UNITED STATES MARINE CORPS
MARINE AIR GROUND TASK FORCE TRAINING COMMAND
MARINE CORPS AIR GROUND COMBAT CENTER
BOX 788100
TWENTYNINE PALMS, CALIFORNIA 92278-8100

CCO 3500.17B
MTD 1

FEB 0 9 2023

COMBAT CENTER ORDER 3500.17B

From: Commanding General
To: Distribution List

Subj: MARINE AIR GROUND TASK FORCE TRAINING COMMAND, MARINE CORPS AIR
      GROUND COMBAT CENTER STANDING WORKING GROUPS

Encl: (1) Working Group Example Slide Deck

1. <u>Situation</u>. Staff functions and coordination related to Marine Air Ground
Task Force (MAGTF) training and support are not providing the necessary
information to the Commanding General (CG) to support decision making.
Redesigning and reinvigorating the Marine Air Ground Task Force Training
Command (MAGTFTC), Marine Corps Air Ground Combat Center (MCAGCC), Standing
Working Groups will drive necessary changes to working group (WG) charters,
foci, structure, and objectives. This will be driven by the CG's intent and
MAGTFTC, MCAGCC Campaign Plan to produce intra-command coordination and
provide necessary information for the CG's decisions.

2. <u>Cancellation</u>. CCO 3500.17A.

3. <u>Mission</u>. MAGTFTC, MCAGCC establishes WGs that meet on a prescribed basis
and provide improved standardization and synchronization across the command
in order to support Service Level Training Exercises-Program (SLTE-P) and
collective advanced individual training.

4. <u>Execution</u>

   a. <u>Commander's Intent and Concept of Operations</u>

      (1) <u>Commander's Intent</u>

          (a) We will synchronize efforts across MAGTFTC, MCAGCC by
establishing WGs that bring our major subordinate commands, staff, and
affected agencies together to improve effectiveness, maximize efficiency, and
maximize MAGTF integration supporting SLTE-P and advanced individual course
execution.

          (b) The end state is a group of mutually supporting WGs
collectively synchronizing all elements of MAGTFTC in accordance with the
Commandant's Planning Guidance and MAGTFTC, MCAGCC Campaign Plan, while
providing the information necessary to support the CG's decisions in
implementing the SLTE-P as well as our advanced individual training
opportunities.

          (2) <u>Concept of Operations</u>. MAGTFTC, MCAGCC establishes WGs with
their defined meeting frequency, charter, tasks, and minimum outputs.

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unlimited.

Quarterly, the MAGTF Training Directorate (MTD) hosts the Operations Synchronization Working Group (OSWG), as a task and resource management oversight group, to synchronize the other WG efforts and identify issues that will be brought for the CG's attention or decision.

    b. Subordinate Element Missions

        (1) Assistant Chief of Staff (AC/S) MTD

            (a) Assign the Working Group Coordinator, who is also the OSWG lead.

            (b) Assign leads for the After Action Review and Trends Reversal and Reinforcement Process (AAR&TRRP) Working Group, Modeling and Simulation (M&S) Working Group, Academics and Doctrine (A&D), and Ranges Working Group.

            (c) Provide members to all other working groups.

            (d) Review WG monthly outputs for issues requiring the CG's immediate attention or decision; items requiring changes in resource allocation or prioritization; and ensure unity of effort across the WGs.

            (e) Establish collaborative workspace on the MAGTFTC, MCAGCC SharePoint website.

        (2) AC/S Communications Directorate (CD)

            (a) Assign the Operations in the Information Environment (OIE) WG lead.

            (b) Provide members to all other WGs.

            (c) Coordinate with external agencies to provide subject matter experts for the OIE WG.

        (3) AC/S Installation Support Directorate (ISD)

            (a) You are the Installation Facilities Working Group (IFWG) lead.

            (b) Provide members to the Manpower and Ranges WGs.

        (4) AC/S Resource Management Directorate (RMD). You are the Manpower Working Group lead.

        (5) Government and External Affairs (GEA)

            (a) Provide members to the IFWG, OIE, and Ranges WGs.

            (b) Be prepared to provide Communications Strategy and Operations (COMMSTRAT) personnel and expertise to the WGs.

        (6) Commanding Officer (CO), Expeditionary Warfare Training Group Atlantic (EWTGLANT). Provide members to all WGs.

        (7) CO, Expeditionary Warfare Training Group Pacific (EWTGPAC). Provide members to all WGs.

(8) <u>CO, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1)</u>. Provide members to all WGs.

(9) <u>CO, Marine Corps Logistics Operations Group (MCLOG)</u>. Provide members to all WGs.

(10) <u>CO, Marine Corps Mountain Warfare Training Center (MCMWTC)</u>. Provide members to all WGs.

(11) <u>CO, Marine Corps Tactics and Operations Group (MCTOG)</u>

(a) Assign leads for the Intelligence Integration (II) WG.

(b) Provide members to all WGs.

(12) <u>Director, Tactical Training and Exercise Control Group (TTECG)</u>. Provide members to all WGs.

(13) <u>CO, Headquarters Battalion (HQBN)</u>. Provide members to the IFWG and Manpower WG.

(14) <u>OSWG</u>

(a) <u>Lead</u>. AC/S MTD Operations Officer-In-Charge (OIC).

(b) <u>Purpose</u>. Provide a forum for all WGs to synchronize topics, identify common threads, and enable cross-leveling of resources and tasks in support of the SLTE-P and MAGTFTC Campaign Plan.

(c) <u>Frequency</u>. Quarterly; within the final 14 days of each quarter.

(d) <u>Location</u>. Building 1559, CG's Conference Room.

(e) <u>Membership</u>. ACs/S, COs, TTECG Director, and WG leads.

(f) <u>Tasks</u>

<u>1</u>. Produce the annual OSWG schedule.

<u>2</u>. Coordinate with WG leads for topics, slide deck updates, and briefing notes.

<u>3</u>. Schedule meetings with the CG, when the CG was unable to attend the OSWG, for topics that require the CG's attention or decision.

<u>4</u>. Provide MAGTFTC inputs to the Training and Education Command (TECOM) Boards, Bureaus, Cells, Committees, WGs and Training and Education Operational Advisory Group (TEOAG).

(g) <u>Outputs</u>. Produce the Executive Summary following each OSWG meeting.

(15) <u>A&D WG</u>

(a) <u>Lead</u>. AC/S MTD, Formal Schools.

(b) Purpose. Identify training and educational shortfalls and overlaps within MAGTFTC.

(c) Frequency. Monthly.

(d) Location. Coordinated by WG lead.

(e) Feeds information to the IFWG and M&S WG.

(f) Receives information from the AAR&TRRP, II and OIE WGs.

(g) Membership. AC/S MTD Operations, AC/S CD Deputy Director, EWTGLANT Learning Standards Department Head, EWTGPAC N9, MAWTS-1 Standardization Officer and Academics Officer, MCLOG Academics Officer, MCMWTC Academics Officer, MCTOG Academics Officer, TTECG Assistant Operations Officer, and Marine Air Ground Task Force Staff Training Program (MSTP) Doctrine Analyst and Academic Support.

(h) Tasks

<u>1</u>. Conduct analytics on the four areas of academic criticality (student performance, faculty performance, curriculum content, and learning environment) across MAGTFTC learning centers.

<u>2</u>. Manage all MAGTFTC doctrinal publications through the revision process.

<u>3</u>. Analyze current doctrinal publications, including circulars, in order to appraise and report on utility, relevance, and gaps.

<u>4</u>. Synchronize program of instructions across MAGTFTC ensuring common terminology, common presentation, and common standards across the learning and training continuum.

<u>5</u>. Develop, staff, and present MAGTFTC academics and doctrine inputs to the TECOM TEOAG.

(i) Outputs

<u>1</u>. Codify, present, and recommend academic best practices relative to program and course execution and evaluation.

<u>2</u>. Join MAGTFTC education continuum with identified gaps and shortfalls.

(16) AAR&TRRP WG

(a) Lead. AC/S MTD, Service Level Training Division OIC.

(b) Purpose. Identify how MAGTFTC can improve.

(c) Frequency. Quarterly.

(d) Location. Coordinated by WG lead.

(e) Feeds information to the A&D, M&S, Ranges, and II WGs.

(f) Receives information from the M&S and OIE WGs.

(g) <u>Membership</u>. AC/S CD IDD/Operations Officer, MCAGCC COMMSTRAT, EWTGLANT Operations Officer, EWTGPAC N6 and N9, MAWTS-1 Operations and Standardization Officers, MCLOG Operations Officer, MCMWTC Operations Officer, MCTOG Operations Officer, and TTECG Operations Officer.

(h) <u>Tasks</u>

<u>1</u>. Track and record actions, decisions, and results throughout SLTs.

<u>2</u>. Conduct root cause analysis during the exercises.

<u>3</u>. Integrate with Marine Corps Center for Lessons Learned, Center for Army Lessons Learned, Air Force center for Lessons Learned, and Joint Staff J7/Joint Lessons Learned to assess whether MAGTFTC observed behaviors are replicated across the joint force.

<u>4</u>. Oversee the post-exercise AAR process.

<u>5</u>. Review formal AARs to Exercise Force (EXFOR) and Adversary Forces; assess whether identified behaviors indicate trends; and whether identified trends are acceptable.

<u>6</u>. Participate in the TECOM TRRP WG.

<u>7</u>. Submit an annual Systemic Trends Report to TECOM in accordance with the TECOM TRRP Order no later than 31 October of each year.

(i) <u>Outputs</u>

<u>1</u>. Recommend adjustments to exercise design, academics (Course Curriculum Review Board), and doctrine based on trending behaviors through Doctrine Operations Training Material Leadership Personnel Facilities analysis.

<u>2</u>. Create an assessment tool for the Marine Expeditionary Force CGs determination of unit readiness.

<u>3</u>. Submit recommended changes outside MAGTFTC's purview to TECOM via the Trends Report and AWG Assessment Working Group.

(17) <u>IFWG</u>

(a) <u>Lead</u>. AC/S ISD.

(b) <u>Purpose</u>. Synchronize and prioritize upgrades, demolitions, and construction in order to support the installation and mission.

(c) <u>Frequency</u>. Quarterly.

(d) <u>Location</u>. Coordinated by WG lead.

(e) The IFWG does not provide information to another WG.

(f) Receives information from the Ranges and M&S WGs.

(g) <u>Membership</u>. AC/S MTD and RMD Deputy Directors, EWTGLANT Supply Officer, EWTGPAC Executive Officer (XO) and N4, MAWTS-1 XO, MCLOG XO, MCMWTC Facilities Director, MCTOG XO, TTECG Deputy Director, and HQBN XO.

(h) <u>Tasks</u>

<u>1</u>. Identify facility excess, shortfalls, and divestment possibilities.

<u>2</u>. Prioritize facility development, refurbishment, and divestiture across MAGTFTC enclaves.

<u>3</u>. Coordinate with Marine Corps Installations – West and Naval Facilities Command Southwest to ensure MAGTFTC priorities are included in their infrastructure plans.

(i) <u>Outputs</u>. A prioritized list of facilities to build, maintain, or demolish across MAGTFTC.

(18) <u>Manpower WG</u>

(a) <u>Lead</u>. AC/S RMD.

(b) <u>Purpose</u>. Conduct talent management ensuring MAGTFTC commands are staffed with sufficient personnel and necessary skill sets to execute the SLTE-P.

(c) <u>Frequency</u>. Quarterly.

(d) <u>Location</u>. As determined by WG lead.

(e) This WG does not provide information to other WGs.

(f) This WG does not receive information from other WGs.

(g) <u>Membership</u>. AC/S Deputy Directors, EWTGLANT Director of Operations and Training, EWTGPAC XO and N1, MAWTS-1 XO, MCLOG XO, MCMWTC XO, MCTOG XO, TTECG Deputy Director, HQBN XO.

(h) <u>Tasks</u>

<u>1</u>. Manage manning documents.

<u>2</u>. Identify critical skill shortfalls and whether they can be alleviated internal to MAGTFTC.

(i) <u>Outputs</u>

<u>1</u>. Recommend manning priorities.

<u>2</u>. Intra-MAGTFTC talent management plan.

(19) <u>M&S WG</u>

 (a) <u>Lead</u>. AC/S MTD, Modeling and Simulation Officer.

 (b) <u>Purpose</u>. Provide live, virtual, and constructive (LVC) capabilities for SLT and home station training, and define instrumentation requirements.

 (c) <u>Frequency</u>. Quarterly.

 (d) <u>Location</u>. As determined by WG lead.

 (e) Feeds information to the IFWG, A&D, and Ranges WGs.

 (f) Receives information from the A&D, AAR&TRRP, II, OIE, and Ranges WGs.

 (g) <u>Membership</u>. AC/S CD Director, AC/S MTD and Range Management Division Director, EWTGLANT M&S Officer, EWTGPAC M&S Officer and N6, MAWTS-1 M&S Officer, MCLOG M&S Officer, MCMWTC M&S SME, MCTOG M&S Officer, and TTECG Operations Officer. WG Lead should also invite participation from the Marine Corps Warfighting Laboratory (MCWL), MSTP, and the Marine Corps Cyber Operations Group (MCCOG).

 (h) <u>Tasks</u>

  <u>1</u>. Assess instrumentation requirements.

  <u>2</u>. Establish LVC capabilities to support MAGTFTC exercises and training events.

  <u>3</u>. Integrate with MCWL, Command and Control Training and Education Center of Excellence (C2TECOE), Marine Corps Enterprise Network, and MCCOG to ensure MAGTFTC aligns with the future United States Marine Corps (USMC) digital training environment.

  <u>4</u>. Support battle tracking and adjudication during live events.

  <u>5</u>. Ensure MAGTFTC and subordinate commands are able to integrate LVC training with joint partners through the Joint Training and Experimentation Network, Joint Expeditionary Warfighting Laboratory, and other joint networks and systems.

 (i) <u>Outputs</u>

  <u>1</u>. Produce the instrumentation plan, for the next one to five years, to support MAGTFTC ranges, training areas, exercises, and other training.

  <u>2</u>. Prioritized list to update, revise, or replace simulators across MAGTFTC enclaves.

  <u>3</u>. Provide the instrumentation portion of SLT AARs.

(20) Ranges WG

    (a) Lead. AC/S MTD, Range Management Division Director.

    (b) Purpose. Identify deficiencies, prioritize upgrades versus resets, and develop the long term range management plan.

    (c) Frequency. Quarterly.

    (d) Location. Building 1559, CG's Conference Room.

    (e) Feeds information to the IFWG, M&S, and OIE WGs.

    (f) Receives information from the AAR&TRRP, M&S, II, and OIE WGs.

    (g) Membership

        1. AC/S CD Deputy Director, AC/S ISD Deputy Director and Public Works Division Director, MAGTFTC Gunner, EWTGLANT OPSO, EWTGPAC N35, MAWTS-1 OPSO, MCLOG OPSO, MCMWTC Range Control Officer, MCTOG OPSO, and TTECG Gunner and Aviation Section Lead.

        2. WG lead should invite participation from the 1st, 2nd, and 3rd Marine Division Gunners, MCAGCC tenant command OPSO and Gunners, The Basic School Infantry Officer Course Gunner, and the Range Officers for Marine Corps Air Station Yuma and other dispersed locations hosting MAGTFTC commands.

    (h) Tasks

        1. Assess whether ranges, training areas, and airspace support unit level training, SLT, and school houses within the MCAGCC, MCMWTC, and Yuma range complexes.

        2. Identify deficiencies in ranges, training areas, and airspace instrumentation.

        3. Identify deficiencies in target types, arrays, and locations.

        4. Identify deficiencies in live fire simulator support.

    (i) Outputs

        1. Prioritized range capability shortfalls impacting SLTE-P execution.

        2. Range development and recapitalization plan for the next five fiscal years (FYs).

(21) <u>Intelligence Integration (II) WG</u>

    (a) <u>Lead</u>. MCTOG.

    (b) <u>Purpose</u>. Identify and pursue opportunities to enhance intelligence integration into SLT and maintain awareness of probable threats along with potential counters that could be included in SLT focusing on non-program of record solutions.

    (c) <u>Frequency</u>. Quarterly.

    (d) <u>Location</u>. Determined by WG lead.

    (e) Feeds information to the A&D, M&S, Ranges, and OIE WGs.

    (f) Receives information from the AAR&TRRP and OIE WGs.

    (g) <u>Membership</u>

        <u>1</u>. AC/S MTD Exercises Officer, AC/S CD IDD/Operations Officer, EWTGLANT OPSO, EWTGPAC N2, MAWTS-1 Ground Combat Division and Intelligence Division, MCLOG OPSO and Intelligence Officer (INTELO), MCMWTC OPSO and INTELO, MCTOG INTELO and Fires Officer, TTECG Intelligence Officer, Aviation Section Lead, and Fire Support Lead, and the MAGTFTC Defense Threat Reduction Agency representative.

        <u>2</u>. WG lead should invite participation from the Marine Corps Intelligence Activity (MCIA) and MCWL.

    (h) <u>Tasks</u>

        <u>1</u>. Identify threat systems, capabilities, formations, and tactics, techniques, and procedures (TTP) from National Military Strategy and Commandant's Planning Guidance identified actors.

        <u>2</u>. Maintain awareness of new and developing threats.

        <u>3</u>. Coordinate with external agencies to assess threat prevalence and risk.

    (i) <u>Outputs</u>

        <u>1</u>. Prioritized threats for SLT inclusion based on likelihood of encountering and risk to the force.

        <u>2</u>. MAGTFTC MTD improves Intelligence Integration in SLTE.

(22) <u>OIE WG</u>

    (a) <u>Lead</u>. AC/S CD.

    (b) <u>Purpose</u>. Research, test, and develop means and ways to implement a robust information environment that enables the training audience to compete in all domain operations.

    (c) <u>Frequency</u>. Quarterly.

    (d) <u>Location</u>. Directed by WG lead.

(e) Feeds information to the A&D, AAR&TRRP, II and M&S WGs.

(f) Receives information from the II, M&S and Ranges WGs.

(g) <u>Membership</u>

<u>1</u>. AC/S MTD Exercises Officer, GEA COMMSTRAT OIC; EWTGLANT Information Warfare Officer, Space Officer, and Fires Department Head; EWTGPAC N33 and N6; MAWTS-1 Electronic Warfare Officer and Space Officer; MCLOG INTELO and Fires Officer; MCMWTC INTELO, Fires Officer, and Communications Officer; MCTOG INTELO, Fires Officer, and Space Officer; and TTECG Fires Officer, OIE Officer, Intelligence Officer and Signals Intelligence Officer.

<u>2</u>. WG lead should invite participation from the Marine Expeditionary Force Information Groups, Deputy Commandant for Information, Marine Forces Cyber Command, MCIA, and other Service organizations that have equities in this WG's deliberations and outputs.

(h) <u>Tasks</u>

<u>1</u>. Ensure Service Level Training Exercises (SLTEs) account for and replicate current and future near peer threats in the OIE environment.

<u>2</u>. Leverage MAGTFTC to identify Service vulnerabilities and develop solutions in a D2C2E.

<u>3</u>. Capture and publish OIE lessons learned through MAGTFTC AAR and TRRP programs, white papers, circulars and handbooks, so the USMC and other Service and allied militaries can better conduct operations in a D2C2E.

<u>4</u>. Develop means and methods to assess EXFOR performance in a D2C2E.

(i) <u>Outputs</u>

<u>1</u>. Packages that account for competitors capabilities. Packages will include space, jamming and cyber capabilities that mimic our competitors in all spectrums. They will include methods of requesting each capability, capability cost, and friendly systems to counter each capability if such exist.

<u>2</u>. Plans to improve the training environment IOT more accurately replicate a realistic information environment.

c. <u>Coordinating Instructions</u>

(1) WG leads will provide a projected annual schedule for the next FY to the WG Coordinator no later than (NLT) 15 September.

(2) WG leads will develop and provide a proposed POA&M for the following FY to the WG Coordinator NLT 15 September.

(3) WG leads will develop a WG slide deck using the enclosure as the format NLT 31 December.

(4) WG leads will update their slide deck on the MTD SharePoint website NLT three calendar days following each WG meeting.

(5) WG leads will schedule a meeting with the AC/S MTD if they think any issue requires immediate CG decision.

(6) WG leads will schedule their meetings not less than seven calendar days before the OSWG meeting for that quarter.

(7) WG Schedule. WGs should meet in accordance with the quarterly schedule shown in Table 1.

Table 1: Yearly Working Group Schedule				
Time/	Q1, Oct-Dec	Q2, Jan-Mar	Q3, Apr-Jun	Q4, Jul-Sep
Month 1, Weeks 1-4	AAR&TRRP, II, M&S	AAR&TRRP, II	AAR&TRRP, II	AAR&TRRP, II
Month 2, Weeks 5-9	Ranges, OIE, Manpower	Ranges, M&S, OIE	Ranges, M&S, OIE	Ranges, M&S, OIE
Month 3, Weeks 10-13	IFWG, A&D, OSWG	IFWG, A&D, Manpower, OSWG	IFWG, A&D, Manpower, OSWG	IFWG, A&D, Manpower, OSWG

5. Administration and Logistics

    a. Directives issued by this Headquarters are published and distributed electronically. Electronic versions of the Combat Center Orders are located at https://www.29palms.marines.mil/Staff-Offices/Resource-Management-Directorate/Adjutant-Office/Orders/.

    b. The AC/S MTD has overall staff cognizance for the execution of this Combat Center Order.

    c. The MAGTFTC point of contact is the MTD Operations OIC at (760) 830-5248.

6. Command and Signal

    a. Command. This Order is applicable to all special staff, Directorates, and activities under the cognizance of the CG, MAGTFTC, MCAGCC.

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

D. A. SUGGS
Chief of Staff

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Academics and Doctrine
Working Group
Maj Heinzel

CCO 3500.17B

~SAMPLE~ (watermark)

Actions & Progress

- Conducted WG on 9 Sep 22 (next on 9 Dec)
- Discussed MAGTFTC EMOS requirements and MARADIM edits sent to TECOM
- Discussed MARADIM 447/22, FY23 METL and T&R review schedule
- Discussed standardization of course content and instructor requirements for the GCEOS/MWC (PAC/LANT)

New Projects & Changes to Tasks

- EMOS CCO draft
- Future TE2030 OPTs
- MCWL NIWP visit w/ MAWTS, MCTOG, MCLOG
- Standardization between EWTGs WGs
- Determining requirements for Open Water Safety Craft coxswain skills (PAC)

POA&M

- Oct: EMOS CCO review/staffing (MTD)
- Oct: MWTC WMLC/SSC CCRBs
- 17 – 21 Oct: PAC ICSBR Package CCRBs
- ~Nov: MWTC Summer Experimentation Assessment, SMLC/ACC CCRB
- 1 – 3 Nov: LANT – OIE CCRBs
- 2 – 4 Nov: MCLOG AXLOC CCRB (CPEN)
- 12 – 16 Dec: MCTOG P4C CCRB

Issues of Concern

- ☐ 13 August SVTC Venue: MCTOG and MAGTF-TC TACCOMM SVTCs (Each with 10-15 seats) to be used.