



UNITED STATES MARINE CORPS
MARINE AIR GROUND TASK FORCE TRAINING COMMAND
MARINE CORPS AIR GROUND COMBAT CENTER
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CCO 3500.18A
G-3/5
18 DEC 2024

COMBAT CENTER ORDER 3500.18A

From: Commanding General
To: Distribution List

Subj: TREND REVERSAL AND REINFORCEMENT PROCESS

Ref: (a) Systems Approach to Training Manual
(b) TECOMO 3503.1B
(c) MCO P3500.72A
(d) TECOMO 3504.2

Encl: (1) TRRP Process Diagram
(2) Sample Format for Observation Submission and Assessment Review Slides
(3) Sample Format for Annual Systemic Trends Report w/ Enclosures
(4) SLTE Unit Demographic Data

1. Situation. Training gaps negatively impact performance and readiness of operational units which require review, analysis, validation, and corrective action. The Marine Air Ground Task Force (MAGTF) Training Command (MAGTFTC)'s Trend Reversal and Reinforcement Process (TRRP) is not intended to replace or supersede the established Training and Education Command (TECOM) program of instruction review as described in reference (a) but is intended to provide a timely and responsive means of addressing individual and collective service-level training trends. Service-level systemic trends requiring immediate action prior to the established report date within the TRRP process will be reported promptly to TECOM Assistant Chief of Staff (AC/S) G-3/5, via the chain of command.

2. Cancellation. CCO 3500.18.

3. Mission. In accordance with reference (b), this TRRP Order establishes a MAGTFTC TRRP in order to (IOT) improve both the efficiency and the effectiveness of training programs through which individuals and units prepare for assigned missions.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Purpose. To implement a process that provides MAGTFTC with the means to identify service-level training trends for all units in MAGTF Command Elements (CE), Ground Combat Elements (GCE), Aviation Combat Elements (ACE), and Logistics Combat Elements (LCE) IOT reverse negative training trends and reinforce positive trends throughout the training and education continuum, close the lessons learned loop, improve awareness throughout the operating forces, enhance the force generation process, and support operating forces readiness.

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(b) Method. Collect and analyze major subordinate element training evaluation and assessment results, training observations, and lesson learned data to identify trends for incorporation into the staff action process depicted in enclosure (1).

(c) End state. The reversal of negative training trends and the reinforcement of best practices IOT ensure Marines and units of a MAGTF (CE, GCE, ACE, LCE) are effectively trained in preparation for assigned missions.

(2) Concept of Operations

(a) This TRRP Order institutes a systematic MAGTFTC approach, integrated with TECOM, to analyze and assess observations throughout advanced individual training courses and Service Level Training Exercises (SLTEs) to identify individual and collective trends IOT implement selected resolution Course of Actions (COAs).

(b) Observations identified at MAGTFTC's major subordinate elements will be taken for action and adjudicated at the lowest level of command. If the subordinate unit's observations cannot be adjudicated at their level, the observations will be forwarded to the AC/S G-3/5 MAGTF Training via the MAGTFTC TRRP working group.

(c) Trends submitted to the AC/S, G-3/5 MAGTF Training will be collected, reviewed, and validated, as appropriate, for forwarding to Commanding General MAGTFTC. AC/S, G-3/5 MAGTF Training is tasked with approving corrective actions for training related issues within the DOTMLPF spectrum.

(d) Trends that cannot be adjudicated at the MAGTFTC level will be reported to TECOM G-3/5 for inclusion in the TECOM TRRP process for action, per reference (b).

b. Subordinate Element Missions

(1) MAGTFTC TRRP Working Group (WG)

(a) Serve as the central point of contact for the MAGTFTC TRRP.

(b) Receive, validate, and collate observations, assessment plans, and trends per enclosure (2).

(c) Provide semi-annual TRRP reviews to the MAGTFTC CG.

(d) Develop a thorough root cause analysis and develop resolution COAs of agenda items for approval by AC/S, G-3/5 MAGTF Training for implementation and/or submission to TECOM.

(e) Maintain a Trend Tracker with the status of observations, trends, and resolution COAs on the MAGTFTC SharePoint.

(f) Prepare the MAGTFTC Annual Systemic Trends Report for submission to TECOM G-3/5 no later than (NLT) 21 October using enclosure (3) as a template.

(g) Forward MAGTFTC validated service-level systemic trends to TECOM G-3/5 for inclusion in TECOM TRRP as appropriate.

(h) Coordinate TRRP actions with TECOM G-3/5 as required.

(i) Assess MAGTF unit proficiency during SLTEs.

(2) Major Subordinate Elements

(a) Actively participate in the TRRP WG through submission of observations and updates to assigned trends and assessment plans. Due dates will be promulgated by the MAGTFTC TRRP WG.

(b) Conduct Training and Readiness (T&R) based assessments during the SLTE to provide data for the SLTE assessment report and the TRRP WG, see enclosure (2).

(c) Marine Corps Tactics and Operations Group, Marine Corps Logistics Operations Group, Marine Corps Mountain Warfare Training Center, Marine Aviation Weapons and Tactics Squadron One, Tactical Training and Exercise Group, Expeditionary Warfare Training Group Pacific, and Expeditionary Warfare Training Group Atlantic; as core members of the MAGTFTC TRRP WG, provide a representative to the MAGTFTC TRRP WG and conduct required tasks to meet the deadlines outlined in this order.

(d) G-6 Communications, G-4 Installation Support, Information Domain Division, Aviation Combat and Integration, Battle Simulation Center; as core+ members of the MAGTFTC TRRP WG, provide a representative to the MAGTFTC TRRP WG and conduct required tasks to meet the deadlines outlined in this order.

(e) Both core and core+ members can be assigned as offices of primary responsibility (OPR) or assistant OPRs for identified observations and trends. When assigned as an OPR, an individual within the organization will be identified as the primary point of contact for tracking and updating the TRRP WG on the status of the observation or trend.

c. Coordinating Instructions

(1) MAGTFTC TRRP WG will track all observations, assessment plans, trends, and service-level systemic trends and report on any significant changes following the implementation of resolution COAs.

(2) To maintain consistency, develop historical baselines, and assist in the tracking of observations and trends, observer controllers conducting assessments and observations during collective training utilize the following assessment metrics and tools.

(a) Scaled Performance Evaluation Measurement System (SPEMS)

(b) Behaviorally Anchored Rating Scales (BARS)

(c) Streamlined Marine After-Action Review Tool for Visualization (SMART-VIZ)

(3) Training units are required to submit the "SLTE Unit Demographic Data" (enclosure 4) to MAGTFTC service-Level Training Exercise NLT training day 1.

(4) Definitions

(a) An "observation" is a potential trend which requires further analysis.

(b) A "trend" is defined as a repetitive pattern of a training or operational issue occurring three or more times that has a positive or negative impact on unit operations or illustrates issues within the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) spectrum. Sufficient supporting data and statistical analysis may be required over time.

(c) A "service-level systemic trend" is a validated, service-level trend that has negative impacts on unit readiness and requires actions aimed at correction by higher headquarters.

(d) An "assessment" is a determination of progress toward accomplishing a task, creating a condition, or achieving an objective. The Marine Corps evaluates T&R events to provide the assessment of Mission Essential Tasks.

(e) An "evaluation" is a measured determination by a commander, TECOM organization, or individual training cadre in the ability of an individual or unit to perform T&R tasks to standard.

(f) Advanced Individual Training Courses

1. Advanced Maneuver Warfare Course (AMWC)
2. Advanced Expeditionary Logistics Operations Course
(AXLOC)
3. Weapons and Tactics Instructor (WTI)

(g) Collective SLTE

1. Integrated Training Exercise (ITX)
2. Mountain Exercise (MTX)
3. Warfighting Exercise (MWX)
4. Adversary Force Exercise (AFX)

(h) Temporary Resolution COA. COAs that include actions such as producing informative publications of best practices at the local level, while awaiting implementation of changes officially approved by higher headquarters.

(i) Permanent Resolution COAs. COAs that require a decision or action by higher headquarters to modify or update official training publications or practices such as found in T&R manuals, program of instruction, doctrine, table of equipment, etc.

5. Administration and Logistics

a. Directives issued by this Headquarters are published and distributed electronically. Electronic versions of Combat Center Orders can be found at <https://www.29palms.marines.mil/Staff-Offices/G-1-Manpower-Directorate/Adjutant/#combat-center-orders>.

b. Recommendations concerning the contents of this Order may be forwarded to the AC/S G-3/5 MAGTF Training via the appropriate chain of command.

c. Enclosure (1) will be reviewed annually to ensure processes are formally and accurately captured to ensure accountability of the WG and Major Subordinate Commands (MSCs).

d. Review of this Order will occur triennially or more frequently if required to ensure alignment and standardization.


6. Command and Signal

a. Command

(1) This Order is applicable to all MAGTFTC MSCs, directorates, and special staff.

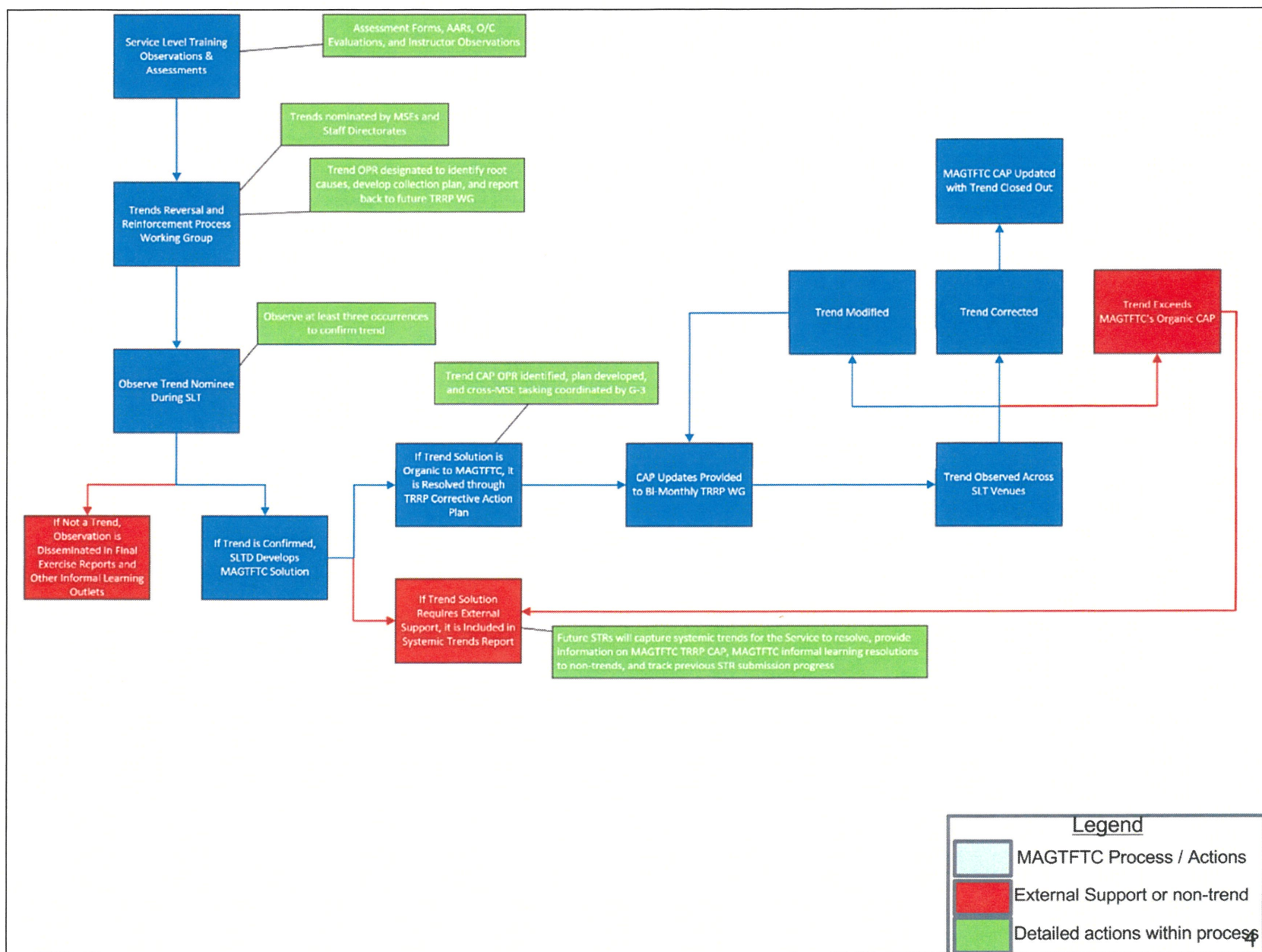
(2) Direct liaison is authorized between MSCs and TRRP WG.

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


R. D. STORER
Chief of Staff

DISTRIBUTION: A

TREND REVERSAL AND REINFORCEMENT PROCESS (TRRP) PROCESS DIAGRAM





Missing or Ineffective Leader's Reconnaissance

Initial Problem Statement

- Unit leaders routinely do not conduct any form of leader's reconnaissance prior to occupying positions or committing to an objective. This leads units to occupy unsuitable positions and expose maneuver units unnecessarily to the effects of enemy fire. When leader's reconnaissance does occur, unit leaders have neither the tools nor training to make the reconnaissance valuable. Leaders display little understanding of accounting for weapon system geometries, surveying routes, and assessing fires and effects. (MAGTFEC STR 23)

Root Cause Analysis

- Live-fire training at home station is not contested by a thinking enemy and does not involve controllers providing paints of enemy effects. Units become accustomed to fighting the range instead of fighting the enemy. This inward focus draws unit leaders away from actions like a leader's reconnaissance or the assessment of effects.

Recommendation

- FMF units should stress the importance of conducting leader's reconnaissance at home station prior to attending a Service Level Training Exercise (SLTE).
- Commanders must stress this basic function to increase the lethality and survivability of their force. In the infantry rifle company, unit leaders need to establish procedures for leader's reconnaissance.
- During rehearsals, leaders should discuss and understand the outcome of a leader's reconnaissance and how this action influences the plan prior to committing maneuver.

Main Findings

- Added to TTECG Maneuver classes during POI. Observed some improvement through Coyote mentorship. Less repetition of mistakes.
- Expanding the coaching and employment of other collections capabilities, i.e. SUAS, to support leader's recon.
- IBX proliferation of collections capabilities may see improvement.
- Added MWTC as coordinator for this trend.
- Provide further objective analysis linked to AARs, SPEMS, etc.

Rough Cut COA/Next Actions

- Incorporate Leaders Recon in TTECG POI. TTECG is incorporating in their outreach program.
- Use MCTIS for immediate feedback and a teaching moment.

OPR POC: TTECG S-3

Name: TBD

Phone: TBD

Email: TBD

SAMPLE FORMAT FOR ANNUAL SYSTEMIC TRENDS REPORT W/ ENCLOSURESG-3/5
Date

From: Commanding General
 To: Commanding General, Training and Education Command (Attn. Policy and Standards Division)

Subj: SYSTEMIC TRENDS REPORT FOR FISCAL YEAR XXXX

Ref: (a) MCO 3502.6A Marine Corps Force Generation Process

Encl: (1) Trend Status from Previous Submissions
 (2) Identified Trends at MAGTFTC for Action
 (3) Observations Requiring Further Analysis

1. Purpose. The main body of the STR is to submit trends to TECOM that require HHQ resources to reverse. The enclosures will inform HHQ what MAGTFTC is currently staffing or working to resolve. This format is intended to allow TECOM to select trends that MAGTFTC is actioning if TECOM identifies them as trends based upon submissions by other agencies.

2. The following systemic trends have been compiled from after action reports, lessons observed, training assessments and evaluations, and other data collected and are submitted for action to TECOM.

a. Ground Combat Element

(1) Fires

(a) Trend: **Deficiencies in aviation planning and integration**

1. Problem Statement: GCE and ACE staffs have difficulty establishing a cohesive, integrated staff planning process to execute MAGTF operations during SLTEs.

2. Data source: MWTC MTX and TTECG ITX observations

3. Associated T&R Standards:

a. MW-MOVE-6004 Conduct High Altitude Assault Support Operations

b. INF-FSPT-6001 Conduct Fire Support Planning

c. INF-FSPT-6002 Conduct Fire Support Coordination

d. INF-FSPT-7001 Conduct Fire Support Planning

e. INF-FSPT-7001 Conduct Fire Support Coordination

4. Root cause analysis: Shortfalls in MAGTF-level planning results from training limitations both at home station and at SLTE. At home station, operational tempo and competing requirements inhibit aviation squadrons from supporting GCE training events to develop baseline level proficiency. At SLTE, aviation squadrons often support training events from off-station locations, which prevents proper face-to-face coordination during

Enclosure (3)

planning time. Additionally, the flying units cannot execute at their full potential because the Marine Air Command and Control System (MACCS) is not present at SLTE. Tactical Air Command Center (TACC) participation is crucial to allow the ACE Commander to fully integrate the ACE in support of the MAGTF. The resulting breakdown in communication and coordination leads to an administrative approach to execution.

5. Resolution COAs: All GCE units that train at an SLTE must be fully equipped and staffed to operate within a MAGTF, to include a B-FST, an Air Shop with fully qualified FACs, and all agencies from the MACCS, to include the TACC, Direct Air Support Center (DASC), Tactical Air Operations Center (TAOC), Air Traffic Control (ATC), and Low Altitude Air Defense (LAAD) scaled to the appropriate element and manned with qualified personnel. All ACE units that train at SLTE must send key planners to Camp Wilson for integrated MAGTF planning. Direct the support of applicable enablers via the MARFORCOM force sync so all elements can truly train how they will fight. This comprehensive preparation is vital to ensure the effective management of airspace and the routing of aircraft in and out of the objective area during training exercises.

Trend Status from Previous Submissions

1. The following systemic trends had been submitted in previous versions of MAGTFTC Systemic Trends Reports. This enclosure provides updates to the status and actions taken by the assigned Office of Primary Responsibility (OPR). MAGTFTC conducted the inaugural Inventory Collective Event (ICE) to address several of these trends and provide the training audience additional repetitions at similar problem sets during 5-24. MAGTFTC embedded planners and assessment teams throughout the various C2 structures within the training audience to perform evaluations during ICE, ITX's MAGTF Distributed Maneuver Exercise (MDMX), and MWX. These assessment teams collected within the interests of the trend observation and ICE event design for future refinements. MAGTFTC determined the use of SPEMS for future assessments, starting at ICE 1-25, will reduce subjectivity and provide more objective analysis and results. MAGTFTC will continue to refine ICE and the collection/assessment process as the program develops.

a. Ground Combat Element(1) Command and Control

(a) Trend: **Lack of a Marine Corps Command and Control Standard Operating Procedure, interoperable Programs of Record, and proficient personnel capable of facilitating systems integration**

1. OPR: TECOM

2. Action Taken: TECOM has assigned an OPR in the Assessment Working Group (AWG) and is staffing at future AWGs (next scheduled to meet 20240924).

3. Assessment: Being staffed through TECOM PSD A&AB

4. Original Submission: STR 23

(b) Trend: **Lack of tempo in battalion operations**

1. OPR: MCTOG

2. Action Taken: Assessment plan assigned. Inaugural Inventory Collective Event (ICE) conducted with 2d Marines during SLTE 5-24.

3. Assessment: MAGTFTC's assigned OPR will brief updates to the MAGTFTC TRRP WG on a bimonthly basis through the conclusion of 1-25 to determine the effectiveness of ICE in the reversal of negative trends.

4. Original Submission: STR 23

Identified Trends at MAGTFTC for Action

This enclosure captures MAGTFTC validated trends. MAGTFTC is staffing these trends and through further analysis, will elevate these trends to TECOM for HHQ resolution.

1. Trend: Lack of Familiarity with Urban Operations (Doctrine, Training, and Leadership and Education)

a. Root Cause Analysis: Infantry battalions are commonly seen coming to SLTEs having never done operations in the urban environment. T&R standards do not break out urban operations, even though they are very different than open areas and require different TTPs, training, equipment, and education. The result is often poor battle drills, excessive casualties, lack of proper vehicle integration, fires, and ISR. With recent conflicts, urban operations are now being seen as the rule, not the exception for war, including peer on peer conflicts. Within the Infantry Training and Readiness manual, urban operations are treated as a condition within other overarching T&R events.

b. Associated T&R Standards and Doctrinal References:

- (1) INF-MAN-5001: Conduct an Attack
- (2) INF-MAN-6001: Conduct an Attack
- (3) INF-MAN-5016: Conduct Casualty Evacuation
- (4) MCIP 3-10A.4I: Marine Rifle Squad
- (5) MCIP 3-10A.3I: Marine Infantry Platoon
- (6) MCRP 3-10A.2: Infantry Company Operations

c. Assessment Plan: Trend assigned OPR (TTECG). Review of trend tasked through ITX and AFX 1-25. OPR will provide short term and permanent resolution COAs. Trend will be staffed at MAGTFTC TRRP WG to determine requirements for external support.

Observations Requiring Further Analysis

MAGTFTC's TRRP WG has identified many observations throughout the FY. Some have been validated as trends, some have been included in an existing trend, and some require additional staffing in order to demand further resources from across MAGTFTC. This enclosure captures those observations.

1. Initial Observation: **Poor Tactical LCE Actions** (Training, Organization, Leadership and Education)

a. Root Cause Analysis: LCE units historically struggle starting out SLTEs behind the power curve with weapons use, TTPs, signature management, convoy operations, vehicle recovery, and associated tactical actions. This gap is caused by MLR manpower moves, LCE training priorities, and LCE culture.

b. Associated T&R Standards and Doctrinal References:

- (1) MCMT-OPER-5002: Conduct convoy operations
- (2) INF-MGUN-3001: Conduct motorized operations
- (3) 0300-PAT-1010: Perform individual actions from a vehicle
- (4) Logistics Centric Lessons Learned Report dtd 31 Jul 2023
- (5) Two-Year Review of the MAGTF Warfighting Exercise dtd 9 Aug 2022

c. Assessment Plan: Trend assigned OPR (MCLOG, TTECG). Review of observations tasked through MTX, ITX, and AFX 1-25.

2. Initial Observation: **Vulnerability of Indirect Fire Agencies** (Materiel, Training, and Organization)

a. Root Cause Analysis: Dismounted mortars and towed artillery are incredibly vulnerable to find and target with modern sensors. Historic loss rates of mortar and artillery crews in MWX are extraordinarily high and force commanders choose to not fire on targeted enemy due to the high risk of counterfire and exposure. Signature management of huge formations and a hundred Marines for 6x howitzers is a hard problem. As seen in Ukraine, Self-Propelled Guns (SPGs) 'shooting and scooting' is the only way indirect fire agencies stay safe. Reducing humans per gun and number of vehicles required to move guns and ammo is the goal. This overreliance on humans to operate guns and hoist ammo also slows missions, inserts human error potential where none must exist, and prevents certain high-end capabilities - such as Multiple Rounds Simultaneous Impact (MRSI) without needing additional guns and risk.

b. Associated T&R Standards and Doctrinal References: Pending further analysis.

c. Assessment Plan: Trend assigned OPR (TTECG). Review of observations tasked through MTX, ITX, and AFX 1-25

SLTE Unit Demographic Data

V38	SLTE Unit Demographic Data			
	The following responses are with respect to an infantry unit's organic assets, not units attached for the purposes of SLTE (e.g Engineers, Tanks, AAVs)			
LtCol Smith, CO	Variable	Response	Notes/Additional Inputs	Unit Responses/comments
	Unit Location by coast - East, West, Hawaii, or Marine Forces Reserve	East		
Unit	Months remaining until deployment at conclusion of SLTE	5		
	Was Battle Staff Training conducted at Home Station (HS) or at SLTE?	SLTE		
	Number of months since the last battalion MCCRE upon start of SLTE	24 Months	June 2022	
Training	Number of personnel currently C2TECOE/MISTIC trained	23		
	Has Unit conducted CAST training exercises and number in last 6 months?	Y	(2) BNFSCEX at CLNC and MCAGCC SAV-T	
	Number of Key Billet Holders with less than 3 months-time in billet prior to attending SLTE	6	H&S CO, All Rifle CO, 2x AirO	
	Total number of personnel currently OTI/ITI certified	6	OpsO, Intel Officer, Intel Chief, Ops Chief, 2x Co Ops Chief	
	Total number of personnel currently ELI certified	0		
	Total number of personnel currently FAC certified	2	Both will arrive as late deployers to ITX following TACP completion.	
	Total number of personnel currently JTAC certified	2		
	Total number of personnel currently JFO certified	5		
Manning	Total number of Infantry Unit Leaders Course (IULC) Graduates	19	(19) Infantry Unit Leaders (GySgt/SSgt) trained	
	Total number of Infantry Small Unit Leaders Course (ISULC) Graduates that are squad leaders	5		
	Total number of E-5 squad leaders Inf Bn has 27.	9	SNCO manning shortfalls	
	Total Number of platoon Sgts (SNCOs)	14		
	Total Number of Platoon Cdrs (Officers)	17	All Platoons have an Officer Platoon Cdr	
	Total Number of personnel (Officers, SNCOs, Navy)	93	49 MO, 50 SNCOs, 2 NO, 0 CPO	
	Total number of Forward Observers	0		
	How long have Company Commanders been in place	See Notes	A Co: 0 Months B Co: 0 Months C Co: 4 Months Wpns: 0 Months H&S: 0 Months	All Company Commanders except Charlie Company assumed company command O/A 1 July.