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MARINE CORPS ORDER 3502.7

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS GROUND COMBAT ELEMENT OPERATIONS AND TACTICS TRAINING PROGRAM (SHORT TITLE: GCE OTTP)

Ref: (a) MCBUL 5603 dtd 27 July 2010
(b) MCO 5320.12
(c) SECNAV M-5210.1

1. Situation. The Marine Corps Tactics and Operations Group (MCTOG) was created on 6 February 2008 under the cognizance of the Commanding General (CG), Training and Education Command (TECOM) as a tenant organization aboard Marine Corps Air Ground Combat Center (MCAGCC), Twentynine Palms, CA to implement the Operations and Tactics Training Program (OTTP). In April 2009, MCTOG became a subordinate organization to Marine Air Ground Task Force Training Command (MAGTFTC). This Order provides policy and assigns responsibilities for execution of the OTTP.

2. Mission. MCTOG's mission is to provide standardized advanced training and certification to Ground Combat Element (GCE) Operations Officers, Operations Chiefs, and select other GCE training specialists in GCE operations, combined arms planning and integration, and unit readiness planning at the company, battalion, and regiment levels to support GCE Training and Readiness (T&R) events. MCTOG provides advanced collective training to company through regiment battle staffs by executing the Battle Staff Training Program (BSTP). MCTOG serves as the proponent lead to develop specified GCE publications, ensures GCE doctrine is nested and consistent both horizontally and vertically within the Marine Air Ground Task Force (MAGTF) construct, and ensures GCE doctrine and individual and collective T&R events are mutually supporting in order to enhance the combat readiness of GCE units. Finally, MCTOG is the institutional caretaker of the OTTP.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. The OTTP increases combat effectiveness by developing a professional training culture, institutionalizing standardization, and accelerating innovation at all levels within the GCE. The Deputy Commandant for Plans, Policies and Operations (DC PP&O) is the GCE Advocate and, in coordination with the Ground Board, is the proponent for the OTTP. GCE commanders at all levels within the operating forces and supporting establishment are the primary executors of the OTTP. Supporting the OTTP, MCTOG serves as the organization of primary responsibility for the Tactical MAGTF Integration Course (TMIC); the GCE BSTP; and the synchronization of GCE doctrine and T&R events. The goal of the OTTP is to leverage TMIC, BSTP, doctrine, and T&R to enable units to achieve operational

excellence. In essence, the OTTP consists of a core of highly trained individuals, the Operations and Tactics Instructors (OTI); standardized T&R resources; a comprehensive venue to train GCE staffs in advanced collective skills; and a number of synchronized and supporting functions that combine to meet unit specific training requirements. The formal OTTP courses will train Operations Officers and Operations Chiefs to be certified as OTIs who become "agents of standardization and change" for their units and the Marine Corps as an institution. Supporting their commanders, these Marines have a vested interest in ensuring their units are properly trained to standard per their Mission Essential Task List (METL). The BSTP will provide training opportunities and assessment for units to ensure they are prepared and ready to operate once deployed. Concurrently, various institutional support functions provide the underpinning foundation critical to promoting interoperability, operational agility, and relevance in the contemporary operating environment. The desired end state of the OTTP is to:

(a) Ensure full interoperability of GCE units through standardization of Tactics, Techniques, and Procedures (TTPs) in publications and in practice in the operating forces.

(b) Inculcate GCE companies, battalions, and regiments with a higher level of training capability and rigor across the warfighting functions.

(c) Codify and provide the training requirements for key GCE staff members in order to build expertise in the training, preparation, and employment of GCE units on the complex battlefields of the future.

(d) Implement mechanisms to ensure GCE doctrine, standards, training, and requirements maintain pace with the changing threat environment and emerging operational concepts.

(e) Enhance GCE unit preparation/performance in combat operations.

(2) Concept of Operations. The OTTP is comprised of three core components: TMIC, BSTP, and synchronization of GCE T&R events and doctrine. Within its capacity, MCTOG also supports the GCE Advocate as requested. These components constitute the means by which operational excellence and increased interoperability with other GCE elements, joint entities, and interagency partners will be achieved. Listed in priority order below, these components build on one another while also being part of an iterative cycle.

(a) TMIC/OTI. TMIC is the method used to train and certify OTIs for the GCE. The GCE Operations Officer (OpsO) and Operations Chief (Ops Chief) must be certified as an OTI prior to being assigned to their designated billet. The Division Commander may grant a waiver to this requirement for up to six months. Personnel receiving a Division Commander's waiver must attend the first course available within that 6 month time frame.

(b) There are two categories of OTI: OTI-OpsO and OTI-Ops Chief. The training continuum associated with each billet is unique to that billet's skill sets as defined by the GCE Common T&R Manual 2000 level individual tasks. OTIs are proponents of standardization and as such assist the commander in the preparation of the unit for combat, tactical planning, and command and control of operations. OTIs assist their commanders with the identification of unit-specific training requirements and deficiencies as a result of evolving operational and threat environments.

1. OTIs support the GCE by being:

a. Master training designers able to implement and manage the Unit Readiness Program.

b. Skilled in the art and science of planning and executing operations in complex environments.

c. Skilled in the art and science of command & control across the range of military operations.

d. Proponents of standardization to enable integration and interoperability with external organizations and enablers.

e. Advocates of best practices, lessons learned, resources, and emerging concepts.

2. OTIs have the following responsibilities:

a. Design and validate unit training plans in accordance with unit commander's guidance, higher headquarters plans, and applicable Marine Corps orders.

b. Validate critical mission essential tasks to be designated T&R "E" coded events.

c. Validate all unit readiness data submitted in the Defense Readiness Reporting System.

d. Validate unit Operations, Training, and Readiness Standing Operating Procedures (SOP) and ensure that they are aligned with higher headquarters plans and applicable Marine Corps orders.

e. Submit recommended changes to doctrine and training standards through the appropriate chain of command to the Commanding Officer, MCTOG, via the Deputy Commandant for Combat Development and Integration (DC CD&I).

(c) Battle Staff Training Program. The BSTP is the method by which MCTOG assists commanders and OTIs in training units in advanced collective (Battle Staff) Command and Control (C2) and planning skills. BSTP prepares units to integrate Service, joint, and interagency assets in support of their anticipated missions during deployment. BSTP uses tailored unit training packages, exercise support, and unit defined Mobile Training Team (MTT) support packages to train unit battle staffs either at the MCTOG Battle Lab, or in support of Home Station Training. MCTOG is focused on the regiment, battalion, or company commander and staff in the information management, problem solving and resolution processes encountered in the current and future operating environments. This form of training includes the integration of subject matter expert (SME) personnel from various disciplines and agencies such as the Department of State, United States Agency for International Development, and law enforcement personnel. The GCE BSTP training packages include the following:

1. Online courses, resident seminars, and exercise modules.

2. Programs of Instruction (POIs), case studies, and scenarios covering the full spectrum of operations.

3. Academic packages tailored to the unit's training needs and operating environment.

4. Training venues offered at home station or at the MCTOG Battle Lab aboard MCAGCC.

5. Block 3 or Block 4 (Mission Rehearsal) exercises tailored to the unit's anticipated operating environment.

6. Access to a resource library of SOPs, best practices, and training resources.

(d) Synchronization of GCE Doctrine and Training and Readiness.

MCTOG is the critical link between the GCE Advocate and the means by which the doctrine, TTPs, training standards, curricula, and institutional training programs are established and kept current. As requested, MCTOG will assist the GCE Advocate in developing standardized GCE individual and collective capabilities that are linked to best practices, current TTPs, and emerging requirements. As their capacity permits and on a not-to-interfere basis with their first two priorities, MCTOG will remain engaged in supporting the GCE Advocate through participation in various GCE advocacy venues, symposiums and working groups described below.

1. Ground Board and Operational Advisory Groups (OAGs).

MCTOG will provide subject matter expertise and advice to the GCE Advocacy Process through their participation in Ground Board, OAG, and the Gunner and Operations Chiefs Symposiums.

2. Doctrinal and Warfighting Publication reviews, rewrites, and synchronization. MCTOG has been assigned specific GCE doctrinal responsibilities, in accordance with reference (a), and is also responsible to ensure that GCE doctrine being developed and written by other Marine Corps organizations is nested and linked.

3. School, curriculum, and training program reviews.

4. Maintenance of TECOM GCE Military Occupational Specialty (MOS) Roadmaps.

5. T&R Manual reviews, rewrites, and synchronization.

(e) Periodically, MCTOG will conduct TMIC/OTI Course Content Review Boards (CCRBs) to record information and make recommendations to improve the effectiveness and efficiency of its instructional programs. MCTOG CCRBs will focus on identifying potential improvements to courses by validating course content, evaluating instructor performance, assessing student achievement, and measuring graduate performance. The results of MCTOG CCRBs will be briefed to the Ground Board as the means to validate and approve recommended changes. The results of CCRBs will be captured in Record of Proceedings and will be forwarded to CG, TECOM (C-469/C-4610) for approval, along with a revised Course Descriptive Data and POI if required.

b. Subordinate Element Missions

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

(a) Ensure MCTOG is staffed according to reference (b) with particular emphasis on relevant current operational environment experience.

(b) Coordinate requirements for additional MOS assignment and tracking based on subsequent Ground Board decisions and the publication of this Order.

(c) DC M&RA will not normally assign officer or enlisted personnel Permanent Change of Station Orders or Permanent Change of Assignment Orders for 24 months upon successful completion of OTI certification training.

(2) Deputy Commandant for Plans, Policy, and Operations (DC PP&O)

(a) Serve as the Service proponent for the OTTP. DC PP&O will use the Ground Board to identify training requirements that affect OTI, BSTP, Doctrine, and T&R standards.

(b) Provide MCTOG with direction and guidance to execute OTTP garnered from the consultation with the Ground Board and submitted via the CG, TECOM.

(c) Review the OTI POI.

(3) Deputy Commandant for Aviation (DC Aviation)

(a) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the implementation of the OTTP.

(b) Provide sufficient resources and personnel to support the execution of the OTTP.

(4) Deputy Commandant for Combat Development and Integration (DC CD&I)

(a) Integrate MCTOG into the Expeditionary Force Development System with a specific focus on capabilities and requirements identification, analysis, vetting, and refinement.

(b) Coordinate efforts with other Deputy Commandants on behalf of CG, TECOM for relevant matters pertaining to the implementation of the OTTP.

(c) CG, TECOM

1. Maintain overall responsibility for the T&R Program.

2. Serve as the proponent for the BSTP.

3. Approve POIs and coordinate all CCRBs in support of MCTOG curriculum.

4. Integrate OTI certification as part of the resident Expeditionary Warfare School Occupational Field Expansion Course for combat arms officers.

5. Fund for Temporary Additional Duty expenses for officer and enlisted Marines attending OTI billet training courses.

(d) CG, MAGTFTC, MCAGCC

1. Exercise overall cognizance of MCTOG, coordinating all OTTP and ground T&R initiatives within TECOM for CO, MCTOG.

2. Provide resources and technical guidance in managing annual appropriations and miscellaneous funding documents for MCTOG.

3. Coordinate MCAGCC logistical support for OTTP.

(e) CO, MCTOG. As categorized by the OTTP components, CO MCTOG will execute the following programs in priority.

1. Train and Certify OTIs

a. Develop a POI that trains OpsOs and Ops Chiefs as OTIs who are able to:

(1) Understand Marine Corps doctrine and TTPs and can adapt them to various environments and missions, and support incorporating lessons learned into ongoing doctrine and training refinement.

(2) Serve as the unit SME for mission planning, briefing, debriefing, and integration of the unit's capabilities into MAGTF and joint operations.

(3) Expertly build and execute unit mission training plans.

(4) Inculcate a professional training culture at all unit levels.

(5) Conduct detailed planning, coordination and execution of lethal and non-lethal fires from organic, MAGTF, joint and interagency assets in order to preserve Service capability to fight as a MAGTF and leverage the capabilities of joint and interagency organizations.

(6) Integrate warfighting functions, information operations and unique unit capabilities of assigned forces into training and operations.

b. Maintain an approved GCE Common T&R Manual and POIs for the OTI training courses and the BSTP.

c. Provide CG, TECOM recommendations for program adjustment and development prior to submission to the Ground Board and DC PP&O for concurrence and implementation.

2. Execute the Battle Staff Training Program

a. Establish the BSTP in support of GCE collective training. Ensure the program includes a real-time best practices library, exportable training packages, exportable exercise support, and unit-defined MTT support to ensure GCE units and members are provided enhanced, relevant, and timely instruction tailored to pre-deployment training schedules.

b. Maintain a course schedule that focuses on providing training opportunities for active duty infantry regiments on a two-year cycle and for reserve infantry regiments on a three-year cycle.

c. Publish a course catalog for the GCE community containing all MCTOG POIs.

d. Implement an instructor development program.

e. Provide CG, TECOM recommendations for program adjustment and development prior to submission to the Ground Board and DC PP&O for concurrence and implementation.

3. Synchronize GCE Doctrine and Training & Readiness

a. Oversee the review and revision of publications that serve as the foundation of GCE doctrine and TTPs to ensure publications remain current and support other elements of Doctrine, Organization, Training, Material, Leadership and Education, Personnel, and Facilities (DOTMLPF) in support of Marine capabilities, development, and management.

b. In support of CG, TECOM (GTD), oversee the GCE T&R program to ensure training conditions and standards meet operational requirements and incorporate lessons learned from operational deployments. Specific communities within the GCE (e.g. infantry, artillery, etc.) will continue to maintain their respective T&R manuals.

c. Support CG, TECOM (GTD) in reviewing and validating GCE training and education curricula, including POIs, to ensure completeness.

d. Assign action officers (AO) to participate in Marine Corps Warfighting Laboratory and Joint experimentation as required.

e. Assign AOs in support of acquisition programs when requested by DC CD&I or Marine Corps Systems Command.

f. Serve as a TECOM representative at appropriate advocate forums.

g. Conduct annual assessments of the OTI training courses and semi-annual assessments of the BSTP and the doctrine and standards program to ensure relevance and accuracy of the POIs and identify opportunities for improvement to assist MCTOG in meeting its responsibilities as the institutional caretaker of the OTTP. Brief findings to CG, TECOM prior to briefing the Ground Board and DC PP&O.

(5) Commander, Marine Forces Command; Commander, Marine Forces Pacific; and Commander, Marine Forces Reserve

(a) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the implementation of the OTTP.

(b) Ensure all assigned personnel holding GCE OTI billets are trained and certified in accordance with this Order.

(6) Commanding Generals, 1st, 2d, 3d, and 4th Marine Divisions

(a) As members of the Ground Board, provide input to DC PP&O on the development and implementation of the OTTP.

(b) Provide SMEs and participate in subsequently identified conferences, groups, boards, and other forums designed to facilitate the implementation of the OTTP.

(c) Direct the implementation of the OTTP within Division units, and establish required orders and procedures to facilitate program attainment.

(d) Provide exercise augments as required in support of GCE collective training as part of the BSTP.

(e) Ensure all Battalion and Regiment OpsOs and Ops Chiefs are certified in accordance with this Order; provide additional students for training as deemed necessary.

(f) Communicate emerging or changing capability and training requirements to DC PP&O during the Ground Board.

(7) CO, GCE Regiments and Separate Battalions

(a) Actively participate in executing the OTTP.

(b) As standing members of the separate GCE OAGs, provide input to the development and implementation of the OTTP.

(c) Nominate qualified officer and enlisted personnel for billet training as OpsOs and Ops Chiefs. Provide oversight of officer and enlisted OTI nominations. Nominees will have a minimum of 24 months time on station remaining upon graduation from their OTI course.

(d) Manage the training and assignment of OTIs to ensure continuity of key GCE billet holders. Assign officer and enlisted OTIs to each regiment and battalion in accordance with the Ground Board decision and this Order, ensuring regiments and GCE battalions are assigned two OTIs, one OpsO OTI and Ops Chief OTI each.

(e) Ensure a professionally managed OTTP is conducted that supports the unit's METL and T&R syllabus.

c. Coordinating Instructions. Submit all recommendations concerning this Order to the CO, MCTOG, via the chain of command.

4. Administration and Logistics

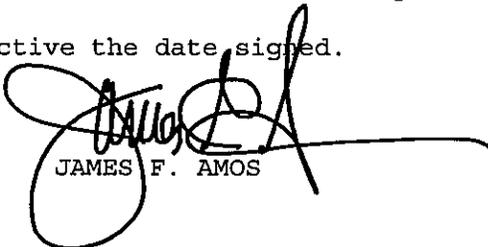
a. MCTOG will exercise DIRLAUTH (Direct Liaison Authorized) with members of the operating forces and supporting establishment within the GCE Community of Practice in its roles as lead agent for GCE doctrine, training, and standardization.

b. Developers, owners, and users of all Marine Corps information systems have the responsibility to establish and implement adequate operation and information technology controls including records management requirements to ensure the proper maintenance and use of records, regardless of format or medium, to promote accessibility and authorized retention per the approved records schedule and reference (c).

5. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

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



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