



UNITED STATES MARINE CORPS  
MARINE AIR GROUND TASK FORCE TRAINING COMMAND  
MARINE CORPS AIR GROUND COMBAT CENTER  
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CCO 3500.18

MTD

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COMBAT CENTER ORDER 3500.18

From: Commanding General  
To: Distribution List

Subj: MARINE AIR GROUND TASK FORCE TRAINING COMMAND TREND REVERSAL AND REINFORCEMENT PROCESS

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

Encl: (1) TRRP Process Diagram  
(2) Sample Format for Quarterly Systemic Trends Report  
(3) Sample Format for Semi-Annual MAGTF Training Program Evaluation Report  
(4) SLTE Infantry 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 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-3/5/7, via the chain of command.

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

3. 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 a MAGTF (Command Element (CE), Ground Combat Element (GCE), Aviation Combat Element (ACE), Logistics Combat Element (LCE) to action in order to reverse negative training trends and reinforce positive trends throughout the training and

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education continuum, close the lessons learned loop, in order to improve awareness throughout the operating forces, enhance the force generation process, and support operating forces readiness.

(b) Method. Collect and analyze major subordinate command training evaluation and assessment results, training trends reports, and lesson learned data to identify MAGTFTC and Service level systemic 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 in order to ensure Marines and units apart of a MAGTF (CE, GCE, ACE, LCE) are effectively trained in preparation for assigned missions.

(d) Definitions

1. For the purposes of this Order, a "training issue" is defined as either a positive or negative occurrence of an event which requires further observation and analysis.

2. A "trend" is defined as a repetitive pattern of a training or operational issue that has a positive or negative impact on unit operations or illustrates issues within the training continuum. Sufficient supporting data and statistical analysis may be required to determine if there is a trend over time.

3. A "Service-level systemic trend" is a Service-level problem requiring corrective action by higher headquarters.

4. An "assessment" is an informal judgement made by a unit commander, or TECOM training organization, to determine the training proficiency or readiness level in relation to a Mission Essential Task, and to aid in the reporting into the Defense Readiness Reporting System Marine Corps.

5. An "evaluation" is a measured determination by a commander or individual training cadre in the ability to perform Training and Readiness (T&R) tasks to standard.

6. Individual Advanced Training Events:

- (a) Advanced Maneuver Warfare Course (AMWC)
- (b) Intermediate MAGTF Logistics Operations Course (IMLOC)
- (c) Weapons and Tactics Instructor (WTI)
- (d) Mountain Warfare Training Course (MWTC)

7. Collective Service-Level Training Exercise (SLTE):

- (a) Integrated Training Exercise (ITX)
- (b) Mountain Exercise (MTX)

(c) MAGTF Warfighting Exercise (MWX)

(d) Adversary Force Exercise (AFX)

8. Temporary Resolution Courses of Action (COA): COAs that include local actions such as teaching classes during Reception Staging Onward Integration (RSO&I) at ITX, while awaiting the program of instruction (POI) at a TECOM Formal Learning Center to be updated. Producing informative publications of best practices at the local level, while awaiting implementation of changes recommended to higher headquarters.

9. 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.

(2) Concept of Operations

(a) This TRRP Order institutes a systematic MAGTFTC approach, integrated with TECOM, to analyze and identify individual and collective Service-level training trends in order to implement selected resolution COAs.

(b) Training trends identified at MAGTFTC's major subordinate commands will be taken for action and adjudicated at the lowest level of command. If the subordinate unit's training trends cannot be adjudicated at their level, the training trends will be forwarded to the AC/S MAGTF Training Directorate (MTD) via the chain of command for action.

(c) Training trends submitted to the AC/S MTD will be collected, reviewed, and validated, as appropriate, for forwarding to Commanding General MAGTFTC. AC/S MTD is tasked with approving corrective actions for training related issues within the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) spectrum.

(d) Training trends that cannot be adjudicated at the MAGTFTC level will be reported to TECOM G-3/5/7 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 quarterly trends reports and T&R evaluation data from Major Subordinate Commands (MSCs).

(c) Identify trends from T&R evaluation data for inclusion in the quarterly trends report.

(d) Submit semi-annual trends reports to the AC/S MTD for nomination to the TRRP WG agenda.

(e) Develop a thorough root cause analysis and develop resolution COAs of agenda items for approval by AC/S MTD for implementation and/or submission to TECOM.

(f) Maintain an Actionable Tracker Matrix with a status of selected trends and resolution COAs on the MAGTFTC sharepoint.

(g) Prepare the MAGTFTC annual systemic trends report for submission to TECOM G-3/5/7 no later than 21 October.

(h) Forward unresolved MAGTFTC Service-level training trends to TECOM G-3/5/7 for inclusion in TECOM TRRP as appropriate.

(i) Coordinate TRRP actions with TECOM G-3/5/7 as required.

(j) Assess MAGTF units' proficiency during Service-level training exercises. Utilize SLTE Consolidated Assessment Form (Encl 3, Figure 3) to evaluate and communicate an infantry unit's performance during training.

(2) Major Subordinate Commands

(a) Actively Participate in the TRRP WG. Submit observed trends quarterly to the TRRP. Due dates will be promulgated by the MAGTFTC TRRP WG.

(b) Conduct T&R based assessing during the SLTE in order to provide data for the the SLTE assessment report and the TRRP WG, see table 1 for an example.

(Event)		Unit 1	Unit 2	Unit 3	Comments / Trends
T&R Standard	Component Event	Score (1-5)	Score (1-5)	Score (1-5)	
INF-MAN-5001	Conduct a ground attack				Observation: Impact: Recommendation:
	1. Conduct assembly area actions.				Observation: Impact: Recommendation:
	2. Conduct planning.				Observation: Impact: Recommendation:
	3. Task organize.				Observation: Impact: Recommendation:
			<b>Scoring</b>	1	Novice
				2	Advanced Beginner
				3	Capable
				4	Competent
				5	Proficient

Table 1

(c) Provide AC/S MTD a report of all SLTE assessment data within 45 days of completion of each collective and individual SLTE using enclosure (2) as an example. Submit recommended Marine Corps Tasks (MCTs collective events only), T&R Standards evaluated and demographic data to AC/S MTD for approval.

(d) MCTOG, MCLOG, MCMWTC, MAWTS-1, TTECG, EWTGPAC, and EWTGLANT provide a representative to the quarterly MAGTF-TC TRRP WG and conduct the required taskings to meet the deadlines outlined in this order.

c. Coordinating Instructions

(1) MAGTFTC TRRP WG will track all CG MAGTFTC approved resolution COAs for at least 12 months and report on effectiveness of those COAs to ensure lessons observed have become lessons learned.

(2) MAGTFTC TRRP WG will track all CG MAGTFTC submitted trends information posted on the TECOM Dashboard Actionable Tracker Matrix and report on actions taken.

(3) Training units are required to submit the "SLTE Infantry Unit Demographic Data" (enclosure 4) to MAGTFTC Service-Level Training Exercise no later than training day 1.

4. Administration and Logistics. 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/Adjutant-Office/Orders/>. Recommendations concerning the contents of this order may be forwarded to AC/S MTD via the appropriate chain of command.

5. Command and Signal

a. Command

(1) This order is applicable to all MAGTFTC MSCs.

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

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

  
R. MARTINEZ  
Chief of Staff

DISTRIBUTION: A

TRRP Process Diagram

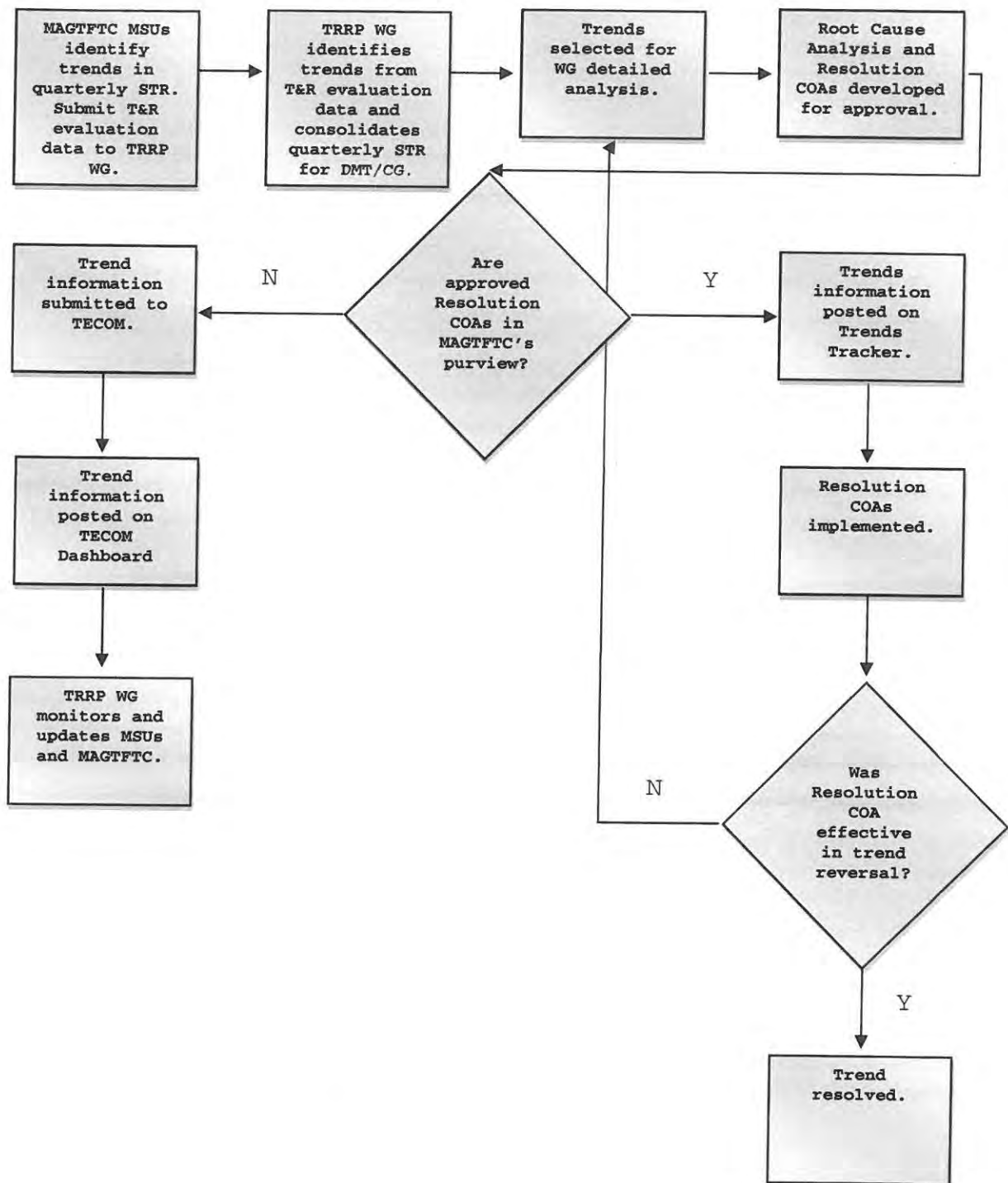


Figure 1



SAMPLE FORMAT FOR QUARTERLY SYSTEMIC TRENDS REPORT

DATE

From: (Unit Name)  
To: Director MAGTF Training, MAGTFTC (Attn. TRRP WG)  
Subj: QUARTERLY SYSTEMIC TRENDS REPORT FOR XXX QUARTER FISCAL YEAR 20XX  
Ref: (a) CCO 3500.18

1. Purpose. This Systemic Trends Report (STR) provides observations and recommendations collected from Service-level training events conducted during the (1st, 2nd, 3rd or 4th) quarter of FYXX. The STR supports the Trend Reversal and Reinforcement Process (TRRP) which is the formal process of observing and reporting trends, determining the source of these trends and proposing a Course of Action (COA) to either reverse a negative systemic trend or reinforce a positive one. These findings will be categorized by the four major elements of the MAGTF (CE, GCE, ACE, LCE), the six Warfighting functions (Command and Control, Fires, Intelligence, Maneuver, Logistics and Force Protection), and source (MCTOG, MCLOG, MAWTS-1, MWTC and TTECG). COAs for each trend will be categorized across the Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities (DOTMLPF) spectrum.

2. The following systemic trends have been compiled from after action reports, lessons learned, training assessments and evaluations and other data collected (List only those below that apply during report period).

a. Trend:

- (1) MAGTF Element:
- (2) Warfighting Function:
- (3) Source:
- (4) Root Cause Analysis:
- (5) Resolution COA(s):

b. Sample Trend: LCE convoys failing to coordinate with battlespace owners prior to entering the battlespace.

- (1) MAGTF Element: CE, GCE, LCE
- (2) Warfighting Function: Maneuver, Command and Control, Logistics
- (3) Source: TTECG
- (4) Root Cause Analysis:

(a) LCEs maintain a Common Tactical Picture (CTP) that is either incomplete (no GCE CTP) or inaccurate (not current).

(b) GCE does not distribute a CTP digitally for the CE, ACE and GCE (this is not an ITX requirement but is a CD&I requirement for SLTEs).

(c) Current ITX construct employs a Regiment as the CE; they are unfamiliar with or untrained on LMCC functions and responsibilities.

(d) Convoy planning procedures in the LCE do not sufficiently emphasize check in/out procedures when crossing unit boundaries.

Enclosure (2)

(e) Digital posting of a Transportation Movement Request (TMR) assumes that all elements of the MAGTF are able to (and do) access the TMR for deconfliction.

(5) Resolution COA(s):

(a) Organization: CE is required to provide Unit Movement Control Center (UMCC) personnel and systems. Include this requirement in the SLTEO and MAGTFTP.

(b) Training:

- i. All CE, GCE and LCE COCs must include graduates of MAGTF Systems Integration Center (MISTC) (C2PC and WO/WC). Include this requirement in the SLTEO and MAGTFTP. Include this in the unit demographic data for trend analysis.
- ii. All CE, GCE and LCE Staffs must be MAGTFTP BSTP complete prior to SLTE.
- iii. All CE, GCE and LCE units will have their CTP evaluated multiple times during Service-Level Training Events (SLTE) by MISTC and MCTOG using MAGTFTP approved PECL (or MWTC/TTECG personnel using MISTC/MCTOG PECL). Record and provide evaluation data for trend analysis.
- iv. MCLOG will inspect LCE and GCE SOPs to ensure convoy planning procedures address cross boundary coordination requirements. MCLOG CLB SOP will include sample procedures.
- v. MCLOG will inspect CE, GCE and LCE UMCC/TMR procedures and processes using MAGTFTP approved PECL (or MWTC/TTECG personnel using MCLOG PECL). Record and provide evaluation data for trend analysis.
- vi. TTECG will evaluate convoy commanders for coordination information in the convoy brief using a MAGTFTP approved T&R based PECL.
- vii. TTECG will record and investigate incidents of uncoordinated convoys to establish baseline data and effectiveness of TRRP.

(c) Doctrine/Policy: Make the following changes (in bold) to:

LOG-C2-7001: Execute logistics operations command and control

DESCRIPTION: Command and control for tactical-level logistics is focused on monitoring, directing, and executing logistic operations in support of tactical operations. Tactical logisticians establish and maintain communication links to higher, adjacent, and supporting and/or supported commands to ensure MAGTF elements can pass logistic information. **Tactical logisticians establish and maintain a common tactical picture to provide coordinated support to MAGTF elements.**

CONDITION: Given a mission, **common tactical picture**, personnel, and equipment.

STANDARD: Supporting logistics operations requirements in accordance with MCWP 4-11 Tactical-Level Logistics.



LOG-TRAN-4001: Conduct transportation operations

DESCRIPTION: Transportation is movement from one location to another by using highways, railroads, waterways, pipelines, oceans, and air. Transportation is needed to put combat power (personnel and materiel) in the correct locations at the proper times to start and maintain operations. Any major disruption of transportation support **due to enemy action, lack of intelligence, planning or cross boundary coordination** can adversely affect a MAGTF's capability to support and execute the assigned mission.

CONDITION: Given a **common tactical picture**, requirement, personnel, and equipment.

STANDARD: Moving personnel and materiel in accordance with MCWP 4-11.3 Transportation Operations.

SAMPLE FORMAT FOR SEMI-ANNUAL MAGTF TRAINING PROGRAM EVALUATION REPORT

From: (Unit Name)  
 To: Commanding General, TECOM (Attn. G-3/5/7)  
 Via: Commanding General, MAGTFTC  
  
 Subj: SERVICE-LEVEL EXERCISE PROGRAM EVALUATION REPORT  
  
 Ref: (a) CCO 3500.18  
  
 Encl: (1) SLTE-P CONSOLIDATED EVALUATION

1. Purpose. This Service-Level Exercise Program (SLTE-P) Evaluation Report provides an overview of the evaluations conducted during Service-Level Training Exercises. The SLTE-P Report supports the Trend Reversal and Reinforcement Process, per reference (a), which is the formal process of observing and reporting trends/systemic issues, assessing the nature and causes of these events, and how to either reverse a negative trend or reinforce a positive one.

2. Participants. (dates and units participating in SLTE)

3. MET Assessment.

a. MCT 1.6.1 Conduct Offensive Operations.

(1) Observations and Impacts:

(2) Recommendations:

b. MCT 1.6.4 Conduct Defensive Operations.

(1) Observations and Impacts:

(2) Recommendations:

c. MCT 1.6.6.9 Conduct Stability Operations.

(1) Observations and Impacts:

(2) Recommendations:

4. POC: Follow the template as depicted in Table 2 for reporting the SLTE Consolidated Evaluation.

SLTE (ITX, TMIC, etc.) Element (CE, ACE, GCE, LCE or OTC, OTI, etc.) Consolidated Evaluation		X-XX	X-XX	X-XX
MCTs	(for collective only)	Score (1-5)	Score (1-5)	Score (1-5)
MCT Number	Description			
T&R Tasks		Score (1-5)	Score (1-5)	Score (1-5)
T&R Number	Description			

5. Table 3 is an example for reporting a notional infantry unit's results from a recent ITX.

<b>ITX GCE Consolidated Evaluation</b>		<b>1-19</b>	<b>X-XX</b>	<b>X-XX</b>
<b>MCTs</b>		<b>Score (1-5)</b>	<b>Score (1-5)</b>	<b>Score (1-5)</b>
MCT 1.6.1	Offensive Operations	3		
MCT 1.6.4	Defensive Operations	5		
MCT 1.6.6.9	Stability Operations	5		
<b>T&amp;R Tasks</b>		<b>Score (1-5)</b>	<b>Score (1-5)</b>	<b>Score (1-5)</b>
INFOMAN-5001	Conduct a ground attack	5		
INF-MAN-5003	Conduct a helicopter-borne/tiltrotor-borne attack	3		
INF-MAN-5101	Conduct a position defense	5		
INF-C2-6002	Conduct combat operations center (COC) operations	5		
INF-C2-6003	Conduct planning	2		
INF-C2-6007	Execute command and control (C2)	5		
INF-FSPT-6006	Conduct fire support team (FiST) operations	5		
INF-MAN-6005	Integrate armor	5		
INF-MAN-6212	Conduct patrolling operations	4		
INF-FSPT-7001	Conduct fire support planning	5		
INF-FSPT-7002	Conduct fire support coordination	5		
INF-INT-7002	Conduct R&S operations	1		
INF-C2-7003	Establish a command post	5		
INF-C2-7004	Conduct combat operations center (COC) operations	5		
INF-C2-7005	Conduct planning	5		
INF-C2-7010	Execute command and control (C2) of an operation	5		

Table 3



SLTE Infantry Unit Demographic Data

UNIT NAME	SLTE Infantry Unit Demographic Data			
SLTE NAME	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)			
Unit Point of Contact	Variable	Response	Notes/Additional Inputs	Unit Responses/Comments
Unit	Unit location by coast - East, West, Hawaii, or Marine Forces Reserve	East	Choose from dropdown menu in "Response" cell	
	Months remaining until deployment at conclusion of SLTE	4	Whole number (e.g. 0, 2, 4)	
Training	Was Battle Staff Training conducted at Home Station (HS) or at SLTE?	HS	Add which BST events.	
	Number of months since the last battalion MCCRE upon start of SLTE	4	Whole number (e.g. 0, 2, 4)	
	Number of personnel currently C2TECOE/MISTIC trained	4	Whole number (e.g. 0, 2, 4)	
	Has the unit conducted CAST training exercises and number in last 6 months?	Y		
Manning	Number of Key Billet holders with less than 3 months time in billet prior to attending SLTE	4	Characterize the overall unit.	
	Total number of personnel currently OTI/ITI certified	2	(ID when graduated)	
	Total number of personnel currently ELI certified	2	(ID when graduated)	
	Total number of personnel currently FAC certified	2	Whole number (e.g. 0, 2, 4)	
	Total number of personnel currently JTAC certified	4	Whole number (e.g. 0, 2, 4)	
	Total number of personnel currently JFO certified	4	Whole number (e.g. 0, 2, 4)	
	Total number of Infantry Unit Leaders Course (IULC) Graduates	9	Whole number (e.g. 0, 2, 4)	
	Total number of Infantry Small Unit Leaders Course (ISULC) Graduates that are squad leaders	5	Whole number (e.g. 0, 2, 4)	
	Total number of E-5 squad leaders Inf Bn has 27.	7	Whole number (e.g. 0, 2, 4)	
	Total Number of platoon Sgts (SNCOs)	10	Whole number (e.g. 0, 2, 4)	
	Total Number of platoon Cdrs (Officers)	15	Whole number (e.g. 0, 2, 4)	
	Total number of personnel (Officers, SNCOs, Navy)	1180	Whole number (e.g. 0, 2, 4)	
	Total number of Forward Observers	1	Whole number (e.g. 0, 2, 4)	
How long have Company Commanders been in place	6	Characterize (months)		

Table 4