DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINECORPS PENTAGON
WASHINGTON, DC 20350-3000

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MARINE CORPS ORDER 3500.110

From: Commandant of the Marine Corps

To: Distribution List

Subj: POLICY AND GUIDANCE FOR MISSION ESSENTIAL TASK LIST (METL) DEVELOPMENT, REVIEW, APPROVAL, PUBLICATION AND MAINTENANCE

Ref: (a) DOD Directive 7730.65, "DEPARTMENT OF DEFENSE READINESS REPORTING SYSTEM (DRRS)," June 3, 2002
(b) DOD Instruction 7730.cc, "Guidance for the Defense Readiness Reporting System (DRRS), May 2011
(c) MCO 3000.13
(d) CJCSI 3500.04E, Universal Joint Task List (UJTL), October 12, 2010
(e) MCO 3900.15B
(f) MCO 3500.26A
(g) MARADMIN 177/08
(h) MCO P3500.72A
(i) NAVMC 3500.14B
(j) MCO 1553.1B
(k) MCO 1553.3A
(l) MCO 5311.1D
(m) SECNAV M-5210.1

1. Situation

a. Reference (a) established the Department of Defense Readiness Reporting System (DRRS).

b. Reference (b) provided guidance on responsibilities and actions to support DRRS and further clarified implementation issues surrounding Mission Essential Task (MET) assessments and DRRS reporting requirements.

c. Reference (b) also instructs all Joint organizations and the Services to develop METs for three types of missions: "Core," "assigned Major plans," and "assigned Named Operations."

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d. Reference (c) provided USMC policy and procedures for reporting readiness in the Defense Readiness Reporting System - Marine Corps (DRRS-MC) for units, selected installations, and other organizations.

e. Reference (c) also instructs the Deputy Commandant for Combat Development and Integration (DC CD&I) to serve as the primary review authority for the Marine Corps Task List (MCTL). This includes updating MCTL as required, to reflect tasks developed for inclusion in Core and other mission essential task lists (METLs) for operations reporting requirements in DRRS-MC.

f. Reference (d) the Universal Joint Task List (UJTL) is a library of tasks, which serves as a foundation for capabilities-based planning across the range of military operations. The UJTL supports the Department of Defense in joint capabilities-based planning, joint force development, readiness reporting, experimentation, joint training and education, and lessons learned. It is the basic language for development of a joint mission-essential task list (JMETL) or agency mission-essential task list (AMETL) used in identifying required capabilities for mission success.

g. The UJTL, when augmented by the MCTL, or other applicable service or agency task lists, is a comprehensive, integrated menu of functional tasks, conditions, and measures to aid in crafting standards (measures and criteria) supporting all levels of the Department of Defense in executing the National Security Strategy (NSS), National Defense Strategy (NDS), and the National Military Strategy (NMS).

h. Reference (e) established DC CD&I as the lead for all combat development activities conducted in the execution of the Expeditionary Force Development System (EFDS), and the Naval Capabilities Development Process (NCDP) (Seabasing). Under the EFDS process, DC CD&I is empowered to manage, coordinate, maintain and serve as the primary review authority for the MCTL, providing periodic examination to reflect unit and installation METs, unit Core METs, named operation METs and contingency plan/ operation plan (CONPLAN/OPLAN) METs.

i. The EFDS, a deliberate, four-phased process executed cyclically, guides the identification, development, and integration of warfighting and associated support and infrastructure capabilities for the Marine Air Ground Task Force (MAGTF) and is used to develop future warfighting capabilities to meet national security objectives.

j. Reference (f), the Marine Corps Task List (MCTL), is the authoritative Marine Corps task list and provides the standardized, doctrinally based lexicon of common language tasks for use by units and installations, that defines Marine Corps capabilities used in development of Core, and Assigned OPLAN and Named Operation METs to report operational readiness of combat missions, contingency operations and support to the war fighter.

k. Reference (g) provided guidance and policy for MCTL development, review, approval and publication.

l. Reference (h) established training standards, regulations and policies regarding the training of Marines and assigned Navy personnel in ground combat, combat support, and combat service support occupational fields.

m. Reference (h) addressed the improvement and maintenance of Training and Readiness (T&R) manuals to provide: individual and collective training standards, events that are MET linked, and core/core plus training readiness requirements for the operating forces (OPFORs) and supporting establishments.

n. Reference (i) provides policy and procedures for development and standardization of all USMC Aviation T&R manuals. The Marine Aviation T&R Program develops unit warfighting capabilities by training aviation units through community T&R syllabi. This T&R Program is based on Unit Training Management (UTM) principles and performance standards designed to ensure units attain and maintain proficiency in core/mission skills and combat leadership.

o. Reference (j) assigns Marine Corps Combat Development Command (MCCDC), now further delegated to Training and Education Command (TECOM), the responsibility for development of collective and individual training standards, oversight of unit-level and formal school training management procedures, and proponency for worldwide Marine Corps training and education support resources.

p. Reference (k) contains the Marine Corps Unit Training Management (UTM) policy that all elements of the Marine Corps will adhere to when developing, conducting, and evaluating training performance-oriented, standards-based training for wartime missions.

q. Reference (l) provides policy and guidance for the Total Force Structure Process (TFSP). TFSP integrates billet (T/O - active, reserve and Navy) and equipment (Approved Acquisition

Objective (AAO)) requirements to develop and document force structure for the Marine Corps. TFSP establishes the optimal allocation of resources in accordance with the Commandant's priorities to provide a balanced and capable force, and plans and implements future force structure changes (to include mission statements) in order to build capability-based organizations that represent the total requirement for the number of billets and items of equipment necessary to conduct and accomplish Marine Corps Mission Essential Tasks (METs).

r. Reference (m) provides mandatory standards for administrative orders and directives development, format and staffing within the Department of Navy.

2. Mission. This Order provides policy and procedures for the development, review, approval, publication and maintenance of Mission Essential Task List (METL) to support Marine Corps units, installations, and organizations.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Per reference (c) DC CD&I will:

(a) Establish and codify roles and responsibilities of the METL development, review, approval, publication and maintenance process.

(b) Maintain tasks in the MCTL that are current, relevant, applicable and accurate.

(c) Core METs will be standardized for all like-type organizations, installations, and Marine Corps force (MARFOR) organizational commands. Assigned OPLAN and Named Operation METs vary in accordance with Combatant Commander (CCDR) requirements and identified stages of the operation.

(d) Coordinate and synchronize activities with current operational readiness reporting policy and procedures.

(2) Concept of Operations. In compliance with statutory responsibilities to meet Service and CCDR requirements, designated Marine Corps units and installations develop METLs to focus training and report readiness against Core and Assigned missions. METs are developed for unit types and will normally be drawn from the MCTL. Tasks can be selected from the UJTL

when appropriate for support to a specific Combatant Commander with Command Authority over a Marine Corps unit or task force.

(a) Unit Commanders utilize METLs as the foundation for their training plans and as the basis for readiness reporting within DRRS-MC, thereby providing a vehicle to measure the readiness of military forces and installations to accomplish their METs to specified conditions and standards. DRRS-MC provides the capability for both resource and MET based readiness reporting. The unit commander will use DRRS-MC to report the organization ability to meet current, forecasted, and contingency requirements.

1. A unit's METL may include both Core and selected Core Plus METs required to accomplish Core and Assigned missions. Standardized Core METs for like-type operational units and installations have been established through a series of MET development workshops and are in use for reporting Core mission readiness in DRRS-MC. These Core METs are "living documents" that require regular review and revision to ensure their continued relevancy. Core Plus METs are valid tasks which may be required of a unit in addition to its designed capability. They are not applicable to all units of the same type.

2. Core Plus METs are valid tasks which may be required of a unit in addition to Core METs, but which are not required by all units of the same type. They are uniquely tailored to specific situations that are not required in Core Skills. Core Plus METs reflect additional capabilities to support missions or plans which are limited in scope, theater specific, or have a lower probability of execution. They include the non-core METs found in assigned missions, OPLAN/CONPLANs, or templates. Core Plus METs are included in the USMC MET database.

(b) Review of and revisions to operational unit METs are part of a deliberate process executed cyclically and are synchronized with the communities' of interest (COI) Operational Advisory Group (OAG) conferences and Training and Readiness (T&R) Manual reviews.

(c) Development of standardized installation Core METs is a deliberate process executed cyclically under the guidance of the DRRS - Marine Installations Council (DRRS-MI Council). Installation Core METs ensure compliance with readiness information supporting crisis response planning, deliberate or peacetime planning, and management

responsibilities to organize, train and equip combat-ready forces for the various type Combatant Commands.

(d) Advocates will participate in the METL development, review, approval, publication and maintenance process.

(e) Process. Operating forces and installations will review and develop their Core METs at workshops and designated forums.

(f) Scheduling

1. Core/Core Plus METs will be reviewed every three (3) years, at a minimum, after the last approval date. Core/Core Plus MET reviews may be conducted by the operating forces or installations whenever required or directed, based on changing capabilities or mission requirements. Advocates, MARFORs, or other stakeholders may request out-of-cycle reviews to DC CD&I.

2. MET workshops will normally be scheduled as part of an institutional battle rhythm. This will allow the proper nesting of tasks up and down the chain of command and across the MAGTF, providing more accurate assessments at all levels. For example, battalion core METs must support regimental tasks, which in turn support division tasks and the full scope of potential MAGTFs.

3. MET workshops will be scheduled prior to T&R conferences, whenever possible, so individual and collective training events in T&R Manuals reflect core and core plus METs and associated E-coded events.

4. To allow advocates and MARFORCOM to align core MET reviews with T&R manual reviews, TECOM (Ground Training Division (GTD), Aviation Training Division (ATD), or G3 MAGTF Training Section (MTS) as appropriate) will publish annual announcements listing all T&R manual reviews scheduled during the upcoming fiscal year. The intent is to provide current core METs and standards to serve as the baseline for subsequent T&R manual development. This is not intended to restrict advocates from scheduling core MET reviews at other times (out-of-cycle reviews) to meet operational requirements.

5. Core MET workshops provide a comprehensive and integrated review of personnel, equipment and training requirements which are interrelated and sustain one another in a dynamically driven process.

(g) Conduct of Workshops

1. DC CD&I will designate a Chair for each workshop. The designated Chair of each MET workshop will establish the procedures, including daily schedules, agenda, and voting processes.

2. Attendees. Operating force MET Workshops will be hosted by DC CD&I and supported by Advocate representation, MARFORs, unit subject matter experts (SMEs), and a TECOM representative supporting the T&R for the specific community of interest. Installation Core MET Workshops will be hosted by the DRRS-MI Council, and supported by DC CD&I.

3. Voting. Representatives from the MARFORs, advocates, and other voting members as designated by DC CD&I and the workshop chair will determine the formal workshop outputs. While any workshop attendee may recommend a specific position, the voting members will make the final decisions regarding workshop products. Minority positions will be prepared where concurrence cannot be achieved.

4. Appendices A and B provide details regarding the development of METs with associated conditions and standards and METLs. These products will normally be developed at the unclassified level. Classified tasks will be handled on a case-by-case basis through Secret Internet Protocol Router Network (SIPRNET) correspondence via the appropriate chain of command.

5. Standards and conditions for Core and Core Plus METs should not include actual readiness data (e.g., output standard assessments).

6. METs should be drawn from the MCTL to ensure consistency with USMC doctrine and processes.

7. Recommended changes to the MCTL resulting from Core MET workshops require complete definitions and supporting references to facilitate validation by DC CD&I and inclusion in the MCTL. Recommended MET changes that require personnel or equipment resource changes for designated missions will be accompanied by a Table of Organization and Equipment Change Request (TOECR).

(h) Review

1. Upon completion of MET workshops, the workshop chair will provide workshop products to DC CD&I (MID).

2. DC CD&I will staff revised METs and measures for review, comment, and concurrence by the MARFORs, Advocates, TECOM (GTD, ATD, G3 MTS), Total Force Structure Division (TFSD), and the DRRS-MI Council (for installations).

3. TFSD will be part of the review process to make sure the Core METs match designed mission and capabilities or concur with TOECRs for changed Core METs. Following approval of Core MET changes, all Advocates shall review their respective units Tables of Organization and Equipment (T/O&E) to identify necessary force structure changes (to include mission statements). For those units not affected by changes of the Core METs, a review of the Table of Organization and Equipment (T/O&E) and mission statements is required every four years IAW reference (c) to ensure the stated requirements can lead to the accomplishment of the unit's mission.

4. DC CD&I will allocate forty-five (45) days to the appropriate advocate organizations for comprehensive review and comment of the MET workshop recommendations.

(i) Approval. DC CD&I will consolidate stakeholder inputs and provide to the appropriate advocate for final decision.

(j) Publication. DC CD&I will make the approved METs and METLs accessible to all stakeholders through an authoritative unclassified USMC MET database. This authoritative data source (ADS) for Core and Core Plus METs and METLs will reside in the Marine Corps Training and Information Management System (MCTIMS) architecture via the Taskmaster module. Access to MCTIMS must be granted to utilize the URL: https://timsapp.tecom.usmc.mil/TNRManual/Taskmaster/Pages/home.aspx. TECOM serves as the functional manager for MCTIMS. In coordination with DC CD&I, MARFORCOM will manage Core and Core Plus METs, METLs, and associated conditions and standards in the USMC MET database. All classified METs are held in DRRS-MC.

b. Tasks

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

(a) Publish a Naval message annually listing all communities recommended or requiring a Core METL review during the upcoming FY and provide a schedule for advocate approval of those Core METLs.

(b) In coordination with the functional advocates, and Marine Corps Forces headquarters, host MET and METL development and review workshops.

(c) Schedule MET workshops prior to T&R conferences. METs should be created and reviewed at the Operations Advisory Group (OAG) level prior to T&R conferences whenever possible to provide tasking to T&R review/development conferences. METs reviewed and updated at OAG level shall be approved by the advocate per the schedule established.

(d) Appoint a Chair for each workshop. The Chair of each MET workshop will establish workshop procedures, daily schedules, agenda, and voting processes.

(e) Assist the operating forces and installations with the development of standardized Core METs with conditions and standards for all like-type units.

(f) Staff initially developed or periodically reviewed MET products prior to final approval and inclusion in the MCTL and the MET authoritative database.

(g) Review developed METs and associated standards for organizations under DC CD&I advocacy to ensure they accurately reflect community requirements and capabilities. Provide approved changes to COMMMARFORCOM and change tasks listed in Tables of Organization and Equipment (T/O&E).

(h) Conduct an annual MET development conference to align and review existing policy, deconflict roles and responsibilities, and develop a METL review schedule for the upcoming FY.

(i) In coordination with Deputy Commandant for Plans, Policy and Operations (DC PP&O), revise MET development, review, approval, publication and maintenance policy to capture

future enhancements to readiness reporting policies and procedures.

(j) Provide policy and guidance to align training processes with operational readiness to accomplish Core and assigned missions.

(k) Provide assistance at MET workshops to ensure the development of aligned and appropriate training standards to each MET.

(l) Once METs have been approved, develop T&R individual and collective training events in T&R Manuals reflecting the changed Core/Core Plus METs and associated E-coded events.

(m) Serve as the functional manager for the maintenance of the authoritative Service organizational MET database repository within the MCTIMS architecture.

(n) Provide policy and guidance to affect MET based training in the operating forces to ensure operational readiness to accomplish Core and assigned missions.

(o) Provide advocate representation to MET review workshops for organizations that DC CD&I is assigned MAGTF advocacy or proponency. Integrate MET reviews into OAG sessions as required.

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

(a) Recommend the review schedule requirements for community Core and out-of-cycle MET reviews to DC CD&I.

(b) Provide representation to MET review workshops for organizations for which DC PP&O is assigned MAGTF advocacy or proponency. Integrate MET reviews into OAG sessions as required.

(c) Review developed METs and associated conditions and standards for organizations under DC PP&O advocacy and proponency so they accurately reflect community requirements and capabilities.

(d) Marine Corps tasks that are developed, revised or recommended for deletion during MET workshops for those organizations under DC PP&O advocacy and proponency, shall be

approved by the advocate prior to submittal to DC CD&I per reference (f) within the established schedule.

(3) Deputy Commandant, Installations and Logistics (DC I&L)

(a) Recommend the review schedule requirement for community Core and out-of-cycle MET reviews for logistics units and installations to DC CD&I. Integrate MET reviews into OAG sessions as required.

(b) Provide representation to MET review workshops for logistics units, installations, and other organizations for which DC, I&L is assigned Marine Air Ground Task Force (MAGTF) advocacy.

(c) Review developed METs and associated conditions and standards for organizations under DC, I&L advocacy to ensure they accurately reflect community requirements and capabilities.

(d) Marine Corps tasks that are developed, revised or recommended for deletion during MET workshops for those organizations under DC, I&L advocacy, shall be approved by the advocate prior to submittal to DC CD&I per reference (f) within the established schedule.

(e) Assist MET workshops in the development of appropriate materiel standards for each MET.

(f) Integrate the equipment standards for unit METs into Service equipment management processes in the operating forces to ensure operational readiness to accomplish Core and assigned missions.

(g) The DRRS-MI Council will schedule workshops to review installation Core METs.

(4) Deputy Commandant, Aviation (DC AVN)

(a) Recommend the review schedule requirement for aviation community Core and out-of-cycle MET reviews to DC CD&I. Integrate MET reviews into OAG sessions as required.

(b) Provide representation to MET review workshops for aviation combat organizations for which DC AVN is assigned MAGTF advocacy.

(c) Review developed METs and associated conditions and standards for organizations under DC AVN advocacy to ensure they accurately reflect community requirements and capabilities.

(d) Marine Corps tasks that are developed, revised or recommended for deletion during MET workshops for those organizations under DC AVN advocacy, shall be approved by the advocate prior to submittal to DC CD&I per reference (f) within the established schedule.

(5) Deputy Commandant, Manpower & Reserve Affairs (DC M&RA)

(a) Assist MET workshops in the development of personnel standards for each MET.

(b) Integrate the personnel standards for unit METs into Service personnel management processes for the operating forces and installations to ensure operational readiness to accomplish core and assigned missions.

(6) Commanding General, Marine Corps Forces Command (MARFORCOM)

(a) Support the development and periodic review of METs and associated conditions and standards for units and installations. Chair, host, and/or facilitate workshops as required.

(b) In coordination with DC CD&I, load METs and associated conditions and standards for units and installations into the Service organizational MET database repository.

(c) Develop templates for use in the subsequent development of assigned Named Operations and OPLAN/CONPLAN METs.

(d) Serve as a functional manager for the authoritative Service organizational MET database repository.

(7) Marine Corps Forces Special Operations Command (MARFORSOC)

(a) Support the development and periodic review of common Core METs and associated conditions and standards for special operations units.

(b) Coordinate with DC CD&I and COMMARFORCOM to load Core METs and associated conditions and standards for special

operations units into the Service MET database.

(8) United States Marine Corps Component Commanders (MARFORCOM, MARFORPAC, MARFORRES, MARFORSOC, MARFOREUR, MARFORCENT, MARFORSOUTH, MARFORAFRICA, MARFORKOREA, MARFORNORTH, MARFORSTRAT, and MARFORCYBER)

(a) Recommend the requirement for out-of-cycle MET reviews to DC CD&I based on changing capabilities or mission requirements.

(b) Provide voting member representation and required subject matter experts (SMEs) for MET workshops.

(c) Review draft METs and associated conditions and standards to ensure they support COCOM capability requirements.

(d) MARFORRES will support the development and periodic review of MARFORRES unique unit Core METs and associated conditions and standards.

(9) U.S. Marine Corps Bases Atlantic and Pacific

(a) Recommend the requirement for out-of-cycle MET reviews for installations to DC CD&I based on changing capability or mission requirements.

(b) Review draft installation METs with associated conditions and standards to ensure they accurately reflect installation requirements and capabilities.

(c) Provide voting member representation and required subject matter experts (SMEs) for MET workshops.

4. Administration and Logistics

a. Recommendations concerning the contents of this Order will be forwarded to CMC CD&I (MID) via the chain-of-command.

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 (m).

5. Command and Signal

a. Command. This Order applies only to Marine Corps units, installations, and organizations that are involved with the development and use of METs for core and assigned missions.

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

GEORGE J. FLYNN
Deputy Commandant for
Combat Development and Integration

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APPENDIX A

MISSION ESSENTIAL TASK (MET) DEVELOPMENT

1. Introduction. Mission essential tasks (METs) provide the foundation for the establishment of training priorities and the reporting of unit readiness to support combatant commanders (CCDRs) for joint operations. This Appendix explains how to use the Marine Corps Task List (MCTL), (reference (f)), to develop individual METs. The basic guidelines for how tasks, conditions, and standards are applied to develop a MET will be discussed in detail.

2. Mission Essential Tasks. METs quantify the required outputs for the task, along with the resources, subordinate forces and training required to produce those outputs, given a certain set of conditions. When training and resource shortfalls are identified, follow-on training can be scheduled and resource shortfalls can be addressed through other doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) solutions.

3. Elements of a MET. A quantified MET consists of a task together with associated conditions and standards.

a. Essential Task. An essential task is an externally focused action, process, or activity (task) deemed critical to mission accomplishment. Essential task characteristics are:

(1) Standard Terminology. The Universal Joint Task List (UJTL), (reference(d)), serves as a common language and common reference system for joint force commanders, combat support agencies, operation planners, combat developers, and trainers to communicate mission requirements. The MCTL is derived from the UJTL and serves as the common reference for Marine Corps commanders, staffs, and trainers. Marine Corps commands and organizations serving in their core and assigned missions will derive their tasks from the MCTL. The UJTL can be used as a source of specific tasks when no appropriate MCTL task exists.

(2) Essentiality. The task is absolutely necessary, indispensable, and critical. Essential tasks are those for which the unit was designed, organized, or sourced to the operation or OPLAN. They answer the question "Why does this unit exist?"

(3) Externally Focused. A MET must be focused outside of the command and support another command or directly affect the enemy. Examples include defending against an enemy force or

providing medical support to another organization. In compliance with guidance provided within reference (f), paragraph 12.f. (4), exclude common internally focused activities such as organic logistics support or command and control of internal organizations.

(4) Additional Considerations

(a) Tasks do not specify means (e.g., type of unit, organization, or system) involved in task performance.

(b) Tasks are not organized to describe a sequence or a process. The location of a task within the hierarchy does not imply precedence or organization, nor does it imply the way tasks are selected or applied.

b. Conditions. Conditions are variables of the environment that affect the performance of tasks in the context of the assigned mission.

(1) Tasks do not include conditions, but they are linked to them when developed into METs. The tasks focus on the activities performed. The environment in which the task is performed is key to the successful accomplishment of the mission and, therefore, the tasks must be linked to applicable environmental conditions. Conditions will be linked to the task, but will not be incorporated within the task itself. Keeping conditions out of the task ensures the tasks will be applicable to a wider variety of operations and regions where operations may be conducted. For example, *MCT 1.6.6.6, Conduct Noncombatant Evacuation Operations (NEO)* is defined in general terms, rather than writing specific conditions into the task title and definition. "Conduct NEO in high terrain elevations" would limit use of the MCT to only mountainous areas.

(2) Conditions in reference (f) are categorized by conditions of the physical environment (e.g., sea state, terrain, or weather), military environment (e.g., forces assigned, threat, command relationships), and civil environment (e.g., political, cultural, and economic factors). Beneath each category, a number of related conditions are organized. For each condition, several descriptors are provided that allow a user to specify how the condition is likely to exist in a particular mission or scenario. For example, for the condition *C 1.3.1, Climate*, descriptors allow the user to specify whether the climate is tropical, temperate, arctic, or arid.

(3) Conditions linked to the task are those that reflect the immediate situation or mission context in which tasks must be performed. The conditions selected for a MET should be those that

have the greatest impacts on performance. Conditions which do not affect how to train, organize, or equip to perform a task are not relevant and should not be used. While there is no limit in the number of conditions that may be linked to a task, the recommended guide is no more than three to five.

c. Standards. Each MET has standards linked to it to allow a commander to distinguish among varying levels of task capability. They quantify the outputs of the activity, together with the resources and training required to produce those outputs under the task's conditions. Wartime/contingency mission performance requirements should be considered when setting standards. These standards provide a basis for planning, conducting, and evaluating military operations, readiness reporting, developing training events, and support the procurement of future weapon systems and resources. Each standard consists of a measure and a criterion. The measures in the MCTL are provided to support MET development, and provide a starting point for further refinement.

(1) Measure. Measures provide a dimension, capacity, or quantity description to a task. A measure provides the basis for describing varying levels of task performance and is therefore directly related to a task.

(2) Criterion. A criterion defines acceptable levels of performance. It is often expressed as a minimum acceptable level of performance. The combination of the measure and the criterion comprise the standard for a task. Criteria can be based on Yes/No assessments, percentage measurements, or numerical calculations.

(3) Types of Standards

(a) Personnel. Personnel standards measure the personnel required to produce the required task outputs under the selected task conditions. They normally link personnel on the unit Table of Organization to the tasks they support. They are used in DRRS-MC to assess the resources required for the task. Examples: ">=16 crews formed" ">=80% Of T/O billets filled with MOS-qualified, deployable personnel."

(b) Equipment. Equipment standards measure the equipment required to produce the required task outputs under the selected task conditions. They normally link equipment on the unit Table of Equipment to the tasks they support. They are used in DRRS-MC to assess the resources required for the task. Example: ">=80% of BN T/E Stinger sub-systems mission ready and available."

(c) Subordinates. Subordinate unit standards link the METs of higher-level organizations with the METs of their subordinate organizations. They describe the tasks which each subordinate organization must perform to enable the higher-level organization to produce the required task outputs under the selected task conditions. They are used in DRRS-MC to assess the resources required for the task. Example: ">=2 Battalions report Yes/Qualified Yes for MCT 1.3.2 Conduct Amphibious Operations."

(d) Supporting. Supporting unit standards are used by higher-level organizations to measure the support from external organizations required to produce the required task outputs under the selected task conditions. They may be used in DRRS-MC to assess the resources required for the task. Example: "Yes / MLG reports DRRS Y/Q for: MCT 4.3 Conduct Transportation Operations."

(e) Training. Training standards measure the training required to produce the required task outputs under the selected task conditions. They are used in DRRS-MC to assess the training required for the task, and used as a factor in the calculation of the percentage of METs trained. They normally refer to E-coded events in an approved training and readiness manual. E-coded events are those collective events identified by the community as critical indicators of a unit's ability to perform a MET. Example: ">=4 teams trained to standard in 0321-AMPH-4002 Conduct a clandestine amphibious landing/withdrawal."

(f) Outputs. Output standards quantify and scope the activity described by the task and to measure the capability to produce the required end state. They are used in DRRS-MC to assess the observation of the task performance. Example: ">=22,400 gallons per day of bulk fuel received/stored/dispensed."

(g) Certification. Certification standards establish required events, venues, or processes required for the task to be assessed as observed in DRRS-MC. Example: ">=1 Planning / training / operation event for MEB CE performed within the last 12 months".

4. MET Development Conferences

a. MET development conferences are the primary means for developing core METs for standing organizations, and may also be used to develop METs for mission templates, and assigned missions.

b. MET review conferences review existing METs and make revisions based on doctrinal changes, operations advisory group (OAG) outputs, organizational changes, changes to mission statements, linkages to other reporting units (supporting tasks),

readiness reporting experience (raising or lowering standards to capture readiness issues and filter non-issues), feedback from the development of training and readiness manuals, feedback from exercises, and operational lessons learned.

c. MET development and review conferences produce:

(1) Recommended Core Mission Essential Task List (METs by number and title).

(2) For each task: conditions, output standards, E-coded events (training standards), critical resources (personnel and equipment standards).

(3) Integration matrix linking METs to supported higher HQ tasks.

(4) Regimental and higher level organizations will develop subordinate and supporting unit standards which link their tasks to those of other organizations.

d. The products from MET development and review conferences are unclassified whenever possible. Core and Core Plus METs are not specific to any operation or OPLAN/CONPLAN. Recommendations for new Marine Corps Tasks for addition to the MCTL require a task title, definition, references to approved Service publications, and supporting rationale.

APPENDIX B

MISSION ESSENTIAL TASK LIST (METL) DEVELOPMENT

1. Introduction. The METL is the sum of all METs required by all missions that are or may be assigned to a commander. As such, it is unique to a specific unit, but is based heavily on standardized Core METs, as well as, additional METs assigned to the unit. Only designated units, generally battalion sized and larger, have METLs. Templates and lists of METs exist for Unit Type Codes (UTCs); however METLs are unique to each unit and therefore will only be associated with Unit Identification Codes (UICs). The Service and MARFORs play a significant role in the development and maintenance of METs within the context of the various Task Sets, but it is the unit commander's responsibility to develop the unit overall METL.

2. Mission Analysis. The METL serves as the capstone list which translates the commander's mission analysis into tangible training objectives and assessment criteria against which to measure readiness. Just as missions and mission scopes change, the METL must be adjusted to ensure it accurately communicates the intended focus of the unit. The METL will often reflect the reconciliation of multiple missions (Core and assigned) into a single, cohesive list which helps to prioritize training and resources. The METL development and approval process ensures commanders and their higher headquarters, both garrison and gaining, have a shared vision of the intended or potential capabilities of the unit.

3. METL Overview. The METL is unconstrained by resources and includes those tasks required to accomplish the multiple missions that are or may be assigned to a commander.

a. Core Task Sets. Core Task Sets define the design capabilities for a type of unit. They are developed using the MCTL and published in the MET Database for each type of unit in the Marine Corps that reports readiness in DRRS-MC. The conditions and standards for Core Task Sets are approved by the community and reflect appropriate measures to gauge readiness against the performance of the task in any clime or place. Core Task Sets are standardized for all units of the same type and are used to develop the type community's T&R Manual.

b. Assigned Mission Task Sets. Assigned Mission Task Sets are developed when the unit must prepare to participate in a specific unit deployment, operation, or alert mission (e.g., Unit Deployment Program, Tactical Aircraft Integration, Battalion Landing Team, Operation Enduring Freedom, Global Response Force).

(1) The Assigned Mission Task Set may be similar to the Core Task Set, with conditions and standards refined as required to capture the requirements of the specific assigned mission.

(2) Assigned Mission Task Sets may include tasks not normally expected of the type unit, drawing from the Core Plus tasks for the unit type, or when assigned "in lieu of missions," importing Core or Core Plus tasks from another community's Core METs or using other tasks from the MCTL. Refined conditions and standards must be developed for each task.

(3) Assigned Mission Task Sets may be developed to meet local capability requirements. For example, a unit's higher headquarters may direct certain units to maintain proficiency in selected Core Plus tasks in order to broaden the aggregate capability spectrum.

(4) For rotational and large-scale operations, Template Task Sets may be provided in order to provide a common baseline. Unit commanders should review the existing template and, as appropriate, make recommendations through the chain of command to the supported Marine Corps component commander.

(5) Assigned Mission Task Sets are developed and approved through a process established by the supported Marine component commander, who ensures that the Assigned Mission Task Sets meet the requirements of the COCOM and are loaded into the Service MET database. The development process begins at the Force Synchronization Conference. Options for the development of Assigned Mission METs include:

(a) Validation of an existing MET template by the gaining MARFOR for use by units assigned to support a specific mission.

(b) Assigned Mission Task Set working groups established for new missions and facilitated by TECOM and the MARFORs.

(c) Development of assigned mission METs at the unit level and approved by the gaining operational commander.

c. OPLAN or CONPLAN. An OPLAN or CONPLAN Task Set defines the required tasks for a unit specifically sourced for a major OPLAN or CONPLAN. They are similar to Assigned Mission Task Sets, and are developed and approved through a process established by the supported Marine component commander. OPLAN or CONPLAN Task Sets are typically in consonance with the unit's

Core Task Set, however, they have refinements/variations in the conditions and standards specific to the OPLAN/CONPLAN.

d. Template Task Sets. Template Task Sets are developed in support of rotational or standing requirements, provisional units, or unique missions which are not applicable for all units of a given unit type. Examples include prepositioning operations and provisional security operations. Template Task Sets are included in the Service MET Database.

e. Core Plus Task Sets. Core Plus Task Sets establish doctrinally appropriate tasks for the associated unit type which are not widely required from that type unit for the execution of expected missions. Examples are humanitarian operations, non-combatant evacuation operations, and aviation attacks against enemy maritime targets. Core Plus tasks support missions or plans which are limited in scope, theater specific, or have a lower probability of execution. They include the non-core METs used for assigned missions, OPLAN/CONPLANs, or template task sets. Units preparing to deploy in support of specific assigned missions or OPLANS/CONPLANs may use Core Plus tasks when developing the task sets for those missions. Core Plus tasks are included in the MET Database. Core Plus tasks are not normally included in unit readiness evaluations, except for pre-deployment evaluations for specific deployments requiring these capabilities. Commanders at all levels may require selected subordinate units or crews to train to selected Core Plus tasks in order to expand flexibility and maintain resident expertise.

4. METL Development

a. METL as the sum of Task Sets. A unit's METL consists of all tasks used for any of the unit's task Sets (Core, all assigned missions, and all assigned OPLAN/CONPLANs). The METL consists of a single list of METs, as well as, the required condition and standards for measuring successful performance of each task. In the absence of assigned and OPLAN/CONPLAN mission(s), the unit's METL will be based on the Core Task Set.

b. Retention of all Core Tasks. In the case of assigned and OPLAN/CONPLAN mission(s), the METs required for these missions are added to the Core METs. Core METs are retained in order to retain a broad capability across the Range of Military Operations (ROMO).

c. METL Approval. The unit METL (including Core METs, selected Core Plus METs, assigned mission METs and OPLAN/CONPLAN METs) will be submitted to the next higher headquarters (HHQ)

for approval prior to development of training plans or readiness reporting. In instances where the next HHQ is serving as a force provider, that HHQ is responsible for ensuring the submitted METL meets the requirements of the various supported commanders.

d. METL Archive. Approved assigned mission METs will be submitted for inclusion within the Service MET Database for archive purposes and to support potential future missions of similar scope.

5. Training and Readiness

a. Assessment. The METL provides the foundation for training plan development and subsequent readiness assessment and reporting. Detailed guidance on training planning and execution to support METL requirements is provided in reference (k). The commander continuously assesses the unit's strengths and weaknesses to determine its current readiness to accomplish METs. Knowing the current state of readiness aids the force providers in the assignment of units against operational missions and helps the commander establish training priorities for training plans. Per reference (c), units report readiness based on the unit's Mission Essential Tasks (METs).

b. Waivers and Deferments. As the Nations' "Force in Readiness," Marine Forces must always maintain a core capability and be prepared to respond to potential changes in mission. Core METs are included in the unit's METL and must not be excluded. The commander ultimately determines the appropriate level of risk against multiple missions and reflects this through his reconciliation of Core and Core Plus METs in creating his unit METL. During a commander's "problem framing," he may determine that his assigned mission will not require a Core MET capability. In this instance, the Commander of the unit may request a waiver or deferment to not train to the E-coded collective training events subordinate to that MET. Waived events satisfy the training requirements of associated events, but deferred events do not.

APPENDIX C

ACRONYMS

AAO	approved acquisition objective
ACE	aviation combat element
AMETL	agency mission essential task list
AVN	aviation
CCDR	combatant commander
CD&I	combat development & integration
CE	command element
CG	commanding general
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COCOM	combatant commander
COI	community of interest
COMMARFOR	commander, Marine Corps Forces
COMMARFORCOM	commander, Marine Corps Forces Command
CONPLAN	concept plan: operation plan in concept form
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DOD	Department of Defense
DRRS	Defense Readiness Reporting System (DOD)
DRRS-MC	Defense Readiness Reporting System-Marine Corps
DRRS-MI	Defense Readiness Reporting System-Marine Installations Council
EFDS	expeditionary force development system
GCE	ground combat element
HHQ	higher headquarters
HQMC	Headquarters, United States Marine Corps
I&L	Installations and Logistics
MAGTF	Marine air-ground task force
MARADMIN	Marine Corps administrative message
MARFOR	Marine Corps Forces
MARFORAF	Marine Corps Forces, Africa Command
MARFORCENT	Marine Corps Forces, Central Command
MARFORCOM	Marine Corps Forces Command
MARFORCYBER	Marine Corps Forces, Cyber Command
MARFOREUR	Marine Corps Forces, European Command
MARFORKOR	Marine Corps Forces, Korean Command
MARFORNORTH	Marine Corps Forces, Northern Command
MARFORPAC	Marine Corps Forces, Pacific Command
MARFORRES	Marine Corps Forces, Reserve
MARFORSOC	Marine Corps Forces, Special Operations Command
MARFORSOUTH	Marine Corps Forces, South
MARFORSTRAT	Marine Corps Forces, United States Strategic Command
MCTL	Marine Corps task list

MCO	Marine Corps order
MCTIMS	Marine Corps training information management system
MEB	Marine expeditionary brigade
MEE	mission essential equipment
MEF	Marine expeditionary force
METs	mission essential task(s)
METL	mission essential task list
MEU	Marine expeditionary unit
MEU(SOC)	Marine expeditionary unit (special operations capable)
MOJT	managed on the job training
MOS	military occupational specialty
M&RA	manpower and reserve affairs
NAVMC	Navy-Marine Corps directive
NCDP	naval capabilities development process (seabasing)
OAG	operations advisory group
OPLAN	operation plan
PP&O	plans, policy and operations
ROMO	range of military operations
SIPRNET	SECRET Internet Protocol Router Network
SOP	standard operating procedures
SORTS	Status of Resources and Training System
TECOM	Training and Education Command
T/E	table of equipment
TFSP	total force structure process
TOECR	table of organization and equipment change request
T/O	table of organization
T/O&E	table of organization and equipment
T&R	training and readiness
UDC	unit descriptor code
UDP	unit deployment program
UIC	unit identification code
ULC	unit level code
UJTL	Universal Joint Task List
UNTL	Universal Naval Task List
USD(P&R)	Under Secretary of Defense (Personnel and Readiness)
USMC	United States Marine Corps
UTC	unit type code
UTM	unit training management

APPENDIX D

GLOSSARY

advocate. The Advocate acts as a conduit between the operating forces/supporting establishment and the various process owners within the EFDS, as well as those external to the Marine Corps, to ensure that Element's interests are properly addressed. The Advocate is both the single point of contact in the National Capital Region for oversight of that Element's issues and the single voice, absent the Commander or his designee, in representing those issues to the Marine Corps leadership.

approved acquisition objective (AAO). The quantity of an item authorized for peacetime and wartime requirements to equip and sustain the Marine Corps per current DOD policies and plans.

assigned. 1. To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. 2. To detail individuals to specific duties or functions where such duties or functions are primary and/or relatively permanent.

assigned mission. The mission which an organization/unit is tasked to carry out. Note: an assigned mission may also match the unit's wartime mission, i.e., purpose for which the unit was designed.

assigned mission essential tasks. The METL tasks developed by the unit commander based on the mission that the unit has been directed to plan for or undertake.

authoritative organization (AO). An organization with oversight authority at the appropriate level for the organizing, training, and equipping of a unit. Generally, for Service units this is the Service Headquarters; for Agencies, the Office of the Director of the Agency; for Joint units of a Combatant Command (such as Standing Joint Force Headquarters-Core Element), CCDR.

authoritative data source (ADS). A recognized or official data production with a designated mission statement or source/product to publish reliable and accurate data for subsequent use by customers. Note: an ADS may be the functional combination of multiple, separate data sources.

combatant command. A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments. The organization is established and designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. See also specified command; unified command. (JP 5-0)

combatant commander (CCDR). A commander of one of the unified or specified combatant commands established by the President. Also called CCDR.

core capabilities. Core capabilities are the essential functions a unit must be capable of performing during extended contingency/combat operations. Core capabilities are based upon mission essential tasks derived from operation plans; doctrine and established tactics; techniques and procedures.

core competency. Core competency is the comprehensive measure of a unit's ability to accomplish its assigned METs. It serves as the foundation of the T&R Program. Core competencies are those unit core capabilities and individual core skills that support the commander's METL and T/O mission statement. Individual competency is exhibited through demonstration of proficiency in specified core tasks and core plus tasks. Unit proficiency is measured through collective tasks.

core mission. Fundamental mission for which a unit was designed or organized. Core and designed missions are the same thing.

core mission essential tasks (METs). The basic capabilities which an organization was organized or designed to perform. They draw from tasks published in MCO 3500.26, Marine Corps Task List (MCTL), which serves as the authoritative Marine Corps publication on Marine Corps tasks. Core METs are reflected in the T&R manuals and provide the foundation for a community's T&R standards.

core mission essential task list (METL). A standardized approved list of specified tasks a unit is designed or organized to perform. Selected tasks are drawn from the Marine Corps Task List (MCTL) and are standardized by type unit.

core plus capabilities. Core plus capabilities are advanced unit capabilities that are environment, mission, or theater specific. Core plus capabilities may entail high-risk, high cost

training for missions that are less likely to be assigned in combat.

core plus skills. Core plus skills are those advanced individual skills that are environment, mission, rank, or billet specific. This advanced, follow-on training is designed to make Marines proficient in core skills in a specific billet or at a specified rank. Marines designated for training at this level are those the commanding officer feels are capable of accomplishing unit-level missions and of directing the actions of subordinates. Many core plus tasks are learned via managed on the job training (MOJT) while others form the basis for curriculum in career level MOS courses taught by the formal school.

Department of Defense Readiness Reporting System (DRRS). The DRRS is the means to monitor the readiness of the DoD Components to provide capabilities to support the NMS as specified in the defense and contingency planning guidance, Theater Security Cooperation Guidance, and the Unified Command Plan. DRRS is commonly referred to as the "Defense Readiness Reporting System" as a derivative of the formally approved title under DoD Directive 7730.65 of 6/03/2002.

Department of Defense Readiness Reporting System - Marine Corps (DRRS-MC). A derivative of the Defense Readiness Reporting System tailored to US Marine Corps requirements under policy announced within MARADMIN 0307/09 UPDATE TO INTERIM DEFENSE READINESS REPORTING SYSTEM (DRRS) POLICY AND PROCEDURES FOR MARINE CORPS UNITS AND INSTALLATIONS of May 12, 2009.

designed mission. Fundamental mission for which a unit was designed or organized. Core and designed missions are the same thing.

E-coded event. Collective events identified by the community as critical indicators of a unit's ability to perform a MET.

in-lieu mission. A mission that is different from the designed mission. An example is a tank battalion executing as a MAGTF headquarters.

installations. All building and permanent installations necessary for the support redeployment, and military forces operations (e.g., barracks, headquarters, airfields, communications facilities, stores, port installations and maintenance stations). (JP 1-02)

major operation plan/contingency plan (OPLAN/CONPLAN) METs. Major OPLANs/CONPLANs are plans that require level four detail (established Time-Phased Force & Deployment Data (TPFDD, per the Contingency Planning Guidance. When tasked by higher headquarters, units that have been assigned in support of major OPLANs/CONPLANs will use OPLAN/CONPLAN specific METs and will report their readiness to support these missions. The commander checks the baseline METL derived from core tasks and adjusts to add, delete, and/or modify METs as appropriate during mission assessment of the war plan. The supported Marine Corps Component Commanders are the approving authorities for OPLAN/CONPLAN specific METs for their major subordinate units, and will ensure unit METLs support Combatant Commander capability requirements. U.S. Marine Corps Forces Command will develop and maintain METL templates for various missions (e.g., provisional security operations) to support this process.

mission assessment. The commander's assessment of his organization's ability to accomplish its mission.

mission essential tasks (METs). A MET is an externally focused action, process, or activity (task) deemed critical to mission accomplishment. Essential task characteristics are standard terminology (derived from the Universal Joint Task List (UJTL) or the Marine Corps Task List (MCTL)), essentiality (absolutely necessary, indispensable, and critical), and external focus (action focused outside of the unit and supporting another unit or directly affecting the enemy). METs are the foundation for the T&R manual.

mission essential task list (METL). The METL is the sum of all METs required by all missions assigned to a unit, as well as, additional tasks designated by the unit's chain of command. It is unique to a specific unit, but is based heavily on standardized Core METs, as well as, additional METs assigned to the unit. The METL reflects the reconciliation of multiple missions (Core and assigned) into a single, cohesive list which helps to prioritize training and resources. Core METs are standardized for all units of the same type and define the design capabilities for a type of unit. Core Plus METs establish doctrinally appropriate tasks for the associated unit type which are not widely required from that type unit for the execution of expected missions. Core Plus tasks support missions or plans which are limited in scope, theater specific, or have a lower probability of execution. Assigned Mission METs are developed when a unit must prepare to participate in a specific unit deployment, operation, or alert mission, and may include tasks not normally expected of the type unit, drawing

from the Core Plus tasks for the unit type or other tasks from the MCTL. Commanders at all levels may require selected subordinate units or crews to train to selected Core Plus tasks in order to expand flexibility and maintain resident expertise.

named operation METs. Named operations are those operations designated as such by the Joint Chiefs of Staff (e.g. Operation IRAQI FREEDOM). They will be assessed when 25 percent or more of a unit deploys or prepares to deploy in support of a named operation. Core METs, OPLAN/CONPLAN METs, METL templates, and deployment guidance provide the basis for the development and refinement of named operation METs. When such an operation or deployment requires specific or additional skills, the commander revises the unit's METL accordingly and submits to the next higher level of command for approval.

readiness. The ability of US military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels: (a) Unit readiness--The ability to provide capabilities required by combatant commanders to execute assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (b) Joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

registered unit. Active, National Guard, and Reserve forces apportioned to CJCS/combatant command directed OPLANs, CONPLANs, a Single Integrated Operational Plan (SIOP), Service war planning documents, or assigned in the 'Forces For Unified Commands' document. These units are created in the Global Status of Resources and Training System (GSORTS) database with a unique unit identifier code (UIC) and a basic identity data element (BIDE) set describing the unit.

stakeholder. A stakeholder is an organization or functional activity that has a stake in the decision at hand or the outcome of the program. The term stakeholder also is used for the empowered working-level representatives of that organization or functional activity that serve on IPTs. As such, stakeholders are important decision makers that control the resources and collectively have the know-how to get the job done. Stakeholders are any party or customer who has an interest in the outcome of the project.

subordinate unit standards. Those criteria that reflect capabilities required by subordinate organizations in order for the higher level unit to perform specific tasks.

systems approach to training (SAT). An orderly process for analyzing, designing, developing, implementing, and evaluating a unit's training program to ensure the unit, and the Marines of that unit acquire the knowledge and skills essential for the successful conduct of the unit's wartime missions.

table of equipment requirement. Equipment required by T/E to provide designed capabilities.

table of organization and equipment. A document that prescribes the wartime mission, capabilities, organizational structure, and equipment and personnel requirements for military organizations.

task list. A list of tasks that constitute a discrete event or action, not specific to a single unit, weapon system, or individual, that enables a mission or function to be accomplished by individuals, units, organizations and/or other government agencies.

tasked. Assignment to perform a specific mission or task allotted by higher component.

training rating (T-rating). A rating based on the percentage of METs trained to standard.

unit descriptor code. A code indicating the component general status and primary mission for which the organization was established.

unit identification code (UIC). A code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces.

unit readiness. The ability to provide capabilities required by the combatant commanders to execute their assigned missions. It is derived from the ability of each unit to deliver the outputs for which it was designed.

unit training management UTM). Unit training management is the use of the SAT and Marine Corps training principles in a manner that maximizes training results and focuses the training priorities of the unit on its wartime mission. UTM governs the major peacetime training activity of the Marine Corps and applies to all echelons of the Total Force.

unit T/E requirement (UTR). The wartime requirement for materiel assets. Formerly called the unit approved acquisition objective in the Total Force Structure Management System.

unit type code (UTC). A five-character, alphanumeric code that uniquely identifies each type unit of the Armed Forces.

U.S. Armed Forces. The Army, Navy, Air Force, Marine Corps, and Coast Guard.

wartime resources. Personnel, equipment and organic supply assets required to accomplish a unit's wartime mission.

wartime requirements. Doctrinally established requirements needed by type units to full perform as designed and as part of the total force.