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MARINE CORPS ORDER 3710.6A

From: Commandant of the Marine Corps
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Subj: MARINE CORPS AVIATION TRAINING SYSTEM (ATS)

Ref: (a) MCO 3500.14
(b) MCO 4790.22
(c) MCO 3500.109
(d) NAVMC 4790.01
(e) MIL-HDBK-29612-2A, "Instructional Systems Development/Systems Approach to Training," August 31, 2001
(f) Marine Aviation Plan (AVPLAN)
(g) Navy Aviation Simulation Master Plan (NASMP) (NOTAL)
(h) MCO 3500.27B
(i) MCO 5311.1D
(j) MCO 5320.12G
(k) MCO 1553.2A
(l) NAVMC 3500.14B
(m) OPNAVINST 3710.7U
(n) MCO 1553.3A
(o) MCO 3125.1B
(p) MCO P11000.12C w/Ch 1
(q) MCO 5100.29A
(r) MCO 5530.14A
(s) MCO 2281.1
(t) COMNAVAIRFORINST 4790.2A
(u) OPNAVINST 3750.6R
(v) SECNAV M-5210.1

Encl: (1) Marine Corps Aviation Training System (ATS) Manual

1. Situation. Marine aviation is transforming how we fund, build, utilize, and manage our training systems. Marine aviation has revised the Training and Readiness (T&R) program in order to standardize aviation core competencies. The final step in this transformation is to develop and implement a completely integrated Aviation Training System (ATS) in accordance with references (a) through (v). The purpose of this Order is to provide the policy, guidance, and responsibilities for the implementation of ATS.

2. Cancellation. MCO 3710.6 and NAVMC DIR 3710.6.

3. Mission. The mission of Aviation Training System (ATS) is to develop a completely integrated training system across Marine aviation that links training cost with readiness in order to provide the Marine Air Ground Task Force (MAGTF) commander with combat-ready units.

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4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. My intent is to develop and implement a training system that institutionalizes processes that support our missions, provide on-time delivery of tactically relevant training, and reduce our total cost of ownership. ATS processes and procedures per this Order shall be applied to all current and future aviation training programs to include naval or joint-level aviation training programs in which Marine aviation participates.

(2) Concept of Operations

(a) ATS is the overarching aviation training structure that integrates and coordinates policy, manpower, equipment, fiscal, and operational safety program requirements. It is the framework for post-initial accession training of Marine aviation officers and enlisted personnel. ATS codifies select initial accession aircrew training (Core Skill Introduction) for aviation units that conduct Type/Model/Series (T/M/S)-specific aviation training (e.g., Fleet Replacement Squadron (FRS), KC-130J Aviation Training Unit (ATU)). The ATS structure centers on the Marine Aviation Training System Site (MATSS), located at each Marine Corps Air Station (MCAS) and Reserve Marine Aircraft Group (MAG), which assists commanders in training their units. Simulation assets and training requirements shall be consolidated and coordinated by MATSS. MATSS shall assist in the optimization of training device and academic resource utilization, coordinate training requirements, assist in the standardization of aviation, and provide a forum for the operating forces to voice training issues.

(b) The MATSS shall be under the operational control of the wing commanders and shall work to provide Marine aviation with a current, responsive, and tactically relevant training system for aircrew, aircraft maintenance personnel, command and control operators, maintainers, and aviation ground support (AGS) personnel.

b. Subordinate Element Missions. Comply with the intent of the references cited above and the content of this Order.

c. Coordinating Instructions

(1) ATS shall support the overall CONOPS by developing or improving the following:

(a) Systems Approach to Training (SAT)- Based Curriculum. SAT-based curriculum applies sound Instructional Systems Design (ISD) principles utilizing a comprehensive Master Task List (MTL) to ensure training is delivered by the most effective and efficient means.

(b) Increased Use of Simulation. Marine aviation shall continue to fund, develop, and build high fidelity trainers that support T&R requirements and are capable of being networked. By using these trainers, we will ensure greater standardization, readiness, and reduce operating cost.

(c) Concurrency Management (CCM) Processes. Headquarters Marine Corps Aviation, NAVAIRSYSCOM, and MARCORSYSCOM shall utilize CCM processes to

ensure that training system configurations match or are ahead of operational systems.

(d) Training Systems Certification (TSC). In order to ensure fielded training systems are capable of delivering relevant training, the TSC process will ensure not only that the systems work as designed, but also that they support T&R event execution through an Operational Evaluation (OPEVAL).

(e) Standardization and Evaluation Process. Through ATS, standardization and evaluation of qualifications, certifications, and designations are consolidated, standardized, and supported by operational units.

(f) Risk Mitigation/Aviation Safety Training Process. ATS will ensure that current aviation safety training (e.g., Crew Resource Management (CRM)) and risk management programs (e.g., Operational Risk Management (ORM), Risk Resource Management (RRM), etc.) are included in the SAT-derived curriculum.

(g) Web-based Training Information Management. ATS will integrate web-based training management capabilities to assist commanders in ensuring training is conducted in accordance with appropriate orders and regulations; track T&R progression; provide web-based management of curricula, device, classroom, and instructor scheduling; and facilitate training device status reporting.

(2) Department of the Navy (DON)/Joint Training Coordination. Initial accession training deficiencies that impact 1000-level T&R shall be advocated with recommended courses of action through ATS with facilitated coordination within DON and joint training.

5. Administration and Logistics

a. Recommended changes to this Order shall be submitted via the appropriate chain of command to the Commanding General, Training and Education Command (CG TECOM), Aviation Training Division (ATD) for consolidation, review, and forwarding to the Department of Aviation (HQMC AVN) for adjudication and incorporation.

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 (w).

6. Command and Signal

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

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

T. G. Robling
T. G. ROBLING
Deputy Commandant for Aviation

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Chapter 1

Aviation Training System

1. ATS Overview. The purpose of ATS is to develop and maintain a fully-integrated training system across Marine aviation. The training system is operationally focused under the control of the wing commanders. Aviation training is optimized based upon a Systems Approach to Training (SAT)-derived curriculum (T&R manuals), exploiting the learning and live, virtual, and constructive (LVC) training environments and requisite courseware, supported by established ATS/MATSS structure. Training system integration is achieved through training information management systems and the Training Management Process (TMP); standardization and evaluation (STAN/Eval) to include concurrency management (CCM); and risk mitigation. The model of the fully integrated training system for Marine aviation is depicted in figure 1-1.

2. ATS Organizational Structure. Implementation of a fully-integrated training system across Marine aviation requires new organizational structures. Primary responsibility for ATS support lies with HQMC AVN supported by TECOM and by procurement/acquisition agencies. HQMC AVN is responsible for providing overall program direction and resource advocacy. TECOM is responsible for training issue advocacy, T&R administrative oversight, and the oversight/coordination of the MAW ATS program. Procurement/acquisition agencies (e.g., NAVAIRSYSCOM, MARCORSYSCOM, and JSF JPO) are responsible for applying the SAT process in the procurement of training devices, training media, and other associated products that support curriculum development.

3. Aviation Training & Readiness (T&R) Program. The Aviation T&R Program Manual and Aviation Maintenance T&R Program Manual, references (a), (b), and (l), as well as platform and community T&R manuals, provide the curriculum for daily operational training and provide commanders with standardized Programs of Instruction (POI) to develop unit warfighting capabilities. A curriculum is defined as training material designed for the attainment of training and readiness requirements. Curricula must satisfy T&R requirements. TECOM ATD maintains administrative oversight for these manuals and assists communities in the development of T&R manuals. The Aviation and Aviation Maintenance T&R Programs are conducted IAW references (a), (b), (c), (d), and (l).

a. T&R. All aviation communities shall implement and utilize the T&R program. In addition to identifying training methods and efficiencies, each community T&R links individual and collective training events to unit core Mission Essential Task Lists (METL), associating costs to training and readiness. The T&R development process will be conducted per references (a), (b), (e), and (l) to standardize requirements definition and facilitate curriculum development. In keeping with the vision of optimizing the use of simulation, syllabus sponsors, model managers (MM), and program coordinators (PC) shall use periodic T&R reviews, per reference (l), to adjust the number of simulator-coded training events where training device capabilities match training requirements using the results produced through the TSC process and retained in the T&R manuals. To support all activities required herein, local area training networks and other USMC-owned networks required for support of distributed mission training will be created and utilized to the fullest extent practical to meet training and readiness requirements.

b. SAT. T&R/curriculum development, modification, and updates shall be

done using the SAT process. The applicable scope and level of effort required should be guided by TECOM ATD in coordination with HQMC AVN. T&R (including academic and/or LVC training events) is developed using the "ADDIE" model (Analyze, Design, Develop, Implement, and Evaluate). The output of the "Analyze" step is an enhanced Master Task List (MTL) that includes all required tasks to accomplish a particular mission set. T&R also uses SAT to recommend the appropriate training device or medium, training device fidelity, training frequency, courseware, and level of courseware interactivity for each task.

4. Training Media. All training is accomplished within the LVC training environments and the learning environments using a combination of courseware, training devices, and operational equipment. The SAT process aids in determining what tasks are trained, how often training occurs, and the training medium used to train each task.

a. Courseware. The SAT process recommends courseware requirements such as type of delivery, frequency, duration of training, and courseware level of interactivity. Courseware may be delivered via live instruction in a traditional or electronic classroom (EC); as self-paced instruction via computer-based training (CBT); or by some combination of the two. EC and learning centers will provide the computer and audio/visual assets required to instruct the necessary courseware per the T&R.

b. Training Devices. Technological advances have made stand-alone training, networked virtual training, and constructive training an efficient and effective complement to live training. Training devices consist of the hardware and operating system software designed specifically to facilitate instruction, such as simulators, Part Task Trainers (PTT), and Mission Task Trainers (MTT), which are built and maintained to the platform/community current configuration and curriculum standard.

(1) MATSS will facilitate training device maintenance per chapter 8. Aircrew training devices will be maintained per references (f) and (g). Chapter 9 and reference (f) detail the training device lay-down plan.

(2) Training System Certification (TSC) ensures the aviation training system and devices are capable of providing the training to support platform/community T&R simulation events through a periodic review of training system capabilities. TSC will also be used to validate the CCM processes, ensuring the simulator's configuration supports the curriculum and is representative of the aircraft or operational system. T/M/S subject matter experts (SMEs) will be instrumental in TSC.

(3) Distributed Mission Operations (DMO) encompasses the networking of training devices within Marine aviation and the joint environment. DMO provides the capability to conduct unit, MAGTF, and joint-level LVC training. The utility of DMO is to support T&R combined training requirements through an appropriately linked training device architecture. This capability seeks to link multiple aircraft, command and control, and ground unit simulation/training devices through a responsive USMC-developed, owned, and managed information technology (IT) backbone able to connect Aviation Combat Element (ACE) training devices to the MAGTF Live-Virtual-Constructive Training Environment (LVC-TE).

(4) Scenario-Based Training (SBT) enhances the quality and effectiveness of simulated training by requiring aircrew and systems

operators to engage in high-level detailed planning, execute missions with the same attention to detail as in combat, and make challenging real-time decisions through the DMO network.

c. Operational Equipment. Live training is conducted using actual aircraft, vehicles, and operational systems. Due to its greater expense and risk, live training is optimized and most cost effective when augmented by preparation and training using other media.

5. ATS Integrating Processes. The following processes integrate Marine aviation training.

a. Training Management. Training is managed through the use of tools and processes that provide a common training experience across ATS, regardless of station, platform, or system.

(1) Training Information Management Systems. Efficient and effective management of training information requires the employment of multiple integrated information systems under a training information architecture. Elements that support the management and integration of training information are Training Management Systems (TMS) and Learning Management Systems (LMS). The TMS tracks T&R progression and helps commanders ensure that training is conducted per appropriate orders and regulations; currency and qualification requirements are met; and ORM principles are properly applied per reference (h). An LMS functions as an electronic repository of specific courseware, technical manuals, and user academic progression data.

(2) Training Management Process (TMP). The TMP provides an effective forum for the operating forces to identify their training issues as the impetus for requirements generation and concurrency validation. The TMP helps determine common solutions to training issues, eliminating redundant "stovepipe" solutions that are wasteful and inefficient. The TMP is focused on the needs of the warfighter through platform and community Training Management Teams (TMT) and supported by higher headquarters, the acquisition community, and industry. The TMP is detailed in chapter 5 and Appendix A.

b. Standardization and Evaluation

(1) The process of training toward and achieving certifications, qualifications, and designations are standardized and consolidated under the wing ATS structure per references (a), (d), and (l). ATS standardization of aviation training and evaluation supports commanders by integrating and improving existing flight leadership, combat leadership, and Naval Air Training and Operating Procedures Standardization (NATOPS)/Instrument programs. The MATSS facilitates the execution of these programs and provides effective oversight.

(2) Standardization of training systems is facilitated by CCM and TSC. CCM is a process whereby a change in tactics, aircraft/operational systems configuration, publications, or procedures is evaluated to identify the impact of the change upon the training system. Proactive measures shall be taken by responsible agents to ensure concurrency to the maximum extent possible. Upon identification of a lack of concurrency, appropriate changes should be made to curricula, courseware, doctrine, and training devices in a timely manner to regain concurrency. System shortfalls are resolved by either community Integrated Product Team Lead (IPTL) or through the TMP.

Responsibility for both aviation platform sponsored simulators/devices and aviation community simulators/devices rests with the Program Office's/Program Manager's IPTL. The processes, products, and tools developed by the IPT should adhere to this Order. TSC is a periodic review of ATS policies, processes, structure, and other components (training devices, computer based training, electronic classrooms, contract instructors, simulation network, etc.) to ensure the training system supports accomplishment of T&R training.

c. Risk Mitigation. Risk is an inherent part of aviation operations that is controlled and managed through awareness and aggressive training. Risk management processes and principles shall be integrated into every pillar of the ATS model. ATS provides a venue (i.e., MATSS) that supports the instruction of the academic portions of risk management and aviation safety programs by experienced instructors.

(1) Risk Management/Aviation Safety Programs. The skills to conduct risk management are found in the principles and processes of Crew Resource Management (CRM), Operational Risk Management (ORM), and Risk and Resource Management (RRM). These programs are integral to ATS and their principles shall be reinforced during all phases of training.

(2) Established Controls. An emphasis on risk management during training fosters a climate that promotes flight discipline and adherence to standards/established procedures. T&R requirements, NATOPS procedures, and standard operating procedures (SOPs) are controls developed to mitigate hazards identified over decades of aviation experience. Reliance on these controls in training is crucial to mitigate risk.

(3) Aggressive Training. ATS provides the tools to facilitate effective training while mitigating the risk that comes with the pursuit of operational excellence. Advancements in training devices allow for expansion of experience level through exposure to real world scenarios and require aircrew to exercise risk management skills without exposing the aircrew or aircraft to risk of actual loss. Commanders shall make maximum use of these tools that are afforded at MATSS.

6. ATS Implementation. ATS will be implemented through a phased approach IAW chapter 9 and reference (f), based upon manpower, fiscal, and other constraints outlined in chapters 3, 4 and reference (i).

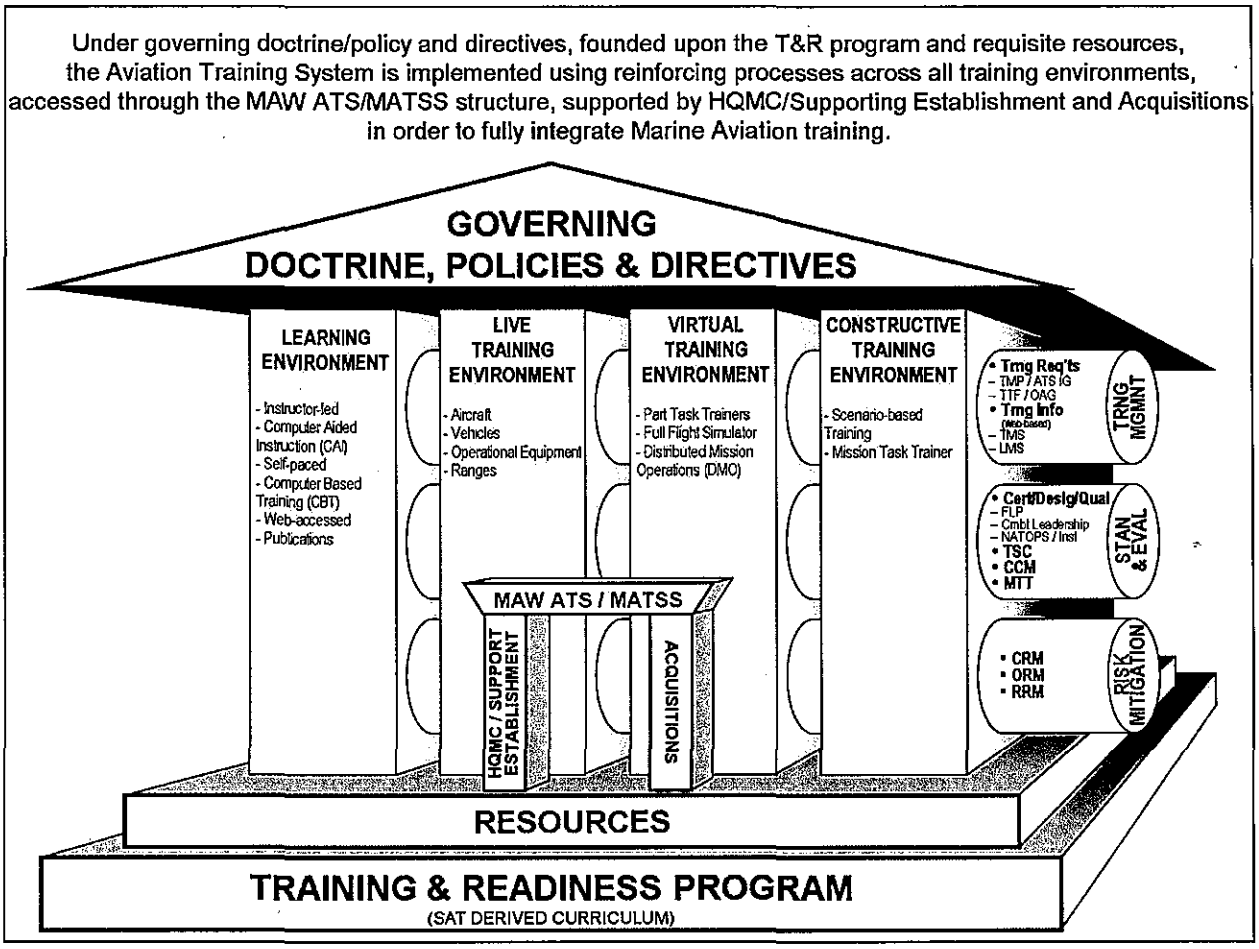

Figure 1-1.--Integrated Aviation Training System Model

Chapter 2

ATS Management and Task Assignment

1. Deputy Commandant for Aviation (DCA). DCA is the HQMC Aviation Combat Element (ACE) ATS advocate and is responsible for the following:

a. Advocate USMC ATS requirements within the Department of the Navy's (DON) and Marine Corps Planning, Programming, Budgeting, and Execution (PPBE) processes.

b. Provide policy for ATS in coordination with CG TECOM.

c. Provide oversight of ATS and coordinate iterative transfer of execution responsibilities in the effective execution of ATS with CG TECOM.

d. Ensure resourcing to meet validated ATS/MATSS requirements in coordination with CG TECOM.

e. Guide CCM processes with acquisitions agents, syllabus sponsors, and model managers.

f. Review and evaluate the effectiveness of ATS training device implementation, availability, and utilization.

g. Maintain responsibility for presenting, monitoring, and defending all Operations and Maintenance, Navy (OM,N) budgetary actions with Type Commander (TYCOM).

h. Submit, in coordination with Commander, Naval Air Forces (CNAF), the ATS training device funding sustainment plan to Office of the Chief of Naval Operations (OPNAV) N43.

i. Guide and assist TECOM in the preparation of annual PPBE OM,MC submissions in support of ATS.

j. Conduct liaison and inform the Deputy Commandant for Programs and Resources (DC P&R) of shortfalls in ATS OM,MC funding that could adversely affect the Marine Corps ATS.

k. Provide planned dates and information on Operational Advisory Group (OAG) and Naval Aviation Requirements Group (NARG) conferences to TECOM ATD for input to the Training Management Employment Plan (TMEP).

2. Deputy Commandant for Manpower & Reserve Affairs (DC M&RA). Ensure that all operating force and supporting establishment commands, agencies, and organizations are staffed IAW reference (j).

3. Deputy Commandant for Programs and Resources (DC P&R). Serve as a Point of Contact (POC) for ATS on budget/fiscal matters and assist in adjudicating unresolved budgetary issues.

4. Deputy Commandant for Combat Development & Integration (DC CD&I)/CG, Marine Corps Combat Development Command (CG MCCDC)

a. Ensure that Marine Corps commands, agencies, and organizations are structured properly and achieve manning levels consistent with references (f), (i), and (j).

b. Ensure training resources and requirements support T&R/curriculum and align with ATS processes.

c. Develop policy and guidance for the integration of modeling, simulation, and virtual training across the Marine Corps.

5. Commander U.S. Marine Forces Command (COMMARFORCOM)/Commander U.S. Marine Forces Pacific (COMMARFORPAC)

a. Support MAW ATS and MATSS requirements.

b. Allocate resources in support of ATS.

c. Assist operational forces and supporting establishment in the coordination of acquisition, infrastructure (e.g., facilities, IT, and communications), and logistics for ATS.

d. Support the integration of DMO with the MAGTF.

e. Maintain cognizance over Flying Hour Program (FHP)- related resource submissions in support of ATS.

6. Commander Marine Forces Reserve (COMMARFORRES)

a. Function as the Reserve ATS resource sponsor.

b. Review Reserve ATS training requirements and submit to Commander Naval Reserve Forces Command (CNRFC).

c. Support MAW ATS and MATSS requirements.

d. Ensure activated reserve component (RC) units are Operational Control (OPCON) to the appropriate MARFOR, track/account for ATS funding, and prepare supplemental requests to support those units.

e. Report all activated reserve units' unexpected ATS funding to CNRFC and Financial Management Board (FMB) for reprogramming per reference (k).

f. Assist RC operational forces and supporting establishment in the coordination of acquisition, infrastructure, (e.g., facilities, IT, and communications) and logistics for ATS.

g. Support the integration of DMO with the MAGTF.

7. CG Training and Education Command (TECOM). CG TECOM is the training advocate and is responsible for the following:

a. Provide oversight of ATS and coordinate the iterative transfer of responsibilities in the effective execution of ATS from HQMC AVN.

b. Recommend, develop, and implement ATS policy in coordination with HQMC AVN.

c. Prepare annual Program Objective Memorandum (POM) submissions for additional resources to comply with Program Review (PR) data call in support of validated ATS/MATSS requirements in coordination with HQMC AVN.

d. Facilitate standardization and evaluation of all aviation units per chapter 6 and references (a), (l), and (m).

e. Manage ATS to ensure consistency with current T&R Program Manual IAW references (b), (l), and (n).

f. Facilitate the development and maintenance of T&R standards for all aircrew, aircraft maintenance, MACCS operators, MACCS maintenance, Aircraft Rescue and Fire Fighting (ARFF), Expeditionary Airfield (EAF), Aviation Operations Specialist (AOS), and Meteorology & Oceanography (METOC) occupational fields.

g. IAW the TMP and applicable configuration control boards (CCB) act as a functional area manager for TMS.

h. Support resourcing of aviation training management systems for training device scheduling, maintenance, and reporting in coordination with HQMC AVN.

i. Maintain a web-enabled central point of access for Marine aviation training information; maintain ATS information for five years.

j. Conduct MATSS evaluations to ensure standardization IAW chapter 7.

k. Review recommended T&R changes submitted through the TMP, TSC or by MATSS through the syllabus sponsor, and facilitate entry into the T&R correspondence change process.

l. Maintain execution oversight of the TMP, with exception of the Executive Level (EL), which remains at HQMC AVN.

m. Facilitate the standup of Training Management Teams (TMT).

n. Track the status of all new and existing issues through the TMP.

o. Maintain the fiscal year (FY) Training Management Employment Plan (TMEP) to synchronize and deconflict all current and forecasted training management events.

p. Maintain and serve as the lead for the ATS Mobile Training Team (MTT) to assist in MAW ATS/MATSS implementation and standardization.

q. Develop and implement a TSC process to ensure training system capabilities support satisfaction of T&R requirements in coordination with HQMC AVN.

r. Coordinate training requirements with Naval Education Training Command (NETC), Air Education Training Command (AETC), and Training and Doctrine Command (TRADOC) to ensure training remains aligned with USMC T&R requirements.

s. Ensure that Marine aviation training modeling and simulation (M&S) efforts are coordinated with HQMC AVN and incorporated into the Training M&S Master Plan to ensure the requirements development process is captured for MAGTF LVC training.

8. Marine Corps Systems Command (MARCORSYSCOM)

a. Provide acquisition support for ATS implementation among the following communities: TACC, DASC, TAOC, LAAD, ATC (as required), MACCS Maintenance, ARFF, EAF, and METOC.

b. Participate in the TMP per chapter 5.

c. Participate in the Program Manager Integrated Product Team (IPT) when simulators/training devices are fielded and as changes are required.

d. Coordinate development of training systems and devices with NAVAIRSYSCOM.

e. Guided by HQMC AVN, ensure concurrency of training devices, operational systems, and curricula based upon a SAT-derived curriculum.

9. Program Executive Office (PEO) Land Systems

a. Provide acquisition support for ATS implementation among the following communities: TACC, DASC, TAOC, LAAD, ATC (as required), MACCS Maintenance, ARFF, EAF, and METOC.

b. Participate in the TMP per chapter 5.

c. Participate in the Program Manager Integrated Product Team (IPT) when simulators/training devices are fielded and as changes are required.

d. Coordinate development of training systems and devices with NAVAIRSYSCOM.

e. Guided by HQMC AVN, ensure concurrency of training devices, operational systems, and curricula based upon a SAT-derived curriculum.

10. Naval Air Systems Command (NAVAIRSYSCOM)

a. Lead competition, award, and execution for programs of MAGTF-validated capabilities resourced by HQMC.

b. Support HQMC with pursuit of funding for MAGTF-validated capabilities (POM build and execution).

c. Guided by HQMC AVN, ensure concurrency of training devices, operational systems, and curricula based upon a SAT-derived curriculum.

d. Support TECOM and MAWTS-1 with development of MAGTF-validated capabilities that are fiscally and technologically achievable.

e. In coordination with appropriate MATSS OIC, ATU Director, and T/M/S, SME support TSC on all training devices.

f. Participate in the TMP per chapter 5.

g. Provide status of training system new procurement and upgrade contracts to HQMC AVN (APW-71) and TECOM ATD.

h. Provide support for ATS as directed by HQMC AVN (e.g., training systems, networking, electronic classrooms, logistics support).

i. Provide engineering and advanced training system technology options for ATS.

11. Commander Marine Corps Installations (MCI) East/West and Marine Corps Bases (MCB) Hawaii/Japan

a. Provide acquisition, infrastructure, and logistics assistance for facilities in support of ATS.

b. Provide civilian Contracting Officer Representatives (COR) to operate within the MATSS and facilitate ATS operations per chapter 3.

c. Provide communication and IT infrastructure in support of the local DMO requirements.

d. Ensure station aircrew, aircraft maintenance, Marine Air Traffic Control (MATC) operators, MATC maintenance, ARFF, EAF, AOS, and METOC personnel participate in ATS to meet all standardization and evaluation requirements per chapter 6 and references (a), (l), and (m).

e. Utilize the appropriate TMS for aircrew, operator, maintenance, and training device management.

f. Report ATS training system effectiveness and performance data per chapter 7.

12. CG Marine Aircraft Wing(MAW)

a. Assume operational control of all aviation training devices that facilitate T&R satisfaction in support of ATS.

b. Provide operational direction of ATS to ensure MAW ATS and MATSS provide the training systems and support required for units to effectively train to Mission Essential Tasks (METs) and combat leadership skills necessary to achieve the proper level of readiness per reference (o). 4TH MAW units are authorized to utilize active component MATSS training assets. Reserve training requirements shall be coordinated through the MATSS supporting the training.

c. Ensure training device readiness to support T&R requirements.

d. Prioritize allocation of resources in support of ATS.

e. Assist the MAW ATS and MATSS in developing training issues per chapter 5.

f. Ensure all MAW aircrew, aircraft maintenance, MACCS operators, MACCS maintenance, ARFF, EAF, AOS, and METOC personnel comply with standardization and evaluation requirements per chapter 6 and references (a), (l), and (m).

g. Utilize the appropriate TMS for aircrew, operator, maintenance, and training device management.

h. Report ATS training system effectiveness and performance metrics per chapter 7.

i. Ensure proper staffing of MAW ATS and MATSS per chapter 3.

j. CG 4TH MAW

(1) Ensure activated squadrons/units attached to an active MARFOR command (MFC/MFP) track and account for ATS funding requirements. ATS funding will be required to support additional training device hours, the associated contractor operations and maintenance services (COMS), and contract instructor (CI) hours. Close coordination with HQMC AVN and the appropriate TYCOM will be required to ensure training assets are available to activated RC units.

(2) Coordinate with CNARF on the roles and responsibilities with the management of the aviation training devices as they pertain to ATS and the AVPLAN.

13. Director Marine Aircraft Wing ATS

a. Coordinate standup of MAW MATSS.

b. Manage ATS execution in accordance with this Order and MAW CG direction.

c. Use civilian COR to operate within the MATSS and facilitate ATS operations per chapter 3.

d. Report ATS training system effectiveness and performance data per chapter 7.

e. Serve as voting members of the ATS TMT. Ensure appropriate wing representation is identified for each TMT.

f. Coordinate planning, programming, and budgeting of ATS facility requirements IAW reference (p) in conjunction with MCI, COMMARFOR, and MATSS.

g. Establish memorandum of agreements (MOAs) with appropriate-level commands (e.g., Marine Aviation Logistics Squadron (MALS), MAG, etc.) as required.

14. Director 2D MAW KC-130J Aviation Training Unit (ATU)

a. Oversee, as directed by DCA, multi-site simulator based fleet replacement units at respective MAWs.

b. Coordinate with MAW ATS Director.

c. Manage ATU execution IAW this Order.

d. Act as the Fleet Replacement Squadron (FRS) for the KC-130J

community.

e. Ensure Fleet Replacement Pilot/Crewmaster production meets fleet requirements.

f. Assist Center for Naval Aviation Technical Training (CNATT) Headquarters, NAVAIRSYSCOM, and other program offices in the development and acquisition of all validated aircraft maintenance T&R curriculum/courseware and technical support requirements.

g. In coordination with the syllabus sponsor develop, distribute, and maintain instructional material designed to support T&R and NATOPS standardization.

15. OIC Marine Aviation Training System Site (MATSS). Per chapter 9 each MATSS will stand up in an iterative process, progressing from activation to initial operational capability (IOC) to full operational capability (FOC). Upon FOC, MATSS OIC shall:

a. Supervise, maintain, and ensure availability of assigned training systems, such as courseware (including Computer Aided Instruction (CAI) and CBT), training devices, and TMS.

b. Serve as an entry point for vetting fleet-generated training issues.

c. Assist CNATT Headquarters, NAVAIRSYSCOM, and other program offices in the development and acquisition of all validated aircraft maintenance T&R curriculum/courseware and technical support requirements.

d. Support the TSC process by providing personnel, facilities access and usage needed by Type, Model and Series (T/M/S) Training Integrated Product Team Leads (IPTL).

e. Accumulate and analyze training system effectiveness and performance data IOT prepare change proposals, requirement justifications, and training return on investment (ROI) metrics.

f. Schedule and manage training devices via the appropriate TMS.

g. Facilitate DMO as required.

h. Support aviation training exercises.

i. Coordinate with local units to support their training schedules.

j. Support and coordinate Navy Occupational Safety and Health (NAVOSH), Naval Aviation Maintenance Program (NAMP), and AIRSpeed training mandated for Organizational Level (O-Level) and Intermediate Level (I-Level) maintenance department personnel.

k. Support automated and traditional delivery of monthly Instrument Ground School (IGS) requirements for all tenant units.

l. Co-chair platform/community TMT with TECOM ATD IAW Appendix (A).

m. Provide NATOPS and instrument evaluations utilizing aircraft training devices and CIs per references (a), (l), (m), and chapter 6.

n. Ensure MATSS personnel are appropriately qualified to accomplish assigned duties, to include CIs, NATOPS instructors (NI), assistant NATOPS instructors (ANI), instrument instructors, CRM instructors/facilitators, and/or flight leadership standardization evaluators (FLSE).

o. Ensure all instructors and staff, including CIs, meet all currency and standardization requirements for NATOPS/instrument instruction per Chapter 6 and reference (m).

p. Report ATS training system effectiveness and performance data to MAW ATS Director per chapter 7.

q. Conduct flight leadership training and coordinate flight leadership standardization and evaluation flights for supported units per references (a), (l), and chapter 6.

r. Assume FLP tasks as outlined in references (a) and (l).

s. Attend monthly group/squadron training officer meetings IOT coordinate MATSS training support requests.

t. Conduct a quarterly standardization board for all T/M/S supported IAW chapter 6 and reference (q).

16. OIC MATSS Cherry Point, Miramar, Futenma

a. Perform all applicable tasks from paragraph 15 of this chapter in support of the MACG and MWSG.

b. Support the planning and execution of 59XX, 68XX, 7002, 7011, 7041, 7051, 72XX, and 73XX Military Occupational Specialty (MOS) virtual and constructive training evolutions with all available training resources.

17. CO Marine Helicopter Squadron 1 (HMX-1)

a. Utilize the appropriate TMS for aircrew, operator, maintenance, and training device management.

b. Participate in the TMP per chapter 5.

18. CO Aircraft or Test Weapons Test Squadrons (HX-21, VX-20/23/31)

a. Support TSC process data collection as needed by T/M/S IPTL.

19. CO Marine Aviation Test and Evaluation Squadron 22 (VMX-22) Use appropriate TMS for aircrew, operator, maintenance, and training device management.

20. CO Marine Aviation Weapons and Tactics Squadron-One (MAWTS-1)

a. Coordinate the Flight Leadership Program (FLP) with MATSS per reference (l).

b. Utilize the appropriate TMS for aircrew, operator, maintenance, and

training device management.

c. Support TSC process and data collection as needed by T/M/S IPTL.

21. CO Marine Aircraft Group (MAG)/Marine Air Control Group (MACG)/Marine Wing Support Group (MWSG)

a. Coordinate with local MATSS to ensure the training systems and support required to attain the Core Skill Proficiency (CSP) and aircrew combat leadership skills necessary to achieve the proper T-level of readiness per reference (o).

b. Ensure all communities participate in ATS to meet all standardization and evaluation requirements per references (a), (l) (m) and chapter 6.

c. Coordinate with MATSS to ensure the TMS accurately reflects training device readiness rates and maintenance status.

d. To the maximum extent possible utilize aircraft simulators and CIs for NATOPS and instrument evaluation events per reference (m) and chapter 6.

e. Utilize the appropriate TMS for aircrew, operator, maintenance, and training device management.

22. CO Squadron. Commanders shall:

a. Ensure all aircrew, maintenance, MACCS, and AGS personnel participate in ATS, maintain readiness minimums, and sustain T/M/S maintenance core competency levels per reference (o).

b. To the maximum extent possible utilize aircraft simulators and CIs for NATOPS and instrument evaluation events per reference (m) and chapter 6.

c. Evaluate unit personnel for compliance with T&R standards for readiness; measure deviation from standards and assign additional training when required.

d. Utilize the appropriate TMS for aircrew, operator, maintenance, and training device management.

23. Flight Leadership Program (FLP) Model Manager (MM)

a. Manage and standardize platform/community flight leadership POI IAW reference (l).

b. Coordinate with FLP PC and MATSS to enhance the quality of flight leadership training, standardization, and evaluation.

24. NATOPS/Model Manager (MM)

a. Manage and standardize platform NATOPS.

b. Manage platform/community core skill introduction curricula.

c. Serve as voting member for TMT as appropriate.

d. Submit core skill introduction level curriculum issues via the TMP per chapter 5.

e. Parcicipate in the TMP per Chapter 5 and Appendix A.

f. Support TSC process and data collection as needed by T/M/S IPTL.

25. Syllabus Sponsor

a. Coordinate T&R changes per references (d) and (l).

b. Participate in the TMP per chapter 5 and Appendix A.

c. Provide input to FRS/entry-level schools on their operational direction and development of the core skill introduction level T&R to include changes, modifications, or updates that will affect core skill proficiency and core skill plus level T&R training.

d. Serve as a voting member for TMT as appropriate.

e. Support TSC process and data collection as needed by T/M/S IPTL.

26. Instrument Ground School Program Coordinator (IGS PC)

a. Liaison with Chief Naval Air Training (CNATRA), the designated lead agent for all naval aviation IGS.

b. Develop, maintain, and provide Marine aviation commands with a standardized generic IGS course of instruction per chapter 6.

c. Act as the single point of contact for all IGS issues.

d. Maintain and disseminate an approved IGS questions database.

e. Coordinate with CNATRA as necessary for emerging and additional requirements and resources.

Chapter 3

ATS Manpower and Chain of Command

1. Organization. ATS encompasses Marine aviation select initial accession and post-initial accession training. Coordination with other services is required for initial accession training. The Aviation Training Organization Chart, figure 3-1, depicts the relationships among training commands.

2. Manpower

a. ATS manpower structure will consist of the MAW ATS Director, MAW ATS Deputy Director, MATSS OICs, MATSS Assistant OICs, MATSS Operations Officers (OPSO), officer standardization evaluators, enlisted standardization evaluators, and assigned support personnel. Additionally, the KC-130J ATU is included in the MAW ATS organizational structure.

b. The MAW ATS Director and MAW ATS Deputy Director are responsible for oversight of MATSS and KC-130J ATU personnel. The MAW ATS Director shall be a uniformed officer, preferably post-command. ATS Deputy Director billet should be filled with a GS-14 civilian who provides continuity for ATS within the MAW. ATS personnel shall be staffed for a minimum period of one year. The ATU shall be staffed by military personnel for a minimum of two years with the exception of the ATU Director billet that shall be staffed by a Lieutenant Colonel for a minimum of eighteen months.

c. MATSS FOC manpower will consist of one 75xx flight leadership standardization evaluator per T/M/S supported at each MATSS, as well as one enlisted aircrew standardization evaluator per T/M/S at sites that have platforms that require enlisted aircrew positions.

d. Because of the criticality, stature and visibility of these billets, HQMC AVN has requested that MATSS OIC billets be staffed, to the maximum extent feasible, with former weapons school (Top Gun/WTI) instructor pilots, or if unavailable, with weapons school graduates. Fuethermore, HQMC AVN request that the OpsO and FLSE billets be staffed, to the maxiumu extent feasible, with weapons school graduates.

3. Command Relationships. The ATS/MATSS command relationships are depicted in Figures 3-2 and 3-3.

a. MAW. The MAW CG has OPCON and ADCON of MATSS and ATU personnel except in cases where geographic location requires ADCON of MATSS personnel to the local commander. Due to the unique structure and dispersed geographic locations of 4TH MAW, command relationships will be at the discretion of the 4TH MAW CG.

b. MAG/MACG/MWSG. The Group OPSO/WTI, DOSS, and standardization evaluator personnel will coordinate training efforts with the MATSS to ensure effective and efficient training throughout the group on all aspects of training, flight leadership, standardization, and evaluation of personnel and units.

c. MATSS. MATSS training efforts require coordination with the Group OPSO/WTI and DOSS. The MATSS has an equal working relationship with both the Group Operations department and DOSS (Figure 3-3). In addition to their

daily roles, the Group OPSO/WTI and the DOSS will work in conjunction with the MATSS to ensure effective and efficient coordination of all aspects of training, flight leadership, standardization, and evaluation of group personnel and units. This action also includes the standardization of Contract Instruction Services (CIS).

d. KC-130J ATU. The ATU resides within the 2D MAW ATS Table of Organization and Equipment (T/O and T/E) and is a MAW asset assigned OPCON and ADCON to the wing commander. The ATU will maintain OPCON of the KC-130 Pilot Training Detachment (PTD) ATU West at 3D MAW and the Crewmaster detachment, Little Rock AFB. 3D MAW ATS will maintain ADCON of PTD ATU West, and CNATT DET Little Rock AFB will maintain ADCON of the Crewmaster detachment. The KC-130J ATU has a working relationship with both operating forces for training standardization and with Training Command Production Management Division for initial accession training. In addition to their FRS function, the ATU will work in conjunction with the MAW ATS/MATSS to ensure all aspects of training are effectively and efficiently coordinated.

4. Civilian Billets. To support ATS, civilian billets will remain ADCON to existing MCI/MCAS/TECOM T/Os and T/Es and OPCON to the respective MAW ATS in order to specify command relationships. The supporting establishment on which the civilian billet resides will provide human resources support.

5. Contract Services Support (CSS) Personnel. CSS personnel may be provided at MATSS to assist in the performance of ATS duties. The number and type of contract personnel will vary by site according to the volume and type of training support required.

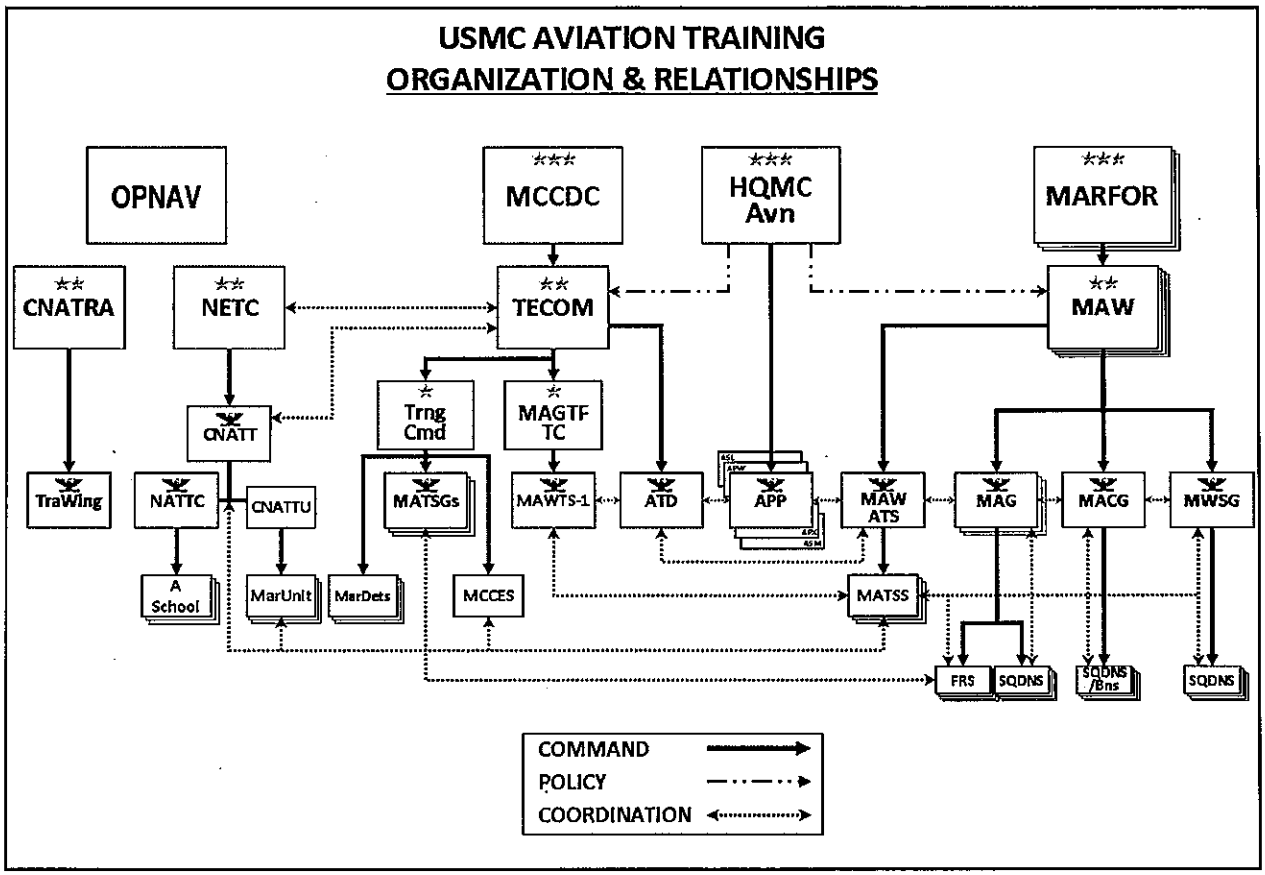

Figure 3-1.--Aviation Training Organizational Chart

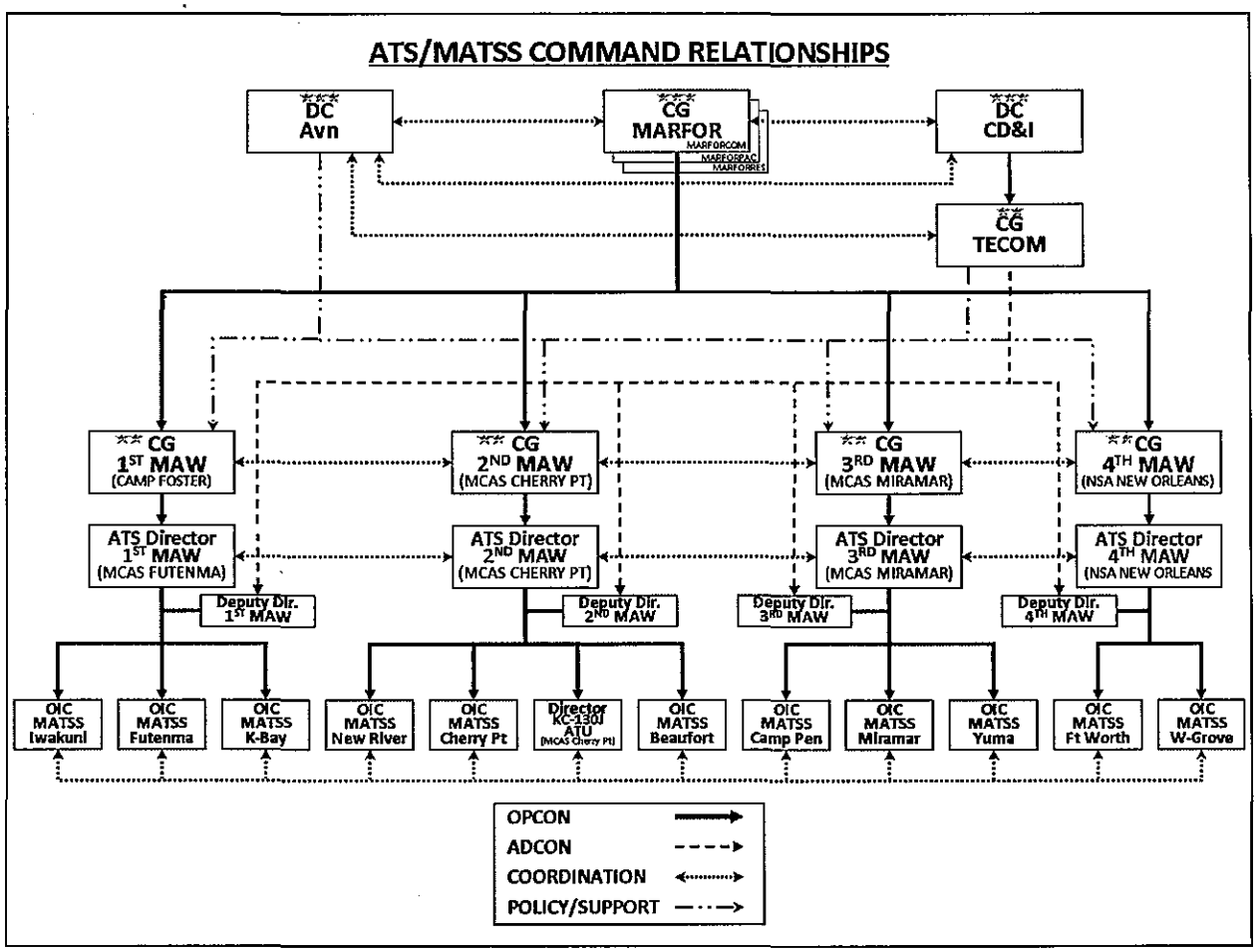

Figure 3-2.--ATS/MATSS Command Relationships

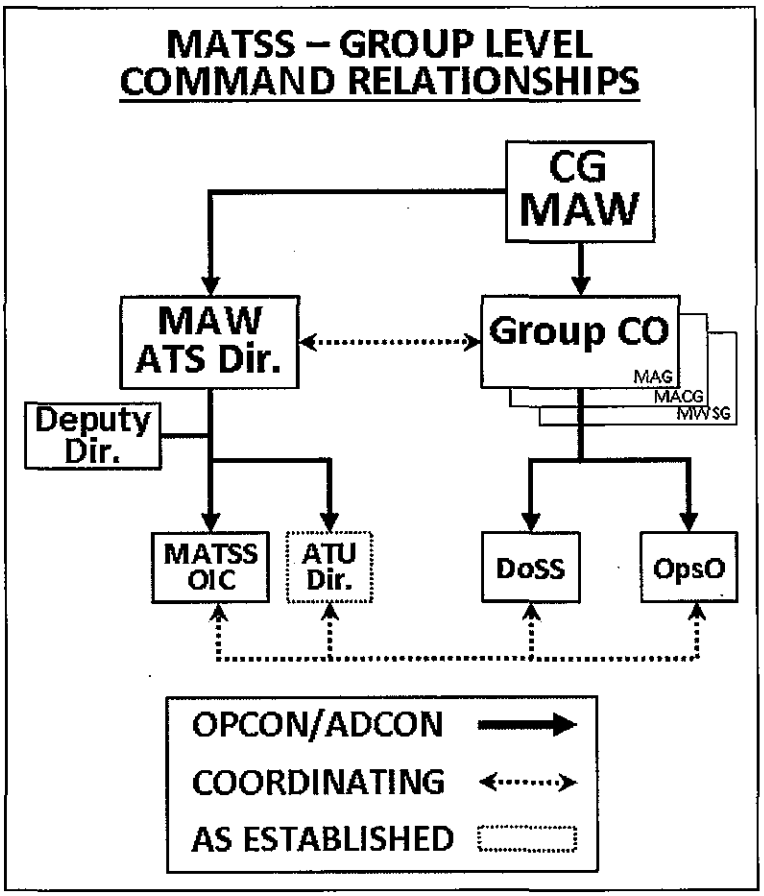

Figure 3-3.--MATSS - MAG Command Level Relationships

Chapter 4

ATS Funding

1. ATS Funding

a. ATS has multiple elements that are funded by various resources. HQMC AVN (APW) identifies ATS requirements that are then advocated for by HQMC AVN (APP) in the PPBE process. This directive, the Marine Aviation Plan, and the T&R Program are the primary requirements documents. Additionally, the TMP serves as a mechanism for fleet input to requirements generation so that HQMC AVN aligns resources and requirements to fund ATS initiatives.

b. There are responsibilities for funding that fall under both the Navy and the Marine Corps for procurement and sustainment support of live training (aircraft or operational systems), virtual training (simulation), constructive training (modeling), and learning (courseware and delivery methods) environments. This chapter summarizes the various appropriations required to support such training; a particular resource sponsor will not be responsible for independently funding ATS in its entirety.

2. ATS Appropriations

a. Aircraft Procurement Navy (APN). HQMC/OPNAV POMs for APN funds. NAVAIRSYSCOM manages expenditures on program costs, schedule, and performance. HQMC AVN (APW) handles requirements based on T/M/S and programs.

(1) APN-1. APW T/M/S code budgets for "In-Production Aircraft."

(2) APN-7. APW-71 budgets for "Out of Production Aircraft" and common T/M/S.

b. Procurement, Marine Corps (PMC)

(1) HQMC (AVN/CD&I) POM for funds under the Warfighting Program Evaluation Board (PEB) for procurement of new operational systems to include initial training support.

(2) MARCORSYSCOM/PEO Land Systems manage expenditure on program costs, schedule, and performance. HQMC AVN (APX) advocates for requirements based upon program direction.

c. Operations and Maintenance Navy (OM,N) and Operations and Maintenance Marine Corps (OM,MC)

(1) Contract Operations and Maintenance Services (COMS) & Contract Instruction Services (CIS)

(a) Flying Hour Program (FHP) Flight Other (FO) provides OM,N for aviation support and sustainment efforts. CNAF POMs, budgets, and prioritizes FO funds on behalf of the Marine Corps for ATS support through NAWC-TSD.

(b) FHP provides OM,NR funds to Commander Naval Reserve Forces Command (CNRFC) for Navy and Marine Corps Reserve COMS and CIS.

(c) Per the FHP CNAF budgets for COMS, CI, training device relocations, technical data verification, modifications to training devices and equipment, student management, and other support.

(d) Increased simulation, as directed and supported by reference (o), will assist the Marine Corps in maintaining and sustaining requisite training to meet real world operational mission requirements.

(2) NAVAIRSYSCOM through NAWC-TSD

(a) Funds contracts and facility support.

(b) Funds In-service Engineer (ISE) through PMA-205 (engineering support for aircraft to training device Engineering Change Proposals (ECPs) and other related issues). NAVAIRSYSCOM/NAWC-TSD coordinates with COMS for maintenance of training devices.

(c) USMC Aviation Liaison Team will serve as the IPTL for execution and coordination of the TSC process.

(3) Device Disposal

(a) OPNAV N4 POMs for applicable OM,N based on training device disposal requirements/schedule.

(b) Funds are managed by NAVAIRSYSCOM and adjusted quarterly based upon DON training device needs.

3. ATS Travel Funding. All travel in support of ATS will be funded by the agency levying the travel requirement. ATS travel funding will be via OM,N and OM,MC dollars. Separation of allocation between OM,N and OM,MC is the responsibility of the agency levying the travel requirement. ATS Directors shall consolidate subordinate ATS budget requirements and submit requests to the appropriate funding agency. TECOM will plan, program, and budget requisite funds to support the execution of the TMP, MTT, and other related aviation training events within the scope of ATS.

4. ATS Funding 2D MAW ATU. ATU annual simulator training hour requirements are determined by the ATU Director and submitted to the MAW ATS Director.

Chapter 5

Training Management Process

1. Training Management Process (TMP). The TMP is intended to identify specific training issues, derive common training issues among platforms/communities, explore common solutions to these issues, identify funding resources for high-priority issues, and resolve those issues determined to be requirements. The TMP is executed by military members and government civilians, with responsibility for validation, prioritization, and impact assessment of training system issues.

2. TMP Organization. The entities responsible for executing the TMP are Training Management Teams (TMT) and the ATS Integration Group (IG), as illustrated in figure 5-1. The ATS IG consists of the Integration Level (IL), the Advisory Level (AL), and the two-tiered Executive Level (EL).

3. TMT Requirements

a. The following platforms and communities shall maintain a specific TMT: H-46, H-53, H-1, V-22, KC-130, EA-6, FA-18, AV-8, VH, OSA aircraft, Unmanned Aerial Systems (UAS), Aircraft Maintenance, Tactical Air Command Center (TACC), Tactical Air Operations Center (TAOC), Air Traffic Control (ATC), Direct Air Support Center (DASC), Low Altitude Air Defense (LAAD), Aviation Operations Specialist (AOS), Aircraft Rescue and Fire Fighting (ARFF), Expeditionary Airfield (EAF), Meteorology & Oceanography (METOC), MACCS Maintenance, and ATS.

b. All TMTs shall be conducted in accordance with Appendix (A) to identify, prioritize, and submit training issues to the ATS IG. Each TMT will address specific aircrew/operator (officer and enlisted) and O-level/crew-level maintenance training issues.

4. TMT and ATS IG Composition. Minimum composition for specific TMT is detailed in Appendix A. Membership within the IL and AL of the ATS IG may expand or contract as required while maintaining the minimum composition. Each TMT shall have an identified co-chairman, responsible for coordination of conferences, processes, and communication among the ATS IG/TMT and other entities within the TMP. To the maximum extent possible each TMT will be affiliated with a specific MATSS. This construct will provide continuity and a focal point for information and facilitation of tasks with oversight by TECOM ATD.

a. Specific TMT (e.g., H-1, KC-130, ARFF, EAF, MACCS Maintenance). Specific TMTs focus on identifying and prioritizing training issues specific to their platform/community, to include O-level maintenance, across the Doctrine, Operation, Training, Material, Leadership, Education, Personnel, and Facilities (DOTMLPF) spectrum.

b. ATS TMT. The ATS TMT is the senior TMT that bridges the specific TMTs to the ATS IG and is part of the IL. The ATS TMT identifies ATS-specific issues, consolidates all community/platform specific TMT issues, and derives potential common issues for further vetting through the ATS IG. ATS TMT membership is comprised of the following entities:

(1) TECOM ATD, Training Management Branch Head (TMT Chair)

(2) NAVAIR PMA-205 MC

(3) MARCORSYSCOM PM TRASYS

(4) PEO Land Systems

(5) MAW ATS Directors

(6) HQMC AVN (APP/APW)

(7) NAWC TSD Marine Aviation LNO/IPTL

c. ATS IG IL. The IL includes the ATS TMT and the acquisition organizations listed below. The IL conducts feasibility analysis, validates solutions, and forwards recommendations to the AL to support issue refinement, cost estimates, and POM submissions. The responsibilities of each element of the IL are listed in paragraph 5 of this chapter.

(1) NAVAIR PMA 205 MC

(a) NAWC-TSD

(b) Engineering Lead

(c) Logistics Lead

(d) ISD Lead

(2) MARCORSYSCOM

(a) PMTRASYS

(b) Program Engineering Lead

(c) Program Logistics Lead

(d) Product Group Manpower, Personnel and Training (MPT) Lead

(3) PEO LS

(a) PMTRASYS

(b) PEO LS Engineering Lead

(c) PEO LS Logistics Lead

(d) PEO LS MPT Lead

(4) Additional technical representatives, as required.

d. ATS IG AL. The AL serves as the coordination effort between action officers (AOs) and the O-6 level. The AL is the advocate for all TMT issues and further refines the issues in coordination with the IL while developing funding strategies and POM recommendations for decision by the EL. The ATS IG AL is comprised of the following:

(1) HQMC AVN (APP/APW)

(2) HQMC AVN AO

(3) TECOM ATD, Training Management Branch Head

e. ATS IG EL. The EL is divided into two tiers. The entry into the lower tier of the EL from the AL is through coordination between AO and the O-6 level. The upper tier is between and among O-6 and general officer levels. HQMC AVN shall coordinate and facilitate functioning of the EL.

(1) Lower Tier

(a) HQMC AVN branch heads (coordination across other HQMC departments, as required)

(b) Director, TECOM ATD

(2) Upper Tier

(a) DCA

(b) CG, TECOM

5. TMT and ATS IG Responsibilities. TMT procedures are detailed in Appendix A. TMT and ATS IG responsibilities within the TMP are defined as follows:

a. TMT

(1) Convene IAW the Training Management Employment Plan (TMEP).

(2) Generate platform and community specific TMT issues.

(3) Communicate prioritized issues to the ATS IG via the ATS TMT.

b. ATS TMT

(1) Convene at the conclusion of all other TMT.

(2) Generate ATS-specific issues associated with, but not limited to, ATS policy, ATS processes, ATS structure, networked simulation, training management, product support, EC, training system contract support, standardization, and evaluation.

(3) Consolidate all specific TMT training issues.

(4) Review all submitted specific TMT issue sheets to determine common issues.

c. ATS IG IL

(1) As the entry point to the ATS IG and an element of the IL the ATS TMT shall:

(a) Distill common issues from the submitted specific TMT issues, rank the common issues, and provide a ROI and recommended prioritization.

(b) Provide feedback to specific TMTs on common issues.

(2) As elements within the ATS IG IL the acquisition organizations shall:

(a) Identify solutions to specific and common TMT issues.

(b) Determine technical and logistical impacts (feasibility analysis).

(c) Provide feedback to ATS TMT and HQMC AVN (APP/APW).

(3) Elements of the IL shall coordinate prioritized issues with potential solutions. The issues, with recommended solutions, shall be forwarded to the AL for review and further action.

d. ATS IG AL

(1) Review specific and common issues submitted by IL.

(2) Re-prioritize issues to support service and joint requirements as necessary.

(3) Develop and implement funding strategies.

(4) Direct acquisition and sustainment task responsibility.

(5) Coordinate requirements definition.

(6) Prepare POM/PR recommendations to EL.

(7) Advocate training issues at OAGs and other forums.

(8) Provide training issue status and feedback to IL and specific TMTs on specific and common training issues.

e. ATS IG EL

(1) Provide policy and guidance.

(2) Review and endorse/decline AL recommendations.

(3) Validate/establish requirements.

6. TMP Execution. The TMP is a continuous process, intended to provide HQMC AVN a consolidated and prioritized list of aviation training issues for requirements generation, classification, and submission within the POM process. Figure 5-1 depicts the TMP cycle and composition.

a. TMT execution is detailed in Appendix A. Each TMT shall meet annually to determine specific training issues.

(1) Upon the conclusion of each TMT, TECOM ATD will inform the respective HQMC AVN AO of the TMT results and will publish the list of approved specific TMT issues via naval message.

(2) Specific TMT issues shall be addressed through existing NAVAIRSYSCOM, MARCORSYSCOM, PEO Land Systems, OAG, or Transition Task Force (TTF) processes with oversight by TECOM ATD and the respective HQMC AVN AO.

(3) Each TMT must convene NLT 01 February.

(4) As the ATS TMT Chair TECOM ATD shall consolidate the submitted specific TMT issues for review by the ATS TMT.

b. The ATS TMT will convene at the conclusion of all other TMTs to develop ATS-specific issues and review all submitted specific TMT issues to determine which issues, if any, are common across platforms or communities. NLT 31 March, common issues with recommended prioritization will be provided to the appropriate acquisition organizations of the ATS IG IL to commence common solution identification and feasibility analysis. Common issues shall be concurrently posted to the ATS website for review by the AL.

c. The AL shall review the recommended prioritization of the common issues received from the ATS TMT and provide the approved list of prioritized issues to the IL for continued research on feasibility and cost NLT 30 April. Concurrently, TECOM ATD shall release a final naval message to communicate the prioritized list of common issues. Representatives from the AL shall advocate the specific and common issues to the appropriate OAGs or Executive Steering Committees (ESC).

d. The IL shall return the common solutions, complete with feasibility analysis and rough order of magnitude (ROM) cost estimate, to the AL.

e. NLT 15 July, the AL shall complete its analysis of proposed common solutions and ensure POM issue sheets are completed and forwarded to the EL for decision. The AL shall also develop funding strategies and provide advice on acquisition and sustainment strategies.

f. Training issue status will be communicated by the AL via the ATS website.

7. Training Management Employment Plan (TMEP). The TMEP provides a snap-shot of conferences for planning purposes and helps align dates/locations for Marine aviation training and operational conferences. As an event management tool the TMEP aims to optimize stakeholder attendance while deconflicting events such as WTI. The intent is to synchronize the flow of information between TMT, T&R, FRS summit, OAG/Naval Aviation Readiness Group (NARG), TTF and other conferences. It will guide updates to the appropriate policy or submit issues for resourcing in time to support the POM cycle. A secondary result is the efficient and effective review of fiscal resources supporting travel and participation. The TMEP is posted on the TECOM SharePoint/ATS website via the following link:
https://www.intranet.tecom.usmc.mil/hq/branches/atb1/default.aspx.

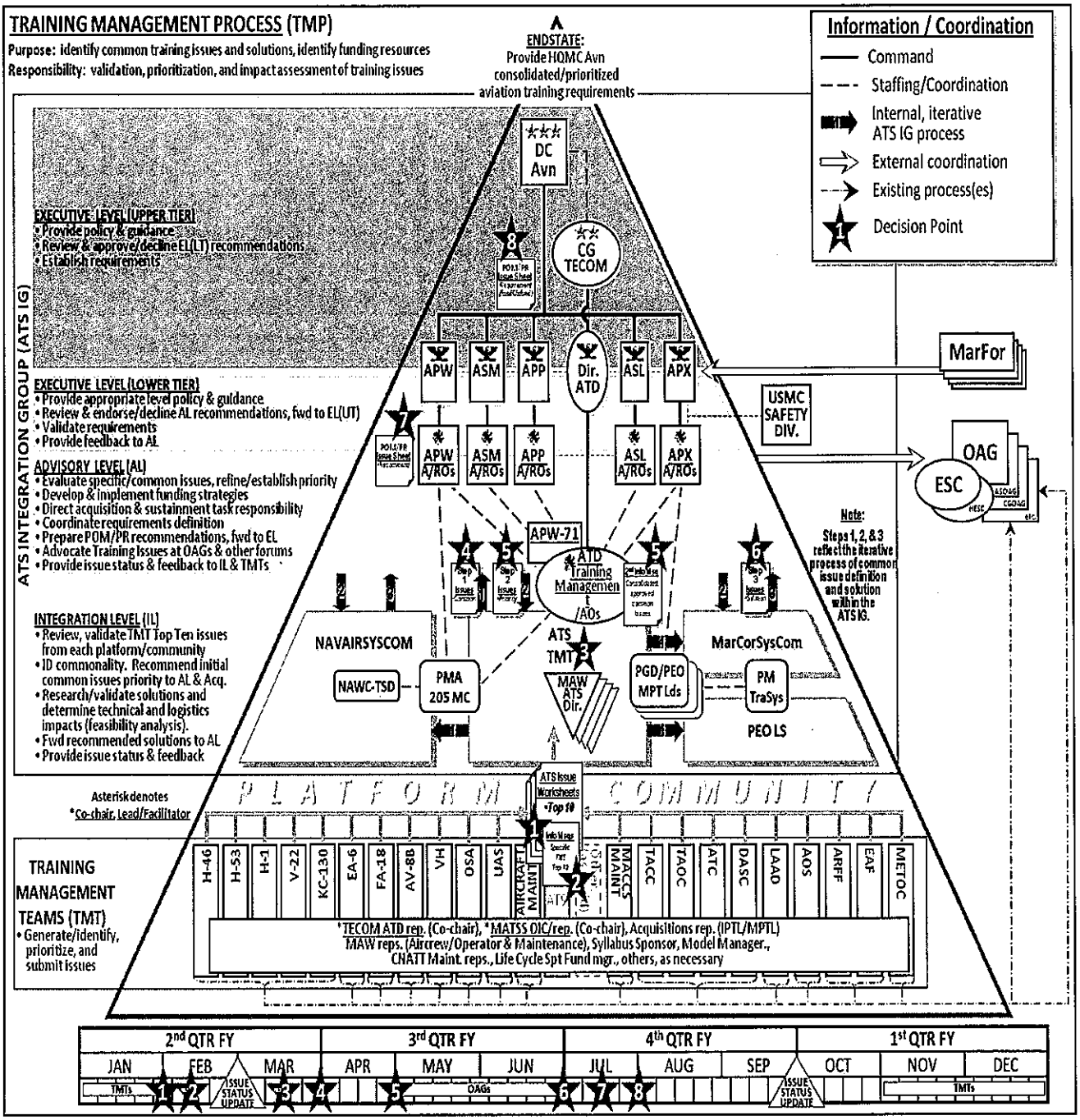

Figure 5-1.--Training Management Process (TMP)

Chapter 6

Standardization and Evaluation

1. Standardization and Evaluation. ATS standardization of aviation training and evaluation supports commanders by integrating and improving existing standardization programs, facilitating their execution through the MATSS structure, and providing effective oversight. These efforts improve the quality of training, increase combat readiness, and reduce aviation mishaps.

2. Program Oversight and Leadership

a. Program Oversight. TECOM ATD shall provide oversight of ATS execution IOT facilitate standardization and evaluation.

b. Program Leadership. The MAW CGs shall provide the leadership, direction, and assistance required to maintain, sustain, and execute the ATS program.

3. Aircrew. This section applies to officer and enlisted aircrew (EAC), and to UAS internal operator standardization and evaluation.

a. Instructor Standardization

(1) MATSS OICs shall conduct meetings or conferences, as required, to standardize training throughout the ATS MATSS organization and ensure standardization of procedures and application of policy.

(2) MATSS shall conduct a quarterly standardization board for all T/M/S supported. Minimum membership of the standardization board is: the local MATSS OIC or OPSO (chair), one FLSE per T/M/S, one squadron Instrument Flight Board (IFB) member per tenant unit, a Unit NATOPS officer (UNO)/NATOPS instructor (NI) per tenant unit, a CI as appropriate and a local Air Traffic Control (ATC) representative. Each FLSE shall participate in at least one standardization board annually.

b. Instrument and NATOPS Standardization and Evaluation

(1) The provisions of this instruction do not relieve the squadron CO of his or her responsibility to maintain a squadron NATOPS officer, but rather are intended to reduce the workload of that officer and increase the level of Marine aviation-wide instrument and NATOPS standardization.

(2) In coordination with CNATRA, the IGS PC shall establish policy for the execution of IGS and the subsequent instrument examination.

(3) Each MATSS OIC shall coordinate with Wing and Group DOSS to develop standardized instrument training requirements specific to its local operating area and incorporate them into IGS.

(4) MATSS shall provide assistance to unit COs for NATOPS and instrument evaluations.

(a) Each MATSS OIC shall ensure the standardization and currency of assigned CIs IAW reference (m), local regulations, and applicable T/M/S instructions.

(b) Uniformed NI/ANI and instrument evaluators shall conduct all instrument and NATOPS evaluations for CIs.

c. Flight Leadership Program (FLP). MATSS shall assume FLP MM tasks after reaching FOC IAW reference (l).

(1) The FLP applies to section leader, division leader, flight leader, mission commander, and air mission commander designations for pilots as well as mission commander designation for NFOs as defined in reference (l). The goal of the FLP is to provide the structure and requirements necessary for standardized training, development, and designation of flight leaders.

(2) The FLP shall be executed per reference (l). Each MATSS shall support flight leadership training and evaluation. Additionally, each MATSS shall coordinate the management and execution of the FLP with designated MAW T/M/S FLSE.

(3) Per reference (l), MAWTS-1 shall support the MAW CGs in implementing the FLP. MAWTS-1 instructors are authorized to perform FLSE functions as requested. MAWTS-1 will coordinate with FLP MM and PC to ensure standardization.

d. Other Certifications and Designations

(1) MAWTS-1 certifications shall be administered IAW the MAWTS-1 Course Catalog. MAWTS-1 will standardize certifications under their cognizance.

(2) All qualifications, certifications, and designations not otherwise specified shall be conducted IAW references (l), (m), and community T&R manuals. MATSS shall assist FLP MM and PC in the standardization of training and evaluation as required.

4. Aircraft Maintenance. The maintenance component of ATS standardization and evaluation will facilitate all generic training mandated for fleet maintainers (e.g., Naval Aviation Maintenance Program (NAMP) monitored and managed programs, Navy Occupational Safety and Health (NAVOSH), and AIRSpeed). Aircraft maintenance training standardization will expand to include post-C school MOS training for fleet maintainers.

Aviation maintenance T&R program standards, reference (b), will serve as the backbone for standardizing MOS skill qualifications, certifications, and designations by T/M/S across all operational squadrons. Maintenance leadership standardization applies to those qualifications and designations attained through a combination of on-the-job training (OJT)/NAMP task completion and specific qualification/designation/license (QDL) syllabi requirements directed IAW reference (b). Each MATSS shall support maintenance leadership training and evaluation.

5. MACCS Operators/Maintainers. MATSS involvement in the development of virtual training scenarios will encourage regular integrated training between aircrew and MACCS operators to allow for greater execution of aviation command and control procedures. With MATSS oversight, the virtual training scenarios will be standardized according to the T&R manuals to expedite the crawl-walk-run philosophy. MATSS shall support MACCS proficiency training.

a. Combat Leadership Designation. Combat leadership standardization applies to those designations listed in the T&R Manuals for the 72XX communities.

b. Instructor Standardization. All provisions listed in paragraph 3.a. of this chapter for instructor standardization apply to aviation C2 officers and Marines holding one of the combat leadership designations.

6. ARFF/EAF/AOS/METOC

a. All 68XX, 7051, 7041, 7011, 7002 T&R manuals, progression models, and appropriate courseware will be held at the MATSS.

b. Combat Leadership Designation. Combat leadership standardization applies to those designations as listed in the T&R Manuals for the 68XX, 7051, 7041, 7011, and 7002 MOS.

c. Instructor Standardization. All provisions listed in paragraph 3.a. of this chapter for instructor standardization apply to AGS Officers and Marines holding one of the combat leadership designations.

Chapter 7

Training Device Scheduling and Reporting Procedures

1. MATSS Training Device and Resource Scheduling. MAW ATS/MATSS shall manage the scheduling, maintenance, and utilization of all aviation training devices and ATS resources under the MAW. The term "training device" includes all simulation devices assigned to the MATSS. "Resources" include, but are not limited to, MATSS personnel, classrooms, conference rooms, and briefing spaces.

a. All units shall account for simulator flight hours in planning their FHP IAW reference (o). Failure to follow these procedures may lead to training system shortfalls.

b. MATSS OICs shall submit currency and proficiency simulator hour requirements for assigned personnel to their respective MAW ATS Director for inclusion into the overall annual MAW simulator hour requirement.

c. MATSS OICs will ensure sufficient aviation training device availability to meet supported unit T&R requirements IAW the contracted annual MAW simulator hours. MATSS OICs will also support the TSC process for the respective training devices.

2. MAW ATS/MATSS Assessment. The evaluation of MAW ATS/MATSS shall be accomplished by TECOM ATD IOT evaluate the satisfaction of tasks and requirements articulated in chapters 2 and 9 of this Order. This action shall be accomplished by 1 October of each year to facilitate submission of training device issues via the TMP. Additionally, TECOM ATD will review quarterly training device readiness reports to evaluate training system effectiveness. Prior to FOC, assessment criteria will be used to identify deviations from planned FOC. MAW ATS/MATSS assessments shall be conducted on an annual basis after FOC by TECOM ATD and reported to HQMC AVN.

3. MAW ATS/MATSS Reporting. Training device utilization shall be reported to CNAF/CNAL/CNRFC via the existing simulator utilization reporting process. Quarterly training device readiness reports that address readiness, maintenance status, and material condition degraders/discrepancies shall be submitted by MAW ATS Directors to HQMC AVN IOT inform DCA, TECOM, MARFORs and, MAW leadership. MATSS shall also monitor the use and report status of current non-aircraft simulators/training devices (e.g., ATC tower simulator, Precision Approach Radar Simulator (IPARTS), Stinger Missile Moving Target Simulators (SMMTS), and UAS Institutional Mission Simulator (IMS)).

4. MATSS Physical Security. MATSS physical security requirements vary from site to site dependent upon the platforms and communities supported. Classification of the MATSS physical security requirements are defined in reference (p). Reference (r) defines the ability to label spaces as a "secure room" or "open storage" to maximize operations in support of the mission while meeting specific physical security requirements. MATSS will meet these specifications ISO the Aviation Distributed Virtual Training Environment (ADVTE) and USMC network requirements.

5. MATSS Network Security. MATSS network security requirements vary from site to site dependent upon the platforms and communities supported. Classification of the MATSS network security requirements is defined in

reference (s) identifying spaces as controlled, limited, or restricted access areas to maximize operations in support of the mission while meeting specific network security requirements. MATSS will meet these specifications ISO ADVTE and USMC network requirements.

6. MATSS Communications Security (COMSEC). MATSS communications security requirements vary from site to site dependent upon the platforms and communities supported. The term COMSEC as used herein also encompasses Electronic Key Management System (EKMS). MATSS will follow the policies, directives, and procedures as directed in reference (t). MATSS will comply with these specifications in support of the ADVTE and USMC network requirements and coordinate actions with the appropriate EKMS activity.

Chapter 8

Training Device Aviation Parts Sustainment

1. Aircraft Common Operating Equipment (ACOE)

a. Simulator/training device supply support of cognizant code (COG) 1/3/7/9 consumable materials and repairable components will become an increasingly important issue as simulator use increases. Training device equipment maintenance procedures for those devices utilizing aircraft common components (Shop Removal Assembly (SRA), Weapon Replacement Assembly (WRA) and consumables) and support equipment (SE), requires the host Aviation Intermediate Maintenance Department (AIMD)/MALS to fund repair or replacement of ACOE, Armament Weapons Support Equipment (AWSE) and SE components through OM,N or FHP funds per references (m), (u) and (v). O-cognizance parts will be funded through APN-6 resources and delineated via a MOA between affected organizations until the Material Support Date (MSD) is reached.

b. Some components are interchangeable between weapon system training devices and operational aircraft. These specific components require no special identification or special handling procedures when inducted for repair.

c. The replacement of condemned retrograde components identified as aircraft common equipment will be supported under normal aircraft component supply replacement procedures.

d. ACOE Procedures

(1) Component/part removed from training device by contractor.

(2) Maintenance Action Form (MAF) generated.

(3) Part and MAF given to COR.

(4) COR annotates Document Date and Serial Number (DDSN) and turns part and MAF directly into MALS supply department or directs contractor to do so.

(5) MALS/Intermediate Maintenance Activity (IMA) inducts component with MAF.

(6) Component/part is replaced or repaired.

e. When there are allowances on hand to replace the defective component, the supporting MALS will issue that component/part to immediately place the trainer back in service. Once the defective component is inducted into MALS it will be repaired expeditiously and then returned to the COR, or repaired and returned to the MALS/IMA supply inventory (in the case of an immediate issue from the MALS/IMA).

f. Training device components that are not suitable for on-aircraft use (due to factors such as excess life cycle, changes in aircraft configuration, or excess repair cost) are useful as malfunction repair training aids and shall be used for repeated disassembly/repair. When these components require maintenance they shall be identified as "NOT FOR USE ON AIRCRAFT" and will be inducted into the supporting IMA on a MAF. Mark on each copy of the MAF the

words "NOT FOR USE ON AIRCRAFT." Upon completion of the repair or condemnation process of a trainer unique retrograde at the IMA, the inducted component will be returned to the supported activity or routed for disposition.

g. When insufficient spares are on hand, normal aviation supply procedures will be applied to backordered components/parts. Coordination with commands affected by the degraded or down simulator should be made in order to assign the appropriate project priority code to the backordered component/part.

h. The MAW ATS/MATSS should coordinate with MAW Aviation Logistics Department (ALD)/MALS to assign appropriate MATSS Unit Identification Codes (UIC), organizational (ORG) codes, and type equipment codes (TEC) for supported training devices and simulators. This is done using the existing ALD/MALS Maintenance Reporting System IOT track properly ACOE maintenance/usage cost data. The need for ACOE overhaul, supply support allowances for spare ACOE parts/components, ACOE usage rates, and related costs may be higher than corresponding equipment in fleet aircraft use, and additional budget planning/adjustment of ACOE stocks may be required.

i. Aviation Depot Level Repair (AVDLR) budgets permit the supporting establishment to focus on the simulator readiness impacts of supply support. As the operating forces assume full responsibility for simulator ACOE, due consideration should be given to the supply support impact of the increasing use of simulation for T&R training. Prioritization of training devices (aircraft vs. simulator) for supply support may be required with accompanying impacts on aircraft, simulator, unit, and individual readiness.

2. Training Device/Simulator Unique Equipment. Simulator-unique equipment is supported by the COMS contract for repair or replacement.

Chapter 9

ATS Implementation

1. ATS Implementation

a. IAW the AVPLAN, HQMC directives, and policy letters, ATS organizations, concepts, and programs are formed within each MAW and at the air stations where aviation training occurs. This chapter provides direction on ATS implementation.

b. Each MAW ATS and MATSS will be organized as detailed in chapter 3. There will be local differences in level of government manpower, contract support, and physical layout based on site-specific training requirements, the units supported, the types of aviation training devices, the type and frequency of MACCS and AGS training to be conducted, and other factors such as infrastructure and fiscal constraints.

2. ATS Progression

a. ATS progression occurs in three phases: activation, IOC, and FOC. This iterative, phased approach begins with activation and provides steadily increasing capability at each MAW ATS and MATSS within manning, infrastructure, and fiscal constraints.

b. DCA is the IOC/FOC declaration authority for all MAW ATS/MATSS. Upon satisfying the metrics for IOC and FOC, the wing ATS for each respective MATSS will release a naval message to announce it has met the conditions as stated in paragraphs 3 and 4 of this chapter. After a review of the specified criteria outlined below, DCA will then release a naval message declaring IOC/FOC.

3. MAW ATS Functions. The MAW ATS Director's required functions will increase along with the functionality of subordinate MATSS and in accordance with the progression phases outlined in paragraph 2 of this chapter.

a. Activation. The MAW ATS is activated when an ATS director or deputy director is assigned to that position.

b. IOC. The MAW ATS is considered to have reached IOC when it is able to accomplish the following and upon subsequent declaration of IOC by DCA:

(1) Manage the ATS execution IAW this Order and MAW CG direction.

(2) Coordinate and facilitate standup of subordinate MATSS.

(3) Provide ATS guidance to subordinate MATSS.

(4) Coordinate and submit applicable tenant unit funding requirements for MAW ATS and MATSS.

(5) Support and facilitate in the TMP per chapter 5 and Appendix A.

(6) Report ATS training system effectiveness per chapter 7.

(7) Facilitate Flight Leadership Program (FLP) coordination with

applicable MAWs and subordinate MATSS per reference (l).

(8) Ensure staffing of both the ATS director and deputy director.

c. FOC. A MAW ATS is considered to have reached FOC when it is able to accomplish all of the tasks listed in chapter 2 and upon declaration of FOC by DCA.

4. MATSS Functions. MATSS functionality increases as capabilities are gained and resources are applied IAW the progression phases outlined in paragraph 2 of this chapter. Each MATSS is responsible to the ATS director for the availability, scheduling, maintenance, and effectiveness of the training system at their respective site and their incorporation into reference (f).

a. Activation. A MATSS is activated when a MATSS OIC or OPSO is assigned to that position.

b. IOC. A MATSS is considered to have reached IOC when it is able to perform the following functions:

(1) Coordinate the maintenance and availability of assigned training devices, including courseware, CAI, CBT, and simulators.

(2) Report training system effectiveness and performance metrics using a centrally managed and automated means.

(2) Schedule and manage all training devices, track and report training device maintenance status.

(3) Coordinate training requirements with supported unit operations departments.

(4) Conduct baseline inventory of training devices. Inventory classified simulator material and turn over account(s) to MAW responsible officer.

(5) Participate in the TMP per chapter 5 and Appendix A.

c. FOC. A MATSS is considered to have reached FOC when it is able to accomplish all of the tasks listed in chapter 2 and 6. At FOC MATSS is responsible for managing to the most current AVPLAN and determining the current training facilities and infrastructure capacity/capability to support the AVPLAN. In executing these duties, MATSS shall:

(1) Per reference (f), coordinate and plan device laydown facilities and infrastructure requirements via the chain of command with the appropriate agencies, including NAVAIRSYSCOM, MARCORSYSCOM, JSF JPO, and TECOM MTSD. These acquisition-related organizations are responsible for a full spectrum of ATS logistics support/services associated with device acquisition, fielding, relocation, disposal, site activation, and facilities/infrastructure planning, coordination, and development.

(2) Utilize reference (f) to coordinate facilities support planning via the chain of command. The activity S-4 and facilities development offices program minor construction, MILCON projects, and modifications

required to correct building deficiencies and maintain serviceability of the infrastructure.

(3) Manage assigned training facilities.

(4) Assume FLP model manager tasks IAW reference (1).

d. Required MAW ATS and MATSS FOC Capabilities

(1) Execute all aircrew, MACCS, AGS, and aircraft maintenance training functions associated with a MATSS with assigned manpower.

(2) Support MATSS manning with appropriate facilities.

(3) Satisfy T&R requirements with capable training devices.

(4) Provide consolidated reporting of training device effectiveness and metrics per chapter 7.

(5) Provide the ability to participate in simulator flights as well as practice command and control skills and techniques utilizing a Network Exercise Control Center (NECC) with Video Teleconferencing (VTC) capability. The NECC will function as a remote operating and monitoring environment.

(6) Provide secure mission planning capability appropriately configured as determined by the MAW ATS Director.

(7) Provide briefing/debriefing spaces with sufficient capacity as determined by the MAW ATS Director.

(8) Provide a learning environment for the review of courseware and technical manuals in support of tenant unit T&R academic requirements that are Advanced Automated Electronic Classroom (AAEC) compliant via a learning center that is appropriately configured as determined by the MAW ATS Director in coordination with HQMC AVN.

(9) Provide audio and VTC capability via a conference room with sufficient capacity as determined by the MAW ATS Director.

(10) Facilitate training and exercise support.

5. Training Device Lay-Down Plan. The AVPLAN depicts the Marine Corps Aviation Simulator Master Plan (MCASMP) for aircraft training devices. The current AVPLAN can be accessed via the Marine Corps website. MACCS agency training devices will be networked with aircraft training devices to the greatest extent possible.

6. MATSS Timeline. The timeline for activation, IOC and FOC of MATSS will be:

MATSS SITE	ACTIVATION	IOC	FOC
MCAS NEW RIVER	ACTIVATED	IOC	FY13
MCAS BEAUFORT	ACTIVATED	IOC	FY13
MCAS CHERRY POINT	ACTIVATED	IOC	FY13
MCAS MIRAMAR	ACTIVATED	IOC	FY13
MCAS CAMP PENDLETON	ACTIVATED	IOC	FY13

MCAS YUMA	ACTIVATED	IOC	FY13
MCAS IWAKUNI	ACTIVATED	IOC	FY13
MCAS FUTENMA	ACTIVATED	IOC	FY13
MCAS KANEOHE BAY	ACTIVATED	IOC	FY13
JRB FT WORTH	ACTIVATED	Q4FY12	FY14
JB MCGUIRE	ACTIVATED	Q4FY12	FY14

7. ATS Mobile Training Team (MTT). TECOM ATD is the designated ATS MTT lead. The MTT will assist the MAW ATS and MATSS staffs in achieving IOC and FOC declaration. Additionally the MTT serves to facilitate consistency across each MATSS/MAW ATS after achieving FOC through annual assessments. The MTT provides instruction, via a Quality Management Systems Library (QMSL), on tools, organizational structure, and processes that provide a management baseline for a new or emerging MAW ATS and MATSS.

APPENDIX A

TRAINING MANAGEMENT TEAM EXECUTION

1. Purpose. To provide guidance for the execution of the TMT.

2. Scope. This appendix summarizes TMT policies and minimum responsibilities required for compliance with the references in support of the TMP.

3. Duties. Each TMT shall meet annually to identify, prioritize, and submit specific TMT training issues to the ATS IG, for resolution and consideration as potential common training requirements.

4. Mission. The mission of the TMT is to identify and prioritize specific training issues for submission into the TMP.

5. TMT Membership/Composition

a. The TMT will consist of voting and non-voting members. Voting members shall establish a prioritized list of training issues prior to conclusion of the TMT. TECOM ATD representative will resolve a tie vote if required. Non-voting members participate in the TMT to provide subject matter expertise related to training issues and to facilitate the process. Additional participation is highly encouraged.

b. Voting Members

(1) Syllabus Sponsor. The syllabus sponsor is the representative for the agency that holds the responsibility for developing the community/platform curriculum (i.e., T&R).

(2) Model Manager. The model manager is the representative of the agency responsible for the functionality of the operational equipment for a specific platform, MACCS community, or AGS community (e.g., FRS, MACCS agency working committee chair).

(3) Operating Force Subject Matter Expert (SME). SMEs are the MAW-designated operating force representatives who are best qualified to identify training issues for a specific platform, MACCS community, or AGS community. Platform SMEs are responsible for representing the MAW on aircrew issues (both officer and enlisted) and individual T/M/S O-level maintenance. MACCS/AGS SMEs are responsible for representing the MAW on specific community operator issues (both officer and enlisted) and crew-level maintenance. While the TMTs are not limited on the amount of operating force representatives who may attend, only one vote is allowed from each MAW (and MEF/MARFORRES for UAS TMT) regardless of the number of operating force SMEs present.

(4) MCI East, MCI West, and MCB Hawaii/Japan SMEs. MCI/MCB SMEs provide current and relevant execution experience to address adequately issues of the community as it supports the station. Representation is required from each MCI/MCB for MATC, ARFF, EAF, AOS, and MACCS Maintenance TMTs. While the TMTs are not limited on the amount of MCI/MCB representatives that may attend, only one vote is allowed from each MCI/MCB regardless of the number of representatives present.

c. Non-voting members

(1) TECOM ATD Representative (co-chair). The TECOM ATD representative participates in the TMT conference to advise and guide the execution of the TMT as a TMP SME.

(2) MATSS OIC or designated representative (co-chair). The MATSS representative is the host of the TMT conference. The MATSS representative consolidates submitted training issues as the co-chair of each specific TMT.

d. Additional Members. While non-voting participants, these representatives provide valuable input to the TMT.

(1) MARFORs. The Cognizant Command (COG) for several T/M/S aircraft and part of the NATOPS Advisory Group (NAG) for others. Aditionally the MARFOR commanding general has responsibility of safety, standardization and training of subordinate commands.

(2) HQMC AVN. This representative is the requirements advocate for the specific platform or community.

(3) Community Procurement Agent. The agency responsible for delivery of training devices and services (i.e., NAVAIRSYSCOM, MARCORSYSCOM, PEO LS).

(4) CNATT Marine Unit for specific T/M/S and for aircraft maintenance.

(5) CNATT participation in AOS and EAF TMT.

(6) Naval METOC Professional Development Center (NMOPDC).

(7) Unmanned Aircraft Systems Training Battalion (UASTB).

e. Aircraft Maintenance and MACCS Maintenance TMT will focus on I-level maintenance and shall be represented by aircraft maintenance MOSs (60XX through 64XX and 6694) and MACCS maintenance MOSs (59XX) from the operating forces.

f. POCs for each community are maintained on the ATS website under TMT references.

6. TMT Tasks

a. TECOM ATD. The TECOM ATD representative participates in the TMT conference to advise and guide the execution of the TMT. The ATD representative shall:

(1) Oversee all platform and community TMTs.

(2) Facilitate the standup of new TMT.

(3) Facilitate scheduling of the TMT conference.

(4) Align and synchronize TMT schedules and locations via the TMEP allowing for maximum participation and consolidation with other training management and operational events.

(5) In conjunction with designated MATSS OICs, coordinate operating force input to the TMT.

(6) Inform HQMC AVN APW-71 and appropriate AOs of specific TMT issues.

(7) Maintain historical files on the ATS website containing all TMT memoranda, briefing materials, and supporting documentation.

(8) Serve as the point of contact for TMT procedures and preparation.

(9) Monitor the status of all new and existing issues through the TMP.

(10) Serve as co-chair for each TMT.

(11) Participate in each TMT as a TMP SME.

(12) Ensure awareness of concurrent Marine aviation training efforts.

(13) Advise and guide the conduct of the TMT to ensure compliance with the TMP.

(14) Serve as POC for receipt of the prioritized list of specific TMT training issues and schedule requests for future TMT.

b. Co-chairman. The TMT co-chairs lead the TMT conference. Conference chairmanship requires the ability to provide background and oversight of specific TMT issues and mediate amongst TMT members. The TMT co-chairs shall:

(1) Assist in the planning, preparation, and conduct of the TMT conference.

(2) Set conference location and coordinate logistics.

(3) Confirm TMT conference dates, location, and incorporation into the TMEP.

(4) Host the TMT conference.

(5) Release the TMT announcement message with the TMT agenda and schedule NLT 60 days prior to conference.

(6) Consolidate draft issue worksheets prior to the TMT.

(7) Confirm attendance of expected participants and required voting members upon convening of the TMT. Report any absent voting members.

(8) Lead discussions during TMT conference.

(9) Mediate issues and call for a vote from TECOM ATD when necessary.

(10) Facilitate the development and prioritization of specific TMT training issues.

(11) Ensure accurate completion of issue sheets.

(12) NLT two weeks following the TMT conference inform HQMC AVN (APW-71) and the respective HQMC AVN AO of the TMT results and publish the list of approved specific TMT issues via naval message. Post submitted issue sheets to the ATS website.

(13) Monitor the implementation of TMT issue action items and communicate their status via the ATS website until issues are resolved.

(14) Designate location and dates for future TMT conferences.

c. Wing ATS Directors. The MAW ATS Director facilitates timely designation of SMEs to support each specific TMT. The MAW ATS Directors shall:

(1) Coordinate with MAW G-3 to ensure proper SME representation.

(2) Consolidate SME names and forward to TECOM ATD NLT 45 days prior to each TMT.

d. Training Device Procurement Agent. This agent manages the development, acquisition, and sustainment of community-specific training systems. The training device procurement agent shall:

(1) Provide appropriate subject matter expertise in the discussion of training system acquisition issues brought before the TMT.

(2) Provide awareness of community-specific training system acquisition efforts.

(3) Provide technical/engineering expertise on training devices.

(4) Support assigned TMT issue action items and report progress via the ATS website, no less than semi-annually, until assigned issues are resolved.

e. HQMC AVN. Platform/community action officers are the requirements advocate for the specific platform or community. HQMC AVN representative shall:

(1) Review specific and common issues submitted by IL.

(2) Re-prioritize issues to support service and joint requirements as necessary.

(3) Advocate training issues at OAGs and other fora.

(4) Provide training issue status and feedback to IL and specific TMTs on specific and common training issues and report progress via the ATS website, no less than semi-annually, until assigned issues are resolved.

(5) APW-71 shall:

(a) Consolidate validated requirements.

(b) Coordinate requirements definition with platform and community AO.

(c) Prepare POM/PR recommendations on ATS to EL.

(d) Develop and implement funding strategy.

f. Syllabus Sponsor. The syllabus sponsor shall:

(1) Provide post initial-accession syllabus subject matter expertise in the discussion of issues brought before the TMT.

(2) Serve as a voting member.

(3) Validate issues with respect to the established T&R/MATMEP curriculum requirements.

(4) Track implementation of assigned TMT issues and report progress via the ATS website, no less than semi-annually, until assigned issues are resolved.

g. Model Manager. The model manager shall:

(1) Provide appropriate subject matter expertise in the discussion of issues brought before the TMT.

(2) Serve as a voting member.

(3) Track implementation of assigned TMT issues and report progress via the ATS website, no less than semi-annually, until assigned issues are resolved.

h. Operating Force SMEs. Operating force SMEs provide current and relevant fleet experience to adequately address issues of the platform/community. The operating force SMEs shall:

(1) Upon designation as a SME, collect community issues across MAW/MEF to provide operational force awareness of training issues across the community.

(2) Provide completed SME request to MAW ATS Director NLT thirty days prior to TMT.

(3) Be familiar with and effectively present training issues.

(4) Participate in the discussion of issues and potential solutions brought before the TMT.

(5) Serve as a voting member.

(6) Provide after-action brief to chain of command following the TMT.

i. MCI/MCB SMEs. The MCI SMEs shall:

(1) Upon designation as a SME, collect community training issues across MCI to provide awareness of training issues across the community in the station support role.

(2) Provide completed SME request to MAW ATS Director NLT thirty days prior to TMT.

(3) Be familiar with and effectively present training issues.

(4) Participate in the discussion of issues and potential solutions brought before the TMT.

(5) Serve as a voting member.

j. TMT Working Groups. Working groups may be created to focus attention on relevant areas of policy, resources, equipment, or facilities that support platform/community training. When convened, the working group leads shall:

(1) Facilitate, provide oversight to, and arbitrate discussions during working group meetings.

(2) Screen draft issues and either approve for issue development, reject, or return for clarification.

(3) Ensure proper issue sheet development and completion.

(4) Arbitrate conflicts amongst working group members.

(5) Present working group issues to the entire TMT.

7. Maintenance TMTs

a. Aircraft maintenance will conduct a separate Maintenance TMT from the specific platform TMTs. The purpose of the aircraft maintenance TMT is to review all maintenance issues recognized at the specific TMTs and identify I-level maintenance training issues that are pertinent to all aircraft maintainers (60XX through 64XX and 6694) regardless of airframe specialty.

b. MACCS maintenance will conduct a TMT separate from the specific MACCS agency TMTs. The purpose of the MACCS maintenance TMT is to address training issues that are pertinent to all MACCS maintainers (59XX) regardless of MACCS agency specialty.

8. General Procedures for Conduct of the TMT. A TMT planning guide, contact list, and other TMT references are posted on the ATS website: https://www.intranet.tecom.usmc.mil/hq/branches/atb1/ATS/default.aspx under "Documentation" then "ATS Docs: Training Management Team References".

a. Frequency. TMT shall meet annually prior to 1 February. TMEP shall support stakeholder attendance and deconflict with events such as WTI, EMV, OAGs, and NARGs. The TMEP is located on the ATS website.

b. Duration. Normally, TMT conferences will be two days in duration, but shall be planned to allow sufficient time to meet the established objectives for that TMT conference.

c. Location. TMT shall be held at the MATSS that is geographically closest to the model manager or the location that facilitates the greatest fleet representation. Members may also meet via VTC if time and distance require. TMT locations are:

(1) 1ST MAW: None

(2) 2D MAW: ATC, DASC, EAF, LAAD, EA-6B, H-53, KC-130, UAS, and V-22.

(3) 3D MAW: Aircraft Maintenance, AOS, ARFF, AV-8B, FA-18, H-1, H-46, MACCS Maintenance, METOC, TACC, and TAOC.

(4) 4TH MAW: OSA.

(5) MCB Quantico: VH.

d. Funding. CG TECOM shall fund the voting representatives and HQMC AVN representatives listed below for each specific TMT. All other attendees must be unit funded.

(1) Platform TMT
- -MM (1)
- -Syllabus Sponsor (1)
- -HQMC AVN (1)
- -MAWs (2 - 1 pilot and 1 enlisted aircrew; or 1 pilot and 1 maintenance rep)
- -MEFs/MARFORRES (1) - for UAS TMT only, to cover RQ-11B training issues

(2) Non-Platform TMT
- -MM (1)
- -Syllabus Sponsor (1)
- -HQMC AVN (1)
- -MAWs (1 Specific TMT Rep). TACC TMT will have (3) to cover Future Plans/Future Ops, Current Ops, and ACI.
- -MCIs/MCB (1) for MATC, ARFF, EAF, AOS, and MACCS Maintenance TMTs

e. Agenda. At a minimum, the following events shall be included in each TMT conference:

(1) Process overview / mission brief

(2) Review of existing issues and status

(3) New issue identification

(4) Issue prioritization

(5) ROI assignment

(6) Final ranking of issues

(7) Completion of issue sheets

(8) Validation of training issues by syllabus sponsor

(9) Assignment of responsibility for future action, relative to each training issue

(10) Conference review

(11) Determination of next requested conference convening date

(12) Specific TMT submit prioritized training issues to TECOM ATD

f. Post-TMT conference activities

(1) TECOM ATD, in coordination with the HQMC AVN, publishes the list of approved specific TMT issues via naval message.

(2) Submit request for next conference date and location to TECOM ATD.

(3) Track implementation of assigned TMT issues and report progress via the ATS website, no less than semi-annually, until assigned issues are resolved.

g. Submission of Draft Issue Worksheets

(1) Draft issue worksheets may be generated from any level and, IOT improve preparation for the TMT, shall be drafted prior to the TMT and submitted via the MATSS TMT co-chair for coordination with TECOM ATD. Draft issue worksheet generation and submission is a year-round process that requires continuous input to the TMT co-chairs. Draft issue worksheets may also be generated during the TMT conference.

(2) Training issues may be submitted using the Draft Issue Worksheet. The Worksheet is posted on the ATS website (https://www.intranet.tecom.usmc.mil/hq/branches/atb1/ATS/default.aspx) under "Documentation" tab, "ATS Docs: Training Management Team References", "Draft Issue Worksheet."

APPENDIX B

GLOSSARY OF ACRONYMS

AAEC	Advanced Automated Electronic Classroom
ACE	Aviation Combat Element
ACMC	Assistant Commandant of the Marine Corps
ACOE	Aircraft Common Operating Equipment
ADCON	Administrative Control
ADDIE	Analyze, Design, Develop, Implement, and Evaluate
ADVTE	Aviation Distributed Virtual Training Environment
AETC DO	Air Education and Training Command (AETC) Directorate of Operations
AETC	Air Education and Training Command
AGS	Aviation Ground Support
AIMD	Aviation Intermediate Maintenance Department
AIRSpeed	Naval Air Systems Command Business Process
AL	Advisory Level
ALD	Aviation Logistics Department
AMTCS	Aviation Maintenance Training Continuum System
AO	Action Officer
APN	Aircraft Procurement Navy (Appropriations)
APT	Aircrew Procedures Trainer
APW	Aviation Weapons Systems Requirements Branch
ASM	Advanced Skills Management
ATD	Aviation Training Division
ATC	Air Traffic Control
ATS IG	Aviation Training Systems (ATS) Integration Group
ATS	Aviation Training System
AVDLR	Aviation Depot Level Repairable
AVPLAN	Marine Corps Aviation Plan
AWSE	Armament Weapons Support Equipment
BITC	Basic Instructor Training Course
BSO	Budget Submission Office
CAI	Computer Aided Instruction
CAT	Curriculum Analysis Team
CBT	Computer Based Training
CCB	Configuration Control Board
CCM	Concurrency Management
CCRM	Core Competency Resource Management
CERT	Certification
CFTD	Containerized Flight Training Device
CG	Commanding General
CI	Contract Instructor
CINCRESFLT	Commander in Chief Reserve Fleet
CIS	Contract Instruction Services
CMS PTT	Cockpit Management System Part Task Trainer
CNAF	Commander Naval Air Forces
CNAFINST	Commander Naval Air Forces Instruction
CNAL	Commander Naval Air Forces Atlantic
CNARFC	Commander Naval Air Reserve Force Command
CNATRA	Chief of Naval Aviation Training
CNATT	Center for Naval Aviation Technical Training
CO	Commanding Officer
COG	Cognizant Code
COMPACFLT	Commander Pacific Fleet

COMS	Contractor Operations and Maintenance Services
COMUSFLTFORCOM	Commander United States Fleet Forces Command
Coord	Coordinator
COR	Contracting Officer's Representative
CRM	Crew Resource Management
CSP	Core Skill Proficiency
CY	Calendar Year
DASC	Direct Air Support Center
DC	Deputy Commandant
DCA	Deputy Commandant for Aviation
DC M&RA	Deputy Commandant for Manpower and Reserve Affairs
DC P&R	Deputy Commandant for Programs and Resources
DDSN	Document Date and Serial Number
DESIG	Designation
DMO	Distributed Mission Operations
DMS	Defense Message System
DON	Department of the Navy
DOSS	Department of Safety and Standardization
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities
DSS	Director of Safety and Standardization
EAC	Enlisted Aircrew
EC	Electronic Classroom
ECP	Engineering Change Proposal
EL	Executive Level
FFS	Full Flight Simulator
FHP	Flight Hour Program
FLP	Flight Leadership Program
FLSE	Flight Leadership Standardization and Evaluation/Evaluator
FMB	Financial Management Board
FOC	Full Operational Capability
FPT	Fleet Project Team
FRS	Fleet Replacement Squadron
FTD	Flight Training Device
FW	Fixed Wing
FY	Fiscal Year
GS/CIV	General Schedule Government Civilian
HMX-1	Marine Helicopter Squadron 1
HQMC	Headquarters Marine Corps
HQMC AVN	Headquarters Marine Corps Aviation
IAW	In Accordance With
IGS	Instrument Ground School
I-Level	Intermediate Level
IL	Integration Level
IMA	Intermediate Maintenance Activity
IOC	Initial Operational Capability
IOT	In Order To
IPT	Integrated Product Team
IPTL	Training Integrated Product Team Lead
ISD	Instructional Systems Design
ISE	In-Service Engineer
ISEO	In-Service Engineering Office
ISO	In Support Of
ITSS	Individual Training Standards System
KTR	Contractor
LAAD	Low Altitude Air Defense
LDO	Limited Duty Officer

LMS	Learning Management System
LVC	Live, Virtual, and Constructive
M&S	Modeling and Simulation
MACCS	Marine Air Command and Control System
MACG	Marine Air Control Group
MAF	Maintenance Action Form
MAG	Marine Aircraft Group
MAGTF	Marine Air Ground Task Force
MAINT	Maintenance
MALS	Marine Aviation Logistics Squadron
MARCORSYSCOM	Marine Corps Systems Command
MARDET	Marine Detachment
MARFOR	Commander Marine Forces (PAC = Pacific, COM = Command, RES = Reserves)
MARUNIT	Marine Unit
MATSG	Marine Aviation Training Support Group
MATSS	Marine Aviation Training System Site
MAW	Marine Aircraft Wing
MAWTS-1	Marine Aviation Weapons and Tactics Squadron One
MCALMS	Marine Corps Aviation Learning Management System
MCAS	Marine Corps Air Station
MCCDC	Marine Corps Combat Development Command
MCI	Marine Corps Installations
MCO	Marine Corps Order
MCTL	Marine Corps Task List
MEF	Marine Expeditionary Force
MET	Mission Essential Task
METL	Mission Essential Task List
MILCON	Military Construction
MIL-HDBK	Military Handbook
MM	Model Manager
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty
MOU	Memorandum of Understanding
MPT	Manpower, Personnel and Training
M-SHARP	Marine Sierra Hotel Aviation Readiness Program
MTL	Master Task List
MTT	Mission Task Trainer
MTT	Mobile Training Team
MWSG	Marine Wing Support Group
NAMP	Naval Aviation Maintenance Program
NARG	Naval Aviation Requirements Group
NASMP	Naval Aviation Simulation Master Plan
NATOPS	Naval Air Training and Operating Procedures Standardization
NAVAIRSYSCOM	Naval Air Systems Command
NAVMC	Navy and Marine Corps Directive
NAVOSH	Navy Occupational Safety and Health
NCO	Non-Commissioned Officer
NECC	Network Exercise Control Center
NETC	Naval Education and Training Command
NFO	Naval Flight Officer
NI	NATOPS Instructor
NOTAL	Notice To All
NPDC	Naval Personnel Development Command
O-Level	Organizational Level
OAG	Operational Advisory Group
OIC	Officer-In-Charge

OJT	On the Job Training
OM,MC	Operations and Maintenance, Marine Corps (Appropriations)
OM,N	Operations and Maintenance, Navy (Appropriations)
OPCON	Operational Control
OPNAV	Office of the Chief of Naval Operations
OPNAVINST	Office of the Chief of Naval Operations Instruction
OPS	Operations
OPSO	Operations Officer
OPTAR	Operating Target
ORG	Organizational
ORM	Operational Risk Management
OSA	Operational Support Aircraft
P&R	Programs and Resources
PC	Program Coordinator
PCO	Procuring Contracting Officer
PEB	Program Evaluation Board
PEO	Program Executive Office
PM	Program Manager
PMA	Program/Project Manager, Air
PMC	Procurement Marine Corps (Appropriations)
POA&M	Plan of Action and Milestones
POC	Point of Contact
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PR	Program Review
PTT	Part-Task Trainer
QTR	Quarter
QUAL	Qualification
R&D	Research and Development (Appropriations)
R&M	Revision and Maintenance
RC	Reserve Component
RMS	Resource Management System
RO	Requirements Officer
RO	Responsible Officer
ROI	Return on Investment
ROM	Rough Order of Magnitude
RRM	Risk Resource Management
RW	Rotary Wing
S/A-Code	Simulator or Aircraft Event
S-1	Administrative & Command Element
S-3	Operations
S-4	Logistics and Facilities
S-6	Communications and Networking
S-Code	Simulator Event
SAT	Systems Approach to Training
SBT	Scenario-Based Training
SE	Support Equipment
SEPCOR	Separate Correspondence
SFTI	Strike Fighter Tactics Instructor
SIPR	Secure Internet Protocol Required
SME	Subject Matter Expert
SOP	Standard Operating Procedures
SOW	Statement of Work
SRA	Shop Removal Assembly
STAN	Standardization
STAN/EVAL	Standardization and Evaluation
T&R	Training and Readiness

T/M/S	Type, Model, and Series
T/O	Table of Organization
T/O&E	Table of Organization and Equipment
TACC	Tactical Air Command Center
TACON	Tactical Control
TAOC	Tactical Air Operations Center
TE	Training Environment
TEC	Type Equipment Code
TECOM	Training and Education Command
TMEP	Training Management Employment Plan
TMESS	Training Management and Event Scheduling System
TMP	Training Management Process
TMT	Training Management Team
TMS	Training Management System
TOFT	Tactical Operational Flight Trainer
TRAWING	Training Wing
TSC	Training System Certification
TSD	Training Systems Division
TTF	Transformation Task Force
TYCOM	Type Commander
UIC	Unit Identification Code
UJTL	Unified Joint Task List
UNO	Unit NATOPS Officer
USA TRADOC	United States Army Training and Doctrine Command
VMU	Marine Unmanned Aerial Vehicle Squadron
VTC	Video Teleconference
WAA	Work Assignment Agreement
WRA	Weapon Replacement Assembly
WST	Weapons Systems Trainer
WTI	Weapons & Tactics Instructor

APPENDIX C

GLOSSARY OF REFERENCE COMMON NAMES

COMNAVAIRFORINST 4790.2A	The Naval Aviation Maintenance Program
MCO 5530.14A	Marine Corps Physical Security Program Manual
MCO 1553.2A	Management for Marine Corps Formal Schools and Training Centers
MCO 1553.3A	Unit Training Management (UTM)
MCO 2281.1	Electronic Key management System Policy
MCO 3125.1B	Marine Corps Flying Hour Program (FHP) Management
MCO 3500.109	Marine Corps Aviation Weapons and Tactics Training Program (WTTP)
MCO 3500.14	Aviation Training and Readiness (T&R) Program Manual
MCO 3500.27B	Operational Risk Management
MCO 3710.6	Marine Corps Aviation Training System
MCO 4790.22	Aircraft Maintenance Training & Readiness Program
MCO 5100.29B	Marine Corps Safety Program
MCO 5311.1D	Total Force Structure Process (TFSP)
MCO 5320.12G	Precedence Levels for Manning and Staffing
MCO P11000.12, Vol 2	Real Property Facilities Manual
MIL-HDBK-29612/2A	Instructional Systems Development/Systems Approach to Training
NAVMC 3500.14B	Aviation Training and Readiness (T&R) Program Manual
NAVMC 4790.01	Aircraft Maintenance Training & Readiness Program Manual
OPNAVINST 3710.7U	NATOPS General Flight and Operating Instructions
OPNAVINST 3750.6R	Naval Aviation Safety Program