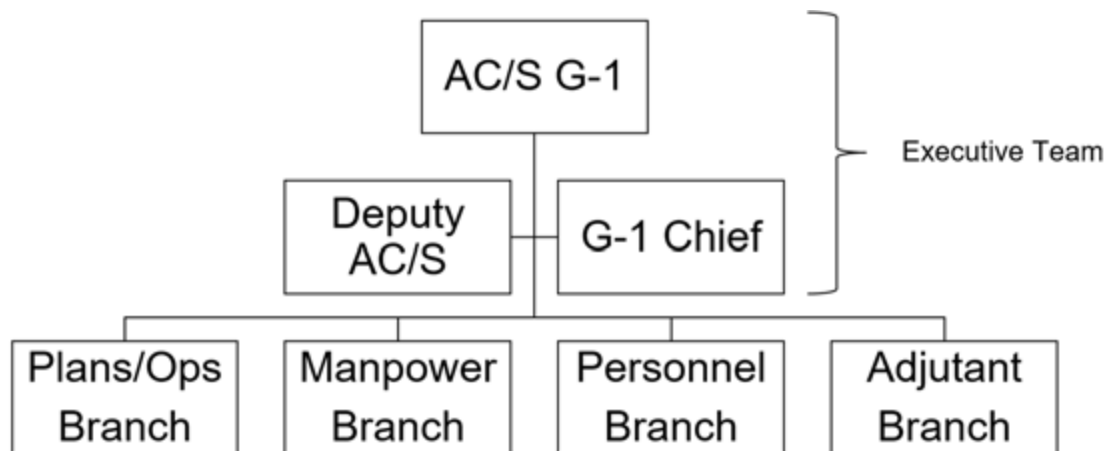
### **d. The G-1 Supervises**

The G-1 determines the administrative suitability of plans, policies, orders, and instructions by performing supervisory functions. The G-1 maintains oversight of manpower and personnel administrative matters through personal visits, inspections, and the analysis of reports. The G-1 utilizes a feedback process to implement change.

## **1001. ORGANIZATION OF THE G-1**

Composition of the G-1 will vary depending on echelon, mission, and the commander's requirements. Normally the G-1 will include plans and operations, manpower, personnel,

and adjutant branches (see Figure 1-1). Depending on mission requirements, MAGTF G-1 personnel, and composition of the MAGTF, the G-1 may require additional subsections to efficiently and effectively support operations (e.g., reserve support section, Navy Activity Manning Management section, civilian personnel support).



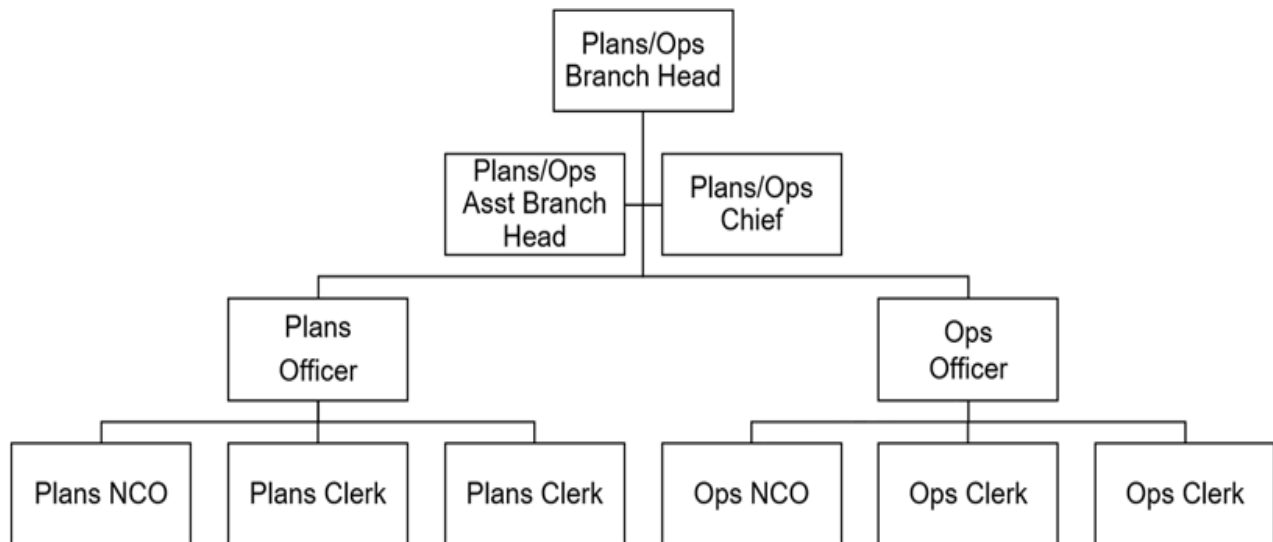
**Figure 1-1. Ideal MAGTF G-1 Composition**

**a. Executive Team**

- **AC/S G-1.** The AC/S G-1 is the senior administrative advisor to the commanding general and is the principal staff officer responsible for the conduct of the G-1 and execution of the four functions of administration as specified in Part II.
- **Deputy AC/S G-1.** The deputy AC/S G-1 supervises the daily operations of the G-1 and assumes all authority and responsibilities in the absence of the AC/S G-1.
- **G-1 Chief.** The G-1 chief is the senior enlisted administrative advisor to the commanding general, sergeant major, and AC/S G-1 and assists the AC/S G-1 in the management of tasks and office workflow within the G-1.

**b. Plans/Operations Branch**

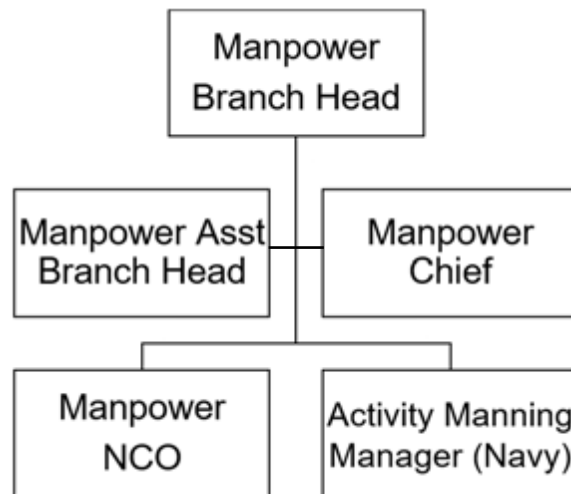
The plans and operations branch serves as the lead for operational planning, sourcing of individual augmentee (IA) requirements, and readiness analysis in support of worldwide operations and contingencies. The branch also sources the commander's valid manpower requirements in support of operations, exercises, and contingencies and develops and executes Annex E of OPLANs. See figure 1-2 for the traditional organization of the G-1 plans/operations branch. Operational administration includes administration related to the individual Marines, exercises, unit deployment programs (UDP), Marine Expeditionary Unit (MEU) deployments, special purpose MAGTFs/joint task forces, and other deployments.



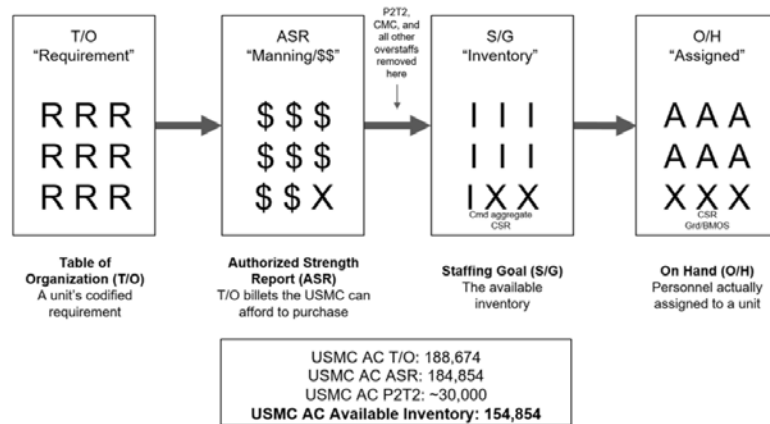
**Figure 1-2. Typical Organization of G-1 Plans/Operations Branch**

**c. Manpower Branch**

The manpower branch provides the commander with the complete staffing picture. See figure 1-3 for the typical organization of the G-1 manpower branch. The identification and validation of human resource requirements to support assigned missions and tasks initiates the total force structure process. See MCO 5311.1E for detailed information on the total force structure process. Figure 1-4 depicts a very simplistic view. The available inventory shapes the command's on-hand strength.



**Figure 1-3. Typical Organization of G-1 Manpower Branch**

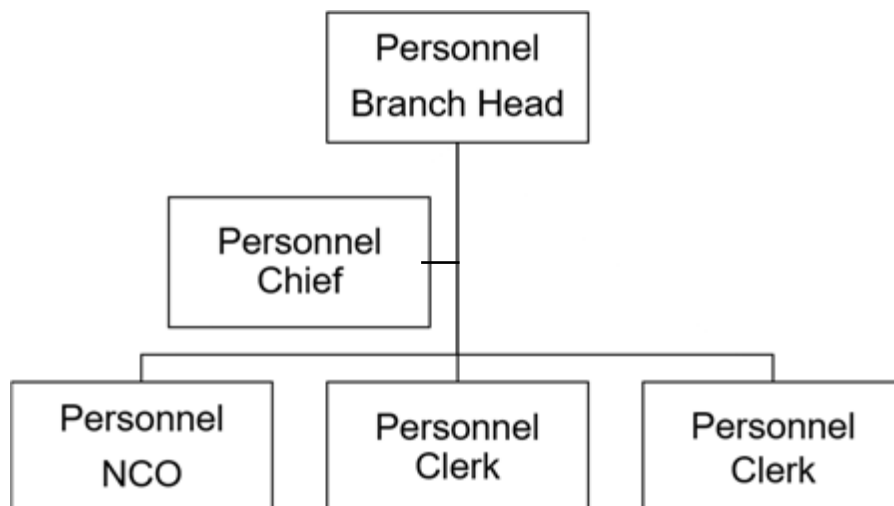


**Figure 1-4. Simplistic View of the Total Force Structure Process**

#### **d. Personnel Branch**

The personnel branch uses the manpower family of systems to monitor the command's personnel readiness. See figure 1-5 for the traditional organization of the G-1 personnel branch. Personnel administration provides a thorough assessment of the efficiency and effectiveness of personnel unit and individual reporting. The personnel branch acts as a conduit between the G-1 and the personnel administration center, finance office, and manpower information systems support office.

The personnel officer advises the AC/S G-1 on all matters pertaining to personnel readiness. The personnel officer provides mentorship/training to the MSC/regiment/group level personnel officers and major subordinate element (MSE) S-1's as required in addition to normal functions and tasks. This includes but is not limited to unit inspection and analysis preparation. See figure 1-5 for the typical organization of the G-1 personnel branch.



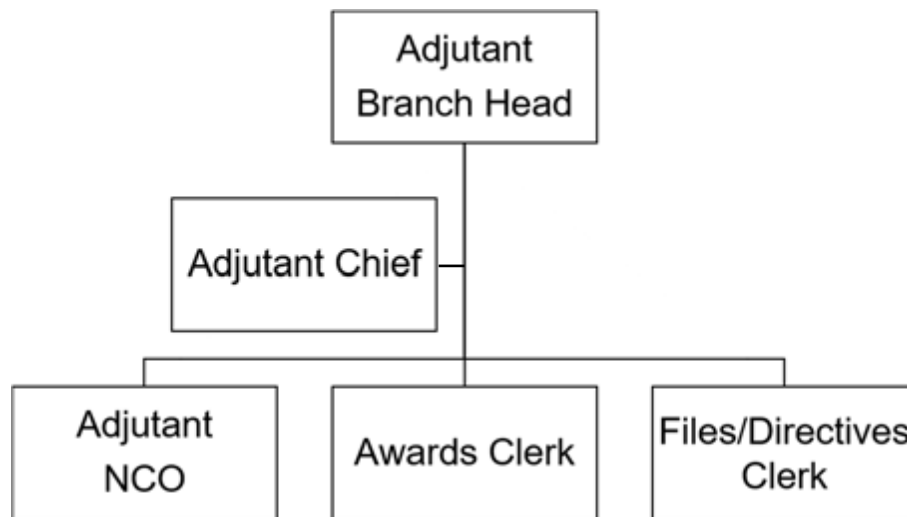
**Figure 1-5. Typical Organization of G-1 Personnel Branch**

#### **e. Adjutant Branch**

The adjutant branch provides the commander guidance/support on general administration issues. See figure 1-6 for the typical organization of the G-1 adjutant branch. The adjutant



branch assists the commander by providing subject matter expertise, allowing a division of labor and distribution of information. General administration is conducted at all echelons of command and applies to the total force.



**Figure 1-6. Typical Organization of G-1 Adjutant Branch**

#### **f. Other Subsections**

While not an all-inclusive list, G-1s may also contain the following subsections:

- Command Combat Casualty Operations Center (established during combat operations or mass casualty event).
- Postal (may reside in G-4).
- Reserve support section (may include reserve integration and/or reserve liaison capability).
- Civilian Personnel Management.
- Career Planner (CARPLAN).
- Substance Abuse Coordinator.
- Marine Corps Community Services (MCCS)/MWR.

### **1002. AUXILIARY RESPONSIBILITIES OF THE G-1**

The responsibilities of the G-1 identified in this chapter nest with the requirement to conduct effective manpower management, essential to command and control, as described in MCDP-6. Auxiliary/additional responsibilities typically derive from the execution paragraph of the Annex E (see Joint Publication [JP] 1-0, appendix B). These responsibilities may require coordination with subject matter experts not within the G-1. While operational requirements appear to focus on the Active and Reserve Component (RC), JP 1-0, *Joint Personnel Support*, assigns the J-1 (G-1) the responsibility for civilian personnel management (which can include contractors, civil service employees, and local national laborers) and staff cognizance over a variety of other duties that do not naturally fall to another staff section. Chapter II of this pamphlet outlines G-1 functions.

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# Chapter 2: Functions of the G-1

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*Since people are the first and driving element of our command and control system, effective manpower management is essential to command and control.*

*-MCDP 6 (Command and Control)*

## **2001. PLANS/OPERATIONS FUNCTIONS**

Plans and operations functions include requirements that directly support the organization's mission and validated external requirements; for example: serve as the lead for manpower operational planning, sourcing of IA requirements, and readiness analysis in support of worldwide operations and contingencies. Operational administration responsibilities include, but are not limited to personnel accountability and strength reporting, joint personnel reception and processing, rotation/replacement policies, non-combatant evacuation operations (NEO), casualty reporting and estimation, and medical returnees to duty.

### **a. Personnel accountability and strength reporting**

**(1) Tasks.** Service component commanders are responsible for maintaining accountability of their forces. Personnel accountability is the process of identifying, capturing, and recording the personal identification information of an individual, usually through the use of a database. The Department of Defense (DOD) components' policies and procedures will be used to account for their personnel.

**(2) Description.** Service components account for all personnel including active component (AC), RC, DOD civilians, and civilian contractors under their control. Accountability begins immediately upon establishment of a command relationship.

### **(3) References**

- (a) Chairman Joint Chiefs of Staff Manual (CJCSM) 3150.13\_ Joint Reporting Structure Personnel Manual.
- (b) Department of Defense Instruction (DoDI) 3001.02\_ Personnel Accountability in Conjunction with Natural or Manmade Disasters.
- (c) MCO 3500.26A\_ Universal Naval Task List.

### **(4) Systems and Access Required**

- (a) Secure Personnel Accountability/Secure Internet Protocol Router (SIPRNET).
- (b) Marine OnLine Unit Management Status Report Permissions/Non classified Internet Protocol Router (NIPRNET).
- (c) Command Profile Manpower and Reserve Affairs (M&RA) website/NIPRNET.

**(5) Considerations.** Coalition partners may drive a different accountability system requirement. Each Service has a Web-based accountability and assessment system for reporting that interfaces with Secure Personnel Accountability. Secure Personnel Accountability use outside of theater is limited and may be difficult to use during exercises. Be prepared to utilize an *ad hoc* excel spreadsheet for the Joint Personnel Status Report (JPERSTAT).

## **b. Joint Personnel Processing Center**

### **(1) Tasks**

- (a) Reception.
- (b) Accountability.
- (c) Processing.

**(2) Description.** A joint personnel processing center (JPPC) is responsible for the reception, accountability, and processing of personnel upon their arrival in the theater or the operational area. Operations may require multiple JPPC locations during operations, e.g. ports of debarkation or secondary entry points. Barcode scanner locations for automated deployment/accountability systems are collocated considering support to in-transit personnel during 24-hour operations.

**(3) Reference.** JP 1-0, *Joint Personnel Support*.

### **(4) Systems and Access Required**

- (a) Secure Personnel Accountability.
- (b) Barcode scanner.

**(5) Considerations.** The manning document must identify JPPC staffing requirements. Coordination may be required with coalition partners for non-standard entry points. The JPPC may be collocated or a part of the reception, staging, and onward integration operations (RSOI) center.

## **c. Rotation and Replacement Policies**

### **(1) Tasks**

- (a) Scheduled rotations.
- (b) Unplanned replacements.

### **(2) Description**

(a) Scheduled rotations: The personnel/unit rotation policy is coordinated with participating component and higher headquarters (HHQ). The G1 and G3 work together to develop rotation policies with the G1 coordinating IAs and the G3 coordinating unit rotations. Staggered rotation is desired to maintain a level of expertise and experience within the unit. Commensurate with operational requirements, the replacement objective is one-for-one replacement.

(b) **Unplanned Replacements:** Required due to various reasons, e.g. casualties, medical emergencies, Red-Cross messages, etc. The manning document may identify key and essential personnel that require replacement; include HHQ policies in Annex E.

**(3) Reference.** JP 1-0\_ Joint Personnel Support

**(4) Systems and Access Required**

- (a) Theater specific online platform.
- (b) Coordination with G-3, G-4, G-5 and medical may require access considerations.

**(5) Considerations.** Rotation policies vary depending on the mission, duration of the operation, operational environment, unique training requirements, key positions, and the available inventory of required skills. For unplanned replacements consider combat replacement pools, mobilization timeline requirements, and unit/personnel availability within theater.

**d. Noncombatant Evacuation Operations**

**(1) Tasks.** Assist with the accountability and reporting of designated personnel.

**(2) Description.** G-1 is responsible for reporting the total number of noncombatant evacuations transiting through the NEO pipeline.

**(3) References**

- (a) JP 1-0\_ Joint Personnel Support.
- (b) JP 3-68\_ Noncombatant Evacuation Operations.
- (c) DoDI 8170.01\_ Online Information Management and Electronic Messaging.

**(4) Systems and Access Required.** Tracking mechanism e.g., spreadsheet.

**(5) Considerations.** Refugees and Internally Displaced Personnel (IDP) tracking is normally a function of Civil-Military Operations. G-1 personnel may be tasked to staff NEO processing stations.

**e. Casualty reporting and estimation**

**(1) Task.** Estimate baseline casualty rates for each representative phase of combat operations and categorize by battle intensity.

**(2) Description.** Assist planners in generating casualty estimates and developing casualty streams to identify health service support (HSS) capability gaps in support of military operations and OPLAN requirements.

**(3) References**

- (a) MCWP 4-11.1\_ Health Service Support Operations.
- (b) JP 4-02\_ Health Service Support.
- (c) MCO 3040.4\_ Marine Corps Casualty Assistance Program.

**(4) Systems and Access Required.** Casualty Rate Estimation Tool (CREstT) in the Joint Medical Planning Toolkit.

**(5) Consideration.** Casualty estimation is a combined G-1, medical planner, G-2, and G-3 effort. Review each MSC's mission at different phases of the operation.

**f. Medical returnees to duty.** See Annex Q of the operation order (OPORD).

## **2002. MANPOWER FUNCTIONS**

Total force manpower administration ensures the optimal allocation of human resources throughout the command or unit with a focus on permanently assigned personnel. This includes the comprehensive development and integration of manpower solutions to meet requirements through detailed coordination with all sources of manpower such as active duty, reserve personnel (of all services), the civilian workforce, and contractors (as coordinated by contracting agencies). Total force manpower administration involves managing personnel assignments, slating, manning levels, total force structure requirements, fleet assistance program (FAP), performing manpower systems data analysis, unit personnel readiness analysis/reporting (Defense Readiness Reporting System [DRRS]), and coordinating command sponsorship programs. All echelons of command conduct total force manpower administration.

### **a. Active-Duty Personnel Requirements**

#### **(1) Tasks**

- (a) Develop and monitor officer and enlisted command staffing slates.
- (b) Oversee internal assignments, manpower process advisement, and interface with the M&RA and total force structure division.
- (c) Develop comprehensive, integrated manpower solutions to requirements through coordination with civilian, reserve, and other service manpower activities.
- (d) Coordinate with the command occupational field representatives to balance priorities and detailed staffing requirements for all available human resources.
- (e) Issue command special orders, as appropriate, for reassignments internal to the command (ensuring referral for entry into service records and billet identification code and billet description assignments).
- (f) Coordinate the validation and revalidation of the manpower portion of the table of organization and equipment (TO&E).
- (g) Review, provide guidance, and coordinate all TO&E change requests.
- (h) Coordinate command requests for overstaff of emergent requirements with follow-on TO&E change requests in order to justify increases to permanent staffing.
- (i) Coordinate FAP assignments.
- (j) Oversee the command stop-loss/stop move requirements, when applicable.

**(2) Description.** Large-scale mobilization will require thorough integration of manpower administration with operational planning in support of the commander's mission. Accurate assessment of existing manpower capabilities will inform the commander's intent from the outset. As operations continue, deliberate and focused administrative action will continuously and directly shape units' operational capabilities through TO&E/command staffing report management, coordination with M&RA and other outside agencies, and thorough unit slating procedures.

**(3) References**

- (a) MCO 1000.6\_ ACTSMAN.
- (b) MCO 1000.8\_ Fleet Assistance Program (FAP).
- (c) MCO 1300.8\_ Marine Corps Personnel Assignment Policy.
- (d) MCO 3000.13B\_ Marine Corps Readiness Reporting.
- (e) MCO 5311.1E\_ Total Force Structure Process.
- (f) MCO 5320.12H\_ Precedence Levels for Manning and Staffing.

**(4) Systems and Access Required**

- (a) MCTFS 3270.
- (b) Marine On-line travel module.
- (c) Command Profile.
- (d) Operational Data Store Element/Marine OnLine IBM Cognos Analytics portal.
- (e) Total Force Structure Management System (TFSMS).
- (f) Automated Message Handling System (AMHS).
- (g) Fleet Training and Management Processing System.

**(5) Considerations.** Constant and effective communication with HHQ, subordinate units, and within the staff will build necessary relationships and impact success.

**b. Reserve Affairs and Integration**

**(1) Tasks**

- (a) Serve as Individual Mobilization Augmentee (IMA) Operational Group Program Manager.
- (b) Advocate for and represent MSC interests in linking with HHQ (M&RA), programs and requirements (P&R), adjacent Marine forces (MARFORs) and other competing agencies relative to RC resourcing, manpower structure or authorized manning reviews, and policy formulations/adjustments.
- (c) Serve as IMA Operational Sponsor, administering and managing all issues relative to the command's IMA Program.
- (d) Coordinate and manage all mobilizations, sanctuaries, retire retains, and retire recalls for reserve Marines.
- (e) Provide administrative support for activation packages for reserve IAs submitted by subordinate commands.
- (f) Coordinate Individual Ready Reserve (IRR) involuntary mobilizations.
- (g) Provide administrative support/liaison for all reserve personnel issues.
- (h) Manage and coordinate Active Duty Operational Support (ADOS) budget.

(i) Coordinate with prior service recruiter on IMA vacancies and individual operational requirements.

**(2) Description.** The continuous mission analysis process will often produce manning documents that exceed the command's ability to organically fill.

### **(3) References**

- (a) MCO 1001R.1\_ Marine Corps Reserve Administrative Management Manual (MCRAMM).
- (b) MCO 1001.52\_ Management of the Active Reserve (AR) Support to the United States Marine Corps Reserve (USMCR).
- (c) MCO 1001.59\_ Active Duty for Operational Support (ADOS) in Support of the Total Force.
- (d) MCO 1001.61\_ Policy and Procedures for Sourcing Personnel to Meet Individual Augmentation (IA) Requirements (May 00).
- (e) MCO 1001.62\_ Individual Mobilization Augmentee Program.
- (f) MCO 1800.11\_ Policy and Procedures for Reserve Component (RC) Member Service Beyond 16 Years of Active Duty Service.
- (g) Marine Administration (MARADMIN) 248/18 Amplifying Guidance on Active Duty Operational Support (ADOS) Waivers.
- (h) DoDI 1235.12 Accessing the Reserve Component (RC).
- (i) Joint Travel Regulations (JTR).

### **(4) Systems and Access Required**

- (a) Marine Resource Order Writing Service.
- (b) Requirements, Transition, and Manpower Management System (RTAMMS).
- (c) Drill Manager Module.
- (d) Inventory Development and Management System (IDMS).
- (e) Marine Corps Medical Entitlements Data System.
- (f) Defense Travel System (DTS).

**(5) Considerations.** Understanding how to employ the RC requires specific knowledge on the regulations and laws that govern their usage. The reserve support section has the principal responsibility to screen and advocate for reserve Marines for administrative support, training, and equipping once they are assigned to the MEF/MEB.

## **c. Civilian personnel policies and procedures**

### **(1) Tasks**

- (a) Develop and monitor civilian staffing requirements.
- (b) Identify mission-essential capabilities that require additional civilian positions.
- (c) Coordinate with the regional human resources office to establish position descriptions and solicit applications, both regionally and worldwide.



- (d) Oversee internal assignments to properly source and deliver civilian personnel.
- (e) Establish procedures to maintain general administration of civilian matters.

**(2) Description.** The continuous mission analysis process will identify tasks/capabilities best completed/provided by civilian personnel. When these civilian workforce requirements are established, the G-1 civilian management team will interface with the regional human resources office to identify and screen eligible candidates. This may be accomplished locally or require worldwide job postings.

### **(3) References**

- (a) DoD 1400.25-M DoD Civilian Personnel Manual (CPM).
- (b) MCO 12000.10 W/CH 1-2\_ Employment Protection for Certain Non-Appropriated Fund Instrumentality Employees/Applicants.
- (c) MCO 12301.1C\_ Foreign Area Employment-Overseas Tour Extensions.
- (d) MCO 12335.1\_ Merit Staffing Program.
- (e) MCO 12410.24\_ Civilian Leadership Development.
- (f) MCO 12430.2\_ Performance Management Program.
- (g) MCO 12451.2\_ Honorary Awards For Civilian Employees.
- (h) MCO 12451.3B\_ Time-Off Incentive Awards.
- (i) MCO 12510.2D\_ Civilian Workforce Management: Managing to Payroll.
- (j) MCO 12515.1 Managing to Payroll.
- (k) MCO 12630.1\_ Voluntary Leave Transfer Program.
- (l) MCO 12630.2\_ Hours of Duty, Absence, and Leave.
- (m) MCO 12630.3\_ Family and Medical Leave.
- (n) MCO 12771.2\_ Grievance Procedure 17. MCO 12790.2 w/ch 1\_ Civilian Non-Appropriated Fund Instrumentality (NAFI) and Civilian Morale, Welfare Recreation (MWR) Activities.

### **(4) Systems and Access Required**

- (a) Defense Performance Management and Appraisal Program.
- (b) Defense Civilian Personnel Advisory Service.
- (c) Defense Civilian Personnel Data System.
- (d) Standard Labor Data Collection And Distribution Application.
- (e) Total Workforce Management System.
- (f) MyBiz.

**(5) Considerations.** G-1s do not operate a civilian human resources office organically; coordination with installation level civilian human resources departments is required. G-1s should use civilian liaisons when employing and caring for civilian employees to meet operational needs. When deploying civilians, consider combat gear required and if the employee will deploy to crisis locations.

## **2003. PERSONNEL FUNCTIONS**

All echelons of command conduct total force personnel administration (personnel readiness) that involves importing and maintaining personnel records affecting

compensation, pay and entitlements, promotions, limited duty, and the execution of military personnel assignments and separations. Personnel administration encompasses those management functions that provide indirect support to the commander allowing the commander to focus on downrange operations. The personnel officer advises the AC/S G-1 on all matters pertaining to personnel readiness. The personnel officer, along with assigned functions and tasks, provides mentorship/training to the major subordinate command (MSC)/regiment/group level personnel officers and MSE S-1s as required. This includes but is not limited to preparation for unit inspections and analysis.

#### **a. Personnel Readiness**

##### **(1) Tasks**

- (a) Use manpower and personnel administrative systems to conduct analysis and perform unit level management of systems, when appropriate.
- (b) Ensure the accuracy of the data entered into the Marine Corps Total Force system (MCTFS), and ensure all Personnel statuses reflect accurately (to include but not limited to duty status, strength cat, and duty limit etc.).
- (c) Identify possible solutions to discrepancies (to include process issues).
- (d) Coordinate with commands/personnel administration centers for total force system updates.
- (e) Validate data adjustments.
- (f) identify support solutions for RC personnel in coordination with the reserve liaison officer.
- (g) Repeat (the process is continuous).

##### **(2) Description**

The personnel branch validates personnel readiness accuracy based on information from MCTFS versus the personnel section of the DRRS report validated and updated by the manpower branch. Utilizing Unit Management Status Reports verify personnel readiness data to ensure the report identifies all personnel deficiencies and non-deployable individuals within units via their duty status (limited duty, legal, training, etc.) and the data was entered and reported correctly in the system.

##### **(3) References**

- (a) DoD 7000.14-R Volume 7A DoD Financial Management Regulation, "Military Pay – Active Duty and Reserve Pay."
- (b) HQMC-P&R (RFF) 7220.31-R Marine Corps Total Force Systems Automated Pay Systems Manual (APSM).
- (c) JTR The Joint Travel Regulations Uniformed Service Members and DoD Civilian Employees.
- (d) MCO 1001R.1\_ Marine Corps Reserve Administrative Management Manual (MCRAMM).
- (e) MCO 10110.47A\_ Basic Allowance for Subsistence (BAS) and Meal Card Program.
- (f) MCO 1300.8\_ Marine Corps Personnel Assignment Policy.
- (g) MCO 1326.2\_ Administration of Temporary Flight Orders.

- (h) MCO 1751.3\_ Marine Corps Dependency Determination and Support Program for Basic Allowance for Housing and Travel and Transportation Allowance.
- (j) MCO 3000.19B\_ Marine Corps Total Force Mobilization, Activation, Integration, and Deactivation Plan (MAID-P).
- (k) MCO 3571.2H\_ Explosive Ordnance Disposal (EOD) Program.
- (l) MCO 7220.12R\_ Special Duty Assignment (SDA) Pay Program.
- (m) MCO 7220.21F\_ Advance Pay Incident to a Permanent Change of Station (PCS).
- (n) MCTFSCODESMAN Marine Corps Total Force System Codes Manual.
- (o) MCTFSPRIUM Marine Corps Total Force System Personnel Reporting Instructions Users Manual.
- (p) OPNAVINST 7220.4\_ Flight Deck Hazardous Duty Incentive Pay (FDHDIP).
- (q) MCO 5210.11E\_ Marine Corps Records Management Program
- (r) DoD Dir 7730.65\_ Defense Readiness Reporting System (DRRS).
- (s) MCO 3000.13B\_ Marine Corps Readiness Reporting.

#### **(4) Systems and Access Required**

- (a) MCTFS 3270.
- (b) Marine On-line Unit Diary/Marine Integrated Personnel System.
- (c) Marine On-line OMPF View – Electronic Service Record.
- (d) Command Profile.
- (e) Operational Store Data Element /Marine OnLine IBM Cognos Analytics portal.
- (f) TFSMS.

**(5) Considerations.** Individual personnel readiness contributes to the overall readiness capability of an organization. The personnel branch must remain thoroughly engaged in this process to help ensure the accuracy of unit MCTFS data. Reviewing the units Marine On-line Unit Management Status Report and personnel systems ensures the units stay on track in personnel readiness.

### **b. Unit Deployment**

#### **(1) Tasks**

- (a) Ensure personnel administration center visibility of unit deployment, location, and unit level matters impacting personnel readiness, as applicable.
- (b) Ensure units receive information regarding deployed pay and entitlements.
- (c) Ensure pre, during, and post deployment audits are conducted.
- (d) Ensure appropriate entry of deployed entitlements into MCTFS.
- (e) Upon return of individuals or units, work with the personnel administration center to ensure appropriate entitlements are stopped.
- (f) Ensure appropriate execution of RC personnel Marine Resource Order Writing Service Orders/DTS authorizations and travel claims/DTS vouchers.

**(2) Description.** The personnel branch provides oversight of deployed personnel administrative accuracy. Manpower system analysis and coordination between units and

personnel administration centers completes this process (focus on unit deployment location and other unit/individual movement matters impacting personnel readiness, pay, and entitlements). Marine On-line provides current information for pay, personnel administration, and personnel readiness. It also provides many different personnel readiness and administrative systems (tools) for recording, processing, and maintaining military personnel and pay data on a continuing basis within the Marine Corps. Marine On-line uses an integrated, single, logical data base to process transactions at one central location - the Defense Enterprise Computing Center-St Louis.

### **(3) References**

- (a) MARADMIN 227/10 Revised Pay and Allowance Continuation (PAC) Program.
- (b) DoD 7000.14-R Volume 7A DoD Financial Management Regulation, "Military Pay – Active Duty and Reserve Pay."
- (c) HQMC-P&R (RFF) 7220.31-R Marine Corps Total Force Systems Automated Pay Systems Manual (APSM).
- (d) Joint Travel Regulations Uniformed Service Members and DoD Civilian Employees (JTR).
- (e) Marine Corps Total Force System Personnel Reporting Instructions User Manual (MCTFSPRIUM).
- (f) Marine Corps Travel Instructions Manual.

### **(4) Systems and Access Required**

- (a) MCTFS 3270.
- (b) Marine On-line Unit Diary/Marine Integrated Personnel System.
- (c) Marine On-line OMPF View – Electronic Service Record.
- (d) Command Profile.
- (e) Operational Store Data Element/Marine OnLine IBM Cognos Analytics Portal.

**(5) Considerations.** This branch facilitates units reporting true deployment readiness and understanding the entitlements they will rate. Coordination with the personnel administration center is key to ensure the unit provides all of the necessary source documents that prompt deployed pay and entitlements. Deployment pay should start and stop once valid source documents are verified and provided to the personnel administration center.

## **2004. GENERAL ADMINISTRATIVE FUNCTIONS**

All echelons of command conduct general administration applicable to the total force. General administration encompasses those management functions that provide direct support to the commander. Additionally, general administration assists the commander by providing subject matter expertise facilitating a division of labor and distribution of information.

### **a. Correspondence, Files and Directives, Reports, and Forms**

### **(1) Tasks**

- (a) Correspondence management.
- (b) Command files management.
- (c) Forms and reports management.
- (d) Directives control point management.
- (e) Vital records management (i.e., records critical to continue operations).

**(2) Description.** Maintain all forms of official correspondence in the command.

### **(3) References**

- (a) MCO P1070.12\_ Individual Records Administration Manual (IRAM).
- (b) MCO 5210.11E\_ Marine Corps Records Management Program.
- (c) MCO 5215.1K\_ Marine Corps Directives Management System.
- (d) SECNAVINST M-5216.5\_ Correspondence Manual.
- (e) MCO 5216.19A\_ Administrative Action (AA) Form (Rev. 9-11).
- (f) MCO 5216.20B\_ Marine Corps Supplement to DoN Correspondence Manual.
- (g) MCO 5600.31\_ Marine Corps Printing and Publishing Regulations.
- (h) NAVMC DIR 5210.11\_ Marine Corps Records Management.
- (i) SECNAV M-5210.1 DoN Records Management Program Disposition Manual.
- (j) SECNAV M-5210.2 Standard Subject Identification Code Manual.
- (k) Government Printing Office Style Manual.

### **(4) Systems and Access Required**

- (a) Marine Corps Publications Distribution System.
- (b) Records, Reports, Directives and Forms Management SharePoint Portal.
- (c) MCTFS.

**(1) Considerations.** Management of a single, streamlined, uniform system is essential to the preparation and maintenance of correspondence. Files and directives preserve Marine Corps records to document achievements and historical events, comply with legal/statutory obligations and fiscal requirements, and support future operations.

## **b. Awards and Decorations**

### **(1) Tasks**

- (a) Unit awards.
- (b) Personal awards.
- (c) Campaign, expeditionary, and service awards.
- (d) Foreign decorations and service awards.
- (e) Awards updates.

**(2) Description.** Awards recognize individuals and units for exceptional performance fostering high morale and esprit de corps.

**(3) References**

- (a) DoD Manual 1348.33, Volumes I, II, and III, Manual of Military Decorations and Awards.
- (b) JP 1-0\_ Joint Personnel Support.
- (c) SECNAVINST M-1650.1\_ Navy and Marine Corps Awards Manual.
- (d) MCO 1650.19\_ Administrative and Issue Procedures for Decorations, Medals, and Awards.
- (e) MARADMIN Awards Updates.

**(4) Systems and Access Required**

- (a) Improved Awards Processing System.
- (b) MCTFS.

**(5) Considerations.** Timeliness and communication ensure appropriate and timely recognition. A systematic approach to manage the awards program includes dissemination of the commander's intent, updates, timely award presentation materials, and board administration.

**c. Military Evaluations**

**(1) Tasks.** Manage the Command Performance Evaluation System.

**(2) Description.** The fitness report provides the primary means for evaluating a Marine's performance to support the Commandant's efforts to select the best qualified personnel for promotion, augmentation, retention, resident schooling, command, and duty assignments. All reporting officials hold the inherent duty of commitment to ensure the integrity of the system by paying close attention to accurate marking, narrative assessment, and timely reporting.

**(3) References**

- (a) MCO 1610.7\_ Performance Evaluation System (PES).
- (b) MCO 1610.11\_ Performance Evaluation Appeals.
- (c) SECNAVINST 5420.193 Board for Correction of Naval Records (BCNR).

**(4) Systems and Access Required**

- (a) Marine On-line.
- (b) Automated Performance Evaluation System (PES).

**(5) Considerations.** Performance Evaluation System oversight and dissemination of updates, timelines, and training will significantly contribute to the overall effectiveness of military evaluations.

#### **d. Morale, Welfare, and Recreation**

##### **(1) Tasks**

- (a) Coordinate MWR support with MCCA or the executive agent.
- (b) Coordinate logistics, supply, and contracting personnel to meet MWR requirements.
- (c) Serve as an advocate to acquire necessary equipment, programs, and personnel.

**(2) Description.** G-1s may plan and organize MWR support for a unit, specifically during deployment. MWR programs may include, but are not limited to, fitness programs and recreation facilities; exchange and resale services; entertainment services; food and beverage sales; access to books, newspapers, videos, telephone, or other communications media; and rest and recuperation programs.

##### **(3) References**

- (a) JP 1-0 Joint Personnel Support.
- (b) MCO 12790.2\_ w/ch-1.
- (c) MCO 1754.6c\_.
- (d) MCO P1700.27B w/ch-1.

##### **(4) Systems and Access Required**

- (a) Coordinate with MCCA.
- (b) Coordinate with all Army and Air Force Exchange Service/Navy Exchanges.
- (c) Coordinate with the Deployment Readiness Coordinator (formerly family readiness officer).
- (d) Coordinate with the MWR Specialist if applicable.
- (e) United Services Organization.

**(5) Considerations.** Adequate planning and coordination are critical to the success of the MWR programs essential to readiness. They serve to relieve stress as well as increase and maintain morale. Additionally, MWR programs can enhance force protection in a hostile or uncertain environment by providing activities for personnel in a secure area.

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# Chapter 3: Planning

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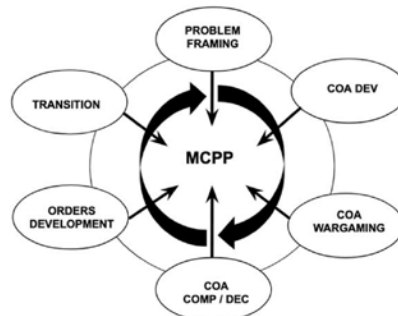
*It doesn't cost any money to think.*

*- Gen Alfred M. Gray Jr. (29th CMC)*

## 3000. INTRODUCTION

The tenets of the Marine Corps Planning Process (MCPP) include top-down planning, single battle concept, and integrated planning. Effective integrated planning for personnel support to MAGTF operations increases the commander's ability to successfully accomplish the mission. The MAGTF G-1 and staff must remain fully involved in all phases of planning and collaborate with other principal staff members in preparing the order. The G-1 participates in the planning process; provides representatives to the operational planning team (OPT); and develops staff estimates, concepts of support, and ultimately annexes and appendices for the order—along with the other staff members. The OPT must consider operations security (OPSEC) throughout planning. See Figure 3-1 and MCWP 5-10 for more information.

The OPT is a task-organized planning element that supports the commander and staff in decision-making. The OPT is not a substitute for normal staff action and coordination. The G-1, along with other principal and special staff officers, provides representatives to the OPT in order to conduct detailed planning and coordinate warfighting functions. The representatives keep the principal staff officers informed of the planning effort. They also receive guidance to take back to the OPT.



**Figure 3-1. MCPP Overview**

## 3001. PROBLEM FRAMING

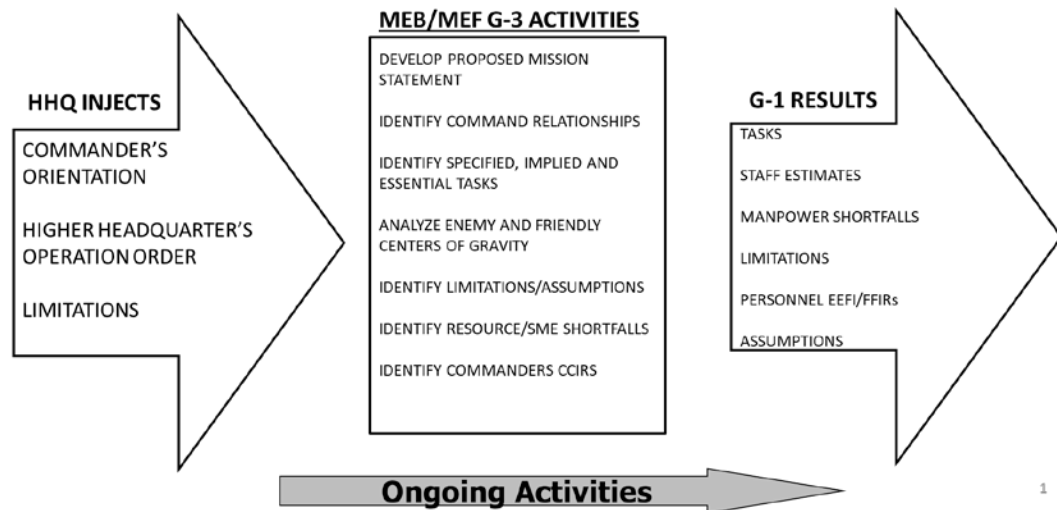
During problem framing the G-1 and G-1 planners familiarize themselves with the possible AOs; available forces; and political, military, and cultural characteristics of the area. As the G-1 representative, the designated planner should possess the required knowledge in order to add value to the OPT. At receipt of the task, G-1 planners should consider how much time is available prior to execution. Time availability may afford G-1 planners opportunities to address readiness trends, staffing status, and personnel adjustments to support the commander. See Figure 3-2.

### a. Injects

Injects for problem framing come from the MAGTF commander, the higher commander, adjacent commanders, and other external sources. These injects include (but are not limited to) the commander's orientation, the HHQ OPORD, and limitations. During problem framing the G-1 conducts a task analysis of the proposed Annex A and identifies any manpower limitations (e.g. expiration of active service, patients, prisoners, trainees and transients, non-deployables, and resource shortfalls).

## b. Activities

Using the information in the commander's orientation and HHQ orders, G-1 planners first identify specified and implied tasks. Tasks that define mission success and may apply to the force as a whole are further identified as essential tasks. Considerations for planning may include Maritime Prepositioning Force (MPF) enablers, RSOI, Global Force Management (GFM) requirements, and coordinating expeditionary services.



**Figure 3-2. Problem Framing**

The G-1 planners gather information to begin the G-1 staff estimate. The G-1 staff estimate analyzes how all human resources and personnel factors could impact the individual Marine and unit effectiveness before, during, and after the mission. It includes established command relationships and a current, overall, functional personnel status of the organization, its subordinate units, and any attached or supporting elements. The G-1 staff estimate includes assessments of the following tangible and intangible factors in order to support a proposed operation:

- Non-deployables (medical, legal).
- Insufficient obligated service.
- Transition (PCS, approved separations/retirements, terminal leave, transition readiness seminar).
- Deployment to dwell limitations.
- Non-available (internal/external manning requirements).
- Technical/professional military education (implications of nonattendance).
- Use of reserves (activation authorities, waiver requirements).
- Use of civilian personnel (voluntary/involuntary).
- Security clearance requirements.

The G-1 staff estimate includes a casualty estimation for the proposed operation. The joint medical planner's toolkit and CResT provide scenario based casualties for planning. The G-1 staff estimate will undergo continuous refinement throughout the planning process. It provides a logical and orderly examination of all G-1 administration factors that affect mission accomplishment. It supports the commander's decision making throughout the planning process and subsequent execution of the operation.

While conducting problem framing, planners determine whether the operation requires specialized personnel or other expertise (e.g. civil affairs (CA); specific intelligence or language skills; chemical, biological, radiological, and nuclear). If this expertise is not readily available, the commander—through the G-1 and in conjunction with the G-3—should request augmentation (active/reserve/civilian).

G-1 planners may identify administrative and manpower personnel limitations during problem framing. If the planners identify any, record the limitations and carry forward for use in subsequent planning. Only the commander decides what information is critical; but G-1 planners may propose essential elements of friendly information (EEFIs) on personnel. The staff continuously reviews, updates, or deletes EEFIs as required. Additionally, G-1 planners can submit other friendly force information requirements necessary to answer questions based on assumptions and to develop plans. See Figure 3-3.

**EEFIs**

**When will the combat replacement system be robust enough to allow the MAGTF to conduct sustained operations ashore?**

**When will numbers of enemy prisoners of war (EPWs) become too large for the MAGTF to effectively maintain the tempo of offensive operations?**

**How much of the Ready Reserve, Standby Reserve and Retired Reserve are available and for how long?**

**Figure 3-3. Examples of essential elements of friendly information related to personnel**

Planners may include assumptions in OPLANs but not in OPORDs. Assumptions not validated become risks and may require branch plans. G-1 planners may develop assumptions to help the commander make a decision concerning a COA.

**c. Results**

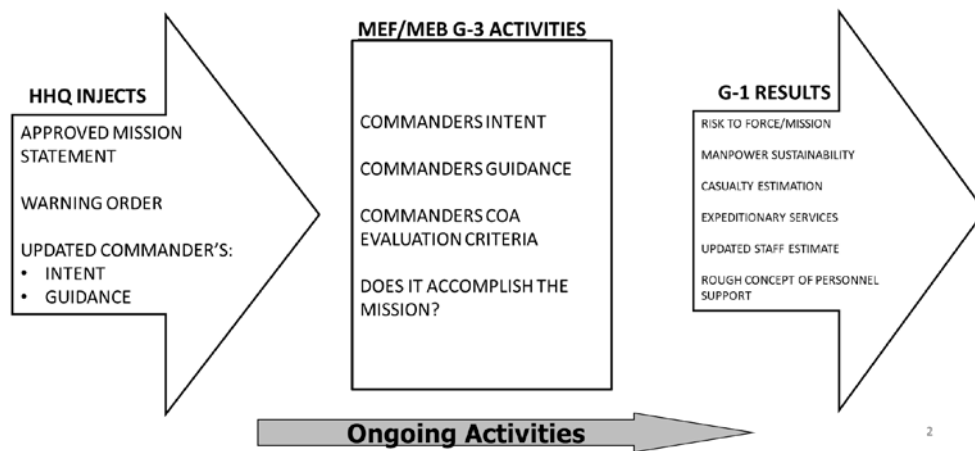
Problem framing outputs are vital inputs to subsequent steps in the MCPP. In addition to the required outputs, the G-1 planner's outputs may include the following:

- G-1 tasks (specified, implied, essential).
- Initial G-1 staff estimate (includes casualty estimate, execution timeline) See Figure 3-5.
- Manpower shortfalls.
- Limitations.
- Approved personnel EEFIs.
- Assumptions.

**3002. COURSE OF ACTION DEVELOPMENT**

During course of action (COA) development the G-1 and G-1 planners—with the commander and the rest of the staff—develop COAs. The G-1 planner examines each COA

from a manpower availability perspective to ensure it is suitable, feasible, acceptable, distinguishable, and complete with respect to the current and anticipated situation, the mission, and the commander's intent. G-1 planners must understand the proposed concept of operations (CONOPS) and scheme of maneuver in order to prepare casualty estimates and support manpower requirements. See Figure 3-4 and 3-5.



**Figure 3-4. Course of action development**

#### **a. Injects**

The G-1 planner recommends evaluation criteria to assess the relative combat power and may include the same topics listed in paragraph 3001c.

#### **b. Activities**

G-1 planners help develop broad COAs using mission, enemy, terrain and weather, troops and support available – time available (METT-T); manning rates; and casualty rate estimates. The goal of COA development is to answer two fundamental questions: “What do I want to do?” and “How do I want to do it?” To help provide the answers, the G-1 planners ask:

- Does the MAGTF have the total manpower required to complete the mission?
- Is there an adequate combat replacement pool (active/reserve/civilian) to support the mission?
- Would any policy changes or incentives help retain the available manning pool?

Planners must assess relative combat power and casualty estimates to answer these questions. The relative combat power assessment provides planners with an understanding of friendly and threat force strengths and weaknesses relative to each other. While force ratios are important in the relative combat power assessment, the numerical comparison of enemy and friendly forces is just one aspect that planners must balance with other factors such as weather, morale, level of training, and cultural orientation. The goals of relative combat power assessment include identifying threat weaknesses the force can exploit through asymmetric application of friendly strengths and identifying friendly weaknesses that require protection from threat actions. The goal of casualty estimation is to prepare the MAGTF to replace manpower losses, continue the mission, and to provide sufficient medical treatment and religious ministries. Assessing relative combat power, the environment (e.g. weather, combat intensity) and force design affect medical and religious

ministry support requirements. Both efforts require participation by all staff sections to ensure accuracy.

Planners begin developing “how” they intend to accomplish the mission using the commander’s planning guidance as well as updated intelligence preparation of the battlespace products, the relative combat power assessment, and center of gravity analysis. This becomes the COA. COAs must provide the commander with a variety of employment options. COAs should conform to the following criteria:

- **Suitable.** Does the COA accomplish the purpose and tasks? Does it comply with the commander’s planning guidance?
- **Feasible.** Does the COA accomplish the mission within the available time, space, and resources?
- **Acceptable.** Is the COA proportional and worth the cost in personnel, equipment, material, time involved, or position? Is it consistent with the Law of War, and is it militarily and politically supportable?
- **Distinguishable.** Does the COA differ significantly from other COAs?
- **Complete.** Does the COA include all tasks the force must accomplish? Does it address the entire mission (main and supporting efforts, reserve, and associated risks)?

If time permits, a COA should include supporting concepts. These supporting concepts help the OPT to synchronize all the essential warfighting functions of the force within the battlespace. In addition to the supporting concepts of fires, intelligence, and logistics, the commander may direct the G-1 (or the G-1 decides) to develop a concept of personnel support. The concept of personnel support should focus on manpower capabilities and capacities versus requirements. The OPT may have to consider shifting of priorities, priority of work, support relationships, how units are organized, and whether to reassign personnel.

The OPT produces the COA graphic and narrative to portray how the unit will accomplish the mission. The COA graphic and narrative identify who (notional task organization), what (tasks), when, where, how, and why (intent). The graphic portrays the scheme of maneuver of the main and supporting efforts and critical maneuver, control, and fire support coordinating measures. The narrative provides the purpose and tasks of the main and supporting efforts, the reserve, and the sequencing of the operation. The COA graphic and narrative, when approved by the commander, form the basis for the CONOPS and operations overlay in the basic plan or order.

G-1 planners may develop and use other planning support tools in addition to the COA graphic and narrative using the commander’s evaluation criteria. Examples may include—

- **Force Laydown.** The JPERSTAT provides a daily snapshot of the entire force. The commander may require specific information such as manpower shortfalls, stressed/critical MOSs, straggler collection points, EPW collection points, casualty collection points, etc.
- **Casualty Evacuation Plan.** As part of the G-4 or health services support plan, the G-1 provides personnel to assist with patient evacuation tracking. G-1 planners use the CREStT to assist with casualty estimation.
- **Combat Replacement Plan.** The combat replacement plan provides information on the movement of personnel into the MAGTF AOs, location of the reception center, and

procedures for requesting replacements. Planners must not confuse combat replacements with the MAGTF operational or tactical reserve. Combat replacements replenish unit human resource losses on an individual or unit basis. The reserve is a portion of the force that the commander does not commit until seeking a swift resolution to the final outcome of the present battle.

### 1. Situation

#### A. Personnel Requirements for COA

- (1) Active (Available Forces)
- (2) Reserve (Activation Authorities/Work Year Funds requests through MARFOR)
- (3) Navy (Medical/Religious ministry personnel augments)
- (4) Civilian (Voluntarily/Involuntarily, Deployed Entitlements)
- (5) Joint/Coalition/Multinational mission

### 2. Analysis

A. Sustainability of the Force (Stabilize, Incentives, Re-enlistment Bonuses, Stop Loss/Stop move).

B. Casualty Estimates (Type of Battle, Combat Intensity, Type of Force, Engagement size, Weather, Terrain, Munition Threats).

### 3. Evaluation

A. Commanders Evaluation Criteria

B. Advantages and disadvantages for each COA

**Figure 3-5. Example points to consider for personnel estimates (staff estimate)**

The staff briefs developed COAs along with updated facts, assumptions, risk, etc., to the commander. Planners brief each COA separately. Standardized formats help focus the brief and prevent the omission of essential information. The COA briefing may also include initial estimates of supportability from subordinate commands and staff estimates. The G-1 staff estimate summarizes the significant manpower aspects of the situation that influence the COA, analyzes the impact of all manpower factors on the COA, and evaluates and determines how the means available can best support the COA.

Following the COA development brief, the commander will select or modify the COAs for wargaming and provide wargaming guidance and evaluation criteria. The evaluation criteria helps focus the wargaming effort and provides the framework for data collection. Evaluation criteria important to the G-1 planners may include:

- Risk to force/mission.
- Casualty estimations.
- Manpower sustainability (active, reserve, civilian personnel, and contractors).
- Expeditionary services.
- Updated staff estimate.
- Rough concept of personnel support.

### **c. Results**

In addition to the required outputs, the G-1 planner's outputs may include the following:

- Updated G-1 staff estimate.
- Initial casualty estimate.
- Rough concept of personnel support for each COA.

### 3003. COURSE OF ACTION WAR GAME

During the COA war game the G-1 and G-1 planners help identify strengths and weaknesses, associated risks, and personnel shortfalls for each friendly COA. See Figure 3-6.

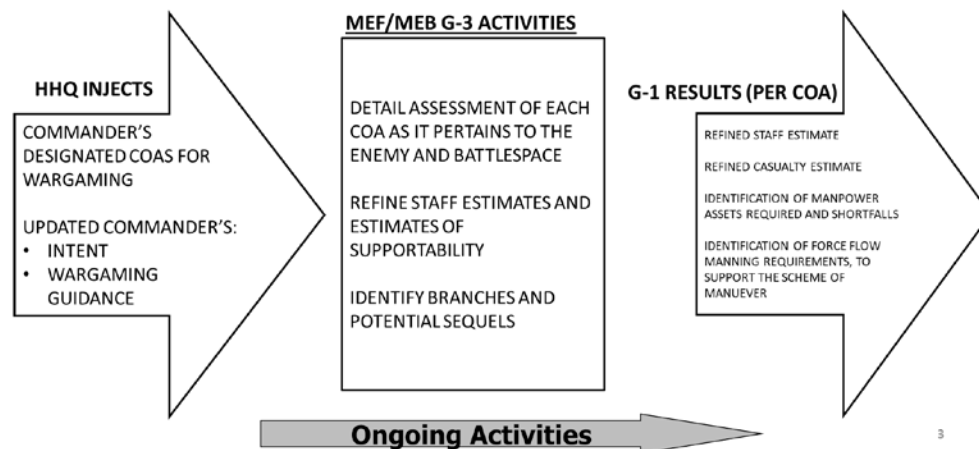


Figure 3-6. Course of action war game

#### a. Injects

The G-1 planner's injects include refining staff estimates (estimates of supportability, to include timelines, country requirements) and force flow prepositioning considerations.

#### b. Activities

During COA wargaming, the planners evaluate the effectiveness of friendly COAs against both the enemy's COAs and the commander's evaluation criteria. Planners make adjustments to identified problems and weaknesses of the friendly COAs and identify branches and sequels. G-1 planners may suggest changes to force flow (support requirements), task organization, and replacements based on wargaming results.

Each friendly COA is wargamed independently against selected enemy COAs. COA wargaming helps the commander determine how best to apply unit strength against the enemy's critical vulnerabilities while protecting its own critical vulnerabilities. Wargaming pits friendly COAs against enemy COAs; it does not compare friendly COAs to each other. Friendly COAs are compared against each other in COA comparison and decision. Estimates provide the staff and subordinate commanders information on the COAs. This assists the commander during COA comparison and decision.

The commander's staff and subordinate commands continue to develop their staff estimates and estimates of supportability. A casualty estimator (software, paper, etc.) is useful for quickly assigning casualties and assisting the arbiter in adjudicating battle outcomes. The casualty estimate may become part of the refined G-1 staff estimate. Planners use these estimates during the next step, COA comparison and decision.

### c. Results

In addition to the required outputs, the G-1 planner's COA outputs may include the following:

- Refined G-1 staff estimate.
- Refined casualty estimate (if not included as part of the personnel estimate).
- Identification of manpower requirements and shortfalls.
- Identification of force flow manning requirements, to support the scheme of maneuver.

## 3004. COURSE OF ACTION COMPARISON AND DECISION

During COA comparison and decision, the commander evaluates each friendly COA against the established criteria, compares the COAs, and selects the COA believed to best accomplish the mission. The G-1 and G-1 planners— together with the rest of the staff— assist the commander by providing staff estimates and judgments in their areas of expertise. G-1 planners should consider casualty replacement requirements, concept of operation timelines, the composition of the force, and force flow. See Figure 3-7.

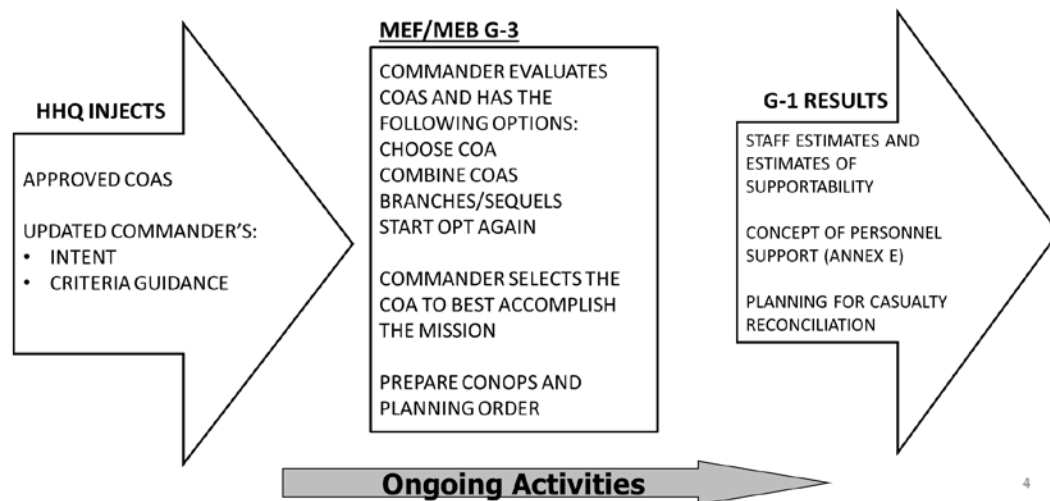


Figure 3-7. Course of action comparison and decision

### a. Injects

G-1 planner's evaluate and compare each refined staff estimate and estimate of supportability to assist the Commander with decision-making.

### b. Activities

The commander, subordinate commanders, and staff examine each COA against the evaluation criteria. They discuss the advantages and disadvantages of each COA. See Figure 3-8. Recorders take notes. The G-1 provides feedback in manpower requirements and assignments, tracking casualties, processing personnel at reception centers, EPW handling, etc.



Commander's Evaluation Criteria	COA 1	COA2	COA3
Suitable	2d MEB	2d Marines	II MEF
Feasible	2d Marines	1stBn, 2d Marines	2d MarDiv
Acceptable	CLR-2	CLB-2	2d MLG
Distinguishable	MAG 26	VMM 261	2d MAW
Complete			
G-1 Staff Estimate	Favorable, however may impact aircraft maintenance personnel for sourcing to MEUs.	Most favorable- COA 2 – Least personnel shortfalls for 180 day deployment.	Least favorable – COA 3 - service wide shortfalls on pilots. Incurs risk to OPLANS

**Figure 3-8. Example of comparison and decision matrix.**

Once all COAs are evaluated and compared, the commander selects the COA that will best accomplish the mission. The selected COA narrative becomes the basis for the concept of operations, including the concept of personnel support used to develop the G-1 staff estimate. The casualty estimate is part of the G-1 staff estimate.

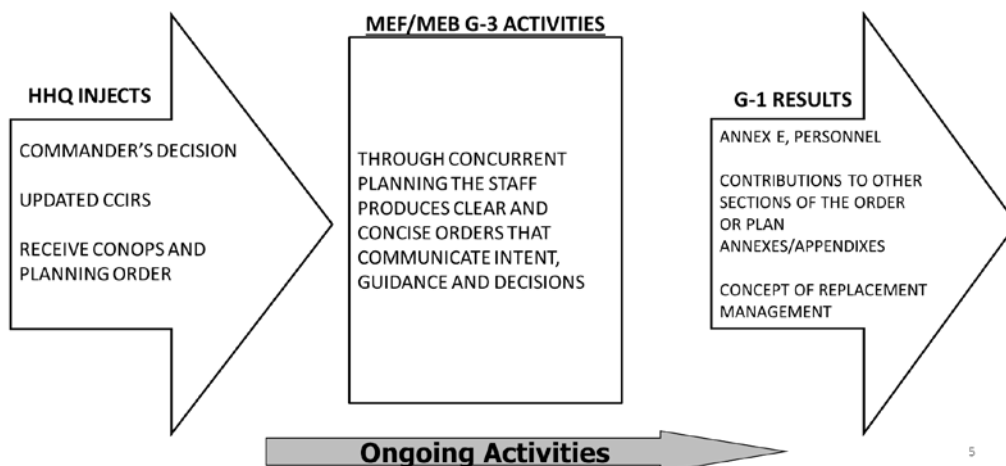
### c. Results

The G-1 planners' outputs may include the following:

- G-1 staff estimate.
- Draft Annex E.
- Planning for casualty reconciliation.

## 3005. ORDERS DEVELOPMENT

Orders development translates the commander's decision into oral, written, and/or graphic communication sufficient to guide execution and promote initiative by subordinates. A form of detailed planning, the OPLAN or OPORD, once completed, becomes the principal means by which the commander expresses the decision, intent, and guidance. The orders development step in the MCPP should communicate the commander's decision in a clear, useful form that those executing the order can easily understand. During orders development the G-1/ G-1 planners produce Annex E and supporting appendices; they may also assist special staff sections in coordinating expeditionary services. See Figure 3-9.



**Figure 3-9. Orders development**

### **a. Injects**

G-1 planner injects include the staff estimates and estimates of supportability. The G-1 may coordinate with special staff to answer questions on adjudication authority, promotion authority, and command relationships for the COA selected by the Commander.

### **b. Activities**

The AC/S G-3 coordinates with staff principals for orders development prescribing the format for the order, setting and enforcing timelines, designating sequence development, and required staff section annexes. Supporting portions of the order or plan, such as annexes and appendices, are based on staff estimates, subordinate commander's estimates of supportability, and other planning documents. G-1 planners are responsible for producing Annex E (Personnel), any personnel related appendices, and contributing to other sections as directed. After the basic order (or plan) and the major annexes are produced, the staff conducts an orders reconciliation and orders crosswalk.

- **Orders Reconciliation.** Orders reconciliation ensures that the basic order and all the annexes, appendices, etc., are complete and in agreement. Specifically, the staff compares the commander's intent and the mission against the CONOPS and the supporting concepts.
- **Orders Crosswalk.** During the orders crosswalk, the staff compares the order with the orders of higher and adjacent commanders to achieve unity of effort and ensure they meet the senior commander's intent. It identifies discrepancies or gaps in planning.
- **Approve the Order or Plan.** The final action in orders development is the approval of the order or plan by the commander. While the commander does not have to sign every annex or appendix, it is important that he/she reviews and signs the basic order or plan.

### **c. Results**

G-1 planner results may include the following:

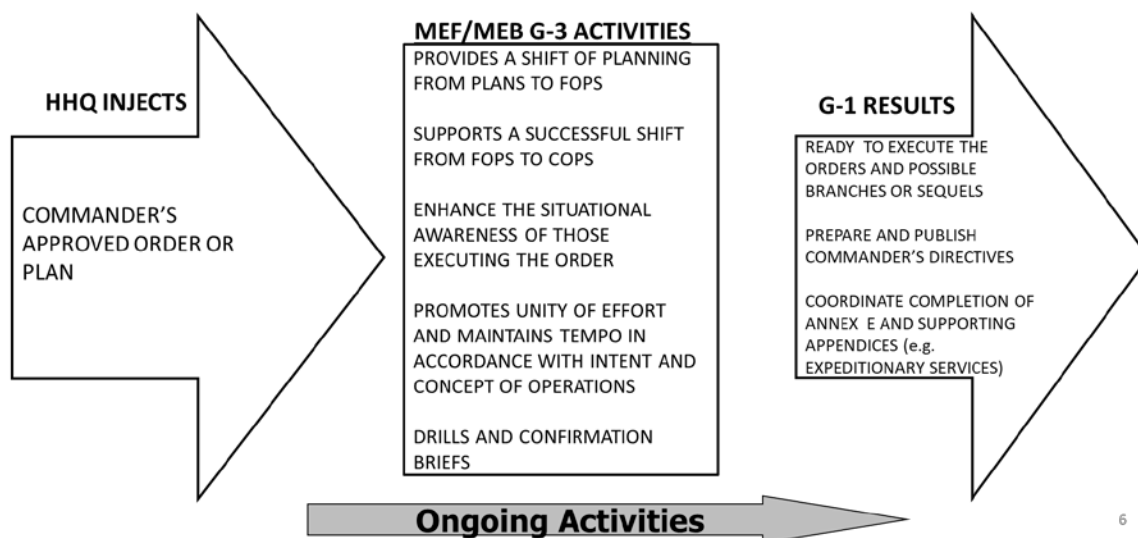
- Annex E, Personnel.
- Contributions to other sections of the order or plan (annexes/appendices).
- Concept for replacement management.

## **3006. G-1 ANNEX E AND REPORTING REQUIREMENTS**

CJCSM 3150.13C and JP 1-0 provide formats for Annex E development. Additionally, they provide formats for JPERSTAT, manning document, force flow, and casualty reporting. (See Chapter 4 of this pamphlet for samples.)

## **3007. TRANSITION**

During transition the G-1 and G-1 planners shift from planning to execution and refinement of MPF enablers, RSOI, GFM requirements, and coordinating expeditionary services. The G-1 may assist the G-3 in refining planning support tools or making necessary adjustments to the order. See Figure 3-10.



6

**Figure 3-10. Transition**

### **a. Injects**

The G-1 planner's injects may include the following:

- Annex E, Personnel.
- Any outstanding personnel issues.

### **b. Activities**

Successful transition ensures that those charged with executing the order completely understand the plan. Regardless of the level of command, transition ensures that those who execute the order understand the commander's intent, the concept of operations, and MCPP tools. Transition may occur internally or externally in the form of briefs or drills. Internally, transition occurs between future plans or future and current operations. Externally, transition occurs between the commander and the subordinate commands.

### **c. Results**

The outputs of a successful transition are subordinate commanders and staffs that are ready to execute the order, possible branches, and prepared to plan sequels. The G-1 and G-1 planners will continue to assist to ensure personnel issues are addressed as necessary.

- Ready to execute the order and possible branches or sequels.
- Prepare and publish commander's directives.
- Coordinated completion of Annex E and supporting appendices (e.g. expeditionary services) and adjacent staff section annexes/appendices.

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# Chapter 4: BEST PRACTICES, SAMPLES AND REFERENCE GUIDES

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*We make a living by what we get, we make a life by what we give.*

*-Winston Churchill*

## **4000. INTRODUCTION**

This chapter is designed to assist the MAGTF G-1 staff with a series of appendices that provide best practices (techniques, tactics, and procedures (TTP)), samples, and reference guides for use during planning and operations.

## **4001. BEST PRACTICES**

The appendices associated with this paragraph are TTPs for MEF/MEB level MAGTF G-1 personnel to consider when establishing or revising policies and processes.

- Appendix A - After Action Reports from MEU and MEFEX.

## **4002. SAMPLES**

The appendices associated with this paragraph provide a collection of examples designed to serve as readily accessible templates and/or starting points when creating personnel related products for MAGTF planning.

- Appendix B - Annex E.
- Appendix C - G-1 Operations Executive Summary.
- Appendix D - JPERSTAT.
- Appendix E - Feasibility of support (FOS) to request force (IA) support.
- Appendix F - (IA) Reporting instructions.
- Appendix G - Stabilization message.
- Appendix H - Administrative replacement request for redeployment.
- Appendix I - Emergency leave/termination of temporary additional duty.
- Appendix J - (IA) Gear list.
- Appendix K - Pre-deployment training program checklist for (IA).

\*Note: These examples are not intended for execution by units or personnel supporting current missions.

## **4003. REFERENCE GUIDES**

The appendices associated with this paragraph are a collection of salient reference material most frequently used during planning and operations. This portion is not intended to supersede any other reference material.

- Appendix L - Joint Pub 1-0 quick reference guide.
- Appendix M - Global force management (GFM) 101.
- Appendix N - Ordered departure of dependents – quick reference guide.

- Appendix O - Casualty reporting procedures and personnel casualty report data sheet.
- Appendix P - Patient tracking.
- Appendix Q - Red Cross procedures and Red Cross message form.

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# Appendix A: MEF Exercise After Action Reports

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## 1. MEFEX-18 (I MEF)

MEF requested observation of the following:

- Plan and Coordinate Joint Personnel Processing Center (JPPC) Operations.
- Coordinate Casualty Management.
- Coordinate Combat Replacement Procedures.
- Coordinate EPW/Detainee Accountability.
- Coordinate Human Remains accountability in coordination with mortuary affairs.
- (1<sup>st</sup> MLG) Plan and execute personnel strength reporting.

### a. Plan and coordinate JPPC operations.

#### (1) Sustain.

(a) The JPPC reception of combat replacements was coordinated with Combined Forces Command (CFC) for dates and locations of MOS/Grades to be received.

(b) Coordination with MEF G4 to verify reception and movement plan.

(c) JPPC coordination processes were improved throughout exercise.

#### (2) Improve

(a) Ensure tactical standing operating procedure (TACSOP) accounts for coordination requirements, flow plan, and billet responsibilities.

(b) Ensure Annex E informs MSCs of information/process flow process as well as coordination requirements.

### b. Coordinate casualty management

#### (1) Sustain

(a) Daily Manpower Working Groups allowed for confirmation of casualty information confirmation with MSCs, MEF G3, MEF G4, HSS, and Marine expeditionary force information group (MIG) assets prior to prepping evening commander's update brief slide submission.

## (2) Improve

(a) Watch floor and G1 watch officer/chief monitoring of nets. Significant activities and other events should trigger casualty quantity deviations from PERSTATs that are received twice.

(b) Daily reactions.

(c) Questions regarding the threshold of “Mass Casualty” determination from Div CG identified confusion as to doctrinal terms and reasons for “Mass Casualties” as a CCIR. Regarding casualty reporting requirements, multi-casualty events (5 or more) allow S1/G1 staffs to alter processing requirements for ease of transmission and notification purposes. Mass Casualty is an Operations and logistical term that denotes logistical capability has been exceeded and the commander may need to consider doing something to address; it should not be based on a number but rather a capability. Example (with Mass Casualty threshold set to 20 or more): unit adjacent to role II medical facility receives 25 casualties, 24 routine and 1 priority, the role II facility has not even come close to being taxed but a “Mass Casualty” notification is required due to number of casualties; conversely, if the Role II is hit by indirect fire and there are 15 medical providers as casualties, 5 killed in action (KIA), 6 Urgent, and 4 Priority, the medical facility has just become overwhelmed due to its patient to provider ratio and requires assistance.

(d) PCR processing was both overwhelming the response cells as well as the MEF Casualty Cell’s ability to stay abreast of submissions. This was, in part, due to lack of subordinate unit (battalion/squadron level) PCR preparation as well as the Defense Casualty Information Processing System (DCIPS)-FWD challenges with submitting multi-casualty reports (casualty information was preloaded into DCIPS for response cells).

(e) Due to the high quantity of PCR submissions required (without the ability to submit multi-casualty reports) supplemental PCRs were not submitted.

(f) Changes in status or location of casualties would have required submission of supplemental PCRs. Coordination with MSOC was never attempted as no location change supplemental PCRs were going to be submitted. The Casualty tracking cells of the MEF and MSCs would have needed to be much larger to coordinate location and status information updates with the MSOC.

## c. Coordinate Combat Replacement Procedures

### (1) Sustain

(a) The G1 Watch Officer/Operations Officer and G1 Chief has a solid tracking method for providing Combat Replacement Requests (CRRs) to HHQ. Communication with HHQ was timely and allowed for notification of approvals to MSCs with enough time for planning.

(b) Use of Requests For Forces (RFF) and Requests For Support (RFS) are unit/capability based and were processed through operational chains. The G1 tracked submissions to ensure MSC G1s knew the status for RSO&I planning. CRRs are for individual personnel replacements and were processed from G1 to G1.



(c) RFF/RFS and CRR Tracking and information Flow. There were several instances where MSCs submitted CRRs due to company/unit level capability losses, the G1 articulated RFF submissions would be more appropriate due to crew (LAV) and unit procedure (medical team) needs. MSCs changed their requests to RFFs and HHQ approved Army units as sourcing solutions that would reach the AO faster than USMC units. Updates on RFF and CRR statuses were sent out to MSCs as soon as received, posted on sharepoint as well as briefed during the daily Manpower Working Group.

(2) Improve

(a) Add definitions and process flow to Annex E. While the processes were executed well, the MEF G1 had to educate the MSCs, over several days as to the definitions and process flow of each type of request.

(b) The Annex E was also missing RFF/RFS templates for MSC use. The templates that were used also required outlook for transmission (AMHS msg or slides), chat room templates and/or radio templates would also be useful in degraded communications environments.

d. Coordinate EPW/Detainee Accountability

(1) Sustain:

(a) Tracking of quantities of EPW/Detainees was accomplished via twice daily PERSTATs. The Manpower Working Group verified changes to EPW/detainee quantities by MSC.

(b) MEF G1 coordination with the G3 verified MOC EPW/detainee reporting. MSCs and MEF G4 were responsible for passing detainees to Army/Coalition units within proscribed HHQ timelines.

(c) Administration (tracking detainees by roster and cataloging of weapons and personal effects) is not a S1/G1 function and should continue to be handled by receiving units with augmentation from appropriately trained MOS (MP/Correctional) personnel. This is contrary to MSTP Pamphlet 6-0.1 which articulates the G1's responsibilities include: "Plan and coordinate the handling of enemy prisoners of war and detainees." MCO 3461.1 states: "DOD Directive 2310.1 provides that persons captured or detained by the U.S. Military Services shall normally be handed over for safeguarding to U.S. Army Military Police, or to detainee collecting points or other holding facilities and installations operated by U.S. Army Military Police as soon as practical."

(2) Improve:

(a) Annex E should articulate MSC EPW/Detainee roles and responsibilities (coordinated G1 and SJA prepared appendix)

e. Human Remains. Coordinate Human Remains accountability in coordination with mortuary affairs (1<sup>st</sup> MLG). Mortuary affairs coordination and casualty tracking of KIAs was not conducted as the MEF did not have mortuary affairs personnel on staff in the G4 until Monday, 6 Mar (five

days into MEFEX). The G1 did not exercise supplemental PCR submission (change of casualty location reports) so coordination and location tracking had nothing to inform other than the logistical requirement to move remains within and out of the AO. Future exercises should include mortuary affairs personnel and systems prior to StartEx to allow the G1 and MSCs to track remains (even if only a small sample population) to test procedures and validate TACSOPs.

f. Plan and execute personnel strength reporting.

(1) Sustain

(a) The MEF G1 Manpower Working Group was a great means to reconcile MSC reporting.

(b) The Manpower Working Group is also a great tool for MEF/MSCs to pass new information, publish clarification, check for information updates (SigActs, casualties, replacement arrivals, Annex A changes) that feed/can better inform the MEF PERSTAT prior to submission to HHQ and Commanders.

(2) Improve

(a) PERSTAT submissions are the source information update for the MEF to track MSC status. Initially, MSCs were using PCRs to inform PERSTAT reports but they should have directed the cells to submit PERSTAT reports. Potential delays of receiving PCRs (DCIPS-FWD, the program used to generate and submit PCRs, requires NIPR and outlook services) could skew MSC G1 strength level analysis to commanders if NIPR services are denied for extended periods of time. SigActs, 9-lines, and Casualty Summaries should be used to inform MSC G1s that personnel staffing changes from previously received PERSTAT reports have occurred. If OpTempo prevents MSE PERSTAT submissions then monitoring MSE operational reporting will allow for PERSTAT estimates to be made for reporting and planning purposes. That being said, MAGTF PERSTAT reports should feed MSC PERSTAT reports as subordinate units are best positioned to account for their personnel regardless of operational reports submitted to HHQs.

(b) Watchfloor and G1 Watch Officer/Chief procedures. Codifying TTPs in the TACSOP and then testing the billets and processes is a must. The G1 needs to fill all required billets and exercises should run 24 hour operations to truly test battle rhythm events and allow for continuous analysis of operations. This will also allow casualty information collection/reporting, PERSTAT refinement, and G1 product development more time for accuracy.

(c) Capability assessments in coordination with G4 and G3. G1s struggle with capability assessments as it requires the G1 and G4 to feed analysis to the G3 for operational needs synthetization before it can be presented to the commander. The G1 tendency is to prepare assessments from on-hand staffing to T/Os (DRRS standards). This can give commanders inflated perceptions of capability. Example: a 1000 person unit sustains 200 casualties while in contact with the enemy and the commander receives a report that shows the unit is at 80% or P2 and potentially still staffed well enough to continue to fight; better analysis would show that the 200 losses were from the units fighting companies, the unit only has three fighting companies of 200

200 personnel each, the other personnel are support MOSs, this analysis shows the commander that his fighting company strength is 66% (P4) and change his decision from offensive actions to defensive to buy time for replacements/augments/attachments. Capability assessments should be based on fighting units staffing needs; while this requires higher fidelity in unit staffing by MOS, when married to G4 equipment analysis and current/future operations by the G3 it will paint a clearer picture for the commander.

## **2. PACIFIC BLITZ-19 (1<sup>ST</sup> MARDIV)**

Overall PB-19 was greatly beneficial to the G-1 administrators. The interaction between the Division G1 and the ESG-3 N-1 staff was great. Continued communication and planning is required in order to enhance the learning spectrum across the administration sections for both units.

a. Casualty Planning. In an operating environment that spans hundreds of thousands of square miles with significant distances between islands, where Expeditionary Air Bases (EABs) are employed, there are unique considerations in casualty planning, care, and reporting.

(1) Discussion. Given the definition of Mass Casualty in MCO 3040.4, a single casualty could potentially exceed logistical support capabilities to provide vital treatment within the golden hour (given the operating environment). Additionally, the logistics of mortuary affairs should be considered in logistics planning in an operating environment that is potentially significantly geographically dispersed. Finally, if an EAB does sustain large amounts of casualties from a near-peer, CBRN capable foe, the casualty reporting process would likely be delayed due to degraded communications.

(2) Recommendation. There will need to be adjustments to expectations for handling and processing casualties (mortuary affairs, patient care, and reporting), or significant resources will need to go into providing the same level of care in order to uphold the same expectations associated with fighting a counterinsurgency in a land conflict. Topics to consider are burial at sea, marking and recording mass graves, and if/how the same level of patient care will be provided in the golden hour.

b. Personnel Accountability. In a conventional Marine Expeditionary Unit (MEU) construct, there is a single Landing Force Commander (LFC). However, when there are multiple EABs, there are also multiple landing forces.

(1) Discussion. On a MEU, the LFC is responsible for accountability of personnel for ship tax, combat cargo. With multiple landing forces/EABs on ship, accountability of these personnel is not easily assigned to the LFC.

(2) Recommendation. Personnel that are normally accounted for by the LFC in a MEU construct, should be chopped to the ship and the ship should account for them.

c. Personnel Sourcing. Personnel requirements for Pacific Blitz 19 were not finalized until less than 30 days before the exercise began.

(1) Discussion. While there were personnel requirements from higher headquarters (HHQ), these requirements were never officially tasked. Instead, when "requirements" were communicated, it was via e-mail from HHQ G-4 to Division G-4 and still needed significant development/validation. After the requirements were refined, they were sent from Division G-4 to Division G-1 for tasking. As a result, some requirements that could/should have been filled by adjacent Major Subordinate Commands (MSCs) had to be filled by Division. Additionally, when the Division could not fill a requirement, the Division had to ask HHQ for sourcing assistance. As a result, the sourcing assistance requests were not prioritized by adjacent MSCs as HHQ asks/tasks, even though this was HHQ's exercise, and more were unfilled than filled.

(2) Recommendation. HHQ's Personnel requirements should have been defined and validated by HHQ G-3, G-4, and G-1 and then tasked to the MSC's appropriately, via normal business rules, and absolutely no less than 60 days before the exercise. This would have enabled a sufficient notification timeline to personnel sourced in support of the exercise and would have ensured personnel were notified more than 48 hours before execution.

### **3. STEEL KNIGHT-19 (1<sup>ST</sup> MARDIV)**

Overall SK-19 was greatly beneficial to administrators throughout 1st Marine Division. It provided a training environment in which operationally administration was planned and executed to include personnel status report (PERSTATS), combat replacements, Request For Forces coordination with G-3, communicating with degraded comms and general administration. The coordination between commodities, i.e. G-1 to G-4, G-1 to G-3 was an important step in staff relationships that will become vital in a peer to peer war-time scenario. Further, this exercise allowed us to develop internal procedures for cross-communication with other units within I Marine Expeditionary Force and our Navy counterparts. This will enhance the learning spectrum across the administration community.

#### **a. Casualty Estimates and Reporting**

(1) Discussion. There is no Marine Corps program of record to project casualty estimates to use as a starting point for planning. Additionally, the Service's current casualty reporting program/requirements create a significant manpower requirement in an environment with a near-peer, chemical, biological, radiological and nuclear (CBRN) capable foe.

(2) Recommendation. Establish a service level program of record to create casualty estimates for planning purposes. The program of record should have the ability to factor in the type of enemy, terrain, weather, type of operation, nature of enemy/friendly positions (offense, hasty defense, prepared defense) and enemy/friendly combat power and equipment. Also, refine casualty reporting requirements that would not overwhelm the current size of administrative sections in a conflict with a near-peer foe. With the current casualty reporting requirements, a robust casualty cell would have to be included into the overall manning construct to augment G-1 as part of exercise support manning document. Furthermore, we expect that in this type of conflict there would be thousands of casualties, including CBRN. The service writ large more than likely would need to revisit current policies and procedures for requesting admin/combat replacements, request for forces, timelines for casualty notifications/submissions of reports and

mortuary affairs.

b. Cross Service Communication/Manpower Working Group (WG)

(1) Discussion. G-1 conducted daily Manpower WG meetings with 1st Marine Division major subordinate elements (MSEs) during part 1 of the exercise. The main objective was to discuss force flow, accountability, casualties, and combat replacements/request for forces. In part 2 of the exercise, it became evident that G-1 would need to work through contingency plans in order to communicate with the Navy, if unable to establish and maintain communication with MSEs on different ships during transit across the seas.

(2) Recommendation. Develop processes and procedures on reporting in a near-peer major combat operation. In exercises that involve the Navy-Marine Corps team, at least 1 Mission Essential Systems List (MESL) inject should be incorporated into the scenario that would allow the G-1/N-1 to work through cross-collaboration with degraded communications in a near-peer foe combat operation.

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# Appendix B: Annex E Personnel

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HEADQUARTERS, US XXXXX COMMAND

CITY, STATE ZIP CODE

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ANNEX E TO USXXXXX OPLAN NNNN-YY PERSONNEL

References: List documents essential to this annex. See JP 1, JP 1-0, CJCSM 3150.13, CJCSI 1301.01, and other appropriate references, including inter-Service support agreements.

## 1. Situation

a. Assumptions. State any assumptions that could influence the feasibility of the personnel annex of the plan. If any assumptions are critical to the success of the plan, indicate alternate COAs for personnel support.

b. Planning Factors. Refer to and use approved Service personnel planning factors and formulas for Reserve Component and Active Component (AC) forces except when theater experience or local conditions favor otherwise. When deviating from approved methods, identify factors used and reasons for such use.

2. Mission. State clearly and concisely the essential tasks to be accomplished with regards to the purpose of this annex as it relates to the overall mission stated in the basic plan. The mission statement should address the questions who, what, when, where, and why.

## 3. Execution

a. Concept of Personnel Support. State the general concept of personnel support to the operation. State operations security planning guidance for personnel matters addressed in this annex. In particular, provide guidance to ensure personnel actions promote essential secrecy for the commander's intentions, military capabilities, and current activities. Also, address arrangements to support the conduct of military deceptions and military information support operations. Address all personnel supporting the operation.

b. Responsibilities. List responsibilities, and cite applicable references and inter-Service support agreements for the following areas:

- (1) Personnel requirements.
- (2) Joint personnel reception and processing.
- (3) Personnel accountability and strength reporting.
- (4) Rotation/replacement policies.
- (5) Evacuation operations and repatriation policies, including requirements for execution of dependent care and reception plans and procedures for accountability of all evacuees. Reference Appendix 11, Annex C, Noncombatant Evacuation Operations.
- (6) US citizen civilian personnel.
- (7) Non-US citizen labor.
  - (a) Estimates of availability and requirements.
  - (b) Responsibility for procurement and administration.
  - (c) Host-nation contracting and support agreements. Upper level coordination with higher headquarters and other agencies for support of contracting and diplomatic agreements.
- (8) Formerly captured, missing, or detained US personnel. Reference Appendix 1 to this annex, if prepared
  - (9) Morale, welfare, and recreation (MWR).
  - (10) Casualty operations and casualty reporting.
  - (11) Awards and decorations.
  - (12) Pay and allowances.
  - (13) Travel procedures (to include passport, visa, and theater clearance requirements).
  - (14) Medical returnees to duty. See Annex Q.
  - (15) Leave policy (such as special leave accrual).
  - (16) Combat zone/contingency operation benefits.
  - (17) Other benefits and entitlements.
  - (18) Deployability criteria for personnel unique to this operation.
  - (19) Military evaluations.
  - (20) Civilian personnel policies and procedures.
  - (21) Finance and disbursing.
  - (22) Legal. See Appendix 2.
  - (23) Military postal operations. See Appendix 3.
  - (24) Religious support. See Appendix 4.
  - (25) Order Writing Instructions (OWI). Ensure funding information is provided when RC Members are being issued orders ISO the requirement.



4. Administration and Logistics. Summarize key administrative and logistics issues affecting the mission by phase.

a. Detail should be contained in Annex D.

b. Complete Tab A to Appendix 3 to Annex W to reflect requirements to fulfill Annex E, Personnel. List of potential contracted capabilities may include, but is not limited to:

- (1) Joint personnel training and tracking activities.
- (2) Military postal operations.
- (3) MWR.
- (4) Casualty operations and casualty reporting.

5. Command and Control. Outline accountability and reporting relationships from higher to lower. Ensure a firm understanding of the J-3's task organization knowing that operational terms do not always match human resources terms.

t/

General

Commander

#### Appendixes

1-Processing of Formerly Captured, Missing, or Detained US Personnel

2-Legal

3-Military Postal Operations

4-Chaplain Activities

5-Language, Regional Expertise, and Culture (LREC) Requirements

6-Sexual Assault Prevention and Response (SAPR) Program

OFFICIAL

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rank

Director, J-1

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# Appendix C: G-1 Operations Executive Summary

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## Overview

A. G-1 Operations Branch provides Global Force Management (GFM) Support to the Commander's USMC "Joint Force Provider" tasks. CMC delegated the Commander to act as the coordinating authority to develop recommended sourcing solutions ISO GFM; execution of support to GFM:

(1) Planning; analyze and assess USMC personnel and operational/service demand data to develop USMC recommended solutions.

(2) Sourcing; manage sourcing of joint, force and training/testing/exercise individual augmentation requirements tasked by higher HQ.

(3) Readiness; monitor issues driving unit P-3 and P-4 ratings, identify the delta between the numbers of personnel assigned vs. T/O and identify personnel issues impacting readiness.

The following breaks down the lines of effort:

### **MANAGE FEASIBILITY OF SUPPORT AND SOURCING FOR USMC JIA AND FORCE AUGMENT REQUIREMENTS**

- Manage USMC "JIA PLAYBOOK" For JIA Requirements (JIA allocation across USMC)
- Develop JS risk assessment slides on behalf of Service by grade/MOS
- Manage requirements via Joint Staff LOGBOOK database; reviewing FY 17 requirements
- Assess Marine Corps Total Force System (MCTFS) data to determine USMC deployable capacity (by rank, MOS) to develop estimates of supportability to sustain operational requirements ICW G-3/5/7.
- Develop and recommend joint individual and force augment sourcing solutions ICW force providers. M&RA (MMIB-2) tasks commands and manages sourcing for USMC JIA Requirements, upon receipt of MARFORCOM recommended sourcing solution.

Examples of requirements: MARSOC CJSOTF-I, CJTF-OIR, CAOC, BSRF-CAC, SPMAGTF-CR-CC, SPMAGTF-CR-AF, SPMAGTF-CR-SC, and sourcing for combat replacement pools as required.

### **DEVELOP POLICIES AND PROCESSES ISO SERVICE HQ**

- Draft messages and develop policies impacting operating forces such as managing RFFs sourced with aggregated individuals, Force Augment Business rules, etc. Through coordination with MARFORs, MEFs and Service HQ staffs.

## **MANAGE FEASIBILITY OF SUPPORT AND SOURCING FOR TRAINING, TESTING, AND EXERCISE REQUIREMENTS**

- Review, analyze, process, source and track personnel requests each year, sourcing personnel in support of various Training, Testing and Evaluation, and Exercise requirements.
- Manage the sourcing of Individual Augments ISO various Exercises via the MARFORCOM G3 Playbook.
- In coordination with MARFORPAC, TECOM, CG II MEF, MCTOG, and HQMC PP&O, develop sourcing recommendations and track sourcing solutions for enduring requirements such as the Tactical MAGTF Integration Course (TMIC) and the Integrated Training Exercise (ITX).

## **PERSONNEL READINESS**

- Analyze manpower readiness concerns of USMC operational commands ISO the PP&O Quarterly Readiness Board (QRB)
- Utilize Defense Readiness Reporting System-Marine Corps (DRRS-MC), Command Profile, and Enlisted Staffing Goal Model to extract data to determine or validate manpower strength concerns of operational units.
- In coordination with OPFOR and HQMC(MI), developing Global Force Management–Availability (GFM-A) manpower data analysis tool “to balance the people checkbook” with operational requirements. The data system will provide needed information efficiently and at all levels of command, IOT determine impacts on ability to sustain current operations or undertake future operations and requirements.

## **Functions, Tasks, and Responsibilities of G-1 Plans and Operations Branch**

The purpose of this primer is to provide an overview of the basic functions, tasks, and responsibilities within the G-1 Plans and Operations Branch. The information is organized as follows:

### **Function 1: Joint Force Provider Mission**

### **Function 2: Source Personnel**

### **Function 3: Readiness**

### **Function 4: Policy**

### **Function 5: Crisis Action Team (CAT) / Continuity of Operations (COOP)**

### **G-3/5/7 Support**

- Training
- Readiness
- Force Analysis
- Regional Operations, Plans, and Policy (ROPP)
- Current, Special, and Future Ops

Function 1, Joint Force Provider mission; develop recommended sourcing solutions to support force/capability requirements and Joint Individual Augment (JIA) requirements.

Marine Corps Forces Command is authorized to coordinate with the Joint Staff J35 South (J35) on behalf of the service to develop recommended sourcing solutions for registered operational requirements.

### **Joint Individual Augmentation**

1. J35 directed the services to provide risk assessment slides for personnel to reflect, by rank and primary MOS populations, the number authorized, the number assigned, the number deployed/deploying, less than 1:1 dwell, non-deployable, fenced, and service assessed available; i.e. to determine "what's left", or capacity to source additional JIA requirements (see example risk assessment slide (RA slide)) . The current service position is to maintain 90% of the population to support service requirements and to make approximately 10% available to support JIA requirements. This practice began in Nov 2008, under the guidance of M&RA (MMIB-2); MARFORCOM was designated to take over the mission in Apr 2009 (see CMC WASHINGTON DC (UC) 102202Z APR 09 SUBJ/MARINE CORPS CONVENTIONAL JOINT INDIVIDUAL AUGMENT PROCESS).

2. J35 and the service agreed upon the following definitions for use to develop recommended sourcing solutions:

a. Within 6 month of Deploying: average of the number deployed plus the number in dwell in order to sustain grade/skill set required for an enduring requirement.

b. Non-deployable: personnel in training, transient, hospital/med hold, at school, prison/legal hold or separating from the service.

c. Fenced: Marines assigned external to the service, to a specialized payback tour, to training at a formal school, or to support force generation; i.e. recruiting, instructor, etc.

3. MARFORCOM coordinates with M&RA (MMIB-2) to obtain information via MCTFS and the Manpower Capacity Risk Assessment Support Tool (MCRAS), in addition to information contained in the Grade Adjusted Recapitulation (GAR) provided by M&RA (MPP-40) to develop the risk assessment slide information on a semi-annual basis.

4. J35 manages JIA requirements through a LOGBOOK database. MARFORCOM monitors LOGBOOK on a daily basis (the G-3/5/7 monitors LOGBOOK through a different module used for force requirements) to manage JIA requirements for the Marine Corps. Each September, Combatant Commanders meet with J35 staff and Service HQ representatives to review JIA requirements for the upcoming FY and to determine capacity to source. LOGBOOK is used not only to manage the annual requests for personnel, but to manage the daily requests throughout the year, labeled "out of cycle" requests. All requests made after the annual meeting are out of cycle and also managed via LOGBOOK.

5. Out of cycle requests are submitted by the Combatant Commanders to the J35. J35 forwards the requests through LOGBOOK to the services or delegated service representatives, to determine the capacity to source billets designated for each service. There may be a request for 50 personnel, but only 5 may be designated as USMC billets. MARFORCOM reviews the 5 USMC billets, the position descriptions, the risk assessment information, submits the billets to the gaining MARFOR in order to determine whether there are specific, influential billets important to mission accomplishment, and uses risk assessment data to develop a recommendation to submit to M&RA (MMIB-2) for approval. MARFORCOM takes into account the information from the gaining MARFOR, the deployable capacity data and input from the G-3/5/7 in order to develop recommendations regarding feasibility of support.

6. MARFORCOM drafts recommendation for feasibility of support for AC/S G-1 signature and submits to M&RA (MMIB-2) for approval. M&RA (MMIB-2) coordinates with PP&O to determine whether to approve or change the recommendation and provide a response to MARFORCOM to submit to the Joint Staff.

7. Upon approval, MARFORCOM drafts a letter to the J35 indicating ability to source or not source the requested billets. This "round one" letter is signed off at the O-6 level by the MARFORCOM AC/S G-1.

8. "Round two" follows the same steps as round one; Round two begins when the J35 collates all billets without sourcing solutions that the services declined to fill in round one. LOGBOOKS designated as round two request each service to review ability to source all remaining billets and submit a response at the General Officer level after receiving service HQ approval; normally either Mr. McNeal (SES) or the Deputy Commander.

9. MARFORCOM takes into account the information from the gaining MARFOR, the deployable capacity data and input from the G-3/5/7 in order to develop recommendations regarding feasibility of support.

10. MARFORCOM drafts a letter with recommendation for feasibility of support for the Executive Director, SES signature, and submit to M&RA (MMIB-2) for approval. M&RA (MMIB-2) coordinates with PP&O (POC) to determine whether to approve or change the recommendation and provide a response to MARFORCOM to submit to the Joint Staff.

11. Upon approval, MARFORCOM drafts a letter to the J35 indicating ability to source or not source the requested billets. This round two letter is signed off by either the Executive Director or the Deputy Commander.

12. At this point either all billets are sourced, or J35 collates all unsourced billets and develops sourcing COAs based on risk assessment information submitted by each service.

13. If there are billets the JS proposes for USMC sourcing against recommendations, MARFORCOM and MMIB-2 coordinate with PP&O to provide data for either Director PO (1 star) or DC PP&O (3-star) to defend at a tank session. Tank sessions provide resolution to contentious sourcing issues. There may be some occasions the service is "forced to source" against recommendations of inability to source/sustain.

14. At this point, the J35 submits all billet solutions and/or COAs to the Secretary of Defense to be ordered in the Global Force Management Allocation Plan (GFMAP), Annex D.

15. Upon receipt of the GFMAP to annex D, MARFORCOM reviews the list of changes applicable to the Marine Corps and develops recommended sourcing solutions, by command, based on available inventory. A number of other variables are also taken into account, to include current JIA tasks by command and the number of billets sourced by the operating forces, the supporting establishment and reserves. The draft recommended sourcing solution is forwarded to designated commands for concurrence/non-concurrence. MARFORCOM drafts a letter with the recommended force provider's comments for AC/S G-1 signature and submits to M&RA (MMIB-2) for approval. M&RA (MMIB-2) determines whether to approve or change the recommendation and tasks the requirements to the respective commands for sourcing.

16. MARFORCOM manages the JIA playbook which lists all JIA requirements and the command responsible for sourcing, rotating and replacing the billet.

### **Force Augmentation**

1. Force augmentation falls into two categories; either Force Shortfalls submitted from subordinate commands or Joint Force Requirements Submitted For Individual Capability Sets.

a. Force Shortfalls: The force provider must provide by name risk assessments based on CMC prioritization, to justify shortfalls prior to requests for global sourcing.

b. Joint Force Requirements Submitted As Individual Capability Sets: These requirements are typically submitted from Combatant Commanders (CCDRs) as customized individual capabilities and sourced in pieces between the services; i.e. MARSOC CJOSTF-I, CJFLCC-OIR, etc.

2. Typically, the operating forces coordinates sourcing issues and justification at force synchronization conferences and between MARFORs prior to requests for global sourcing. MARFORCOM provides recommended solutions as required for service approval/tasking. CMC WASHINGTON DC MRA MM MMFA (UC) 072319Z MAY 08 SUBJ/FORCE AUGMENTATION BUSINESS RULES message provides details on the force augmentation process.

3. MARFORCOM G-1 and G-3/5/7 coordinate to determine whether individual or force sourcing would best suit the requirement; a recommended sourcing solution is developed for service approval and tasking. CMC WASHINGTON DC PPO(SC) 151626Z NOV 11 SUBJ/USMC PROCESS FOR SATISFYING REQUEST FOR FORCES (RFF) WITH AGGREGATED INDIVIDUALS message provides details on the process.

Many times the G-3/5/7 will also request support from G-1 Plans and Operations to provide data regarding specific skill sets to assist them with developing total force solutions as well.

## **SERVICE REQUIREMENTS**

1. MARFORCOM also provides recommended sourcing solutions for Service HQ requirements and operational requirements that support service initiatives.

2. Examples are casualty replacement requirements, 5TH MEB, MARSOC CJSOTF-I, BSRF-CAC, CJFLCC-OIR, etc. ; The process is simply direction from the service to MARFORCOM to provide a recommended sourcing solution via message traffic.

**-Function 2**, Source personnel; source individual Marines to support contingency operations and Training, Testing, And Exercise Requirements

1. Commands are tasked internal to the Marine Corps via naval message, however, M&RA (MMIB-2) also tracks and tasks via their contracted database, Marine Corps Force Augmentation System(MCFAS), which houses two modules, the Marine Requirements Tracking Module (MRTM) and the Individual Augment Mobilization Management System (IAMMs). MRTM tracks the JIA sourcing status and IAMMS tracks the mobilization of reservists to fill requirements. M&RA (MMIB-2) is responsible for enforcing the sourcing of all requirements.

2. MARFORCOM monitors all sourcing tasks via naval message and MRTM from HQMC to provide manpower to support Joint Individual Augment, force augmentation, service requirements and Training, Testing, And Exercise Requirements.

### **Joint Individual Augmentation**

1. Marine Corps-wide, there are over 190 JIA requirements that are rotated and replaced throughout the year on an enduring basis split between MARFORPAC, MARFORCOM and the Supporting Establishment (MCICOM, MCCDC, HQ staffs, etc.).

2. The JMD section tracks the sourcing status of billets tasked to MARFORCOM, coordinating with II MEF to ensure billets are sourced on time.

3. The MRTM is used to track sourcing status of the requirements; 150-120-90-60-30 day messages are sent out monthly to remind II MEF when nominees are due.

4. If nominees are not identified within 60 days of LAD, the issue is identified and the chain of command is informed while sourcing is being resolved.

5. Use of reserve sourcing is coordinated with the RAB, MARFORRES and in coordination with individual Marines via the chain of command.

### **Force Augmentation**

1. MARFORCOM force augmentation section supports sourcing efforts for forces that either require individual augmentation or are individual capability sets tasked as RFFs.



2. The assumption for force augmentation is that MARFORCOM will have the latest information on sourcing status, regardless of the tasked provider; i.e. MARFORCOM tracks overall sourcing status for force augmentation requirements; i.e. BSRF-CAC, CJSOTF-I, CAOC, casualty replacements, etc.
3. MARFORCOM tasks the MEF via message traffic and MRTM to source their respective portion, providing due dates for nominees.
4. Coordination is made throughout the sourcing time period with other force providers to obtain a holistic site picture of the overall force sourcing status.
5. Status updates for sourcing from all force providers are provided to the G-3/5/7 (linked to RFF, operational support) for inclusion at either the weekly II MEF SVTC or the PP&O SVTC and occasionally noted in the Commander's Weekly staff brief.
6. The Force Augmentation section tracks casualty replacement and admin replacement requests from theater via COMUSMARCENT, COMMARFORAF, COMMARFORSOUTH and reports the status in the Commander's Weekly Slides (see example Commander's Weekly brief attached).

### **Training, Testing, and Exercises**

1. MARFORCOM is also responsible for facilitating sourcing for individual Training, Exercise, And Testing billets.

#### **Enduring Requirements**

Tactical MAGTF Integration Course (TMIC); a total of approximately 103 billets sourced by TECOM, MARFORPAC/I MEF and MARFORCOM/II MEF for courses three times a year.

Integrated Training Exercise (ITX); formerly known as Mojave Viper, involves a total of approximately 72 requirements sourced by MARFORPAC/I MEF (42 billets) and MARFORCOM/II MEF (30 billets) rotating and replacing Marines to maintain sourcing all year long.

### **TEMPORARY REQUIREMENTS**

1. The service expects the commands/staffs leading the training, testing and exercises to coordinate and provide sourcing without service adjudication. The force synchronization conferences are key to this coordination.
2. MARFORCOM G1 uses requests for feasibility of support to develop recommended sourcing solutions for individual training and testing requirements.
3. MARFORCOM G1 uses the G3 MARFORCOM Playbook for requesting, tracking and sourcing of exercise requirements.

4. Occasionally, not all requirements are able to be sourced and the lead command/staff mitigates action. Normally these billets require continuous close coordination in order to allow sourcing with minimal friction.

5. MARFORCOM G1 and G3 have established and published Business Rules for requesting personnel from the operating forces ISO Training, Testing, and Evaluation events.

6. Business rules for Exercise sourcing are in the process of being published.

Over the past year, individual exercise, training, and testing requirements totaled over 1200 billets sourced.

**-Function 3, Readiness;** Provide readiness assessments/force analysis to support manpower sourcing IOT meet standing Mission Essential Tasks (METs), current OPLANs, etc. In response to the Chairman's Defense Readiness Reporting System (DRRS).

1. The Readiness cell reviews DRRS-MC reports for all MEFs and MARFORRES units rated P-3/P-4, to include Commanders' comments, Top two concerns and Personnel comments. They analyze information to determine root issues related to P-3/P-4 rating. They also pull information from HQMC databases such as MCTFS to analyze P-3/P-4 rated unit manning.

2. M&RA II MEF manning rollups are reviewed and key issues related to readiness, critical MOS shortages, manning statistics, etc. Are highlighted and used as source documents to support the G-1 position.

3. The readiness cell coordinates with the G-3/5/7 Readiness Branch to draft and chop narrative assessments of "HQMC actionable items" which request HQMC mitigation efforts.

4. Coordination with M&RA (MI) is underway to develop the Global Force Management – Availability (GFM-A) tool to more clearly delineate deployable manpower capacity; anticipate this data will enhance DRRS reporting and readiness information.

**- Function 4, Policy;** develop, analyze and assess issues and impacts on manpower support to operations and exercises.

1. The entire G-1 Plans and Operations section provides input to concepts that assist with service doctrine and policy development. This ensures service policy and doctrine is in concert with joint policy and doctrine, in addition to continually refining and improving efficiencies as operations evolve.

2. Several recent policy and process changes were the result of collaboration between MARFOR and Service HQ staffs such as the Force augment business rules, combat replacement process, Joint Force provider process, etc.

**- Function 5, Crisis Action Team (CAT) and Continuity of Operations (COOP) support;**

Provide trained personnel from within the G-1 to support actions related to personnel and administration to include personnel accountability, sourcing individual personnel, manpower analysis, etc. Either during a crisis located elsewhere, or a local crisis requiring the command to relocate and continue support to ensure the command mission is accomplished.

**- G-3/5/7 Support; G-3/5/7 Division is made up of 5 subsections:**

Training: G-1 Plans and Ops coordinates with this section to provide individual augments to support exercises and to coordinate IA training issues that impact joint operations.

Readiness: G-1 Plans and Ops coordinates with G3 Readiness section to provide personnel readiness information through the Defense Readiness Reporting System – Marine Corps (DRRS-MC) to de-conflict the personnel readiness information reported by the G-3/5/7 with the G-1 perspective.

Force Analysis: G-1 Plans and Ops coordinates with this section to ensure risk assessments made in support of forces are in concert with risk assessments made for individual ranks/MOSs. The Force Analysis cell also organizes the quarterly Operations Summit and requests G-1 support to provide briefs, analyze forces that request additional personnel, etc.

Regional Operations Plans and Policy (ROPP) : G-1 Ops works with all the ROPPs, EUCOM, SOUTHCOM, CENTCOM, PACOM, NORTHCOM and the associated Force Deployment, Planning & Execution (FDP&E) cell. Support involves coordinating to develop policies (the CMC global force management planning guidance and the combat replacement process) as well as strategies that improve both Combatant Command level and Service level concepts of operation. This collaboration helps to meet emerging requirements that demand specific types of personnel skill sets and ranks and assists with creating, ad hoc capabilities that are non-existent on a standing Table of Organization (T/O). These planning efforts lead to the implementation of sourcing strategies to augment incomplete force capability sets.

Current, Special and Future Operations section G-1 Ops works with this section to support CAT and COOP issues, a variety of meetings and conferences, such as the Army Marine Corps Warfighter talks and assessing issues related to casualty rates.

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# Appendix D: Joint Personnel Status Report (JPERSTAT)

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CJCSM 3150.13

1 August 1999

1. Purpose. The JPERSTAT provides tabulated total troop strength data to the Chairman and the other members of the Joint Chiefs of Staff for use in monitoring and evaluating the status of personnel under the operational control of a combatant commander. JPERSTAT also provides the most current information from the field concerning casualties. The analysis of information of this report is used to provide information to the NCA and to address issues concerning the supported combatant commander's personnel strength, need for replacement personnel, and other personnel concerns.

2. Submitted by. The supported combatant commander will submit the JPERSTAT.

3. Submitted to. The Joint Staff Manpower and Personnel Directorate (J -1), Personnel Readiness Division.

4. When submitted. When directed by the Chairman of the Joint Chiefs of Staff or the NCA, the JPERSTAT will be submitted daily (or when otherwise directed) to cover a 24-hour period. The Joint Staff will determine specific "report due" and "as of" times for the JPERSTAT. The data will reflect changes to personnel strength and casualties only during the period of the report. Cumulative data will not be reported.

5. How submitted.

a. Classification. Reports will be classified consistent with the classification of the operation as directed by the Chairman of the Joint Chiefs of Staff.

b. Transmission. Primary transmission method is the GCCS. Alternative methods are E-mail, secure facsimile, or telephone.

(1) When using GCCS or facsimile transmission methods, a spread sheet format as described in Appendix A of this enclosure is desired.

(2) Reports may be transmitted via AUTODIN or GCCS as part of a commander's situation report (SITREP), using the SITREP message format described in MIL-STD-6040.

(a) Per reference b, information contained in the JPERSTAT will be included in the "Personnel" paragraph of the SITREP.

(b) When initiated, the commander's SITREP supersedes the requirement to submit a separate JPERSTAT.

(3) Appendix B of this enclosure describes the reporting format when integrated into the daily SITREP.

c. Precedence. JPERSTAT will be submitted with an IMMEDIATE precedence.

d. MINIMIZE. Imposition of MINIMIZE will not change the method of transmission or precedence of the report or message.

6. Report indicator. "JPERSTAT."

7. Report content. Report content is divided into three parts.

a. Part One is a total personnel count that identifies personnel by location, unit, and Service. In this section there are subsets that identify the number of Reserves, National Guard, and female personnel belonging to, or associated with, joint force operations within the joint operational area. Both afloat and ashore personnel should be counted.

b. Part Two reports casualties since the last JPERSTAT report.

c. Part Three is a narrative used to amplify data, raise personnel issues, and explain changes or discrepancies.

d. Not all operations or contingencies are the same and parts not applicable to an operation being reported should be omitted. The Joint Staff Manpower and Personnel Directorate (J - 1), Personnel Readiness Division will coordinate with the combatant commander and promulgate appropriate situational modifications to the JPERSTAT format as required to accommodate any unique reporting requirements of a particular operation.

8. Specific reporting instruction. Data to be reported and the procedure for computing the data for each of the various JPERSTAT fields are outlined below:

a. State the name of the operation. If it is an exercise, then use "EXER" and name the exercise.

b. Originator. Identify the combatant commander, office identifier of the message originator, point of contact, and phone number. Not applicable when integrated into paragraph 8 of SITREP.

c. Period of Report. DTG (ddhhmmZmonyr) to DTG (ddhhmmZmonyr)/ Report serial number. Example: 011801ZOCT98 TO 021801ZOCT98/ 001.

d. Major geographic location. A country(ies) where joint force operations or support is occurring.

e. Location (Unit)/ USA/USAF/USN/USMC/USCG/CIV/TOTAL. By major geographic location, enter the following data for all US personnel: number of military and civilian personnel for the locations required by Chairman of the Joint Chiefs of Staff for the period of the report. Report US personnel in the categories below for the period of report.

(1) Location. By major geographic location, e.g., country, like Kuwait, geographic location, like Kosovo, or AFLOAT. Specific locations to be reported will be determined by the Joint Staff in coordination with the supported CINC.

(2) USA/ USAF/ USN/ USMC/ USCG. Male and female Service component personnel. This column should equal the total of all other categories below, e.g., Reserves, National Guard, and females.

(3) CIV. Civilian. Report the strength of all male and female DOD or other US non-DOD civilians supporting the J TF or J TF component commands within the J OA. Non-DOD civilians are those supporting J TF operations under a specific command who are not directly employed by either the Services or DOD, e.g., contractors, Red Cross, USO.

(4) TOTAL. The sum of military and civilian personnel by specific geographic location and command.

(5) CIV TOTAL. Total of all DOD civilians or other US non-DOD civilians supporting the Joint Task Force (JTF) or JTF component commands for a major geographic location.

(6) MIL TOTAL. Total US military male and female personnel for a major geographic location.

(7) GRAND TOTAL. Total of all military and civilian personnel supporting the JTF or JTF component commands for a major geographic location during the specific reporting period.

(8) PREVIOUS PERIOD TOTAL. The MIL TOTAL and GRAND TOTAL reported in previous reporting period. Changes or discrepancies from previously reported data should be reported in the narrative, NOTES section.

f. Location (Unit)/ USAR/ USAFR/ USNR/ USMCR/ USCGR/ TOTAL. Enter the following data for the number of male and female Reserves for the locations (units) required by Chairman of the Joint Chiefs of Staff for the period of the report. Report Reserve data in the categories below.

(1) Location (Unit). Defined in subparagraph 8e (1) above. Report unit personnel separately from IMAs.

(2) USAR/ USAFR/ USNR/ USMCR/ USCGR. Male and female selected RC personnel by Service Component.

(3) TOTAL. Summation of row or column that provides a total number of Reserves by Service or location or unit as appropriate.

(4) PREVIOUS PERIOD TOTAL. The TOTAL(s) reported in previous reporting period. Changes or discrepancies from previously reported data should be reported in the narrative, NOTES section.

D-3

g. Location (Unit)/ARNG/ANG/TOTAL. Enter the following data for the number of male and female National Guard personnel for the locations (units) required by Joint Chiefs of Staff for the period of the report. Report National Guard data in the categories below.

(1) Location (Unit). Defined in subparagraph 8e (1) above.

(2) ARNG/ANG. Army National Guard/Air National Guard.

(3) TOTAL. Sum of row or column that provides a total number of National Guard personnel by Service or location or unit as appropriate.

(4) PREVIOUS PERIOD TOTAL. The TOTAL(s) reported in previous reporting period. Changes or discrepancies from previously reported data should be reported in the narrative, NOTES section.

h. Location (Unit)/USA/USAF/USN/USMC/USCG/CIV/TOTAL. Enter the following data for the number of Female personnel for the locations (units) required by the Joint Chiefs of Staff for the period of the report. Report Females in the categories below.

(1) Location (Unit). See subparagraph 8e (1) above.

(2) USA/USAF/USN/USMC/USCG. Female Service Component personnel including female reservists.

(3) CIV. Civilian. Report the strength of all female DOD civilians or other US non-DOD civilians supporting the major geographic location of the report. This paragraph is used to report strength of all female civilian personnel within the JOA. Non-DOD civilians are those supporting JTF operations under a specific command who are not directly employed by either the Services or DOD; e.g., contractors, Red Cross, USO.

(4) TOTAL. Sum of a row or column that provides a total number of female personnel by Service or location or unit as appropriate.

(5) PREVIOUS PERIOD TOTAL. The TOTAL(s) reported in previous reporting period. Changes or discrepancies from previously reported data should be reported in the narrative, NOTES section.



i. Casualty Data: HCAS/NHCAS/KIA/WIA/DO/DUSTWUN/MISS/MIA/CAPTRD/AWOL/RMC. Enter casualty data for the reporting period in columns below this entry.

(1) HCAS. Hostile casualties.

(a) A person who is the victim of a terrorist activity or who becomes a casualty “in action.” “In action” characterizes the casualty as having been the direct result of hostile action, sustained in combat or relating thereto, or sustained going to or returning from a combat mission provided that the occurrence was directly related to hostile action. Included are persons killed or wounded, mistakenly or accidentally, by friendly force directed at a hostile force or what was thought to be a hostile force.

(b) Exceptions are injuries or deaths due to the elements, self-inflicted wounds, combat fatigue, and, except in unusual cases, wounds or death inflicted by a friendly force while the individual is in AWOL, deserter, or dropped from rolls status or is voluntarily absent from a place of duty. The exceptions are not considered as sustained in action and are not to be interpreted as hostile casualties.

(2) KIA. Killed in Action. Casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who is killed outright or who dies as a result of wounds received or other injuries before reaching a medical treatment facility.

(3) WIA. Wounded in Action. Casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who received an injury due to external agent or cause.

(4) NHCAS. Non-hostile Casualties. A person who becomes a casualty because of circumstances not directly attributable to hostile action or terrorist activity. Casualties due to the elements, self-inflicted wounds, and combat fatigue are non-hostile casualties.

(5) DO. Death Other. Number of personnel who died as a result of an accident or illness not related to hostilities during the reporting period.

(6) DUSTWUN. Duty Status - Whereabouts Unknown. A transitory casualty status, applicable only to military personnel, that is used when the responsible commander suspects the member may be a casualty whose absence is involuntary but does not believe sufficient evidence currently exists to make a definite determination of missing or deceased.

(7) MISS. Missing. A casualty status for which the United States Code provides statutory guidance. Definitions of the following categories are provided in Joint Pub 1-02 and this glossary, Part II. A person is declared missing if the individual is: (a) Beleaguered, (b) Besieged, (c) Captured, (d) Detained, (e) Interned, (f) Missing, or

(g) Missing in Action. Exclude personnel who are in an AWOL, deserter, or dropped from rolls status.

(8) MIA. Missing in Action. The casualty is a hostile casualty, other than the victim of a terrorist activity, who is not present at his or her duty location because of apparently involuntary reasons and whose location is unknown. MIA is a subset of MISS.

(9) CAPTRD. Captured. The casualty has been seized as the result of action of an unfriendly military or paramilitary force in a foreign country. CAPTRD is a subset of MISS.

(10) RMC. Returned to Military Control. The status of a person whose casualty status of duty status -- whereabouts unknown or missing has been changed because of the person's return or recovery by US military authority.

(11) AWOL. Absent Without Leave. Personnel are absent without leave that may or may not have been categorized as DUSTWUN in previous reports.

j. Report data for the categories listed below.

(1) USA. United States Army. AC/RES/ARNG/RET/FEMALE. Active Duty/Reserve/ National Guard/Retired/Female. Include male and female personnel in the AC/ RES/ARNG/ RET categories. FEMALE category will reflect all USA female casualties regardless of component.

(2) USAF. United States Air Force. AC/RES/ANG/RET/FEMALE. Active Duty/ Selective RC (exclude ANG)/Air National Guard/Retired/Female personnel. Include male and female personnel in the AC/RES/ANG/RET categories. FEMALE category will reflect all USAF female casualties regardless of component.

(3) USN. United States Navy. AC/RES/RET/FEMALE. Active Duty/ RC/Retired/ Female personnel. Include male and female personnel in the AC/RC/RET categories. FEMALE category will reflect all USN female casualties regardless of component.

(4) USMC. United States Marine Corps. AC/RES/RET/FEMALE. Active Duty/RC/ Retired/Female personnel. Include male and female personnel in the AC/RES/RET categories. FEMALE category will reflect all USMC female casualties regardless of component.

(5) USCG. United States Coast Guard. AC/RES/RET/FEMALE. Active Duty/RC/Retired. Include male and female personnel in the AC/RES/RET categories. FEMALE category will reflect all USCG female casualties regardless of component.

(6) TOT MIL. Sum each casualty column.

(7) DOD CIV. DOD male and female civilians (other than contractors) supporting the combatant commander.

(8) DOD CIV FEM. DOD female civilians (other than contractors) supporting the combatant commander.

(9) OTHER CIV. Number of DOD contract civilian personnel and other civilian personnel not employed by the Department of Defense that support the Armed Forces (such as consultants, USO, and Red Cross). This requirement is for US citizens only. There is not a requirement to track Department of State civilians, UN observers, International Red Cross representatives, Foreign Nationals working for DOD, civilian contractors under contract to Federal agencies other than DOD, media representatives, and civilians of allied services.

(10) TOTAL CIV. Summation of casualty columns for DOD CIV and OTHER CIV.

k. NARRATIVE COMMENTS. Topics appropriately addressed in this section include, but are not limited to, the following:

(1) Explain all gains and losses in this narrative field. Include the gaining or losing unit(s).

(2) Explain all casualty figures as required.

(3) Describe any administrative error or discrepancy in personnel accounting from the previous report.

(4) Comment on personnel issues that adversely affect operational postures because of a unit's inability to carry out its mission (e.g., special skill shortages, grade imbalances, vacancies, and vacancies of key billets).

l. Additional paragraphs may be added to cover NATO/ UN/ coalition forces operating under the JTF in the JOA.

9. Sample Format. A sample JPERSTAT in spreadsheet format is provided as Appendix A to this enclosure. A sample of JPERSTAT data, reported as part of a SITREP per CJCSM 3150.05 using USMTF is provided as Appendix B.

APPENDIX A TO ENCLOSURE B  
JPERSTAT

JOINT ENDEAVOR/COMBATANT COMMANDER/J-X/COLONEL J.J.SMITH/  
DSN###-####/ddhhmmZ-ddhhmmZ/0400Z/CINC

U.S. Personnel in <u>Country X</u> (Cap if applicable)							
Location	USA	USAF	USN	USMC	USCG	CIV	TOTAL
Location 1							
Location 2							
Location 3							
CIV TOTAL							
U.S. MIL TOTAL							
GRAND TOTAL							
PREVIOUS PERIOD TOTAL							
Selected Reserves							
Location/Unit	USAR	USAFR	USNR	USMCR	USCGR	(Blank)	TOTAL
Location 1							
Unit Personnel							
IMA Personnel							
Location 2							
Unit Personnel							
IMA Personnel							
TOTAL							
PREVIOUS PERIOD TOTAL							

National Guard				
Location/Unit	ARNG	ANG	(Blank)	TOTAL
Location 1				
Unit Personnel				
Location 2				
Unit Personnel				
TOTAL				
PREVIOUS PERIOD TOTAL				

Female							
Location (Unit)	USA	USAF	USN	USMC	USCG	CIV	TOTAL
Location 1							
Location 2							
TOTAL							
PREVIOUS PERIOD TOTAL							

Casualty Data

Category	HCAS	KIA	VIA	NHCAS	DO	DUST WUN	MISS	MIA	CAPTRD	AWDL	RMC
<b>USA</b>											
AC											
RES											
ARNG											
RET											
FEMALE											
<b>USAF</b>											
AC											
RES											
ANG											
RET											
FEMALE											
<b>USN</b>											
AC											
RES											
RET											
FEMALE											
<b>USMC</b>											
AC											
RES											
RET											
<b>TOT MIL</b>											
<b>DOD CIV</b>											
DOD CIV FEN											
OTHER CIV											
<b>TOTAL CIV</b>											

NARRATIVE COMMENTS

Appendix A  
Enclosure B

APPENDIX B TO ENCLOSURE B  
SAMPLE SITREP (JPERSTAT SECTION)

7. (U) PERSONNEL (AS OF XX1800Z MAY 96)

7A. (CLASSIFICATION) U.S. PERSONNEL IN COUNTRY X

LOCATION	USA	USAF	USN	USMC	USCG	CIV	TOTAL
LOCATION 1	XX	XX	XX	XX	XX	XX	XXX
LOCATION 2	XX	XX	XX	XX	XX	XX	XXX
LOCATION 3	XX	XX	XX	XX	XX	XX	XXX
CIV TOTAL							XXX
US MIL TOTAL							XXX
GRAND TOTAL							XXX
PREVIOUS TOTAL							XXX

7B. (CLASSIFICATION) RESERVES

LOCATION, UNIT	USAR	USAFR	USNR	USMCR	USCGR	TOTAL
LOCATION 1						
UNIT PERS	XX	XX	XX	XX	XX	XXX
IMA	XX	XX	XX	XX	XX	XXX
LOCATION 2						
UNIT PERS	XX	XX	XX	XX	XX	XXX
IMA	XX	XX	XX	XX	XX	XXX
RES TOTAL						XXX
PREVIOUS TOTAL						XXX

7C. (CLASSIFICATION) NATIONAL GUARD

UNIT	ARNG	ANG	TOTAL
LOCATION 1			
UNIT PERS	XX	XX	XXX
LOCATION 2			
UNIT PERS	XX	XX	XXX
GUARD TOTAL			XXX
PREVIOUS DAY TOTAL			XXX

7D. (CLASSIFICATION) FEMALE

LOCATION, UNIT	USA	USAF	USN	USMC	USCG	CIV	TOTAL
LOCATION 1	XX	XX	XX	XX	XX	XX	XXX
LOCATION 2	XX	XX	XX	XX	XX	XX	XXX
LOCATION 3	XX	XX	XX	XX	XX	XX	XXX
FEMALE TOTAL							XXX
PREVIOUS DAY TOTAL							XXX

7E. (CLASSIFICATION) CASUALTY DATA

HCAS/KIA/DWRIA/WIA/NHCAS/DO/DUSTWUN/MISS/MIA/CAPTRD/RMC/AIDOL

B-B-1

Appendix B  
Enclosure B

ARMY	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
AC	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RES	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
ARNG	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RET	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
USAF	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
AC	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RES	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
ANG	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RET	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
NAVY	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
AC	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RES	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RET	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
USMC	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
AC	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RES	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RET	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
USCG	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
AC	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RES	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
RET	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
DOD CIV	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX
OTHER CIV	XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX/XXX

7F. (CLASSIFICATION) PERSONNEL ISSUES/COMMENTS: NSTR.



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## Appendix E: Personnel Request

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25 NOV 2019

FM COMMARFORCOM G ONE

TO CG II MEF G ONE

CG II MEF G THREE G FIVE G SEVEN

INFO COMMARFORCOM G ONE

CG II MEF G SIX

COMMARFORCOM G THREE G FIVE G SEVEN

COMMARFORCOM G SIX

UNCLAS

SUBJ/MFC FOS REQUEST ISO ARTIC COMMUNICATIONS EXERCISE 20.1

UNCLAS/MSGID/GENADMIN/COMMARFORCOM G ONE/NOV 19//

REF/A/MSG/COMMARFOREUR//G3//

NARR/REF A IS A ISO COMMARFOREUR G3 FOS MSG REQUESTING PERSONNEL ISO ARTIC COMMUNICATIONS EXERCISE 20.1//

POC/CEDENO/D/CIV/COMMARFORCOM G ONE OPS/DSN: 836-2024 COMM

757-836-2024/ EMAIL: DANNY.CEDENO@USMC.MIL//

POC/FOSTER/L/SSGT/COMMARFORCOM G ONE OPS/DSN: 836-2023 COMM

757-836-2023/ EMAIL: LAMONT.FOSTER@USMC.MIL//

POC/OTTO/K/SGT/COMMARFORCOM G ONE OPS/DSN: 836-2030 COMM

757-836-2030/ EMAIL: KONNER.OTTO@USMC.MIL//

RMKS/1. THIS A MARFORCOM G1/G6 COORDINATED MSG.

2. PER REF A REQ FOS ISO ARTIC COMMUNICATIONS EXERCISE 20.1 21-31 JAN 2019 AT BARDUFOS, NORWAY.

3. PERSONNEL REQUESTED: (TOTAL: 5)

QTYGRADE MOS

(1)E6-E7 06XX

(2)E3-E5 0671/0630

(2)E3-E5 0621/0622/0627

4. INFORMAL COORDINATION BTWN MARFOREUR G SIX AND CG II MEF G6 (CAPT KRZYWICKY) HAS INDICATED REQUEST TO BE SUPPORTABLE.

5. REQUEST CONFIRMATION OF SUPPORTABILITY AND IF ABLE TO SUPPORT, PROVIDE NOM(S) INFO TO THIS COMMAND NLT 3 DEC 19 IN THE FOLLOWING FORMAT.

FULL NAME:

RANK:

EMAIL ADDRESS:

DTS ORG CODE:

UNIT DTS POC:

COMMERCIAL/DSN PHONE NUMBER:

INDIVIDUAL CELL PHONE NUMBER:

6. REFER TO ATTACHED QUOTED MESSAGE FOR ADDITIONAL INFORMATION.

7. DIRLAUTH FOR ALL COORDINATING PURPOSES. KEEP THIS COMMAND INFORMED ON ALL CORRESPONDENCE.

-BEGIN QUOTE-

RAAUZYUW RUIQAAA2689 3241544-UUUU—RUIQAAA

ZNR UUUUU ZDH ZUI RUEOMCJ2366 3241544

R 201541Z NOV 19

FM COMMARFOREUR//G3//

TO RYJIAAA/CG II MEF G SIX

INFO RUJIAAA/COMMARFORCOM G SIX

RUJIAA/COMMARFOREUR

RUJIAAA/COMMARFORAF STUTTGART GE

BT

UNCLAS

SUBJ/FOS REQUEST FOR II MARINE EXPEDITIONARY FORCE PERSONNEL ISO ARTIC COMMUNICATIONS EXERCISE 20.1//

POC/HILL, D./CAPT/MARFOREUR/AF G6 OPS: DSN:314-431-3574/EMAIL:DEZ.HILL@USMC.MIL//

POC/ROGERS, P.J./GYSGT/MARFOREUR/AF G6 OPS: DSN 314-431-3876/EMAIL:PATRICK.J.ROGERS@USMC.MIL

RMKS/1. THIS IS A MARFOREUR/AF G3 AND G6 COORDINATED MSG.

2. MARFOREUR/AF G6 HAS INFORMALLY COORDINATED WITH II MEF G6 WITH A POSITIVE RESPONSE.

3. MARFOREUR/AF G6 REQUESTS THE FOLLOWING II MEF G6 PERSONNEL TO SUPPORT ARTIC COMMUNICATIONS EXERCISE 20.1 IN BARDUFOSS, NORWAY: (READ IN 4 COLUMNS: QTY, RANK, MOS, REMARKS)

3.A. (1) E6-E7, 06XX

3.B. (2) E3-E5, 0671/0631

3.C. (3) E3-E5, 0621/0622/062

4. MARINES WILL SUPPORT EXERCISE OBJECTIVES, INCLUDING EVALUATION OF THE PERFORMANCE OF EMERGING CAPABILITIES TO INCLUDE TROPOSPHERIC SCATTER RADIO AND FREE SPACE OPTICS.

5. MARINES WILL WORK UNDER SUPERVISION OF MARFOREUR/AF G6 OPERATIONS OFFICER, WITH TECHNICAL SUPPORT PROVIDED BY VENDORS AND THE US NAVAL RESEARCH LABORATORY.

6. MARINES WILL BE OPERATING FROM WITHIN A HEATED BUILDING DURING THE EXERCISE, NO SPECIALIZED FIELD ENVIRONMENT COLD WEATHER EQUIPMENT OR CLOTHING REQUIRED.

7. SUPPORT IS REQUESTED FROM 22 TO 30 JANUARY 2020. 21 AND 31 JANUARY ARE TRAVEL DATES.

8. SUBMIT INFORMATION REQUIRED FOR APACS REQUEST TO FIRST POC LISTED ABOVE NLT 1 DECEMBER.

9. MARFOREUR/AF WILL FUND TRAVEL. BILLETING, RENTAL CARS AND PER DIEM. SUBMIT INFORMATION REQUIRED FOR CROSS ORG NLT 1 DECEMBER.

10. MARINES WILL BE STAYING IN NORWEGIAN ARMY BARRACKS AND EATING AT THE CHOW HALL ABOARD SETERMOEN CAMP.

11. CONTACT MESSAGE POCS WITH ANY QUESTIONS.//

12. APPROVED FOR RELEASE BY LTCOL RYAN M. HOYLE, MARFOREUR/AF AC/S G3//

BT//

#2689

0702

-END QUOTE-

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## Appendix F: Individual Augmentation

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### INDIVIDUAL AUGMENTATION

#### REPORTING INSTRUCTIONS HANDBOOK

&

#### COMMANDING OFFICER'S CERTIFICATION CHECKLIST

*14 August 2017*



## **WELCOME ABOARD!**

This handbook was generated by the staff of U.S. Marine Corps Forces, Central Command (MARFORCENT) to assist the individual Marine(s), the Commander(s) and/or Responsible Officer(s), and other supporting staff personnel in the chain of command in preparing Individual Augments (IA) for deployment to the U.S. Central Command (USCENTCOM) Area of Responsibility (AOR). It is organized in a manner which permits its parts to be worked separately or concurrently.

This handbook provides a comprehensive listing of deployment readiness material and must be reviewed in its entirety, as much of the information presented is directive in nature. Adhering to the requirements established herein will expedite processing and screening procedures, minimize the potential of undue hardships during deployment, and mitigate the likelihood that an IA will be returned to their parent command for not complying with or meeting all necessary requirements.

Deployments of this nature impose operational, personal, and professional demands on personnel and organizations at every level.

To all: you have our respect and gratitude.

Recommendations for improvement of this handbook should be submitted to the following e-mail address:  
[comusmarcentg1ops@usmc.mil](mailto:comusmarcentg1ops@usmc.mil).

This handbook is also available for download from MARCENT's public website:  
<http://www.marcent.marines.mil/UnitHome/IndividualAugments.aspx>.

***Semper Fidelis***

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## 1001.COMMANDER’S EXPECTATIONS

The Commander, U.S. Marine Corps Forces, Central Command (COMUSMARCENT) expects all Marines to arrive fully prepared for their deployment. This includes, but is not limited to, having met all Marine Corps standards, as well as, all deployment related medical, security, administrative, and training requirements; being fully informed about their intended billet responsibilities and performance expectations; motivated about new challenges; prepared to represent the Marine Corps well and with confidence in their ability to succeed.

## 1002.U.S. MARINE CORPS FORCES, CENTRAL COMMAND

COMUSMARCENT is the Marine Corps Service Component Commander to the Commander, U.S. Central Command. As such, COMUSMARCENT is the senior Marine Corps representative within the USCENCOM AOR.

Marines assigned as individual augments will report to MARFORCENT for processing and onward movement to the AOR. This ensures deploying Marines meet all billet requirements and are provided with a centralized, reach-back administrative center to address administrative support requirements.

MARFORCENT, a tenant command aboard MacDill AFB, Florida, has command representatives assigned to various coordination elements located throughout the USCENCOM AOR. The Marines assigned to these coordination elements will assist augments in a variety of ways, including reception, onward movement, redeployment transportation coordination, and administrative support matters.

## 1003.MARFORCENT CONTACT INFORMATION

MARFORCENT SECTION	DSN	Commercial	Organizational Mail Box
<b>G1 Operations</b>	312-651-4033 312-651-4035 312-651-4036	(813) 827-4033 (813) 827-4035 (813) 827-4036	<a href="mailto:comusmarcentg1ops@usmc.mil">comusmarcentg1ops@usmc.mil</a>
<b>MARFORCENT Watch Officer/DNCO (After hours / Holidays)</b>	312-651-4084 312-651-4323	(813) 827-4084 (813) 827-4323	<a href="mailto:marcentswo@usmc.mil">marcentswo@usmc.mil</a>
<b>Camp Lejeune Liaison Office</b>	312-751-3919	(910) 451-3919	<a href="mailto:comusmarcentg1ops@usmc.mil">comusmarcentg1ops@usmc.mil</a>
<b>Camp Pendleton Liaison Office</b>	312-365-7273	(760) 725-7273 (760) 725-7292	<a href="mailto:omb_marcent_lno@usmc.mil">omb_marcent_lno@usmc.mil</a>
<b>Okinawa Liaison Office</b>	315-622-7092	Local: 090-6861-4561 Int'l: 011 (81) 90-6861-4561	<a href="mailto:marcent_lno_oki@usmc.mil">marcent_lno_oki@usmc.mil</a>
MARFORCENT Addresses			
Mailing:		FEDEX:	

Commander, U.S. Marine Corps Forces, Central Command 7115 S. Boundary Blvd MacDill AFB, FL 33621-5101	Commander, U.S. Marine Corps Forces, Central Command 2707 Zemke Ave, Bldg 548 MacDill AFB, FL 33621-5101
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SECURITY CLEARANCES (MARFORCENT JPAS SMO Submission Codes)		
Submit security clearance information to the MARFORCENT JPAS SMO Code: <b>484013 (SSO Visit) - 484015 (Collateral Visit)</b>		
<b>MARFORCENT Security Manager</b>	DSN: 312-651-4321/4322	Comm: 813-827-4321/4322

#### **1004. INDIVIDUAL AUGMENTATION PROCESS OVERVIEW**

Individual Augmentation is a distinct process that is used to assist Commanders to meet their manpower requirements. These requirements are identified along individual lines of skills, grades, and capabilities. Each line represents an individual; a collection of lines is known as a Joint Manning Document (JMD). The “Individual Augment” (IA) term originates from those individual requirements lines. As an IA, Marines may find themselves working alongside personnel of other services, countries, other Marine organizations, civilian government and non-government organizations, or a combination of all.

The Marine Corps uses its Manpower Force Augmentation Processing System (MCFAPS) to track IA billets and monitor their sourcing status. Each IA billet is identified by a unique, six digit number, called the Requirement Tracking Number (RTN). It is important that you take note of the RTN to which you have been assigned because information about the billet’s rank; MOS; job description; duration; duty location; security clearance required; supported command; etc., can be found by using the RTN to search within the MRTM. **If you do not have access to MCFAPS, contact your S-1/G-1 in order to access basic information regarding your assignment.**

#### **1005. CHAIN OF COMMAND DURING ASSIGNMENT**

MARFORCENT is responsible for managing the Marine Corps’ requirements associated with USCENTCOM JMDs, representing the Marine Corps during the JMD creation and validation process, maintaining personnel accountability of IAs, and facilitating Title X Service functions for the Combatant Commander by providing support to IAs.

The Combatant Commander (COCOM) is the Senior Military Official within their assigned AOR, and as such, establishes and validates their requirements in order to accomplish assigned missions.

The Joint Chiefs of Staff (JCS) serves as the sourcing arbiter between the Armed Services and other agencies of the Department of Defense and are responsible for coordinating the approval and publication of the JMDs and the agreed upon sourcing (manning) solutions.

The Deputy Commandant for Manpower and Reserve Affairs (DC, MMIB) assigns IA billets to be filled within the Marine Corps.

Marine IAs will be assigned under the administrative control (ADCON) of COMUSMARCENT. For the length of the assignment, the administrative chain of command starts with COMUSMARCENT, and will terminate with COMUSMARCENT.

Assignment as an IA to a JMD can be a professionally and personally rewarding endeavor. Past experiences have shown that Marine IAs who have embodied the Marine ethos and maintained a positive attitude have reaped the benefits of serving in a joint environment. During this assignment, represent the Marine Corps in a proper and professional manner.

#### 1006. PROCESSING WITH MARFORCENT

Processing with MARFORCENT is centered on IA screening and records review, including informational/educational lectures covering matters from administrative support to AOR organizational structure. On average, augments spend 5-7 days processing through the MARFORCENT LNO. Onward orders and transportation will only be made once augments are found fully qualified to serve in the AOR and in the designated billet. The review consists of:

- ☐ Administrative Readiness (Records, Orders, Government Travel Charge Card-without Outstanding Balance)
- ☐ Medical and Dental Readiness
- ☐ Security Clearance level on record at the time of arrival
- ☐ Training Readiness
- ☐ Gear / Equipment Inspection
- ☐ Height / Weight Verification

Upon qualification for deployment, the IA will then fly directly from their designated MARFORCENT LNO processing center (i.e. Camp Lejeune, NC; Camp Pendleton, CA; or Okinawa, JP.) to the AOR. Colonels, designated personnel, and personnel assigned as IAs to work at CENTCOM or SOCCENT, will travel to Tampa AFTER they are processed by the MARFORCENT LNO and found qualified for deployment. Additionally, all personnel assigned to CENTCOM Billets in CONUS are required to be PTP complete and have gear issued prior to departure from their parent command. The MARFORCENT HQ will not issue gear to IAs.



## Appendix 1. REPORTING LOCATIONS

**CONUS Marines:** All AC Marines permanently stationed east of the Mississippi River will report to the MARFORCENT Liaison Office (LNO) at building 313 (2<sup>nd</sup> Deck) on H Street, Camp Lejeune, NC (co-located with Deployment Processing Command/Reserve Support Unit-East (DPC/RSU-East)). All AC Marines permanently stationed west of the Mississippi River and those stationed in Hawaii will report to the MARFORCENT LNO in building 64322, Camp Talega, Camp Pendleton, CA (co-located with Deployment Processing Command/Reserve Support Unit-West (DPC/RSU-West))

-Marines filling TF 94-7/JSOC billets WILL report to MARFORCENT LNO at Camp Lejeune or Camp Pendleton prior to attending the SIS Course at Fort Bragg. All Marines are to be in possession of all items on the CENTCOM gear list.

-ALL RESERVE MARINES WILL REPORT TO DPC/RSU EAST OR DPC/RSU WEST FOR A 2 TO 3 WEEK TRAINING CYCLE. ONCE THE DPC/RSU ENSURES PTP COMPLETION OF A RESERVE MARINE FOR DEPLOYMENT, THE IA WILL BE DIRECTED TO REPORT IN WITH MARFORCENT LNO ON THE FOLLOWING MONDAY MORNING.

**Okinawa:** Japan Marines (ONLY) will report to the III MEF/MARFORCENT Reception Center, building 4309 (III MEF HQ), Camp Courtney, Okinawa, Japan.

1. REPORTING TO MARFORCENT LNO AT CAMP LEJEUNE, NC – Check in with the CLNC MARFORCENT LNO is every Monday at 0800 sharp. There are no other days IAs can check in other than Monday. Exception being a 72 or 96, in that event the check in date will be the first business day after the holiday.

**\*\*Note:** All Reserve Marines must report into the DPC/RSU-East PRIOR TO reporting into the MARFORCENT LNO.\*\*

### A. TRAVEL:

☐ RESERVE IAs – All travel arrangements (e.g. Air/Rental Car) to Camp Lejeune, NC must be made through your local TMO/ITO/SATO/HTC. Marines traveling to Camp Lejeune, NC should arrive on Sunday in order to report into the DPC/RSU-East OOD for billeting on Sunday night and to DPC/RSU-East S-1 no later than 0800 on Monday morning.

☐ ACTIVE DUTY IAs East of the Mississippi River- o For IAs stationed outside of the Camp Lejeune/local area (i.e. MCB Quantico, MCAS Beaufort, etc.), all travel arrangements to Camp Lejeune, NC must be made through your local S-1/DTS section and will require 10-day TAD DTS orders (DD Form 1610) funded by your parent command to MARFORCENT LNO. Marines traveling to Camp Lejeune, NC should arrive on Sunday in order to report into the MARFORCENT LNO no later than 0800 on Monday morning.

\* If you are stationed in the greater Camp Lejeune/local area (i.e. New River/Cherry Pt), you will not require travel orders, only a local TAD detaching/reporting endorsement.

**\*\*Marines reporting to Camp Lejeune are NOT authorized to drive their POV to the MARFORCENT LNO Office unless stationed in the greater Camp Lejeune/local area (i.e. New River/Cherry Pt). If the IA is from outside the greater Camp Lejeune/local area PRIOR APPROVAL is required from MARFORCENT.**

Contact MARFORCENT G-1 Ops to request authorization to utilize a POV.\*\*

B. MESSING: Government messing is directed at cost while aboard Camp Lejeune. Marines will be authorized the government meal rate (GMR).

C. **LODGING:** Lodging arrangements at Camp Lejeune, NC will be the transient quarters at no cost (i.e. Squad Bay, Barracks) provided by DPC/RSU-East for all O-6 and below Marines and Sailors. Personnel **MUST** contact the DPC/RSU-East prior to travel to inform them of your report date and receive any additional instructions. For lodging inquiries, contact DPC/RSU-East S-4, Logistics Chief at Comm: 910-450-8596 or Facilities Chief at Comm: 910-4509288. If you arrive to Camp Lejeune on a weekend, call the DPC/RSU-East OOD at Comm: 910-526-7946 once on Camp Lejeune to gain access to the transient quarters. In the event transient quarters are not available, Marines must obtain a Certificate of Non-Availability (CNA) from DPC/RSU-East to stay in a hotel.

D. **ARRIVAL AT AIRPORT:** The Albert Ellis Airport in Jacksonville, NC is **NOT** an international airport; however, it is fairly easy to navigate. While at the rental car agency, ask for a local map, if needed. You will need to show CAC and rental car agreement at the Camp Lejeune front gate in order to transit/drive the rental car on the base.

E. **REPORTING IN:** **Weekly processing commences promptly at 0800, each Monday.** The MARFORCENT LNO is located in Building 313 on H Street, 2nd Deck, Room 214, and is co-located with the DPC/RSU-East IA Training Cell. A reporting in checklist is included in Enclosure 4 of this handbook. Reporting in without the items listed in the checklist will disqualify an IA for assignment with MARFORCENT, and the IA will be returned to his/her parent command.

F. **UNIFORM OF THE DAY:** Marines will wear the green MARPAT utility uniform while processing through the MARFORCENT LNO. Service B and C uniforms are not required while processing with the LNO.

If you have any questions you can contact MARFORCENT Liaison Office (LNO) in Camp Lejeune at DSN: 751-3919; Comm: 910-451-3919; or email: [comusmarcentg1ops@usmc.mil](mailto:comusmarcentg1ops@usmc.mil).

**2. REPORTING TO MARFORCENT LNO AT CAMP PENDLETON, CA** – ALL IAs west of the Mississippi and Hawaii will check in with the MARFORCENT LNO is every Monday at 0800 sharp. There are no other days IAs can check in other than Monday. In the event of a 72 or 96, in that event the check in date will be the first business day after the holiday.

**\*\*Note: All Reserve Marines must report into the DPC/RSU-West PRIOR TO reporting into the MARFORCENT LNO\*\***

#### **A. TRAVEL:**

□ **RESERVE IAs** – All travel arrangements (i.e. Air/Rental Car) to Camp Pendleton, CA **must** be made through your local TMO/ITO/SATO/HTC. Marines traveling to Camp Pendleton should arrive on Sunday in order to report to the DPC/RSU-West OOD for billeting on Sunday night and to DPC/RSU-West S-1 no later than 0800 on Monday morning - DPC/RSU West POC: (760) 725-7292 or DPC/RSU-West OOD: (760) 725-0842.

#### □ **ACTIVE DUTY IAs West of the Mississippi River-**

o For IAs stationed outside of the Camp Pendleton local area, all travel arrangements to Camp Pendleton, CA must be made through your local S-1/DTS section and will require 10-day TAD DTS orders (DD Form 1610) funded by your parent command to MARFORCENT LNO. Marines traveling to Camp Pendleton, CA should arrive on Sunday, in order to report into the **MARFORCENT LNO no later than 0800 on Monday morning.**

o If you are stationed in the greater Camp Pendleton local area, you will not require travel orders, only a local TAD detaching/reporting endorsement.

**\*\*Marines reporting to Camp Pendleton are NOT authorized to drive their POV to the MARFORCENT LNO Office unless stationed in the greater Camp Pendleton/local area. If the IA is from outside the greater Camp Pendleton/local area PRIOR APPROVAL is required from MARFORCENT. Contact MARFORCENT G-1 Ops to request authorization to utilize a POV.\*\***

**B. MESSING:** Government messing is directed at cost while aboard Camp Pendleton. Marines will be authorized the government meal rate (GMR).

**C. LODGING:** Lodging arrangements at Camp Pendleton, CA will be the transient quarters at no cost (i.e. Squad Bay, Barracks) provided by DPC/RSU-West for all O-6 and below Marines and Sailors. Personnel MUST contact the DPC/RSU-West prior to travel to inform them of your report date and receive any additional instructions. For lodging inquiries, contact DPC/RSU-West S-4, Logistics Chief at Comm: (760) 725-0836 or Facilities Chief at Comm: (760) 725-3636. If you arrive to Camp Pendleton on a weekend, call the DPC/RSU-West OOD at Comm: (760) 725-0842 once on Camp Pendleton to gain access to the transient quarters. **In the event transient quarters are not available, Marines must obtain a Certificate of Non-Availability (CNA) from DPC/RSU-West to stay in a hotel.**

**D. ARRIVAL AT AIRPORT:** San Diego International Airport, Los Angeles International and Orange County's John Wayne Airport (SNA) are fairly easy to navigate. While at the rental car agency, ask for a local map, if needed. You will need to show CAC and rental car agreement at the Camp Pendleton front gate in order to transit/drive the rental car on the base.

**E. REPORTING IN:** Weekly processing commences promptly at 0800, each Monday. The MARFORCENT LNO is located in Building 64322, Camp Talega (64 Area). MARFORCENT LNO is co-located with the DPC/RSU-West IA Training Cell. A reporting in checklist is included in Enclosure 4 of this handbook. Reporting in without the items listed in the checklist will disqualify an IA for assignment with MARFORCENT, and the IA will be returned to his/her parent command.

**F. UNIFORM OF THE DAY:** Marines will wear the green MARPAT utility uniform while processing through the MARFORCENT LNO. Service B and C uniforms are not required while processing with the LNO.

If you have any questions you can contact MARFORCENT Liaison Office (LNO) in Camp Pendleton at: DSN: 365-7292/0838; Comm: (760) 725-7292/0838; or email: [omb\\_marcent\\_inopndl@usmc.mil](mailto:omb_marcent_inopndl@usmc.mil).

### **3. REPORTING TO MARFORCENT LNO CAMP COURTNEY, OKINAWA**

**A. ORDERS:** The IA requires DTS orders, for a period of ten days, when reporting to the MARFORCENT LNO. MARFORCENT will fund follow on travel/orders to and from the AOR. Mainland Japan Marines will need funded DTS orders. Okinawa Based Marines will need non-funded orders.

**B. LODGING & MESSING:** Government Quarters are directed at no cost. Okinawa based Marines are required to commute from their place of residence while processing through the MARFORCENT LNO office. Mainland Japan Marines will be provided government quarters. Messing is available and directed at cost. Marines will be authorized the Government Meal Rate (GMR) unless based on Okinawa. **\*\*Ensure flight itinerary, Orders, CO Cert, and IA Info sheet are scanned and emailed to the MARFORCENT LNO in Okinawa NO LATER THAN 1 week prior to the IA's check in date, in order for the LNO to coordinate billeting and transportation.\*\***

**C. ARRIVAL AT AIRPORT:** Mainland Japan Marines: pick up from Naha Airport must be coordinated with the MARFORCENT LNO in advance. Car rental is **not authorized** for Japan Marines.

**D. REPORTING IN:** **Weekly processing commences promptly at 0800, each Monday.** The MARFORCENT LNO in Okinawa is located at Camp Courtney in Building 4309, the same building as the Career Planner.

**E. UNIFORM OF THE DAY:** Marines will wear the green MARPAT utility uniform while processing through the MARFORCENT LNO. Service B and C uniforms are not required while processing with the LNO.

**If you have any questions you can contact the MARFORCENT Liaison Office (LNO) at Camp Courtney at DSN: 315-622-7092 or email: [marcent\\_lno\\_oki@usmc.mil](mailto:marcent_lno_oki@usmc.mil).**

**4. REMOTE REPORTING INSTRUCTIONS** will be directed on a case-by-case basis. Call the appropriate MARFORCENT LNO at 0800 local time on the Monday you are directed to report. Have the following ready to email to the LNO:

**A.** Orders or detaching endorsement from your parent command directing you to report into MARFORCENT on DD MMM YY @ 0800.

**B.** Commanding Officer's Readiness Certification.

**C.** Copy of GTCC (front only) - must have an expiration date that is AFTER your assignment to MARFORCENT

**D. PROGRAMS & POLICIES - TRAVEL CARD PROGRAM (TRAVEL CARD 101) GTCC Certificate.**

**E.** SERE 100.2 Certificate (JKO).

**F.** JOINT ANTI-TERRORISM LEVEL 1 Certificate (MarineNet or JKO).

**G.** Current Basic Training Record (BTR) from MOL.

**H.** Current MarineNet transcript.

**I.** PTP completion documentation - This can be accomplished in various ways:

(1) Training letter from your S-3 annotating you completed all the PTP.

(2) Class rosters.

(3) NAVMCs.

**5. General Officer (GO) special processing instructions.** Aides will contact the appropriate MARFORCENT LNO at 0800 local time on the Monday the GO is directed to report and be prepared to provide items listed in paragraph 4 above.

**A.** MMSL and MARFORCENT G-1 OPS will coordinate the PTP requirements / approval of the designated General Officer, to include aide if applicable.

**B.** MARFORCENT G-1 OPS will provide a cross org worksheet from MARFORCENT G-8, as MARFORCENT is responsible for funding the General's travel into and out of theater upon completion of the deployment.

**C.** All other travel costs (intra-theater, in support of assigned unit/emergency leave) will be borne by the unit/detachment the General is assigned to.

**D.** The assigned unit is required to pull the General into their DTS and GTCC hierarchy to more easily manage their intra-theater travel. \*\*DTS and GTCC accounts will remain with their parent command until the General arrives to their assigned unit in theater.

**E.** MARFORCENT G-8 will provide the cross-organized LOA for the General to utilize to fund travel from their PDS, to any point required by MARFORCENT, (e.g. Tampa) and ultimately into theater.

**F.** The General will be required to close out that portion of travel by completing their voucher upon arrival into theater.

**G.** Due to the cross org LOA, the voucher will be submitted through the MARFORCENT routing chain, which gives us the oversight and ability to assist where needed, without having to add more steps in the accountability of the Generals DTS account, which streamlines the process.

**H.** Upon completion of the General's deployment, if within the same FY, utilizes the same LOA that got them into theater, if deployment crosses into a new FY, reach back to MARCENT G-8/DTS to obtain a new LOA to utilize for the Generals return travel to PDS.

**6. Arrival in the AOR.** Travel to the AOR will be coordinated by the MARFORCENT LNO and travel itineraries will be forwarded to the servicing MARFORCENT Coordination Element (MCE) in theater. Upon arrival in the AOR, IAs will be greeted at the airport by Marines from the MCE. MCE Marines will assist with the RSO&I process or arrange follow-on transportation to their final destination, if required.

**7. Exit from the AOR.** Redeployment/exit from the AOR will be coordinated by the servicing MCE.

## Appendix 2. **ADMINISTRATIVE READINESS**

MARFORCENT Admin POC: DSN: 651-4331/4341/4332 or Comm: 813-827-4331/4341/4332

### **GENERAL ADMINISTRATIVE MATTERS**

<b>ITEMS</b>	
1.	<b>Skeleton Service Record/Officer Qualification Record:</b> Skeleton records will utilize the standard SRB/OQR jacket, or similar folder, and contain the following: <ul style="list-style-type: none"><li><input type="checkbox"/> SGLI – legible copy, most recently updated</li><li><input type="checkbox"/> RED – certified, legible copy of Pre-Deployment Audit update</li><li><input type="checkbox"/> DD Form 4/NAVMC 793 – Legible copy</li><li><input type="checkbox"/> DD Form 1966 – Legible copy</li><li><input type="checkbox"/> BIR &amp; BTR – certified, legible copy of pre-deployment audit update</li></ul>
2.	<b>MCTFS Reporting:</b> Ensure To TAD excess is reported on Unit Diary (MCC: TMG/ RUC: 53721)
3.	<b>ECC/RECC:</b> All Marines <b>must have enough obligated service</b> (>90 days past scheduled redeployment date for AC Marines and >30 days for RC Marines) to complete the entire intended assignment period and return to their parent command for separation out-processing.
4.	<b>Government Travel Charge Card:</b> Every Marine <b>will have a GTCC</b> that must be in good standing <b>prior</b> to reporting to MARFORCENT for processing. <b>All IA's must come to MARFORCENT with their GTCC Agency Program Coordinator (APC) point of contact in hand.</b>
5.	<b>Legal Matters:</b> Marines with legal matters pending disposition are not considered qualified for deployment and should not be sent to MARFORCENT.
6.	<b>Mail:</b> Ensure Marine has filed mail disposition instructions.
7.	<b>Valid Driver's License:</b> Marine <b>must have a valid (unexpired) driver's license</b>

### **ORDER WRITING INSTRUCTIONS**

<b>ITEMS REQUIRED IN ORDERS</b>	
1.	<b>Length of Orders:</b> <b><u>DTS Orders (Active Duty Marines and Reserve Marines on PCS orders):</u></b> - For IA's filling a billet in the AOR (Kuwait, Iraq, Afghanistan, etc.), their DTS orders will need to be for 10 days with their: <ul style="list-style-type: none"><li><input type="checkbox"/> <b>Beginning Location</b> listed as the IA's Primary Duty Station (PDS)</li><li><input type="checkbox"/> <b>TAD Location and Overall Ending Location</b> listed as "<i>Camp Lejeune, NC</i>", "<i>Camp Pendleton CA</i>" <u>or</u> "<i>Camp Courtney, Okinawa</i>" (depending on their respective processing location).</li></ul> - <b>These 10 days will be funded by their parent command using GWOT/OCO funds.</b> Ensure the remarks section of the DTS orders include the IA's DTS POC. MARFORCENT will provide the IA with TAD DTS orders (MARFORCENT funded) covering the remainder of his/her TAD period to include returning to the PDS from the AOR. <ul style="list-style-type: none"><li><input type="checkbox"/> Active Duty IAs need to ensure their parent command detaches them from their DTS organization prior to reporting to MARFORCENT LNO in order for MARFORCENT to attach them to the MARFORCENT DTS organization.</li></ul> <b>Questions/concerns can be directed to the MARFORCENT DTS Helpdesk DSN: 312-651-4379, Comm: 813-827-4379, or e-mail: <a href="mailto:comusmarcentdts@usmc.mil">comusmarcentdts@usmc.mil</a>.</b> <b><u>Reserve MOB Orders:</u></b> <ul style="list-style-type: none"><li><input type="checkbox"/> 240 days for 6-month BOG billets</li><li><input type="checkbox"/> 395 days for 12-month BOG billets</li></ul>



	<p>-Marine's orders must allow for completion of entire assignment period and return to parent command for separation out-processing. RC Marines normally redeploy 60 days prior to orders end date.</p> <p>-Boots on the Ground (BOG) – the actual amount of time spent in the AOR begins once the Marine actually arrives at the appointed place of duty (180 days or 365 days) depending on billet.</p>
2.	<b>Rental Car Authorization:</b> All IA orders must include authorization for a <b>Compact Size</b> rental car while processing through the MARFORCENT LNO. The MARFORCENT LNO has no duty drivers or vehicles assigned.
3.	<b>Per Diem/Funding:</b> Maximum per diem rates while processing with the LNO can be found at <a href="http://www.defensetravel.dod.mil/site/perdiemChanges.cfm">http://www.defensetravel.dod.mil/site/perdiemChanges.cfm</a> . Deployed Per Diem while in the AOR is \$3.50/day for BOG period (may change dependent on location). The IA's parent command <b>WILL PROVIDE</b> TAD funding associated with the travel to, and while in Camp Lejeune, NC and Camp Pendleton, CA.
4.	<b>Lodging:</b> Government Quarters are directed at no cost if available on Camp Lejeune/Camp Pendleton/Camp Courtney. If not available, <b>IAs must obtain a certificate of non-availability, prior to securing commercial lodging.</b> E-5's and below must contact the Inns of the Corps; DSN: 751-3041; Comm: 910-451-3041. SNCOs and Officers must contact the All Points Inn; DSN: 751-8553/8554; Comm: 910-451-8553/8554. Camp Pendleton IAs should contact the Harborsite Inn at (760) 763- 5730. In the event government quarters are not available, the IA will need to arrange commercial billeting.
5.	<b>Purpose of TAD:</b> in support of the following crisis codes and operations: OFS / Operation Freedom Sentinel (Afghanistan) OIR / Operation Inherent Resolve (All countries not listed above)
6.	<b>Messing:</b> Government Messing is directed. Members will receive the Government Meal Rate (GMR). <b>NOTE: M&amp;IE, Lodging and Rental Car are not authorized for Marines processing through a MARFORCENT LNO site located within their PDS's local area.</b>
7.	<b>Weapons Transportation Authority: Weapons are NOT authorized!!!!</b>
8.	<b>Commercial Air:</b> Authorized travel via COMAIR only. MARCENT LNO will arrange travel to the AOR.
9.	<b>Civilian Clothing:</b> Travel via commercial means will be done wearing appropriate civilian attire per MCO P1020.34G W/ CH 1-5, par 1005. (Civilian Clothing Allowance will not be authorized)
10.	<b>Security Clearances:</b> List security clearance held in orders (Type investigation, Investigating Agency, Date of Investigation, Date Investigation Adjudicated, Clearance Held, Clearance Eligible for). Must be verified by SSO or Security Manager.
11.	<b>Billet Information:</b> List Organization, Billet Title, Line Number and RTN that Marine is assigned to fill (I.E.: MARFORCENT, WATCH OFFICER, 1925A101, 123456).
12.	<p><b>Excess Baggage:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Authorize in orders for 4 total pieces of checked baggage not to exceed 70 lbs per bag.</li> <li><input type="checkbox"/> Checked baggage in excess of 70 lbs will be considered as two pieces and items over 100 lbs will not be accepted.</li> <li><input type="checkbox"/> Total baggage weight must not exceed 280 lbs.</li> <li><input type="checkbox"/> Carry-on bags will not exceed 45 linear inches defined as length plus width plus height. Deploying personnel exceeding these baggage limits will experience gateways rejecting their movement. Gateways are not responsible for storage of rejected bags. The term "excess baggage" is used to allow reimbursement for charges</li> </ul>

	incurred from commercial carriers and not for additional personal bags that exceed authorized allowances.
13.	<b>Variation of Itinerary:</b> Will be authorized, but only on a case-by-case basis.
14.	<b>Pakistan: Marines deploying to Pakistan must Contact MARFORCENT G-1 OPS immediately to receive a copy of the U.S. Embassy-Pakistan Pre-Deployment Guide at Comm: (813) 827- 4039/4040 or email: <a href="mailto:comusmarcentg1ops@usmc.mil">comusmarcentg1ops@ usmc.mil</a>.</b> Marines must also contact the Pakistan desk at CENTCOM no later than 30 days before departure from their duty station to inform them of their arrival. DSN: 312-529-5165/1113 or Comm: 813-529-5165/1113.
15.	<b>Office of Security Cooperation-Iraq (OSC-I):</b> Marines deploying to OSC-I for duty at the Embassy, must contact MARFORCENT LNO Camp Lejeune to receive a copy of the Office of Security Cooperation-Iraq (OSC-I) Pre-Deployment Guide.
16.	<b>Complete CO's Readiness certification before receiving orders. See Enclosure (3)</b>



### **Appendix 3. PRE-DEPLOYMENT TRAINING PROGRAM (PTP) REQUIREMENTS** **(see Enclosure (1))**

1. All IA's are required to complete Blocks 1A and 1B training requirements per Enclosure (1), prior to entering the CENTCOM AOR. The TECOM PTP Tool Kit contains additional details on PTP requirements on the NIPR network at: <https://vcepub.tecom.usmc.mil/genstaff/g3/ptp/default.aspx>.
2. **The PTP requirements are listed in detail as a checklist in enclosure (1) of this Handbook.**
3. For questions regarding PTP, contact the MARFORCENT.

**\*\*Marines who report to MARFORCENT without having completed PTP will be returned to their parent command.\*\***

### **BILLET SPECIFIC TRAINING (EMBASSY ASSIGNMENT)**

1.	<b>(ODR-) Evasive Driver Training.</b> <ul style="list-style-type: none"><li>❑ U.S. Army MP School AT Evasive Driver-Staff Driver Course.</li><li>❑ Individual Terrorism Awareness Course (INTAC).</li><li>❑ DoS Foreign Affairs Counter Threat (FACT) Training. For ORDP personnel who fall under the authority of Chief of Mission, only the FACT course meets this requirement.</li><li>❑ Personnel who visit or are assigned to Pakistan for less than 45 cumulative days in a calendar year will complete DoS computer based training course High Threat Security Overseas Seminar (HTSOS) (Course Designator HT-401).</li></ul>
2.	<b>(OMC-K, OMC-Y, OSC-I and ODR-P) Defense Institute of Security Assistance Management (DISAM) Security Cooperation Management – Online Orientation Course (SCM-OC-OL).</b> <ul style="list-style-type: none"><li>- Register for SCM-OC-OL at: <a href="http://www.iscs.dsca.mil/pages/courses/online/scm-oc-ol.aspx?section=des">http://www.iscs.dsca.mil/pages/courses/online/scm-oc-ol.aspx?section=des</a>.</li></ul>
3.	<b>(OSC-I) DISAM Security Cooperation Management-Overseas (SCM-O)</b> <ul style="list-style-type: none"><li>• This course is for O-5 and below assigned to Title 22 positions in OSC-I. This is a resident course for 3 weeks at Wright Patterson AFB, OH.</li><li>• Register for SCM-O at: <a href="http://www.iscs.dsca.mil/pages/courses/onsite/scm-o.aspx?section=des">http://www.iscs.dsca.mil/pages/courses/onsite/scm-o.aspx?section=des</a>.</li></ul>
4.	<b>(OSC-I) DISAM Security Cooperation Management-Executive (SCM-E)</b> <ul style="list-style-type: none"><li>• This course is for O-6 and above assigned to Title 22 positions in OSC-I. This is a resident course for 1 week at Wright Patterson AFB, OH.</li><li>• Register for SCM-E at: <a href="http://www.iscs.dsca.mil/pages/courses/onsite/scm-e.aspx?section=des">http://www.iscs.dsca.mil/pages/courses/onsite/scm-e.aspx?section=des</a>.</li></ul>
5.	<b>(ODR-P) Joint Humanitarian Operations Course (JHOC)</b> <ul style="list-style-type: none"><li>• This 2 day course is for designated individuals assigned to the ODR-P SAO. Coordination for attendance can be done with MARFORCENT Training POC.</li></ul>

6.	<b>DoS Foreign Affairs Counter Threat (FACT)</b> <ul style="list-style-type: none"> <li>When assigned to Commands in Pakistan, Lebanon or Egypt.</li> </ul>
7.	<b>(OMC-Y, OSC-I) DISAM SCM-O</b> <ul style="list-style-type: none"> <li>This is a resident course at Wright Patterson AFB, OH.</li> <li>Register for SCM-O at: <a href="http://www.iscs.dsca.mil/_pages/courses/onsite/scm-o.aspx?section=des">http://www.iscs.dsca.mil/_pages/courses/onsite/scm-o.aspx?section=des</a>.</li> </ul>

## **Appendix 4. EQUIPMENT / GEAR LIST (see Enclosure 5)**

1. The Individual Equipment Required Checklist is included in Enclosure (5) of this handbook.
2. All AC/IMA/SMCR IA's are required to draw the FULL gear issue (per Enclosure (5)) from their parent command PRIOR TO reporting to MARFORCENT LNO. This gear issue can be drawn from any Marine Corps Individual Issue Facility (IIF)/Unit Issue Facility (UIF) or an IA's parent command's supply section. A gear inspection will be conducted while processing with the MARFORCENT LNO and if IAs are missing gear, they will be returned to their parent command. Marines will receive their T/O weapon, magazines, and ammunition in the AOR when applicable. Do not report in with a weapon or magazines. AC, SMCR and IMA Marines' gear draw will not be facilitated by the DPC/RSU.
3. IRR Marines are required to draw the FULL gear issue facilitated by the DPC/RSU prior to reporting to the MARFORCENT LNO.
  - a. ICE items (IIF Issued Equipment, UIF Organizational Equipment, and CBRN) can be drawn from the respective regional MEF IIF.
  - b. STAP items (UIF Extreme Weather Clothing and FROG Ensemble) must be requested by the DPC/RSU via the regional UIF in Barstow, CA (DPC/RSU West, location (DPC/RSU East), or location (Okinawa).
4. All personnel assigned to the Tampa, FL area are required to be PTP complete, in accordance with CENTCOM standards and possess a full issue of gear prior to departure from the MARFORCENT LNO. MARFORCENT HQ will not issue gear to IAs.
- 5. DO NOT BRING ANY WEAPONS, MAGAZINES, AMMUNITION, OR KNIVES WITH BLADES OVER 4 INCHES.**
6. FROG Gear is only required for IAs going to Iraq and/or Afghanistan
7. Extreme Cold Weather Gear is required for all locations except Qatar, United Arab Emirates (UAE), Yemen, Bahrain and/or CONUS based IAs.

MARFORCENT G-4 (Mr. Jeff Bannar) – DSN: 651-4143 or Comm: 813-827-4143  
I MEF G-4 (MC Installations West) – Comm: (760) 763-0053/0054/2723  
II MEF G-4 (MC Installations East) – Comm: (910) 451-4109  
III MEF G-4 (Hawaii, Okinawa) – DSN: 315-645-5613

## Appendix 5. MEDICAL / DENTAL REQUIREMENTS

The information contained in or attached to this document is legally privileged, confidential, and intended for use only by the individual or entity to which it is transmitted. Any other use of this communication is strictly prohibited. Privacy Act of 1974 applies.

Medical requirements listed must be met prior to reporting to MARFORCENT. Medical/Dental Deployment readiness must be certified by the Unit Medical Officer and the Unit Commander. Failure to comply with all requirements will result in the return of the member to parent unit.

<b>MEDICAL / DENTAL REQUIREMENTS BASED on MOD 12 TO USCENTCOM</b> <b>Current as of March 2017 (For exceptions see MOD 13 USCENTCOM)</b>	
1.	<p><b>Deployment Medical Record:</b> Deployment records will utilize the standard record jacket (NAVMED 6150/XX Labeled “Deployment Record”) and <b>will include copies of the following documents:</b></p> <p><b>Section I</b></p> <ul style="list-style-type: none"><li>❑ Member screened against CENTCOM MOD 13 or current MOD requirements.</li><li>❑ <b>Reservists</b> - Current 2808/2807 signed by primary care physician (must be completed within 90 days of mobilization).</li><li>❑ Updated and current DD-2766 (Adult preventive and chronic care flow sheet) including medications, allergies and summary sheet of current and past medical surgical problems.</li><li>❑ Documentation of blood type and RH, Sickle Cell status, and G6PD status.</li><li>❑ Documentation of DNA sample: confirm that sample is on file. Contact DoD DNA specimen repository (telephone 301-319-0366, DSN prefix 285-XXXX; E-mail afrssir@afip.osd.mil). Document on <b>DD-2766</b>.</li><li>❑ <b>DD Form 2216 within 1 year.</b></li><li>❑ Copy of current corrective lens prescription (<b><u>within 2 years</u></b>) as required.</li><li>❑ Special SF600 documenting issue of Red Warning Tag, if required.</li><li>❑ <b>Documentation of completion of the following:</b><ul style="list-style-type: none"><li>• Hepatitis A</li><li>• Hepatitis B vaccine. Required for all personnel.</li><li>• MMR vaccine</li><li>• Polio</li><li>• Tetanus/Diphtheria</li><li>• Typhoid</li><li>• Influenza – current year’s season vaccine and event specific influenza (e.g. H1N1)</li><li>• Yellow Fever (Country specific)</li><li>• Meningococcal vaccine (Country specific)</li><li>• Anthrax. (IAW current service administration policy) Include copy of SF-601’s for anthrax.</li><li>• Chickenpox.</li><li>• Smallpox. <b>Include the signed smallpox screening questionnaire as part of the deployed medical record.</b> All personnel deploying into the CENTCOM AOR for 15 days or more will receive the smallpox vaccination, except those with a medical recommendation for waiver.</li><li>• Malaria. Copy of Special SF600 documenting issue of Malaria chemoprophylaxis as required. <b><u>Member must report with required chemoprophylaxis if required at destination country.</u></b></li><li>• Tuberculosis screening: In compliance with PHA (Periodic Health Assessment) using NAVMED 6224/8 per BUMEDINST 6224.8A CHP-1</li></ul></li></ul>

## **Section II**

- ❑ If member is under care for an active/chronic health condition, provide copies of the last 3 SF-600 entries.

## **Section III**

- ❑ Copy of DD Form 2795 completed for deployment destination country and signed by Medical Officer.

Copies of current periodic health assessment with finding of “Member Fit for duty and world wide assignment” within 3 months and any applicable special physical certifications. Service members must be fit for world-wide deploy-ability. Periodic health assessments and special duty exams must be current IAW service policy and remain current for the anticipated duration of deployment.

- ❑ **ANAM-** Baseline Pre-Deployment Neuro-Cognitive-Assessment Tool, testing must be performed within 12 months of deployment in accordance with MARADMIN 633/08 (070344Z NOV 2008) and be recorded in service data base and electronic medical record.

- ❑ **FEMALES (only)**

- Pap (Annual if less than 30 y/o, over 30 every 3 years w/ proof of last 3 normal PAPs)
- HCG (pregnancy test) within 30 days of deployment
- Women over 50 must have mammogram within 12 months of deployment

## **Section IV**

- ❑ HIV screening: must have documentation of HIV screening within the previous 120 days.
- ❑ Blood screening: current CHEM18, CBC, LIIDS(w/ 12 hour fast), U/A
- ❑ Dental Record:
  - ❑ Member must deploy with copies of current Dental Exam (w/in 90 days), Panoramic X-Rays (5yrs) and Bitewings (2yrs). Exams must remain current for the anticipated duration of deployment. Lowest dental classification II is allowable for deployment, class I is preferred.

### **Notes:**

- Medical and Dental readiness will be downloaded into the Medical Readiness Reporting System (MRRS) Both Medical and Dental Records (Skeletons) must accompany Individual Augments.

**Prescription Medications.** Personnel will deploy with sufficient medications for the duration of the deployment, or at least a 90-day supply. Follow on Tri-care mail-order pharmacy refill is recommended. Details are available at [www.express-scripts.com](http://www.express-scripts.com). Service members taking oral BCP must bring supply for length of deployment.

**Prescribed Personal Medical Equipment.** Provide 2 pair of prescription eyeglasses, protective mask inserts, prosthetics, and orthodontic equipment as required by the service member.

**Occupationally Required Protective Equipment.** Member will report with required occupational personal protection (i.e. personal exposure dosimeters, particulate respirators and personal safety equipment required in the performance of duties).

## **Appendix 6. AOR ENTRY / EXIT & CLEARANCE REQUIREMENTS**

All IA's are required to and are responsible for understanding and following the requirements for entry/exit and clearance procedures for the AOR listed in the DoD Foreign Clearance Guide at:

<https://www.fcg.pentagon.mil/fcg.cfm>

Additional questions concerning passport/visa requirements should be routed via the IA's chain of command to the respective MARFORCENT LNO or MARFORCENT G1 Ops.

**\*\*\*TRAVELERS MUST CHECK THE DOD FOREIGN CLEARANCE GUIDE PRIOR  
TO TRAVEL IN ORDER TO ENSURE ENTRY REQUIREMENTS HAVE NOT  
CHANGED \*\*\***

# **MARCENT IA REPORTING INSTRUCTIONS (20170126)**

**All IAs assigned to MARFORCENT are required to complete both PTP Blocks 1A & 1B regardless of location of assignment (i.e. Tampa, \*\*IAs that report to MARFORCENT without having both PTP Blocks 1A & 1B completed WILL be returned to their parent command. \*\***

BLOCK 1A (SERVICE REQUIREMENTS)			
TRAINING REQUIREMENT	DESCRIPTION	RESOURCE	NOTES
CODE OF CONDUCT (COC) AND LOW RISK OF ISOLATION (LRI) BRIEF	COMPLETION OF JOINT KNOWLEDGE ONLINE SERE 1002 SERE 1002 WILL MEET THE TRAINING REQUIREMENT FOR COC AND LRI. THIS TRAINING IS VALID FOR 36 MONTHS.	JOINT KNOWLEDGE ONLINE SERE 1002 HTTP://KOLJ.TEN.MIL. TRAINING MAY ALSO BE CONDUCTED UPON REQUEST, BY SERE SCHOOL EAST/WEST PHONE: COMM 207-438-4783. SCHOOLEASTWEST.	UNIT S-3 MCTIMS ENTRY REQUIRED. MAINTAIN COPY OF COMPLETION CERTIFICATE. SERE SCHOOL EAST/WEST PHONE: COMM 207-438-4783.
ISOLATED PERSON REPORT (ISOPREP)	AMISOPREP WILL COMPLETE ON PRISM ON SPR.	UNIT S-2	
LAW OF WAR	IAW REF (MCO 3300.4A MARINE CORPS LAW OF WAR PROGRAM). LAW OF WAR TRAINING IS REQUIRED FOR ALL PERSONNEL BEFORE ENTERING THE AOR. THE UNIT SJA WILL DEVELOP, MAINTAIN AND PROVIDE TRAINING.	MSC SJA	MSC SJA'S WILL COORDINATE WITH AND THROUGH MARCENT SJA FOR BRIEF CONTENT OR ADDITIONAL ROE REQUIREMENTS. MARCENT SJA PHONE: COMM 833-827-4304
OPERATIONAL CULTURE	FACILITATED BY CENTER OF ADVANCED OPERATIONAL CULTURAL LEARNING (CAOCL).	CONTACT CAOCL LNO FOR TRAINING. CAOCL LNO'S ARE LISTED AT HTTPS://WWW.USMCJEDUCATION.CENTRA.BRIEFING LOCATED AT HTTPS://WCEPUB.TECOM.USMC.MIL/GENSTAFF/IG3PT/PT/DEFAULT.ASPX	CAOCL HQ PHONE: COMM (703) 932-4740
TRAUMATIC BRAIN INJURY (TBI) PROGRAM	MARINES WILL RECEIVE AN ANNUAL TBI BRIEFING PRIOR TO DEPLOYMENT.		SELF PACE LEARNING. UNIT S-3 MCTIMS ENTRY REQUIRED
BLOCK 1B (THEATER REQUIREMENTS)			
TRAINING REQUIREMENT	DESCRIPTION	RESOURCE	NOTES
OP-SEC TRAINING	N/A	COMPLETED VIA UNIT TRAINING OR MARINET OF SERE US001	F ACCOMPLISHED DURING THE PREVIOUS CY OR FY, THEN THE PTP REQUIREMENT IS SATISFIED. MAINTAIN COPY OF COMPLETION CERTIFICATE
ANTI-TERRORISM TRAINING	N/A	COMPLETED VIA UNIT TRAINING OR MARINET JATLV0000	F ACCOMPLISHED DURING THE PREVIOUS CY OR FY, THEN THE PTP REQUIREMENT IS SATISFIED. MAINTAIN COPY OF COMPLETION CERTIFICATE
COMBATING TRAFFICKING IN PERSONS (CTIP)	N/A	COMPLETED VIA MARINET DD01A00000	F ACCOMPLISHED DURING THE PREVIOUS CY OR FY, THEN THE PTP REQUIREMENT IS SATISFIED. MAINTAIN COPY OF COMPLETION CERTIFICATE
CYBER SECURITY POLICY	N/A	COMPLETED VIA MARINET CYBERM0000	F ACCOMPLISHED DURING THE PREVIOUS CY OR FY, THEN THE PTP REQUIREMENT IS SATISFIED. MAINTAIN COPY OF COMPLETION CERTIFICATE
QUALIFY WITH ACR ASSIGNED WEAPON	IAW REF (MCO 3574.2L, MARADM 13216). MARINES WILL COMPLETE WEAPONS QUALIFICATION. ENLISTED MARINES, E-7 OR HIGHER OR HAVE 13 YEARS OF SERVICE OR MORE, WHO ARE ASSIGNED A RIFLE/CARBINE WILL CONDUCT TABLES 3-6. OFFICERS 0-4 OR HIGHER OR HAVE 13 YEARS OF SERVICE OR MORE WHO ARE ASSIGNED A RIFLE/CARBINE	BASE UNIT	F ACCOMPLISHED DURING THE PREVIOUS CY OR FY, THEN THE PTP REQUIREMENT IS SATISFIED.
CBRN	N/A	UNIT CBRN	UNIT S-3 MCTIMS ENTRY REQUIRED. TRAINING MUST BE COMPLETED WITHIN 6 MONTHS OF ENTERING THE AOR IAW MCO 3400.33
VEHICLE EGRESS	MARINES WHO HAVE THE POTENTIAL TO DRIVE OR BE A PASSENGER IN A MRAP AND/OR HMV/VV WILL COMPLETE MRAP AND/OR HMV/VV VEHICLE EGRESS TRAINING PRIOR TO ALL MARINES RECEIVING DIED THREAT BRIEF AND AWARENESS BRIEF	UNIT S-3	UNIT S-3 MCTIMS ENTRY REQUIRED. REFERENCE IA LINE NUMBER FOR BILLET REQUIREMENT.
COUNTER-IMPROMISED EXPLOSIVE DEVICE (C-IED)		UNIT S-3 WILL COORDINATE SCHEDULE BRIEF V/MARINE CORPS ENGINEER	UNIT S-3 MCTIMS ENTRY REQUIRED
KUNDUZ SCENARIO	APPROPRIATE TARGETING AND FIRE SUPPORT PERSONNEL REVIEW KUNDUZ INVESTIGATION LESSONS LEARNED	N/A	UPON DISTRIBUTION OF KUNDUZ LESSONS LEARNED, THIS REQUIREMENT BECOMES EFFECTIVE FOR TARGETING AND FIRE SUPPORT BILLETS

### MARCENT IA REPORTING INSTRUCTIONS (Cont.)

All IAs assigned to MARFORCENT are required to complete both PTP Blocks 1A & 1B regardless of location of assignment (i.e. Tampa, FL).

**\*\*IAs that report to MARFORCENT without having both PTP Blocks 1A & 1B completed WILL be returned to their parent command.\*\***

ADJUTANT GENERAL	WITHIN THE 30 DAYS BEFORE DEPLOYMENT RECEIVE ADJUTANT GENERAL BRIEF. IAs WILL COORDINATE WITH THEIR UNIT S-2 FOR APPROPRIATE CONTENT FOR SPECIFIC AND RECEIVE THE CENTCOM BASELINE RICE INFORMATION	UNIT S-2	CONTACT MARCENT G3 AT PHONE: COMNAV83- 8274/65
RCE - GREEN/BLUE		PTP TOOLKIT	N/A
COMBINED JOINT OPERATIONAL AREA - AFGHANISTAN			
TIER-I			
DESIGNATED PERSONNEL ARE REQUIRED TO CONDUCT THE FOLLOWING TRAINING. NOT FACILITATE THIS TRAINING, THE MARCENT G3 TRAINING SPPR WEBSITE (HTTPS://WWW.MARCENT.G3.MIL) CONTAINS EACH OF THESE REFS.			
TRAINING REQUIREMENT	DESCRIPTION	RESOURCE	NOTES
TACTICAL GUIDANCE	COMMANDERS AND STAFF INCLUDED IN KINETIC STRIKES AND KINETIC TARGETING WILL READ AND UNDERSTAND THE REF AE (CLASSIFIED) OF MARBENT MSG DTG B-OF POCKET GUIDE CONTAINING REF AE OF MARCENT MSG DTG, WHICH WILL BE REVIEWED DURING THE RICE BRIEF	REF AE IS COMBINED UNITED STATES FORCES AFGHANISTAN TACTICAL GUIDANCE AND DELEGATION OF AUTHORITY ANNEX A OF POCKET GUIDE	REF LOCATED AT PTP TOOLKIT
ESCALATION OF FORCE			REF LOCATED AT PTP TOOLKIT
TIER-II			
REQUIREMENTS APPLICABLE TO PERSONNEL WHO WILL FREQUENTLY DEPART DOD LOCATIONS OR INTERACT WITH AFGHAN SECURITY FORCES OR THE AFGHAN POPULATION			
TRAINING REQUIREMENT	DESCRIPTION	RESOURCE	NOTES
BULGE PROCEDURES	TIER 2 PERSONNEL (XXX) WILL BE FAMILIAR WITH THE BULGE PROCEDURES FOR CALLING FOR MEDICAL SUPPORT	THE RESOURCE FOR THIS REQUIREMENT IS LOCATED ON THE PTP TOOLKIT	REF LOCATED AT: PTP TOOLKIT

### TECOM CENTCOM PTP TOOLKIT LINK

Due to the potential for follow deployment to CENTCOM AOR, IAs assigned to MARFORCENT are required to complete both PTP Blocks 1A &

1B regardless of location of assignment (i.e. Tampa, FL).

**\*\*IAs that report to MARFORCENT without having both PTP Blocks 1A & 1B completed WILL be returned to their parent**

**command.\*\***



## **MARFORCENT MEDICAL READINESS VERIFICATION**

Name: \_\_\_\_\_ DOB: \_\_\_\_\_ Date: \_\_\_\_\_  
Active Duty / Reservist USN / USMC Rank: \_\_\_\_\_ Home Command (Unit): \_\_\_\_\_  
Patient's Phone Number: \_\_\_\_\_

Allergies: \_\_\_\_\_ MEDS: (Taking Rx) Y or N Needs Doxy: Y or N  
Privacy Act Signed: Y or N Pencil Entry Updated: Y or N  
Neuro Exam: Y or N \_\_\_\_\_  
3 PG Questionnaire: Y or N AOR Brief: Y or N PRE (PRE Within 60 Days): Y or N NAVMED 1300/4: Y or N  
or N/A

### **LABS (Under 40 requires 1 recorded set of each within normal value):**

Blood Type: \_\_\_\_\_ DNA: \_\_\_\_\_ HIV (<4 mos): \_\_\_\_\_ G6PD (NORM/DEF): \_\_\_\_\_  
Sickle Cell (POS/NEG): \_\_\_\_\_ HCG (<30 days): \_\_\_\_\_ Varicella T or INJ: \_\_\_\_\_  
CHEM18: \_\_\_\_\_ CBC: \_\_\_\_\_ Lipids (Fasting 12 hrs): \_\_\_\_\_ U/A: \_\_\_\_\_

### **DENTAL/AUDIO/OPTOMETRY:**

Corrective Vision: Y or N Optometry (2 YRS): \_\_\_\_\_ 2 Pair of Glasses: Y or N  
Dental Exam (90 Days): \_\_\_\_\_ Dental Class: \_\_\_\_\_ Bitewing (2 YRS): \_\_\_\_\_  
Panogram (5 YRS): \_\_\_\_\_ Audiogram (1 YR): \_\_\_\_\_

### **IMMUNIZATIONS:**

MMR (Once): \_\_\_\_\_ IPV (Once): \_\_\_\_\_ Influenza (Q YR): \_\_\_\_\_  
HEP A (2 Shots): 1. \_\_\_\_\_ 2. \_\_\_\_\_ TD (Q 5 YRS): \_\_\_\_\_  
HEP B / TNRX (3 SHOTS): 1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_  
Typhoid (Q 2 YRS): \_\_\_\_\_  
Yellow Fever (Q 10 YRS, AOR Specific): \_\_\_\_\_  
PPD (Questionnaire /Placement w/ zero mm): \_\_\_\_\_  
MCG (Q 5 YRS, AOR Specific): \_\_\_\_\_  
Anthrax (5 Shots) 1(Start): \_\_\_\_\_ 2(4 Weeks): \_\_\_\_\_ 3(6 Weeks): \_\_\_\_\_  
4(12 MOS): \_\_\_\_\_ 5(18 MOS): \_\_\_\_\_ Booster: \_\_\_\_\_

### **EXAMS:**

PHA (Recent 90 days): \_\_\_\_\_  
PAP (Annual If Less Than 30 YRS Old, Over 30 Q 3 YRS W/ Proof of Last 3 NML): \_\_\_\_\_  
Physical (>50 YRS): \_\_\_\_\_  
MAMMO (50 YRS): \_\_\_\_\_

### **COMPLETELY VERIFIED and LABS ORDERED BY NAME (STAMP):** \_\_\_\_\_

Provider: \_\_\_\_\_  
MRRS Update: \_\_\_\_\_ NMCPs: \_\_\_\_\_ IMR in Record: \_\_\_\_\_

**Note:** Member must be screened against CENTCOM MOD 12, or current MOD requirements, and meets all requirements to deploy. Pay particular attention to the medications unauthorized in the AOR or requiring a waiver.

**For Reserve Marines:** Current 2806/2807 signed by primary care physician must be completed within 90 days of mobilization.

Enclosure (2)

## COMMANDING OFFICER'S READINESS CERTIFICATION FORM

**The appropriate sections and Commander must sign verifying the IA's readiness for assignment with MARFORCENT.**

### IA'S Identification Information

RANK	LAST NAME, FIRST NAME, MI	EDIPI	MOS
MCC	PARENT COMMAND	DSN PHONE NUMBER	E-MAIL ADDRESS
RTN	REQUIRED CLEARANCE	BILLET DESCRIPTION	TOUR LENGTH

### ADMINISTRATIVE READINESS

I certify that all requirements listed in this handbook have been complied with and the Marine identified above is administratively ready for deployment. I further certify that the Marine has a GTCC, SIPR Token, and PASSPORT as required.

#### ADMINISTRATIVE RESPONSIBLE OFFICER'S SIGNATURE / POC INFORMATION

Rank & Name (Print)	DSN-XXXX	Signature & Date

### SECURITY CLEARANCE INFORMATION

I certify that the Marine identified above holds a current (circle one) **SECRET – TS – TS/SCI** clearance as required by the billet and possesses a SIPR Token.

#### SECURITY MANAGER'S SIGNATURE/POC INFORMATION

Rank & Name (Print)	DSN-XXXX	Signature & Date

### TRAINING READINESS (PTP)

I certify that Marine identified above has met all Service and Theater training requirements for deployment. And is within Ht/Wt standards.

#### TRAINING OFFICER'S SIGNATURE / POC INFORMATION

Rank & Name (Print)	DSN-XXXX	Signature & Date

### MEDICAL READINESS

- ☐ Member screened against CENTCOM MOD 12, or current MOD requirements, and meets all requirements to deploy.
- ☐ Member requires waiver – approved waiver attached (pay close attention to the medication's unauthorized in the AOR).

**(MUST ATTACH MEDICAL READINESS VERIFICATION FORM)**

#### MEDICAL OFFICER'S SIGNATURE / POC INFORMATION

Rank & Name (Print)	DSN-XXXX	Signature & Date

### DENTAL READINESS

I certify that Marine identified above is dentally qualified for deployment.

#### DENTAL OFFICER'S SIGNATURE / POC INFORMATION

Rank & Name (Print)	DSN-XXXX	Signature & Date

### NBC GEAR READINESS

I certify that all equipment listed has been issued to the Marine identified above.

#### RESPONSIBLE OFFICER'S SIGNATURE / POC INFORMATION

Rank & Name (Print)	DSN-XXXX	Signature & Date

### COMBAT GEAR (HIF) READINESS

I certify that all equipment listed has been issued to the Marine identified above.

#### RESPONSIBLE OFFICER'S SIGNATURE / POC INFORMATION

Rank & Name (Print)	DSN-XXXX	Signature & Date

### COLD WEATHER GEAR (UIF) READINESS

I certify that all equipment listed has been issued to the Marine identified above.

#### RESPONSIBLE OFFICER'S SIGNATURE / POC INFORMATION

Rank & Name (Print)	DSN-XXXX	Signature & Date

### COMMANDING OFFICER'S-DPC/RSU COMMANDING OFFICER'S REVIEW AND ACKNOWLEDGEMENT

I certify that the Marine identified above meets all deployment readiness criteria.

Rank & Name (Print)	DSN-XXXX	Signature & Date

## CHECKLIST FOR REPORTING INTO MARFORCENT

**Every IA is required have the following documents/POCs/items  
IN HAND upon reporting into MARFORCENT:**

<input type="checkbox"/> <b>Commanding Officer's Readiness Certification</b> -Signed/stamped by all sections & the Commanding Officer of the IA's parent command. The DPC/RSU Commanding Officer may sign for Active Component IAs, if the DPC/RSU is conducting any portion of PTP.
<input type="checkbox"/> <b>Orders</b> -10 day DTS Orders (DD Form 1610) for Active Duty Marines if NOT local to Camp Lejeune/Camp -Local TAD detaching/reporting endorsement if stationed in the Camp Lejeune/Camp Pendleton -MPCWS Orders for Reserve Marines
<input type="checkbox"/> <b>Government Travel Charge Card (GTCC) – Actual Card</b> -Card must have an expiration date that is AFTER the IA's end of assignment with MARFORCENT
<input type="checkbox"/> <b>Valid DoD Military ID (CAC)</b> -ID must have an expiration date that is AFTER the IA's end of assignment with MARFORCENT
<input type="checkbox"/> <b>Skeleton SRB</b>
<input type="checkbox"/> <b>GTCC 101 hard copy certificate</b>
<input type="checkbox"/> <b>SERE 100.2 hard copy certificate</b>
<input type="checkbox"/> <b>Joint Anti-Terrorism Level I hard copy certificate</b>
<input type="checkbox"/> <b>Current Basic Training Record (BTR) print out from Marine Online (MOL)</b>
<input type="checkbox"/> <b>Current Marine Net transcript print out</b>
<input type="checkbox"/> <b>Medical Record (Temp or Deployment)</b>
<input type="checkbox"/> <b>Dental Record (Temp or Deployment)</b>
<input type="checkbox"/> <b>No-Fee Official Passport (Government)</b> -If applicable per the Foreign Clearance Guide, obtain valid passport and visas as required. -NOTE: Ensure the passport has an expiration date that is at least 60 days AFTER the IA's end of assignment with MARFORCENT.
<input type="checkbox"/> <b>Aircraft and Personnel Automated Clearance System (APACS) APPROVAL print</b> -If applicable (see ACP ENTRY/EXIT & CLEARANCE REQUIREMENTS above)
<input type="checkbox"/> <b>DTS Point of Contact from parent command (Name and Phone Number)</b> -Active Duty Marines ONLY
<input type="checkbox"/> <b>Any training rosters/letters from the IA's parent command annotating the completion of PTP requirements that are not reflected in MOL</b>
<input type="checkbox"/> <b>Serviceable Green on Green USMC PT Gear</b> -Height & Weight Certification will be conducted the morning of check-in
<input type="checkbox"/> <b>SIPR Token</b>

Enclosure (4)



A detailed map of the MARCENT LNO Building 313 area. The map shows a grid of streets including Main Street, 1st Street, 2nd Street, 3rd Street, 4th Street, 5th Street, 6th Street, 7th Street, 8th Street, 9th Street, 10th Street, 11th Street, 12th Street, 13th Street, 14th Street, 15th Street, 16th Street, 17th Street, 18th Street, 19th Street, 20th Street, 21st Street, 22nd Street, 23rd Street, 24th Street, 25th Street, 26th Street, 27th Street, 28th Street, 29th Street, 30th Street, 31st Street, 32nd Street, 33rd Street, 34th Street, 35th Street, 36th Street, 37th Street, 38th Street, 39th Street, 40th Street, 41st Street, 42nd Street, 43rd Street, 44th Street, 45th Street, 46th Street, 47th Street, 48th Street, 49th Street, 50th Street, 51st Street, 52nd Street, 53rd Street, 54th Street, 55th Street, 56th Street, 57th Street, 58th Street, 59th Street, 60th Street, 61st Street, 62nd Street, 63rd Street, 64th Street, 65th Street, 66th Street, 67th Street, 68th Street, 69th Street, 70th Street, 71st Street, 72nd Street, 73rd Street, 74th Street, 75th Street, 76th Street, 77th Street, 78th Street, 79th Street, 80th Street, 81st Street, 82nd Street, 83rd Street, 84th Street, 85th Street, 86th Street, 87th Street, 88th Street, 89th Street, 90th Street, 91st Street, 92nd Street, 93rd Street, 94th Street, 95th Street, 96th Street, 97th Street, 98th Street, 99th Street, 100th Street. Buildings are labeled with names and addresses, including 'MARCENT LNO Building 313' (highlighted in red), '1117 CTFP', '1118 CTFP', '1119 CTFP', '1120 CTFP', '1121 CTFP', '1122 CTFP', '1123 CTFP', '1124 CTFP', '1125 CTFP', '1126 CTFP', '1127 CTFP', '1128 CTFP', '1129 CTFP', '1130 CTFP', '1131 CTFP', '1132 CTFP', '1133 CTFP', '1134 CTFP', '1135 CTFP', '1136 CTFP', '1137 CTFP', '1138 CTFP', '1139 CTFP', '1140 CTFP', '1141 CTFP', '1142 CTFP', '1143 CTFP', '1144 CTFP', '1145 CTFP', '1146 CTFP', '1147 CTFP', '1148 CTFP', '1149 CTFP', '1150 CTFP', '1151 CTFP', '1152 CTFP', '1153 CTFP', '1154 CTFP', '1155 CTFP', '1156 CTFP', '1157 CTFP', '1158 CTFP', '1159 CTFP', '1160 CTFP', '1161 CTFP', '1162 CTFP', '1163 CTFP', '1164 CTFP', '1165 CTFP', '1166 CTFP', '1167 CTFP', '1168 CTFP', '1169 CTFP', '1170 CTFP', '1171 CTFP', '1172 CTFP', '1173 CTFP', '1174 CTFP', '1175 CTFP', '1176 CTFP', '1177 CTFP', '1178 CTFP', '1179 CTFP', '1180 CTFP', '1181 CTFP', '1182 CTFP', '1183 CTFP', '1184 CTFP', '1185 CTFP', '1186 CTFP', '1187 CTFP', '1188 CTFP', '1189 CTFP', '1190 CTFP', '1191 CTFP', '1192 CTFP', '1193 CTFP', '1194 CTFP', '1195 CTFP', '1196 CTFP', '1197 CTFP', '1198 CTFP', '1199 CTFP', '1200 CTFP'. A red arrow points to the 'MARCENT LNO Building 313'.



# LOCATION OF MARFORCENT LNO CAMP PENDLETON



Enclosure (7)

# Appendix G: Required Individual Augment (IA) Equipment List for Personnel Assigned to MARFORCENT

REQUIRED INDIVIDUAL AUGMENT (IA) EQUIPMENT LIST FOR PERSONNEL ASSIGNED TO MARFORCENT								
INDIVIDUAL ISSUE FACILITY (IIF) ISSUED EQUIPMENT			INDIVIDUAL ISSUE FACILITY (IIF) ISSUED EQUIPMENT (CONT'D)			FLAME RESISTANT ORGANIZATIONAL GEAR (FROG) ENSEMBLE **REQUIRED ONLY FOR AFGHANISTAN AND IRAQ**		
NOMENCLATURE	QTY	INT	NOMENCLATURE	QTY	INT	NOMENCLATURE	QTY	INT
COMBAT EAR PLUGS W/CASE	1		DUMP POUCH	1		INCLEMENT WEATHER COMBAT SHIRT	1	
BALLISTIC EYE PROTECTION	1		INLINE MICRO FILTER (CAMELBACK FILTER)	1		MAX GRIP GLOVE (FROG)	2	
BLACK GLOVE W/INSERTS	1		M16A4/M4 DOUBLE MAG POUCH	3		COMBAT ENSEMBLE SHIRT (FROG)	3	
USMC PACK (COMPLETE SYSTEM)	1		M67 GRENADE POUCH	2		COMBAT ENSEMBLE TROUSER (FROG)	3	
MARINE CORPS STUFF (MACS) SACK	4		UIF ORGANIZATIONAL EQUIPMENT			BALACLAVA, FACE GUARD	1	
ASSAULT PACK LINER	1		KNEE PAD	1		BALACLAVA, FACE COVER	1	
MAIN PACK LINER	1		ELBOW PAD	1		CBRN DEFENSE INDIVIDUAL PROTECTIVE EQUIPMENT		
NECK GAITER	1		PROTECTIVE UNDERGARMENTS (PUG)	4		M-9 DETECTION TAPE	1	
APECS GORTEX TROUSERS	1		DEPLOYER BAG	1		M8 DETECTION PAPER	1 PACK	
APECS GORTEX JACKET	1		UIF EXTREME COLD WEATHER CLOTHING **NOT REQUIRED FOR QATAR, UAE AND/OR YEMEN**			FIELD PROTECTIVE MASK (FPM)	1	
CAP, MICROFLEECE COYOTE	1					FILTERS FOR MASK	2 SETS	
PULLOVER, FR GRID FLEECE	1		JACKET ECW (HAPPY)	1		JSLIST (TOP/BOTTOM)	1 SET	
DRAWERS, FR GRID FLEECE	1		TROUSER ECW (HAPPY)	1		GLOVES, CP	1 PAIR	
UNDERSHIRT, FR SILKWEIGHT	2		BOOTIE ECW (HAPPY)	1		CBRN OVERBOOTS (AFS)	1 PAIR	
DRAWERS, FR SILKWEIGHT	2		JACKET LTWT EXPOSURE	1		M291 DECON KIT	1	
HELMET (ECH/MICH/J) & HELMET COVER	1		TROUSER LTWT EXPOSURE	1		PERSONAL ITEMS AND UNIFORMS		
IMPROVED MODULAR TACTICAL VEST (IMTV)	1		GAITERS, CW COYOTE	1		MARPAT, UTILITY DESERT	3	
E-SAPI PLATE (2EA) & E-SIDE PLATE (2EA)	4		FLEECE WINDPROOF JACKET DIG	1		MARPAT, UTILITY WOODLAND	1	
USMC PLATE CARRIER (PC)	1		ECW MOUNTAIN SOCKS	4		MARPAT UTILITY COVER, DESERT	1	
INDIVIDUAL FIRST AID KIT (IFAK)	1		MITTEN SET ECW	1		MARPAT UTILITY COVER, WOODLAND	1	
MARINE CORPS UTILITY CUTTER	1					BOOT, HOT WEATHER (H/W)	1	
MULTI-PURPOSE COMPACT ATTACHABLE LIGHT (MCAL)	1					BOOT TEMPERATE WEATHER (TW)	1	
ALL PURPOSE LINER	1					APPROPRIATE CIVILIAN ATTIRE	2	
FIELD TARPAULIN	1							
CANTEEN W/COVER	2							
CANTEEN CUP	1							
CANTEEN STAND	1							
THREE SEASON SLEEP SYSTEM (3S)	1							
ENTRENCHING TOOL W/CARRIER	1							
IMPROVED SLEEPING MAT	1							

**\*\*NOTE: IF YOU ARE ASSIGNED TO A CONUS BILLET (I.E. TAMPA), YOU WILL NEED EVERYTHING ON THIS SHEET EXCEPT THE FROG ENSEMBLE ITEMS\*\***

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# Appendix H:

## MARFORCENT Pre-deployment Training Program (PTP) Checklist for Individual Augments (IA's)

### MARFORCENT PRE-DEPLOYMENT TRAINING PROGRAM (PTP) CHECKLIST FOR INDIVIDUAL AUGMENTS (IA's)

BLOCK 1A (SERVICE REQUIREMENTS)				
TRAINING REQUIREMENT	MANDATE AUTHORITY	DELIVERY METHOD	SOURCE	NOTES
*USMC COMBAT MARKSMANSHIP - RIFLE	HQMC ANNUAL	UNIT TRAINING (U/T)	MCBUL 1500 / MCO 3374.2L	FISCAL YEAR
*USMC COMBAT MARKSMANSHIP - PISTOL	HQMC ANNUAL	U/T	MCBUL 1500 / MCO 3374.3K	FISCAL YEAR / AT LEAST 6 MONTHS BEFORE ASSIGNMENT TO MARFORCENT
*USMC WATER SURVIVAL TRAINING	HQMC ANNUAL	U/T	MCBUL 1500 / MCO 1500.52D	QUALIFICATION MUST BE CURRENT
*USMC PHYSICAL FITNESS PROGRAM - PFT	HQMC ANNUAL	U/T	MCBUL 1500 / MCO 6100.13	CALENDAR YEAR / JANUARY 1 - JUNE 30
*USMC PHYSICAL FITNESS PROGRAM - CFT	HQMC ANNUAL	U/T	MCBUL 1500 / MCO 6100.13	CALENDAR YEAR / JULY 1 - DECEMBER 31
*GAS CHAMBER	HQMC ANNUAL	U/T	MCBUL 1500 / MCO 3400.3G	FISCAL YEAR / AT LEAST 6 MONTHS BEFORE ASSIGNMENT TO MARFORCENT
*UNIT MARINE AWARENESS & PREVENTION INTEGRATED TRAINING (UMARIT)	HQMC ANNUAL	U/T	MCBUL 1500 / MARADMIN 512/14	CALENDAR YEAR (CHILD ABUSE & DOMESTIC VIOLENCE, COMBAT OPERATIONAL STRESS CONTROL, SUBSTANCE ABUSE, SUICIDE PREVENTION, & FAMILY ADVOCACY)
*HAZING	DOD ANNUAL	U/T	MCBUL 1500 / MCO 1700.28A	CALENDAR YEAR
*SEXUAL ASSAULT PREVENTION & RESPONSE (SAPR)	DOD ANNUAL	U/T	MCBUL 1500 / MCO 1732.5B	FISCAL YEAR
*OPERATIONAL RISK MANAGEMENT (ORM)	DOD ANNUAL	U/T	MCBUL 1500 / MCO 3300.27B	WITHIN TWO YEARS
*USMC EQUAL OPPORTUNITY / SEXUAL HARASSMENT	DOD ANNUAL	U/T	MCBUL 1500 / MCO P3354.1D	CALENDAR YEAR
*SEMPER FIT: TOBACCO CESSATION	DOD ANNUAL	U/T or MARINET (SFTOBCESSO)	MCBUL 1500 / MCO 1700.29	CALENDAR YEAR
*UNCLE SAM'S OPSEC	DOD ANNUAL	MARINET (OPSECUS001)	MCBUL 1500 / MARADMIN 701/11	CALENDAR YEAR
*JOINT ANTI-TERRORISM LEVEL I	DOD ANNUAL	MARINET (JATLV10000)	MCBUL 1500 / MCO 3302.1E	CALENDAR YEAR / HARD COPY CERTIFICATE REQUIRED AT CHECK-IN
*RECORDS MANAGEMENT (DON): ADVANCED TOPICS	DOD ANNUAL	MARINET (M02RM70700)	MCBUL 1500 / MARADMIN 599/12	CALENDAR YEAR
*COMBATING TRAFFICKING IN PERSONS (CTIP)	DOD ANNUAL	MARINET (DD61A0000)	MCBUL 1500 / MARADMIN 101/10	FISCAL YEAR
*USMC CYBER AWARENESS TRAINING	DOD ANNUAL	MARINET (CYBERM0000)	MCBUL 1500 / MARADMIN 288/13	FISCAL YEAR
*VIOLENCE PREVENTION (VP) PROGRAM AWARENESS	DOD ANNUAL	U/T or MARINET (LEVPPA01A)	MCBUL 1500 / MCO 5580.3	CALENDAR YEAR
SERE 100.1 (JOINT KNOWLEDGE ONLINE)	HQMC PTP	JKO COURSE CODE: (A-US022)	DC PP&O (UC) MSG/DTG: 201327Z OCT 11	WITHIN TWO YEARS / HARD COPY CERTIFICATE REQUIRED AT CHECK-IN
ISOLATED PERSONNEL REPORT (ISOPREP)	HQMC PTP	DD FORM 1533 VIA SIPR	DC PP&O (UC) MSG/DTG: 282041Z JAN 09	BUILDING 24 ON CAMP LEJEUNE
LAW OF WAR	HQMC PTP	WEB BASED - SEE NOTES	MCO 3300.4	INSTRUCTED BY A STAFF JUDGE ADVOCATE (SJA)
COMBAT LIFE SAVER (CLS)	HQMC PTP	U/T or MARINET (MOCSP000A)	MARADMIN 209/12	COMBAT LIFE SAVER CURRICULUM INCLUDES 13 MODULES IN MARINE NET
TRAUMATIC BRAIN INJURY (TBI) PREVENTION AND AWARENESS	HQMC PTP	U/T	MARADMIN 294/12	INSTRUCTED BY MEDICAL PERSONNEL
CULTURAL AWARENESS AND TERRORISM	HQMC PTP	MARINET (CA01A0)	DC PP&O (UC) MSG/DTG: 161827Z FEB 10	AT LEAST 6 MONTHS BEFORE ASSIGNMENT TO MARFORCENT
PROGRAMS & POLICIES - TRAVEL CARD PROGRAM	MARFORCENT	WEB BASED - SEE NOTES	MCO 4600.40B / MARCENTO 4600.1A	HTTP://WWW.DEFENSETRAVEL.DOD.MIL/INDEX.CFM HARD COPY CERTIFICATE REQUIRED AT CHECK-IN

\*DENOTES SERVICE ANNUAL TRAINING

BLOCK 1B (THEATER REQUIREMENTS)				
THE BELOW REQUIREMENTS MUST BE COMPLETED BY ALL IA'S AT LEAST SIX MONTHS PRIOR TO ASSIGNMENT TO MARFORCENT				
TRAINING REQUIREMENT	MANDATE AUTHORITY	DELIVERY METHOD	SOURCE	NOTES
VEHICLE EGRESS	CENTCOM	U/T	COMUSMARCENT (UC) MSG/DTG: 232206Z APR 14	
COUNTER - IMPROVISED EXPLOSIVE DEVICE (C-IED)	CENTCOM	U/T	COMUSMARCENT (UC) MSG/DTG: 232206Z APR 14	POC: MR. CRAIG YOHE 910-440-7548 (MARINE CORPS ENGINEER SCHOOL)
OPERATIONAL CULTURE AND LANGUAGE	CENTCOM	U/T	COMUSMARCENT (UC) MSG/DTG: 232206Z APR 14	POC: MR. BARRY WALKER 910-750-1143 (CAOCL)
INSIDER THREAT AWARENESS	CENTCOM	U/T	COMUSMARCENT (UC) MSG/DTG: 232206Z APR 14	TRAINING RESOURCES ON PTP TOOL KIT (SEE BELOW)
IN-THEATER FIRE PREVENTION & PROTECTION	CENTCOM	U/T	DC PP&O (UC) MSG/DTG: 051935Z JAN 12	TRAINING RESOURCES ON PTP TOOL KIT (SEE BELOW)

FOR TRAINING RESOURCES AND GUIDANCE, REFER TO THE TECOM CENTCOM PTP TOOL KIT AT: <https://vcepub.tecom.usmc.mil/genstaff/g3/ptp/sitepages/centcom/centcom%20requirements%20home.aspx>

ALL IA'S ASSIGNED TO MARFORCENT ARE REQUIRED TO COMPLETE BOTH PTP BLOCKS 1A & 1B REGARDLESS OF LOCATION ASSIGNMENT (I.E. TAMPA, FL)

**\*IA'S THAT REPORT TO MARFORCENT WITHOUT HAVING BOTH PTP BLOCKS 1A & 1B COMPLETED WILL BE RETURNED TO THEIR PARENT COMMAND\***

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# Appendix I: Stabilization Request

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AMHS 4.1.5.3 4.1.5.3

Page 1 of 2

**UNCLAS**

**VMM-161 MCC VMA COMMANDER'S CERTIFICATION**

Originator: VMM ONE SIX ONE

DTG: 282328Z May 19 Precedence: R DAC: General To, TO: CMC MRA

MM MMIB ONE WASHINGTON DC

CC: CG THIRD MAW, CG THIRD MAW ALD, MAG SIXTEEN, MALS SIXTEEN, VMM ONE SIX ONE

RAAUZYUW RUJDAAA0162 1482329-UUUU--RUJIAAA. ZNR UUUUU ZDH

ZUI RUEOMCH6438 1482330

R 2823282 MAY 19 FM VMM ONE

SIX ONE

TO RUJIAAA/CMC MRA MM MMIB ONE WASHINGTON DC INFO

RUJDAAA/CG THIRD MAW

RUJDAAA/CG THIRD MAW ALD

RUJDAAA/MAG SIXTEEN

RUJDAAA/MALS SIXTEEN

RUJDAAA/VMM ONE SIX ONE

BT

UNCLAS

SUBJ/VMM-161 MCC VMA COMMANDER'S CERTIFICATION

REF/A/DOC/DEPLOYING UNITS NOTIFICATION AND ACTIONS UPDATE

(IMPLEMENTATION MESSAGE) DTG 191923Z FEB 19//

REF/B/DOC/VMA STABILIZATION REPORT REPORT DTD 20190220//

REF/C/DOC/MMIB ASSESSMENT REPORT DTD 20190520//

NARR/REF A IS AN MMIB IMPLEMENTATION MESSAGE FOR DEPLOYING UNITS. REF BIS A STABILIZATION REPORT FOR

NAV MSG DTG 201958ZFEB19. REF C IS AN MMIB MANPOWER ASSESSMENT REPORT FOR DEPLOYING UNITS DTD

20190520.//

POC/HUTCHINGS LTCOL/VMM-161/CO/COMM/858-577-8161/EMAIL/

[MICHAEL.HUTCHINGS@USMC.MIL](mailto:MICHAEL.HUTCHINGS@USMC.MIL)//

1. THE OVERALL NUMBER OF DEPLOYABLE MARINES IN THE VMM-161

SPMAGTF-CR-CC MANPOWER OUTLOOK IS SUFFICIENT. HOWEVER, BELOW

ARE OUR CONCERNS FOR OUR UPCOMING DEPLOYMENT.

2. 6116. DEPLOYMENT STAFFING GOAL FOR 6116 SNCOS IS (6). THE SQUADRON ONLY HAS (4) DEPLOYABLE SNCOS

WITH (0) INBOUNDS. THIS CREATES A GAP ON CERTAIN BILLETS WITHIN MAINTENANCE DEPARTMENT.

3. 6156. DEPLOYMENT STAFFING GOAL FOR 6156 SNCOS IS (5). WE CURRENTLY HAVE (2) DEPLOYABLE WITH (1)

INBOUND. THIS CREATES A GAP ON CERTAIN BILLETS WITHIN MAINTENANCE DEPARTMENT. WITH ONLY (2) SERGEANTS

DEPLOYABLE, WE ARE FORCED TO FILL THE SNCO BILLETS WITH NCOS. THIS CAN CREATE SAFETY ISSUES DUE TO LACK

OF EXPERIENCE WITHIN THE JUNIOR RANKS.

4. THE DEPLOYMENT STAFFING REPORT DOES NOT IDENTIFY 0631 AS

A REQUIREMENT FOR OUR DEPLOYMENT. HOWEVER, NETWORK ADMINISTRATOR IS A MUST FOR ESTABLISHING,

TROUBLESHOOTING, MONITORING AND MAINTAINING COMMAND AND CONTROL ASSETS. DUE TO THE ANTICIPATION

OF MULTIPLE DETACHMENT SITES WITHIN OUR AREA OF RESPONSIBILITY, 0631 NETWORK ADMINISTRATOR IS A MUST. I

CONSIDER THIS A CRITICAL NEED FOR THE SQUADRONS SUCCESS ON THE UPCOMING DEPLOYMENT.//

BT

#0162

0667

<https://lejeune.amhs.usmc.mil/Amhs/mp.asp?msgid=3259883&messagetype=O&pagekey=...> 5/29/2019

# Enlisted Stab & Destab

PMCC	PMOS	GRADE	LNAME	EDIPI	REQUESTED DCC BE ASSIGNED	REQUESTED DCC TERMINATION DATE FROM DSR (MM/DD/YYYY)
V22	01XX	E4	MOTIVATOR	1234567890	XX	MM/DD/YYYY
REQUESTED CODES TO BE REMOVED BY MMEA					REQUESTED DCC BE REMOVED	
PMCC	PMOS	GRADE	LAST NAME	EDIPI		
V22	01XX	E5	JARHEAD	1234567890	EF	
NOTIFICATION TO MMIB1C OF SHORT TERM DEPLOYER EMPLOYMENT					NOTES	
Last Name	First Name	Rank	EDIPI	EAS		
MOTIVATOR	JARHEAD	CPL	XXXXXXXXXX	4/10/2020	Return by 20 Feb	
JARHEAD	MOTIVATOR	LCPL	XXXXXXXXXX	3/20/2020	Return by 20 Feb	
MOTIVATOR	JARHEAD	LCPL	XXXXXXXXXX	4/17/2020	Return by 20 Mar Pend Re Enlistment	
JARHEAD	MOTIVATOR	CPL	XXXXXXXXXX	4/24/2020	Return by 20 Mar	
MOTIVATOR	JARHEAD	CPL	XXXXXXXXXX	5/22/2020	Return by 20 Apr	
JARHEAD	MOTIVATOR	LCPL	XXXXXXXXXX	6/5/2020	Main body return	
MOTIVATOR	JARHEAD	CPL	XXXXXXXXXX	6/19/2020	Main body return	
JARHEAD	MOTIVATOR	CPL	XXXXXXXXXX	6/26/2020	Main body return	
MOTIVATOR	JARHEAD	LCPL	XXXXXXXXXX	6/19/2020	Main body return (Pending Extension)	
JARHEAD	MOTIVATOR	CPL	XXXXXXXXXX	6/5/2020	Main body return/RENLIST LATMOV CYBER	
MOTIVATOR	JARHEAD	CPL	XXXXXXXXXX	3/20/2020	PEND REENLIST/EXTENSION (TFRS Ref No: TFRS-XXXXXXXXXX)	
JARHEAD	MOTIVATOR	CPL	XXXXXXXXXX	3/22/2020	PEND REENLIST/EXTENSION (TFRS Ref No: TFRS-XXXXXXXXXX)	
MOTIVATOR	JARHEAD	SGT	XXXXXXXXXX	5/3/2020	REG FAP	
JARHEAD	MOTIVATOR	CPL	XXXXXXXXXX	5/8/2020	REG FAP	
MOTIVATOR	JARHEAD	CPL	XXXXXXXXXX	6/5/2020	Pending Hardship Discharge	
NOT DEPLOYING						
MAKE FULL DEPLOYMENT						
RETURNS W/ MAIN BODY						
Apr/Mar Return						
Feb Return						

# Officer Stab & Destab

REQUESTED CODES TO BE STAB/ADDED BY MMIB1C						
PMCC	PMOS	GRADE	LNAME	EDIPI	REQUESTED DCC BE ASSIGNED	REQUESTED DCC TERMINATION DATE FROM DSR (MM/DD/YYYY)
V22	01XX	O3	MOTIVATOR	1234567890	XX	MM/DD/YYYY
REQUESTED CODES TO BE DE-STAB/REMOVED BY MMIB1C						
PMCC	PMOS	GRADE	LAST NAME	EDIPI	REQUESTED DCC BE REMOVED	
V22	01XX	O2	JARHEAD	1234567890	EF	

---

# Appendix J: Request for Administrative Replacement

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To:CG CE 5TH MEB MARFOR CENTCOM  
CC:COMUSMARCENT G1 MACDILL AFB FL, CG I MEF G ONE

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MSGID/GENADMIN/SPMAGTF-CR-CC//

SUBJ/REQUEST FOR ADMINISTRATIVE REPLACEMENT ISO SPMAGTF-CR-CC//

REF/A/MSG/CMC WASHINGTON DC MRA/14142ZSEP12//

AMPN/REF A IS PROCEDURES FOR SOURCING COMBAT AND OTHER NON-ROUTINE  
REPLACEMENT REQUIREMENTS FOR DEPLOYED MARINE AIR GROUND TASK FORCES.//

POC/A/M.A. CRIVELLO/LTCOL/SPMAGTF-CR-CC XO/DSN 318-345-5003/E-MAIL:

MICHAEL.CRIVELLO@ME.USMC.MIL//

POC/B/B.P. SMITH/CWO3/SPMAGTF-CR-CC PERSO/DSN 318-345-5011/E-MAIL:

BRANDON.SMITH2@ME.USMC.MIL//

POC/C/R. J. MUNOZ/GYSGT/SPMAGTF-CR-CC S1 CHIEF/DSN 318-345-5012/E-MAIL:

RICARDO.MUNOZ@ME.USMC.MIL//

RMKS/1. PER REF A, REQUEST ADMIN REPLACEMENTS FOR THE REDEPLOYMENT OF MEMBERS LISTED  
IN ATTACHMENT 1. THERE IS NO REPLACEMENT PRE-IDENTIFIED. THE BELOW BILLET IS A ONE-FOR-ONE  
SWAP; THEREFORE, THERE ARE NO FML CONCERNS WITH THE BELOW REQUEST. REQUEST  
REPLACEMENT TO ARRIVE ON OR ABOUT 7 FEBRUARY 2020.

REASON FOR REDEPLOYMENT OF MARINE ALIGNED TO THE LNNR IS DUE TO MEDICAL REASONS.

2. REQUEST THE BELOW BILLETS (READ IN 6 COLUMNS).

LNNR	BILLET DESCRIPTION	MOS	RANK	QTY	DATES REQUIRED
CE129	HELP DESK-DATA SYS ADMIN	0671	E3	1	7 FEB 20 - 15 APR 20*

NOTE 1: A MAW UNIT (MWCS-38) HAS BEEN CONTACTED AND MAY HAVE A SOLUTION ON STANDBY.

3. THE MARINE FILLING LNNR CE129 HAS ALREADY REDEPLOYED BACK TO PARENT COMMAND.

4. REPORTING INSTRUCTIONS. PERSONNEL REQUESTED WILL REPORT TO CO, SPMAGTF-CR-CC, IN  
KUWAIT BY THE DATE REQUESTED IN PAR 1. THE ABOVE PERSONNEL WILL DEPLOY PRE-DEPLOYMENT  
TRAINING COMPLETE, WITH FULL INDIVIDUAL ISSUE FACILITY (IIF) GEAR SET AND ADDITIONAL GEAR PER  
ATTACHMENT 2. DTS ACCOUNT AND GTCC ARE REQUIRED. ADDITIONALLY, DEPLOYING SERVICE  
MEMBERS MUST BE FULLY MEDICALLY QUALIFIED. PERSONNEL WILL RATE COMBAT ZONE TAX  
EXCLUSION, DEPLOYED PER DIEM, AND HARDSHIP DUTY PAY-LOCATION. ELIGIBLE PERSONNEL WILL  
ALSO RECEIVE FAMILY SEPARATION ALLOWANCE (FSA) AFTER BEING DEPLOYED FOR GREATER THAN 30  
DAYS. REPLACEMENT NOMINEE MUST HAVE AN EAS AT LEAST 90 DAYS OR MORE BEYOND THE  
REDEPLOYMENT DATE. ORDERS SHOULD BE EFFECTIVE FOR THE DATES REQUIRED ABOVE WITH  
VARIATIONS IN THEIR ITINERARIES AUTHORIZED AND SHALL INCLUDE BILLET DESCRIPTION AND LNNR.  
TRAVELER IS AUTHORIZED TO TRAVEL WITH THREE BAGS (NOT TO EXCEED 70 POUNDS EACH) AND ONE  
CARRY ON.

5. THE REPLACEMENT MSC SHOULD CONTACT I MEF FDP&E TO COORDINATE MIL AIR LIFT. IF MILITARY LIFT IS UNAVAILABLE, COMMERCIAL AIR MUST BE FUNDED BY THE PARENT COMMAND.

6. CONTACT POCS FOR ADDITIONAL INFORMATION AND DETAILED REQUIREMENTS FOR PRE-DEPLOYMENT TRAINING. FORWARD ALL TRAVEL ITINERARIES TO POCS B AND C FOR TRACKING PURPOSES.//

# Appendix K: Request for Orders



## UNITED STATES MARINE CORPS

3rd MARINE EXPEDITIONARY BRIGADE

UNIT XXXXX

FPO AP 96610-2530

1000  
S-1

From: \_\_\_\_\_

To: Commanding Officer, 3rd MEB

Via: \_\_\_\_\_

Subj: REQUEST FOR ORDERS

Encl: (1) \_\_\_\_\_

(2) \_\_\_\_\_

1. The following orders are requested:

Grade	Name	SSN	MOS	Section
-------	------	-----	-----	---------

☐ Medical      ☐ Emergency Leave      ☐ Termination of TAD      ☐ Other

2. The following information is provided:

a. Medical:

Referring Unit's Medical Request per PMR (Enclosure \_\_\_\_)

Medical Officer's signature \_\_\_\_\_

b. Emergency Leave:

Leave Balance: \_\_\_\_ EAS: \_\_\_\_\_

Leave Address: \_\_\_\_\_

\_\_\_\_\_  
City, State, Phone #

NOK: \_\_\_\_\_

Relationship, Phone #

Number of Days Requested: \_\_\_\_\_

Reassignment Order:

Unit From: \_\_\_\_\_ Unit To: \_\_\_\_\_ Effective Date: \_\_\_\_\_

ADCON: \_\_\_\_\_ TACON: \_\_\_\_\_ OPCON: \_\_\_\_\_

c. Termination of TAD:

Reason: \_\_\_\_\_

\_\_\_\_\_

Supporting Documentation: \_\_\_\_\_ (enclosure \_\_)

Date Effective: \_\_\_\_\_

Report to: \_\_\_\_\_

d. Other:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Point of Contact: \_\_\_\_\_  
Grade, Name, Billet, Phone #

\_\_\_\_\_  
CO/XO/By dir

#### MEMORANDUM ENDORSEMENT

From: Commanding Officer, \_\_\_\_\_

To: Commanding Officer, Commanding Officer, 3rd MEB

1. Forwarded, recommending approval.

\_\_\_\_\_  
CO/XO/By dir



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# Appendix L: Joint Pub 1-0 Quick Reference Guide

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## Manning Document

- Requirements – Validation through the S/G-3
- Sourcing – through Service (AC, RC, or Other Service Forces)  
Service JMD Sourcing
  - Through the Joint/MARFOR/M&RA
- PERSTAT
- SPA or other required accountability system
- Casualty Replacement Planning
  - MPTk
- MARFOR level/Service level
- Casualty Operations
  - Casualty tracking
  - Reporting guidance
- Patient Admin Teams (PATs) (LNOs at key hospitals, hospital ships, etc. for tracking and coordinating casualty actions)  
Ordered departure (from theater/country(ies))
- Dependents
- Non-essential civilians
- Contractors
- Pay & entitlements
- Coordination with HHQ for authorities (MARFOR must request authorities with CCDR or HQMC)
- Publish authorized authorities
- Postal
  - MARFOR coordinates theater postal planning for movement of mail at theater level
  - MEF coordinates postal operations at local level operations (establishes postal operations/offices to support personnel locally)
  - MARFOR and MEF plan should support one another so must be coordinated together
- MWR Services
  - MARFOR coordinates services with CCDR and/or HQMC for theater
  - MEF identifies total requirement to support forces and where the need is the greatest to the MARFOR
- Awards
  - MARFOR coordinates for appropriate awards authorities and delegation of awarding authority to appropriate levels
  - Publish awards guidance for awards
  - Ensure commanders have appropriate awarding authority in iAPS

## RSO&I

- Reception center operations (Joint Personnel Processing Center (JPPC) with Executive Authority (EA) from CCDR or simply a PPC run by Service with possible support from the EA designated by CCDR or some other make-up?)
- Coordination with the G-4 or designated HQCMDT or designated unit for billeting of personnel at APOE/APOD sites
- Coordination with the CCDR for training requirements prior to movement from APOE/APOD sites – what is mandatory for completion on site; what can be completed prior to arrival
- Coordination of movement to the IPB
- Coordination of movement to the TAA – TAA is the MEF

## Mortuary Affairs Planning

- ICW the G-4; G-4 has lead but will require G-1 and HSS as part of OPT

## Disbursing Planning

- ICW the G-8; G-8 has the lead but will require G-1, G-2, & G-3 as part of the OPT

## Religious Affairs

- ICW the Chaplain; Chaplain has lead with G-1 in support for Manpower planning

## Detainee Operations Planning


- G-3 has the lead but will require G-1 in the OPT
- G-1 provides support for the following requirements
  - Mail to detainees
  - Interpreter requirements – contractor, manpower, etc.
  - RFF planning for Service IAs as necessary
  - G-3 will have lead for RFF planning, but G-1 may need to assist in total requirement planning
- Interpreter Requirements –
  - Can either be a G-2 or G-1 lead to manage the total requirement
  - There are multiple philosophies to this, but since it is a manpower requirement, and more than one division/section will likely have a requirement, it should be managed by the S/G-1 as a total manpower requirement and then presented to the contracting officer as a total requirement for a unit/command. Typically, the MARFOR will identify a requirement for large scale requirements, and manage a total contract, or the MEF will also manage one contract for the total unit.

## Personnel Recovery

- G-3 has the lead but will require G-1 in the OPT
- G-1 provides support for the following requirements
  - DD Form 2812
  - Missing in Action / Accountability
  - Reintegration Support

# Appendix M: Global Force Management

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## Who's Who in GFM Allocation


- **J35 Joint Operations Division - Global Force Management (JOD-GFM)** – validates CCMD requirements and manages SECDEF Orders Book (SDOB) process
- **Joint Force Coordinator and/or Joint Force Provider (JFC/JFP)** – develop sourcing recommendations/solutions for CCMD demand, for SECDEF decision
  - **1 JFC : J35 South (Conventional Forces)**
  - **3 JFPs : USSOCOM (SOF), USTRANSCOM (Mobility), & USCYBERCOM (Cyber); USSPACECOM (Space) - when tasked.**
- **Joint Functional Manager (JFM)** – USSTRATCOM - supports JFP/JFC efforts on missile defense capabilities
  - **Joint Functional Component Command Integrated Missile Defense (JFCC-IMD)**
- **Force Providers (FP's)** - Secretaries of the Military Departments, CCDRs with assigned forces, USCG, and DOD Agencies that provide force sourcing solutions to CCDRs' force requirements

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## Basics of Global Force Management

- Manages the Joint Force by integrating Directed Readiness, Assignment, Allocation, Apportionment, and Assessment (DR4A) processes
- Distributes forces to the CCDRs via prioritized, risk-informed processes
- Top-Down guidance aligns forces to national strategic priorities. Bottom-up refinement adjusts the alignment for the operational priorities
- Enables the Secretary to make proactive, risk informed force management decisions (Directed Readiness, Assignment, and Allocation)
  - Provides risk-informed, prioritized sourcing solutions and mitigation options
  - Allocation enables global sourcing regardless of Service or command assignment
- GFM integral to operationalizing 2018 NDS discussion of DFE concept - employing forces more dynamically to be strategically predictable and operationally unpredictable

**Authorities – Responsibilities – Chain of Command**

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## What's not GFM

- **Contract Support**
  - GCCs can contract via their Service Components
  - If you can contract for the capability, then you don't request forces
  - The CCDR may request forces to award and manage contracts
- **Other government agencies**
  - GFM manages all DoD forces under the SecDef – not the interagency
  - If you want other government agencies, you coordinate interagency support through Joint Staff J5 & OSD – Promote Cooperation Program
- **Coalition & NGOs**
  - GFM manages DoD forces under the SecDef – not the world

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## Who's Who in GFM Allocation

- **J35 Joint Operations Division - Global Force Management (JOD-GFM)** – validates CCMD requirements and manages SECDEF Orders Book (SDOB) process
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  - **1 JFC : J35 South (Conventional Forces)**
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- **Joint Functional Manager (JFM)** – USSTRATCOM - supports JFP/JFC efforts on missile defense capabilities
  - **Joint Functional Component Command Integrated Missile Defense (JFCC-IMD)**
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# Mobilization Authority Options

STATUTE	UTILIZATION PROCESS	INTENDED USE	LIMITS
<b>- INVOLUNTARY -</b>			
10 USC 12501(a) Full Mobilization	Congressional Declaration of War or National Emergency	Rapid expansion of Armed Forces to meet an external threat to National Security	- No personnel limitation - Duration plus 6 months - Applicable to all reservists (inactive & retired)
10 USC 12501(b) 16-Day Statute	Service Secretary authority to order to Active Duty without Member's consent	Annual Training (AT) or Operational Mission	- 16 days active duty once per year - Governor's consent required for National Guard (NG)
10 USC 12502 Partial Mobilization	Presidential Declaration of National Emergency	Manpower required to meet external threat to national emergency or domestic emergency	- Maximum 1M Ready Reservists on AD - Not more than 24 consecutive months - Used for OIF/OEF contingency operations
10 USC 12504 Presidential Reserve Call-Up	President determines RC augmentation required for operational mission; no Declaration of National Emergency required	Augment AC for operational missions or support for domestic response to WMD/terrorist attacks	- Maximum 200K Ready Reservists on AD - Maximum 90K IRR - Limited to 366 days AD - Prohibited for support of Federal or State government during man-made or natural disasters
10 USC 12504(a) Reserve Emergency Call-Up	Secretary of Defense authority to order to active duty in response to Governor's request for emergency assistance; Declaration of National Emergency required	Emergency response to National Emergency/disaster	- No personnel limitation - Limited to continuous period of not more than 120 days - No access to National Guard
10 USC 12504(b) Reserve Call-Up	Secretary of Military Department authority to order to Active Duty for preplanned and prebudgeted missions	Augment AC for missions in support of Combatant Command requirements	- Maximum 80k on active duty at any one time - Limited to 366 consecutive days - Manpower and costs are specifically included and identified in the defense budget for anticipated demand - Budget information include description of the mission and the anticipated length of time for involuntary order to AC - Secretary invoking 12504(b) must submit to Congress a written report detailing circumstances of the Call-Up
<b>- VOLUNTARY -</b>			
10 USC 12501(d) Active Duty for Operational Support	Service Secretary authority to order to Active Duty with Member's consent	Operational missions (Volunteers)	- Applicable to Ready Reserve - No Duration - Governor's consent required for NG

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## Capstone GFM References

- Title 10 U.S.C §§ 113, 151, 153, 155, 161, 162, 163, 164, 165, 167, & 167b
- 2017 Unified Command Plan (UCP) CH 1
- 2019 Contingency Planning Guidance (CPG)
- 2018 National Defense Strategy (NDS)
- FY 21-25 Defense Planning Guidance (DPG)
- FY 2019-2020 GFM Implementation Guidance (GFMIG)
  - Forces For Assignment Tables: updated annually in GFMIG or under Forces For Unified Commands Memorandum
- 2018 National Military Strategy (NMS)
- CJCSI 3110.01K, Joint Strategic Campaign Plan (JSCP)
- CJCS Guides 3130 & 3122 and APEX (3130) & JOPES (3122) CJCS Manuals
  - CJCSM 3130.06B, *GFM Allocation Policies and Procedures*
- CJCSI 3050.01, *Implementing Global Integration*
- CJCSM 3105.01, *Joint Risk Analysis*
- Joint Publication 5-0, *Joint Operation Planning* - Appendix E, *GFM*
- FY 19, 20 Global Force Management Allocation Plan (GFMAP)
- FY 21 GFM PLANORD and Mod 01 (Top Down Allocation Guidance)
- DTM 17-004 DoD Expeditionary Civilian (DoD-EC) Workforce
- "Planning for Planners, 2<sup>nd</sup> edition"

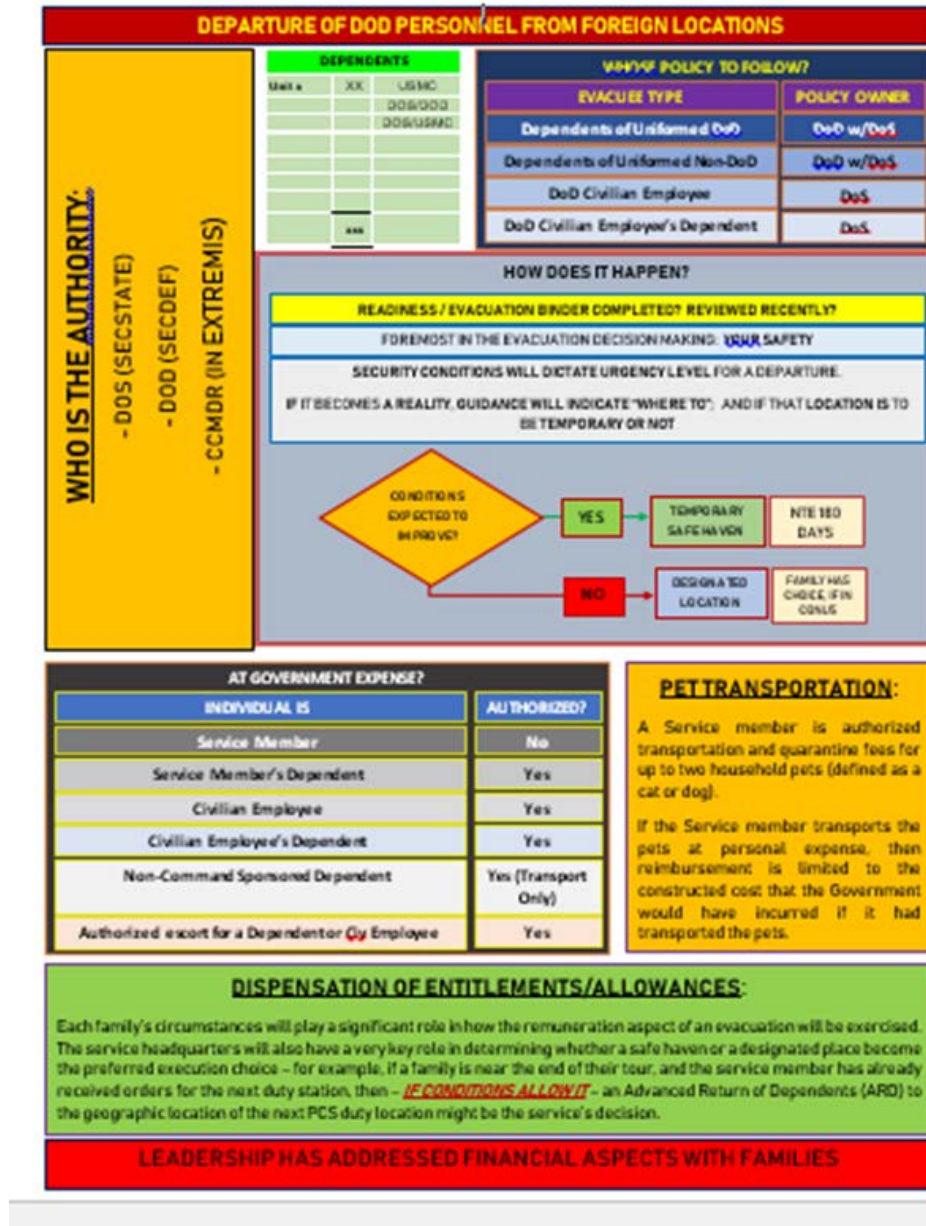
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## Appendix N: Departure of DOD Personnel from Foreign Locations



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# Appendix O: Casualty Reporting Procedures

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Copy no. \_\_\_\_ of \_\_\_\_ copies  
COMMAND ELEMENT  
2D MARINE EXPEDITIONARY BRIGADE  
USS PELELIU  
DD MMM YYYY

## APPENDIX 8 to ANNEX E: CASUALTY REPORTING PROCEDURES (U)

REFERENCES: (a) MCO P3040.4E, MARCORCASPROC MAN

ENCLOSURE: (1) Personnel Casualty Report (PCR) Data Sheet  
(2) Personnel Casualty Report (HASTY)

1.(U) General. Reporting casualties and casualty affairs, as they relate to personnel, are an important responsibility of all commanders in the chain of command. During deployment and combat operations, the proper monitoring and management of casualty affairs will fall under the cognizance of the MEB S-1 and MEB Medical Planner. The MEB S-1 and MEB Medical Planner will establish policies, procedures, and programs that aid in providing the timely reporting and tracking of personnel casualties.

2.(U) Casualty Reporting. Casualty reporting (during deployment or combat operations) will be accomplished in accordance with reference (a), using enclosure (1) when in a static location or using enclosure (2) while apart of time-sensitive missions (i.e. raids, inserts, extracts, convoys, reconnaissance, etc.), for all reportable categories, to include suicide ideations (SPEC PAT) and Not Seriously Injured (NSI) PCR's will be prepared and released using DCIPS Fwd Version 4.0, however, all reporting for 2d MEB subordinate units will be accomplished using enclosures (1) and/or (2) as applicable, and submitted to the S-1 or LFOC/COC immediately upon receiving information of a reportable casualty. The MEB S-1 will convert, validate, and release PCR's, based on unit reports. The MEB S-1 will be the only releasing authority on PCR's to higher headquarters. Commanders will make these enclosures available to all small-unit leaders, convoy commanders, stick leaders, etc. (below company level) for use in case in case of any injuries,

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3. serious injuries, or deaths. The S-1 or LFOC/COC Watch Officer/Battle Captain will accept information from any available source/medium, using enclosures (1) and/or (2), as applicable, to record the information, without regard of the chain of command. Any available means of communication (NIPR, SIPR, IRIDIUM, local cell phone, TAC Phone, courier, Radio NET, etc.) is authorized. Immediate reporting of all known information is paramount, as many agencies need to be informed for respective (potential) action. One hundred percent completion of enclosure (1) or (2) is not required to report what is known. Unit Adjutants/Administration Chiefs will serve as a central point of information for completing the applicable enclosure and finalizing the unit's PCR draft submission to the MEB S-1 or LFOC/COC Watch Officer/Battle Captain. Timeliness and requirements established in the reference will be strictly adhered to. Our MEB goal is to report a casualty as soon as possible, but no later than 1 hour after learning of the incident. A personnel casualty report, prepared in DCIPS Fwd 4.0 is due to MRC Casualty Branch (HQMC) within 1 hours of the reported incident. The information reported must be free from conjecture or unconfirmed information. Should the injury/death be as a result of friendly fire, so state in the PCR, and give as many details as possible. If all required information is not known, submit what is known, and indicate that a supplemental report will follow.

3.(U) Next of Kin Notification. Next of Kin notification, while forward deployed or underway, is NOT authorized, without the MEB Commander's approval. Only the MRC Casualty Branch is authorized to make any telephonic notifications on any reportable categories of SI or greater. HQMC MRC Casualty will coordinate PNOK notification through the normal notifications process delineated in the reference when there is a notification required for SI or greater categories. On all VSI/SI/NSI's, where the service member cannot call home him/herself, MRC Casualty Branch will make notification. NSI notifications can be made by MSE Commander's with the MEB Commander's approval. Physical PNOK/SNOK notification is the sole responsibility of the MRC Casualty Branch or their assigned Casualty Assistance Calls Officer (CACO) in CONUS. In the cases of VSI's or imminent deaths, unit commanders may request that a CACO be assigned in CONUS to make notification, via the MEB S-1/MRC Casualty Branch. For all casualties, regardless of the category, the injured service member will be offered the opportunity to call his PNOK in order to personally inform him/her of his/her status. The service member should be advised that conversation details with PNOK concerning ongoing operations and other casualties (if applicable) should not be disclosed.

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4.(U) Navy/Army Casualty Reporting. This policy is applicable to U.S. Navy/Army personnel attached or permanently assigned to the 2d MEB. The HQMC Casualty Branch will relay all PCR's to the U.S. Navy/Army Casualty Branch for appropriate reporting.

5.(U) Condolence Letters. Per the reference, there are two different condolence letters that need to be prepared in the event of a hostile or non-hostile death occurs: (1) the immediate commander's letter, and (2) the Commandant of the Marine Corps' letter. Both letters must be completed within 5 to 10 days. Chapter 8, Section 4 of the reference details the requirements and processing procedures for both condolence letters. Upon completion and mailing of the immediate commander's condolence letter, a copy will be provided to the HQMC Casualty Branch (MRC) and a copy will be attached to the closed service record. The CMC's proposed condolence letter will be prepared by the first commissioned officer in the Marine/Sailor's chain of command, addressed to the PNOK, for the Commandant's signature using the format provided in the reference, Chapter 8, par 8401. Prior to release to HQMC, the letter should be reviewed by the MEB Commanding Officer. Upon approval, the CMC condolence letter will be forwarded to the first flag officer in the chain of command for review. Upon approval, the unit will send it electronically via NIPR to:

[casualtysection2@manpower.usmc.mil](mailto:casualtysection2@manpower.usmc.mil)  
[hqmc-dmcs@hqmc.usmc.mil](mailto:hqmc-dmcs@hqmc.usmc.mil)

(a different address is provided in para 8401.3, but use this one due to NMCI issues.)

7.(U) Medical Check-up Subsequent to IED Exposure. At the first opportunity, all personnel exposed to an IED, will report to medical for a medical check-up, to document the exposure and to allow medical to assess the service member's health.

8.(U) Points of Contact

**Combat Operations Center, 2d MEB**

DSN: 318-3415-016

Iridium: 881676330758

**S-1, 2d MEB**

DSN: 318-3415-099 or VOIP 318-3416-284

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**MNF-W G-1 Casualty Section (Fallujah)**

318-3405-124

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**HQMC Casualty (MRC)**

1-800-847-1597 (24 hours)

DSN 278-9512/9513/9514/9516

COMM (703)784-9512/9513/9514/9516

FAX DSN 278-4134/9823

FAX COMM (703)784-4134/9823

After Hours Command Center (ask for Casualty Duty Officer)

DSN 225-7366

COMM (703)695-7366

OFFICIAL:

s/

J. E. ALMAZAN

Capt, USMC

S-1

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# Appendix P: Patient Tracking (Seriously Injured/ Very Seriously Injured (U))

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Copy no. \_\_\_\_ of \_\_\_\_ copies  
COMMAND ELEMENT  
1ST FORCE SERVICE SUPPORT GROUP  
I MARINE EXPEDITIONARY FORCE  
CAMP TAQADDUM  
1 APRIL 2004

APPENDIX 10 to ANNEX E: PATIENT TRACKING (SERIOUSLY INJURED/ VERY SERIOUSLY INJURED(U))

REFERENCES: (a) MCO P3040.4E MARCORCASPROMAN

1. (U) Purpose. To establish guidance for the tracking of Marines, Soldiers, and Sailors injured during deployment.
2. (U) Policy. The Group Surgeon, Health Service Support Element (HSSE), and the AC/S G-1 will establish procedures in order to track service members injured and/or medevac'd during deployment.
3. (U) Guidance. The following websites are provided in order to assist units in tracking patients inducted into the medical pipeline in theatre, and subsequently medevac'd:

HQMC Casualty Branch (MRC) Injured/Ill Patient Tracker  
For access email: [castleg@manpower.usmc.mil](mailto:castleg@manpower.usmc.mil)  
<https://143.84.96.35/iip/login.aspx>

Marine Forces Europe Casualty Assistance Tracking  
For access email: [HLTNCO@mfe.usmc.mil](mailto:HLTNCO@mfe.usmc.mil)  
[https://www.mfe.usmc.mil/visitor\\_frontpage.asp](https://www.mfe.usmc.mil/visitor_frontpage.asp)

OFFICIAL:  
M. C. HICKMAN  
LIEUTENANT COLONEL, U.S. MARINE CORPS  
AC/S G-1

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## Appendix Q: Glossary

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### Acronyms

AC .....	active component
AC/S .....	assistant chief of staff
ADOS .....	Active Duty Operational Support
AMHS .....	automated message handling system
AO .....	area of operations
AR .....	Active Reserve
BAH .....	Basic Allowance for Housing
BAS .....	Basic Allowance for Subsistence
BCNR.....	Board for Correction of Naval Records
CA .....	civil affairs
CARPLAN .....	career planner
CFC.....	Combined Forces Command, Korea
CJCSM .....	Chairman Joint Chiefs of Staff Manual
COA .....	course of action
CREstT .....	Casualty Rate Estimation Tool
CRR .....	Combat Replacement Requests
DCIPS.....	Defense Casualty Information Processing System
DOD .....	Department of Defense
DODI.....	Department of Defense Instruction
DRRS .....	Defense Readiness Reporting System
DTS .....	Defense Travel System
EEFI.....	essential elements of friendly information
EOD .....	Explosive Ordnance Disposal
EPW.....	enemy prisoner of war
FAP .....	Fleet Assistance Program
FRO.....	family readiness officer
GFM .....	Global Force Management
HHQ .....	higher headquarters
HSS .....	health service support
HSSE.....	health service support element
IA .....	individual augmentee
IDP .....	Internally Displaced Personnel
IMA .....	Individual Mobilization Augmentee
IPB .....	intelligence preparation of the battlespace
IRAM .....	Individual Records Administration Manual
IRR .....	Individual Ready Reserve
JP .....	Joint Publication
JPERSTAT .....	Joint Personnel Status Report

JPPC .....	Joint Personnel Processing Center
JTR .....	Joint Travel Regulations
KIA .....	killed in action
M&RA .....	Manpower and Reserve Affairs
MAGTF.....	Marine air-ground task force
MARADMIN .....	Marine Administration
MARFOR .....	Marine Forces
MARFORRES.....	Marine Forces Reserve
MCCS .....	Marine Corps Community Services
MCO .....	Marine Corps Order
MCPDS .....	Marine Corps Publications Distribution System
MCPP .....	Marine Corps planning process
MCTFS .....	Marine Corps Total Force System
MCWP .....	Marine Corps warfighting publication
MEB .....	Marine Expeditionary Brigade
MEF .....	Marine Expeditionary Force
MET.....	mission-essential task
METT-T .....	mission, enemy, terrain and weather, troops and support available—time available
MEU .....	Marine expeditionary unit
MIG .....	Marine expeditionary force information group
MPF.....	Maritime Prepositioning Force
MSC .....	major subordinate command
MSE .....	major subordinate element
MWR.....	morale, welfare, and recreation
NEO .....	noncombatant evacuation operations
NIPRNET.....	Non-classified Internet Protocol Router
OPLAN .....	operation plan
OPORD .....	operation order
OPSEC .....	operations security
OPT .....	operational planning team
P&R.....	programs and requirements
PCS .....	Permanent Change of Station
PES.....	Performance Evaluation System
RC .....	Reserve Component
RSOI .....	reception, staging, onward movement, and integration
SECNAVINST .....	Secretary of the Navy Instruction
SIPRNET.....	SECRET Internet Protocol Router
TACSOP.....	tactical standing operating procedure
TO&E .....	table of organization and equipment
TFSMS .....	Total Force Structure Management System
TTP.....	tactics, techniques, and procedures
UDP.....	unit deployment program



## Section II: Terms and Definitions

**Adjutant** - An officer who performs the general duties of a special staff officer under the cognizance of the G-1/S-1 with respect to personnel administration and office management.

**area of operations** - An operational area defined by a commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. Also called AO. See also area of responsibility; joint operations area; joint special operations area. (JP 3-0)

**casualty** - Any person who is lost to the organization by having been declared dead, duty status – whereabouts unknown, missing, ill, or injured. (JP 4-02)

**casualty evacuation** - The unregulated movement of casualties that can include movement both to and between medical treatment facilities. Also called CASEVAC. See also casualty; evacuation; medical treatment facility. (JP 4-02)

**casualty evacuation** - (See the DOD Dictionary for core definition. Marine Corps amplification follows.) The movement of the sick, wounded, or injured. It begins at the point of injury or the onset of disease. It includes movement both to and between medical treatment facilities. All units have an evacuation capability. Any vehicle may be used to evacuate casualties. If a medical vehicle is not used it should be replaced with one at the first opportunity. Similarly, aeromedical evacuation should replace surface evacuation at the first opportunity. Also called **CASEVAC**.

**command relationships** - The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command; defined further as combatant command (command authority), operational control, tactical control, or support. See also chain of command; combatant command (command authority); command; operational control; support; tactical control. (JP 1)

**concept of operations** - A verbal or graphic statement that clearly and concisely expresses what the commander intends to accomplish and how it will be done using available resources. Also called CONOPS. (JP 5-0)

**course of action** - 1. Any sequence of activities that an individual or unit may follow. 2. A scheme developed to accomplish a mission. Also called **COA**. (JP 5-0)

**intelligence preparation of the battlespace** - The analytical methodologies employed by the Services or joint force component commands to reduce uncertainties concerning the enemy, environment, time, and terrain. Also called **IPB**. See also **joint intelligence preparation of the operational environment**. (JP 2-01.3)

**joint personnel processing center** - A center established in an operational area by the appropriate joint force commander with the responsibility for the in-processing and outprocessing of personnel upon their arrival in and departure from the theater. Also called JPPC. (JP 1-0)

**joint task force** - A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. Also called JTF. (JP 1)

**law of war** - That part of international law that regulates the conduct of armed hostilities. Also called **the law of armed conflict**. See also **rules of engagement**. (JP 3-84)

**Marine Corps Planning Process** - A six-step methodology that helps organize the thought processes of the commander and staff throughout the planning and execution of military operations. It focuses on the mission and the threat and is based on the Marine Corps philosophy of maneuver warfare. It capitalizes on the principle of unity of command and supports the establishment and maintenance of tempo. The six steps consist of problem framing, course of action development, course of action war game, course of action comparison and decision, orders development, and transition. Also called MCPP. (Note: Tenets of the MCPP include top-down planning, single-battle concept, and integrated planning.)

**maritime prepositioning force** – A task organization of units under one commander formed for the purpose of introducing a Marine air-ground task force and its associated equipment and supplies into a secure area. The maritime prepositioning force is composed of a command element, a maritime prepositioning ships squadron, a Marine air-ground task force, and a Navy support element. Also called **MPF**.

**mass casualty** - Any number of human casualties produced across a period of time that exceeds available medical support capabilities. See also casualty. (JP 4-02)

**operation plan** - A complete and detailed plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment list. Also called OPLAN. See also operation order. (JP 5-0)

**Ready Reserve** - The Selected Reserve and Individual Ready Reserve liable for active duty as prescribed by law (Title 10, United States Code, Sections 10142, 12301, and 12302). See also **active duty; Individual Ready Reserve; Selected Reserve**. (JP 4-05)

**Retired Reserve** - All reserve members who receive retirement pay on the basis of their active duty and/or reserve service; those members who are otherwise eligible for retirement pay but have not reached age 60 and who have not elected discharge and are not voluntary members of the Ready Reserve or Standby Reserve. See also **active duty; Ready Reserve; Standby Reserve**. (JP 4-05)

**special purpose Marine air-ground task force** - A Marine air-ground task force organized, trained, and equipped with narrowly focused capabilities. It is designed to accomplish a specific mission, often of limited scope and duration. It may be any size, but normally it is a relatively small force—the size of a Marine expeditionary unit or smaller. In a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MCRP 1-10.2, Marine Corps Supplement to the DOD Dictionary of Military and Associated Terms

**staff estimate** - A continual evaluation of how factors in a staff section's functional area support and impact the planning and execution of the mission. (JP 5-0)

**Standby Reserve** - Those units and members of the Reserve Component (other than those in the Ready Reserve or Retired Reserve) who are liable for active duty only, as provided in Title 10, United States Code, Sections 10151, 12301, and 12306. See also **active duty; Ready Reserve; Reserve Component; Retired Reserve**. (JP 4-05)

**warfighting functions** - The six mutually supporting military activities integrated in the conduct of all military operations. The six warfighting functions are command and control, fires, force protection, intelligence, logistics, and maneuver. See also command and control; fires; force protection; intelligence; logistics; maneuver.

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# Appendix R: References and Related Publications

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## United States Code

Title 10 Armed Forces  
Title 50 War and National Defense

## Department of Defense Publications

### Department of Defense Directives (DODDs)

1348.33 Volumes I, II, and III, Manual of Military Decorations and Awards  
1400.25.M Civilian Personnel Manual (CPM)  
7000.14-R Volume 7A DoD Financial Management Regulation, "Military Pay – Active Duty and Reserve Pay"  
7730.65 Defense Readiness Reporting Systems (DRRS)

### Department of Defense Instruction (DODIs)

3001.02 Personnel Accountability in Conjunction with Natural or Manmade Disasters  
8170.01 Online Information Management and Electronic Messaging  
Allowance for Housing and Travel and Transportation Allowance:  
<https://www.defensetravel.dod.mil/site/allowances.cfm>

## Joint Publication (JPs)

1-0 Joint Personnel Support  
3-68 Noncombatant Evacuation Operations  
4-02 Joint Health Services

### Miscellaneous Joint Publications

JTR The Joint Travel Regulations Uniformed Service Members and DoD Civilian Employees

## Chairman of the Joint Chiefs Staff Manuals

3150.13C Joint Reporting Structure-Personnel Manual

## U.S. Navy Publications

### Navy Marine Corps (NAVMC) Directives

5210.11E Marine Corps Records Management

### Secretary of the Navy Instruction (SECNAVINST)

1650.1 Navy and Marine Corps Awards Manual  
5210.1 DoN Records Management Program Disposition Manual  
5210.2 Standard Subject Identification Code Manual  
5216.5 Correspondence Manual  
5420.193 Board for Correction of Naval Records (BCNR)

Office of the Chief Naval Operations (OPNAVINST)

7220.4 Flight Deck Hazardous Duty Incentive Pay

**Marine Corps Publications**

Marine Corps Doctrine Publications (MCDPs)

6 Command and Control

Marine Corps Warfighting Publications (MCWPs)

4-11.1 Health Service Support Operations

5-10 Marine Corps Planning Process (MCP)

Marine Corps Orders (MCOs)

1000.6 Assignment, Classification and Travel System Manual (ACTSMAN)

1000.8 Fleet Assistance Program (FAP)

1001R.1 Marine Corps Reserve Administrative Management Manual (MCRAMM)

MCO 1001.52 Management of the Active Reserve (AR) Support to the United States Marine Corps Reserve (USMCR)

1001.59 Active Duty for Special Work (ADSW) in Support of the Total Force

1001.61 Policy and Procedures for Sourcing Personnel to Meet Individual (IA) Requirements

1001.62 Individual Mobilization Augmentee Program

P1070.12 Individual Records Administration Manual (IRAM)

1300.8 Marine Corps Personnel Assignment Policy

1326.2 Administration of Temporary Flight Orders

1610.7 Performance Evaluation System (PES)

1610.11 Performance Evaluation Appeals

1650.19 Administrative and Issue Procedures for Decorations, Medals, and Awards

P1700.27 W/ CH-1 Marine Corps Community Services Policy Manual

1751.3 Marine Corps Dependency Determination and Support Program for Basic

1754.6C Marine Corps Family Team Building (MCFTB)

1771.2 Pay and Allowance Continuation (PAC) Program

3000.13 Marine Corps Readiness Reporting

3000.19 Marine Corps Total Force Mobilization, Activation, Integration, and Deactivation Plan (MAID-P)

3040.4 Marine Corps Casualty Assistance Program

3500.26 Universal Naval Task List

3571.2 Explosive Ordnance Disposal (EOD) Program

5210.11 Marine Corps Records Management Program

5215.1 Marine Corps Directives Management System

5216.19A Administrative Action (AA) Form (Rev. 9-11)

5216.20 Marine Corps Supplement to DoN Correspondence Manual

5311.1 Total Force Structure Process

5320.12 Precedence Levels for Manning and Staffing

5600.31 Marine Corps Printing and Publishing Regulations

7220.12 Special Duty Assignment (SDA) Pay Program

7220.21 Advance Pay Incident to a Permanent Change of Station (PCS)

10110.47 Basic Allowance for Subsistence (BAS) and Meal Card Program

12000.10 a/ch 1-2 Employment Protection for Certain Non-Appropriated Fund Instrumentality Employees/Applicants  
12790.2 w/ch-1 Civilian Non-Appropriated Fund Instrumentality (NAFI) and Civilian Morale, Welfare Recreation (MWR) Activities  
12301.1 Foreign Area Employment-Overseas Tour Extensions  
12335.1 Merit Staffing Program  
12410.24 Civilian Leadership Development  
12430.2 Performance Management Program  
12451.2 Honorary Awards for Civilian Employees  
12451.3 Time-Off Incentive Awards  
12510.2 Manage to Payroll  
12515.1 Managing to Payroll  
12630.1 Voluntary Leave Transfer Program  
12630.2 Hours of Duty, Absence, and Leave  
12630.3 Family and Medical Leave  
12771.2 Grievance Procedure  
12790.2 w/ch 1 Civilian Non-Appropriated Fund Instrumentality (NAFI) and Civilian Morale, Welfare Recreation (MWR) Activities

Miscellaneous Marine Corps Publications

HQMC-P&R (RFF) 7220.31-R Marine Corps Total Force Systems Automated Pay Systems Manual (APSM)  
OnLine Marine Corps Total Force Systems Codes Manual Codes Manual (MCTFSCODESMAN)  
Marine Corps Total Force System Personnel Reporting Instructions User's Manual (MCTFSPRIUM)  
MARADMIN 227/10 Revised Pay and Allowance Continuation (PAC) Program  
MARADMINs Awards Updates

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